

October 19, 2018



**University of Kentucky**  
**Office of the President**

101 Main Building  
Lexington, KY 40506  
P: 859-257-1701  
F: 859-257-1760  
[www.uky.edu](http://www.uky.edu)

E. Britt Brockman, MD  
101 Main Building  
University of Kentucky  
Lexington, KY 40506

Dear Mr. Chairman:

Per the request of the University of Kentucky Board of Trustees, I submit this evaluation of my performance. The achievements documented in the following pages are a testament to the dedication and compassion of the UK family, and what we have done, together, over the last year.

When we launched “Kentucky Can: The 21<sup>st</sup> Century Campaign for the University of Kentucky,” we championed our role in teaching, research, service, and health care as the state’s indispensable institution. The success outlined herein reinforces our shared success and deep commitment to the people of the Commonwealth.

I am grateful for your leadership, and the service of all members of the Board of Trustees. Your expertise and commitment to this place is an inspiration and invaluable. Indeed, together, we will show the world what Kentucky can do.

Sincerely,

A handwritten signature in blue ink that reads "Eli Capilouto".

Eli Capilouto  
President

see blue.

An Equal Opportunity University

## Introduction

In varied and dynamic ways, the University of Kentucky acts with remarkable compassion for those we serve and an unrelenting desire to achieve its missions of teaching, research, health care, and service. This distinctive philosophy is ever-present on our campus as we act upon what it means to be the University *for* Kentucky.

For more than seven years, I've had the honor to be a part of this family. I am continually renewed by the deep and abiding love our people have for this place. That commitment has yielded extraordinary results and important progress over the last year.

## Progress Toward our Strategic Plan Goals

At the October 2018 Board of Trustees Retreat, we reported preliminary data on our progress toward the key goals of our Plan:

- Improve undergraduate student success and engagement;
- Strengthen our graduate programs;
- Enhance the diversity and inclusivity of our campus;
- Expand our research, scholarly, and creative enterprise; and
- Leverage our expertise to advance the public good.

***Strategic Objective One:*** *Be the University of choice for aspiring undergraduate students within the Commonwealth and beyond, seeking a transformational education that promotes self-discovery, experiential learning, and life-long achievement.*

Metric	Baseline	AY 2015-16	AY 2016-17	AY 2017-18	AY 2018-19	2020 Goal
<b>Retention Rates</b>						
First-Year	82.2%	82.7%	81.7%	83.3%	84.5%	90.0%
Second-Year	74.9%	74.9%	74.1%	74.3%	74.6%	85.5%
Third-Year	69.7%	70.1%	69.1%	68.4%	68.3%	82.0%
<b>Graduation Rates</b>						
Four-Year Graduation Rate	38.5%	40.4%	44.2%	44.8%	47.1%	53.0%
Six-Year Graduation Rate	60.2%	61.3%	63.6%	64.6%	65.8%	70.0%
<b>Six-Year Graduation Rate Gaps</b>						
Underrepresented Minorities	16.7%	23.5%	13.0%	15.2%	14.2%	9.8%
First-Generation	7.8%	14.1%	16.7%	18.2%	16.7%	8.0%
Pell Recipients	15.0%	19.1%	16.2%	19.6%	17.1%	8.0%

AY 2018-19 is preliminary

In academic year 2017-18, the University's overall enrollment surpassed 30,400 students, including more than 7,000 graduate and professional students. In the last academic year, the University of Kentucky has reached historic records in first-to-second year retention rates and four- and six-year graduation rates. UK's preliminary first-to-second year retention rate of 84.5%

is a new record and indicative of the efforts we've put forth in pursuit of our Strategic Plan goal of 90.0%. UK's six-year graduation rate—the federal standard for higher education—increased by more than a full percentage point over the last year, leading UK to confer more than 7,000 degrees in academic year 2017-18.

Our success is made possible by a focus on all aspects of student success: academic success, financial stability, belonging/engagement, and wellness. One key indicator of student success we identified and worked to address is unmet financial need. Our research indicates that as much as \$5,000 in unmet financial need may make the difference in earning a degree. As a result, we piloted the UK LEADS (Leveraging Economic Affordability for Developing Success) two years ago. Given the success of the pilot, we expanded the program in Fall 2017 with foundation support, philanthropy, and institutional funds. The University's comprehensive capital campaign places a significant focus on further investment in scholarships and financial aid.

In addition, UK initiated a Student Financial Wellness Center, which offers financial literacy programming, peer mentoring, and other resources designed to help students address their evolving financial needs. The Wildcat Transitions initiative is a renewed focus on the first-year experience at UK, designed to enhance belonging on campus, as well as awareness of resources such as the Student Financial Wellness Center, the Big Blue Pantry, and other opportunities for assistance. The program engages students in their transition to college life by promoting intellectual and personal growth through co-curricular and extra-curricular activities.

