

Minutes of the Board of Trustees Retreat  
University of Kentucky  
Thursday and Friday, October 18 & 19, 2018

The Board of Trustees of the University of Kentucky began its Retreat at 9:12 a.m. on Thursday, October 18, 2018, in the Recruiting Room at Kroger Field on the campus of the University of Kentucky, Lexington, Kentucky.

A. Members Present

The following members of the Board of Trustees were present: Jennifer Y. Barber, Claude A. “Skip” Berry, III, Lee X. Blonder, James Booth, E. Britt Brockman, Michael A. Christian, Angela L. Edwards, Cammie DeShields Grant, Robert Grossman, Michael Hamilton, David V. Hawpe, Kimberly McCann, Elizabeth McCoy, David Melanson, Derrick Ramsey, C. Frank Shoop, Sandra Shuffett, Robert Vance, Rachel Watts Webb, and Barbara Young. Carol Martin “Bill” Gatton was not in attendance.

The University administration was represented by President Eli Capilouto, Provost David Blackwell, Vice President for Research Lisa Cassis, Vice President for Institutional Diversity Sonja Feist-Price, Vice President for University Relations Tom Harris, Executive Vice President for Finance and Administration Eric Monday, Executive Vice President for Health Affairs Mark Newman, Vice President for Philanthropy Mike Richey, Chief of Staff Bill Swinford, and General Counsel William Thro.

Guests, other administrators, and members of the news media were also present throughout the Retreat.

B. Welcome and Opening Remarks

Chair Brockman welcomed the members of the Board of Trustees and introduced President Capilouto for opening comments.

The President discussed the evolution of opioid use and the numerous methods society has used to combat the epidemic. He referenced the assigned reading, *Dopesick*, by Beth Macy. “It’s a chronic disease and not a failure of judgement or character. The numbers continue to increase in Kentucky and by the time we finish tomorrow afternoon an estimated 250 people will die in this country of a drug overdose. Dr. Walsh will share with you the bipartisan support around this issue that has resulted in unprecedented funding by Congress. But there is not unanimity on how to treat the issue; that is left up to the community, and left up to us. As a University and a research institution, our role working in partnership with those on the front line, takes on an even greater importance. We recognize now, it will take dozens of micro-interventions to have a macro-effect and turn this epidemic around. As we say as part of our Capital Campaign, Kentucky Can - we can do this. I hope you’ll have confidence in what will be an uphill struggle after you hear from an incredible team of individuals today led by Sharon Walsh.”

### C. Retreat Summary

During the daylong program, experts from the University of Kentucky, partners around the state, and community members provided education, insight, and information concerning the opioid epidemic. Faculty from the colleges of Medicine, Public Health, and Nursing; and various departments at UK HealthCare covered topics ranging from prevention, treatment, and harm reduction; and highlighted programs that have been established to improve access to evidence-based treatment for opioid use disorder (OUD).

Sharon Walsh, director of the Center on Drug and Alcohol Research (CDAR) and professor of Behavioral Science, began by thanking the President and Board of Trustees for the opportunity to bring together experts around this issue. “Though the topic has been covered heavily in the news, and many people have been directly impacted by opioid addiction, many don’t know where and when the problem began.”

Attendees had the opportunity to hear from three survivors who have been directly impacted by the opioid crisis. Alex, Dan, and Heather spoke candidly about their experiences in active addiction and their paths to recovery.

A panel including Dr. Allen Brenzel, medical director for the Cabinet for Health and Family Services and associate professor of Psychiatry and Pediatrics at UK; Dr. Laura Fanucchi from the College of Medicine’s Division of Infectious Disease; Secretary John Tilley from the Kentucky Justice and Safety Cabinet; and Dr. Roger Humphries, chair of the UK Department of Emergency Medicine discussed how targeting the opioid epidemic in various settings is key to ending the stranglehold of the disease on communities. The panel discussed how addiction medication can be integrated into traditional health care settings through programs such as the First Bridge Clinic and the new UK Addiction Consult Service. Secretary Tilley focused on the criminal justice system’s role in providing care and opportunities for recovery, rather than arresting our way through the epidemic, “we have to reframe this debate and move it away from the criminal justice system.”

As the director of CDAR, Dr. Walsh leads a team of faculty members who conduct research on various aspects of OUD. “Medicine should be practiced in an evidence-based way,” she said. CDAR faculty presenting included:

- Dr. Jennifer Havens, associate professor in the Department of Behavioral Science, has led a study in Hazard to reduce rates of Hepatitis C through a treatment as prevention approach. Through a new National Institute of Health (NIH) funded study, Dr. Havens will provide free treatment to community members who are chronically infected with Hepatitis C.
- Dr. Michelle Lofwall, associate professor of Psychiatry, presented on research to develop new formulations and delivery methods of buprenorphine; one of the three medications used in evidence-based treatment of OUD.

- Dr. April Young, associate professor in the College of Public Health, presented on the Care2Hope study which is currently underway in Morehead. The study aims to reduce rates of HIV and Hepatitis C among people who inject drugs.

