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**MEMORANDUM**

To: E. Britt Brockman, Chair, University of Kentucky Board of Trustees

From: Eli Capilouto 

Subject: Self-Evaluation, 2013-14

Date: July 9, 2014

For nearly 150 years, our innovation, creativity, outstanding teaching and uplifting service have touched the lives of people throughout the Commonwealth, the nation and the world.

Three years ago, we determined together that we must forge a path of renewal and revitalization through an emboldened commitment to our missions of education, research, service and health care. This evaluation process details, in part, the success we have had together, a success that has manifested itself in many ways across our campus. Everything outlined in the pages that follow speaks to the efforts of so many people.

Two independent and external evaluations, in particular, underscore the leadership and vision provided by you and the Board of Trustees; affirm our efforts; and demonstrate our progress.

The first benchmark of our success was the University's successful reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges. The site visit committee praised the unified vision we have for learning across the campus and the culture of commitment to excellence we have fostered among students, faculty and staff.

The second affirmation comes from the conclusions reached by Standard and Poor's Rating Services (S&P) and Moody's Investors Service in February 2014 -- two independent examinations of our financial strength.

S&P revised its outlook of the University's financial condition from "stable" to "positive." In summary, the report from S&P said:

"In our view, UK is one of the nationally ranked comprehensive research based universities in the country that is gaining increasing recognition for its academic programs, clinical care of patients and its research. The aforementioned record student enrollment, rising patient utilization, increasing health services market share ... while

also improving its financial profile and successfully meeting the challenges of a more onerous higher education and healthcare funding environment."

Moody's analysis maintains our current strong credit rating -- even as much of higher education has been given a "negative" outlook -- while citing as strengths our growth in enrollment, health care and financial management.

The accomplishments of the last three years are the result of the dedication, energy, and creativity of the executive leadership team and our faculty, staff, and students. This is a remarkable place, defined by the vibrancy of our people.

We all know the circumstances in which we operate -- an era of constant change and challenge for all of higher education. We have chosen to create our own future and direct our fate by creating new and exciting pathways to fulfill our historic missions of service to the Commonwealth.

It is a story of promises made and promises kept. And, yet, it is a story, whose chapters we are still writing together.

## PROMISES MADE, PROMISES KEPT

During the October 2011 University Investiture Ceremony, gathered with students, faculty, staff, family, university presidents and community leaders, we collectively declared that **“it is time to build with our eyes fixed firmly on honoring the promise to which we – and those whose efforts laid the foundation of this institution – are all committed.”**

### Capital Priorities

Central to honoring our promise, the University of Kentucky needed to begin – in a planned and expeditious way – to rebuild the academic core of the campus. In making the case for the renewal of our infrastructure, we looked to data and found, **“an independent study ... recommended that we tear down 12 buildings and undertake major renovations of 29 more ... the vast majority of our space is not accessible to people with disabilities ... the average age of the buildings is 50 years ... and because 10 percent of students who live in our residence halls live in modern housing”** and more want to live on campus. In total, **“we have more than \$1 billion in construction needs...”**

**We focused our attention in that address -- and our efforts since then -- around three central areas of infrastructure advancement:**

- **Residence Halls and living/learning communities**
- **Academic, research and health facilities**
- **Spaces that enhance quality of life and community on campus, while placing students first**

### Capital Priorities: Residence Halls

The strategic construction effort began with, **“residence halls that provide high-tech living and learning opportunities for our students, where they can learn as part of a community, and be prepared for a more diverse world.”**

This was the first strategic priority for our campus infrastructure revitalization because internal research demonstrates that students living on campus succeed at higher rates than students living off campus.

The University engaged in an innovative public/private partnership with EdR to create modern living/learning communities across campus. The partnership – among the first in the nation of this scope and scale – has reached \$348 million and 5,700 beds, and may reach up to \$500 million to create 9,000 modern beds on the UK campus.

The renewal is made possible by the 100 percent equity stake brought to the table by EdR, which allows UK to reserve its capacity to self-finance academic and research capital projects. Additionally, the forecasted rate of increase in student housing fees for EdR facilities is lower than the projected rate of increase for housing under UK’s management. All residential halls

built by EdR will be targeted for LEED-Silver Certification. Across campus, modern, more efficient and higher quality facilities are being built faster than would have been possible under traditional financing mechanisms.

Our progress:

#### *Phase I*

- Central Halls I & II (Opened August 2013)
  - \$25.2 million
  - 601 beds; 19 active learning spaces
  - Home for the Honors Program
  - Geothermal heating

#### *Phase IIa*

- Champions Court I & II (Opening August 2014)
  - \$69.7 million
  - 1,167 beds; 53 active learning spaces
  - New north campus study included in Champions Court I
- Woodland Glen I & II (Opening August 2014)
  - \$44.4 million
  - 818 beds; 33 active learning spaces
- Haggin Hall (Opening August 2014)
  - \$23.8 million
  - 396 beds; 15 active learning spaces
  - New K-Lair that is part of our dining program

#### *Phase IIb*

- Woodland Glen III, IV & V (Opening August 2015)
  - \$101.2 million
  - 1,610 beds; 55 active learning spaces

#### *Phase IIc*

- Limestone Park I & II (Opening August 2016)
  - \$83.9 million
  - 1,141 beds; 25 active learning spaces

#### *Economic Impact*

Though not the driving purpose behind our partnership with EdR, the investment in our residential housing spaces will create an estimated 9,339 direct and indirect jobs and \$10.2 million in state and local tax revenue through 2016. The data further underscore our impact as an economic engine for Lexington, the region and Commonwealth.