Still, there is more work we must do to make progress on our priorities. Though we made progress over the last year in reducing the six-year graduation rate gaps for underrepresented minority, first-generation, and Pell recipients, more work must be done to reach our goals.

***Strategic Objective Two:** Strengthen the quality and distinctiveness of our graduate programs to transform our students into accomplished scholars and professionals who contribute to the Commonwealth, the nation, and the world through their research and discovery, creative endeavors, teaching, and service.*

Metric	Baseline	AY 2015-16	AY 2016-17	AY 2017-18	AY 2018-19	2020 Goal
<b>Doctoral Program Selectivity</b>						
Percentage of doctoral applicants who receive offers of admission	25.0%	32.4%	29.4%	30.5%	30.9%	22.0%
<b>Graduate Degrees Awarded</b>						
Master's, Education Specialist, and Doctoral degrees awarded	1,591	1,555	1,548	1,507	1,586	1,639
<b>Diversity of Graduate Student Enrollment</b>						
African American/Black	4.5%	4.6%	4.7%	4.5%	4.6%	7.7%
Hispanic/Latino	2.6%	2.4%	2.5%	2.9%	3.3%	2.7%

AY 2018-19 is preliminary

We made progress in 2016-2017 toward the 2020 goal for graduate program selectivity, but more recent preliminary data illustrate some lost progress on selectivity. At the same time, we

experienced a meaningful increase in successful, timely graduate program completions. Finally, we surpassed our goal for Hispanic/Latino enrollment in our graduate student population, but our enrollment of African American/Black graduate students remains flat.

Following the completion of the Blue Ribbon Panel on Graduate Education report, the Provost is analyzing the recommendations and developing an implementation strategy. The Graduate School’s Office of Professional Enhancement (GSPE) is soon launching the Graduate Student Success Pathways initiative, which will take a holistic approach to graduate professional enhancement. An early priority for this initiative is a new graduate student orientation program that provides graduate students with career and professional development resources. In addition, since 2016, GSPE has provided workshops for graduate students seeking to develop transferable skills important to careers beyond academia.

Further, as part of the University-wide “Our Path Forward” Initiative, a work group is exploring new pathways to develop and launch online master’s degree programs to meet the growing demand for advanced, high-quality degrees. In addition, with the leadership of the Provost’s Office, we are making it easier for programs to leverage international partnerships for enrollment and internationalization efforts.

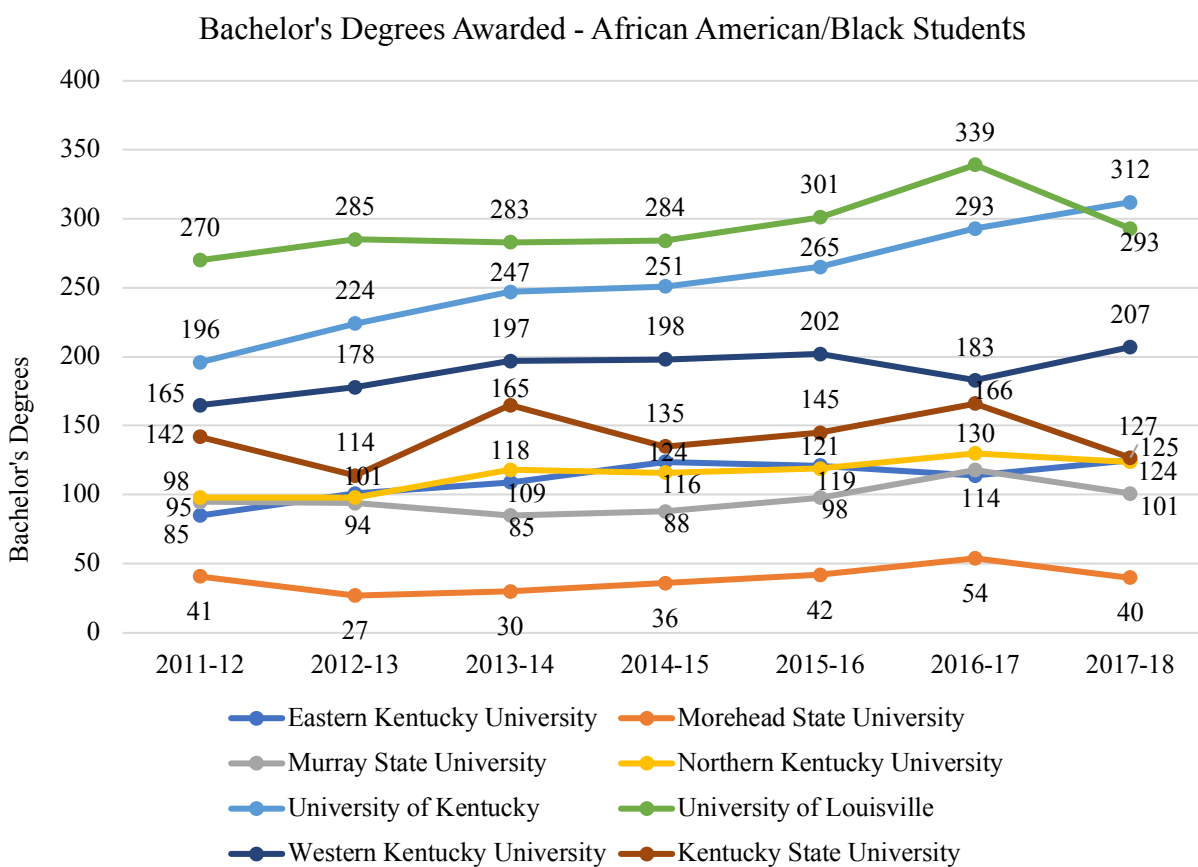
***Strategic Objective Three:** Enhance the diversity and inclusivity of our University community through recruitment, promotion, and retention of an increasingly diverse population of faculty, administrators, staff, and students, and by implementing initiatives that provide rich diversity-related experiences for all to help ensure their success in an interconnected world.*

