

Minutes of the Board of Trustees Retreat  
University of Kentucky  
Thursday and Friday, October 17-18, 2019

The Board of Trustees of the University of Kentucky began its Retreat at 8:32 a.m. on Thursday, October 17, 2019, in the Woodford Reserve Club at Kroger Field on the campus of the University of 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, Joe Bowen, E. Britt Brockman, Michael A. Christian, A.C. Donahue, Cammie DeShields Grant, Robert Grossman, Michael Hamilton, Kimberly McCann, Elizabeth McCoy, David Melanson, Derrick Ramsey, Sandra Shuffett, Robert Vance, Rachel Watts Webb, and Barbara Young. C. Frank Shoop and Cathy Black arrived prior to lunch. 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, Chief of Staff Bill Swinford, and General Counsel William Thro.

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

B. Welcome and Opening Remarks

Chair Vance welcomed the members of the Board of Trustees and guests from across campus. "Each year since President Capilouto arrived at UK, we have come together in the fall for a retreat. It is a time, with our President and his team, to reflect on progress made, assess the work and challenges that loom large, and dream and plan what is possible at this University we serve. I hope today's activities and dialogue, will inform and guide the work we will do together over the next year." Chair Vance introduced President Capilouto for opening comments.

The President welcomed the guests from around campus and highlighted two events that occurred during the previous weeks at the University of Kentucky including the HEALing (Helping End Addiction Long-term) Communities Study celebration, which was attended by multiple federal and local officials; and the Lyman T. Johnson Torch of Excellence Awards Luncheon which unveiled a portrait produced by the grandson of Mr. Johnson who was the first African-American to attend UK. The piece is a collage portrait of an upbeat, older Mr. Johnson, but upon closer inspection of the collage, the

viewer will see it is compiled of pieces of hate mail received by Mr. Johnson, along with various photos and other historical documents from throughout his life.

The President then introduced Provost David Blackwell to discuss the Strategic Plan update.

Provost Blackwell thanked the administrators, faculty, staff, and students from around campus who were participating in the daylong activities to share their voices and ideas with the Board of Trustees concerning where UK is today and where they see the University in the future. UK is in the final year of its current five-year Strategic Plan, a period in which UK has reached historic highs in retention and graduation rates, research expenditures, and levels of diversity among its students; key milestones informed by goals and metrics contained in the current Plan.

Provost Blackwell reported on transformed spaces, programs, and processes at the University of Kentucky that have increased new academic opportunities, such as the development of 47 new degrees and certificates in the last two years; two new College of Medicine campuses; and 22 new online program offerings. Since 2018, new and diverse leadership has increased with the appointment of 14 academic leaders, 28 percent of them African-American and 50 percent women. In addition, technology-savvy and data-infused operations have been created, such as the Smart Campus Initiative, UK LEADS (Leveraging Economic Affordability for Developing Success) and Persistence Grants, and a recruitment strategy based in real-time analytics.

Provost Blackwell updated the Board on student success including the first-generation, first-year student cohort enrollment increase from 5,077 in fall 2018 to approximately 5,400 in fall 2019 (6.4 percent increase); a record first-year retention rate for the fall 2017 cohort (84.5 percent) and the fall 2018 cohort (85 percent); and records for overall six-year graduation rate (66.1 percent), graduation rate for underrepresented-minority students (56 percent), and graduation rate for low-income students (54.5 percent).

Provost Blackwell continued by reporting on belonging and inclusiveness initiatives, including cluster hires in African-American and Africana Studies; greater collaboration between UK's Faculty Advancement and Office for Intentional Diversity; and increased resources for hiring minority faculty. Provost Blackwell also shared some national recognitions UK has received including INSIGHT into Diversity's Diversity Champion, Forbes Magazine's Best Employers for Diversity, and Top 30 Campus for LGBTQ\* Inclusion and Safety from the Campus Pride Index.

Provost Blackwell highlighted research success including the NIH HEALing Communities grant (\$13.9M), the James B. Beam Institute for Kentucky Spirits (\$5M), and the NIH Genome-wide associated studies on Alzheimer's disease patients (\$3.9M). He also discussed the criteria for priority areas of research including local relevance, existing strength, diversity of disciplines, impact on the Commonwealth, and sustainable research funding.

### C. Retreat Activities

The President introduced Chief Partner Officer Sally Amoruso with the Educational Advisory Board (EAB) to facilitate the daylong discussion designed to encourage thinking about challenges, opportunities, and obstacles confronting higher education in the 21<sup>st</sup> century.

