

UNIVERSITY OF KENTUCKY
SENATE

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Special Session

October 3, 2005

3:00 p.m.

203 Main Building

Office of the Chair

Lexington, Kentucky

Dr. Ernie Yanarella, Chair

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University of Kentucky Senate

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ERNIE YANARELLA, CHAIR

GIFFORD BLYTON, PARLIAMENTARIAN

REBECCA SCOTT, SECRETARY TO SENATE COUNCIL

ROBYN BARRETT, COURT REPORTER

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1 CHAIR YANARELLA: We are fortunate to
2 have the President here, and so I
3 would like to call to order the
4 October 3rd, 2005 University Senate
5 Meeting, a special meeting. Our
6 first point of business is approval
7 of Minutes of the September 12, 2005
8 Senate Meeting. Are there any
9 corrections that any Senators would
10 like to make? Davy Jones.

11 JONES: Just a friendly amendment on the
12 last page there, last paragraph.
13 Jones made the motion, it was
14 seconded, and there being no
15 discussion, a vote of the elected
16 faculty senators; "faculty" should
17 be put in there.

18 CHAIR YANARELLA: Yes, that is correct.
19 I had made the correction in one
20 place but evidently did not then
21 send that on to Rebecca for
22 correction. Thank you. Any other
23 corrections? There being no others,
24 the minutes stand as approved.
25 Secondly, I would like to remind you

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1 of the regular October 10th Senate
2 Meeting, which will be held at the
3 Young Library Auditorium, as
4 customary, from 3:00 until
5 5:00 p.m. We will have a full
6 agenda, and that agenda has either
7 gone out or will go out shortly to
8 all of you, and I would urge you to
9 be in attendance for that meeting.
10 We will be taking up a number of
11 important issues. One last
12 announcement, and that is that if
13 you have not signed in, there are
14 sign-in sheets over to my far
15 right. At the end of the meeting,
16 please avail yourself of that
17 opportunity. Our primary agenda
18 item and business for today is to
19 welcome back to the University
20 Senate President Lee Todd, who is
21 also the University Senate Chair. I
22 welcome you in two of those roles,
23 Lee. Our thanks for carving out of
24 your very busy and heavily committed
25 schedule this opportunity to allow

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1 us to hear your State of the
2 University Address relatively early
3 in the semester. When Lee
4 communicated through Judi Quire that
5 essentially every Senate meeting
6 date was occupied with irrevocable
7 commitments, Rebecca and Judy put
8 their heads together and helped to
9 negotiate a time when Lee would be
10 available, and I want to thank you
11 for making yourself available to
12 us. Your address has been primed by
13 the Interim Provost Presentation,
14 which took place at the first Senate
15 meeting of the academic year this
16 past September. Lee, I think there
17 is a pervasive sense on campus that
18 this is an absolutely crucial year
19 for this university in so many
20 different respects. We look forward
21 to hearing where we have been, where
22 we are, and where your leadership
23 and our active involvement will
24 perhaps take us in its quest for
25 quality and excellence in higher

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1 education and in service to the
2 Commonwealth and to its citizens.
3 We appreciate your willingness, as
4 well, to address questions from the
5 floor in a Q & A period after your
6 presentation. So without further
7 ado, let me cede the podium and let
8 you proceed.

9 PRESIDENT TODD: I apologize for being
10 late. I don't know if Ernie said,
11 but we just put our 21-year-old cat
12 to sleep, which is something we knew
13 we were going to have to do, but we
14 weren't sure when. So that's an
15 inspirational beginning to this
16 presentation: We had to put the cat
17 to sleep. I'm not trying to win
18 sympathy; that's just a fact.

19 SCOTT: There you are, sir.

20 PRESIDENT TODD: Very good. Thank you
21 very much, Rebecca. Well, welcome
22 back to the university and thank you
23 all for coming here to this room for
24 this particular presentation. I am
25 going to do as Ernie said: Take you

1 through some of the past, present,
2 and a little bit of the future as
3 best as we can see the future in
4 this state at this point in time.
5 But I'm going to take you through
6 some of the strategic plan. I'll do
7 this fairly quickly. It's on the
8 Web site, and this is a document --
9 we haven't gotten it fully printed
10 yet, but all of the measures that
11 we're tracking are in here, and I
12 would encourage you to look at
13 that. I'll just take you through
14 that part. Then I want to say a
15 little bit about the Dream Tour that
16 we had this summer -- some of you
17 participated in that -- what the
18 purpose of that was and what some of
19 the outcomes were, and then finally
20 talk to you about this business plan
21 approach and the legislative session
22 coming at us, so you'll understand
23 where we are in that process. One
24 of the goals that we set in the
25 national prominence arena is to

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1 increase the number of Top 20
2 programs that we have. And one of
3 the things that I said since the
4 beginning is that we're going to get
5 there one program at a time. If you
6 notice, in the upper right corner,
7 there's a star up there and that's
8 Connie Ray's indication of saying
9 that we have met this goal, because
10 we wanted to increase, from 10 to
11 15, the number of those programs,
12 and we're now at 16. So we count
13 that one as a success. Another one,
14 and I know, having served on this
15 faculty that there's generally a
16 disconnect between the Medical
17 Center and the main campus. We
18 don't really sometimes get all the
19 numbers from the Medical Center
20 area, but this is an important piece
21 of our function. Unlike some
22 institutions, the hospital sits on
23 our books and the whole medical
24 complex does, and we've had quite a
25 success story over there, I think

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1 recently. And their success does
2 help us out in a lot of these other
3 measures. We had wanted their
4 clinical income, which had kind of
5 sagged, and you can see it was
6 fairly flat there for 2000, 2001,
7 and 2002. We wanted that clinical
8 revenue to pick up, and after some
9 of the changes that we've made,
10 we've exceeded the goal of 525
11 million by about 70 million
12 dollars. And that's important,
13 because one of our biggest outreach
14 efforts, and one of the places that,
15 just to be pragmatic about it, that
16 we buy ourselves goodwill from the
17 legislature and some of the citizens
18 is through our medical outreach
19 program. And the clinical side, the
20 thing I'm pleased with now is that
21 we've defined our strategy of how
22 we're really going to go out and
23 work with communities and make it
24 clear to the physicians that if they
25 refer patients to us, because they

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1 have very needy problems, ones that
2 they have been sending their
3 patients to Vanderbilt or to
4 Cincinnati for or out of state,
5 Mayo, that we need them to be
6 sending them here, but we're not
7 going to try to keep that patient.
8 We want that patient to stay and
9 that patient's family members to
10 stay in their community, because we
11 have been sending mixed signals, and
12 I think that's going to pay us big
13 dividends, both from goodwill and
14 from future patients. The other
15 area is the endowment, and one of
16 the reasons that this endowment has
17 been able to go up is not because of
18 the stock market, which has eaten
19 some of our endowment over the last
20 few years, but it's come back
21 finally, as you can tell by looking
22 at your TIA credit balance sheet,
23 but the Bucks for Brains program has
24 been instrumental in helping us
25 raise some additional funding. And

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1 it's not just the fact that we've
2 exceeded our half-a-million-dollar
3 goal by 38 million at this point in
4 time, which I'm pretty impressed
5 with; it's because we've been able
6 to bring in a lot more investors to
7 the state -- or to the university
8 than what we had previously. And if
9 you look at the number of accounts
10 that we've established because we
11 have new people involved, that bodes
12 well for us going forward. One
13 statistic I don't have on here is
14 that we used to not go after
15 bequests in the past very
16 aggressively. Two years ago we had
17 17 bequests to come to our benefit,
18 and this past year we had 47. And
19 those are significant because some
20 of those are the final estates that
21 people have left, and their residual
22 estates are generally worth more
23 than what they thought they were.
24 And so we've got this machine
25 rolling much better now. When we

