End-of-Semester Report: Fall 2013

1. **Strategic Plan Officially Launched**
   In collaboration with President Capilouto and the executive team, the Office of the Provost officially launched UK’s strategic planning process. “see tomorrow: The University of Kentucky Strategic Plan” is focused on the guiding principles endorsed by the Board of Trustees at their October retreat:
   
   - Create a vibrant undergraduate learning community
   - Advance a high quality graduate and professional education portfolio
   - Cultivate a robust research environment
   - Develop a strong and sustainable UK infrastructure
   - Create a positive work environment for faculty and staff
   - Have a meaningful impact on the Commonwealth and the community

   Nearly 120 people, including faculty, students, and staff, are deeply engaged in working groups, exploring each of the six principles, while engaging the entire campus in open dialogue about the future of UK. The Plan will be developed over the next six months and will be taken to the Board of Trustees in June 2014 for ratification.

   More information on “see tomorrow: The University of Kentucky Strategic Plan” can be found here: [http://www.uky.edu/strategic-plan/](http://www.uky.edu/strategic-plan/)

2. **Second Phase of the Financial Model Design Begun**
   In collaboration the Executive Vice President of Finance and Administration, the Office of the Provost is collaborating with the campus in the development and implementation of UK’s new, values-based financial model. This semester, the campus entered the second phase of the model’s design, focusing on working with colleges and units to understand how the new financial model creates a more transparent flow of dollars and resources throughout the university. A weekly e-newsletter has been initiated to discuss major issues relative to the model and its implementation and a financial model website has been updated and expanded to provide a more robust resource for information and questions. Design work will continue in spring semester 2014.

3. **Dean Searches Underway**
   The Office of the Provost provided leadership in the searches for four Deans. Dr. Nancy Cox was hired as Dean of the College of Agriculture, Food, and Environment, and substantive progress has made in the searches for the Deans of Nursing, Design, and Health Sciences. The Provost also has initiated weekly communications with faculty and staff in each of those colleges to ensure transparency regarding the current searches.
4. Data Systems and Reporting Improvement Project Underway
The Office of the Provost collaborated with UK Information Technology and the UK International Center to launch a comprehensive exploration of data systems and how to improve them. This project will continue through next semester. Additionally, a new Institutional Research website has been launched as part of the effort to make data accessible: http://www.uky.edu/iraa/. A new executive dashboard is in the development phase and should be complete by March 2014. This dashboard will help keep track of improvements in quality in many academic areas and for the colleges.

Additionally, the Office of the Provost will be meeting with the UK Information Technology team in January to develop a full understanding of its project management system.

5. Enrollment Growth for Undergraduate Education Being Explored
The Office of the Provost formed a small task force to review all aspects of the enrollment and admissions process, with an eye toward the concepts of “growth with quality” and “continuous improvement.” An initial plan was developed in fall 2013. This task force is building an understanding of the various activities that are currently being done at UK and reviewing the activities that UK needs to add/change for enrollment growth. Additionally, undergraduate tuition discount will be reviewed for its effectiveness. This task force will be meeting throughout the next semester. Target enrollment for fall 2014 is 4800 first-year students and 5000 for 2015.

6. Retention Tactics Identified and Implemented
At the request of the President, the Provost assembled a task force to review the current state of retention and student success activities. This task force created a comprehensive retention and graduation tactical plan, including immediate action items and metrics. Under the leadership of Interim Associate Provost for Undergraduate Education, Ben Withers, implementation began immediately in the fall semester. The effectiveness of these items to date is currently under review. The report is available upon request from the Provost’s Office.

7. Living Learning Programs Expanded
At the direction of President Capilouto, UK is expanding Living Learning Programs from the current number of 13 to 19 by fall 2014. Additionally, some of the programs are expanding to include upper class students. These programs offer students a more focused learning environment alongside students with similar interests. With the Office of the Executive Vice President for Finance and Administration, the Office of the Provost, and the Office of the Vice President of Student Affairs are collaborating to lead this initiative with the Colleges as the university significantly expands its modern residential space for students.

Additionally, the Provost put together a task force of deans and associate deans to lay out the standards for quality for the Living Learning Programs. This task force is led by Ike Adams, Dean of the College of Social Work and Dan O’Hair, Dean of the College of Communication and Information.