### *Living-Learning Programs*

Our housing investment will allow for an expansion in UK's living-learning programs (LLP). By August 2014, we will open six new LLPS in addition to the 13 existing LLPs focused on topics ranging from communications and health care to engineering and fine arts.

As part of our effort to build communities for faculty, staff and student success, we have invested more than \$5 million in improved safety and student support services, including an enhanced alert system, counselors and police officers.

### Capital Priorities: Academic Facilities

The University also is self-financing several capital projects essential to its academic and financial future. During the Investiture Ceremony, we committed to building **“new classroom space in the core of our campus ... equipped with technology that opens up nearly unlimited potential for students and faculty to teach and learn as partners. Space that allows us to expand our innovative educational and honors programs, including clinical and research space so our students can know the most modern of discoveries and health and touch lives.”**

Because of the work of many across our campus and in the Commonwealth, House Bill 7 was passed during the 2013 Session of the Kentucky General Assembly. The legislation authorized the University to self-finance three building projects without state appropriations:

#### *\$65 million expansion and renovation of the Gatton College of Business and Economics*

- The renovated and expanded Gatton College of Business and Economics is being entirely financed with private philanthropy. The expansion will allow for smart growth in our student and faculty population, as well as technology-rich teaching resources and community spaces designed to foster collaborative learning and development.
- The project adds a state-of-the-art, 500-seat auditorium, 40 study rooms, 20 new classrooms, Executive Education and Conference Center, dedicated MBA center, and a simulated training floor.
- The project is LEED-Silver/Gold targeted
- The project began in October 2013. The project will be completed by May 2016

#### *\$110 million Academic Science Building*

- The facility is designed to accommodate multi-disciplinary, basic and applied science education with collaborative, shared spaces for faculty, staff and students.
- Two floors of shelled research space
- Two-thirds of the project will be financed by UK Athletics and the remainder through institutional resources and private philanthropy.
- The project began in Spring 2014. Facility will open in Fall 2016.

#### *\$110 million renovation of Commonwealth Stadium*

- The project will support the fan atmosphere outside and inside the stadium, including new restrooms, expanded concourses, improved concessions, additional suite and loge seating, new club seats and a team shop.
- To support student-athletes, a new locker room, recruiting room and space for a quality training table will be included in the project.
- The project is funded entirely by Athletics, which remains one of the handful of programs in the country to be financially self-sustaining.
- Construction began in December 2013. The renovation will be completed prior to the 2015 season.

In addition to the "House Bill 7 Projects", the Commonwealth of Kentucky's 2014-16 Capital and Operating Budget authorized the University to self-finance two major projects and partner with the state on the renovation and expansion of the College of Law.

#### *\$165 million renovation and expansion of the Student Center*

- The vision behind the project is to create a living room for the University where students, faculty, staff and community members can congregate and collaborate.
- The project will preserve and renovate the original Ernst Johnson building on the west end of the existing facility.

#### *\$150 million fit-up of Pavilion A of the Chandler Medical Center, UK HealthCare*

- Since opening the first two patient care floors in Pavilion A of the new Patient Care Facility, UK HealthCare has continued to experience strong patient demand for the delivery of its hospital system operations. The volume increase has placed substantial capacity constraints, requiring the continued fit-out of Pavilion A.
- The project includes the fit-up of two patient floors, replaces a 52-year old cafeteria, and relocates the Neonatal Intensive Care Unit and MRI, among other investments.
- The project will be paid for with clinical revenue.

#### *\$65 million renovation and expansion of the College of Law*

- The new facility will support a modern legal education that prepares students to pursue a myriad of legal, public service and management careers beyond graduation.
- The project will include a student services suite, new classrooms, a new reading room, a legal clinic, a modern courtroom, and new faculty offices.
- The project will be financed by \$35 million in state general fund bonds and \$30 million in private philanthropy.

Capital Priorities: facilities and spaces that enhance quality of life and community on our campus, while placing students first

**“And we will continue to seek ways to finance and revitalize facilities for the arts and self-financed athletic facilities.”**

*\$20 million invested throughout the College of Fine Arts*

- \$15 million renovation of the former University Lofts building will replace the Reynolds Building. The renovation will provide a modern, industrial space for the School of Art and Visual Studies.
- \$1.7 million renovation is being dedicated to the Schmidt Vocal Arts Center
- \$4.5 million to upgrade the mechanical systems – air handling units, temperature controls, exhaust fans and other necessary repairs – is being invested in the main Fine Arts building.