Information was provided regarding how the opioid crisis affects entire communities and entire families. Through the Perinatal Assessment and Treatment Home (PATHways) and Beyond Birth programs, pregnant and newly-parenting women are given a chance to succeed as parents and community members. The program incorporates the best practices in the field, adhering to federal guidelines for office-based buprenorphine treatment across the spectrum of care for women, and provides a comprehensive treatment program for a highly vulnerable population with substance use disorders. Women and their families are supported and advocated for through continuous levels of care, ranging from intensive medical care to sustained recovery. UK HealthCare also offers office-based opioid treatment programs, which link patients hospitalized with infections related to infectious diseases and chronic infections such as HIV. Dr. Agatha Critchfield, assistant professor of Obstetrics and Gynecology, and Dr. Kristin Ashford, professor and associate dean in the College of Nursing, discussed the program successes, the future, and Beyond Birth's upcoming expansion.

#### D. Summary and Future

"The opioid crisis is a multifaceted process impacting every aspect of society," Walsh said. "It's disrupting families, economies, healthcare systems, and communities, but through an approach targeted at expanding access to treatment, improving prevention efforts, treating opioid use disorder as the disease that it is, and reducing rates of the infectious diseases associated with OUD we can begin to turn the tide on this epidemic and heal our Commonwealth and nation."

The President thanked Dr. Walsh and all of the participants for their leadership and commitment to battling this crisis. "When Kentucky is hurting and too many people are dying, the University for Kentucky has to answer the call to heal and save lives. We've been doing it for 150 years and we need to do it now more than ever."

The President invited the attendees to a poster session that included 12 UK students who are working with UK's researchers and clinicians to create novel treatment approaches, make new drug discoveries, and research a variety of issues related to substance use disorders, including the opioid epidemic. The President encouraged the attendees to engage with the students during the session, ask questions, and encourage them as they continue their ground-breaking research along with their faculty mentors.

#### E. Strategic Plan Discussion

Chair Brockman introduced Provost David Blackwell for the University's Strategic Plan Year Three Update.

Provost Blackwell highlighted the first three objectives of the Strategic Plan including:

- Be the University of choice for aspiring undergraduate students within the Commonwealth and beyond, seeking a transformational education that promotes self-discovery, experiential learning, and life-long achievement.
- Strengthen the quality and distinctiveness of our graduate programs to transform our students into accomplished scholars and professionals who contribute to the Commonwealth, the nation, and the world through their research and discovery, creative endeavors, teaching, and service.
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Provost Blackwell discussed initiatives underway to reach these objectives, as well as the corresponding data including:

#### Objective One: Undergraduate Student Success

- Enhance the success of our increasingly diverse student body and help ensure timely degree completion and career planning through high-impact, student-centered support systems.
- Enhance students' learning and their preparation for contributing to a rapidly changing world as leaders and scholars through the provision of new and innovative curricular offerings and state-of-the-art teaching.
- Enrich students' undergraduate education through transformational experiences of self-discovery and learning.

Provost Blackwell reported that preliminary data reveals UK's retention rate trending up from 81.7% to 84.5% in the past three years with an overall goal of 90%. He highlighted that graduation rates also have increased over the past three years from 44.2% to 47.1% with a goal of 53% by the year 2020. However, the graduation gap for under-represented-minority (URM) students has grown from 13% to 14.2% exceeding the goal of 9.8%.

There was discussion regarding third-year retention rates declining, which Provost Blackwell explained was affected by students who graduate within three years verses the typical four. Trustee Grossman suggested the metric be updated to reflect that students are still graduating and not what the data illustrates as a declining retention rate in the third year. Trustee Young suggested adding a line item that would identify those students graduating in three years. Provost Blackwell agreed with their comments and offered to include additional data in the future that provides insight into this scenario.

Provost Blackwell continued his report highlighting that over the course of the 2017-2018 academic year, more than 200 faculty, staff, and students convened to participate in the University of Kentucky's first-year redesign effort – "Wildcat Foundations". The work was divided between

nine committees or dimensions, addressing the most important aspects of the first-year experience. Each dimension committee met independently to review a first-year survey instrument that captured the current impressions of students, faculty, and staff concerning the first-year experience at UK. These dimension committees then sought additional input that informed their deliberations prior to making recommendations that were reviewed by the group as a whole. The dimension committee reports were compiled into a final report that forms the basis of an action plan that will be used to improve the first-year experience at UK. This report includes more than 150 action recommendations that have been organized into the following first-year experience philosophies and next steps:

#### First-Year Experience Philosophy

- Engage students in their transition to University life.
- Embrace opportunities to promote intellectual and personal growth.
- Foster a sense of belonging, well-being, and community through curricular, co-curricular, and extracurricular activities.
- Offer a balance of support and challenges.

#### Next Steps

- Set first-year learning goals and outcomes.
- Develop and deliver faculty professional development.
- Review and assess practices for continuous improvement.

