



University of Kentucky
Office of the President

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October 17, 2017

E. Britt Brockman, MD
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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 power of “we,” and what, together, the UK family has made possible over the last year.

I am inspired daily by the work of our students, faculty, staff, and supporters that yields new levels of excellence each year. It is an enduring honor to serve as President and share this story with those whom I meet and work with regularly.

To be sure, it is this collaborative commitment across our campus that makes me confident we can – and will – meet an ever-changing and often unpredictable future for our industry. Though change will continue to be our watchword, we have been and will continue to be responsive in order to meet the needs of those we serve.

I am grateful for your leadership and that of the Board of Trustees. Their combined belief in the power of this place is an inspiration, and the expertise the Board provides to the University is invaluable. There is much to do; but we can accomplish much together.

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 showcases the extraordinary power of “we.” Over the last year, the UK family has tirelessly proven that we can accomplish a great deal in the pursuit of the lofty vision and bold mission of Kentucky’s indispensable institution. Together, we have confronted new challenges, risen to meet promising opportunities, and redefined what it means to be the University *for* Kentucky.

Specifically, at the end of our 2015-2020 Strategic Plan’s first year, we acknowledged with pride all that we accomplished, while sharing a renewed commitment to the aspirational goals yet to be realized.

Progress Toward our Strategic Plan Goals

At our October 2016 Board of Trustees retreat, we reported on our progress in accomplishing 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 and scholarly enterprise;
- And leverage our expertise to advance the public good.

The following metrics are a summary of the progress we reported last October. We will share a more detailed progress report at the October Board Retreat.

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	2015-16	2016-17	2017-18	2020 Goal
Retention Rates					
First-Year	82.2%	82.7%	81.7%	83.4%	90.0%
Second-Year	74.9%	74.9%	74.1%	74.4%	85.5%
Third-Year	69.7%	70.1%	69.1%	68.4%	82.0%
Graduation Rates*					
Four-Year Graduation Rate	38.5%	40.4%	44.2%	44.8%	53.0%
Six-Year Graduation Rate	60.2%	61.3%	63.6%	64.6%	70.0%
Six-Year Graduation Rate Gaps					
Under-represented Minorities	16.7%	23.5%	13.0%	15.2%	9.8%
First-Generation	7.8%	14.1%	16.6%	18.2%	8.0%
Pell Recipients	15.1%	19.1%	16.1%	19.6%	8.0%

*Results reported from prior year, 2017-18 includes preliminary data

Over the last academic year, our total enrollment surpassed 30,760 students, including many who are succeeding at higher levels, as evidenced by increasing four- and six-year graduation rates. During the last academic year, we conferred more than 6,900 degrees to UK graduates.

Emphasizing the Provost’s four pillars of student success—academic success, financial stability, belonging/engagement, and wellness—we are taking steps that aid progress on our four- and six-year graduation rates. Our intentional approach integrates these values into all of our student success and engagement priorities across the academic enterprise, further empowering our faculty and talented student support staff to impact the lives and the success of our students.

Our decision-making has been guided by rich data collection and analysis in the Offices of the Provost, Enrollment Management, and Institutional Research. One key indicator of student success we identified and worked to address over the last year is unmet financial need. Our research indicates that with as much as \$5,000 in unmet financial need, retention rates drop by eight percent. Over the next few years, UK LEADS (Leveraging Economic Affordability for Developing Success) will shift more of our institutionally funded aid to address unmet need. The intentional effort is designed to further support student success.

The increase in the six-year graduation gap for first-generation college students is primarily the result of a new effort to better identify these students on our campus. Students can now self-identify as first-generation during the application process, which allows us to provide more direct support to these students. At the same time, we recognize these metrics are moving in the wrong direction, and we are deploying focused interventions to address the trend. For example, the new Student Services Center – created as part of the realignment in the Office of the Provost – will serve as a multi-functional, support program for students at risk of not finishing their degree.