8. Review of Financial Obligations
The Offices of the Provost, Vice President for Research, and Executive Vice President for Finance and Administration are conducting a review of prior year(s) outstanding financial commitments for faculty support, college support, research support, and scholarship support along with the multi-year tuition flow. This review is an important step in building a multi-year forecast.

9. Carnegie Community Engagement Classification in Progress
The Office of the Provost provided leadership for the kick-off of UK’s application for reclassification as a Carnegie Community Engagement institution. This project will continue through April 2014 with continued leadership and involvement by the Office of the Provost. This is an important reaccreditation for UK that focuses on service learning activities across campus.
10. **Benchmarking for Online Pricing Completed**

In collaboration with teams from Advanced Analytics, the Office of the Provost determined benchmarking for online pricing and is now in the process of determining policies for UK to adopt in this arena.

11. **Ranking Systems Being Investigated**

The Office of the Provost is currently exploring *U.S. News* and other rankings to determine how to effectively participate and improve in the various rankings.

12. **Academic Brand Initiative under Development**

In collaboration with the Office of Marketing and Communications, the Provost has begun a discussion with faculty, students and staff across the campus about UK’s academic brand – the areas of excellence that differentiate the educational experience at this university from other public, residential campuses. Marketers from across the campus – academic, athletics and UK HealthCare – have initiated a discussion about the potential for UK’s academic brand.

One focus group/listening session has been held with health-care executives. Several focus groups will be held in the spring semester with groups of faculty, students, and staff to continue the dialogue regarding the institution’s academic brand with the goal of finalizing one or multiple brand platforms commensurate with the adoption of the university’s strategic plan.

13. **Diversity and Inclusion Fostered**

This semester, working with the Offices of Institutional Diversity, Equal Employment, Human Resources, and General Counsel, the Office of the Provost kicked off an initiative to understand the status of diversity and inclusion efforts and where and how they can be enhanced.

Already, for example, the Provost’s Office began an audit of existing data related to women faculty. That examination will help guide a white paper being developed that will detail both UK’s progress – and the gaps that still need to be addressed -- as an institution in developing women in leadership.

Additionally, in coordination with the Vice President for Institutional Diversity, the Provost reassembled the Women’s Career and Leadership Development Group. This group focuses on the professional development of women faculty and senior-level women staff. Also, a professional leadership development program is in development by a group of senior women faculty. This program is tentatively scheduled to launch in May 2014. These activities were initiated at the request of many women faculty after meeting with the Provost in the fall semester.

It should also be noted that as part of the current planning process for “see tomorrow: The University of Kentucky Strategic Plan,” similar efforts will be underway to assess all dimensions of diversity and inclusion on the University of Kentucky campus.

14. **Internationalization Efforts Supported**

Over the past semester, the Office of the Provost directed a plan to increase international enrollment and to broaden efforts to offer students study abroad opportunities.

Additionally, an International Risk Task Force reviewed UK’s policies, processes, and risk coverage for all forms of international travel by the UK community. The task force provided recommendations to the Office of the Provost on a wide variety of topics, such as the risk plans and insurance coverage for all forms of international travel by faculty, staff, and students, the current policies and procedures surrounding international travel at UK, and the benefits available to employees traveling abroad. The Provost and the EVPFA are currently reviewing the recommendations made by the task force.
15. Plan for Continued Focus on Ethical and Legal Conduct Being Developed
In collaboration with the Offices of the President, EVPFA, General Counsel, and Communications/Marketing, the Provost’s office team contributed to a review of system-wide activities and how to continue to develop an ethical culture at UK. Building upon previous work in this area, an initial plan of action was developed and implementation in several areas began in fall 2013. This important implementation work will continue in 2014.

16. Mission and Vision for Provost’s Office Defined
Over the past semester, the senior leadership team of the Office of the Provost discussed and defined its vision and mission. The team rededicated itself to being a resource for the campus, one that empowers the work of faculty, staff, and students and that inspires and supports academic excellence at UK. A full overview of the Office’s mission and vision can be found here: http://www.uky.edu/provost/resource-entire-campus

17. Office of the Provost Restructured
This semester, the Office of the Provost was restructured to provide an even more intentional and focused approach to student success and advocacy for faculty and staff initiatives. The Office also reviewed roles and responsibilities to ensure clarity. The Provost’s team is now reviewing performance metrics to ensure that they align with, and bolster, the new structure and strategic priorities.