*\$45 million renovation and expansion of the Nutter Training Center and Field House*

- In addition to the Commonwealth Stadium renovation, UK Athletics will renovate and expand the Nutter Training Center.
- By relocating the primary services of the training center (currently across the street) closer to the field house and football stadium, student-athletes will have more convenient and centralized access to a myriad of support services.
- Academic support services for the team will also be relocated from the CATS Center on north campus.
- Space freed up by relocation of athletic facilities and grounds will be repurposed for recreational and other needs of the general student population, faculty, and staff.

**In total, over the last three years, the University of Kentucky has self-financed more than \$1 billion in capital investment to enhance the academic, research, service and health care missions of the institution. We've made these incredible investments while maintaining a strong balance sheet and not placing a financial burden on the Commonwealth of Kentucky.**

## Master Plan

The campus Master Plan is a community concept for the UK Campus and was developed with the recognition that the campus, in its entirety, is more than the mere functional arrangement of buildings, roads, walkways, parking lots and landscapes. It defines a collective experience of place and community, which is an essential part of the teaching, research and learning experience for students, faculty, and staff. Perhaps more than any other single aspect of the University, the physical environment has the power to embody and express the purpose and mission of the University of Kentucky.

On October 26, 2013 the University of Kentucky adopted the following guiding principles to direct the institution's growth:

- Academic Environment – Create a 21st century learning environment that supports the technological, social, economic and creative needs of today's students.
- Campus Life – Enhance the student life experience and reinforce campus community in strong residential districts, both on and off campus
- Community – Forge partnerships to strengthen the neighborhoods surrounding the campus and downtown.
- Growth – Establish a long-term plan for growth management consistent with the University's mission, and that efficiently utilizes land resources.
- Mobility – Facilitate safer and more efficient mobility in support of the master plan land use and landscape concepts.
- Landscape Structure – Established a legible open space and landscape structure that improves the campus environment and reinforces campus identity.
- Sustainability – Integrate sustainability in every aspect of planning.

## Campus Landscaping

One of the stated goals of the master plan was "to create enduring campus places that improve outdoor comfort and contribute to campus ecology." As part of that ongoing effort, UK initiated a tree planting program that will add more than 400 trees to campus over the next few years.

- 130 trees will be planted in the spring/summer 2014
- 80-100 trees will be planted in fall 2014
- 200 trees will be planted through the FEMA flood management project along Alumni Drive



## Student Recruitment, Retention and Success

To fulfill our commitment to put students first in everything we do, three years ago we made clear that **"we will grow the funds so that we can stop saying no to hundreds of talented freshman who qualify for our highest scholastic award..."** At the same time, we must be a place for high achieving students from different backgrounds, cultures and places. We established a goal to **"become more diverse and inclusive – with more students of different races and ethnicities, with different backgrounds, experiences, and origins. As a university, we must – and we will – reflect the interconnected world in which our students are expected to compete and succeed."**

*The 2013-2014 first-year class was UK's largest with record breaking levels of academic excellence and diversity:*

- Nearly 4,700 first-year students, joining UK's record enrollment of 29,400 students.
- 105 National Merit, National Achievement and National Hispanic Scholar students, up from 71 the previous year and placing UK in the top 15 among public universities in the U.S.).
- Record number of students with composite scores between 28 and 36 on the ACT.
- 555 African American and 200 Hispanic students, both the largest in UK's history and the continuation of consistent growth since 2008.
- More selective, higher-yield graduate and professional programs.
- Increased graduate and professional time-to-degree-completion rates, which are now above the national average.

### *Recruitment events*

- Throughout the year, regional recruiters from our Admissions office visit high schools; the University is host for luncheons for guidance counselors, students and families both on and off campus; and we organize "see blue" preview nights throughout Kentucky and our out-of-state markets.
- As part of those efforts, I attended approximately 30 recruitment events, held individual meetings, sent several letters, and made numerous phone calls to top prospective students.

### *Retention Efforts*

In Fall 2014, we experienced an increase of more a percentage point in our first-to-second-year retention rates and significant, multi-percentage-point increases in our third- and fourth-year rates. But there is much work left to do to strengthen our retention rates to levels competitive with our benchmark institutions.

Our retention efforts are led by Provost Christine Riordan with the support of a Campus Retention Advisory Committee. The Committee includes representatives from the academic colleges and units that interact regularly with students and track their matriculation. In Spring 2014, the Committee collaborated with UKIT and Undergraduate Education on Enrollment and Retention Dashboards, a Retention Prediction Model; and Benchmark and Peer Data Comparisons.

The Committee also identified three areas to begin/continue their work:

- College Retention Strategies tied to the UK and College Strategic Plans;
- Major selection for first-year students, including advising and career exploration; and
- Expansion of “The 300”: Model of Student Outreach and Intervention.

Going forward, the Committee is planning strategies for specific campus retention activities, concentrating on four areas: First-Year Experience; Gatekeeper and Bottleneck Courses; Student Resource Center; and Program Admission Standards.