<b>Metric</b>	<b>Baseline</b>	<b>AY 2015-16</b>	<b>AY 2016-17</b>	<b>AY 2017-18</b>	<b>AY 2018-19</b>	<b>2020 Goal</b>
<b>Enrollment of Underrepresented Minorities</b>						
Undergraduate	14.7%	15.3%	16.1%	16.6%	16.5%	16.2%
Graduate	8.4%	8.9%	10.5%	9.4%	10.3%	11.8%
<b>Graduation Rate for Underrepresented Minorities</b>						
Bachelor’s	45.2%	40.7%	52.4%	51.9%	54.2%	60.2%
Master’s	70.9%	64.9%	61.8%	67.4%	67.0%	78.0%
Doctoral	45.5%	47.1%	38.5%	63.6%	53.8%	68.0%
<b>Employment of Faculty</b>						
Women	37.1%	38.0%	38.9%	39.1%	Data available after Nov 2018	48.2%
African American/Black	3.4%	3.5%	3.6%	3.7%		6.9%
Hispanic/Latino	3.0%	3.1%	3.2%	3.5%		4.2%
<b>Employment of Executives</b>						
Women	48.9%	46.8%	47.4%	47.8%	Data available after Nov 2018	50.0%
African American/Black	3.5%	4.0%	4.6%	4.5%		7.9%
Hispanic/Latino	0.5%	0.7%	0.5%	0.5%		6.1%
<b>Employment of Professional Staff</b>						
African American/Black	4.3%	4.6%	4.3%	4.6%	Data available after Nov 2018	5.1%
Hispanic/Latino	1.1%	1.2%	1.1%	1.0%		1.5%
AY 2018-19 is preliminary						

The academic success of underrepresented students affects whether the state breaks out of disproportionate poverty and moves toward rising prosperity. A diverse and welcoming campus—whether framed by culture, race, ethnicity, identity, religion, gender, lived experience, or perspective—helps define who we are and adds to the college experience and the knowledge students take with them when they graduate.

This year was one of mixed progress. As we shared at the September Board of Trustees meeting, preliminary data indicated a decline in underrepresented minority and African American undergraduate enrollment. This year, we also observed an increase in enrollment of underrepresented students at the graduate level. Our doctoral category shows a large fluctuation in success rates due, at least in part, to changes in a small number of students.

Though we have not closed the gap in graduation rates, we are proud to report an increase in undergraduate graduation rates for underrepresented minority students. In addition, we have seen a nearly 60% increase in bachelor’s degrees earned by African American students since 2011-12, outpacing the increase in total bachelor’s degrees awarded in that time thereby increasing the share of degrees earned by African Americans. Further, this increase translates into UK contributing 46% of the statewide growth in degrees conferred by public universities to African Americans. Statewide data illustrates that last year, the University graduated more African American students than any of our sister institutions in the state—approximately 23% of the total bachelor’s degrees conferred in academic year 2017-18 by public universities.



Though work remains for each metric, we are optimistic some of this progress portends a positive trajectory for the future. What are we doing to get there?

- The Office of Institutional Diversity (OID) in collaboration with the Center for the Enhancement of Learning and Teaching (CELT) has offered campus conversations about myriad issues involving immigration and free speech vs. hate speech. In addition, they have helped facilitate a culture of conversation around issues of financial need, food insecurity, mental health, and sexual assault, among others.
- We launched the Wildcat Academy, a one-week orientation program designed to assist underrepresented minority first-year students transitioning from high school to college.

