

Draft of Principles Version 2 for Campus Review
For Feedback Sessions #2

Principles for Revisions to Changes in Governing Regulations (GRs)
Eli Capilouto
President
University of Kentucky

Principle 1: The University of Kentucky's Board of Trustees is the institution's final authority, which should not be delegated, for all policy matters.

- The Board entrusts the President, who serves as the chief executive officer, with administrative oversight to execute the policymaking direction.
- The Board continues to have final authority for new program approvals and closures, based on the recommendations of the President, who will consult with the faculty.
- The President, in turn, will work with the campus, including the shared governance bodies, who will advise the President on the development of Administrative Regulations (ARs).
- The ARs will operationalize the values and principles enumerated in the GRs.
- Further, it is critical that the Board — as expressed in the GRs — makes clear the primary role that faculty must play in the development and oversight of the University's curriculum.
- The GRs will be unequivocal in stating this commitment to the foundational values of tenure and academic freedom in our governing documents.

Principle 2: We need more voices being heard and more people with ranges of roles and levels of expertise being truly engaged. The GRs will describe three shared governance bodies, which will work on important matters relative to the expertise of each group.

We have much momentum, with many wonderful things happening at a rapid pace. Our challenge is to balance our faculty, staff and student bodies in a shared governance structure, clarify the roles that our community members play and create parameters for how they can best function to support the constituents they represent and, ultimately, align with the larger institutional priorities.

Student Government Association: The Student Government Association is the official representative body of all UK students. It shall advise the President through the Vice President for Student Success. The GRs or ARs will state that the Student Government Association will be formally engaged in and consulted about relevant matters important to students such as tuition, the student code of conduct, student support services, student fees, attendance policies, student employment and student life matters.

Staff Senate: Our current GRs say very little, in fact, about the role of the Staff Senate, despite it being the official representative body of staff at UK. The elected representatives should have an even more formal role, and larger say in, issues impacting staff. The Staff Senate is the official representative body of all UK staff. It shall advise the President through the Executive Vice President for Finance and Administration. The GRs or ARs will state that the Staff Senate will be formally engaged in and consulted about relevant matters important to staff such as career progression, compensation, benefits, infrastructure, budget and HR policies.

Faculty Senate: Currently, we have a University Senate. Because of how it is structured and comprised, however, it is more accurately a Faculty Senate. The constructive feedback I have heard spoke loudly to the issues of student and staff representation — they are not adequately represented within the current University Senate. It is not organized to focus on the overall health and well-being of the whole University, nor is it positioned to establish or convey an overarching mission and vision for this institution. It is recommended, then, to be transitioned to a true faculty body — a Faculty Senate.

The Faculty Senate will be the official representative body of all UK faculty. It shall advise the President through the Provost. The GRs or ARs will state that the Faculty Senate will be formally engaged in and consulted about relevant matters important to faculty. Those include program reviews, approvals and closures, as well as the UK Core to ensure the curriculum aligns with our mission.

Additionally, the faculty, through elected membership supporting colleges and units, should also have an important role in ensuring peer review of performance and adherence to agreed-upon standards of accountability. The faculty are the critical voice in guaranteeing a system of faculty appointments, tenure and promotion essential in maintaining an intellectually vibrant community.

Principle 3: To facilitate an even greater institutional focus aligned with the goals of the three bodies, I propose the creation of a President's Council, whose membership would be codified in the GRs to regularly advise the President on the most critical, high-level institutional matters.

- This council will meet regularly with the President and offer counsel on the important, high-level issues and opportunities confronting our University — such as the annual Board retreat, our strategic plan, new initiatives we should be thinking about, key performance metrics and budgetary priorities.
- For initial feedback, I would propose that the President's Council is composed of four students, four faculty and four staff.
- During its first year, the four seats representing the three groups on the President's Council will be held by:
 1. The elected leader of each shared governance body.

2. An elected member of each shared governance body, chosen by the UK President from a list of eight names submitted to the UK President from each shared governance body.
 3. A student, staff and faculty member who is not an elected member of the shared governance bodies, chosen by the UK President from a list of eight names submitted to the UK President from each shared governance body.
 4. A student, staff and faculty member chosen by the President.
- The final composition of the President's Council will be considered as we build the operational ARs.
 - All members of the council will serve one-year terms but can be re-appointed.
 - The council members will ensure representation across the four missions of our institution — education, research, service and care.

Principle 4: There should be more primacy for the development of — and decisions about — educational policy and practice at the college and unit level.

- Even as there is an imperative to be institutionally minded on University-wide policy and strategy decisions, there are many decisions that should be made at a level closer to those most impacted, specifically students, faculty and staff within a college.
- Through the ARs colleges will be directed to create curriculum committees composed of faculty with the relevant subject matter expertise who will make recommendations on important matters such as graduate admissions, courses, content, programs and initiatives. Colleges and units will also be directed, as part of the AR revisions, to articulate how staff and students will have a greater voice and role in policymaking at the local level.
- The Provost will ensure that programs and curriculum meet our expectations for quality and do not create unnecessary duplication or redundancy between and among disciplines.

The Administrative Regulation Process

Should the Board of Trustees approve the changes to the GRs, the President will outline a process by July 1 through which students, faculty and staff will play a substantive and collaborative role in the formulation of revised Administrative Regulations.

Operationalizing these principles and refined GRs must take place through a collective and transparent revision of the institution's ARs. In reviewing our GRs, it is clear that more information is delineated in the document than is necessary for inclusion in what is, in essence, the institution's constitution. I recommend we reframe our GRs to ensure they are a collective statement of institutional principles. Other information that is included now could be moved into Appendices or considered for inclusion in Administrative Regulations as they are more operationally focused.

To that end, following the adoption of revisions to the GRs, elected leaders from among the students, faculty and staff, including the elected Student, Faculty and Staff Trustees, will be asked to work together and in concert with the administration to advise the

President on the creation and implementation of ARs. The regulations will detail through an iterative process how these principles and GRs will work in practice and policy.

For example, elected students, faculty and staff leaders, respectively, will delineate and enumerate how the elected bodies — the Student Government, Faculty Senate and Staff Senate — will be comprised. Those bodies will determine their rules, their membership and how they will conduct their business in collaboration with the President or designee.