### Access and Affordability

To balance the financial needs of the institution with affordability and access, we limited student tuition and fee increases to three percent in 2013-14, the lowest amount in 15 years; and a modest increase of five percent in 2014-15.

In 2013-14, we increased university-funded financial aid by \$7 million. We extended that priority in the 2014-15 Capital and Operating Budget and increased university-funded financial aid and scholarships by more than \$11 million to more than \$85 million. More than 85 percent of undergraduate students from Kentucky received financial aid that did not have to be repaid. And for those students, the average out-of-pocket expense for tuition and mandatory fees was \$1,079 per semester – nearly \$150 less than in the prior year.

### Investing in the UK Family

As we rebuild our campus, we recognized in October 2011 that, **“bricks and mortar only matter when the right people are there to light the fire of our students’ imaginations. We must have as a goal to appropriately and comprehensively support our faculty and staff who make this promise real.”**

Three years ago, the University Review Committee determined that the University’s compensation package lagged behind our benchmark institutions. Therefore, over the last two budget cycles, we have made a concerted effort to appropriately reward our talented faculty and staff.

Building on the five percent merit-raise pool instituted in the 2013-14 Capital and Operating Budget, we included an additional two percent merit-raise pool in the 2014-15 Budget. We also

made efforts to absorb health care cost and parking fee increases and 2013-14 and instituted a modest increase in our parking fees in the upcoming budget year.

### *Faculty Review, Rewards and Retention (R3)*

Compensation, however, is only one part of a successful and supportive work/life environment. Nineteen months ago, Dr. G. T. Lineberry was appointed Associate Provost for Faculty Advancement to oversee major developments in the area of faculty advancement. Following the recommendations of the November 2012 Faculty Committee on Review, Rewards, and Retention (R3) Report, a seven-person advisory group was created to help prioritize and implement the following recommendations.

The Office of Faculty Advancement is developing policy for modified duties for faculty with the goal of accommodating special family circumstances (e.g., birth/adoption). Over the last year, Faculty Advancement implemented a revised sabbatical leave request process, resulting in more oversight over leave objectives.

Recommendations regarding faculty appointment, promotion, title series, tenure, workload, and emeriti status include:

- Initiated discussion regarding possible reconfiguration of faculty title series, and toward developing a holistic perspective on implementing salary-increment policies for promotion.
- Continued to shepherd the promotion and tenure process for 130-140 cases annually, while improving internal processes for improved efficiency and legal compliance.
- Reviewed revisions to Administrative Regulations and Governing Regulations to establish clear expectations for faculty review and promotion, as well as guide faculty employee overload processes.
- Implemented (July 2014) the online eOverload process to streamline workflow.
- Initiated and oversaw the amendment of the faculty Distribution of Effort (DOE) form to omit details concerning average weekly work hours.

In Fall 2013, three offices were administratively transferred to Faculty Advancement: the Office of Assessment, the Office of Planning & Institutional Effectiveness, and the Center for the Enhancement of Learning and Teaching.

New workshops and workshop series were created and conducted with campus partners to cover: grant-writing, faculty search processes, entrepreneurship, dealing with stressed and distressing student, and improving supervisory skills of faculty that supervise staff. The new Chairs' Academy is in the middle of pilot testing, with the first cohort to be assembled in Spring 2015. The Office formulated a Faculty Support Team in Spring 2014. The team provides support for deans, department chairs and faculty in faculty personnel matters. The Office also actively participates on higher education collaboratives at the regional and conference level.

### *Staff Performance Evaluations*

A new online performance evaluation system for staff was introduced in 2013. The system incorporates recommendations of a university-wide task force charged with assessing the performance evaluation process for the purpose of better supporting institutional goals and providing employees meaningful feedback about their performance and contributions. Changes include incorporation of self-evaluation into the process, addition of core competencies (behavioral expectations for HealthCare) to be assessed, a new rating scale, and addition of professional development goals. Changes were configured in SuccessFactors, an online performance management system. Communication and training for employees and supervisors began in Fall 2013 and the first cycle of performance evaluations was completed in March 2014.

### **PROGRESS THROUGH PARTNERSHIP**

Three years ago, we recognized that we could no longer afford to delay our future waiting for the traditional partners of the past. We had to earn our way forward. Doing so required innovative partnerships with external supporters – partnerships that are among the first in the nation on this scope and scale.

**“We will ask the state for support, support they have long sought to give as partners in the promise of UK. But we must also find new approaches to earn our way ... through greater and more intentional philanthropy ... through innovative partnerships that leverage our resources ... through smart growth of our student body ... and through globalization of our campus and internationalization of our programs and different modes of learning.”**

### **Aramark**

In addition to our partnership with EdR to transform our student housing (see above), we had to address our dining spaces in a way that served students and met our ongoing commitment to the communities we serve.