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1 talk about trying to catch people
2 who are up in this upper echelon,
3 this Top 20 area, their endowments
4 are far beyond ours. And if you
5 look at the fact that we've gone
6 from 195 million to over 500 --
7 we're actually at about 550 million
8 as we speak -- that's a pretty
9 incredible accomplishment. And a
10 lot of deans, a lot of faculty, a
11 lot of staff members have put an
12 effort into that that I want to
13 applaud. When we look at the
14 students that we bring in, I think
15 this is a meaningful display,
16 because the green bar -- or the red
17 bar shows what the Kentucky ACT
18 scores are. The green bar shows
19 where the national average is, and
20 then the blue bar represents the
21 students that we're bringing in at
22 this point in time. We'd like to
23 get that moved up to the 28 level.
24 We're getting closer, but that
25 number doesn't jump up very quickly,

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1 because it's a hard one to move, but
2 it certainly does speak well for the
3 caliber of the class that we are
4 bringing in at this point in time.
5 We've missed the enrollment goals
6 that we set some time ago. These
7 goals that you see that are set up
8 there, like for 2004 we had 18,707.
9 We came in below that, and a large
10 part of that is because of budget
11 cuts. We did increase the freshman
12 class size up to 4,000 two years
13 ago. We cut it back to around 3,900
14 last year; it's around 3,900 this
15 year. And we did that intentionally
16 because we could not add faculty and
17 we didn't want to continue to push
18 through this envelope to get that,
19 to meet that ultimate goal of 19,000
20 at this point in time, but we still
21 track it. The first and second year
22 retention, we've set a pretty
23 aggressive goal of 83 percent.
24 We're not there. That's an area
25 that needs work. Clearly one way to

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1 do that is by bringing in, you know,
2 stronger students, better advising.
3 I did ask Connie Ray and her group,
4 two years ago, I guess, to look at
5 the students who didn't come back
6 after the first year to try to find
7 out, did they go to another college,
8 and call them, if we found some of
9 them, and ask them: Why didn't you
10 come back? I think the biggest
11 reasons -- the largest number of
12 comments was they wanted to be
13 closer to home. Is that true? And
14 so if that's the biggest problem,
15 then you try to set in some
16 strategies which will try to keep
17 them here, but I think some of
18 that's just a Kentucky thing. But
19 there were financial reasons or
20 other reasons, but we did want to go
21 in and analyze that so we can set
22 some strategies to improve. Our
23 graduation rate is clearly something
24 that, if the State of Kentucky is
25 going to get the number of graduates

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1 that they want out in the population
2 by 2020, this is something we have
3 to be -- you can't just bring them
4 in; you've got to get them out. And
5 we do by far the best job in the
6 State of Kentucky. This number sits
7 right at the goal of 60 percent.
8 When you look -- a little later I'll
9 come back and go through details,
10 not today, but on this Top 20 Plan,
11 we really need to be above 70
12 percent. So we've got quite a bit
13 of work to do here. But
14 Louisville's number is 35 percent
15 for their graduation rate, and I
16 think the others are -- everybody
17 else is lower than we are, so it's
18 something we're proud of locally but
19 not nationally, I guess is the best
20 way to say. When we look at this
21 one, and I show this one a lot as
22 well as associated graphs of where
23 our salaries stand relative to our
24 peers, because we have not made
25 headway on this one, even though

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1 this last year we did get a budget
2 increase from Frankfort. We were
3 able to do a four percent raise and
4 put in some additional money for
5 some leveling out for staff and some
6 fighting fund, that we called it,
7 for faculty, we still are sliding on
8 the salary scale. And this, again,
9 the second time, as we go through
10 this budget process, it's -- my
11 highest priority is to try to get
12 the salaries up there, because it's
13 just vitally important for retention
14 and just for what's right. The
15 research goal, that's a pretty
16 dramatic curve. It goes up nicely
17 to the right. We haven't gotten the
18 2005 numbers -- 2005 numbers yet,
19 but we feel that we might have
20 topped the goal. Do you have them?

21 RAY: It's over 140 million. I'm not
22 sure exactly where it is.

23 PRESIDENT TODD: Okay. I could tell she
24 was saying, "Don't say anything."
25 Anyway, we feel good about meeting

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1 this goal. And I have to say that
2 at a time when federal budgets
3 aren't going up a whole lot, you
4 know, you measure different things.
5 This is federal dollars, and we did
6 move from 31st to 28th last year in
7 federal dollars, which we're in the
8 20's, which I think we can all be
9 very proud of. When you measure and
10 total the grants and contracts
11 received, we were at 274 million
12 last year. And this is expenditure
13 data you're looking at here, but at
14 274 million, we were up 36 million
15 over last year. And that's a pretty
16 good hike when you consider what's
17 going on with the federal budget.
18 They're not going up nearly that
19 fast, so I think we can take some
20 real satisfaction in how these
21 numbers have moved. A measure of
22 our graduate quality is how many
23 doctoral students we have enrolled
24 and how many degrees are we
25 awarding. Jeannine Blackwell, Dean

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1 Blackwell, announced at graduation
2 last May that we had set a record of
3 276 doctoral degrees granted for the
4 university, which puts us above the
5 goal of 250. And that was a
6 significant jump up from the prior
7 year, so that one we're feeling very
8 good about. And the doctoral
9 enrollment is still lagging, so
10 there's more work, obviously, to do
11 there. Post-doc, again, I think if
12 you go back to that research curve
13 and you see how it was kind of going
14 up to the right, this one's doing
15 somewhat similar because the more
16 research you bring in, the more
17 post-docs you can have, and that
18 goal has already been made. I might
19 say, as I'm talking about this
20 particular plan, that in the spring
21 we'll get into the next one, because
22 this is the third year of this
23 plan. And that's why we need to
24 take a relook at that. And one of
25 the things that's been suggested is

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1 we broaden the base of people who
2 put in information into how we
3 develop that strategic plan, because
4 we can become more and more
5 focused. As Professor Yanarella
6 said a moment ago, this is a
7 critical year for us. I'll tell you
8 why I think it is, in this whole
9 House Bill 1 challenge to be a Top
10 20 institution. It's also a
11 critical year because we've been
12 through three years where we
13 measured a lot of stuff. We've got
14 to decide how to set goals for the
15 next three years, and that process
16 will take place and you-all will be
17 a part of that. Here's an area that
18 we've got a challenge in, and this
19 is in the diversity area. If you
20 look at the red circles, you'll see
21 that our undergraduate enrollment
22 and first-year retention are not
23 where they need to be. We took a
24 big hit this year in our freshman
25 class for African American

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1 students. We were down 40 percent,
2 gotten a lot of publicity. I've got
3 a meeting just after this with the
4 Registrar and several other people
5 to look at the strategies we're
6 going to put in place to start
7 looking at a broader range of things
8 that indicate to us who can be
9 successful with this institution and
10 not just rely as heavily as we have
11 been on the ACT scores. But the
12 six-year graduation rate, we're only
13 at 81 percent of where we want to be
14 there, 92 percent in the 2004/2005
15 area. But I think it's important
16 for you to know that we are
17 measuring these things. We are
18 taking the time, when we miss a
19 number, to understand why we missed
20 it and try to figure out how we can
21 correct that situation. So this
22 area for student enrollment is very
23 high on our minds. One of the
24 things that I want to do is to talk
25 to those students who will be