These and other strategies helped us earn a second consecutive Higher Education Excellence in Diversity (HEED) Award and recognition as a Diversity Champion by INSIGHT Into Diversity magazine; UK was one of only 15 universities nationally to receive the honor. UK also was recently declared a “Best of the Best” Top 30 LGBTQ-friendly college by Campus Pride. In addition, we recently opened the new Martin Luther King Center and the new Dinkle-Mas LGBTQ Resource Center in the new Gatton Student Center.

We also made progress on various metrics measuring the diversity of our campus faculty, staff, and administration in 2017-18. However, we need to accelerate efforts to reach our 2020 goals. To help us do so, the Office of Institutional Research, Office of the Provost, and Office of Institutional Diversity are allocating an additional \$500,000 on a non-recurring basis for start-up packages of up to \$50,000 for minority faculty. This increase is in addition to the \$750,000 allocated annually to the *Diversity Incentive Funds for Faculty Hiring*. In addition, 260 faculty (62% women, 10% underrepresented minority) have participated in various leadership development programs on campus and in the region, alongside 33 UK fellows (62% women, 19% underrepresented minority) who completed the Southeastern Conference Academic Leadership Development Program.

***Strategic Objective Four: Expand our scholarship, creative endeavors, and research across the full range of disciplines to focus on the most important challenges of the Commonwealth, our nation, and the world.***

<b>Metric</b>	<b>Baseline</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>2020 Goal</b>
<b>Total R&amp;D Expenditures</b>					
Higher Education R&D Survey: Total Research Expenditures	\$328.2 M	\$331.7 M	\$349.7 M	\$378.4 M	\$364 M
Higher Education R&D Survey: Federal Research Expenditures	\$142.3 M	\$146.5 M	\$154.6 M	\$171.3 M	\$159 M
<b>Research Impact</b>					
Proportion of publications cited in the top 50% of discipline	51.1%	n/a	51.1%	52.0%	n/a
<b>Space</b>					
R&D Expenditures \$/square foot	\$191	\$197	\$209	\$209	\$300
<b>Licenses</b>					
Exclusive Licenses	100	101	105	106	177
License Income	\$3.3 M	\$1.0 M	\$6.5 M	\$2.4 M	\$3.5 M
FY 2016-17 is preliminary					

Despite an increasingly competitive landscape for federal research funding, the University of Kentucky's multi-disciplinary research enterprise is growing in terms of both federal and overall research expenditures. This year, preliminary data indicate that we have reached our goals for both of these metrics in our Strategic Plan.

This extraordinary achievement illustrates the UK family's capacity to succeed in an incredibly competitive environment for externally funded research and signals our position as a leading national research institution. These funds support research and development by faculty interested in -- and committed to -- addressing Kentucky's most complex questions in health, energy, drug abuse, drug delivery, and economic development.

The last year was punctuated by important announcements and grant awards that will expand our faculty's research and creative scholarship. Among the important federal grants earned by UK researchers were:

- The Markey Cancer Center's renewal of its National Cancer Institute (NCI) designation, an award valued at \$10.8 million over the next five years;
- The Kentucky Cancer Registry's \$2.6 million contract to continue its participation in the NCI's Surveillance Epidemiology and End Results (SEER) program. The contract is housed in the Markey Cancer Center and could be worth up to \$31 million over 10 years;
- A prestigious \$3.7 million grant from the American Heart Association to identify differences between men and women facing aortic disease; and
- A \$4.9 million Patient-Centered Outcome Research Institute (PCORI) grant to expand and improve treatment for pregnant women with opioid use disorder in rural areas of Kentucky, earned by the Perinatal Assistance and Treatment Home (PATHways) program.

Research excellence requires talent and infrastructure. To that end, over the last year, UK has created an endowed chair in Biomedical Engineering and conducted cluster hires in Computer Science and Cancer Biology.

We also expanded our research infrastructure. In partnership with the Commonwealth of Kentucky, UK opened Phase I of the new multidisciplinary research building in September. The \$265 million facility is a state-of-the-art space that brings together a multidisciplinary team of bench scientists, clinicians, statisticians, and health behaviorists to conduct research and forge promising solutions from multiple angles. In addition, through a competitive process, UK purchased \$5.7 million in new research equipment for high-priority areas.

**Strategic Objective Five:** Leverage leading-edge technology, scholarship, and research in innovative ways to advance the public good and to foster the development of citizen-scholars.

