

## End-of-Semester Report: Spring 2014

The Office of the Provost, a resource for all of the University of Kentucky, is dedicated to faculty, student and staff success. With our focus on the academic enterprise, we engaged in a number of important initiatives this semester. Making those priorities a reality involved cultivating strong and long-lasting partnerships with the campus community and fostering a culture of continuous improvement, trust, collaboration, diversity and inclusion.

The following report highlights some of the Office's activities for Spring Semester 2014.

### *Strategic Plan Development Underway*

Under the Provost's leadership, the development of *see tomorrow: the University of Kentucky Strategic Plan* kicked off at the end of the fall 2013 semester. Throughout spring 2014, six Working Groups of the Planning Committee, comprised of 103 people and led by 12 co-chairs, began development of the plan. The Planning Committee reflects the diversity of our campus, with a nearly even split of men and women, while also being comprised of 50 percent faculty, 36 percent staff, and 14 percent students.

As the process unfolded, the Working Groups developed 8 overarching goals for the plan:

1. Create a Vibrant Undergraduate Learning Community
2. Stabilize and Strengthen our Portfolio of Graduate and Professional Programs
3. Cultivate a Robust Research and Creative Environment
4. Have a Meaningful Impact on the Commonwealth and the Community
5. Foster a Positive Work Environment for Faculty and Staff
6. Enhance our Role as the Place of Collaboration for People of All Identities
7. Transform the Campus Infrastructure and UK Brand
8. Develop a Sustainable Financial Plan

As importantly, the "see tomorrow." team continuously engaged with the community through town hall forums and a speaker series that brought both internal and external experts to campus to present on relevant issues related to the Strategic Plan and higher education more broadly. A total of eight town halls were held. Two town halls focused on important trends in higher education, and each of the six Working Groups held a town hall to discuss its area of focus. The team also launched a robust website through which community members could review working drafts of each goal and provide feedback to the team. More information can be found here: <http://www.uky.edu/strategic-plan/>

In the coming months, the President, Executive Team, and Planning Committee co-chairs will engage in further conversation to bring additional focus to the Plan. We will work to refine the Plan to ensure that the final version reflects:

1. Tough choices about the limited number of specific initiatives that will have the greatest impact;
2. Specific, aggressive goals to be achieved in the coming years based upon relevant data reflecting our current status and where our competition is and will likely be in the future; and

3. A business plan that includes the human, financial, and capital resources necessary to achieve our goals built upon a distillation of basic assessments of where we currently stand on these dimensions.

As we move forward together, our goal is to have a single document with these components prepared for Board of Trustees review and discussion at their October 2014 retreat.

The remainder of this Provost area end-of-semester report is organized by the goals of the strategic plan.

## **Create a Vibrant Undergraduate Learning Community**

### *1. Undergraduate Scholarship Review*

Significant work was undertaken to review and project undergraduate scholarship needs funded at the institutional level. A team composed of members from the Provost Budget Office and Enrollment Management began intensive work to review, analyze, and project scholarships by breaking the scholarship budgets down into decision categories and accounting for factors such as student matriculation, retention, tuition increases, and scholarship-eligible freshmen. The result of this collaborative effort was a five-year forecast of additional scholarship investments necessary to maintain current award levels. Over the course of the next several months, the team will be working in conjunction with the University's Analytics team to develop an interactive student yield model to account for various factors affecting yield. This plan -- along with our five-year forecast -- will aid us in better usage of our scholarship offerings to be more responsive to student need while managing toward an appropriate discount rate.

### *2. Undergraduate Enrollment Pilot and Improved Admissions Reporting*

UK launched a variety of new marketing and admissions initiatives from February through May to help ensure that the undergraduate enrollment budget target of 4,800 students is met. Additionally, a task force is currently working on a capacity analysis to determine how we might accommodate entering class sizes of 4900, 5000, and 5100. Enrollment Management also developed new weekly undergraduate admission reporting that reflect weekly data for freshmen and transfer students with comparative information for the past 3 years for each academic college. The reports also contain detailed information on each academic major, the quality measures, graphical representations, along with a narrative that highlights the weekly enrollment activities in Enrollment Management. Please contact Don Witt for more information at [dwitt@uky.edu](mailto:dwitt@uky.edu)

### *3. Living Learning Program Task Force*

The Living Learning Program Task Force, co-chaired by Ike Adams and Dan O'Hair, was convened by Provost Riordan in Fall 2013 to (a) examine carefully the Living Learning Program landscape on the UK campus, and (b) investigate best practices from well-established and highly regarded LLPs at other campuses. The task force provided recommendations in four areas: academic standards; assessment and measurement;

staffing and structure; and financial issues. These recommendations can be found in the task force's final report here:

[http://uknow.uky.edu/sites/default/files/llp\\_report\\_final.pdf](http://uknow.uky.edu/sites/default/files/llp_report_final.pdf)

#### 4. *Retention Efforts*

The Campus Retention Advisory Committee was established to advise central campus leadership in the design, implementation, and assessment of strategies and programs that improve student academic success, retention, and graduation. Diversity efforts are integral to these strategies and programs. This committee is comprised of representatives from the academic colleges, Enrollment Management, Student Affairs, Undergraduate Education, the Office of Institutional Diversity, and UKAT. During Spring 2014, the Campus Retention Advisory Committee collaborated with UKAT and Undergraduate Education in completing the following tasks: Enrollment and Retention Dashboards; Retention Prediction Model; and Benchmark and Peer Data Comparison & Best Practices. The committee also identified three areas to begin/continue work on immediately, with an eye toward improvements for Fall 2014: College Retention Strategies (electronic process of identification, compilation, and monitoring) tied to the UK and College Strategic Plans; Major selection for first-time freshmen, including advising and career exploration; and Expansion of “The 300”: Model of Student Outreach and Intervention. Going forward, the Campus Retention Advisory Committee is planning implementation strategies for specific campus retention activities. The committee has selected four areas in which to concentrate their efforts: First-Year Experience; Gatekeeper and Bottleneck Courses; Student Resource Center; and Program Admission Standards. These recommendations have been shared with the Provost for her input and approval. During the summer and upcoming academic year, the committee will further explore these topics, examining the desired goals, advantages, challenges, resources, and project timelines. For more information, please contact Ben Withers at [bwithers@uky.edu](mailto:bwithers@uky.edu)

#### 5. *Successful Launch of Presentation U*

A successful soft launch of UK's Quality Enhancement Plan, Presentation U!, began this year. During the fall semester, faculty members were invited to apply for the first cohort of Faculty Fellows. In total, 26 members were selected from over 50 applicants. The Presentation U! team worked with these Fellows to redesign their syllabi in ways that will integrate instruction, assignments, and assessment of multimodal communication projects into their courses. To do so, the Fellows attended large group workshops, small group peer mentoring sessions, and one-on-one consultations throughout the semester. Many of these same syllabi were ultimately submitted, vetted, and approved as GCCR (Graduation Composition and Communication Requirement) courses. The Presentation U! team will now invite applications for cohorts #2 and #3 that will begin their work Fall 2014 and Spring 2015 respectively. At the same time, a space is being renovated @ the Hub of the William T. Young Library to house the program, which includes the faculty development, as well as student tutoring. This Presentation U! Center @ the Hub will officially open for business Fall 2014. Dr. Deanna Sellnow is serving as faculty director of the program and can be contacted at [deanna.sellnow@uky.edu](mailto:deanna.sellnow@uky.edu)

6. *Office of External Scholarships*

The Office of External Scholarships continues to provide valuable resources for students competing for nationally competitive awards. For the last two years, UK has sent a senior student to the Rhodes finalist interviews in Indianapolis. This spring, a student athlete secured one of 59 Truman Scholarships given for commitment to public service leadership (UK's first since 2008). The Goldwater Scholarship Foundation honored the research and academic success of two of our Computer Science/Mathematics double majors. One of these students was further recognized as an Astronaut Scholarship Foundation award recipient. The success of UK students was further demonstrated by three NSF Graduate Research Fellowship Program awards and 4 honorable mentions. 12 undergraduate students were selected to participate in the NSF Research Experience for Undergraduates program and they will be spread out across the United States doing research in fields ranging from engineering to political science. In addition, students distinguished UK in award competitions related to language acquisition and study abroad. Two Boren awards for international study were given to UK students this year – one for an undergraduate student to spend a year in Jordan studying Arabic and the second for a graduate student in the Patterson School to spend a semester learning Russian in Vladivostok, Russia. This is the first graduate student to receive an award since 1999. Four UK students were awarded Critical Language Scholarships to spend the summer of 2014 developing language skills in Arabic (2), Turkish and Japanese. 4 other UK undergraduates will be spending their summer studying in the United Kingdom, three on Fulbright Summer Institute awards and one to study British Literature at Oxford on an English Speaking Union award. UK students also received 4 academic year Fulbrights for research (Romania and South Korea) and teaching English abroad (Taiwan and Macau).