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1 graduating this next year, the
2 African American students who have
3 made it through this process, and
4 try to interview them and see: What
5 are some of the pointers that we
6 should have caught back when they
7 were freshman, when they were making
8 their freshman applications, what
9 are the indications that they are
10 going to be successful, so that we
11 can broaden the range of things we
12 look at, like their leadership
13 participation, their work
14 experiences while they were in high
15 school, and several things. We're
16 going to add some people to our
17 Registrar's staff, because we are
18 going to have to be spending a lot
19 more time looking at applications
20 than we have in the past. And so
21 there'll be some real actions, and
22 you'll be seeing regular reportings
23 on what we're going to do to correct
24 this issue, because it's extremely
25 important to us that we get that

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1 right. The same thing with the
2 faculty and other professionals:
3 For the African Americans, we have
4 red circles there. We have done a
5 better job with female faculty and
6 administrators, but we are still
7 falling behind with African American
8 hires. There are some things we're
9 doing in HR which will help us do a
10 better job putting together more
11 competitive pools. And again, this
12 is an area of strong emphasis for us
13 at this point in time. I will be
14 appointing another head of the
15 Diversity Commission. Deneese Jones
16 did a very good job with that. She
17 had a lot -- most of our deans
18 (inaudible) drew up a report on how
19 we should take action in order to
20 correct some of the situations which
21 are on the previous slides, and
22 we'll put another person in place
23 and we'll get back on that task
24 force report soon. When we look at
25 this quality of life issue, we're

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1 talking about the patents. That's
2 something that the CPE and this
3 Governor are very interested in.
4 We've achieved this goal. There's
5 some fairly noteworthy patents
6 coming out in the area of
7 pharmaceuticals and the ag area,
8 engineering area. We're trying to
9 track how we are doing in service in
10 some quantitative ways. It's a hard
11 one to measure, but we feel that if
12 we measure the extramural funding
13 that we receive from grants and
14 contracts, and you've seen it's gone
15 up significantly -- look at the
16 green bars -- and also total. This
17 is the amount of money that we are
18 spending trying to do service to our
19 citizens here in the State of
20 Kentucky and to try to use that
21 learning to extend across the nation
22 to other populations, so we've done
23 well there. If you go through the
24 list, and I won't go through all
25 these in detail, we've achieved 14

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1 of these key indicators. We have
2 made progress on five, and we've got
3 six where we need to do even
4 better. I mentioned the salaries.
5 I would like to draw your attention
6 to the two: The National Academy
7 Memberships and the Nationally-
8 Recognized Faculty Awards. I'm not
9 sure we do as good a job as we
10 should by nominating our own people,
11 because if you don't nominate, you
12 know, you don't even get in the
13 running. So we need to really focus
14 on, because we do have -- Professor
15 Jennings was just elected to the
16 National Academy for Public
17 Administration, which is the highest
18 honor that you can get in that
19 particular field. But we need to be
20 making more of those nominations,
21 and I think that's on all of us,
22 because I get things that come
23 across my desk for different awards,
24 and I try to give it some thought.
25 But let's get better at that so we

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1 can not only move up the numbers.
2 It's not just for the numbers; it's
3 for the prestige, and it's for the
4 satisfaction we bring to those
5 individuals that are raised to that
6 rank, and it makes us all look
7 better. So this is kind of the
8 update on the plan that we put in
9 place sometime ago, and there's some
10 victories; there's some minor
11 achievements; and then there's some
12 other areas that we really need to
13 work on. I might just stop and take
14 questions on that part, and then
15 I'll kind of go into some of this
16 other, if anybody's got any
17 questions or clarifications that
18 you'd like for me to make. Yes,
19 Davy.

20 JONES: I'll ask a question I asked two
21 years ago at this meeting, and it's
22 the research funding line.

23 PRESIDENT TODD: Right.

24 JONES: And you showed the steady
25 increase going up. Is there a

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1 component of your think tank, you
2 know, that's sitting there saying:
3 Well, for the number of faculty we
4 have in these disciplines, there's
5 this much remaining money out there,
6 that if they were all doing
7 optimally, our faculty would bring
8 in another 50 million or 100.
9 What's left out there that we
10 haven't gotten?

11 PRESIDENT TODD: Well, I don't remember
12 that question two years ago, but I'm
13 older than you are, though, Davy.

14 CHAIR YANARELLA: It's obvious he
15 doesn't remember the answer.

16 PRESIDENT TODD: That's right. I could
17 have fallen back on that, except
18 Rebecca keeps notes over here. You
19 know, I think one concern I have is
20 whether we're topping out in some
21 areas, that we have some departments
22 where the faculty had grants,
23 everybody in the department has a
24 grant, and they don't have any more
25 lab space. And so I've been looking

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1 more at that: Where are we leveling
2 out? Where are we holding ourselves
3 back? I think that's the place
4 where we'll pick up. So there is
5 more money out there with NIH;
6 they're not going up, but we're not
7 getting all of it. But we've got to
8 have more people shooting at it, and
9 I think we have added quite a few
10 more faculty in the medical area, in
11 particular, and some in
12 engineering. I'm not sure if
13 there's many in ag, but we have been
14 adding some personnel to go after
15 some more of the NIH fund. We've
16 got some more space over here, and
17 that's a critical holdback. So I
18 don't look at it as how much is out
19 there as much as I do: Where are we
20 constricting ourselves to be
21 competitive, either because we don't
22 have the personnel or we don't have
23 the facilities or we're losing
24 personnel. We did extrapolate this
25 growth. I don't think you can

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1 repeat the 15 percent over and over
2 again in this climate, unless you
3 bring in other people. Now, I will
4 tell you that there was a period of
5 time three years ago when we were
6 losing people who were taking their
7 RO1 grants with them. But now we
8 have actually been hiring, in the
9 last two years, people who are
10 bringing RO1s with them. So that's
11 the reversal of that flow. And so
12 there is a way that you can jump up
13 a bit. So there's -- if we can
14 expand the faculty, which we have
15 not done significantly across the
16 campus, and I'll get into that in
17 just a few minutes, that's where
18 we'll be able to pick up some more
19 dollars, just to have some more fire
20 power. Any other questions? Let me
21 tell you something about this Dream
22 Tour. Some of you were out here --
23 I thought it was interesting: We
24 had quite a few people who weren't
25 here this summer, but we had it on

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1 the front lawn, and we it kicked
2 off. One of our board (inaudible)
3 people in the Development Office was
4 out there serving Dreamsicles, which
5 I thought was a little bit in the
6 theme of the thing. But we went to
7 22 cities, 1,600 miles, in nine
8 days. And part of the goal was to
9 reengage with the State of
10 Kentucky. It was interesting, when
11 we went to Henderson, Terry Mobley,
12 who many of you know has been here
13 forever -- don't tell him I said
14 that, but he's been here a while, he
15 said, "I haven't been to Henderson
16 since 1997," which is when
17 (inaudible) community colleges were
18 moved. When we went into the 11
19 cities that had community colleges
20 on this trip, every one of them
21 admitted the fact that UK logo
22 wasn't in their town. And just from
23 a political point of view, if you
24 don't -- if you haven't thought
25 about what happened to us when that

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1 House Bill 1 was passed, we lost
2 access to 120 legislators who live
3 in those communities. Eight out of
4 eight people in the leadership of
5 the House live in community college
6 towns, and five out of eight in the
7 Senate live in community college
8 towns. So we really did get
9 stripped away some of the political
10 prowess that we had because those
11 people paid more attention to UK
12 when we were in their cities. So
13 the Dream Tour is a way to go back
14 and show them that UK was still, in
15 fact, interested in the rest of the
16 state, not just Lexington. We had
17 some deans that went with us; we had
18 several administrators; we had
19 several students. We met with
20 editorial boards; we met with
21 prospective students; we met with
22 legislators. In Louisville, we had
23 16 events in that one day in
24 Louisville. I did three TV stations
25 before 6:30 in the morning. I'm not