Over the last two years, three committees — with representation from faculty, staff and the student body — have studied our current dining capacity and potential plans to improve the services we provide. They held three campus-wide forums and numerous meetings with dining services employees, constituents and community stakeholders throughout the process. The feedback that was collected yielded a promising partnership for our future.

At the end of the Spring 2014 semester, the University of Kentucky negotiated a 15-year, nearly \$250 million contract with Aramark to create a public-private partnership for dining. The partnership is an opportunity to improve service, provide healthier food at lower cost to our students, invest millions in facilities and enhance our commitment to locally sourced food.

Key provisions of the partnership with Aramark will include:

- Prices for UK's six current student meal plans will be reduced, with the most expensive plan falling in price by 26 percent or about \$740 per semester.
- \$70 million in facilities investments, including \$40 million in new facilities, will be made by 2017-2018, including the new K-Lair at Haggin Hall and substantial upgrades to the Student Center Food Court, which will be ready in fall 2014.
- A new \$32 million Commons for Fall 2015 will feature Kentucky Proud products, sustainable design elements and the nation's first on-campus Panera Bread Co.
- Several new food brands will locate on campus, including a new locally owned Common Grounds, Rising Roll Gourmet, Einstein Bros. Bagels and Greens to Go.
- More emphasis on nutrition and wellness with a full-time dietician hired by Aramark, digital menu boards, a nutrition website and mobile apps for nutrition and fitness.
- Aramark provides guarantees to increase Kentucky Proud and local food purchasing, including an 11 percent increase in the first year of the contract with \$2 million in guaranteed purchases. Over the life of the contract, local food and Kentucky Proud purchases are projected to grow each year and represent approximately 25 percent of total food purchases by the end of the term.
- Significant sustainability initiatives include LEED certification being sought on new construction, hiring of a full-time sustainability coordinator and implementation of Green Thread business practices, including waste stream management practices, minimizing food waste and supporting composting, energy audits and other energy and conservation initiatives.
- The creation of a "Food Hub" in partnership with the College of Agriculture, Food and Environment, including a \$5 million guaranteed investment in an unprecedented academic partnership.
- Current UK employees with dining — about 110 people — will have the opportunity to remain university employees with the same salary and benefits — a guarantee made by the university more than a year ago.
- Aramark is committed to growing the number of full-time and student employees.

#### Promising Partnership – Development

It has been a record-breaking year for philanthropy, in both cash gifts received (we broke \$100 million in cash gifts for the first time) as well as in gift commitments. But we are not satisfied. We have hired a national campaign consulting firm to conduct a program review and feasibility study in anticipation of launching a significant capital campaign in the near future, to ensure that philanthropy continues to provide a significant and growing source of resources for UK.

Our progress thus far -- and in the future -- is predicated on a firm focus and clarification of the University's initiatives. Our development efforts are carefully coordinated and executed with a representative leadership team that includes deans and program directors to identify the resources necessary to pursue those objectives. Critical to this process is the power of partnership through philanthropy.

Development efforts continue to focus on the vitally important task of securing significant commitments from exceptional benefactors and friends of UK. These remarkable individuals are leading the way in a program designed to help achieve the priorities we have established collectively to elevate the level of scholarship, research and community service taking place across the campus.

Recent activity includes:

- A \$20 million commitment for the Student Center and active consideration of multi-million dollar gifts for the new Academic Science Building and the UK Honors Program, respectively.
- Discussion with a prospective donor who is considering a multi-million gift for the College of Fine Arts.
- Visits with corporate executives of Michael's Inc., Kyocera, Activision Blizzard, Humana, Coherent Technologies, EarthCam, Inc., CFP Thoroughbreds, International Flavor and Fragrance, Food Lion, Republic and Forcht Banks, Food City Stores, Frazier Healthcare, and Phoenix Initiare.
- The cultivation and closure of several regional and national foundation gifts, including meetings with senior officials. Two of these resulted in significant the support and another is in cultivation for an eight figure gift solicitation in 2015.

While it was impossible to meet face-to-face with the more than 55,600 donors who made a gift to the University this year, it is a priority to make the impact of those contributions known to our supporters. With that goal in mind, we have hosted a broad array of events designed to engage alumni, friends, donors and prospects in a meaningful way. These engagements have included:

- Individual meetings with Major and Principal Gift Prospects
- Meetings with Foundations and Corporations
- Tribute dinners to recognize leading donors who have championed giving to UK
- Cultivation and Recognition Events for High-End Donors: over the past 12 months, I have hosted eight Fellows Society events (major gift donors) with over 1,320 donors in attendance, and 58 strategic events, dinners and meetings with alumni, friends, corporate and foundation donors and prospects in Kentucky and in other states including Tennessee, New York, Arizona, Texas, California, Georgia, Florida, Illinois and Washington, D.C.

#### Promising Partnership – Massively Open Online Courses (MOOCs) and eLLI

Under the guidance of the Provost, the Senior Vice Provost of Analytics and Technologies, and the Center for the Enhancement of Learning and Teaching, the eLearning Innovation Initiative (eLLI) awarded nearly \$1 million in internal grants for faculty development, course redesign, hybrid learning, adaptive learning, flipped class designs and online programs.