Metric	Baseline	2015-16	2016-17	2017-18	2020 Goal
<b>Unified reporting structure for tracking engagement and outreach</b>					
Reporting structures disbursed among colleges and units	25+	3	3	3	1
<b>Faculty and staff developing expertise to deliver quality community engagement and outreach</b>					
Faculty teaching community-based courses	14.3%	15.3%	17.4%	Available after Nov 2018	25.8%
Staff teaching	1.4%	1.5%	1.4%		3.3%
<b>Opportunities for students to participate in a community engagement experience</b>					
Community engagement courses	329	331	337	329	429
<b>Partnerships between University and community stakeholders</b>					
Identified partnerships	100	7,082	<i>Under development</i>		
Calendar year 2017-18 is preliminary					

We take seriously our role as the University *for* Kentucky. We are the heartbeat of our state’s industry and the providers of leaders and innovators for its workforce. This mission is rooted in the founding of our institution in 1865 as a historic land grant university. Today, we know that our colleges, research centers, libraries, health care clinics, and extension offices embrace this mission in creative and collaborative ways.

To that end, we continue to take the necessary steps for improving and measuring that work. Recent progress includes the creation of innovative digital badges for student engagement. We established the “Civic Engagement” digital badge to document and reward student competencies in service engagement, civic engagement, and active citizenship. In addition, we are developing a new program to build student interest and competencies for service in the Peace Corps. This partnership will integrate coursework and hands-on experiences to bolster sector-specific skills, foreign language proficiency, intercultural competency, and servant leadership. Completion of the program leads to a certificate issued by the Peace Corps.

Overall, across all five strategic objectives, it has been a successful year in pursuit of our 2020 goals. We are making significant progress in many areas – particularly student success rates and funding for research that heralds healing and hope for communities across the state.



But there is more work to accomplish to reach our ambitious targets. We set these goals together to position UK as a national leader in teaching, research, service, and care, and we believe our brightest days are ahead.

### **2017-2018 Highlights**

In addition to progress on our strategic priorities, the collaborative commitment of the UK family yielded additional highlights over the last year.

#### *Infrastructure and Capital Investment*

Since 2011, we have invested more than \$2.3 billion in our effort to renew and transform the facilities and infrastructure of our campus. Over the last year, we have focused on facilities that will improve student engagement and success, teaching, research, and health care.

At the start of the Fall 2018 semester, we held two grand openings that will define in a significant way student life and leading-edge research at the University of Kentucky for the foreseeable future. In August, we officially opened the Gatton Student Center, which is a shining beacon of student engagement, campus dining, recreation, diversity and inclusivity, community, and involvement. When we started this project, we often referred to a student center as the living room of a college campus. With the buzz and exciting activity already underway, the Gatton Student Center is truly the hub of campus life and culture.

The second grand opening, as referenced above, was held in September for the \$265 multidisciplinary research building. The facility is a bold partnership between the Commonwealth and UK, each contributing half of the cost for Phase I. In addition, during the last budget cycle, the General Assembly provided an additional \$40 million in bond support for continued fit-out.

Construction continues on the College of Law as the new exterior structure, expansion, and dramatically renewed interior take shape. The building is scheduled to open in Fall 2019.

To continue the revitalization of the historic, interior, and academic core of campus, the state authorized \$125 million in bonds for campus revitalization. Our capital planning team is sharing our approach with academic leadership and developing a timeline for investment in conjunction with campus fundraising efforts tied to the comprehensive fundraising campaign.

#### *Performance funding*

In the second year of the state's performance funding model, UK outperformed its sister institutions in the state, achieving 11 of 11 goals outlined in the model. As a result, the University received nearly \$9.2 million in state appropriations distributed through the model.

<b>Performance Metric</b>	<b>Definition</b>	<b>UK</b>	<b>UofL</b>	<b>EKU</b>	<b>KY State</b>	<b>Morehead State</b>	<b>Murray State</b>	<b>NKU</b>	<b>WKU</b>
<b>Student Success Outcomes (70% of the model)</b>									
Bachelor's Degrees	Bachelor's degrees conferred by the institution	X			X	X	X		
STEM+H Bachelor's Degrees	STEM+H bachelor's degrees conferred by the institution	X		X	X	X			
Underrepresented Minority (URM) Bachelor's Degrees	Bachelor's degrees earned by URM minority students	X				X	X	X	
Low Income Bachelor's Degrees	Bachelor's degrees earned by Pell recipient students	X			X		X	X	
Student Progress @ 30 Hours	Students who reached or surpassed 30 credit hours during the year	X		X					
Student Progress @ 60 Hours	Students who reached or surpassed 60 credit hours during the year	X	X						
Student Progress @ 90 Hours	Students who reached or surpassed 90 credit hours during the year	X	X			X			X
Earned Credit Hours	Credit hours earned by students, weighted by residency, major, and course level	X	X	X					
<b>Operational Support Activity (30% of the model)</b>									
Instructional Square Feet (sqft)	Sqft for student learning and support	X	X	X					
Direct Cost of Instruction	Instruction and student services expenditures	X	X			X	X		
Full-time Equivalent (FTE) Students	FTE student enrollment in the fall	X	X	X					
<b>Metrics Above Sector Average</b>		<b>11</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>1</b>