#### Objective Two: Graduate Education

Provost Blackwell continued his presentation by discussing the second objective of strengthening the quality and distinctiveness of UK's graduate programs in order to transform our students into accomplished scholars and professionals who contribute to the Commonwealth, the nation, and the world through their research and discovery, creative endeavors, teaching, and service.

Provost Blackwell discussed the initiatives underway to reach this objective along with corresponding data including:

- Recruit and retain outstanding graduate students from all backgrounds.
- Invest in graduate programs that have distinctive synergy with UK's research priorities and/or whose graduate students demonstrate excellence at the national or global levels.

- Elevate the quality and richness of the graduate student experience and increase the national competitiveness of UK's graduate programs.

Provost Blackwell reported the preliminary data reveals UK's doctoral program selectivity has been flat over the past three years from 29.4% to 30.5%, due in part to UK's recruiting processes which focus on recruiting a smaller number of students and discourages those students whose applications may not have a good chance of success.

Awarded graduate degrees have increased from 1,548 to 1,596, in the past three years with an overall goal of 1,639 by 2020, while Provost Blackwell reported the diversity graduate enrollment is stable with 200-300 African-American students enrolled out of 4,500 total students. Similarly, Hispanic-Latino student enrollment has grown from 130 to 150 students over the past three years.

Provost Blackwell discussed some innovations that are underway in graduate education including online master's degrees in Applied Statistics, which is ranked sixth in the nation by Best College Reviews and a Digital Mapping master's degree which aligns with the current workplace environment. Provost Blackwell discussed how UK has contracted with Burning Glass, a national leader in job market data and analysis, in order to use real-time information to track demand for programs, align those programs with what employers need, and give students a roadmap to a satisfying career. "We have begun using this data to develop new and innovative programs, especially at the master's level, and enhance UK's current degree and certificate programs."

Provost Blackwell discussed how UK is leveraging international partnerships with projects such as FastTrack pathways where the University works with colleges to articulate the graduate curriculum in key masters programs with strong undergraduate curricula at key partner universities outside the U.S. "This then provides a robust fast-track "pathway" for bright, well-trained undergraduates to be recruited to enter into and succeed in selected master's programs at the University of Kentucky." He continued by reporting the current agreements for programs within Gatton Business & Economics, Engineering, Medicine, Public Health, and the Martin School, with additional agreements in the pipeline for Gatton Business & Economics, Engineering, and Arts & Sciences.

### Objective Three: Outreach and Community Engagement

Provost Blackwell continued by describing the third objective of leveraging leading-edge technology, scholarship, and research in innovative ways to advance the public good and to foster the development of citizen-scholars; not only educating UK's students but educating citizens. Strategic objectives discussed:

- Renew our institutional commitment to promote the public good through the sustainable application of our expertise and resources to meet challenges and disparities associated with social, economic, environmental, educational, and health issues.
- Deepen student learning through community engagement.

Provost Blackwell reviewed the metrics for UK's outreach and community engagement structure pointing out there were an unknown number of spreadsheets and ad-hoc lists around campus where people kept their information regarding partnerships and community engagement activities. The goal was set to have a central hub for all engagement information with a baseline number estimated at 25+ partnerships and activities prior to 2016-2017. Three different databases were chosen to track faculty activity, student activity, and information regarding community based courses. As a result, Provost Blackwell reported that UK has seen a steady increase in faculty and staff outreach within the community, increasing numbers of community engagement opportunities for UK's students, and over 7,000 partnerships have been identified around campus.

Provost Blackwell discussed innovations that have been developed including digital badges for student engagement, or Badge Blue, that document student competencies in service engagement, civic engagement, and active citizenship students are gaining beyond the University campus. These badges allow students to highlight the skills they have developed that may not be readily available to potential employers on their resume's or transcripts. This data can be added to a LinkedIn account as certifications or to other social media accounts.

Provost Blackwell continued by describing three additional digital badges UK has developed to recognize students who complete specific guidelines. These badges provide tangible documentation of a student's movement along the Active Citizen Continuum, which is a theoretical approach to community service that promotes immersive service, education, and experiential learning initiatives. This continuum highlights the journey toward active citizenship through service, social awareness, social issues, education, and community-rooted engagement. The badges are run by the Center for Service-Learning and Civic Engagement within Student and Academic Life (SAL).

Provost Blackwell announced, in addition to the digital badges, the University of Kentucky is now officially a Peace Corps Prep partner with the Peace Corps, which is a new program in development for undergraduate students to build student competencies desired by the Peace Corps including: sector-specific skills, foreign language proficiency, intercultural competency, and professional savvy and leadership. The program integrates coursework with hands-on experience and professional development; and upon completion, students receive a certificate from the Peace Corps and gain a competitive edge when applying for Peace Corps service. Provost Blackwell stated "We are excited because this program will give interested students a way to systematically build their skills for a range of future work in international service."

Trustee McCoy applauded the programs described by Provost Blackwell and looks forward to hearing more about the quantity of students participating.

Provost Blackwell introduced Vice President for Institutional Diversity Sonja Feist-Price to discuss the diversity and inclusion portion of the Strategic Plan.

