

RECOMMENDATIONS

UNDERGRADUATE EDUCATION (CHAPTER 2)

Recommendation 2-1: The University should take whatever steps necessary to make all application and enrollment procedures a centralized, coordinated, and simplified process for new students by 1993.

Recommendation 2-2: Student Billings should be located in the Funkhouser Building with other student support services, and Funkhouser Building should be designated as the official "Student Services" Building.

Recommendation 2-3: A central information office should be established within the Funkhouser "Student Services" Building with electronic access to all student records to enable the coordination of the application and billing process for the student, and should be adequately funded and staffed to serve our students professionally.

Recommendation 2-4: The University should reduce the number of exceptions for deficiencies in the Pre-College Curriculum by 1995 to five percent of its entering students.

Recommendation 2-5: The University should require incoming students who lack any Pre-College Curriculum requirements to remedy the deficiency within the students' first two semesters at the University.

Recommendation 2-6: The University should review its admissions standards for student-athletes.

Recommendation 2-7: The University should collect data (i.e., end-of-freshman-year GPA and graduation rate) of students admitted by the Faculty Committee on Admission by Exception in order to ascertain the success/retention rate.

Recommendation 2-8: The University should improve its Community College articulation document that depicts University-wide decisions regarding transfer courses.

Recommendation 2-9: The University of Kentucky Community College students should not have to request transfer of courses (it should be automatic).

Recommendation 2-10: The Office of Admissions should develop the capacity for electronic data transfer between its office and each of the University's community colleges.

Recommendation 2-11: The University should adopt the four following recommendations made by the 1990 *Ad Hoc* Committee to review Selective Admissions that:

- * Data on Admissions be regularly collected and analyzed by the administration.
- * The Chancellor of the Lexington campus report on (analyzed) admissions data to the University Senate on an annual basis.

- * The number and value of academic scholarships awarded to outstanding high school seniors be increased.
- * The University require a non-refundable tuition deposit of \$100 form each student who accepts admission to the University.

Recommendation 2-12: The professional recruitment staff of the Office of Admissions should be increased to enable UK to compete more aggressively in recruitment and to increase visibility in the student recruitment arena.

Recommendation 2-13: The University should provide the Office of Admissions with a budget at an appropriate level to assure funding for current as well as expanded levels of telephone and direct mail recruitment.

Recommendation 2-14: The Office of Admissions should organize and host Lexington Campus information sessions for Community College academic and student affairs employees to assist in the intensification of community college recruitment.

Recommendation 2-15: The Office of Admissions should intensify its recruitment strategies in Eastern Kentucky to further increase the base of Appalachian students on campus.

Recommendation 2-16: The University should continue efforts to increase its minority enrollment to at least 7 percent, the figure that mirrors the minority population in Kentucky.

Recommendation 2-17: The University should provide funding to develop recruitment brochures (of a four-color variety) targeted at specific audiences, such as students with a 25+ ACT score, and the transfers market, as well as a brochure designed to promote campus visits to UK.

Recommendation 2-18: The University should aggressively pursue external funding to increase scholarship funds in order to broaden the base of high quality students to include those who have ACT scores of 24+.

Recommendation 2-19: The University should maintain an office of institutional research equipped to provide access to such information as:

- * All University studies, reports, and surveys which are indexed and electronically accessible by subject, originating unit, and year.
- * The characteristics of its undergraduate population that would lead to an understanding of their perceived academic needs in order to address their undergraduate success.
- * Documentation of academic success of the University's undergraduates in terms of their institutional awards, fellowships, and acceptance rates into graduate and professional programs at other universities.

- * Ongoing assessment of the University's academic image.

Recommendation 2-20: The University should review the present budgetary level of the Registrar's Office in light of its responsibilities and services, and allocate sufficient financial, personnel, and related computing support resources to make full and efficient use of computer capability.

Recommendation 2-21: The University should provide a permanent location for on-going training and continuing education in the use of SIS.

Recommendation 2-22: The University should institute a telephone registration system.

Recommendation 2-23: The Bulletin should clearly specify that it is the student's responsibility to be informed concerning all regulations and procedures required by the course of study being pursued.

Recommendation 2-24: The University Studies Program should: 1) broaden the cross-cultural offerings to include a greater range of disciplines rather than the current concentration from a few; 2) increase the number of faculty to meet the demand for the cross-cultural requirement; and 3) review the cross-cultural courses regularly to see if they are being offered on a regular basis.

Recommendation 2-25: The University Studies Program committee should review the cross-disciplinary options regularly to assure that they achieve their original intent.

Recommendation 2-26: The University Studies Program should develop a second option for students of a USP track as it was originally "ideally" conceived to serve those students desiring a broad and interrelated liberal arts education. This track would prescribe a set of carefully designed new interdisciplinary courses, including four or five semesters constituting a survey of Western Civilization, for a truly coordinated, interdisciplinary core curriculum. In this track, there would be no options in the courses taken. This second USP track would be taught in small classes by the University's best teachers.

Recommendation 2-27: The New Faculty and Teaching Assistant Orientations should include a segment on the University Studies Program.

Recommendation 2-28: USP courses should be taught by more full-time faculty in a small class format.

Recommendation 2-29: The University should encourage its best teachers to offer USP courses and reward the faculty for the excellence of their work in these classes.

Recommendation 2-30: The University should provide incentives, equipment, and instruction to integrate computing into all aspects of the undergraduate curriculum.

Recommendation 2-31: The University Studies Program should require Information Management/Electronic Technology as a basic skill and devise a means by which that competency can be attained.

Recommendation 2-32: The University should provide Academic Computer Services with adequate funding for equipment, staff, and facilities to assist faculty in fully integrating academic computing into the undergraduate curriculum.

Recommendation 2-33: The University should implement the proposed student fee especially designated for student computing.

Recommendation 2-34: The University should provide one public microcomputer access station per ten to twelve students (c. 1000) by 1995, to be partially funded and maintained by a student fee.

Recommendation 2-35: The Academic Computing Services should inform students of the locations of public computer facilities and services by posting maps in current locations which indicate all public sites, and by listing these sites in undergraduate publications.

Recommendation 2-36: The University should simplify and centralize the tracking process of course and program approval by means of the computer system and provide sufficient additional support staff for the Registrar's Office to do so.

Recommendation 2-37: The appropriate Councils should require, as part of the routing process of approving new courses or changes in existing courses, a statement whether the course could be taught in any other fashion than in the normal 15-week semester setting.

Recommendation 2-38: The University should integrate the Evening Weekend College into the curriculum planning process to assure that programming satisfies the degree needs of the EWC nontraditional students.

Recommendation 2-39: The University should restore the Evening Weekend College incentive funding in order to assure growth and availability of evening and weekend courses needed by nontraditional and traditional students alike.

Recommendation 2-40: The University should adopt a policy recommending guidelines for nonsexist, nonracist, and nonethnocentric language.

Recommendation 2-41: The University should recognize the importance of small class size to quality of education and retention and make small class size a priority. Classes that can be taught in large numbers (35 or more students) should be supplemented by a small discussion session.

Recommendation 2-42: The position of Dean of Undergraduate Studies should be elevated to the status of Vice Chancellor for Undergraduate Education.

Recommendation 2-43: The University should provide and require a workshop equivalent to TIPS for its part-time instructors and new incoming faculty, and recommend this program to any interested full-time faculty.

Recommendation 2-44: The University should assist TIPS and redefine its mission in faculty development at the University, to better serve the entire campus community, in addition to maintaining its national prominence throughout North America.

Recommendation 2-45: The Teaching and Learning Center should be provided with sufficient start-up monies and funding for a full-time professional support staff.

Recommendation 2-46: The University should implement a faculty instructional development program that is comparable to the best models now in place at other research institutions of equivalent size.

Recommendation 2-47: The University should move from individual teaching awards to ones that encourage cooperation rather than competition.

Recommendation 2-48: The University should encourage the development of experimental courses that are innovative in terms of methodology of instruction and/or content, and develop an appropriate reward system comparable to rewards for research (release time, DOE forms, etc.).

Recommendation 2-49: The University should increase the importance of teaching in its reward system.

Recommendation 2-50: The University should devise and adopt a uniform evaluation form that can be used as a component in all student evaluation forms university-wide to insure that these forms are professionally sound across the board and to enable teaching performance to be judged on a university-wide basis.

Recommendation 2-51: The University should use student evaluations as a device to improve instruction as well as a means of faculty evaluation.

Recommendation 2-52: The University should provide a professional support service to help faculty improve their teaching effectiveness when recommended or desired.

Recommendation 2-53: Evaluation of teaching should include more evidence than student evaluations.

Recommendation 2-54: A statement of student learning/teaching objectives should be stressed in new course and course change forms.

Recommendation 2-55: Teaching/learning objectives should be included in course syllabi.

Recommendation 2-56: The Director of Undergraduate Studies should regularly collect, evaluate, and disseminate information about programs conducted by the various units for TA and PTI orientation and instruction.