7. *First Scholars*

The Provost's Office remains committed to promoting the academic success of students who are first in their families to attend college. UK's First Scholars Program, a national model for first generation initiatives, reached a milestone this year with the graduation of its first group of scholars. Fifty percent of the First Scholar 2010 cohort (10 of 20) have completed their degrees in four year or less, and the cohort is on its way to an 80% six-year graduation rate.

8. *Honors Program*

With over 3200 applications, the Honors Program enjoyed a third year of record-breaking recruiting. The quality of the admitted students also continues to increase, witnessed by the 32 average ACT comp of the admitted students. Next Fall we expect 480 students in the entering Honors cohort, a figure that more than double the size of the incoming class from just three years ago.

9. *Sponsorship of Campus Speakers on Undergraduate Education*

As a part of the "see tomorrow." Speaker Series, co-sponsored by the Office of the Provost and the University Senate, UK hosted campus speakers on undergraduate education. These included the "Putting Students First" panel (Robert Mock, Jake Karnes, Dana Walton-Macaulay, and Melanie Matson from UK) and Kathi Kern ("From the Ground Up: Faculty Innovation and the

Future of Teaching and Learning at the University of Kentucky”). Podcasts of their presentations can be found here: <http://www.uky.edu/strategic-plan/resources/speaker-series>

*10. Pathways to Admission for International Undergraduates*

Implementing the work of the Fall 2013 Task Force for International Student Success, the University Senate formalized and approved specific pathways for international student admission to UK and to particular colleges, including conditional admission and English language instruction. These changes will take effect as of Fall 2014, and are designed to open doors to more international undergraduates at the same time that they ensure that our international students are positioned to succeed at UK.

*11. Increased Participation in Education Abroad*

UK students are participating in greater numbers than ever before, in education abroad opportunities for academic credit. UK International Center reports an increase of 21% over last year, bringing this year's total to over 1,000 students. While some of these are graduate students, the majority are undergraduates. The increases are due largely to cooperation between Education Abroad and academic departments, in formally integrating options for international education into students' degree programs (curricular integration).

One program of note is the “Discover Germany” program, which is run in collaboration with the Office of Institutional Diversity and which accounts for most of the diversity in UK undergraduate student study abroad. To date, 124 underrepresented students have participated in study abroad through “Discover Germany.” This year, an additional 24 students will constitute the sixth and final year of the program.

*12. Collaboration with the Brazilian Scientific Mobility Program*

UK continued its association with the Brazil Scientific Mobility Program (BSMP, formerly Science Without Borders), which sends hundreds of Brazilian undergraduates for a year of STEM coursework in the US and elsewhere. UK is currently tied for 8th in the nation, in the number of BSMP students it has accepted; the number is 70 so far. These students have contributed a great deal to the UK campus and classrooms, and their presence is an example of the kinds of pipelines of student mobility that are being built through teamwork between International Enrollment Management, Undergraduate Admissions, and the Center for ESL.

*13. Online Program Initiatives*

The Office of the Provost partnered with UK Analytics and Technologies and the Center for the Enhancement of Learning and Teaching to launch the eLearning Innovation Initiative (eLII), awarding nearly \$1 million dollars in internal awards and for faculty development to foster the development of innovative, technology-rich pedagogy and learning strategies to be implemented in hybrid courses, online degree programs, and massive open online courses. Forty-one faculty members were admitted to the first faculty development cohort. Over the next year, those faculty will participate in an intensive development program that will include face-to-face training, online training, Faculty Learning Communities, and application of new skills and knowledge within their

teaching practice. Three faculty were awarded grants to support the development of innovative, technology-rich pedagogy and learning strategies to address needs in a constantly changing learning environment via new online degree programs:

- Matthew Zook, College of Arts & Sciences, Geography, \$199,336
- Fazleena Badurdeen, College of Engineering, Mechanical Engineering, \$125,000
- Arnold Stromberg, College of Arts & Sciences, Statistics, \$125,000

Eight faculty were awarded grants to support redesign of large-lecture courses via synchronous and asynchronous hybrid learning opportunities, 'flipped' class designs, and IT-enabled personalized/adaptive learning:

- Debby Keen, College of Engineering, Computer Science, \$34,000
- Deanna Sellnow, College of Communication & Information, Instructional Communication & Research, \$35,000
- Samuel Franklin & Magdalena Muchlinski, College of Medicine, Anatomy & Neurobiology, \$34,690
- Rebekah Ison, College of Design, Interior Design, \$25,000
- Matt Page, Sarah Wylie VanMeter, & Robert Dickes, College of Fine Arts, \$75,000

Round 2 applications for the eLII program are being accepted through September 1, 2014. For more information, please contact Jennifer Edwards at [jennifer.edwards@uky.edu](mailto:jennifer.edwards@uky.edu)