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1 a morning person, so that was a
2 challenge. I don't want to see
3 those reruns. Did the Joe Hall/
4 Denny Crum radio show, did the Terry
5 Meiners radio show. But there's a
6 real appetite for the University of
7 Kentucky in Louisville, and we serve
8 that community quite well. But as
9 we went around that tour, several
10 things became evident to me, and so
11 it was useful, and it was kind of an
12 unintended consequence, I think, to
13 that. One thing that I became very
14 aware of is -- and I said this; this
15 wasn't long after March Madness --
16 is that Kentucky has a basketball
17 (inaudible). You know, everywhere
18 you go, they ask you about your
19 basketball program. They don't ask
20 about football as much, but that's
21 another thing. But they -- they
22 know why it's so important that we
23 have a Top 10 basketball program.
24 They're thoroughly convinced of
25 that, and they know who we should

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1 recruit, and they know how we should
2 play the game, how many three-point
3 shots. And they know the strategy.
4 They know it all about basketball,
5 but they don't ever research for
6 cultural (inaudible). And I can say
7 that; I'm a native Kentuckian. They
8 don't understand, if you were to
9 take a poll out there: Why should
10 UK be a Top 20 institution? They'd
11 have a hard time answering that.
12 When I was down at Paducah, I met
13 with a Paducah newspaper -- this was
14 before the Dream Tour -- because
15 they had taken me to task fairly
16 severely in an editorial because I
17 had had the audacity to say, when we
18 were getting our budget cuts, that
19 if legislators don't vote to
20 increase taxes, they shouldn't be
21 reelected. And that paper thought
22 we should be cutting taxes even
23 further. So I had a philosophical
24 difference, so we went down to meet
25 with them. And the editor asked me

33

1 or told me, I guess, you know,
2 "You've got to be able to convince
3 the person on the tractor down here
4 in Fulton County why he needs to pay
5 higher taxes so you can have a
6 better university." This is from an
7 educated person. My first reaction
8 was to say, "Tell him that's not his
9 granddaddy's tractor. You know,
10 he's probably depositing fertilizer
11 using a global positioning system
12 with coordinates he got off the
13 Internet. He's probably running a
14 hydraulic system with one finger in
15 an air-conditioned cabin. All that
16 stuff was researched somewhere at
17 some point in time. Kentucky has
18 always bought other people's ideas
19 because we have not invested in our
20 own people to have our own ideas so
21 we can market those things," and so
22 that's the twist. And the second
23 thing I told him was that one of my
24 definitions of leadership is you've
25 got to take people where they need

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1 to go, whether they know it or not,
2 because if we wait for the people of
3 Kentucky to vote to tell us to have
4 a top university, it will be a
5 while, but they need to go there,
6 whether they totally realize that or
7 not. But after thinking about it, I
8 did realize that it is our
9 responsibility to convince people
10 why they need a Top 20 university
11 because nobody else is going to do
12 it for us. The comprehensives don't
13 have a real mission to help us sell
14 that. It's up to us. Louisville's
15 got a research mission, so they --
16 they will chip in some, but we've
17 got to do that. And one way we can
18 do it is make research and
19 creativity real to the people of the
20 state, and so that was the other
21 part of this trip, was to start
22 talking about some of the things
23 we're doing across the state to try
24 to help the state improve its
25 condition, and I think it was very

1 beneficial. There were a few places
2 where the audience told us some
3 things that we were doing that we
4 weren't aware of. Up in Northern
5 Kentucky, the fellow who runs the
6 track up there stood up after lunch
7 and said, "You know, we had this
8 herpes virus that hit our stalls
9 about 36 hours before we had our big
10 Lane's End race this year, and we
11 were going to have to cancel that
12 race. But we called UK's Gluck
13 Equine Center, got ahold of Peter
14 Timoney, and he told us what kind of
15 quarantines we could apply, what
16 kind of things we could do, and we
17 were able to have that race." But
18 just a few weeks later, and you may
19 have read about it, Churchill Downs
20 was hit with that same virus after
21 the Derby, and there was a
22 possibility that Giacomo would not be
23 able to go to the Preakness because
24 of that. They called Turfway;
25 Turfway told them to call UK; UK

1 solved the problem, and so forth.
2 And so we heard stories down in
3 Lebanon. One of our ER doctors had
4 gone down to train the Lebanon
5 hospital ER people on stroke. And
6 two days after that, a 33-year-old
7 woman walked in and had a stroke.
8 They were able to use the protocols
9 to stabilize her and to get her up
10 here, and by the time we were on the
11 Dream Tour, she was back at work.
12 But, you know, when you hear those
13 stories out there, we've got to find
14 ways to make sure that people
15 understand that it's because we are
16 a special place. We have those
17 skills and those abilities, and
18 we've got to do that across all
19 aspects. When you go to Pikeville
20 and you hear that you have a fine
21 arts agent in Pikeville, Kentucky,
22 who the community is willing to step
23 up and pay for that's associated
24 with our extension office, that's
25 meeting a need that those people

1 feel that they have to have more
2 creativity in that space. So as we
3 went through this, we wanted to
4 reengage people. We wanted to give
5 them a sense of where we were on
6 this Top 20 mission and remind them
7 about it, because it's been eight
8 years since this -- that law was
9 passed and let them know that we
10 care about some of the problems and
11 some of the approaches we're
12 taking. You'll be hearing more
13 about the Commonwealth
14 Collaboratives, because we announced
15 those. We've kind of codified them
16 a bit tighter now, but these are
17 areas -- there are 23 of them --
18 where we are going to take on some
19 of the problems of Kentucky. We've
20 got faculty members who have
21 volunteered to take on these areas,
22 in diabetes, methamphetamine, some
23 areas of energy, the equine
24 industry. Some of these are what I
25 call "Kentucky ugly"; some of them

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1 are economic development
2 opportunities, and some are
3 educational opportunities, like the
4 Great Schools Initiative that we
5 were doing with Fayette County. But
6 these are ways that we can actually
7 package some of the good work that
8 you-all do and your compatriots do.
9 We can package what you do in such a
10 way that the people can understand
11 it better and they can see the
12 impact we have. And some of those
13 results will bring research money,
14 will help us move up that research
15 funding ladder. I think they just
16 got a \$600,000 grant for the meth
17 program from someone. But these are
18 the areas where we have to explain
19 to people why the university has got
20 to have the research base, the
21 knowledge base, the creativity, so
22 we can pull this state forward. And
23 I think it was a good -- I think it
24 was a good trip. I enjoyed it a
25 lot. It was kind of exhausting, but

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1 there's a lot of goodwill out
2 there. We need more of you-all just
3 for simple things. When we were in
4 Northern Kentucky, Patsy went out
5 during dinner when I was speaking
6 and went to one or two high schools
7 to present scholarships to
8 scholarship recipients that
9 morning. While we were in
10 Louisville, she went out to one or
11 two high schools and did the same
12 thing. We've heard about that ten
13 different places since we -- since
14 that time, because it makes an
15 impression that UK is out there. We
16 could have some of our faculty go
17 out to many high schools, just to
18 touch them. When we were at East
19 Carter High School, we learned that
20 we got the principal's son, so he's
21 a freshman up here this year, a
22 really sharp kid, but we missed the
23 top girl in that school, and she
24 went to the University of
25 Louisville. Well, we got back on

