

RECOMMENDATIONS

The Visiting Committee recommends

Section I

1.1 Institutional Commitment and Responsibilities

1. that the University's senior leadership act to devise, create, and implement an institutional plan to follow-up the recommendations and suggestions in the Self- Study Report.

Section III

3.1 Planning and Evaluation

2. that an office or officer be charged with the responsibility of working with all units to evaluate the extent to which the units' goals have been met and to review and document the use of these ongoing evaluations to improve educational programs, services, and operations.

3.2 Institutional Research

3. that procedures be developed and responsibility be assigned for evaluating all formal institutional research functions.

Section IV

4.1.1 Undergraduate Admissions

4. that a clear and concise statement of current admissions practices and procedures be developed and made available to all constituencies.
5. that the University review its admissions equations and policies on a regular basis.

4.1.3 Undergraduate Curriculum

6. that appropriate University academic officials assess the high lack of success in CHE 105 and MA 123, find the causes, and take corrective action.

4.2 Graduate Program

7. that the Graduate School in consort with institutional research officials and offices be charged with development of a sound data base for graduate education.

4.4.1 Selection of Faculty

8. that the University act to develop a written statement for the recruitment and selection of faculty and to place these procedures in published documents.
9. that the University gather and maintain documentation regarding the appropriateness of the academic preparation of faculty: (a) where highest earned degree is from a non-regionally accredited institutional, and (b) whose highest earned degree is from an institution outside the United States.

4.4.2.1 and 4.4.2.2 Academic and Professional Preparation

10. that appropriate University academic administrators act promptly to insure that all part-time faculty who teach courses leading to the baccalaureate degrees meet Commission on Colleges and institutional criteria for such instruction.
11. that constructive and specific steps be taken to create comprehensive and centralized data bases for the professional qualifications and competencies of all full-time and part-time faculty as well as Teaching Assistants for each college and school of the University.

4.4.2.3 Graduate Faculty Qualifications

12. that the University eliminate the use of graduate students in doctoral instructional programs and carefully review its policies for faculty degree exceptions in the teaching of any graduate course.

4.4.3 Part-Time Faculty

13. that complete data be gathered concerning the numbers, role, and academic preparation of part-time faculty so the University can analyze and control the employment of these faculty.

14. that the University provide for appropriate orientation, supervision, and evaluation of all part-time faculty members.

4.4.4 Graduate Teaching Assistants

15. that appropriate University officials insure that the University avoid heavy dependence on Graduate Teaching Assistants to conduct classroom instruction.
16. that the University provide a published set of guidelines for institution-wide graduate assistantship administration, including appointment criteria, remuneration, rights and responsibilities, evaluation, and reappointment.
17. that the institution provide a structure for administrative oversight at a level above that of the individual academic units to assure conformity with institutional policies and procedures.

Section V

5.5.1 Scope and Accountability

18. that assessment and evaluation of student services be conducted in a consistent manner and that student profiles be developed to aid in assessment and evaluation.

5.5.2 Resources

19. that the relocation, centralization, and accessibility of services be fully examined with a view of bringing them together in a better fashion.

5.5.3.1 Academic Advising, Counseling and Career Development

20. that the University develop a consistent, coordinated, and evaluated academic advisement system.

5.5.3.2 Student Government, Student Activities, and Publications

21. that the University develop a comprehensive student governance plan that clearly delineates the lines of authority and means of student input into decision making.

6.5 Externally Funded Grants and Contracts

22. that procedures for the allocation of indirect costs be examined to insure that the institution will not become dependent upon indirect costs allowances for regular operating expenses.

SUGGESTIONS

The Committee suggests

SECTION I

1.7 Publications Statements

1. that all statements about regional accreditation in publications of the University of Kentucky be reviewed for consistency with Section 1.7 of the Criteria.

SECTION III

2. that the President and his staff examine ways to provide understanding of institutional effectiveness concepts by faculty and staff to ensure successful evaluations throughout the University of Kentucky.

3.1 Planning and Evaluation

3. that appropriate procedures for evaluating effectiveness in the area include visibility for the public service mission at the level of the President's cabinet in a manner that will accord it attention comparable to that given research and teaching.