## Stabilize and Strengthen our Portfolio of Graduate and Professional Programs

### *14. Committee of Graduate Scholarship Awards, Stipends and Fellowships*

This committee, chaired by Doug Kalika, was responsible for reviewing the process by which graduate tuition awards are allocated to ensure that it supports UK's dedication to excellence in graduate education. The group reviewed current Graduate School processes, sought input from various stakeholders, considered the pros and cons of process changes, and determined how recommended changes might be managed within the framework of UK's new budget model. The committee's final report is being finalized and will be posted here in June: <http://www.uky.edu/provost/committee-graduate-scholarship-awards-stipends-and-fellowships>

### *15. Search for Interim Associate Provost and Dean of the Graduate School*

With the retirement of the current Dean of the Graduate School, the Provost changed the position to be an Associate Provost as well as Dean. This ensures that graduate education is represented at all dean's council meetings and Provost Leadership Team meetings. The Associate Provost and Dean of the Graduate School will lead campus-wide efforts to enhance academic achievement for all graduate students and assists colleges and programs in developing innovative graduate curricula and programming. The Associate Provost and Dean of the Graduate School will also serve as a spokesperson for graduate education on committees and oversight bodies. The Provost

appointed a committee of individuals who served as reviewers of applicants and provided a confidential assessment of each candidate's strengths, concerns and fit for the position. Individuals on this advisory committee include:

- Merl Hackbart, Martin School
- Laurie A. Henry, Department of Curriculum and Instruction
- Brian A. Jackson, Graduate School and Department of Physiology
- Jenny Minier, Department of Economics
- John Obrycki, Department of Entomology
- Susan M. Roberts, Department of Geography

An interim will be named by June 30, 2014. The search for the permanent replacement will occur next academic year.

*16. Sponsorship of Campus Speakers on Graduate Education*

As a part of the "see tomorrow." Speaker Series, co-sponsored by the Office of the Provost and the University Senate, UK hosted Janet Weiss, Vice Provost for Academic Affairs-Graduate studies and Dean of the Rackham Graduate School at the University of Michigan. Her presentation can be found here: <http://www.uky.edu/strategic-plan/resources/speaker-series>

## **Cultivate a Robust Research and Creative Environment**

*17. New Partnership with Chinese Research Institute*

A visit by a UK delegation to the Chinese Academy of Science's BIOLS Institute (Biological Institute of Life Sciences) during Summer 2013 has now led to the formalization of an agreement between UK and BIOLS, for UK faculty/postdoc/doctoral students to be hosted at BIOLS for short-term or long-term research collaborations. The agreement can also lead to co-hosted symposia and, eventually, to collaborative grants and publications. Particular departments at UK are now exploring specific faculty-to-faculty linkages with BIOLS.

*18. Sponsorship of Campus Speaker on Entrepreneurship*

As a part of the "see tomorrow." Speaker Series, co-sponsored by the Office of the Provost and the University Senate, UK hosted Buck Goldstein, University Entrepreneur in Residence and Professor of the Practice in the Department of Economics at the University of North Carolina at Chapel Hill. Buck spoke about entrepreneurship and innovation in the context of higher education. A podcast of his presentation can be heard here: [http://uknow.uky.edu/sites/default/files/buck\\_goldstein.mp3](http://uknow.uky.edu/sites/default/files/buck_goldstein.mp3)

*19. NCUR*

The National Conference on Undergraduate Research (NCUR) is an annual event promoted by the Council on Undergraduate Research in Washington, DC. UK was honored to host the 28th Annual NCUR on April 3-5, 2014. Teams of individuals from

the Division of Undergraduate Education, in collaboration with other members from virtually all units across campus, created a conference program to showcase research and scholarly activities of over 4,000 students from 47 US states and 8 additional countries. Students presented their results in poster format, as oral presentations, and in the form of music, dance, art, poetry and other means, representing all disciplines. Some 322 (8%) of the student presenters were students of color.

Approximately 300 students from UK presented, demonstrating the role of faculty-mentored, high quality research in academic engagement, productivity, and student success. This represents the largest attendance for UK at this conference, as well as the largest overall attendance for the history of the conference, which began in 1987. In all, the great success of NCUR 2014 greatly increased UK's profile both nationally and internationally. For more information, please visit:

<http://www.uky.edu/academy/NCUR>

## Have a Meaningful Impact on the Commonwealth and the Community

### 20. *Carnegie Community Engagement Reclassification Process*

This committee, chaired by Katherine McCormick, was responsible for creating the Carnegie Foundation Community Engagement reclassification report. The reclassification process occurs every five years and is required for the institution to maintain its Carnegie Foundation status as a community engaged institution.