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1 the bus and Wendy Baldwin and I
2 think Kay Hoffman pulled me back in
3 the back of the bus and said, "You
4 know, we're not recruiting the way
5 we need to recruit. You need to
6 send us out to go call on two
7 schools every year so that we can --
8 we, UK, can get out here and say
9 we're interested in them." As we
10 look at the diversity issue, we're
11 going to have to get out more, too,
12 and so we do need more of us
13 involved in (inaudible). If you
14 just go out and you've got the UK
15 moniker with you, people pay
16 attention to that and they
17 appreciate it. And the state is
18 kind of hungry for this university
19 to get out into other areas. We're
20 not going to go after community
21 colleges again. That's a done deal,
22 but there are so many things that we
23 can do uniquely for this state that
24 others can't do. And I think what I
25 learned on this Dream Tour is they

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1 want that. I started out in each of
2 those sessions by talking about our
3 undergraduate initiatives because,
4 as I said earlier, one of my
5 concerns is that people think that
6 we're going to become some research
7 institution, just based on
8 publications and research that other
9 people want us to do, and the state
10 will not feel the impact on their
11 investment or on our improvement.
12 And so I talked about the fact that
13 we expanded the Honors Programs,
14 we've added the living/learning
15 centers. We had not, at that time,
16 announced the Shelby Center for
17 Undergraduate Excellence, but I
18 think it's important for you-all to
19 know and for the state to know and
20 for the legislators to know: We are
21 not taking our eyes off the
22 undergraduate program. We've got to
23 continue to invest in that because
24 that really is the lodestone. One
25 thing up for this year that I need

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1 your help with is the Undergraduate
2 Studies Program review. There's
3 been work going on in that effort.
4 I just appointed a Joint Provost
5 Senate Task Force to look into USP.
6 It served us well over the last
7 several years, but it's time now to
8 look at it again, look at it in
9 light of what's going on in the
10 world out there, look at it in the
11 light of what other universities are
12 doing. And I'd ask you to look at
13 it as quickly as you did with the
14 MBA program. I was talking with
15 Rebecca; you-all took 23 days, I
16 think, from the time that the MBA
17 program was submitted until you-all
18 okayed it. That's a credit, I
19 think, to Dean Sudharshan and his
20 faculty for packaging it so that you
21 didn't have to keep going back and
22 forth, and it's a credit to you-all
23 for moving through that process
24 quickly, because we did have to move
25 at a time that keeps pace with our

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1 competition, and we do have to do
2 things right. But this is a time, I
3 think, to look at the Studies
4 Program -- and I'll make my short ad
5 for The World is Flat, which is a
6 book that some of you may have seen
7 that Thomas Friedman wrote, which
8 talks about how this world is
9 changing competitively and how it
10 will affect us culturally, how it
11 will affect us socially, how it will
12 affect us economically, how it will
13 affect us intellectually. And I
14 think that book could be a guide to
15 some of the discussions that we
16 should have, as a broad conversation
17 across this campus, about USP. It's
18 time that it's changed; it's time
19 it's changed in a way that you-all
20 have your input into it; and it's
21 time that we really take it
22 seriously, to make that program more
23 integrated in the educational
24 experience. When I was a professor
25 and we had something that almost

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1 looked like what it does now -- it
2 wasn't exactly -- but it's almost
3 like we've got to choose one from
4 column A and two from column B and
5 watch out for column C and don't get
6 mixed up or you'll be here for the
7 rest of your life. And it just
8 didn't feel like it was something
9 that added to that total education
10 experience; it wasn't integrated
11 enough. And so that's the challenge
12 for this year, and I really look
13 forward to seeing what you come up
14 with. You're seeing some of these
15 enrollment numbers: A record 26,682
16 students, 3,900 entering freshmen.
17 This is a breakdown of the quality
18 of that freshman class. I think if
19 you look at 26 percent of our
20 freshman had ACTs over 28, that's an
21 additional 50 students this year,
22 over last year's student body that
23 had that high of an ACT. And where
24 you see 38 percent of the freshman
25 class had a high school GPA of 3.8

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1 or higher, 171 more students entered
2 this class this year with a 3.8 or
3 above GPA. So I do think that the
4 quality is continuing to go up. I'm
5 very proud of the fact that we've
6 been able to maintain quality while
7 we've increased the size of that
8 class. I won't say a whole lot
9 about the budget, except one point
10 that I think was a surprise to a lot
11 of people on the Dream Tour is this
12 18 percent over here of the state
13 appropriation. You know, if you ask
14 most people around Kentucky, "How
15 much does the State of Kentucky give
16 the University of Kentucky for
17 operating expenses," they would
18 probably say, "Oh, 50, 60, 75
19 percent." We get 18 percent. Part
20 of that's because of our own success
21 at driving those other pieces of the
22 pie. We have, you know, research
23 income that's going up. We have the
24 medical side that's coming up. We
25 also -- I think it would surprise

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1 people that only eight percent of
2 our income is from tuition. So an
3 awful lot of what we do comes from
4 us and from our successes, and we
5 have to continue to work hard to
6 make ourselves as independent of the
7 state government as possible. And I
8 say that because this state doesn't
9 have enough money to make us a
10 Top 20 school. We've got to do
11 everything we can do to help
12 increase the other pieces of that
13 pie. We need to get our fair share
14 from the state, and we want those
15 dollar values to increase, but we
16 need to be able to also drive the
17 other parts to that puzzle. This
18 just shows you where the money goes,
19 and 54 percent goes into education
20 in general, 26 percent to the
21 hospital, and you can see kind of
22 the breakdown. I don't know this
23 (inaudible) budget presentation, but
24 let me now finish up by just saying
25 some things about this Top 20

1 Business Plan. It occurred to me --
2 let me go back to House Bill 1 in
3 1997. If you contrast what the
4 state did in 1997 for higher
5 education with what they did in 1990
6 for K through 12 education, there's
7 a big difference. In 1990 they
8 passed a \$2 billion tax and the
9 lottery came in to give money to K
10 through 12 on a recurring basis to
11 help buy computers, to help increase
12 teachers' salaries, to help bring
13 equity to a system that did not have
14 equity. When they passed House Bill
15 1 for higher education reform, they
16 had some money for Bucks for Brains,
17 but it's ad hoc money. We have to
18 go fight for it every two years.
19 There's no guarantee; there's no
20 recurring number there. Plus, they
21 didn't tell us what that meant, what
22 it meant to be a Top 20
23 institution. That role wasn't
24 defined. Well, we've been at that
25 for eight years now, and I'm kind of

1 dividing House Bill 1 up into three
2 eight-year periods. It doesn't work
3 out exactly mathematically, but one
4 of those has got to be seven. But
5 you've got kind of the first eight
6 years, which I kind of call the
7 dreaming period. It's kind of
8 foggy. Somebody had a vision that
9 we ought to have a Top 20
10 university, didn't say exactly how,
11 but just kind of put it on the
12 table. It's my contention, for the
13 University of Kentucky, had they
14 really laid out exactly what they
15 wanted us to do, we would have
16 beaten every one of those numbers,
17 because our student quality is up,
18 our research is up, our endowment is
19 up. Most of the measures that they
20 would have thought of are up. Now
21 we're entering in this period, and
22 as Ernie said, this year is very
23 important, because this is kind of
24 the second phase. The first was
25 dream; the second's challenge. We