In summer 2013, UK announced a partnership with Coursera, a leading MOOC platform, to create online courses that improve the readiness and performance of current and incoming college students. UK was among 10 leading universities and university systems included in this latest phase of Coursera partnerships.

The first online course was designed to help students prepare themselves for university-level chemistry classes and to support current students in existing chemistry classes with supplemental materials. The course began in January 2014 with more than 13,000 students enrolled and 415 students completed the course, including the final exam.

### Outreach/communications

The success the University of Kentucky has experienced over the last several years is because of a committed team of interested stakeholders and the involvement of the people we touch and teach. Integral to fostering a robust dialogue about our future, and leading the shared pursuit of that future, is communication from the President's Office. A critical function of this office is the articulation of our mission, vision, values and accomplishments.

#### *Board of Trustees communication and engagement*

- 60 emails to Board members regarding issues in higher education, news stories, campus announcements, new hires and partnerships, university successes, and messages.
- More than 80 meetings and events with Board members, in addition to regular phone calls, meetings and interactions at athletics, alumni and/or development events.
- Provision of the "UK in the News" daily summary of UK media coverage across the state and nation.
- Two-day retreat in October 2013 to discuss progress and identify key guiding principles.
- Orientation for new Trustees
- Consistent, continuous availability for questions, comments and meetings with Trustees.

#### *Campus broadcast email and letters*

- 20 campus-wide broadcast emails regarding a diverse range of topics critical to UK, including the budget, tuition, new hires, new partnerships, institutional milestones, enrollment growth, and others.
- Approximately 1,100 letters/email/handwritten notes to faculty, staff, students, alumni, friends, donors, community, state and national stakeholders to congratulate, thank, recommend and support their work.

### *Media*

- Nearly 70 campus, local, state and national media events.
- Interviews and/or Editorial Board with the Lexington Herald-Leader, Louisville Courier-Journal, Kentucky Kernel, Louisville Public Media, Madisonville Messenger, Associated Press, Ashland Independent, Cincinnati Enquirer, Shanghai Jiao Tong Top 500 Research Universities Encyclopedia, 2014 Kentucky Economic Development Guide, Lane Report, Owensboro Messenger, Paducah Sun, State Journal, Ag Connections, Ledger Independent, and the Georgetown News-Graphic.
- Television and radio interviews with WUKY, UK at the Half, KSR, WKYT, WRFL, Terry Meiner Show, CN2, and WMST.
- National interviews with CNBC's *Squawk Box*, ABC's *This Week with George Stephanopoulos* and *Inside Higher Ed*.

### *Speeches*

- Nearly 200 speeches, welcome remarks and major addresses across the University, local community, state and nation. Examples include: State of the University address, several University Senate meetings, K Week, Martin Luther King, Jr. Commemoration, EdR Investor Analyst meeting, Kiwanis Club, several Rotary and Chamber groups, research grant announcements, ribbon cuttings and press conferences.

### *Social Media*

- Twitter (@UKYPres): 1,193 updates; 7,951 followers
- Facebook ([www.facebook.com/UKELiCapilouto](http://www.facebook.com/UKELiCapilouto)): 1,463 Facebook fans
- 33 blog entries and several video messages since June 13, 2013
- Launched new website for the Office of the President in June 2014

### *Government Relations*

- Local
  - Communicated and met often with Mayor Jim Gray, including an event to discuss the close ties between the city and the University.
- State
  - Held meetings with 91 state lawmakers in communities, on campus and in Frankfort.
  - Collaborated with Governor Steve Beshear on several UK issues both during and outside the legislative session
  - Worked with Governor and leadership of both chambers of the General Assembly to minimize state's reduction to UK's annual appropriation; and secure authorization to issue \$350 million in agency bonds and \$30 million in state bonds for capital construction.
  - Presented (with President Jim Ramsey) to the House Budget Review Subcommittee on Postsecondary Education and its 12 members regarding UK's budget needs.
  - Hosted the Interim Joint Committee on Economic Development and its 46 members on campus to present the economic impact of UK on the Commonwealth.
  - Hosted 22 elected officials and guests in the President's row at basketball games



- Federal
  - Traveled twice to Washington, D.C. to meet with members of the Kentucky congressional delegation.
  - Joined representatives from the AAU, APLU and NIH in congressional meetings regarding federal support for research and development.
  - Met with Congressman Andy Barr in Washington, D.C. Hosted him on campus and at UK's Center for Applied Energy Research

#### *Alumni and Development*

- More than 120 events with alumni and supporters of the University of Kentucky. Events included recognition receptions, donor visits, athletics programs and pre-game receptions, meetings, small group conversations, alumni club programs and National Alumni Association events.