The committee delivered its final report to the Carnegie Foundation in April 2014; UK expects to hear a decision from Carnegie in December 2014. The committee's report can be reviewed here: <http://www.uky.edu/provost/carnegie-foundation-community-engagement-reclassification-committee>

### 21. *Massive Open Online Course (MOOC)*

In Fall 2013, Analytics and Technologies partnered with the College of Arts and Sciences, Department of Chemistry, to develop and bring online the University's first Massive Open Online Course (MOOC). The course, Advanced Chemistry, is designed to examine the topics covered in advanced high school chemistry courses, correlating to the standard topics as established by the American Chemical Society. The class consists of lecture videos, which are approximately 10 to 15 minutes in length. The course launched in January 2014 with 13,603 students enrolled. Over the duration of the course 9,364 students accessed some aspect of the course, with 415 students completing all aspects of the course, including a final examination. The discussion boards were viewed by 5,821 of the course participants. Participants in the course submitting answers to the assessments throughout the course numbered 10,625. For more information, go to: <http://www.uky.edu/coursera/>

### 22. *External Outreach Activities Completed*

The Provost participates in a wide range of media and external outreach activities. She maintains two blogs, one focused on the Strategic Plan and the other focused on general



campus topics. The Provost is also active on social media, with both a Twitter account and a Facebook fan page. Additionally, community members are encouraged to invite the Provost to their events: <http://www.uky.edu/provost/about/invite-provost>

Interviews/Press Releases/Articles. The Provost actively works with UK Marketing and Communications to communicate with the press.

- Regular appearances on WUKY's "UK Perspectives"
- Business Lexington
- The Lexington Herald-Leader
- Kentucky Kernel editorial board

Attendance at Events/External Meetings. The Provost attended a variety of external meetings and events throughout the semester.

- 2014 Great Teacher Award Recognition Dinner
- 2014 State Extension Conference
- Academic Leadership Academy Meeting
- AACSB CIRC Committee Meeting
- St. Gallen University Accreditation Review
- IMD Accreditation Review
- Bluegrass Higher Education Consortium
- Central Bank Board Meetings
- Council of Chief Academic Officers Meeting and Dinner
- GIRLS Academy
- Kentucky Council on Postsecondary Education
- Leadership Kentucky
- SEC Academic Leadership Development Program Spring Workshop
- SEC Academic Leadership Development Program Lunch Meeting
- Take Back the Night Rally
- The Suder Foundation
- United Way

## Foster a Positive Work Environment for Faculty and Staff

### *23. Faculty Workshops and Other Development Activities*

In Spring 2014, the Office for Faculty Advancement & Institutional Effectiveness has organized and/or facilitated a total of 32 workshops, conversations with top UK administrators, and meetings and all-day workshops for two major faculty leadership development programs (SECU Academic Leadership Development Program and the Bluegrass Higher Education Consortium's Academic Leadership Academy). Two additional recent activities were the UK Faculty Awards Ceremony on May 1 and the Area Academic Advisory Committee Appreciation Luncheon on May 15.

Total 2013-14 workshop registration has exceeded 1200 people. Spring highlights include: (1) curriculum development and pilot testing of a the first two sessions of a 5-part Chairs' Academy program (in collaboration with two College of Education faculty members), (2) a series of grant-writing workshops (in partnership with the VPR Office), (3) the new entrepreneurship workshop series (in partnership with the Von Allmen Center), and (4) a series of workshops for improving supervisory skills of faculty (in partnership with HR Training & Development). Workshop constituency scope includes all faculty, senior administrators, and, for select workshops and development programs, post-doctoral scholars, senior teaching assistants, staff researchers, and staff who are involved with maintaining faculty databases. A list of the latest workshops can be found here: [http://www.uky.edu/Provost/APFA/Faculty\\_Development/](http://www.uky.edu/Provost/APFA/Faculty_Development/) Please contact GT Lineberry with ideas for faculty workshops at [gt.lineberry@uky.edu](mailto:gt.lineberry@uky.edu)

#### *24. Formation of Faculty Support Team*

The Office for Faculty Advancement and Institutional Effectiveness now has a team to provide support for deans, department chairs, and faculty in faculty personnel matters. This team meets bi-weekly and has representatives from the offices of Faculty Advancement, Human Resources, Academic Ombud, Equal Employment Opportunity, and General Counsel. Contact GT Lineberry at [gt.lineberry@uky.edu](mailto:gt.lineberry@uky.edu)