3.2 Institutional Research

4. that an organization with an institution-wide perspective be given responsibility for, (1) creating an infrastructure (census file creation and access policies, analytic expertise, educational programs, and programming) to support decentralized institutional research and evaluation activities and, (2) to communicate with all campus units what resources exist to support their evaluation planning activities.

SECTION IV

4.1 Educational Program

5. that the University administration set some priorities on the Self-Study recommendations, arrange a schedule for implementations, and fix responsibility for implementation.
6. that the University administration exert effort possible to protect and enhance academic programs by a careful explanation and justification of the needs of the University to the many publics it serves and the critical importance of a strong comprehensive research University to the future of the Commonwealth.
7. that a plan setting priorities on programs and services be developed so that if additional funding is not forthcoming, the University will be in a position to take appropriate actions to protect those academic programs which are most critical.

4.1.1 Undergraduate Admissions

8. that a detailed articulation agreement be developed with the Community Colleges of the University of Kentucky.
9. that University officials examine its admissions policies for uniform application to all students.
10. that steps be taken to insure that the introductory courses are appropriate for the incoming students.

4.1.2 Undergraduate Completion Requirements

11. that the University provide incentives, better means, and instruction by which students may acquire basic competencies in the use of computers and integrate information management skills into the undergraduate curriculum.

4.1.3 Undergraduate Curriculum

12. that the University establish a uniform and consistent means to evaluate the curriculum and its effect on students majoring in various academic areas.

13. that the University consider seriously an improved advising mechanism for all of its students with particular attention to pre-major students in the University Studies Program.

4.1.4 Undergraduate Instruction

14. that the University develop some specific criteria to add uniformity to department self-evaluation reports and external reviews pertaining to Criteria requirements that identify instructional effectiveness and measures of achievement of instructional effectiveness.

4.2. Initiation and Expansion of Graduate Programs

15. that the procedures for approval of new or expanded graduate programs be examined with the aim of facilitating the process while still maintaining the necessary quality controls.

4.2.2 Graduate Assistants

16. that Graduate School officials be involved in a review of variations from the minimum admissions requirements.

4.2.4 Graduate Curriculum

17. that the Graduate School evaluate the basic sciences courses on the Lexington and Medical campuses, taking into consideration recent changes in the College of Medicine curriculum under the Robert Wood Johnson grant and some redundancies in basic sciences courses among various schools, and seek to develop basic sciences courses that may be appropriate for various degree programs.

4.3 Continuing Education, Outreach, and Service Programs

18. that the President and Chancellors give serious consideration to the formalization of the Council on Continuing Education to encourage on-going cooperative efforts between and among the various continuing education divisions at the University.

19. that budgetary approaches be strengthened to revitalize the infrastructure of University Extension.
20. that consideration be given to minimal restoration of funding for basic programming of the Evening/Weekend College.

4.4.2.3. Graduate Faculty Qualifications

21. that the University develop a mechanism to evaluate the credentials of newly arriving assistant professors to see if they merit appointment to full graduate member status upon their arrival at the University of Kentucky based on their record of research and scholarly activity.
22. that the University investigate a mechanism to insure that full graduate faculty members are current in their respective disciplines.

4.4.3 Part-time Faculty

23. that comprehensive policies concerning the employment of part-time faculty members be published in a readily accessible format and be widely circulated to academic administrators at every level.

4.4.5 Faculty Compensation

24. that the University continue its efforts to reduce gender and racial differences in faculty salaries to enhance its effort to attract and retain women and minority faculty.
25. that major efforts be continued to adjust faculty salaries to levels more competitive with those of the benchmark institutions and other peer universities chosen by the University of Kentucky.
26. that the University develop and implement a clear policy for maternity, paternity, and adoption leave.

27. that the Faculty Handbook contain a clear statement of procedures for disbursements from salary pools and promotional allowances as well as those from salary adjustment pools.

4.4.6 Academic Freedom and Professional Security

28. that the institution's statement on academic freedom be reviewed, clarified, and refined; that the statement be clearly identified in all its publications; that termination policies include a statement that safeguards the academic freedom of tenured faculty; and that the policy as well as termination procedures be stated in the official Faculty Handbook.
29. that more positive language be developed to explain the purpose and function of the Faculty Handbook.
30. that departmental policies regarding tenure and promotion criteria be developed, published, and distributed to faculty.