In addition, the realignment and creation of the Associate Provost for Student and Academic Life further aligns the student experience inside and outside of the classroom. Our goal is to leverage classroom learning with student volunteerism, immersion programs, experiential career opportunities, and community engagement. This effort also includes further strengthening the Office for Institutional Diversity, expanding access to student wellness programs such as the Counseling Center, and providing more academic support through advising and tutoring.

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

*Results reported from prior year, 2017-18 includes preliminary data

After a dip in 2015-2016, we made progress in 2016-2017 toward the 2020 goal for graduate program selectivity last year. However, our preliminary data for the current year illustrate some lost progress on selectivity. At the same time, we must increase the number of successful, timely program completions in order to meet our 2020 goals. Finally, we reached our goal for Hispanic/Latino enrollment in our graduate student population, but we must do more to improve all measures of diversity of our programs.

It is evident that we must move purposefully to advance these priorities. Over the last year, the Graduate School developed a block grant funding program for student fellowships, piloting the initiative in five disciplines as a means to bolster the recruitment of top students and improve the selection process. Additionally, new professional development programs are equipping graduate students with the necessary skills to succeed beyond graduation. To improve diversity in our programs, we are developing and strengthening mentorship opportunities for Lyman T. Johnson and Southern Regional Education Board fellows.

In addition, the Provost established the Blue Ribbon Panel on Graduate Education to evaluate the graduate student experience and develop a vision for UK's mission in respect to graduate education for the next 10-15 years. Their work aligns with the University's Strategic Plan objective and is designed to help move us toward the goals we have set.

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.

Metric	Baseline	2015-16	2016-17	2017-18	2020 Goal
Enrollment of Under-represented Minorities					
Undergraduate	14.7%	15.3%	16.1%	16.6%	16.2%
Graduate	8.4%	8.9%	10.5%	9.4%	11.8%
Graduation Rate for Under-represented Minorities*					
Bachelor's	45.2%	40.7%	52.4%	51.9%	60.2%
Master's	70.9%	64.9%	61.8%	67.4%	78.0%
Doctoral	45.5%	47.1%	38.5%	63.6%	68.0%
Employment of Faculty					
Women	37.1%	38.0%	38.8%	Available November 2017	48.2%
African American/Black	3.4%	3.5%	3.6%		6.9%
Hispanic/Latino	3.0%	3.1%	3.2%		4.2%
Employment of Executives					
Women	48.9%	46.8%	47.4%	Available November 2017	50.0%
African American/Black	3.5%	4.0%	4.6%		7.9%
Hispanic/Latino	0.5%	0.7%	0.5%		6.1%
Employment of Professional Staff					
African American/Black	4.3%	4.6%	4.3%	Available November 2017	5.1%
Hispanic/Latino	1.1%	1.2%	1.1%		1.5%

*Results reported from prior year, 2017-18 includes preliminary data

Different experiences, different ways of viewing life -- whether framed by culture, race, ethnicity, identity, gender, or perspective -- help define who we are. The richness of a diverse and welcoming campus adds to the college experience and the education students take with them when they graduate.

Preliminary data indicate this year was one of mixed progress for increasing the enrollment and graduation rates of under-represented students. Undergraduate enrollment increased, while graduate student enrollment decreased. Graduation rates among Master’s and Doctoral students increased. Though we improved graduation rates at the undergraduate level last year, we saw a slight decrease (0.5%) in the most recent reporting year, according to preliminary data.

Increases in the Provost Persistence Grants and the William C. Parker Scholarships continue to support success. In addition to the financial support is the work we are doing to foster a more diverse, inclusive, and welcoming campus. To enrich our campus culture and climate, we realigned a student activity fee and developed Inclusive Excellence Programming Grants for which student organizations, faculty, and staff may apply to receive funding to enhance programmatic offerings. Additionally, the Unconscious Bias Initiative has offered training for campus leaders, the Board of Trustees, smaller colleges and academic units, faculty search committees, and teaching assistants.