#### Objective Four: Diversity and Inclusivity

Dr. Feist-Price stated the fourth objective of the Strategic Plan is to enhance the diversity and inclusivity of the University community through recruitment and retention of an increasingly

diverse population of faculty, administrators, staff, and students. Additionally, the University strives to implement initiatives that provide rich diversity-related experiences for all to help ensure their success in an interconnected world. “We believe it is important for our students to engage with each other irrespective of their differences. We know when students engage with individuals different than themselves, they learn things about the world and other’s lived experiences that they would not know otherwise.”

“Not only is diversity and inclusion very important to our campus, but creating a community of belonging is equally important. What is most important is creating that community of belonging and when that happens students are more likely to engage and feel a sense of ownership of this campus community. It helps to ensure that we will retain our students and they will successfully persist throughout their college experience.” Dr. Feist-Price discussed the initiatives to reach these objectives, as well as the corresponding data including:

- Foster a diverse community of engaged students.
- Improve workforce diversity and inclusion.
- Engage diverse worldviews and perspectives by increasing awareness of diversity and by communications across campus that address these issues.

Dr. Feist-Price discussed the metrics that have occurred over the past three years with regard to diversity and inclusivity with respect to the University’s goals. She began by highlighting the 2020 goal for enrollment of URM students of 16.2%, which the University has slightly exceeded with 16.5%. With respect to URM graduate students, the current enrollment is 10.3% with a 2020 goal of 11.8%.

Dr. Feist-Price continued by highlighting the current graduation rates of URM students as 54.2% and the previous year rate of 51.9% with a goal of 60.2% by 2020. “So we are making significant strides toward achieving our goals for diversity as it relates to graduation.” She continued by discussing the graduation gap among African-American students by highlighting the 2018-2019 achievement gap of 16.3% which is an improvement from the year prior with 17.9%. With the Hispanic student population the achievement gap is currently 2.9% where last year it was 6.1%. With regard to students of two or more races the gap is currently 10.2%; last year it was 10.6% but Dr. Feist-Price pointed out that UK was just beginning to collect data for the graduation rate and achievement gaps for those students representing the two or more races category.

Dr. Feist-Price discussed the masters and doctoral percentages and pointed out the difference can be as small as one or two students who decide to take fewer classes that can affect the data. She announced the data for faculty, executives, and staff will not be available until November. Trustee Grossman requested in the future if the metrics could include specific numbers in addition to the percentages. Dr. Feist-Price agreed this information will be included in the future.

She continued by highlighting some achievements as it relates to diversity and inclusion: the University of Kentucky as the #1 producer of degrees for African-American students in the state of Kentucky; and over the past year UK graduated one quarter of all African-American



students within Kentucky. Since 2011, nearly half of all African-American students with a bachelor's degree graduated from the University of Kentucky. Additionally, UK has gone from 196 African-American undergraduates graduating in 2011 to 312 graduates in 2018. "While there is much work to be done, we do recognize and celebrate the fact that we have made significant strides not only recruiting, retaining, and helping our students to persist but also helping to ensure that our students graduate."

Dr. Feist-Price highlighted a number of efforts that are currently underway throughout UK's campus community to improve diversity, inclusion, and belonging.

#### Culture of Conversation: "Exploring Invisible Issues"

She explained how President Capilouto encouraged planning a series of events that would represent a deeper, sustained engagement of students and faculty in meaningful conversation. "While the "one off" forums have been very successful, a sustained program offers the potential for more profound, ongoing conversations that should be the hallmark of a college education." Dr. Feist-Price explained the Culture of Conversation Initiative is running as a pilot program in the 2018-2019 Academic Year. The foundation of the series is made up of student teams, each having no more than 10 participants, with a faculty advisor, and access to a panel of faculty "experts." The topic chosen by the students is the concept of "Exploring Invisible Issues," or problems that may not be visible to others. Those themes may include: food insecurity, mental health, sexual assault, and financial need or social class. The plan includes forming a reading list or syllabus around "Exploring Invisible Issues" and building in a social media component and a concurrent podcast. The program will engage students in planning at least one large, campus wide event that will occur in March 2019 and include a forum where students pitch their suggestions to President Capilouto, Provost Blackwell, and other leaders.

#### Critical Conversations on Race and Teaching

Dr. Feist-Price continued by discussing conversations that occurred in response to the ongoing controversy over the Depression-era mural in Memorial Hall. The Center for the Enhancement of Learning and Teaching (CELT) initiated a series of workshops and discussions that promoted and fostered inclusivity in the classroom. CELT has continued this series, Critical Conversations about Race and Teaching, and its partnership with Dr. DaMaris Hill, assistant professor of English and African American and Africana Studies. As CELT's scholar-in-residence, Dr. Hill facilitated the first series of events in 2016. She is providing offerings in the series this semester, as well. Dr. Ashley Sorrell, faculty instructional consultant for CELT, also is providing a series of workshops on inclusive teaching for graduate teaching assistants campus-wide and for the College of Arts and Science's TA Learning Communities on inclusivity. "This supports the initiatives of creating learning communities and fostering belonging, universal design for learning, and facilitating, managing, and responding to difficult dialogues."