4.4.7 Professional Growth

31. that faculty be encouraged very strongly to utilize the sabbatical program.
32. that priority be given to maintaining at least nominal support to faculty members for participating in professional societies.
33. that the pool of funds for research startup purposes be expanded and made known to members of the faculty.

4.4.10 Criteria and Procedures for Evaluation

34. that the University consider informing faculty members they may appeal process and substance.

SECTION V

5.2.4 Staff

35. that the hiring freeze for support staff in the library be re-examined in light of its effect on the educational program of the University.

5.3 Instructional Support

36. that consideration be given to equipping more classrooms with state-of-art technology to contribute to the effectiveness of learning.

5.4 Computer Resources and Services

37. that additional programming resources be provided to support administrative information systems.
38. that the University strive to maintain and to provide technologically advanced local facilities to support computational intensive research needs, such as parallel processing systems.

5.5.2 Scope and Accountability

39. that the Division of Student Affairs be organizational placed to reflect it has responsibilities across the three sectors of the University.

5.5.2 Resources

40. that the University review the structural fragmentation of overlapping services and somewhat common services.

5.5.3.1. Academic Advising, Counseling, and Career Development

41. that the University increase the availability of qualified counseling and career services' staff as resources become available.

5.5.3.5. Residence Halls

42. that the University develop a plan that clearly delineates student input into residence hall governance.

5.5.3.7. Health Services

43. that the University take steps to improve the timely delivery of health services to students.

5.5.3.8 Intramural Athletics

44. that University officials pursue even more vigorously their goals to insure growth in enrollment and to enhance the collegiate experience of minority students.

5.6.1 Purpose

45. that the written statements of goals and objectives of the intercollegiate athletics program be consolidated into one document for ease of reference.

5.6.4. Academic Program

46. that policies with regard to recruiting, admission, financial aid and continuing eligibility should be collected in one document for ease of reference.
47. that the number and type of special admissions offered to athletic be communicated to all interested groups and individuals on the campus.

SECTION VI

Administrative Processes

48. that the University undertake a careful and thorough study of the administrative structures with an objective of streamlining decision making and getting work out of the system.

6.1 Organization and Administration

49. that the President of the University of Kentucky seriously consider selection of a talented person or firm to review the organizational structure of the system and campus administration to focus on clearer definition of system and campus functions, more effective management responsibility for institutional effectiveness functions, and possible achievement of some economics and efficiencies in other areas, like human resources management.

6.1.5 Administrative Organization

50. that system and campus officials of the University undertake a program of explaining fully the organization and major responsibilities within it. This ought involve the deans, departmental chairs, and faculty leadership.

6.2.1 Alumni Affairs

51. that the institutional advancement officials and senior University of Kentucky officials promote and encourage efforts for more cooperation among all alumni organizations for the long-term benefit of the University.

6.3.4. Budget Control

52. that when budget revisions are necessary, the University should follow a reduction plan that emphasizes the highest academic priorities.

6.3.6 Accounting, Reporting, and Auditing

53. that the University administration give immediate consideration to enhancing essential personnel in the Controller's Office.

6.3.10 Investment Management

54. that responsible University Officials explore greater diversification of its endowment with the endowment managers.

6.4.1 Space Management

55. that the University examine development of an operating plan that would place space into the priority budget process and that would give Chancellors and appropriate Vice President operating budgets for space operation and maintenance.

6.4.2. Buildings, Grounds, and Equipment Maintenance

56. that a comprehensive plan for reducing the maintenance backlog be developed and a financing plan be put in place.

6.4.4. Facilities Master Plan

57. that the University establish a process to review and update the facilities master plan on a periodic basis and insure widespread involvement in this review and update.

6.6 Related Corporate Entities

58. that the University administration review the functions and need of the affiliated corporations to determine whether they ought be maintained.

Ad Hoc Report on Resources

59. The Visiting Committee strongly encourages that all human resource functions currently assigned to the three sectors and separately to the central administration be consolidated into one office within the central administration of the University and established at a level of sufficient importance to influence and participate in human resources policy decisions, financial resource allocations, and strategic planning for the future improvement of the institution. Inherent in this suggestion is a recognition of the unique human resources needs to the Medical Center. These

needs should continue to be met through appropriate on-site human resources services offices.