We also made progress on various metrics measuring the diversity of our campus faculty, staff, and administration in 2016-17. The reporting cycle for the most recent year will occur in next month. To that end, and while some progress was made, we need to accelerate efforts in this area to reach our 2020 goals.

Finally, the University of Kentucky delivered its diversity plan to the Kentucky Committee on Equal Opportunities – a subcommittee of the Council on Postsecondary Education – for review and approval. The plan aligns with statewide efforts in diversity planning.

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.

Metric	Baseline	FY 2014-15	FY 2015-16	FY 2016-17	2020 Goal
Total R&D Expenditures					
Higher Education R&D Survey: Total Research Expenditures	\$328.2 M	\$331.7 M	\$349.7 M	Available Spring 2018	\$364 M
Higher Education R&D Survey: Federal Research Expenditures	\$142.3 M	\$146.5 M	\$154.6 M		\$159 M
Research Impact					
Proportion of publications cited in the top 50% of discipline	51.1%	51.1%	52.0%	Available Spring 2018	TBD
Space					
R&D Expenditures \$/square foot	\$191	\$197	\$209		\$300
Licenses					
Exclusive Licenses	100	101	105	106	177
License Income	\$3.3 M	\$1.0 M	\$6.5 M	\$2.4 M	\$3.5 M

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, faculty and staff researchers added to a growing portfolio of transformative research, discovery, and creative scholarship. The \$19.8 million Clinical and Translational Science Award (CTSA) from the National Institutes of Health (NIH) – a renewal of UK's 2011 CTSA – is one of many competitive federal grants earned by UK researchers this past year. The Sanders Brown Center on Aging – a national Alzheimer's Disease Center – also received another round of NIH funding. The Institute for Bioinformatics – a collaborative research center that includes representatives from medicine and biostatistics – received a \$2.8 million instrumentation grant from the National Science Foundation. With support from the U.S. Department of Defense, the University of Kentucky opened the Sports Medicine Research Institute – a project led by the College of Health Sciences. In April, UK faculty converged with policymakers and researchers from across the nation for the National Drug Abuse and Heroin Summit in Atlanta, Georgia. Together, stakeholders from various agencies and the academy collaborated to address the scourge of opioid abuse – a critical question for the Commonwealth we serve.

An uptick in external support can be a precursor to increased commercialization and licensing revenue. The significant drop in licensing income in the most recent reporting year is a result of the University receiving its final payout from a multi-year settlement agreement regarding technology pioneered at UK.

The University also welcomed Ian McClure as the new director of the Office of Technology Commercialization (OTC). Under his leadership, the OTC is identifying opportunities to improve processes and support faculty who want to commercialize their discoveries, as well as improve the pipeline for patent applications and licensures.

From basic and translational science to working directly in – and with – communities, UK's research enterprise is engaged in the critical questions of our day. To expand and enhance our capacity to carry out this work, the \$265 million multi-disciplinary research facility is taking shape alongside the newly named Lee T. Todd, Jr. Biopharmaceutical Building and the Biomedical/Biological Sciences Research Building. With an estimated completion date of Spring 2018, the new research facility will be a hub for discovery that addresses Kentucky questions—the answers to which often have global implications.

In the year ahead, the Office of the Vice President for Research will be ready to optimize the new laboratories that will come alive and incentivize team science to address Kentucky health disparities. Alongside this effort, UK's Markey Cancer Center will compete for the NIH's National Cancer Institute Comprehensive Cancer Center Status – critical for Kentucky and cementing our place as a national leader in cancer research and care.