#### Faculty Learning Communities: Teaching Veterans

Dr. Feist-Price described the Student Veterans Faculty Learning Community (FLC), which was initiated to identify and evaluate best practices for integrating military veterans with traditional

students in first-year university courses. The Community consists of 14 participants from the colleges of Arts & Sciences, Engineering, Communication, Nursing, Education, and Law plus the director of the Veterans Resource Center. The goals of the FLC are to produce a best practices document that provides integration techniques suitable and relevant across disciplines and to educate faculty at the University of Kentucky and in the Commonwealth of Kentucky by disseminating findings for the benefit of all incoming students. The FLC's work began in fall 2017 and will continue through spring 2019.

### Faculty Learning Communities: Teaching for Equity

Dr. Feist-Price continued by describing the Teaching for Equity Faculty Learning Community that provides faculty, staff, and lecturers an opportunity to engage in interdisciplinary and intersectional exploration of equitable pedagogy. The FLC includes 12 faculty members representing the colleges of Arts & Sciences, Communication, Social Work, Law, Medicine, among others. There are three staff members also involved who represent Residence Life, UK Libraries, and UK's Unconscious Bias Initiative. Dr. Feist-Price pointed out that one of the primary intentions for this learning community is to focus on ways to critically interrogate and effectively destabilize privilege in the classroom. The FLC's work began in spring 2018 and will continue through spring 2019. Participants are currently planning and coordinating media outreach through student and faculty interviews. Their work will culminate in a Teaching for Equity symposium that will bring together faculty and students in a discussion on inclusivity on campus. The FLC received financial support from the Office of Institutional Diversity, the Graduate School, UK Libraries, and 12 colleges.

Dr. Feist-Price discussed the leadership development programs including: Chairs Academy, Bluegrass Higher Education Consortium, Academic Leadership Academy, and the Women's Executive Leadership Development Program (WELD). Since 2012, Dr. Feist-Price highlighted that UK has had 260 faculty participate, 62% Women and 10% URM, reflecting an approximately 50% increase above baseline in both categories. In addition, the Southeastern Conference Academic Leadership Development Program was discussed. UK has had 33 Fellows complete the program, not including this year's four Fellows. Of this number, 62.2% of the Fellows are women and 18.9% are URM, with 76% holding executive positions.

Trustee Young asked if there was any special outreach or counseling for URM students on campus. Dr. Feist-Price explained within the Stuckert Career Center there is a designated counselor who is assigned to the Office for Institutional Diversity. This counselor is specialized in the particular needs of first-generation, PELL eligible, and URM students, developing programming for those students in order that they can be successful. Dr. Feist-Price also described a leadership development program underway for students that will include a number of modules around critical issues that will help ready them for the world of work and encourage them to seek internships and other shadowing and learning opportunities. "We recognize some of these students have not had the role models to prepare them for their careers. Because of this, the University is being very intentional in our efforts to prepare these students for their future."

Trustee McCoy recognized the national issue of sexual assault and asked how the University is handling this issue on campus. Dr. Feist-Price discussed the Violence Intervention

Prevention (VIP) Center on campus which handles UK's sexual assault issues and training, including by-stander training. She highlighted that the Center helps students understand the importance of speaking up and not staying quiet when they see something that may be considered sexual assault. "The VIP Center is ensuring everyone including students, faculty, and staff are equipped regarding these issues and understand the ways in which they should get involved." She continued by recognizing UK's VIP Center which won national recognitions for its best practices with by-stander training as well as equipping UK's students with the requisite skills needed to help prevent sexual assault.

Trustee Blonder questioned the data presented with respect to URM representation and graduation rates, citing a Herald-Leader article from September which reported on a national assessment that scored UK with a C in representation and an F in graduation rates. President Capilouto pointed out, "this is a reminder of how you should look closely at scorecards like this." The President pointed out how the University of Kentucky has the highest graduation rate of all students in the Commonwealth and the second highest graduation rate for African-American students; differing from the university in first place by only two percentage points. The President discussed the conflicting data and how the scorecard used in the Herald-Leader article was not the most robust or most valid measure.

#### Objective Five: Research and Scholarship

The Strategic Plan discussion continued with Vice President for Research Lisa Cassis thanking the President for his passion for reducing the opioid epidemic and giving the researchers and faculty an opportunity to focus on this topic at today's Retreat. She also thanked and recognized Dr. Walsh for her leadership and the incredible presenters, UK faculty clinicians, state partners, and the trainees who presented.

Dr. Cassis continued by outlining the Strategic Plan's fifth objective which was demonstrated during the Retreat - expand UK's scholarship, creative endeavors, and research across the full range of disciplines, and to focus on the most important challenges of the Commonwealth, the nation, and the world. She detailed the four initiatives that support this objective:

- Invest in UK's existing strengths and areas of growth in selected focus areas that benefit and enrich the lives of the citizens of the Commonwealth and beyond.
- Recruit and retain outstanding faculty, staff, and students who support our research and scholarship across the range of disciplines at the University.
- Improve the quality of the research infrastructure across campus.
- Strengthen engagement efforts and translation of research and creative work for the benefit of the Commonwealth of Kentucky, the nation, and the world.