Recommendation 2-57: The University should provide assistance to encourage units to offer pedagogy courses, mentoring programs, and other kinds of support for the teaching improvement of its TAs and PTIs.

Recommendation 2-58: The University should provide PTIs as well as TAs with a teaching orientation, and include both sectors in initiatives aimed at improving teaching effectiveness.

Recommendation 2-59: The University should recognize teaching excellence of its PTIs with financial awards as it does for its full-time faculty and TAs.

Recommendation 2-60: The University should evaluate the teaching effectiveness of its PTIs and TAs on a regular basis, both as a means to improve teaching effectiveness and as one criterion for renewal of contracts.

Recommendation 2-61: The University should require units to establish and publish procedures concerning the selection as well as the award, notification, and renewal of contracts of TAs and PTIs. These documents should be made available in departmental offices, Deans' offices, and in the Graduate School.

Recommendation 2-62: TAs and PTIs should each have representation on University and unit committees concerning undergraduate instruction and curriculum, and each group should likewise have an organized forum to air their concerns, share information, seek solutions to their problems, and elect representatives to the appropriate university committees.

Recommendation 2-63: The University should establish a formal mechanism for TAs and PTIs to express grievances and to evaluate their supervisor's performance.

Recommendation 2-64: A reward system should be structured to recognize the experience, success, and seniority of PTIs at the University, equivalent to that given to full-time faculty.

Recommendation 2-65: The University should institute a faculty category which would enable departments to employ full-time instructors on renewable term appointments to teach lower division courses and reward them with benefits of a permanent full-time status.

Recommendation 2-66: The University should devise (with the input of PTIs) and implement a plan of fringe benefits including health benefits, merit salary increases, and seniority (for job security) commensurate with the responsibilities of the part-time instructor.

Recommendation 2-67: The University should provide data on the percentage of undergraduate education borne by the part-time faculty, the impact of the part-time faculty on undergraduate education, and the needs of its part-time faculty to work effectively within the University community.

Recommendation 2-68: The University should define retention goals and programs as they relate to the unique needs of University of Kentucky students.

Recommendation 2-69: The Dean of Undergraduate Studies should coordinate the University's efforts to improve the climate for undergraduate student persistence. This office should be provided with data in a usable format on the characteristics of the diverse segments of the student population (year in school, race, gender and college major).

Recommendation 2-70: The University should increase funding and support for additional two-day advising conferences.

Recommendation 2-71: The University should update and reissue Planning for UK, a high caliber brochure for high school students, that serves as a helpful guide for both prospective and incoming students.

Recommendation 2-72: The University should provide a bridge between advance advising before classes start and college advising once students are on campus.

Recommendation 2-73: A Central Advising Center should be established to assist in defining, implementing, and evaluating a comprehensive and coordinated advising system on campus, and to develop an appropriate reward system for outstanding advising contributions from individuals and groups.

Recommendation 2-74: Professional staff for advising "undeclared" majors should be increased.

Recommendation 2-75: UK 101 should be made available to all entering freshmen, and additional recognition and reimbursement should be extended to those teaching the course (including the upper division student assistants).

Recommendation 2-76: The University should inventory its current student academic support services, coordinate them more fully, publicize them more effectively through such publications as the Schedule of Classes and University Bulletin, assess student perceptions of their effectiveness, and determine what additional services need to be provided and at what cost, in order to address students' academic needs and increase student retention.

Recommendation 2-77: The University should increase funding for staffing, equipment, longer hours, and at least one more location for the Writing Center.

Recommendation 2-78: The University should increase its support to expand the staff and budget of the Master Student Program.

Recommendation 2-79: The University should locate the Commuter Student Office in a more visible portion of the Student Center and establish a "branch office" near the "K" lot, equipped with a lounge with vending machines, restrooms, jumper cables, telephones, and chairs.

Recommendation 2-80: The University should focus on transportation problems for commuters, including: 1) identification of additional parking spaces closer to campus, and 2) an improved daytime bus service.

Recommendation 2-81: The University should increase funding for the Learning Services Center as needed to expand services and enhance its existing programs.

Recommendation 2-82: The University should increase endowment support for University-wide merit scholarships.

Recommendation 2-83: The University should provide more complete information on merit scholarships to the entire academic community, and actively assist students in identifying scholarships and developing grantsmanship skills, and it should keep records of student successes in this quest.

Recommendation 2-84: The University should coordinate the organizations and honoraries available for students and publicize the information in a convenient format to faculty and staff in order that they may advise students about these organizations.

Recommendation 2-85: The University should provide more faculty for the Honors Program.

Recommendation 2-86: The University should create several spaces—(coffee houses or campus pubs, including in the Student Center), that are not institutional in feeling but conducive to informal dialogue.

Recommendation 2-87: The Student Center should provide alternative spaces to the television areas for quiet individual study, newspaper reading (equipped with newspapers from around the state and country), small lectures or seminars, workshops, and other similar pursuits.

Recommendation 2-88: The University should identify and create more spaces on campus that are conducive to informal dialogue for faculty and students alike.

Recommendation 2-89: The University should renovate classrooms to match instructional needs. Classrooms should be comfortable, flexible, and equipped with modern instructional equipment. Funds should be made available for routine maintenance. The condition of equipment and furniture should be checked routinely and repaired or replaced quickly whenever necessary.

Recommendation 2-90: The room scheduling function on SIS should be supported to assure that classrooms are properly equipped to meet the needs of the faculty and course.

Recommendation 2-91: The University Bookstore should include a strong and attractive tradebook section reflecting the interests of an academic community.

GRADUATE EDUCATION (CHAPTER 3)

Recommendation 3-1: The University should aggressively seek increased extramural funding for graduate education, including recovery of associated indirect costs.

Recommendation 3-2: Additional line-item funding for Graduate Research Assistantships should be added to the University's biennial budget request from the Commonwealth.

Recommendation 3-3: The University should reinitiate a high-profile capital campaign, such as an expanded version of the Fund for Excellence in graduate education to support endowed chairs and graduate and postdoctoral fellowships.

Recommendation 3-4: The University should shift existing University resources, including more of those derived from indirect cost recovery, into graduate education.

Recommendation 3-5: The University should give special consideration to compensation of Directors of Graduate Study for their efforts related to graduate education.

Recommendation 3-6: The Graduate Faculty as a whole should be informed of needs and regularly consulted before final decisions are made concerning major new commitments of resources in graduate education.

Recommendation 3-7: The Graduate Council should be charged with reporting regularly on the development and quality of extended-campus graduate courses and programs and other issues related to the quality-quantity tradeoff.

Recommendation 3-8: The University should fully support the emphasis on quality expressed in the University Goals.

Recommendation 3-9: The University of Kentucky should respond to the expanding demand for graduate education within the Commonwealth in a manner consistent with the emphasis on quality and the available resources.

Recommendation 3-10: The University should provide better financial support of graduate students by establishing University Research Assistantships; establishing parity between tuition scholarships for TAs and RAs; establishing multi-year fellowships; and providing greater flexibility for Department Chairs and Directors of Graduate Studies in allocating Departmental funds, such as setting stipend levels.

Recommendation 3-11: The Graduate School, Admissions Office, and the International Programs Office should actively collaborate to eliminate redundancy in processing applications and expedite the provision of necessary special services.

Recommendation 3-12: English proficiency of international students should be evaluated thoroughly prior to assignment of teaching assistantships to prevent unqualified TAs from teaching. Remedial instruction should be provided to eliminate deficiencies and improve teaching skills.

Recommendation 3-13: The University should vigorously recruit minority students and establish special scholarships for them.

Recommendation 3-14: Via special recruitment and scholarship support, the University should increase efforts to include women in programs that have traditional underrepresentation.

Recommendation 3-15: The University should clearly communicate to both faculty and students its guidelines, policies, and plans for action regarding sexual harassment.

Recommendation 3-16: The suggestions and programs for improving the recruitment of minorities and women should apply equally to Appalachian students.

Recommendation 3-17: The major portion of graduate recruitment efforts should be carried out by individual programs, with funding and coordination from the Graduate School.

Recommendation 3-18: Extended-campus degree and course-work programs should be established only in appropriate fields and at locations where strong needs and opportunities have been identified and when new funds are available to support these programs.

Recommendation 3-19: The University should continue efforts in cooperative relationships with other state universities and in developing joint-degree and coursework programs where feasible and mutually desirable.

Recommendation 3-20: The University administration should seek additional funding to permit extended-campus programs to grow as the need and opportunities increase and to avoid diminution of resources for on-campus programs.

Recommendation 3-21: The Dean of the Graduate School should establish a mechanism to examine and develop solutions for educational problems related to extended-campus graduate programs across participating departments.

Recommendation 3-22: Efforts should be made to increase the level of certainty associated with the financial support of multidisciplinary programs for graduate education.

Recommendation 3-23: Individual faculty members who hold joint appointments in multidisciplinary programs and centers should receive support, recognition, and evaluation from both their primary and secondary departments, programs, or centers.

Recommendation 3-24: Seed money should be provided by the University to encourage faculty to come together and develop interdisciplinary proposals and initiatives.