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	2020 Goal
Unified reporting structure for tracking engagement and outreach				
Reporting structures disbursed among colleges and units	25+	3	3	1
Faculty and staff developing expertise to deliver quality community engagement and outreach				
Faculty teaching community-based courses	14.3%	15.3%	17.4%	25.8%
Staff teaching	1.4%	1.5%	1.4%	3.3%
Opportunities for students to participate in a community engagement experience				
Community engagement courses	329	331	337	429
Partnerships between University and community stakeholders				
Identified partnerships	N/A	7,082	<i>Developing tool to capture data</i>	TBD

Though our mission and vision has evolved since our founding in 1865 as a historic land grant university, we remain committed to the founding principles of service to our state and meaningful engagement in counties and communities across Kentucky. We know that our colleges, research centers, libraries, health care clinics, and extension offices embrace this mission in creative and collaborative ways at the community – and often, individual – level. Further, faculty and staff engaged in this work are finding new ways to integrate student engagement, providing hands-on opportunities for students to apply what they learn in the classroom in their daily lives.

To that end, we have taken the initial steps necessary for improving and systematizing that work. We have taken multiple reporting structures and mechanisms for measuring community engagement, and centralized that process to more purposefully track faculty, staff, and student effort. Part of that effort involved developing a centralized methodology and terminology for tracking community engagement and outreach. With the new tracking resource, and the Community Engagement and Outreach Council established, I am encouraged by the opportunity to work more intently toward key goals in our plan.

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 do to reach the ambitious targets we have set together that are designed to position UK as a national leader in teaching, research, service, and care.

At the time of writing this self-evaluation, we are preparing to share the progress we made over the last year when we gather for the Board of Trustees retreat in October. More detail will be shared at the retreat, and we will discuss additional initiatives underway and in development to embolden our efforts.

2016-2017 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

We surpassed \$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.

Due in large part to the support of UK Athletics and the Jacobs family, the Jacobs Science Building opened in fall 2016. With the support of private donors, we also completed the final phase of the revitalization and expansion of the Gatton College of Business and Economics. Recently, construction fencing was erected around the College of Law as we begin the dramatic revitalization of this space to address the needs of a modern legal education. Additionally, we project that the new student center – a facility integral to student success that will serve as the living room of our campus – will be completed this spring. We continued our investment in our residential partnership with EdR, opening University Flats and the Lewis Honors College in August.

New space in Chandler Hospital also opened, while state-of-the-art patient care space continues to be developed, and the \$265 million multidisciplinary science building is taking shape on a burgeoning research campus on the corner of Limestone and Virginia Avenue. And we opened the doors to a new facility with our long-time health care partner, Shriners's Children's Hospital.

Over the summer, we turned to critical infrastructure needs and utility line work across campus. While these improvements are not always visible, they are fundamental to the efficient function and operation of our campus. Finally, our capital planning team began to outline our approach to revitalizing some of the historic facilities in the campus core, work that we hope to begin over the next academic year, and for which we will seek legislative and philanthropic support.

New talent and Expertise

Over the last year, the University welcomed several new leaders to our campus who will lend their skills and expertise to growing, critical academic, research, health care, and outreach efforts. One new leader, integral to the institution's future success, is Dr. Mark F. Newman, UK's new Executive Vice President for Health Affairs. A Kentucky native, Mark joins us after serving for many years as the President of Duke University Medical Center's physician practice plan. A renowned anesthesiologist, he is an able health care administrator who will lead UK HealthCare into a new era, following the transformative leadership of Dr. Michael Karpf.

We welcomed new academic leadership across the University, including Kip Guy as the new Dean of the College of Pharmacy and Mark Shanda as the new Dean of the College of Fine Arts. Additionally, Christian Brady joined the University of Kentucky as the inaugural Dean of the Lewis Honors College.

After a comprehensive structural realignment that brings closer the units under the Office of the Provost and Student Affairs, the University hired Greg Heileman as the new Associate Provost for Student and Academic Life. In this new role, Heileman will be responsible for new initiatives and units in academic excellence and student success, which will help us make progress on our Strategic Plan targets. Additionally, we welcomed Scott McDonald, the Assistant Vice President for Academic Services and Director of Admissions at Texas A&M University as UK's first Dean of Admissions, as well as Kim Taylor, formerly of the University of Texas at Austin, as UK's new Registrar.