Dr. Cassis focused on the total research and development expenditures data, which is maintained by the National Science Foundation for institutions of higher education and allows UK

to benchmark with peers. She detailed the baseline of \$328.2 million as of 2016-2017, which is the data that has been submitted to the survey, and how UK currently has \$378.4 million in research and development expenditures. This exceeds the 2020 goal of \$368 million.

Dr. Cassis highlighted the National Institutes of Health (NIH) grants that support a lot of the research that was presented at the Board Retreat, and is within the College of Medicine under the leadership of Dean Robert DiPaola. In 2016 NIH funding to the College of Medicine researchers was approximately \$67 million and in a two year window that research funding has increased to nearly \$103 million, which is a 50% increase in a two year period. Dr. Cassis pointed out, as the expenditures grow, licenses and other parameters will grow.

Dr. Cassis continued by highlighting some research scholarships and extramural funding occurring on campus including faculty excellence and research funding success. She pointed out Dr. Guigen Zhang, a professor and associate chair of Department of Bioengineering at Clemson University, joined the University of Kentucky College of Engineering as the inaugural F. Joseph Halcomb III, M.D. Chair in Biomedical Engineering, and the department chair of the F. Joseph Halcomb III, M.D. Department of Biomedical Engineering (BME). The endowed chair is part of a \$7 million commitment from alumnus Joe Halcomb and his wife, Joani, announced in April 2016.

Dr. Cassis described Zhang as a fellow of the American Institute for Medical and Biological Engineering, and a national leader. He currently serves as the executive editor of Biomaterials Forum, and the president of the Institute of Biological Engineering. Zhang pursues research to advance biomedical engineering and innovation through utilization of integrated investigative approaches based on coupled experimentation and computation. He has published extensively in the areas of biomechanics, biomaterials, and biosensors. She described how his research has been funded by diverse funding sources ranging from federal agencies such as National Institutes for Health and National Science Foundation, to private foundations like the Bill and Melinda Gates Foundation, to venture groups and major industry.

Dr. Cassis continued by highlighting a computer science cluster hire which occurred during the summer of 2017, where the Department of Computer Science at the University of Kentucky hired four new assistant professors, all with research backgrounds in areas connected to the “Internet of Things” (IoT) a term that has quickly gained cultural currency as the newest versions of our things - cars, appliances, power grids, and more, and has been given the power to communicate with other technology.

The cluster hire includes: Corey E. Baker, whose research interests include block chains, smart cities, and device-to-device communication and security; Simone Silvestri, who focuses on smart grid security, network management, and cyber-physical-human systems; Hana Khamfroush, who studies interdependent networks and distributed analytics and was named a rising star in electrical engineering and computer science by MIT and Carnegie Mellon University in 2015 and 2016; and Brent Harrison, who spent two years as a post-doctoral researcher in Georgia Tech’s Entertainment Intelligence Lab where he researched the novel application of stories to reinforcement learning.

Dr. Cassis highlighted research funding successes including the Markey Cancer Center, which earned a \$10.8 million renewal of its designation as a National Cancer Institute-designated (NCI) Center, the only cancer center in Kentucky with this designation; and a prestigious \$3.7 million grant awarded by the American Heart Association to create a center, within a national network, focused on the impact of gender on the development and treatment of aortic diseases.

Dr. Cassis discussed the new Research Building and how labs, faculty, and departments are currently moving in with new recruits arriving in December. “We anticipate this building will have an immense impact on how we recruit and retain our talent and how we grow our research enterprise.”

Trustee Ramsey asked Provost Blackwell why the African-American faculty goal of 6.9% was not higher or at least equal to the representation in the state of almost 9%. Provost Blackwell responded that the 6.9% is based on availability of African-American faculty nationwide and is also benchmarked against other institutions.

Trustee Hamilton asked if the first-generation student metric could be applied to graduate student data. Provost Blackwell explained that the undergraduate data is more available to capture from undergraduate financial aid forms, where graduate students tend to come to the University later in life and the first-generation status would be more difficult and cost prohibitive to gather.

Trustee Shuffett asked if students transferring to UK from Bluegrass Community and Technical College are tracked, and how are they doing relative to the other students. Provost Blackwell did not have that specific data, but offered to get the information to her.

#### F. Adjournment

With no further questions, the Board of Trustees adjourned at 5:00 p.m.

### **Friday, October 19, 2018**

The Board of Trustees began its second day at 9:29 a.m. in the Recruiting Room at Kroger Field on the campus of the University of Kentucky, Lexington, Kentucky.

Chair E. Britt Brockman called the meeting to order and asked Trustee Angela Edwards, secretary of the Board, to call the roll.