#### *25. Faculty Awards*

At the May 1 UK Faculty Awards Ceremony, the 2014 Albert D. and Elizabeth H. Kirwan Memorial Prize was awarded to Jeremy Popkin, Department of History; the William B. Sturgill Award was awarded to John R. Thelin, Department of Educational Policy Studies and Evaluation; University Research Professorships were announced: Richard J. Charnigo, Jr, Department of Biostatistics, Francie Chassen-Lopez, Department of History, Debra K. Moser, College of Nursing, and Mark A. Prendergast, Department of Psychology; Provost Outstanding Teaching Awards went to the following six faculty: Philip R. Harling, Department of History, Pearl James, Department of English, Leon Sachs, Department of Modern and Classical Languages, Brian W. Adkins, Department of Emergency Medicine, Andrea M. Friedrich, Department of Psychology, and Tammy J. Stephenson, Department of Dietetics and Human Nutrition, and to the following three teaching assistants: Ashleigh M. Hardin, Department of English, Nathan A. Shank, Department of English, and E. Asley Sorrell, Department of History. UK's 2014 SEC Faculty Achievement Award Winner was named in April: Dr. Jayakrishna Ambati, Department of Ophthalmology. Wethington Awards totaling an approximate \$3M will be awarded by June 30, 2014 to an approximate 300-350 faculty members.

Additionally, six University of Kentucky educators were named recipients of the UK Alumni Association 2014 Great Teacher Award. The recipients include Mark Cone, Department of Plant and Soil Sciences, College of Agriculture, Food, and Environment; Jonathan M. Golding, Department of Psychology, College of Arts and Sciences; Dr. Zaki-Udin Hassan, Department of Anesthesiology, College of Medicine; Jerzy W. Jaromczyk, Department of Computer Science, College of Engineering; Cyndy Miller, Department of Communication, College of Communication and Information; and Dr. Paul Murphy, Department of Pathology, College of Medicine.

Finally, each year the Division of Student Affairs sponsors an awards and recognition ceremony that honors staff, students and faculty who have contributed to the success of the division. This ceremony is one of the most popular staff development events offered by the division. This program contributes to a more positive work environment on the campus.

#### *26. Open Office Hours*

The Provost launched an Open Office Hours series, which will continue throughout each academic year. Each month, the Provost reserves two hours to meet with UK students, faculty, and staff. These one-on-one meetings are intended as a way for community members to discuss their thoughts on what is happening at UK, to talk about their experiences, and to share their ideas for continuing to build on UK's momentum. More information can be found here:

<http://www.uky.edu/provost/about/open-office-hours>

#### *27. Academic Leadership Meetings*

This semester, the Provost kicked off a bimonthly series of Academic Leadership meetings. Chairs, Directors, Associate Deans, Assistant Deans, Deans, Associate Provosts, and Assistant Provosts are invited to attend these meetings to exchange ideas and participate in open discussions of current issues. The first two meetings were held on February 17<sup>th</sup> and April 14<sup>th</sup>. These meetings will continue this next academic year.

#### *28. Dean Searches*

The Office of the Provost continues to provide leadership in the searches for Deans. Two searches this year have culminated in the appointment of Dr. Nancy Cox as Dean of the College of Agriculture, Food, and Environment, effective January 1 and Dr. Janie Heath as Dean of the College of Nursing, effective August 1. Substantive progress has been made in the searches for the Dean of the College of Design and the Dean of the College of Health Sciences. Searches to replace the Dean of the Graduate School and the Dean of the College of Dentistry have recently been announced. In all searches, the Provost has continued to communicate weekly with faculty and staff in each college to ensure transparency. Information on all of the searches can be found online:

<http://www.uky.edu/provost/resources/searches>

#### *29. Meetings with Faculty and Staff*

As an advocate for faculty and staff, the Provost attends and presents at a wide variety of meetings across campus. The most up-to-date list of meetings can be found online:

<http://www.uky.edu/provost/content/meetings>

- College of Agriculture, Food, and Environment Faculty Council
- College of Arts and Sciences Council of Chairs
- College of Arts and Sciences External (National Strategy) Advisory Council
- College of Communication and Information College Assembly
- College of Dentistry Faculty Council
- College of Education Faculty Council
- College of Engineering Alumni Group

- College of Engineering Dean's Advisory Council
- College of Fine Arts Executive Council
- College of Health Sciences Faculty Council
- College of Law Faculty Meeting
- College of Medicine Faculty Meeting
- College of Nursing Faculty and Staff Meeting
- College of Pharmacy Faculty Council
- College of Public Health Faculty Council Meeting
- College of Public Health Faculty and Staff Meeting
- College of Social Work Administrative Team Meeting
- College of Social Work Faculty Meeting
- Gatton College of Business and Economics Faculty Council
- Libraries Faculty Council
- Meeting with Department Chairs – College of Agriculture, Food, and Environment
- Staff Senate Lunch Session
- Tour of Saha Cardiovascular Research Center, Gill Heart Institute and Labs
- Tour of Ambati Ophthalmology Labs
- VIS Center Faculty and Staff

Attendance at Internal Events/Speaking Engagements. The Provost attended and spoke at many internal events this semester.