To lead our efforts in diversity and inclusivity planning, work toward targets included in the Strategic Plan, and foster a more welcoming campus family, Sonja Feist-Price was named as the new Vice President for Institutional Diversity. While she leads our campus diversity efforts, we all share in making our campus a place for all people.

Finally, Brian Nichols was named the University's new Chief Information Officer, and Tim Walsh joined us as the new Associate Vice President for Alumni Engagement and Executive Director of the UK Alumni Association.

Regional partnerships

Because the University's mission extends beyond our host city of Lexington, and to meet the health care and workforce needs of Kentucky, our College of Medicine forged a new institutional partnership with Northern Kentucky University and St. Elizabeth Health Care. The new satellite campus will expand physician training in the region, meeting critical Kentucky needs in patient care. In addition, our partners broke ground on a new facility that will house our medical school partnership with Western Kentucky University and the Medical Center of Bowling Green.

Performance funding

Though the most recent legislative session did not include debate on the statewide budget, there were implications for the University's appropriations as a committee of lawmakers, public university presidents, and the Council on Postsecondary Education drafted the state's new performance funding model. After eight months of extensive research and deliberation, the model adopted by the General Assembly awarded to UK an additional, small sum of state appropriations set aside during the 2016 budget session. The University played an important role in the research and development of the final plan, and the institutional priorities currently underway are in line with the priorities undergirding the new funding model and statewide plan for higher education.

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 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*, *The New York Times*, *Wall Street Journal*, *Chronicle on Higher Education*, *InsideHigherEd*, *The USA Today*, and *The Atlantic*.
- Placed op-eds in a number of Kentucky newspapers on issues facing the state and higher education, including the *Courier Journal*, the *Herald-Leader*, and the *Cincinnati Enquirer*.
- Posted 20 blogs, which were distributed to campus and media statewide.
- Distributed 23 broadcast 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 more than doubled our social media presence through Twitter since 2012-13, surpassing 12,400 followers on the 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, I've asked various representatives from across the University to develop a more proactive and integrated communication plan and process as we enter a new recruitment cycle, legislative session, and multi-year capital campaign. Informally referred to as the "Brand Council," I've asked the group to present a strategy that substantially strengthens our marketing efforts, with the aim of achieving fuller integration and a more aggressive posture that makes clear our value to prospective students and their families, donors, supporters, and policymakers.

This period of time provides a critical opportunity to reassess what we say and how we say it, from our structure and communication platforms, to our branding and marketing. Our goal is to ensure Kentuckians and diverse audiences have a clear understanding of the value we provide in education, research, service, and the general health and wellbeing of those we serve.

Philanthropy

Over the last year, more than 48,300 donors graciously supported UK and its mission with more than \$175.6 million in new gifts and commitments. Of this amount, 40 percent (nearly \$70 million) came from 22 principal gift donors. This activity includes leadership gifts to name the Don and Cathy Jacobs Science Building, and principal gifts from the James Graham Brown Foundation, the Bill and Melinda Gates Foundation, and several individuals.

With support from the Office of the Philanthropy, I met with more than 60 principal gift prospects, and served as host for about 50 special donor events on campus and around the country, reaching an estimated 2,300 key individuals.

This work positions us as we head into a multi-year capital campaign. Increasingly, philanthropy is our competitive edge, and our success in this endeavor will be the difference-maker in the decades ahead. Still in the silent phase, the efforts underway in the Office of Philanthropy and across the entire University will yield a transformational campaign that we plan to launch in spring 2018.

Responding to Opportunities for Improvement

At the conclusion of the last evaluation process, the Board of Trustees provided six opportunities for improvement. In addition to the information provided above which addresses all six requests, the University has taken the following steps to:

- Improve and enhance communication with the Board of Trustees;
- Increase diversity among the University's senior leadership and within positions of responsibility across campus;
- Improve faculty morale, rewards, and engagement in strategic decision-making;
- Articulate implementation efforts and metrics for operationalizing the Strategic Plan;
- Ensure the University is compliant with Kentucky open records/open meeting statutes;
- And, increase the profile of graduate education and non-health-related research.