PROFESSIONAL EDUCATION (CHAPTER 4)

Recommendation 4-1: A major Medical Center initiative should be carried out to promote active, problem-based learning in the Medical Center colleges. The potential for collaborative activities with the College of Law should be explored with linkages developed related to general issues for professional education. Faculty development to prepare for using new instructional methods should receive strong priority in the initiative.

Recommendation 4-2: The Law Library and Medical Center Library professional staffs should serve as active partners in the active, student-centered learning process.

Recommendation 4-3: Strategic planning should be conducted related to curriculum considerations that cross the professional colleges. Academic administrators should provide the leadership and develop improved policies and specific recommendations for improvement.

Recommendation 4-4: The application of informatics (the applied science of information) in professional college curricula should be substantially increased.

Recommendation 4-5: Existing reward systems, including promotion and tenure policies, should be studied and altered as needed to support a high priority for excellence in teaching.

Recommendation 4-6: In the professional colleges, consideration should be given to incorporating a teaching dossier as part of the materials submitted for review in the promotion and tenure process.

Recommendation 4-7: Accreditation and professional licensure requirements should be studied to identify and address constraints which negatively influence the adoption of active learning strategies.

Recommendation 4-8: In recruitment, hiring, and retention decisions, candidates or faculty members' interest, experience, commitment to teaching, and attitudes toward students, should receive a higher priority than a substantial number of the survey responses indicate that it presently has.

Recommendation 4-9: Increased focus on active and lifelong learning will necessitate professionals continuing their education throughout their careers. Professional colleges should strengthen continuing education programs to meet this need.

Recommendation 4-10: A financial resources plan for professional education should be developed and implemented to help coordinate new developments and strengthen the resource base to support instruction. The following should be explored:

- * Modifying indirect cost policies for educational projects to direct these funds to support for institution.
- * Specifying the roles and responsibilities of University Hospital to support the instructional mission of the University as a whole and Colleges of the Medical Center.
- * Revising the current approach to budgeting salary savings and fund balances by providing nonrecurring funds to support the instructional mission and instructional research.
- * Revising financial incentives for educational scholarships by exploring the creation of an educational foundation.
- * Taxing patient care revenues for central instructional support and instructional equipment.
- * Increasing the emphasis on the development of educational partnerships with the private sector.

Recommendation 4-11: Current biennial budget proposals to emphasize active, problem-based learning and to create a Center for Teaching and Learning and an Office of Informatics for the Medical Center and to increase funding for the Lexington Campus Center for Teaching and Learning should receive high priority.

Recommendation 4-12: The University's Information Resources initiatives should continue and be strengthened.

Recommendation 4-13: The development of the University Library should be viewed as a unique and major opportunity to change significantly the educational environment for the professional colleges. The library should be designed to support active, student-centered learning, informatics, and space for students and teaching.

Recommendation 4-14: Adequate Medical Library support should be maintained to provide basic information/education and on-line training to support professional students at both the Medical Center and off-campus education sites.

Recommendation 4-15: Planning for the new University Library should include renovation of the current Medical Center Library to increase individual and group student study and research areas.

Recommendation 4-16: A new student center to serve the South Campus and the Medical Center should be developed.

Recommendation 4-17: The proposed new building for the College of Allied Health Professions should include ample provisions for student space.

Recommendation 4-18: Any new buildings proposed for the Medical Center and the College of Law should address the need of space for student use and provide small group teaching space. Master planning should incorporate routine provisions and guidelines to improve and expand current space.

Recommendation 4-19: Improvements in the space for students at the College of Law should be gained through the rearrangements of existing space to emphasize quiet, small group study areas.

CONTINUING EDUCATION (CHAPTER 5)

Recommendation 5-1: The University should take all appropriate steps to formalize and make permanent the status of the Continuing Education Council, which now includes representatives from the Lexington campus, the Medical Center Campus, Research and Graduate Studies, and those involved in CE programs offering academic credit.

Recommendation 5-2: The University should provide in its accounting system for non-credit CE units a mechanism to allow those units to retain across fiscal years a substantial portion of their positive account balances for investment in new program activities within their respective administrative units.

Recommendation 5-3: The University should provide some level of no-cost technological support such as a set level of TV production and up-link time for each non-credit CE unit requesting these technologies for program development activities.

Recommendation 5-4: The University should assist CE units in providing the innovative, future-focused programming needed to prepare Kentucky for the next century by creating a CE *Program Innovation Fund*. The fund would make recurring monies available for additional staff support and nonrecurring monies for new program start-up costs. CE units would compete for support from the fund each year according to guidelines established by the CE Council.

Recommendation 5-5: The University should change regulations limiting compensation levels (e.g., honoraria) for noncredit CE faculty from inside the University to make their compensation equal to that currently paid external instructors.

Recommendation 5-6: The University should do all it can to encourage participation of full-time University faculty in CE programs by ensuring that teaching of CE courses is fully recognized in the formal faculty evaluation process.

Recommendation 5-7: The University should use teacher evaluation data from CE instruction as part of the promotion and tenure process. Further, it should establish a CE Teacher of the Year Award. Also, it should establish annual awards recognizing the outstanding CE unit and outstanding new CE program.

Recommendation 5-8: The University should provide General Fund support to nonsponsored, noncredit CE programs, recognizing their role as a part of the teaching mission of the University and an aspect to its obligation to provide future-oriented, if not always popular and profit-generating, programs to prepare the citizens of the state for the challenges of the next decade and beyond.

Recommendation 5-9: The new University of Kentucky Continuing Education Council should take the lead in encouraging the administrators and providers of CE to discuss standards for selection of CE teaching personnel. The Council and administrators should ensure that all CE directors are fully aware of the general qualifications for teaching personnel in the "Program Criteria" contained in Continuing Education Unit: Criteria and Guidelines provided by the Commission on Colleges of the Southern Association of Colleges and Schools.

Recommendation 5-10: The University should finalize the plan for an electronic record-keeping system under consideration by the Continuing Education Council, and provide resources to have it in place as soon as possible.

Recommendation 5-11: The University should give special attention to the parking needs of CE participants.

Recommendation 5-12: The Continuing Education Council should work with support services to continue to upgrade their procedures for assessing client satisfaction.

Recommendation 5-13: The University should alter regulations to give CE programs maximum flexibility in obtaining the support services crucial to their survival.

Recommendation 5-14: The University should encourage individual CE programs to assess their usefulness through surveys of their alumni and other external constituencies at specific intervals following program completion. Such assessments should address the value added to the lives of participants by the CE programs, the effectiveness of constituent professional organizations, and the good of society.

Recommendation 5-15: The University should reexamine the funding policy for evening-weekend programs and develop some new incentive system to encourage full-time faculty and academic colleges to offer evening-weekend courses.

Recommendation 5-16: The Graduate School and the office of Extended-Campus Programs should continue current efforts to coordinate staffing of off-site locations offering Graduate Degree programs to ensure proper monitoring of academic programs while avoiding any duplication of site coordinators' efforts in staffing.

Recommendation 5-17: The University should establish a coordinating body including representatives of the Vice President for Information Systems, Dean of the Graduate School, University Extension, and Chancellors of the Lexington Campus and Medical Center to develop strategic plans for enhancing and coordinating use of telecommunications technology to extend needed University programs throughout the state and the nation.

Recommendation 5-18: The University should establish a state-of-the-art CE Conference Center with technical facilities not otherwise available.

Recommendation 5-19: The University must centrally involve the new Continuing Education Council in developing plans for any continuing education center to ensure that the Center is financially feasible for programs to use and offers adequate space and support facilities.

Recommendation 5-20: The University should place this facility on land near campus.

RESEARCH (CHAPTER 6)

Recommendation 6-1: The University should expand efforts to communicate to Kentuckians the importance of UK research to the Commonwealth.

Recommendation 6-2: The University should incorporate adequate new faculty start-up resource allocation in the program and financial planning process for all units.

Recommendation 6-3: The University should implement the recommendations of the Status of Women Report to increase the numbers of women researchers and to recognize the value of research by women and about women.

Recommendation 6-4: The University should implement the recommendations of the *Ad Hoc* Committee on Minorities Report to attract minority researchers to the University and to recognize the value of research about minorities.

Recommendation 6-5: The University should develop a building plan consistent with existing and future expectations for research development to ensure adequate research space.

Recommendation 6-6: The University should advocate and encourage faculty research within departments and within multidisciplinary research centers and institutes.

Recommendation 6-7: The University should improve both horizontal (lateral—across units) and vertical (top down and bottom up) communication.

Recommendation 6-8: The University should coordinate internal planning among all units, with cross-communication of goals and objectives among sectors, units and centers/institutes.

Recommendation 6-9: The University should modify the strategic planning process to allow for lateral integration of research objectives and priorities across units without regard to sector boundaries.

Recommendation 6-10: The University should plan for the regular and systematic upgrade and/or replacement of major research equipment and the continued maintenance and operation of the equipment.

Recommendation 6-11: Faculty distribution of effort should accurately reflect actual effort, e.g., teaching, research, clinical practice/service.