Additionally, an open position was used to fill the critical post of Executive Director of Strategic Planning. After an extensive search process, which was led by a committee, Kirsten Turner, who has served in senior leadership positions including Chief of Staff in the College of Arts & Sciences for the last nine years, will officially begin her work for the Office of the Provost on January 2, 2014.

Finally, the Associate Provost for Undergraduate Education position was posted in fall 2013. A search advisory committee recommended two finalists for the position. The Provost will interview these finalists in early January 2014 and make the final selection.

18. Communication and Collaboration Fostered
The Office of the Provost collaborated with UK’s Marketing and Communications team to create a comprehensive new communications plan. This included the launch of a dynamic new website – a much more effective tool for communication, collaboration, and information with the community: http://www.uky.edu/provost/.

The Office also aided in the creation of the new strategic planning website (http://www.uky.edu/strategic-plan/) and a new financial model website, which will go live in January.

Collaboration was also fostered through a series of individual meetings. Over the course of the semester, the Provost met with the Deans of each of the 16 Colleges and the libraries and graduate school to discuss the needs of their faculty, staff, and students. Throughout the fall semester and into the spring semester 2014, the Provost is meeting with the faculty of each of the Colleges.

Additionally, the Provost held regular monthly meetings with the Student Government Association President and Vice President to determine how best to advocate for students. The Provost meets monthly with the University Senate President and the Senate Council. The Provost also presented twice to the University Senate and once to the Staff Senate.

Regular meetings between the Provost’s Office team and department chairs are being added for spring 2014. Additionally, the Provost will be hosting open office hours monthly for faculty, staff and students.
19. Media and Outreach Activities Completed

The Provost participates in a wide range of media and outreach activities. Additionally, community members are encouraged to invite the Provost to their events: http://www.uky.edu/provost/about/invite-provost

Speaking Engagements; Meetings with Faculty/Staff. The Provost averages 4-5 public speaking events a month.

- Leadership development session for UK Healthcare
- Women & Philanthropy Network Annual Symposium
- College of Nursing Pinning Ceremony
- UK Libraries dedication ceremony
- Honors Program Induction Ceremony
- Rotary Day at the College of Agriculture, Food, Environment Ag Round-up
- UK Alumni Scholarship Reception
- College of Engineering Advisory Board Meeting
- College of Education Innovate to Learn Conference
- University Senate – presented twice
- Staff Senate Presentation
- Student Government Association Fall Forum Panel
- International Week Reception
- College of Education Faculty meeting
- College of Design Faculty meeting
- BIRCWH Scholars Monthly Forum
- New Faculty Orientation
- New Department Chair Orientation
- College of Medicine Faculty Council
- UK Libraries Faculty meeting
- “Making the Ask” Seminar
- GEM GRAD Lab
- Kick-Off for National Work & Family Month
- Front Line Fundraiser Forum
- College of Education Kick-off
- College of Fine Arts Faculty meeting
- Arts & Sciences Executive and Faculty Councils

Interviews/Press Releases/Articles. The Provost actively works with UK Marketing and Communications with external outreach.

- WUKY - Tom Godell – three interviews
- Banner Herald – Linda Blackford interview
- KET - Bill Goodman interview
- Kernel interview with President Capilouto
- UK at the Half – Carl Nathe
- COBRE Press Conference
- Harvard Business Review Article October 2013
Attendance at Events/External Meetings. The Provost attended a variety of external meetings and events throughout the semester.

- Meeting with Vice Mayor, Linda Gorton
- Meeting with Junior Achievement CEO
- CPE CCAO Meeting
- Bluegrass Higher Education Consortium
- Living Landscapes Welcome Dinner
- Campus Communicators Reception
- SEC Provosts’ Meeting
- UK Board of Trustees Meetings (September 10th, October 25th – 26th)
- Girl Scouts Women of Distinction Event
- Georgia Institute of Technology President’s Council meeting
- Lunch with Ambassador from Sri Lanka
- Meeting with the Governor and Secretary Lassiter
- iNET Advisory Board
- Governor’s Conference on Postsecondary Education – Conference on Postsecondary Education Trusteeship
- American Heart Association on-field presentation with Jim Ramsey (UK vs. Louisville)