#### *Higher Education*

- Approximately 40 events, meetings, programs with public and private college and university presidents in Kentucky and out-of-state; regional/national organizations such as the Southeastern Conference, Southern Association of Colleges and Schools (SACS), Association of American Universities and the Association of Public and Land-Grant Universities; international delegations; and the Kentucky Council on Postsecondary Education.
- Announced an Executive-MBA partnership with the University of Louisville and visited the Editorial Boards of the Louisville Courier-Journal and Lexington Herald-Leader with University of Louisville President James Ramsey.

#### *Campus*

- *Faculty*
  - Nearly 50 events, meetings and programs with faculty, including monthly faculty breakfasts, semester reports to the Senate Council and monthly meetings with Senate Council Chair, Dr. Lee Blonder. Attended and hosted new faculty receptions, college events and met frequently with the University Senate to brief them on important institutional matters.
- *Staff*
  - More than 40 events, meetings and programs with staff to discuss and answer questions related to important campus issues; celebrate success and thank staff for their dedication to the institution. Hosted monthly staff breakfasts, attended the Outstanding Staff Awards luncheon and Staff Appreciation Day, met with the Staff Senate, and met monthly with Staff Senate Chair, Jeff Spradling.
- *Students*
  - Seventy-five events, meetings and programs with students. Among these were: Singletary and Patterson Scholars Luncheon, several K Week events, DanceBlue, the National Conference on Undergraduate Research, various programs with student groups, class visits, performances, and meetings with Student Government President, Roshan Palli, each semester.

### *State and Local Community*

- More than 55 events, announcements and programs with community and business leaders across Kentucky. Visited local chambers, Rotary clubs, extension offices and business groups in several Kentucky cities and states.

### *Maxwell Place*

- As the University's residence, Mary Lynne and I hosted more than 80 events at Maxwell Place in the last year, including entertaining international guests, tribute dinners for generous donors; student, faculty and staff dialogues; receptions for college events; appreciation cookouts for campus units; co-hosting programs with community partners; and celebrating successes of the UK family.

### *Travel (Nation/state)*

- Over the last year, I traveled on behalf of the University to Texas, California, Florida, Georgia, Alabama, Arizona, Indiana, Washington DC, Illinois, Maryland, Ohio and Tennessee.
- Alumni, donor, community, recruitment, media, state government and constituent meetings required extensive travel across Kentucky, including: Paducah, Princeton, Henderson, Madisonville, Bowling Green, Leitchfield, Scottsville, Elizabethtown, Louisville, Crestwood, Shelbyville, Frankfort, Northern Kentucky, Maysville, Ashland, Richmond, Pikeville, Inez, Whitesburg, Hazard, London, Corbin, Somerset, Cynthiana and Georgetown.

## **ADDITIONAL CONSIDERATIONS**

### **UK Athletics**

- UK Athletics continues to make strides toward building a program that both competes at the highest level in each of its 22 sports and emphasizes character in all areas.
  - The department finished a record 11<sup>th</sup> place in the Directors Cup – the highest finish in program history and third in the SEC in 2014.
  - UK Athletics signed a landmark, \$210 million, 15-year media contract with JMI Sports.
- UK Athletics' success in the classroom and community:
  - UK scholarship-athletes posted a record 3.218 GPA for the 2014 Spring Semester.
  - 18 of 20 teams earned above a 3.0, and 13 teams attained a 3.0 while also competing in the championship portions of their sport.
  - 325 Wildcats – scholarship and non-scholarship – earned GPAs of 3.0 or better; seventy-one had perfect 4.0s.
  - 59 Wildcats were listed on the Fall Sports SEC Academic Honor Roll and 61 Wildcats were listed on the Winter Sports SEC Academic Honor Roll
  - 63 current and former student-athletes received degrees at Commencement.
  - The Wildcats also spent thousands of hours serving both inside and outside the Lexington area, including service trips to Ethiopia.

- The Volleyball team went on a two-week cultural exchange trip to China. While there, they played seven matches against elite teams and visited numerous historical sites and landmarks.
- All 22 Wildcat teams surpassed the NCAA Academic Progress Rate (APR) cut score; 15 of 22 teams exceeded the national average among public universities; 18 of 22 teams had equal or higher scores than the previous year. No team has received a penalty in the 10-year history of the APR.
- *Wildcat student-athletes are excelling individually and in competition:*
  - Men's basketball ended its NCAA Tournament as national runner-up
  - Softball completed the best season in school history, advancing to the Women's College World Series for the first time.
  - Baseball finished as regional runner-up, tying the best finish in program history.
  - Men's tennis advanced to the Sweet 16 for the fifth straight season.
  - Men's golf returned to the NCAA Championship for the first time since 2006.
  - Women's tennis made its first NCAA Tournament appearance since 2009.
  - Women's soccer senior Arin Gilliland received the 2014 Honda Inspiration Award at the Collegiate Women Sports Awards.
  - AJ Reed (Baseball) was named the SEC Male Athlete of the Year.
- UK Athletics made substantial and unprecedented financial contributions to the University:
  - Athletics' continued its contribution to academic scholarships this past year.
  - UK Athletics is financing \$65 million of a new Academic Science Building.
  - The department is self-financing the \$110 million renovation of Commonwealth Stadium and the \$40 million renovation and expansion of Nutter Training Center. Construction on Commonwealth Stadium began in December 2013.