Recommendation 6-12: The University should eliminate the designation of research (RA) and teaching (TA) assistantships and award graduate assistantships (GA) to be utilized by the department to meet its goals in teaching and research. Full tuition remission should be provided

to all GAs, both those supported by the institution and those supported by extramural grants and contracts.

Recommendation 6-13: The University should expand access to computers in the midsize range, and increase the availability of high speed connections for scientific computing to support research.

Recommendation 6-14: The University should fully fund the internally-funded portions of sabbatical and faculty research award opportunities.

Recommendation 6-15: The University should appoint a faculty advisory committee to meet quarterly with the responsible officers of research service units to establish a dialogue and encourage operational changes that expedite the research mission of the institution. These service units such as purchasing, physical plant, personnel, OSPA, OSPD, and Research Accounting should develop an "end-user" orientation. Each service unit should have an "ombud" contact person for problems and concerns relating to research.

Recommendation 6-16: The University should initiate a recruitment program for highly qualified new graduate students, similar to the program being used to recruit top-ranking undergraduates. Expand incentives for GA campus visits, appointments, and fellowships.

Recommendation 6-17: The University should expand the pool of potential laboratory assistants by instituting programs to keep talented undergraduates at the University of Kentucky for graduate work.

Recommendation 6-18: The University should develop an accounting system which supports departmental and project research accounts.

Recommendation 6-19: The University should provide competitive salaries for technicians and support personnel.

Recommendation 6-20: The University should provide all faculty access to the high speed data communications network. Central funds should be made available to accomplish this goal. Support staff should be available to work with departments.

Recommendation 6-21: The University should return all indirect cost recovery dollars to support faculty research.

Recommendation 6-22: The University should seek an increase in state support for research in the institution's budget.

Recommendation 6-23: The University should fund renovations, maintenance, and health/safety upgrades of buildings and laboratories at the university level, rather than at the unit/department level.

Recommendation 6-24: The University should eliminate the use of indirect cost recovery dollars for recurring cost items.

Recommendation 6-25: The University should fund travel support for all faculty, especially untenured junior faculty.

Recommendation 6-26: The University should recognize and support the research needs and objectives in the arts, humanities, and social sciences by assisting financially those disciplines and units which have few opportunities for extramural support.

Recommendation 6-27: The University should review and document the research administration structure, relationships, roles, and chain of command among the Vice Chancellors for Research, the Vice President for Research and Graduate Studies, Chancellors, deans, associate deans for research, the Dean of the Graduate School, and the centers and institute directors.

Recommendation 6-28: The University should increase cooperation and communication among sector administrators, deans, multidisciplinary centers and institute directors, and department chairs to facilitate:

- * faculty research
- * graduate student support
- * recruitment of outstanding faculty and graduate students researchers
- * increased extramural funding
- * better integration of research missions across colleges, centers and institutes, and departments

Recommendation 6-29: The University should review and document the relationships and mutual contributions among centers and institutes and departments in terms of:

- * faculty research activity
- * graduate student support
- * better estimates of the cost/benefit ratio of centers and institutes to the university mission

PUBLIC SERVICE (CHAPTER 7)

Recommendation 7-1: The University should increase its capacity to provide information and analysis to decision-makers and the public on public policy issues facing the Commonwealth.

Recommendation 7-2: The University should provide focus for, direction to, and prioritization of service activities in order to better anticipate and meet state needs and desires.

Recommendation 7-3: The University, as a service provider, should facilitate discussions among various corporate, governmental, educational, and other entities which are sensitive to and can represent community needs and public issues, and potential private funding agencies (major state corporations and foundations with particular interest in Kentucky).

Recommendation 7-4: The University should establish effective linkages among units within the University System (Medical Center and Lexington Campus including the College of Agriculture) and the Community College System to assure an effective and coordinated University-wide approach toward serving the many diverse needs of a geographically dispersed constituency.

Recommendation 7-5: The University should develop a clear and unequivocal public service policy across all units of the University and give appropriate and strong administrative recognition to that policy (governing and administrative regulations, administrative organization, personnel assignments and evaluations, etc.).

Recommendation 7-6: The University should implement its public service policy by developing operational guidelines affecting all University units and by developing an organizational structure to administer them.

Recommendation 7-7: The University should implement fully the public service components of the Strategic Plan.

Recommendation 7-8: The University should act to enhance Kentuckians' awareness of outreach services available through the University, improve their accessibility to them, and offer toll-free telephone assistance to Kentucky citizens.

Recommendation 7-9: The University should continue to seek direct public input on the overall service mission at UK. This effort should be designed to provide ongoing citizen, governmental, educational, corporate, and other input into the University's public service efforts. Data generated should also provide the University with a continuing basis for overall service program modification and improvement.

Recommendation 7-10: The University should recognize, reward, and increase the level of faculty participation in public service across all units by emphasizing public service in distribution-of-effort agreements and ensuring that public service activities are properly evaluated in recruitment, merit evaluations, salary determinations, promotion and tenure decisions for all faculty.

Recommendation 7-11: The University should recognize and promote the many ways students enrich the lives of Kentuckians through their participation in internships, experiential education, and other community-based learning experiences.

Recommendation 7-12: The University should increase institutional commitment to the public service mission through additional financial support.

Recommendation 7-13: The University should seek ways to include public service activities in funding formulae for Kentucky's Universities.

Recommendation 7-14: The University should solicit enhanced funding support for public service activities directly and indirectly through the University, other governmental entities, major Kentucky corporations, and foundations and through joint support for grant requests to other funding agencies and foundations.

Recommendation 7-15: The University should provide a University-wide clearinghouse on institutional capabilities and programs as well as constituent needs, provide the capacity to match users and providers of University services, and maintain a public service database.

Recommendation 7-16: The University should monitor and assist individual service efforts and provide coordination among them to maximize their collective impact.

Recommendation 7-17: The University should provide enhanced training in program and project evaluation for service providers.

Recommendation 7-18: The University should examine the adequacy of its facilities to support the delivery of outreach services to the public and, where necessary, identify desired improvements.

Recommendation 7-19: The University should establish within the President's cabinet the means for assuring responsibility and accountability for the public service efforts of the University and for developing parity for the public service mission.

FACULTY (CHAPTER 8)

Recommendation 8-1: The University of Kentucky should publish a faculty handbook by the fall of 1994. The *Faculty Handbook* should be reviewed and updated every five years. The *Faculty Handbook* should be written in a manner that is easy to read, provide references to relevant portions of the *Administrative and Governing Regulations*, offer a "frequently asked" question and answer section, and contain an index for quick reference.

Recommendation 8-2: The *Faculty Handbook* should contain a statement of institutional procedures for faculty recruitment and selection.

Recommendation 8-3: The University should require every academic unit to develop a written statement of procedures for the recruitment and selection of faculty.

Recommendation 8-4: The University should ensure that written unit and institutional policies on recruitment and selection, including those relating to affirmative action, guide faculty recruitment in all academic units.

Recommendation 8-5: UK should develop and administer a brief survey to new faculty to determine their views on the recruitment and selection process. The data should be used to:

- Evaluate the effectiveness of programs designed to introduce new faculty to University policies and procedures.
- Improve the recruitment process to make UK more attractive to faculty candidates; and
- Identify factors influencing a new faculty member's decision to accept an offer from UK.

Recommendation 8-6: UK should survey faculty candidates who have rejected an offer of a faculty position at UK to identify factors influencing their decisions.

Recommendation 8-7: "Degree from regionally accredited institution" should be added as a category to the internal ranking sheets which accompany transmittal of appointments from the academic unit to the area committee, the Board of Trustees, and the President. In instances in

which appointments are made at the level of the Dean (ranks of Instructor or Assistant Professor, for example) an internal procedure for validation would suffice.

Recommendation 8-8: UK should centralize documentation on the professional and scholarly preparation of all faculty.

Recommendation 8-9: The *Faculty Handbook* should contain a statement of institutional policies on professional and scholarly preparation required of faculty candidates.

Recommendation 8-10: The University should improve the competitive ability to attract new faculty with a pool of monies to be allocated to new faculty for research, creative, instructional, and/or other programs essential to establishing their professional careers.

Recommendation 8-11: The University should continue to improve starting faculty salaries so as to enhance our effort to attract an able junior faculty.

Recommendation 8-12: The University should close the gap between median UK salaries and those of the benchmark institutions in order to reduce our susceptibility to "senior faculty raiding" by other universities.

Recommendation 8-13: The University should ensure that senior faculty losses are balanced by appropriate hirings. UK should ensure that individual departments have a sufficient number of senior professors with full membership in the Graduate School faculty to maintain programmatic quality.

Recommendation 8-14: The University should publish in the *Faculty Handbook* eligibility requirements for faculty teaching graduate courses and supervising theses, as well as the criteria for membership in the Graduate School Faculty.

Recommendation 8-15: The University should continue its efforts to reduce gender and racial differences in faculty salaries in order to enhance its efforts to attract and retain minority faculty.