Improve and enhance communication with the Board of Trustees.

We have taken steps to improve and enhance communication with the Board of Trustees by using Board meetings to provide regular progress reports on the University's key initiatives and create more space for discussion of on-going issues. The Board is notified before major campus announcements, and though we cannot always determine the date on which major news breaks, we have made an effort to specifically and directly notify the Board of major news coverage. Further, I continue to hold meetings with individual trustees and empower senior administrators to support the regular work of the Board's many committees.

Following the October retreat, the University will begin distributing a regular "influencers' message," which will report on important progress and initiatives at the University and be shared with key stakeholders across the city, state, and national higher education landscape. We will also share these messages with the Board of Trustees to better enhance their capacity to advocate on behalf of the institution.

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.

To be sure, opportunities for improvement remain in this area. In addition to the staffing changes made at the administrative level described above, the University has laid the groundwork to facilitate improvement at multiple levels of the institution. Indeed, as the Board recognizes, this should be a priority for positions of responsibility across the entire campus.

We modeled this initiative by encouraging the Board and senior administration to participate in the Unconscious Bias Initiative (UBI). To improve that systematic effort to yield progress, we encouraged professional staff, faculty, and students to engage in the UBI training. Upon writing this evaluation, more than 1,100 faculty and 7,100 staff have gone through the training. Further, we took the additional step to require participation by those faculty and staff serving on search committees, so that we can address gender and racial gaps in hiring across the institution. We work to ensure those committees are diverse, representing a broad cross-section of our institution.

Improve faculty morale, rewards, and engagement in strategic decision-making.

The University continued its commitment to improving faculty and staff compensation with an additional round of merit-based salary increases, which we have accomplished now five years in a row. This priority was maintained even while state support continues to stagnate or decline.

Additionally, faculty and staff morale in UK HealthCare was an important consideration in the hiring of Dr. Mark F. Newman as the new Executive Vice President for Health Affairs, and it remains a priority for improvement early in his tenure.

Further, the Provost empaneled the Blue Ribbon Panel on Graduate Education, led by and made up of faculty and graduate students, to improve graduate education at the University of Kentucky. This group's work will be important to the future of the University and the graduate student experience, which is why we felt it was important for the faculty's voice to be a critical component of this process.

Articulate implementation efforts and metrics for operationalizing the Strategic Plan.

Since approval, we've taken steps to provide regular updates on Strategic Plan metrics. In addition to annual progress reports at the October retreat and the inclusion of Strategic Plan metrics in my self-evaluation, an update on the Strategic Plan was provided in the University's Operating and Capital Budget approved in June. We also developed a first-year report of the Strategic Plan, which was made available on the Strategic Plan website. Senior administrators also work with committee leadership of the Board to provide regular updates on implementation efforts related to the five strategic plan objectives during committee meetings and as Board discussion topics.

Ensure the University is compliant with Kentucky open records/open meeting statutes.

The University is fully committed to transparency while also respecting the constitutional and statutory privacy rights of our students, our patients, and our faculty. With respect to open records, the University receives more than 800 open records requests per year - among the highest in the state. The overwhelming majority of those requests receive a full and complete response within three business days. The University declines a request only when the documents involve: (1) constitutional and statutory privacy rights; (2) a legal privilege, such as attorney-client privilege; (3) a preliminary recommendation; or (4) proprietary information involving one

of our business partners. Indeed, in the last three years, the University has contested only a handful of some 2,500 open records requests. Those cases almost always involved a question of privacy for a student, a patient, or whether communication with legal counsel would remain privileged and confidential.

The University has successfully defended in court our approach to protecting private student records. Our position has remained that we have a responsibility under federal law to protect such records from public view unless the student decides for those records to be released.

As to open meetings, the University has opened educational sessions to the media. In addition, rules and regulations regarding open records and open meetings are part of our campus Board orientation programs and the state-led orientation program.