### *Communications and Public Relations*

Both internal and external communication were fundamental priorities over the last year and remain so in the year ahead. We have a great story to tell, and we are rethinking how we can improve the University's reputation and brand, nationally. Over the last year we:

- Held dozens of news conferences, public events, and interviews to earn media coverage. In addition, interviews and media placements appeared in national publications, including: *The Washington Post*, *STAT News* (the *Boston Globe*), *The Chronicle of Higher Education*, *The Associated Press*, and *US News and World Report*. That's in addition to the dozens

and dozens of national publications that feature our faculty as subject matter experts in a wide variety of fields, from opioids and addiction to political science;

- Started a new monthly email to more than 400 higher education and policy leaders in the Commonwealth and across the country;
- Placed approximately 10 op-eds on issues facing the state and higher education in a number of Kentucky newspapers, including the *Courier Journal* and the *Herald-Leader*;
- Posted 28 blogs, which were distributed to campus and media statewide;
- Distributed 37 emails to campus on issues related to the state legislature, activities at our University, and the importance of our work in a state and national context; and
- Increased our social media presence through Twitter since 2012-13, surpassing 14,000 followers on the president's platform this year.

We have done good work in telling an extraordinary story, but we can and must do more to illustrate that we are Kentucky's indispensable institution. To that end, the University worked with an outside consultant to conduct a quantitative and qualitative assessment of the University's standing among our campus, internal, and external audiences. We identified the following message – a brand promise and identity -- as an encapsulation of what our campus means to those we serve and those who live, learn, and discover in our community: ***Achieve More Through Grace and Grit.***

The brand manifesto reads:

*“The goal of a great institution is to prepare its students to excel on the highest stage. At UK, we believe in every student's potential to excel but go about drawing out that potential in our own unique way—through grace and grit. By grit we mean the drive and persistence to succeed. To be comfortable getting knocked down and confident enough to get back up. By grace we mean how we support and treat each other on the path to success. Our grace is characterized by generosity towards each other, diversity without divisiveness and self-reliance without selfishness. At UK, there is room for everyone to succeed.”*

The brand promise is not a tagline, but rather a positioning statement for our campus and its people. It will help guide our communications and marketing efforts moving forward. The first iteration of this new, proactive approach to communications, marketing, and institutional brand management was expressed in the theme for the University's comprehensive fundraising campaign: “Kentucky Can: UK's Campaign for the 21<sup>st</sup> Century.” This theme, Kentucky Can, is the idea that, as Kentucky's flagship and land grant research university, we have the power to improve lives, ease suffering, create smarter communities, and address the problems that face us. Together, we will show the world what Kentucky can do.

Similar expressions of our brand promise will be deployed across other strategic priorities and operations for the University. To support this effort, we are continuing to examine how we can improve our brand recognition among prospective students and families. In addition, the University is restructuring our central strategic communications, public relations, and marketing operations to support this effort.

## *Philanthropy*

Over the last year, nearly 47,000 donors graciously supported UK and its mission with more than \$200.4 million in new gifts and commitments. Of this amount, 52.5% percent (\$105.2 million) came from 0.06% of donors (30 principal gift donors). This activity includes leadership gifts from Paul Chellgren, Richard J. and Debra D. Huxley, Mrs. Brenda M. Lampton, St. Elizabeth Healthcare, and other generous support from alumni, friends, foundations, and corporations.

With support from UK Philanthropy, I met or communicated with more than 170 principal gift prospects, and served as host for special donor dinners, events, and meetings on campus and around the country, touching myriad donors and prospects with philanthropic interests across all parts of the University.

After raising nearly half of our overall fundraising goal, we launched the public phase of the University's comprehensive campaign, "Kentucky Can: UK's Campaign for the 21<sup>st</sup> Century," which aims to raise \$2.1 billion and is focused on six major areas of the University: student success, health care, research, endowment, alumni, and athletics. The campaign, in particular, will concentrate on three critical paths to fuel our growth and aspirations:

- First: investing further in scholarships that cultivate the best and brightest minds on our campus and equip students to be productive contributors to the Commonwealth. This initiative includes growing scholarships and financial aid by \$300 million to ensure affordable access and timely degree completion. In doing so, we will focus on purposefully growing the successful UK LEADS program.
- Second: enhancing and expanding our research enterprise in which the UK family can forge new discoveries, making our university an incubator and creator of incredible breakthroughs. We believe we can attack opioid addiction and abuse in this state; work to reduce cancer rates by half; and develop a more plentiful and sustainable food supply. Additional support for our research enterprise will position UK to support areas of research excellence.
- Third: growing our endowment from \$1.5 billion to more than \$2 billion to attract and keep top faculty, create innovative programs, and address the complex questions of our day. Endowed support is critically important to the long-term success of the University, and reaching our target will provide scholarships and faculty support; expand and enhance our research enterprise; distinguish the University among its peers; and sustain our promise for a new generation.