#### A. Roll Call

The following members of the Board of Trustees were present: Jennifer Y. Barber, Claude A. “Skip” Berry, III, Lee X. Blonder, James Booth, E. Britt Brockman, Michael A. Christian, Angela L. Edwards, Cammie DeShields Grant, Robert Grossman, Michael Hamilton, David V. Hawpe, Kimberly McCann, Elizabeth McCoy, David Melanson, Derrick Ramsey, C. Frank Shoop, Sandra Shuffett, Robert Vance, Rachel Watts Webb, and Barbara Young. Carol Martin “Bill” Gatten was not in attendance.

Secretary Edwards announced a quorum was present.

The University administration was represented by President Eli Capilouto, Provost David Blackwell, Vice President for Research Lisa Cassis, Vice President for Institutional Diversity Sonja Feist-Price, Vice President for University Relations Tom Harris, Executive Vice President for Finance and Administration Eric Monday, Executive Vice President for Health Affairs Mark Newman, Chief of Staff Bill Swinford, and General Counsel William Thro.

The University faculty was represented by Chair of the University Senate Council Jennifer Bird-Pollan, and the University staff was represented by Chair of the Staff Senate Jon Gent.

Guests, other administrators, and members of the news media were also present throughout the Retreat.

#### B. Chair Report

Chair Brockman reported that there had been no petitions to address the Board since the last Board of Trustees meeting and stated that the minutes of the September 14, 2018, Board meeting had been distributed. Trustee Christian moved approval of the minutes and Trustee Ramsey seconded the motion. With no discussion, the minutes passed without dissent.

Chair Brockman yielded the floor to President Capilouto for a wrap-up of the previous day's Retreat.

#### C. Retreat Wrap-Up

The President began, "Too often we think of and conceptualize drug addiction abuse and use disorders as diseases that afflict a certain type of person - irresponsible, delinquent, from a broken family, as the cliché often depicts. Clearly after spending a day with patients, clinicians, scientists, and experts we know that is not the case. We listened to patients bravely tell their story sharing their darkest and most vulnerable moments. As I listened to many of our Trustees last night, I know those words will forever echo. They are us; we all have children, and we've been children. We have brothers, sisters, parents, uncles, aunts, cousins, and friends. Who does not know someone that has been touched by this scourge?"

We saw how drug addiction does not discriminate and we must be certain that we will not discriminate when it comes to treatment, justice, and compassion. Such an insidious illness latches onto its victims in the most innocent of circumstances, in every neighborhood, and in every community. It can result from injury or standard medical procedure. It is a chronic brain disorder and disease that is blind to economic standing, race, gender, and perspective. It is, as we all know now, an equal opportunity plague and its vice takes hold and doesn't let go until often, the victim's final breath.

We have an international leader in Dr. Sharon Walsh and the creative researchers and clinicians who devote their careers, their lifetimes, their nights, and their weekends to battle this

opioid crisis. They are the heroes of the front line. We heard from incredible partners from health care, criminal justice, and social services.”

The President continued, “The scope of this crisis illustrates what has to be a holistic, complex, and multidisciplinary response to fundamentally change the trajectory of this epidemic. It's going to take micro-interventions for a macro-effect, but we have the capacity, talent, and infrastructure. We educate the workforce and yesterday we spent time with those young bright minds that shared with you the questions they are trying to answer as they made their poster presentations. You can see that there's another generation ready to follow Dr. Walsh and her colleagues to make this a better place to keep us as a healthy heartbeat of our economy, to answer the questions of our day, to make us be our best selves. We must be the University for Kentucky. The call is clear. We must answer the call. We cannot fail.”

#### D. President's Report

The President continued his report by recognizing the success of UK's health enterprise as recognized by UK HealthCare's 2018 Rising Star Award recently awarded at the Vizient Clinical Connections Summit. The Award recognizes recipients for making significant improvements in year-over-year rankings. President Capilouto introduced Executive Vice President of Health Affairs, Dr. Mark Newman for remarks.

Dr. Newman recognized the great team responsible for this award. He highlighted how UK is ranked in the top 25 hospitals in the country for quality, which is an increase in 25 places from the previous year. “We are excited and proud about this distinction, but not satisfied. We want to continue to improve and be a top 10 quality hospital in these rankings. We are putting the infrastructure in place in order to achieve and sustain this performance improvement.” Dr. Newman was recognized with a round of applause.

President Capilouto continued by highlighting several important announcements and openings across campus and the Commonwealth including the opening of the \$265 million multidisciplinary research building that will foster collaboration across disciplines, and the grand opening of UK's new College of Medicine campus in Bowling Green, which is a partnership with the Medical Center of Bowling Green, and Western Kentucky University. The President also discussed the announcement of a federal grant with a potential value of \$3.5 million from the National Institute of General Medical Sciences to accelerate commercialization of biomedical technologies. The grant is in partnership with the University of Louisville, West Virginia University, and XLerate Health.