Increase the profile of graduate education and non-health-related research.

As mentioned above, the Blue Ribbon Panel on Graduate Education is faculty-led with the participation, support, and contributions of UK graduate students. The committee was charged by Provost Tim Tracy with the task of:

“Envisioning the graduate student experience [and developing] a philosophical framework for graduate education that reflects the demands and realities of the 21st century. The committee will determine how UK can best prepare its graduate students for a diverse range of career opportunities in an ever-changing and often unpredictable global economy. Part of fostering the graduate student experience will require the committee to contemplate the proper balance and intersection between graduate students, their work in the classroom, their professional development, and their interaction with faculty and their research. It will also require a set of recommendations on the concrete initiatives, support systems, and culture shifts necessary – both centrally and in the colleges – to support graduate student success.”

To capture a broad array of feedback on the graduate student experience, the panel is made up of a diverse representation of faculty. The 22-member panel includes 16 representatives outside of our health-related colleges and programs.

Thriving in an Unknown and Unpredictable Future

The last year yielded positive returns for the University and, by extension, the Commonwealth of Kentucky. We have identified and are pursuing the right set of priorities, but disruptions – both current and future – to what we do and how we do it challenge us to continue thinking in creative and innovative ways.

Consider only a sample of the changing dynamics we confront:

Our nation is growing more diverse and increasingly concentrated in urban areas. And, yet, the traditional pipeline of high school graduates in Kentucky is flat or declining.

At the same time, there is a growing number of potential students who have earned some college credit or want to return to college for additional education, but our traditional service model is not a practical pathway. In short, the pipelines of the past do not provide a long-term, sustainable solution to accelerate the number of college graduates in Kentucky that are necessary to create the skilled workforce our Commonwealth needs to compete in a 21st century economy.

The University must be prepared to respond. We must lead.

At the same time, perceptions of higher education as public good in a number of national opinion polls has suffered. One recent national survey, for example, found that a majority of respondents in one political party believed that higher education no longer provided a substantive public benefit.

And faced with a number of funding challenges – from pensions to prisons – state support for higher education in Kentucky continues to be significantly constrained.

The mix of challenging demographics, declining perceptions and state support, have led to real questions regarding the ultimate value of a college of education – both here in Kentucky and across our country.

No matter the benefits indicated by the data, of which there are many, there is a perception we must address in higher education.

These questions have led to a growing and understandable demand for accountability and productivity in higher education.

Over the last several years, performance funding models have been adopted by more than 30 states, measuring retention, degree production, job attainment, research productivity, and efficiency. The model recently adopted by the Kentucky General Assembly will be the mechanism by which all postsecondary education funding is determined in the future.

With a flagship academic medical center, UK is closely watching the ongoing debate over the Affordable Care Act and its impact on the health care marketplace. In this space, too, the question of cost and value represents a growing debate that is leading to new expectations of accountability for the service provided, the outcomes produced, and the cost of delivery.

Similar forces are underway in the private market for health insurance as employees and individuals increase demands for greater value – more efficient delivery, continued improvement in outcomes, and containment of costs. Whatever policy decisions are enacted at federal and state levels, UK HealthCare will need to respond and adapt accordingly, if we hope to continue providing world-class medical care to our patients.

To sustain growth in our research enterprise, we cannot afford to ignore the pressures on traditional support for this effort. Increased scrutiny and questions are pervasive regarding the value of basic scientific discovery and creative scholarship. We know that the questions in which

our faculty and researchers engage in laboratories, communities, and creative spaces are directly responsive to the needs of our day. To continue this work, though, we must think anew about how we utilize space and manage time and effort to yield the greatest return.

Finally, technology has afforded new and easier opportunities for new entrants to the higher education marketplace. Rapidly evolving learning management systems and more savvy distance learning partnerships provide a greater competition in this space. In one case, earlier this year, Purdue University bought Kaplan as a potential response to this changing environment. In another, an assessment by the Kentucky Council on Postsecondary Education tells us that 900 Kentuckians – many who have already earned some college credit – are taking classes through Western Governors University, generating some \$22 million in tuition and fee revenue for that institution. As these platforms continue to improve, they will become a larger part of the higher education landscape.