1 need to challenge ourselves and
2 challenge the state: Are we serious
3 about Top 20? Do we really, you
4 know, take this out of the sound
5 bite categorization and say, "No,
6 this is factual. We're going to
7 shoot for this, and here's how we're
8 going to get there." In order to do
9 that, you've got to have a plan. If
10 you make it through this phase, I
11 think that you'll succeed in the
12 last (inaudible) and you can then
13 probably make it, but you've got to
14 have a plan. And I do call this a
15 business plan with some caution, but
16 it is a business plan. We're a 1.6-
17 1.7 billion-dollar organization, and
18 we really need to be thinking about
19 how we're going to pull this off.
20 If you look at higher education
21 across the nation, what they do,
22 what we do is: You put a two-year
23 budget together; you go down to your
24 state capitol and you ask them for
25 that; you wait six months to see

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1 what you get; and then you deal with
2 that. And then you put another
3 two-year budget together, and you
4 just kind of hop along: Two years,
5 two years, two years, two years.
6 We're putting a 15-year plan
7 together, and we're going to say, in
8 order for this to be successful, for
9 us to reach that upper number that
10 you want us to meet, we're going to
11 have to have more resources. We're
12 going to have to bring some of those
13 to the table through our own efforts
14 with development and research
15 contracts, internal allocations or
16 reallocations, but then we're going
17 to get state appropriation
18 (inaudible) tuition increases, and
19 we can lay out what we want that to
20 look like. We've hired a group
21 called Stillwater out of New Jersey
22 that's helping us look at the Top 20
23 and where they are and where we
24 think they'll be in 2020. We're
25 looking at where we are. We're

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1 looking at four major categories,
2 because we don't want to base this
3 just on research. I think that
4 would be a real fallacy. But we're
5 looking at undergraduate quality,
6 graduate quality, faculty quality,
7 and research, those four areas. And
8 we're measuring ourselves against 88
9 other universities, and we're
10 showing where we stand now relative
11 to them and what the gaps are that
12 we have to catch up with. And once
13 you see the gaps, then you can
14 figure out: What's the strategy to
15 close that gap? And then you put
16 the funding behind it and say: This
17 is what it will take to do that. So
18 that's what this business plan is
19 going to come out with, and we're
20 hoping to finish it by the end of
21 October, and I'll come back and take
22 you through the whole deal. There
23 is a presentation that I gave to the
24 board not long ago on the Web site.
25 But one of the things that it brings

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1 out is that we need to be bigger.
2 There are several drivers for that,
3 and I will say we need to be bigger
4 with faculty as well as students, so
5 you don't think we're just going to
6 keep piling on students. One
7 apology I made at the A & S
8 leadership team today is that, when
9 I came in, we did crank up the
10 recruiting, but we didn't realize we
11 were going to have three years of
12 budget cuts. But once we got the
13 recruiting cranked up, I've chosen
14 not to back off of that, because I
15 think we're doing the right thing by
16 going after the kind of students we
17 need to bring in here. But it's
18 time that we catch up on the faculty
19 side, because we're -- we are out of
20 whack there. We've caused too much
21 pressure on many of you and your
22 other peers. But if you look at why
23 we need to be bigger, the state has
24 set a goal of having 80,000 more
25 students in postsecondary education

1 by 2020, and we've got to do our
2 share. We provide the best
3 undergraduate education in the State
4 of Kentucky and I think in some of
5 the surrounding areas, and we need
6 to take our piece of that. In
7 addition, though, if you have a
8 higher enrollment, and we're
9 talking -- I'll just put some
10 numbers out here. If we want to
11 catch up to where our Top 20
12 (inaudible) schools we want to look
13 like, we need to be at about 35,000,
14 so we need to be up about 6,000 more
15 students. We need, in order to keep
16 our student-faculty ratio at 15, we
17 need to have -- we need to get it to
18 15 first -- we need about 400
19 additional faculty. And we need to
20 build the faculty before we build
21 the students, so we do it in the
22 same way, so we don't just grow out
23 of whack. If we do that right, it
24 will do several things: The more
25 faculty we have, the more research

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1 we can do; and the more graduates we
2 can have, the more creativity we'll
3 be able to show and demonstrate and
4 the more publications we'll have,
5 and several of those measures will
6 go up. There's another financial
7 reason that you would want to do
8 that. We have a certain operating
9 level. It costs us so much to run
10 the place, and if we bring in
11 students above that base operating
12 level, then we have more cash we can
13 deal with. See this in your mind
14 for a second. If you bring in 6,000
15 more students at, let's say, \$7,000
16 tuition, that's \$42 million. If you
17 bring in 400 more faculty at
18 \$70,000, that's 28 million. So
19 you've got \$14 million that you can
20 use to invest into your facilities
21 or into your labs or into your
22 people. So those -- that
23 differential, you know, is one that
24 you can benefit from if you grow to
25 be bigger. And our benchmarks are

1 all bigger than we are, every one of
2 them, and the State of Kentucky
3 deserves to have a large university
4 as long as we can maintain the
5 quality. We'll have to bring in
6 more out-of-state students to do
7 that, I think, because the
8 demographics probably indicate
9 that. But what happens with a lot
10 of the bigger universities is they
11 have a larger out-of-state student
12 population than what we do. They
13 have about three times the
14 out-of-state tuition than in-state.
15 We haven't been able to do that. A
16 few years ago we significantly
17 raised the out-of-state tuition, and
18 we lost out-of-state students,
19 because like it or not, the primary
20 draw was the low tuition. But if
21 the primary draw becomes your
22 reputation, then you can increase
23 that out-of-state tuition and you
24 can bring in some additional
25 dollars. So we need, in order to

1 drive salaries where they need to
2 be, and that's one of the areas
3 we're missing so much, we need some
4 alternative income, and we need it
5 from some different sources. And so
6 this plan that we're working on, we
7 will be rolling it out in different
8 forums and show everybody what it
9 looks like. We'll be talking with
10 the legislature about it. I've
11 already talked, I think, with 32
12 legislators. I've already met with
13 the Governor. I've met with the
14 Budget Director. I'm meeting with
15 David Williams and Jody Richards
16 this week to let them know that I
17 think the University of Kentucky
18 gave up the most for House Bill 1.
19 We gave up the community college
20 system, but the quid pro quo was we
21 were supposed to now be able to show
22 and be a Top 20 university. Well,
23 we're waiting on that second piece
24 to fall in place. But we don't
25 have, I don't think, the right to go

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1 down there and just bang on the
2 table and say, "more money, more
3 money, more money," unless we give
4 them a plan, unless we show them why
5 we need that money and what we're
6 going to do with it, from a space
7 allocation point of view, from a
8 faculty salary point of view, the
9 staff salary point of view, from a
10 classroom point of view and so
11 forth. So it's a piece of work I
12 actually sat down and -- this past
13 week with David Ward, who's the head
14 of ACE, and with Peter McGraw, who
15 is the head of NASULGC, and with
16 Rick Kirwan, who's over the Maryland
17 system, and took them through this
18 concept to try to do a plan, a
19 long-term plan, and they were very
20 intrigued by it. They're not aware
21 of anybody that's done this, but not
22 many people have been given this
23 goal that we were given, and we
24 can't back off of that. I told the
25 A & S group this morning that I

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1 talked to Dave Rosell before I
2 considered applying for this job to
3 get his opinion, and one of the
4 things that Dave had said in that
5 conversation was that, "If I was
6 you, I would take that Top 20
7 challenge off the table, because why
8 have to live up to a goal that you
9 don't control?" And I said, "Well,
10 I understand that. However, the
11 State of Kentucky needs a goal that
12 they can shoot for. We need to have
13 something that differentiates us.
14 We need to have something that, when
15 we go talk to people, we're trying
16 to achieve, and we can do it. We've
17 got -- we have made tremendous
18 progress in probably three of the
19 worst-funded periods, you know, when
20 you look, back-to-back, three years
21 in a row, at the kind of funding
22 we've suffered through and the
23 progress we've made, I can't tell
24 you how pleased I am with the work
25 that you've gone through and proven