President Capilouto continued his report by discussing two community spaces dedicated to student life and support that opened in the Gatton Student Center. These spaces include: the Martin Luther King Cultural Center, where the President welcomed its new Director, Jason Brooks; and the Dinkle-Mas LGBTQ Resource Center. “I hope you are proud of our University, and the bold and compassionate commitment we make to ensure a healthier future for our state. It takes us all to have great days like the ones I've just shared with you.”

E. Appointment of Trustees to the Mining Engineering Board of Directors (CR 1)

Chair Brockman stated that CR 1 was the recommendation that the Board of Trustees approve the appointment of Jim Booth and Kimberly McCann as Trustee members to the University of Kentucky Mining Engineering Foundation Board of Directors for two-year terms ending September 30, 2020.

Trustee Hawpe moved approval of CR 1. Trustee Vance seconded the motion and it passed without dissent. (See CR 1 on the Board of Trustees website, [www.uky.edu/Trustees](http://www.uky.edu/Trustees), under agenda.)

Appointment of Trustee to the Kentucky Research Board of Directors (CR 2)

Chair Brockman stated that CR 2 was the recommendation that the Board of Trustees approve the appointment of Michael Christian as a Trustee member to the University of Kentucky Research Foundation Board of Directors for a three-year term ending September 30, 2021.

Trustee Melanson moved approval of CR 2. Trustee Grossman seconded the motion and it passed without dissent. (See CR 2 on the Board of Trustees website, [www.uky.edu/Trustees](http://www.uky.edu/Trustees), under agenda.)

F. Executive Committee Report

Chair Brockman reported that the Executive Committee met earlier this morning to continue the discussion of the President's 2017-18 evaluation.

Senate Council Chair Jennifer Bird-Pollan presented the results of the annual faculty survey conducted by the Senate Council. The Committee also reviewed the results of the constituent surveys.

Chair Brockman reminded the Board they approved the continued use of an evaluative instrument specifically for members of the Board at the June 2018 meeting. At the conclusion of today's Board meeting, the questionnaire will be sent to Trustees. The answers on this qualitative survey will be informed by the results of the constituent surveys, Strategic Plan documents, and President Capilouto's self-evaluation, along with Trustee's personal observations. The compiled results will be presented at the next Executive Committee meeting in December. Chair Brockman called on the President for the introduction of PR 2.

G. Candidates for Degree (PR 2)

President Capilouto stated that PR 2 was the recommendation that the President be authorized to confer upon each individual whose name appear on the attached list the degree to which they are entitled, upon certification by the University Registrar that the individuals have satisfactorily completed all requirements for the degree for which application has been made and as approved by the elected faculty of the University Senate and the Academic and Student Affairs Committee of the Board of Trustees.



Trustee Barber moved approval of PR 2. Trustee McCoy seconded the motion and it passed without dissent. (See PR 2 on the Board of Trustees website, [www.uky.edu/Trustees](http://www.uky.edu/Trustees), under agenda.)

H. Appointment to Board of Directors University of Kentucky Gluck Equine Research Foundation, Inc. (PR 3)

President Capilouto stated that PR 3 was the recommendation that the Board of Trustees approve the following appointments to the Board of Directors of the University of Kentucky Gluck Equine Research Foundation:

Michael Banahan and Benny Bell Williams for four-year terms, ending June 30, 2022.  
Chauncey Morris and Jamie Eads for four-year terms, ending October 17, 2022.

Trustee Booth moved approval of PR 3. Trustee Blonder seconded the motion and it passed without dissent. (See PR 3 on the Board of Trustees website, [www.uky.edu/Trustees](http://www.uky.edu/Trustees), under agenda.)

I. University of Kentucky HealthCare Disparities Initiative (Research Building 2 – Phase II) (PR 4)

President Capilouto stated that PR 4 was the recommendation that the Board of Trustees approve the initiation of the University of Kentucky HealthCare Disparities Initiative Capital Project.

Trustee Hawpe moved approval of PR 4. Trustee Young seconded the motion and it passed without dissent. (See PR 4 on the Board of Trustees website, [www.uky.edu/Trustees](http://www.uky.edu/Trustees), under agenda.)

J. Naming of University Facility (PR 5)

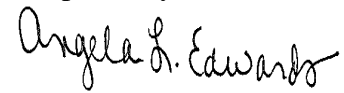
President Capilouto stated that PR 5 was the recommendation that the Board of Trustees approve the naming of the Baseball Facility Capital Project, home to the University of Kentucky baseball team, as “Kentucky Proud Park”.

Trustee Ramsey moved approval of PR 5. Trustee Hamilton seconded the motion and it passed without dissent. (See PR 5 on the Board of Trustees website, [www.uky.edu/Trustees](http://www.uky.edu/Trustees), under agenda.)

K. Adjournment

With no further questions or discussion, the Board adjourned at 9:50 a.m.

Respectfully submitted,

A handwritten signature in black ink that reads "Angela L. Edwards". The signature is written in a cursive style with a large initial 'A' and a distinct 'L'.

Angela Edwards  
Secretary, Board of Trustees

(CR 1, CR2, PR 1, PR 2, PR 3, PR 4, and PR 5 are official parts of the Minutes of the meeting)