Recommendation 8-16: The University should review salary differences between and within colleges at each academic rank to determine if, market forces aside, there are disparities that cannot be explained and must be the focus of salary adjustments.

Recommendation 8-17: The University should review faculty salaries to identify variations attributable to disparities in promotion pools at the time of promotion and take necessary corrective action.

Recommendation 8-18: The *Faculty Handbook* should contain a statement of procedures for disbursements from salary pools and promotion allowances.

Recommendation 8-19: The University should develop an institutional definition of academic freedom and a position statement on the importance of academic freedom for all faculty. Both of these must be included in the *Faculty Handbook*.

Recommendation 8-20: The *Faculty Handbook* should contain a statement of the purpose and content of Letters of Appointment.

Recommendation 8-21: The *Faculty Handbook* should include a statement of institutional policies regarding faculty employment, including an explicit statement of termination and nonrenewal procedures and the institutional safeguards for the protection of academic freedom under these conditions.

Recommendation 8-22: The *Faculty Handbook* should include a statement of policies and procedures for promotion, for awarding tenure, for providing adequate notice on nonrenewal of a probationary appointment, and for termination of appointments for cause.

Recommendation 8-23: The *Faculty Handbook* should contain an explicit statement of termination and nonrenewal procedures and the institutional safeguards for the protection of academic freedom under these conditions.

Recommendation 8-24: The *Faculty Handbook* should contain a statement of institutional policies on the use and disbursement of the salary savings and indirect costs associated with extramural grants.

Recommendation 8-25: In addition to the major equipment fund, the University should allocate recurring funds to a permanent pool to be distributed among academic units for the replacement or upgrading of existing equipment or facilities essential to the scholarly programs of that discipline. The allocation could be proportional to the amount of extramural funds generated by that academic unit, but in no case should a unit allocation be less than \$1000 per year. These funds should not be diverted from the incentive funds already allocated to departments or units.

Recommendation 8-26: The University should develop a pool of recurring funds to be used exclusively for the acquisition of instructional materials, supplies, and other types of supporting resources. Access to these funds should take into account an academic unit's share of total student enrollment, the course levels taught, and the nature of the academic unit.

Recommendation 8-27: The University should continue and strengthen an institutionally-supported teaching improvement program that offers regularly scheduled workshops, opportunities for peer evaluation, and assistance in the development and use of new instructional materials and technologies.

Recommendation 8-28: The *Faculty Handbook* should include a list with appropriate descriptions of institutional facilities and services for teaching improvement.

Recommendation 8-29: The University should increase its support of faculty participation in professional activities (e.g., professional meetings and associations) by assuring support for at least one professional meeting annually.

Recommendation 8-30: The University should evaluate the consequences of the proposed changes in the sabbatical leave policy on faculty members' opportunities to pursue their professional development.

Recommendation 8-31: The University should increase the stipends of graduate assistants to enable academic units to attract the highest quality graduate students to the University.

Recommendation 8-32: The University should evaluate the criteria for allocating University-funded graduate assistantships to determine if the distribution reflects programmatic needs and the institutional mission.

Recommendation 8-33: The University should re-evaluate the personnel system and the University's allocation of support staff budget to take into account how new office technologies have affected the demand for and the cost of appropriately trained office staff.

Recommendation 8-34: The University should ensure that curricular planning within departments and colleges occurs within the context of University goal setting and strategic planning.

Recommendation 8-35: The University should provide greater opportunities for faculty advice with respect to the structure, design, and implementation of academic programs.

Recommendation 8-36: *The Faculty Handbook should contain a statement of the extent of faculty participation and the jurisdiction of the faculty in academic affairs.*

Recommendation 8-37: The University should establish performance criteria for academic and nonacademic administrators that specify at a minimum the following standards of performance.

- * Adherence to University policies and procedures on the recruitment and selection of faculty, including Affirmative Action guidelines.
- * Adherence to University policies and procedures on promotion, tenure, and performance evaluation.
- * Assuring that part-time instructors and graduate teaching assistants meet the SACS criteria for scholarly preparation.
- * Assuring the supervision and evaluation of part-time instructors and graduate teaching assistants.

Recommendation 8-38: The University should develop procedures to include faculty participation in the performance evaluation of all unit academic and nonacademic administrators as well as units whose work responsibilities affect the academic and scholarly activities of the faculty.

Recommendation 8-39: The University should develop an independent grievance procedure to address faculty complaints that arise from situations related to collegiality or equity among faculty.

Recommendation 8-40: The University should establish annual management training sessions for academic and non-academic administrators to:

- * Assist them in refining their managerial skills;
- * Ensure that they are familiar with institutional policies and procedures; and

- * Provide them with information on how to engage in more effective performance evaluations.

Recommendation 8-41: A manual for departmental and academic unit administrators should be developed. Included should be all relevant policy communications from the President and Chancellors as well as key aspects of the *Administrative and Governing Regulations* that refer to unit governance.

Recommendation 8-42: The University should develop a mechanism to directly transmit to faculty all communications from the President and the Chancellors with respect to policies and procedures on promotion, tenure, and performance evaluation.

Recommendation 8-43: The University should increase the number of full-time faculty positions so that student/faculty ratios do not continue to rise, and evaluate the instructional implications of disparities in student/faculty ratios between academic units.

Recommendation 8-44: The University should clarify the relationship of the Distribution of Effort to the performance evaluation and the review of promotion and tenure files as these relate to the different faculty title series.

Recommendation 8-45: The University should identify differences and similarities among and within colleges on what categories of activities constitute the instruction, service, and administration divisions on the Distribution of Effort.

Recommendation 8-46: The University should determine to what extent differences on what categories of activities constitute the instruction, service, and administration divisions on the Distribution of Effort are essential to the mission of these academic units and if differences contribute to differential opportunities for career advancement.

Recommendation 8-47: The University should establish mechanisms to ensure that academic units do follow written policies and procedures with respect to the performance evaluation and promotion/tenure processes.

Recommendation 8-48: The University should ensure that all academic units have developed a set of written policies that address the procedures and criteria to be used within that academic unit in making recommendations on promotion and tenure, and the procedures to be used in conducting performance evaluations.

Recommendation 8-49: The University should review and clarify the role of the University Area Committees in the tenure and promotion processes.

Recommendation 8-50: The *Faculty Handbook* should contain a statement on the role of the University Area Committees in the promotion and tenure processes.

Recommendation 8-51: The University should ensure that all academic units maintain personnel files for each faculty member which contain: the summary letters for the second and fourth year reviews of untenured faculty; written performance evaluation letters; Distribution of Effort agreements; written statements of agreed upon changes in the Distribution of Effort or work assignments; and performance evaluation ratings. All faculty members should have open access to their own personnel files.

Recommendation 8-52: The University should ensure that promotion files contain a description of the individual's position/title series, a statement of the importance of the various activities (e.g., single vs. multi-authored articles, extramural funding, public vs. professional service, multidisciplinary instruction or research) in that title series in that academic unit, and the individual's Distribution of Effort.

Recommendation 8-53: The *Faculty Handbook* should contain a statement of the criteria for tenure, promotion, and performance evaluation for all title series.

Recommendation 8-54: The *Faculty Handbook* should contain a statement of the academic responsibilities of faculty members.

Recommendation 8-55: The University should ensure that all faculty receive a written statement from the individual who assigns the final performance rating. The letter should include recommendations for actions to improve the individual's performance and identify those aspects of their professional performance which merited commendation.

Recommendation 8-56: The *Faculty Handbook* should contain a statement on whether faculty performance evaluations serve as indicators of progress towards reappointment, tenure, and/or promotion.

Recommendation 8-57: The University should develop a position title and description for part-time instructors that specifies the scholarly preparation (with appropriate exceptions), academic duties, and academic rights of persons with this title.

Recommendation 8-58: The University should establish procedures for the recruitment and selection of part-time instructors.

Recommendation 8-59: The University should monitor variations in the dependence upon part-time instructors for providing academic instruction among departments and colleges, and consider establishing institutional guidelines on the optimal ratio of part-time instructors to full-time faculty with instructional responsibilities in academic units.

Recommendation 8-60: The University should establish and maintain personnel files for all part-time faculty and part-time instructors. At a minimum, these files should contain information on the scholarly credentials, student evaluations, and academic unit evaluations of the individual.

Recommendation 8-61: The University should assure that academic units provide an orientation for part-time instructors to institutional policies and procedures with respect to academic affairs and the unit's curricular objectives to insure course integrity.

Recommendation 8-62: The University should assure that academic units with part-time instructors conduct, at a minimum, an annual evaluation of the teaching performance of these individuals.

Recommendation 8-63: The University should establish formal methods for the evaluation of part-time instructors.

Recommendation 8-64: The University should review the allocation of graduate teaching assistants among departments to track variations in dependence upon graduate teaching assistants within departments and colleges.

Recommendation 8-65: The University should establish institutional guidelines on the optimal proportions of departmental courses taught by graduate teaching assistants given instructional resources and the need to maintain course integrity.

Recommendation 8-66: The University should establish a structure for administrative oversight at a level above that of the individual academic unit.