1 yourselves. It's been a challenge.
2 And you've made some sacrifices, and
3 we've lost some people in this
4 period of time. But if we didn't
5 have that goal, I think we'd be a
6 lot less for that. And let's say we
7 don't hit 20/20 or we don't hit the
8 Top 20 (inaudible) but 25 or 26,
9 that's an accomplishment. But I
10 think we can make it; we've got to
11 have a plan, so that's what this
12 plan is. And I think that's my last
13 slide. No, it's not. Little did I
14 know, this is one I did actually add
15 in here because when people ask,
16 "Why do we need to be Top 20," if
17 you just look at this graph, it
18 shows you. The states that have Top
19 20 universities are above the
20 national average on those things
21 where they want to be above the
22 national average, like per capita
23 income, college graduates, but
24 they're below, when you talk about
25 (inaudible) because they're a more

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1 educated population. So in
2 Kentucky's case, we are below the
3 national average when you talk about
4 master's degrees, below the
5 household income by \$8,000; we're
6 below the Top 20 states by \$10,000
7 per household. (Inaudible) problem
8 out here which shows: How much
9 would that revenue mean if the State
10 of Kentucky caught up with these Top
11 20 states, and we are spending quite
12 a bit more on Medicaid right now
13 than Top 20 states have to spend.
14 So we're going to go through and
15 calculate: What would that number
16 look like, because it's going to be
17 in the millions of dollars if the
18 State of Kentucky wasn't spending
19 that money because we had a better
20 population, more educated and
21 healthier. That would give us some
22 other revenue to work with. So that
23 is the next to the last slide. When
24 we go to the legislature this year,
25 these are the things we're asking

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1 for. Operating funds: That's how
2 we got the money to do the salary
3 increases last time, along with
4 tuition. We need (inaudible)
5 operating funds because we've been
6 (inaudible) I would say. We have 40
7 million dollars for the Biological
8 Pharmacy Building. What we're going
9 to do there, if we get the other 80
10 million, is build a Pharmacy
11 Building over behind the BBSRB
12 Building over on Virginia Avenue,
13 and Biology will take over the
14 Pharmacy Building. If you haven't
15 heard that plan, that's how we're
16 going to do that. We got the
17 permission to spend some of our own
18 money for our hospital expansion,
19 but we need for them to give us
20 permission to spend the rest of it.
21 It kind of drives me crazy, but
22 that's the way it works. We should
23 get that. We want (inaudible). We
24 could not build dorms when I first
25 came here because we didn't have the

1 authority to spend our own money for
2 dorms or a student center or a
3 student health center. Even though
4 it's going to be paid for out of our
5 revenues, we have to get the state
6 to give us permission. We're asking
7 them to change that, to let us have
8 some control over our own destiny.
9 And also capital construction, we're
10 limited now. We can only spend,
11 between legislative sessions,
12 \$400,000 on a given project. Those
13 numbers have not been inflated for
14 about ten or more years, and we're
15 asking those numbers to go up. If
16 you go to the student center, we'd
17 like to revamp that whole student
18 center/cafeteria area. We've got
19 enough money to do it, but we don't
20 have the permission. It costs over
21 \$400,000, so we're having to do it
22 in bits and pieces. So those are
23 the kinds of flexibilities we're
24 looking for. We have other capital
25 requests, but those, given the

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1 state's financial situation, may or
2 may not make it. The business
3 school is the next academic building
4 in line. So that's our legislative
5 agenda. We do have -- I'm not sure
6 it's on the Web site, but we do have
7 it in a brochure that we're going to
8 give out, and we'll be glad to go
9 over get copies of that. I'm going
10 to quit with that and take questions
11 or comments.

12 CHAIR YANARELLA: Let me start off.

13 PRESIDENT TODD: Yeah.

14 CHAIR YANARELLA: I've been fortunate
15 enough to participate in one fashion
16 or another in the Top 20 Business
17 Plan deliberations, and I certainly
18 do appreciate the access that you've
19 given me. In looking at that plan
20 as it has unfolded, one of the
21 nagging concerns I have, as a
22 Kentuckian, is that we still as a
23 university don't seem to be able to
24 convince important constituencies
25 that the University of Kentucky is

1 the flagship university of the
2 state. If you go to Indiana, if you
3 go to Michigan, if you go to Ohio,
4 if you go to myriad other states
5 in -- within driving distance, easy
6 driving distance from Kentucky, I
7 think there's a general sense among
8 the populace about who is or what is
9 the flagship university. And yet
10 we've heard from the Governor, we've
11 heard from some of his aids, words
12 like "the two flagship universities
13 of Kentucky." In looking at the 88
14 public universities within which we
15 are positioned, UK is somewhere
16 around 36th presently and University
17 of Louisville is somewhere around
18 86th, and yet we find this kind of
19 problem. Why do you think it's
20 important to -- for us to make that
21 convincing argument? And do you
22 have any strategies for getting this
23 across? I think it's going to be
24 crucial as this Top 20 Business Plan
25 circulates.

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1 PRESIDENT TODD: Well, my first strategy
2 when I heard the Governor say that,
3 was to tell him that we shouldn't
4 say that, and he hasn't said it
5 since then, I don't think. He's had
6 other things on his mind, I guess.
7 His speech writers put it in there.
8 I talked to Virginia Fox about it
9 too, and I've talked with others,
10 but it's -- I think one of the
11 challenges when House Bill 1 came
12 out is that we were thrown in kind
13 of a research bag with Louisville,
14 so we're kind of the two research
15 universities now. And then
16 sometimes they say two statewide
17 universities, and that's not the
18 case either. I don't miss that
19 point when I talk to these
20 legislators one-on-one. I'm not
21 sure how many we've met with. Now,
22 I said 32; it's somewhere up there.

23 UNIDENTIFIED SPEAKER: That's about
24 right.

25 PRESIDENT TODD: But I intend to meet in

1 small groups with as many
2 legislators as I can to get that
3 point across and keep driving it
4 home with the CPE. We can't afford
5 two Top 20 universities in this
6 state. We can't afford the
7 universities we have in this state,
8 and that's what's got us in the
9 situation where we are. We're just
10 going to have to just eat, you know,
11 peanut butter (inaudible) and cross
12 the way. What I'm hoping with this
13 plan, and I think the reaction has
14 been very favorable, when we lay it
15 out in the front of the
16 legislators. I didn't bring it with
17 me today to show you all the things,
18 but we've got grass in there to show
19 where all of our benchmarks are and
20 where we are, which ones we think we
21 can overtake, and it gets down to
22 that kind of details, and they
23 appreciate that. And I think that
24 will let them (inaudible)
25 differently. We're thinking on

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1 getting up there, and we know what
2 it takes and so that -- I guess
3 that's my engineering background.
4 I'd rather sell from strength by
5 killing them with information and
6 asking for comparison data, and I
7 don't usually miss the point of
8 trying to position other state
9 universities on that list when I do
10 this, so it's important. Questions
11 or comments from anybody? Yes.

12 LESNAW: Can you indicate how our
13 marvelous progress over the last few
14 years, and it has been, compares
15 with our benchmarks and, for that
16 matter, with Louisville?