As part of campaign planning, to date more than 185 campaign volunteers have participated in 112 meetings or served on 22 individual college and program campaign committees. Of the 41-member Campaign Leadership Council, there has been a 95% participation rate in six national conference calls that facilitate our collaborative work. This speaks volumes relative to the dedication and devotion of our alumni and friends at UK.

Philanthropy remains our competitive edge, and our continued success in this endeavor will better position us in the decades ahead.

### **Responding to Opportunities for Improvement**

At the conclusion of the last evaluation process, the Board of Trustees provided guidance and opportunities for improvement, which can be summarized in the five overarching themes:

- Improve engagement and enhance communication with the Board of Trustees;
- Increase diversity among the University’s senior leadership and within positions of responsibility across campus;
- Improve employee work/life and engagement in campus life;
- Ensure access and affordability to a college degree; and
- Continue to navigate the University through the evolving Title IX landscape.

#### *Improve engagement and enhance communication with the Board of Trustees*

Two years ago, we instituted the Board “discussion topics” at the end of each meeting to engage the Board, throughout the year, in rich discussion similar to those that occur at the October Retreat. In September, for example, the discussion focused on the University’s comprehensive fundraising campaign. During the June meeting, we focused on the work surrounding our brand strategy.

Each discussion has provided to the Board an opportunity to hear about—and engage in—the questions that we ask ourselves every day. The feedback we’ve gathered as part of this process has improved our work overall, as it provides another opportunity to gain from the expertise of our Board.

In my last evaluation, I shared information about the pending launch of our “influencer message” strategy. One year later, we have successfully launched the strategic communications effort. Each month, I share with more than 400 higher education and policy leaders, community and state stakeholders, presidents of peer institutions, and donors the important work underway at UK. We are proud to include trustees in the distribution list, and I hope that this strategy better positions you to share the work of the University with other leaders in your communities and spheres of influence.

Finally, we continue to make every effort to share important news about the University and upcoming events on campus and around the state. Still, there are times when we cannot predict when news breaks, but I commit every effort to specifically and directly notifying the Board of major news coverage.

I always am open to suggestions on ways to continue to facilitate the success of individual Trustees and the Board in their informed stewardship of our University.

*Increase diversity among the University's senior leadership and within positions of responsibility across campus*

As we have discussed in our Board meetings and in my individual conversations with many of you, we can and we must improve in this area. It is more than a priority for our Strategic Plan; diversity and inclusivity affect every aspect of campus life.

The Office of Institutional Diversity (OID) has coordinated with every academic unit to identify Diversity and Inclusion officers to address myriad issues related to diversity and inclusivity across campus.

The Unconscious Bias Initiative (UBI) has been extended to faculty and teaching assistants to help mitigate biases in the classroom. In total, through UBI, we have trained nearly 13,000 staff, faculty, and students. We are committed to ensuring diverse representation on search committees and have provided UBI training for faculty and staff participating in the search process. In addition, the Provost has put forward a focused effort to ensure candidate diversity is an important component in the current hiring processes for three deans.

Leadership development programs such as the "Chairs Academy," the Bluegrass Higher Education Consortium's Academic Leadership Academy, and the Women's Executive Leadership Development Program (WELD) are preparing more campus leaders to take the next step in their careers. To date, these programs have served approximately 260 faculty. Of these participants, 62% are women and 10% are from underrepresented minority communities. The University has identified 33 fellows to participate in the Southeastern Conference Academic Leadership Development Program. Of these participants, 62% are women, 19% are from underrepresented minority communities, and 76% hold executive positions on campus.

Ensuring a diverse and inclusive environment in our community remains a guiding principle and priority in the year ahead.

*Improve employee work/life and engagement in campus life*

This year, the University of Kentucky conducted its biennial UK@Work employee engagement survey, the detailed results of which we shared with you during the May and June Board meetings. Our survey helps us more effectively measure employee engagement and make data-driven decisions to improve our campus community. From the survey, we learned:

- The diversity and inclusivity of our campus climate is improving;
- Faculty satisfaction is improving in all categories;
- Our benefits remain an outstanding strength in recruiting and retaining faculty and staff; and
- We are creating a culture where employees can challenge traditional ways of doing things, respect differences, and collaborate.

We also learned that opportunities remain for improvement and growth:

- More can be done to foster open discussion and reach collaborative decisions in departments and units;
- We can better encourage engagement in forging creative solutions to work-related problems;
- We can do more to illustrate how the University is taking action based on the survey results; and
- While we have made improvements in the diversity and inclusivity of our campus, more work remains for our community.

This year also marked the sixth consecutive year of salary increases to more fully reward and retain the members of the UK family who contribute so much to our shared work.