Recommendation 8-67: The University should assure that departments have documented procedures for the renewal of graduate teaching assistants.

Recommendation 8-68: The University should develop a data base to ensure that graduate teaching assistants and part-time instructors meet the minimum SACS *Criteria* for scholarly preparation for their instructional duties, or provide proper documentation of exceptions.

Recommendation 8-69: The University should assure that departments adequately supervise and evaluate the instructional performance of graduate teaching assistants.

Recommendation 8-70: The University should initiate with the University Senate a discussion of a working definition of the tenured faculty member who fails to perform the professional responsibilities of a faculty member in their title series and with their Distribution of Effort.

Recommendation 8-71: The University should develop with the University Senate recommendations for possible actions to mitigate the consequences persistent nonperformance the individual faculty member and the affected department.

Recommendation 8-72: The University should develop with the University Senate and *ad hoc* committee on professional ethics charged with the following tasks:

- * Identify and review other universities' statements of institutional ethics that encompass not only ethical codes related to research but all aspects of the professional activities of faculty and academic administrators.
- * Determine the need for such a statement at the University; and
- * Develop a proposed statement of institutional ethics.

Recommendation 8-73: The *Faculty Handbook* should contain a statement of institutional professional ethics.

Recommendation 8-74: The University should establish an Office of Institutional Research to provide the centralized data-gathering, description, analysis, and evaluation essential to institutional self-evaluation with respect to trends in student/faculty ratios, the composition of the faculty (e.g., academic rank, race, gender), faculty salaries, and the competitive position of UK in the recruitment and retention processes. All data relating to the organization and operation of the

University should be submitted to this office. This office should have significant input to the design of faculty and student data bases.

Recommendation 8-75: The University should work with the University Senate to establish a faculty advisory committee to the Office of Institutional Research.

STAFF (CHAPTER 9)

Recommendation 9-1: The University should implement a recurring survey process to gather data which will permit the tracking of shifts in employees' perceptions and allow more measurable assessment of the effectiveness of institutional policies and administrative initiatives.

Recommendation 9-2: The University should conduct focus groups to identify and resolve factors which contribute to employee dissatisfaction, particularly those factors which will enhance communication and appreciation between faculty and staff.

Recommendation 9-3: The University should charge the proposed Office of Environmental Health and Life Safety to provide information and training and to conduct an inspection and correction program.

Recommendation 9-4: The University should maintain and share with employees pertinent UK salary data which makes a comparison with salaries at local businesses and industries to reduce speculation that the University underpays and undervalues its employees' efforts.

Recommendation 9-5: The University should vigorously implement the recommendations proposed in the reports on the status of women and the status of minorities at the University.

Recommendation 9-6: The University should replace the current personnel system with one which is a true human resource system appropriately reflecting the values of an academic institution and comprehensive in its efforts to develop, evaluate and promote employees.

Recommendation 9-7: The University should establish cabinet level responsibility for human resources in the President's Cabinet, with a charge to build a human resource system which is responsive to the organization, sensitive to the needs of employees and understandable to all.

Recommendation 9-8: The University should increase the staff of the Human Resource Offices to a level which will enable its employees to manage both the volume of work required and the stress levels associated with dealing with employee issues having so much emotional investment.

Recommendation 9-9: The University should completely review all job descriptions and update each job description at least every three years with the participation of both the employee and supervisor with the final document being shared with the employee. The description of duties and setting of job standards should be linked to training, evaluation, transfer and promotion actions.

Recommendation 9-10: The University should restate, clarify, and enforce the employment policy that internal candidates will be given priority for transfers and promotions where applicable. When it is not applicable, employees should understand why it is not.

Recommendation 9-11: The University should provide an annual update on the state of human resources at UK which gives data about salaries, internal transfers and promotions, employee retention, education and training opportunities, and other information which will help employees to see progress in this area.

Recommendation 9-12: The University should identify career advancement opportunities and competency clusters requisite to advancement and promotion within the system.

Recommendation 9-13: The University should review the policy under which salary increases are administered according to cost of living and merit increases.

Recommendation 9-14: The University should implement standardized competency testing and performance thresholds which can become a part of the evaluation, training, development and advancement process.

Recommendation 9-15: The University should institute a mandatory supervisory training program with appropriate evaluation mechanisms for all supervisory personnel, including academic leaders.

Recommendation 9-16: The University should revise and standardize the performance appraisal process such that it promotes positive outcomes and reflects both administrative and staff input into its design.

Recommendation 9-17: The University should develop a comprehensive offering of training opportunities utilizing the talents and resources of the University in the delivery of in-service training.

Recommendation 9-18: The University should implement a systematic process for career counseling to help employees develop career paths, and direct them toward appropriate education and training opportunities.

Recommendation 9-19: The University should develop mechanisms comparable to the educational leave opportunities for employees to enhance their education and potential to contribute to the institution.

Recommendation 9-20: The University should continue implementing the recommendations of the Employee Benefits Committee Strategic Plan (1989-1994).

Recommendation 9-21: The University should implement a flexible benefits plan as a means of enhancing benefits for all in an equitable manner.

Recommendation 9-22: The University should increase the staff of the Staff Benefits Office to facilitate the timely and effective communication of the University's benefits program.

Recommendation 9-23: The University should systematically set goals, gather data, and assess the University's effectiveness in meeting the benefit needs of its employees.

Recommendation 9-24: The University should prepare supervisory personnel at all levels to be an agent in the process of enhancing communication within the University.

Recommendation 9-25: The University should implement focus groups, quality circles, councils, open forums and other interpersonal settings which will enhance the clarification of downward communication and facilitate upward communication.

Recommendation 9-26: The University should identify and eliminate supervisory practices which involve intimidation and reprisal.

Recommendation 9-27: The University should enhance staff involvement in goal setting and participatory management practices wherever possible.

Recommendation 9-28: The University should create an organizational element(s) whereby staff can be better represented.

Recommendation 9-29: The University should devote as much attention to promoting ourselves to each other as we do the Commonwealth.

STUDENTS (CHAPTER 10)

Recommendation 10-1: The Division of Student Affairs should be administratively located to reflect its responsibilities across academic sectors of the University.

Recommendation 10-2: The delivery of student services such as Undergraduate and Graduate Admissions, Registrar's Office, Student Financial Aid, Residential Life, Housing, Dean of Students Office, Counseling and Testing, Handicapped Student Services, Career Planning and Placement, and Minority Learning and Recruitment should be centralized within a single location.

Recommendation 10-3: The administrative and educational functions of the Housing and the Residential Life offices should be merged into a single office in the Student Affairs Division.

Recommendation 10-4: Student services personnel should be encouraged and supported in professional development which should be planned to support the goals and strategies of the unit as identified through more systematic assessment.

Recommendation 10-5: Round table discussions of campus life including staff, faculty, and students would be useful. A regular once or twice a semester assembly of persons from various units dealing with campus life — Student Affairs plus units such as Undergraduate Studies, Minority Affairs, International Affairs — would also be valuable.

Recommendation 10-6: The President should appoint a committee, in consultation with the Senate Council, to articulate a University mission statement identifying the elements of good advising, describing its importance, and a suggesting an appropriate reward system to promote commitment to outstanding advising.

Recommendation 10-7: The University should establish and maintain an open access electronic network for the dissemination of information related to academic advising and the enforcement of academic policy.

Recommendation 10-8: The University should increase its commitment to addressing the needs of the increasing African-American enrollment.

Recommendation 10-9: All remaining impediments to building access should be eliminated so handicapped students have access to the full range of educational and recreational services on the North and South Campuses.

Recommendation 10-10: The number and locations of computers accessible to students in wheelchairs and the number of spoken computers for blind students should be increased.

Recommendation 10-11: Two half-time specialists should be hired to serve learning disabled and hearing disabled students.

Recommendation 10-12: Additional office space should be found for the advising staff of Academic Support Services for privacy when advising students.

Recommendation 10-13: Three parking spaces should be dedicated during daytime hours to prospective adult students who visit the Office of Academic Support Services for Adults.

Recommendation 10-14: The College of Arts and Sciences advisers should include an International Academic Counselor who would orient new internationals to the advising process and be a liaison with colleges and departments.

Recommendation 10-15: The number of staff psychologists in the Counseling and Testing Center should be increased to one per 1500 students as APA recommends.

Recommendation 10-16: A new location with more space for the Counseling and Testing Center will be needed to accommodate more staff in the private offices needed for client-counselor relationship.

Recommendation 10-17: The Counseling and Testing Center should continue its participation in programs sponsored with other units such as the Office of the Dean of Undergraduate Studies, the Division of Student Affairs, and the Division of Minority Affairs.

Recommendation 10-18: The Master Student Program should be continued and expanded.

Recommendation 10-19: The Counseling and Testing Center's staff should be increased to a level comparable to that of benchmark institutions and should be housed in adequate facilities, probably with other student services.

Recommendation 10-20: In each academic unit, Student Advisory Councils should be established and/or maintained, and actively involved, to assure adequate representation of students' perspectives in accordance with University regulations.