17 PRESIDENT TODD: That's a good
18 question. One of the things that
19 I've asked, and I haven't gotten
20 data -- well, we've gone from 31st
21 to 28th. That's the only rock solid
22 thing I can tell you. That's
23 national measures. One of the
24 challenges is that the research data
25 didn't come out -- the expenditure

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1 data we're operating off now is 2002
2 data, and we've gone up
3 substantially since then. We're not
4 sure what the benchmarks have done.
5 But one thing I have asked, and
6 Angie Martin is working on this on
7 this Top 20 Plan, is that when we
8 look at these graphs of where we are
9 right now, we're 35th in the total
10 measures, but we're not finished.
11 That's why we (inaudible) slide a
12 little bit. But I want to
13 (inaudible) of where we were in
14 1997, and one thing that we've shown
15 that we do have in there is a place
16 where we have made significant
17 headway is in nonfederal research.
18 So picture this, if you will:
19 You've got the 20th position in
20 1997, and we were short of that 20th
21 position by quite a bit. And then
22 you've got that 20th position in
23 2005, and we're much higher. We are
24 only -- we're probably only two
25 percentage points away. We actually

1 rank 23rd among 88 schools in
2 non-federal research. We rank 35th
3 in federal research, and so we do
4 need to show that dynamics
5 (inaudible). Louisville has done a
6 very good job in the medical field,
7 and they are so focused. You know,
8 they have got half the Ph.D.'s we
9 have; they've got Jewish Hospital
10 and they've got Norton Hospital.
11 They're helping them focus right in
12 that medical area, and so they've
13 done quite well. Their growth rate
14 has probably been above ours in that
15 case. But when you look at the
16 measures that we talk about, what
17 moves them down that chain is it's
18 not just research; it's the quality
19 of the graduate program, the
20 productivity of the graduate
21 program, the quality of the
22 undergraduate program, where we
23 measure ACTs, we measure graduation
24 rates, we measure student-faculty
25 ratio. So we take the measures into

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1 consideration; that's what moves
2 them down. It's complex. I mean,
3 the measure -- I told you the four
4 parameters we're looking at, four
5 major categories: Undergraduate,
6 graduate, faculty and research. The
7 one that we're the closest in is
8 research; we're at about 26 in that
9 calculation. And that would be the
10 easiest one, probably, for us to
11 focus on. But as I said before, we
12 could forget Business and Law and
13 Fine Arts and many parts of Arts and
14 Sciences because they don't generate
15 research dollars. That would not be
16 appropriate, so we're not doing it.
17 That's why we have those other
18 measures. When it comes down to it,
19 it's some good data. What you see
20 is that the Top 20, the slope, if
21 you look at the curve, the 88, the
22 Top 20 slopes like this. It means
23 you've got another group that slopes
24 likes this, and then you've got
25 another group that's fairly flat,

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1 which means you can move along that
2 part of it, but if you start trying
3 to go to higher ground, it gets
4 tough. So we have increased our
5 federal funding by 40 million
6 dollars since 1997, but the 20th
7 position has gone up 60 million
8 dollars. And so they're not waiting
9 on us. As I often said, I've not
10 gotten a single letter from a Top 20
11 president saying, "We're ready to
12 leave here; why don't you come take
13 our place." It's not easy. That's
14 a good question. That's one that
15 we'll get more information on.

16 SCOTT: If I could ask that people who
17 are asking questions, please
18 identify themselves for the court
19 reporter, that would be great.

20 DUKE: Mary Duke, Medicine. I was
21 (inaudible) the report on your Dream
22 Tour was very nice, and I hadn't
23 been clued in as to what you-all
24 did. That was very informative to
25 hear that, and it sounds like you

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1 made some real progress as far as
2 engaging the local people as to how
3 UK (inaudible). I was wondering
4 what you had in mind in terms of
5 keeping momentum going, especially
6 here on campus with the larger
7 faculty.

8 PRESIDENT TODD: Well, I met today with
9 Arts and Sciences, with the
10 department chairs. I met two weeks
11 ago with the Fine Arts faculty, and
12 I'm going to make the rounds with
13 all the faculties. I've met with
14 the University Senate -- the Staff
15 Senate, I mean, already. And it's
16 just going to be a lot of
17 communications to talk about it.
18 And I think the one thing -- I don't
19 have a display this time, but we got
20 a ton of positive press on that
21 Dream Tour. The Ashland newspaper,
22 we met with their editorial board.
23 They wrote an editorial that was
24 repeated in about 28 newspapers,
25 something like that, across the

1 state. And it was -- you know, one
2 of my most refreshing moments was in
3 Henderson. There's an older
4 gentleman who's a writer that was
5 waiting for us when we got off the
6 bus. And he came up to me and he
7 said, "I want to thank you for
8 facing some of Kentucky's
9 problems." He said, "I've heard you
10 speak to these Kentucky"
11 (inaudible). He said, "Kentucky's a
12 great state at ignoring its problems
13 until they become so bad that we
14 can't handle them, and then we're
15 smitten with them and we can't
16 overcome them." And he said, "At
17 least you're taking on some of the
18 problems." I would say that most of
19 the headlines that we got across the
20 state were "UK Facing Kentucky
21 Problems," something like that, and
22 that makes it more real to people.
23 When we were in Madisonville, there
24 was a big law officer there named
25 Cheyenne. He ought to have his own

1 TV show; had the guns on and the
2 whole business. And we had trained
3 that group down there to watch out
4 for methamphetamine usage. And he
5 came up -- I met with him before we
6 had our speech, and he said, "You
7 know," he said, "We heard that UK
8 was going to come down here and
9 teach us something about
10 methamphetamines, and we said,
11 'Yeah, sure, you know, they'll drop
12 in and be gone and that will be
13 it.'" And he said, "This has really
14 changed the way we operate." He
15 said, "This could be a model for the
16 state and for the nation." So I had
17 him speak to the crowd, because we
18 need those kinds of things to be
19 said by people other than us. So
20 that's -- we ought to find a way to
21 summarize those headlines and get
22 them out so you can see what the
23 press had to say about it. The
24 Herald-Leader (inaudible). I better
25 go. I've got an admissions group

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1 waiting on me over at Funkhouser
2 I've got to go talk to. Appreciate
3 the work that you do. We've got our
4 work cut out for us. There's stuff
5 on your plate that you have to do;
6 there's stuff that I want to help
7 add to your plate with respect to
8 the USP. I think this committee
9 we've put together, the task force,
10 is going to really take that and run
11 with it and help continue to improve
12 this undergraduate education while
13 we continue to drive the research
14 and (inaudible) profiles of this
15 university. Thanks a lot.

16 (APPLAUSE.)

17 CHAIR YANARELLA: Okay. I'd like to
18 remind you again of the fact that we
19 have a regular Senate meeting next
20 Monday at the Young Auditorium, and
21 I also want to remind you that, if
22 you came in early and did not sign
23 in, that the sign-in sheets are
24 available for our records. There
25 being no further business for today,

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this meeting is adjourned. Thank

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you for coming.

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1 STATE OF KENTUCKY)

2 COUNTY OF FAYETTE)

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4 I, ROBYN BARRETT, CSR, the undersigned Notary
5 Public in and for the State of Kentucky at Large,
6 certify that the foregoing transcript of the
7 captioned meeting of the University of Kentucky
8 Senate is a true, complete, and accurate transcript
9 of said proceedings as taken down in stenotype by
10 me and later reduced to computer-aided
11 transcription under my direction, and the foregoing
12 is a true record of these proceedings.

13 I further certify that I am not employed by nor
14 related to any member of the University of Kentucky
15 Senate and I have no personal interest in any
16 matter before this Council.

17 My Commission Expires: November 24, 2007.

18 IN TESTIMONY WHEREOF, I have hereunto set my
19 hand and seal of office on this the 19th day of
20 October, 2005.

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ROBYN BARRETT, CERTIFIED SHORTHAND
REPORTER, NOTARY PUBLIC, STATE AT
LARGE, KENTUCKY