- Art in Bloom – UK Art Museum
- CCTS Spring Conference
- College of Social Work Hall of Fame dinner and Awards Ceremony
- DanceBlue
- Don Giovanni – Opera
- Engineering Hall of Distinction
- Harambee Celebration
- K2 Kick-Off – Office of New Student & Parent Programs
- Presentation to Dan O'Hair and Derek Lane's Communication and Leadership Class
- Presentation to Tom Lester's Leadership Class
- Provost Awards Ceremony/Faculty Awards Ceremony
- Provost's Fireside Chat Lunch – Meeting with new Faculty
- Ribbon Cutting Ceremony – UK Health Plan Urgent Care Clinic
- Scholars in Engineering and Management (SEAM) Honors Program Lecture
- Student Activities Board Candlelight Ceremony
- UK Association of Emeriti Faculty Luncheon Meeting
- UK Employee Student of the Year Banquet

- UK HealthCare/Cancer Foundation's Vintner Dinner

## Enhance our Role as the Place of Collaboration for People of All Identities

### *30. Women's Leadership and Career Development Task Force*

The Women's Leadership and Career Development Task Force, led by Provost Riordan and co-chaired by Mary Davis and Terry Allen, began its work in earnest. Twenty-five faculty and administrative officials from throughout campus comprise the Task Force membership. The purpose of the Task Force is threefold:

1. To help identify career and development opportunities for women faculty and executive staff;
2. To help promote the visibility and acknowledgement of women's contributions on campus; and,
3. To help create an understanding of the status of women on campus.

The Task Force will deliver its final report and recommendations in December 2014, and a progress report will be posted online on June 16<sup>th</sup>, 2014. The website of the Task Force is: <http://www.uky.edu/provost/womens-leadership-and-career-development-task-force>

### *31. International Travel Risk Management Task Force*

This Task Force, chaired by Susan Carvalho, was charged with reviewing UK's policies, processes, and risk coverage for all forms of international travel by the UK community. The Task Force reviewed and provided recommendations on a wide variety of topics, such as the risk plans and insurance coverage for all forms of international travel by faculty, staff, and students, the current policies and procedures surrounding international travel at UK, and the benefits available to employees traveling abroad. The Task Force's final report can be read online at: <http://www.uky.edu/provost/international-travel-risk-management-task-force>

Implementing some of these recommendations, UKIC and the UK Office of Risk Management launched an online training program for faculty who take non-credit student groups abroad, and streamlined the process for review of non-credit group travel to international locations. We are in the process of implementing additional recommendations. For more information, please contact Susan Carvalho at [carvalho@email.uky.edu](mailto:carvalho@email.uky.edu)

### *32. Planning for New Immigration Software System*

In order to improve services to international students and scholars, and adhering to national best practices in immigration management for international members of the UK community, we laid the groundwork for the Fall 2014 implementation of a new software system (Sunapsis, replacing fsaAtlas) as the interface between SAP, UK students, and the US Department of Homeland Security. Implementation is a team effort between UKIT and UKIC, and involves Graduate and Undergraduate Admissions as well as the Center for English as a Second Language.

### *33. Formation of Office of China Initiatives*

Implementing a recommendation of the faculty-led Strategic Vision for Internationalization committees that were convened in Spring 2013, the UK International Center launched the Office of China Initiatives, to support faculty and college partnerships with China. This office will be led by Executive Director Huajing Maske, who will also continue her work as Director of the Confucius Institute with the assistance of assistant director Rebecca Huffman. The Confucius Institute at the University of Kentucky is the center for Chinese language, culture, art and business. It is a gateway to China for our students, staff and faculty as it serves as a conduit for UK's China initiatives.