Recommendation 10-21: The Student Government Association should continue to study the telephone survey data, solicit similar information in the future, and consider appropriate actions to address student concerns.

Recommendation 10-22: In setting up programs, the Student Activities Board should expand its scope and cooperate with a variety of other campus units, especially including input from commuting students and adult students.

Recommendation 10-23: Smaller publications that orient the student to the campus and expose them to more diverse perspectives should be available in central places such as the Library and the Student Center.

Recommendation 10-24: The Ombud should continue to educate faculty and students about cheating and plagiarism and the steps needed to prevent them.

Recommendation 10-25: The operations of Student Financial Aid and Student Billings should be integrated with the SIS to facilitate the smooth delivery of financial aid and to improve efficiency.

Recommendation 10-26: Consideration should be given to a more liberal tuition refund policy, perhaps 100 percent through the first week of classes, 80 percent through the next two weeks, and 50 percent through midterm.

Recommendation 10-27: A permanent registration location for centralized registration activities should be determined and staff should be adequately trained, or, preferably, adequate funding should be provided for a computerized telephone registration system that would allow students to directly access SIS for registration.

Recommendation 10-28: The Registrar's Office should provide students with electronic, view-only access to their academic transcripts. Also, students should be given adequate notice whenever a change is made to their records.

Recommendation 10-29: Funding should be increased for computer programming support of SIS and support of colleges' efforts to connect to the system and use it effectively. Also, there should be adequate personnel who are totally familiar with the system who are available at all times.

Recommendation 10-30: SIS should stay up until 10:30 p.m. for at least several nights to allow registration of evening students and to facilitate registration without interruption of classes.

Recommendation 10-31: The use of graduate students as residence hall directors and assistant directors should be expanded.

Recommendation 10-32: Residence Life should develop a policy of first aid readiness, by putting an adequately stocked first-aid kit in each hall and by offering Red Cross first-aid classes to residence advisors and hall directors.

Recommendation 10-33: All resident advisors should be assigned a private room at the beginning of the academic year.

Recommendation 10-34: Funds must be found to do major maintenance, renovation, modernization, repair, and replacement for residence halls and other housing.

Recommendation 10-35: Housing policies should be reviewed to assess changing preferences (e.g., coed halls and professional student housing) and the changing composition of the student body (e.g., non-traditional students, and single parent families). Consideration should also be given to providing program floors or halls based on interests of students and on student tenure (e.g., housing for short-term students and visitors).

Recommendation 10-36: Graduate and family housing should continue programming efforts and consider providing rooms which could be used for meetings and for mother/toddler gatherings.

Recommendation 10-37: Food Services should seek as much input as possible from the students (their clients) as they consider decisions about cost and hours.

Recommendation 10-38: The University should consider having a coffee shop facility open until midnight, perhaps in the new library.

Recommendation 10-39: Student Government Association, Student Activities Board, and the Student Center should work together to poll students to discover desired activities and should be encouraged to experiment with programs. Consideration should be given to both more activities and extended hours on weekends for the Student Center. A calendar of local and campus cultural events should be maintained in a public place to encourage students to attend.

Recommendation 10-40: A center on South Campus should provide activities similar to those provided by the Student Center.

Recommendation 10-41: The Office of Student Financial Aid should consider employing additional staff in the reception area during peak periods, and making arrangements to assure increased privacy and confidentiality for students during interviews.

Recommendation 10-42: An all-campus committee should discuss policies on the awarding of merit-based aid. For example, more extensive linking of merit to need in order to make resources go further would provide assistance to good students of limited means who do not currently qualify for federal or state assistance and also do not receive scholarship awards.

Recommendation 10-43: Continuing efforts should be made to disseminate information regarding need-based and merit-based scholarships to ensure that applicants, currently enrolled students, and University personnel are aware of the institution's many scholarship offerings.

Recommendation 10-44: The continuation of all services presently offered by the Health Service at an affordable cost should be the highest priority.

Recommendation 10-45: Some arrangement needs to be considered for incoming international students to allow payment after registration for the chest X-ray.

Recommendation 10-46: A public relations campaign is needed to explain how to use Health Services.

Recommendation 10-47: The health education program should increase its campus outreach in the form of educational programming and should develop a student health newsletter to be disseminated widely via residence halls, Greek organizations, the International Student Office, registered student organizations, and Lexington Community College.

Recommendation 10-48: The feasibility of having a "student health education/ask-the-nurse" outreach center outside the Health Service should be considered.

Recommendation 10-49: The in-house sexual health education program should continue to work with the health education office in the Health Service, and campus sexual health education and prevention outreach programming should be extended, adding areas such as self-esteem and assertiveness training, and communication and negotiation skills.

Recommendation 10-50: The University should upgrade North Campus recreation facilities and allot more funds for upgrading equipment and paying for officials.

Recommendation 10-51: Intramural Athletics should be highly visible at freshman orientation, and additional space should be allocated for casual sports in order to promote the idea of lifetime recreation and fitness.

Recommendation 10-52: The University should consider an annual Campus Conference, a day when the University community would use its own resources to consider an issue, problem, or topic of widespread concern. The day would consist of lectures, discussions, art shows, performances, films, and readings. The University should also encourage efforts such as the town meetings begun by the Deans of Students and Undergraduate Studies in Spring 1991.

Recommendation 10-53: Greater attention should be given to the landscape of the campus. A more park-like environment should be created to encourage leisure activities like frisbee, as well as strolling, and pausing to talk. Benches, statuary, fountains, and attractive kiosks should be provided. Long straight benches along walls should be replaced or supplemented with informal arrangements which facilitate small group conversations. Similarly, the interior spaces in buildings should allow for art work, conversations, and reflections of student involvement.

Recommendation 10-54: A University historian should be appointed to bring forth the University's past with commemorative events and displays, as well as an historical map and historical account of the University which could be made available to visitors, new students, and new faculty.

Recommendation 10-55: The University should interpret "diversity" broadly to include an ethos of active valuing of "other" cultures and perspectives, including those of women, racial minorities and other nationalities.

Recommendation 10-56: The University should systematically integrate the contributions and perspectives of women, minorities and other cultures into the curriculum, and into student activities.

Recommendation 10-57: The University should develop a center for women students including a female staff person prepared to serve as an advocate for women students.

Recommendation 10-58: Both curricular and co-curricular methods should be employed to increase sensitivity to, and appreciation of, cultural diversity including infusion in coursework; offering prejudice reduction workshops, cross-cultural weekends, and panel discussions; making the International Living/Learning Center a success; and continuing to enlarge the scope and time of the annual Cultural Diversity Day.

LIBRARIES (CHAPTER 11)

Recommendation 11-1: The future configuration of the Library System should be developed in close consultation with appropriate faculty groups such as the Senate and Administrative Library Committee, the College Deans and Departmental Chairs. Input from individual faculty should be sought.

Recommendation 11-2: The feasibility of administratively merging the Medical Center Library the Library System should be evaluated. With the construction of a new library and the centralization of some services, this is an especially acute time in which to examine the administrative structure.

Recommendation 11-3: The Library should continue its close liaison with the academic units.

Recommendation 11-4: The Library should increase staffing levels to enable the Library to provide adequate patron training in the use of automated library resources and services and thus support the changes brought about in the libraries by the introduction of technology.

Recommendation 11-5: The University should address the problems of support staff pay and classification as part of an overall restructuring of the University personnel system.

Recommendation 11-6: The Library should make a concerted effort to increase the number of minority faculty and staff.

Recommendation 11-7: Professional training and development needs for all staff should be supported.

Recommendation 11-8: The University should improve working conditions for staff where possible, following the recommendations of the Task Force on Library Staff Working Conditions.

Recommendation 11-9: The University should substantially increase library funding in order to bring the ranking of the UK Libraries into the top one-third of the ARL libraries; this is in keeping with the Strategic Plan in which one aim is to place the University in the upper one-third of research universities. The budget for library materials should take into consideration the superinflationary increases in the cost of monographs and journals.

Recommendation 11-10: The Library and the University should continue to give priority to building the Library book endowment.

Recommendation 11-11: The percentage of the total University budget which goes to the Library should be raised to three percent.

Recommendation 11-12: Immediate steps should be taken to reverse the slippage in both serial and monographic purchases with respect to the benchmark libraries. Special attention needs to be given to purchasing new materials appropriate to multidisciplinary/nontraditional fields as the University is hiring more faculty in these areas.

Recommendation 11-13: The automation and streamlining of the ordering and cataloging process should be continued and updated with new technology as it becomes available.

Recommendation 11-14: The Library should evaluate the quality of the collection on an on-going basis to make sure the materials purchased are meeting the needs of the users.

Recommendation 11-15: University policy concerning the expenditure of indirect cost funds from grants and contracts towards the purchase of library materials should be reexamined.

Recommendation 11-16: When distance-learning programs are developed, the Library System should be involved at the initial planning stage.

Recommendation 11-17: The Library should continue to work towards having 100 percent of its holdings on line.

Recommendation 11-18: High priority should be given to educating patrons in the use of Library technology. This has staffing implications for the Library.