We must meet this demand or others will.

The University benefits from extraordinary faculty and an increasingly modern campus. By leveraging our assets and marrying our strengths with advancements in technology and new learning platforms, we can explore ways to effectively blend distance and in-person instruction, while growing online offerings in academic programs that lend themselves to this technology.

At the same time, to ensure the success of our residential student population, we must confront the need to provide more support in an array of ways.

For example, the degree to which we provide mental health support to students is equal in importance to their cognitive development through coursework. Providing this support helps students thrive academically and as part of a community. Traditions and values like free thought, speech, and expression; academic freedom and inquiry; cultural competency; and hands-on applied learning will be tested, but play an equal role in a college experience built on the four pillars of student success.

Together, these global forces will challenge the University to think creatively as it continues to grow. We have the ability to respond because we have responded to changing seas over the last several years. That is who we are. And we always have found a way to respond to what we needed and what was required of us as the state's increasingly indispensable institution.

The need for more primary care physicians has required us to think creatively about growing our medical program even as we are limited in the space we have on campus for medical education.

We have responded by partnering with institutions and medical centers across the state to meet the demand. This effort is an example of a creative, effective, and efficient response, and we can do more.

We must be willing to apply the same sense of innovation to meet new demands for a skilled workforce, populated by a more diverse pool of potential students.

Student success and engagement demands more of the University than high-quality coursework. To help students succeed today and in the world beyond our campus, we need to do more to position them to succeed in the workforce and community.

Foresight in understanding this need was the impetus behind the realignment in the Office of the Provost and Student Affairs. A more collaborative approach provides rich opportunities to help students through multidisciplinary coursework and engagement in co-operative experiences, moving beyond the comfort of rigid and narrowly tailored classroom work.

We recognized that our campus had more than \$1.2 billion in deferred maintenance and capital needs. Due to statewide fiscal constraints, we knew we could not turn to Frankfort alone to meet these needs as in the past. So, we forged new partnerships with private entities, philanthropists, and UK Athletics.

We have responded. We have found a way. But the challenges we still face cannot be ignored, and we must position our University to respond again. We must maintain and increase the momentum we have gained over the last several years. Doing so will require us to think differently about how we continue serving Kentucky and our region.

Demonstrating our value means telling our story in more compelling ways. It also means showing in clear and resonant ways the return on investment for the education, research, service, and care we provide. It means being accountable for what we do to those who have invested in us.

To be sure, other industries and sectors of the economy once thought to be immune to disruption – health care, journalism, commercial transit, bookstores, music/media, and traditional retail – were sometimes slow to respond.

They are paying the price.

We should not think that we are somehow immune from disruption or we will face the same fate.

Conclusion

These disruptions are not unique to the University of Kentucky or our state. But our ability to adapt will be integral to our future success.

Our shared success and the collective power of “we” give me confidence that the University of Kentucky can, must, and will be a creative leader in academia. To thrive, we must engage in a shared effort across the entire UK family.

In the midst of disruption, the questions we must answer together entail both tremendous challenge and undeniable opportunity.

Why must we respond?

How will we respond?

With whom will we respond?

As a University – with distinctive depth and breadth – we bring inarguable assets to these challenges. We are a learning institution, and as we forge a new path in an unpredictable future, we must once again learn and adapt.

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, in recent years led by a bold vision you have set for us, we have made unprecedented progress in teaching, research, health care, and service.

Going forward, leveraging the power of “we” will make it possible for us to answer these questions once again.

Because of our people, we have the opportunity to do more than survive; we can thrive in this new future.

We must, in an important sense, renew the compact we have – with our state and those we serve – to secure the future we want for Kentucky and the world our students must succeed in when they leave this special place.