The Office of China Initiatives will focus on curricular and co-curricular enhancement related to China, 2+2 and other recruitment-focused partnerships with Chinese universities, as well as research collaborations with China that can lead to increased external funding. It will also align the Confucius Institute priorities and resources with UK's strategic plan and increased China-focused opportunities for UK students. For more information, please contact Huajing Maske at [huajing.maske@uky.edu](mailto:huajing.maske@uky.edu)

### *34. Service-Learning Partnership in Santo Domingo, Ecuador*

The University of Kentucky's Shoulder-to-Shoulder program continued its healthcare-based and community-focused partnership with Santo Domingo, Ecuador. In March, Alternative Spring Break coordinated a group visit involving 15 students; in addition, the colleges sent interdisciplinary Brigade groups in March and May, involving a total of 77 students, faculty, and community members. These groups all worked with their counterparts in Santo Domingo to improve facilities, public health, and healthcare education, while also learning cooperative and creative problem-solving skills that will serve their communities well at home.

## **Transform the Campus Infrastructure and UK Brand**

### *35. Academic Brand Project*

In October 2013, the Provost convened a group of brand managers across the campus to discuss how to enhance UK's academic brand. In response, a series of focus groups to date has been held with 18 groups of faculty, staff, students, alumni, retired faculty and others, totaling nearly 200 people. The focus groups are designed to elicit feedback about how to better define and articulate UK's distinctive academic brand position as a thriving, residential public research campus — one that has tremendous momentum as evidenced by significant infrastructure revitalization and transformation taking place. Focus group participants were asked to rate — and provide feedback on — six different positioning statements that seek to reflect potential areas of distinction and academic positioning.

In future months, the most resonant statements — the ones that also provide opportunities for the greatest synergies with existing branding efforts in enrollment management, UK HealthCare and athletics — will be tested more broadly on the campus in hopes of creating consensus behind one or a series of brand statements that will more competitively position the academic campus and leverage other, existing brands such as UK HealthCare and athletics that have equity either regionally or

nationally. For more information, please contact Jay Blanton, Executive Director of Public Relations and marketing, at [jay.blanton@uky.edu](mailto:jay.blanton@uky.edu)

### *36. Academic Facilities Needs*

In working with deans of the colleges, a master list has been developed of immediate facilities needs to advance our academic enterprise. Contact Gus Miller ([gus.miller@uky.edu](mailto:gus.miller@uky.edu)) for assistance with academic facility planning.

### *37. Automation of Faculty Consulting Form*

The Office of the Provost, Office of Faculty Advancement, Office of Sponsored Projects, and Analytics & Technologies have partnered on a project to develop an electronic workflow for the faculty overload process. The “Form-F” application converts a paper-based process into an electronic system that captures faculty overload request data, routes and documents approvals and provides e-mail updates to the relevant parties. The new process will also improve progress monitoring, reporting and overall visibility to faculty and administrators.

The project team conducted a successful pilot test with the Arts & Sciences Payroll Office on May 14. The feedback from the test group is being prioritized for production v1 and future versions. The application is targeted to be in production by June 16. Please contact Clain Hendrix for more information at [clainhendrix@uky.edu](mailto:clainhendrix@uky.edu)

## **Develop a Sustainable Financial Plan**

### *38. Financial Model*

A long and engaged “listening” tour about the financial model came to a close this semester. The majority of the feedback received revolved around three major themes:

1. A belief that the “cohort methodology” for the distribution of state appropriation incentivized competition rather than encouraged collaboration. In addition, service was not considered in the original proposed distribution formula.
2. A lack of stability evident in the “hold-harmless” calculations that created uncertainty, which would hinder the ability to plan long term.
3. In its current form, the allocated expense methodology for campus and administrative services heavily weighted expense to instructional units through the use of total FTE (students, faculty, and staff).

Based upon this feedback, the Provost Budget Office began an intensive phase of analysis to review and propose formula changes. Analyses underway include:

1. Removing the cohort methodology so as to foster collaboration.
2. Stabilizing the hold-harmless and making it fixed against a recurring budget. The nomenclature will change as well referring to it as an institutional contribution.
3. Changing the allocated expense formula to distribute on a mixed allocation strategy composed of both modified direct expense and total FTE. FTE will change from an

IPEDS definition of head count and attributing .33 to part-time individuals to an actual FTE count.

The team also is analyzing several tuition multipliers and expense reduction multipliers to incent collaboration and support strategic plan efforts. These include:

1. Multipliers for tuition collaborative course work beyond honors and humanities, including but not limited to service learning
2. Multipliers to encourage smart growth Ph.D. production

More information on the financial model can be found here: <http://www.uky.edu/financial-model/>. The team also held two faculty/staff workshops on the financial model led by Lisa Wilson, Associate Provost for Finance and Operations and Angie Martin, Chief Budget Officer. For more information on the Financial Model contact Lisa Wilson, Associate Provost for Finance and Operations at [lisa.wilson@uky.edu](mailto:lisa.wilson@uky.edu)