Recommendation 11-19: The money to provide the latest in information technology should not come at the expense of the conventional library materials as traditional materials are expected to at least coexist with electronically published materials in the foreseeable future.

Recommendation 11-20: In keeping with the *Governing Regulations* for academic units, the Library should be formally reviewed every five years by a committee appointed by the Vice President for Information Systems in consultation with the University Senate Council.

Recommendation 11-21: Internal assessment should continue on an ongoing basis and the results incorporated into the Library System's long range planning process.

Recommendation 11-22: The University should continue to make the construction of a new central and life sciences library its number one capital construction priority for the 1994 General Assembly.

Recommendation 11-23: The University community should make every effort to involve all faculty, staff and students in the planning of the new library facility.

Recommendation 11-24: The accommodation of information technology should be a key factor in the design of the new library.

COMPUTING AND COMMUNICATION SERVICES (CHAPTER 12)

Recommendation 12-1: Hardware should be maintained and regularly upgraded to current technology levels. To continue a high level of hardware support/service, increased salaries and additional training for the technical staff may be necessary to attract and retain personnel familiar with "cutting edge" technology.

Recommendation 12-2: A firm commitment toward the continued development of a forefront Computing Center should be made, especially in regard to a state-of-the-art large-scale computing environment.

Recommendation 12-3: The academic community, via an empowered and informed advisory committee, must be intimately involved in the strategic planning of computing services. This committee should ration resources when the need arises.

Recommendation 12-4: The Director of Academic Computing should continue to serve as an *ex officio* member of the major computer advisory committee with a responsibility to have it meet regularly with a published agenda.

Recommendation 12-5: Existing services for selection of computing equipment and discount purchasing should continue to be expanded, enhanced, and made more user friendly.

Recommendation 12-6: The University should continue to adopt and support standard software products and negotiate site licenses for their use across campus to ensure the lowest costs and expert instructional and technical support for the campus community. Site license information should be widely disseminated.

Recommendation 12-7: Additional programs of instruction (noncredit courses) are needed for faculty, staff and students.

Recommendation 12-8: Additional support centers, with one dedicated for faculty, should be established to assist with individual computing problems and to help purchasers obtain information on and explore popular software.

Recommendation 12-9: The *ad hoc* desktop publishing users' group should be formalized and should be supported in the purchase and use of both hardware and software.

Recommendation 12-10: The campus computing network must be maintained across campus for the provision and seamless integration of various types of electronic mail and administrative functions, e.g., Wang, Bitnet, UUCP, etc. Increased access to the network should be available from offices, dormitories, and off-site locations and should not be cost-prohibitive for any unit or user.

Recommendation 12-11: Communications Services should develop a forum for introducing new technology and promoting its instructional applications. A committee or user group composed of representatives from various departments with off-campus interests could serve as a means of disseminating information, monitoring use, and evaluating effectiveness.

Recommendation 12-12: The remaining proposed T-1 lines should be installed at the earliest opportunity to build on the current technological foundation and broaden the University's support of both the educational and the nonacademic programs throughout the state.

ADMINISTRATIVE PROCESSES (CHAPTER 13)

Recommendation 13-1: The University should implement a comprehensive study of current administrative organizational structure with special attention directed toward the problems of structure and communication. This study should be conducted by a committee composed of faculty and other constituents jointly appointed by the Administration and the University Senate.

The committee should have access to the services of an outside consultant of national reputation in an academic organization.

Recommendation 13-2: A faculty trustee should be included on the Board of Trustees' Finance Committee to ensure faculty representation.

Recommendation 13-3: The University should analyze the process for developing and prioritizing college, sector, and University-wide development projects as part of an overall strategic plan for development. The plan should encompass all University priorities and be developed and adhered to as future campaigns are planned and launched.

Recommendation 13-4: Careful analysis of the structure and financing of the University central and college-based development officers should be undertaken with an objective of improving college/central communication.

Recommendation 13-5: Mechanisms should be established to enable the broader University community to benefit from the success and tremendous fan support associated with the athletics program.

Recommendation 13-6: Because Fellow status has become a highly desirable designation for Kentuckians, consideration should be given to developing incentives which attract more University Fellows and encourage larger cash donations at the time of their initial designation as Fellows.

Recommendation 13-7: The University should explore opportunities to encourage deferred giving at even higher levels than are currently established.

Recommendation 13-8: The Office of Public Relations budget should be evaluated relative to the increased expectations and range of services that now surround these critical activities. A balance between public relation resources developed by individual colleges and the central services should be struck so that central services are still available as needed to complement those of colleges with their own programs.

Recommendation 13-9: Attention should be given to improving the manner in which individual programs are judged to merit publicity efforts. In addition, individual colleges should have some mechanism to provide (or be solicited) for publicity to promote their images.

Recommendation 13-10: The structure and functions of the University and college-based public relations offices should be studied to clarify priorities, finances, and reporting relationships.

Recommendation 13-11: A comprehensive statewide evaluation of the various facets of the public relations program should be conducted to determine the effectiveness of the program. This can form the basis of future funding and planning by the staff as they assess their goals and objectives and establish priorities.

Recommendation 13-12: Services provided by the University Alumni Association to the individual colleges should be reviewed and restructured with an eye towards providing incentive for affiliation of college-based alumni associations with UK Alumni Association. Databases,

publications, and communication networks are major resources that need to be examined from the perspective of the entire university.

Recommendation 13-13: Steps should be taken to improve services to alumni, computerization of records and consolidation of college and university address and databases.

Recommendation 13-14: Reasonable access and priority to athletic events for promotional and development activities and the utilization of Athletic Department speakers should be provided to all colleges regardless of their affiliation with the University Alumni Association.

Recommendation 13-15: To ensure the recruitment and retention of quality faculty, salaries should continue to be a priority until such time as we have exceeded the median of our benchmark institutions.

Recommendation 13-16: A study should be made of benchmark median salaries of individual departments to determine if local area inequities have developed.

Recommendation 13-17: Staff salaries should be comparable to, or higher than, the salaries of individuals with similar job responsibilities in local, private organizations.

Recommendation 13-18: Once salaries are in line with benchmarks, the University should (a) increase the ratio of full-time faculty to students, (b) determine the size of this ratio relative to institutions we seek to emulate, and (c) maintain appropriate facilities and staff support.

Recommendation 13-19: The University should provide for faculty representation in the budget preparation process, including participation at the cabinet level, and should establish clear connections between the strategic planning process and the budget preparation process.

Recommendation 13-20: The University should develop a model for space utilization which not only deals with accountability but also reevaluation and allocation between units and within units.

Recommendation 13-21: The University should acquire a modern software package for the management and scheduling of classroom space.

Recommendation 13-22: An *ad hoc* committee should be appointed to consider the questions of definition, inventory, and utilization of space for instructional use.

Recommendation 13-23: The work of Design and Construction, Physical Plant, and Grounds and Maintenance should be more effectively coordinated.

Recommendation 13-24: The University should implement the recent recommendation to establish an Office of Environmental Health and Life Safety reporting to the Vice President for Administration.

Recommendation 13-25: The University needs to develop a more systematic approach to maintaining the security of buildings during evenings and weekends.

Recommendation 13-26: The University should develop a small concise faculty handbook that is readable, easily referenced and interpretive.

Recommendation 13-27: The Vice President for Research and Graduate Studies (RGS) should initiate an effort to improve the perceived communications gap between the college deans and Research and Graduate Studies.

Recommendation 13-28: The University Senate and the Administration should establish a procedure for faculty involvement in the selection of Athletics Board members, similar to that used for Senate advisory committees.

Recommendation 13-29: Given the recent adoption of the Knight Commission Principles by the Board of Trustees, a jointly appointed Administration-Senate committee should develop a set of written policies which clearly define the roles and responsibilities of the Athletics Board.

Recommendation 13-30: The Athletics Board should develop procedures for improving communication with faculty. A representative of the Athletics Board should make an annual report to the University Senate regarding NCAA certification, graduation rates of athletes, and other pertinent information.

INSTITUTIONAL EFFECTIVENESS (CHAPTER 14)

Recommendation 14-1: University administrators at all levels should better communicate to faculty, staff, and students the nature, purpose, and results of the strategic planning process.

Recommendation 14-2: Faculty, staff, and students as well as administrators should be substantially involved in goal setting, strategy development, and outcome assessment across the University.

Recommendation 14-3: The University should provide leadership and organizational support for units in their planning and assessment activities.

Recommendation 14-4: A centralized office for institutional research should be established in order to coordinate University System-wide institutional research activities and resources. In addition, offices of institutional research should be maintained in major administrative units in order to ensure that all units in the University have ready access to professional institutional research support.

Recommendation 14-5: The University should provide resources to support additional institutional research services in the major administrative units.

Recommendation 14-6: The processes by which data are abstracted and are incorporated into the databases should be improved.

Recommendation 14-7: Access to the databases should be improved to serve a broader range of users.

Recommendation 14-8: User Advisory Committees should be established to interact with database custodians to ensure that databases meet user needs.