#### UK HealthCare (UKHC)

- UKHC finished 2013 with 35,511 inpatient discharges (86% increase over 2003) as our patient CMI has increased.
- UKHC continues partner with Louisville-based Norton Healthcare and 13 major affiliates – 163 locations statewide – to improve quality health care for Kentucky residents.
- Started managing the recently opened Eastern State Hospital and all staff have been transitioned as UK employees as of July 1.
- Broke ground on new clinic care space at the site of the former Turfland Mall on Harrodsburg Rd. By relocating some clinic space, we increase the ease of access and convenience for patients.
- UKHC was distinguished as a “top performer” on key quality measures by The Joint Commission, the leading accreditor of health care organizations in the U.S.
- The Joint Commission recognized UK as a comprehensive stroke center.
- The American Heart Association/American Stroke Association certified UKHC as a Primary Stroke Center.

- UKHC received the University Health System Consortium’s “Rising Star Award” recognizing significant improvements in quality and accountability – 12th among the nation’s 100+ academic medical centers.
- The UK Markey Cancer Center earned National Cancer Institute-designation – the only NCI-designated cancer center in Kentucky and one of 68 in the nation. The award places UK among 22 institutions in the U.S. with the Triple Crown of federal research awards: NCI, the Clinical and Translational Science Award, and an Alzheimer’s Disease Center.
- Due in large part to the synergy between UKHC and our research enterprise, NIH awards to UK in 2014 exceed awards in 2013 by 21 percent as of May 2014.
- In 2014, the General Assembly authorized the University to self-finance \$150 million of construction to continue the fit-out of the new patient care facility. The project will complete two additional floors and relocate the NICU and MRI, among other projects.
- **Embargoed** Best Hospitals in America announcement from US News & World Report ranking (holding until July 15). Ranked as high-performing in 10 specialties. Tied in Kentucky ranking with partner Norton Healthcare.
- Issued first-ever annual report on the quality of our care.
- Won 2013 Design & Health Award for use of art in the patient environment.
- Recognized by Health and Human Services for reaching gold, silver and bronze levels of outreach for organ donation and registration.
- Two IT systems launched to prevent human error in distribution of prescriptions and ensure high-quality care for patients across transitions of care.

### THE PROMISE OF TOMORROW

We have been able to accomplish an ambitious agenda in a short period of time thanks to the unwavering dedication of the UK family. Over the next year, we will continue to refine two initiatives critical to advancing our mission and vision.

#### The “see tomorrow.” 2014-2020 Strategic Plan for the University of Kentucky

Led by Provost Christine Riordan, the development of the plan started in fall 2013 following the Board of Trustees’ approval of our guiding principles. Throughout the fall and spring, six working groups of a representative planning committee, comprised of more than 100 people, began developing the plan.

To support the process, the Office of the Provost and Planning Committee have organized a series of town hall meetings, a speaker series that has attracted internal and external experts, and a robust trends report to better understand the environment in which we operate.

Throughout the summer, we will engage in further dialogue to clarify our chief priorities for the plan. The goal is to have a single document for discussion at the October 2014 Board of Trustees Retreat.

## Values-based Financial Model

The process to build and implement a new financial model of accountability for the University continues. Over the last year, led by Provost Christine Riordan and Executive Vice President for Finance and Administration Eric Monday, the institution was engaged in a productive “listening tour” to further understand and shape the new model. The team also held two workshops led by Lisa Wilson, Associate Provost of Finance and Operations, and Angie Martin, Chief Budget Officer. Based on feedback received from the campus, the Provost Budget Office began an intensive analysis to review and propose formula changes.

The next budget cycle will be a “partnership year” where the existing budget model and new financial model will run in parallel. The process will allow for further information gathering and feedback to improve the model before its implementation year.

## CONCLUSION

Three years ago, before a gathering of faculty, staff, students, alumni, friends, family and interested stakeholders, we declared in **“the cadence of a common voice, that we are resolute in seeing that the University of Kentucky’s promise will endure.”** We proclaimed that **“we must – and we will – act.”**

Together, we have acted.

Thoughtfully, but with the fierce urgency of now, we have embarked upon a remarkable revitalization of our campus, a revitalization that places students first and that gives our faculty and staff the tools they need to continue and expand their path-breaking work.

We have a rich and stirring history. We have added to that over the last three years with a sense of purpose and planning.

But I believe deeply that UK’s brightest days are ahead.

There is unprecedented energy on campus and sense of excitement and momentum building around Kentucky’s flagship. Faculty and staff continue to act entrepreneurially as they fulfill our mission of teaching, research, service and care. UK students are succeeding at record levels across our campus and in the communities they touch.

Together, on the precipice of our sesquicentennial, we are poised to extend and enhance our role as Kentucky’s indispensable institution. After all, the best way we can honor our past is by focusing firmly on the path of promise ahead.

Together, we will.