Collectively, our investments in this area yielded an important distinction for UK. In July, *The Chronicle of Higher Education* named UK among its list of “Great Colleges of Work For” in 2018. UK was the only school in Kentucky and one of only three schools in the Southeastern Conference to receive this award.

Finally, we launched Wildcat Well-being, an institution-wide initiative designed to evaluate and improve holistically well-being outcomes for all members of the UK family. The initiative includes assessment, improvement planning, and change implementation focused on the entirety of the health and well-being activities and services at UK. The end goal of the initiative is a data-informed plan of action that provides clear guidance on how we can enhance health and well-being at UK, making UK a national model for practices of holistic well-being in higher education.

#### *Ensure access and affordability to a college degree*

Unmet financial need (defined as the cost of attendance minus a family’s expected contribution and earned financial aid) is a key barrier to student success. To address this challenge, the University launched the UK LEADS (Leveraging Economic Affordability for Developing Success) program. The program began with a pilot project in Fall 2016 with 178 freshmen with unmet financial need. Pilot participants received one-time financial grants, which improved their first-year retention rates by about 18 percentage points above the predicted retention rates without the grants.

Bolstered by an additional \$2 million in support from donors, the University expanded the program in Fall 2017 to include 365 first-year students with unmet financial need. As a result, their first-year retention improved by some 17 percentage points, compared to the predicted retention rates without the grants. As an additional UK LEADS component, approximately 1,500 first-year students in Fall 2017 were offered a Kentucky Futures award, a four-year scholarship, based on high levels of academic preparation and unmet financial need.

Through these combined efforts, 2017-18 first-year students from Kentucky were projected to have their average unmet need decline by 12 percentage points from the previous year. As a result, unmet need for this cohort is at the lowest level since 2013. This program has been a primary driver of a nearly three-percentage-point improvement in second fall retention in two years.

In addition, the University is awarding more of its institutional aid based on financial need. More than 85 percent of UK students receive financial aid through scholarships and grants that don't have to be repaid. As a result, the out-of-pocket cost to attend the University for Kentucky students coming from families with a median household income of less than \$20,000 annually declined last year.

UK also has initiated a Student Financial Wellness Center, which offers financial literacy programming, peer mentoring, and other resources designed to help students address their evolving financial needs.

### *Continue to navigate the University through the evolving Title IX landscape*

Last September, the U.S. Department of Education issued new Title IX guidance (or direction) to institutions regarding how they investigate and adjudicate allegations of campus sexual misconduct under federal law. In response, UK updated its policies in alignment with the new guidance and the recommendations of a University Senate-appointed committee led by University Senate Council Chair Jennifer Bird-Pollan. The committee spent more than a year reviewing policies and best practices and developing a set of recommendations, which I carefully considered in implementing our new policy. We also sought input from a number of groups and made the draft policy available throughout the campus for feedback. The proposal was endorsed by the University Senate.

Those policy changes were communicated to campus in June, and they follow current federal law and guidance. Moreover, the University's new policy reflects an effort to create an appropriate balance between the need to ensure victim-survivors have the support and resources they need to report incidents, and that those accused know they will be treated fairly and afforded due process.

More recently, national media have reported that drafts of new regulations from the Department of Education are being finalized. If and when such regulations are finalized, we will review and evaluate whether continuing modifications are necessary. In the meantime, I have asked the University Senate to keep in place the faculty-led committee to continue to assess the legal landscape; seek input from interested parties representing all stakeholders; and advise me on any changes to our current policies and practices.

These are difficult, often complicated issues with which the entire higher education community is struggling. Our goal remains to be fair to all concerned, clear and consistent in application, and compassionate to all of those impacted.

### **Conclusion**

In my last self-evaluation, I shared with you my perspective on the disruptions facing higher education, generally, and the University. We are not immune to the changing environment and its impact on our work. But our ability to adapt is integral to our future.

These disruptions are not unique to the University of Kentucky or our state. However, built on the strong foundation laid before I arrived, we have made extraordinary progress, together, over the



last several years. Our future will, increasingly, be determined by us with the support of new and promising partners.

I am increasingly convinced that the comprehensive fundraising campaign underway at the University will be the margin of excellence for the future of our University. We have set the right priorities for our campaign, which will help us overcome the challenges ahead.

In addition to the campaign, the “Our Path Forward” initiative led by the Provost and Executive Vice President for Finance and Administration will generate additional revenue and cost savings through innovative approaches to our work. A key driving principle of the initiative is to empower academic units to be more entrepreneurial in their programs and priorities.

In the midst of disruption, the questions we must answer together entail tremendous challenge and undeniable opportunity. But it is our collective effort—our compassion and persistence—that give me confidence that the University of Kentucky will be a creative leader. Bound by a mission to serve, we will – I am confident – find a way. That willingness to respond and commitment to forge a path forward have always defined the University of Kentucky. Together, we will show the world what Kentucky can do.