Ms. Amoruso led the attendees through rotating discussion groups with each group hosted by two Trustees. These groups included UK staff, students, and faculty who participated in three future-focused scenarios that encouraged the expansion of the range of available strategies; the avoidance of the pitfalls and blind-spots in traditional strategic planning; and the consideration of how best to develop a campus that accommodates the learning and career needs of tomorrow's undergraduate, graduate, and professional students.

The groups discussed and reported out challenges such as changing demographics; rapidly developing technology that is transforming how education is delivered; expectations of students and families; and evolving needs of businesses, government, and nonprofits that are demanding students come to them job-ready with adaptable skills.

### D. Adjournment

The Board of Trustees Retreat adjourned at 4:47 p.m.

### **Friday, October 18, 2019**

Chair Bob Vance called the meeting to order 9:30 a.m. and introduced the President for a Retreat wrap-up.

President Capilouto described how this year's Retreat was meant to provide an experience for the Board in preparation for developing a strategic vision and plan that "meets our students where they are and gets them to where Kentucky needs them to be."

He continued by sharing general themes that emerged from the Retreat, which, when combined with the University's essential missions of research and service, will lay the foundation for UK's next Strategic Plan. Key themes included:

- Tailor High-Impact, Goal-Oriented Experiences
- Constantly Evaluate and Cultivate Tools for Success
- Make Academics Challenging; Navigation Easy
- Redefine Achievement and Consistently Reward It
- Leverage the Value of Diversity

- Harness the Power of Technology
- Engage Within and Beyond the Campus
- Prepare For First Job and Next Job

"Our campus is committed to thinking more creatively about our work and to plan differently for our future. The time has come to cast aside the tired and numbing routines of planning that lead to generic and uninspired results. The time has come to commit ourselves instead to new approaches as we seek new solutions. The time has come to plan not for what is, but for what is next."

The President invited Provost Blackwell to the podium for comments. Provost Blackwell thanked the staff from EAB. He announced a new Strategic Plan will be developed in consultation with faculty and the entire campus over the next few months. The UK Board will review and adopt the plan in spring 2020. Blackwell explained UK's deans and academic leadership will meet later this month for a planning session around the development of the Strategic Plan.

"The Board has articulated a compelling vision and principles to guide our path over the next several years," Blackwell said. "Now, our campus community must go to work to take the framework and develop it into an ambitious, but achievable, plan that informs our work on behalf of our students, faculty, staff, and the Commonwealth that we serve."

Chair Vance called the Board meeting to order at 10:00 a.m. and asked Trustee Cammie Grant, 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, Cathy Black, Lee X. Blonder, Joe Bowen, E. Britt Brockman, Michael A. Christian, A.C. Donahue, Cammie DeShields Grant, Robert Grossman, Michael Hamilton, Kimberly McCann, Elizabeth McCoy, David Melanson, Derrick Ramsey, C. Frank Shoop, Sandra Shuffett, Bob Vance, Rachel Watts Webb, and Barbara Young. Carol Martin "Bill" Gatton was not in attendance.

Secretary Grant 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.

#### B. Chair Report

Chair Vance 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 13, 2019, Board meeting had been distributed. Trustee Shuffett moved approval of the minutes and Trustee Melanson seconded the motion. With no discussion, the minutes passed without dissent.

Chair Vance introduced General Counsel Bill Thro to discuss two documents circulated to the Board. The first document was an annual proof of receipt form certifying that the Board had received an updated copy of "Your Duty Under the Law", as well as a document reflecting updated statutes relevant to the work of the Board. This year's updates concerned the management of open records. Mr. Thro detailed the comprehensive system the University uses with open record requests.

The second document was from United Educators, the University's outside insurance company, and included a series of questions that Board members may consider asking of the administrations they oversee. General Counsel Thro explained the circulation of this document to the Board of Trustees was a condition of renewing UK's insurance and asked for any questions.

Trustee Hamilton asked if any new regulations or guidelines related to Title IX Sexual Assault policies had been adjusted in the past year. General Counsel Thro stated that the Trump Administration had promulgated proposed regulations in November 2018 and had received a record number of comments. There is a joint task force appointed by President Capilouto and chaired by Senate Council Chair Jennifer Bird-Pollan, as well as Martha Alexander, UK's Title IX Coordinator, who will make recommendations to the President on how best to comply with those regulations. Mr. Thro noted that, "The U.S. Court of Appeals for the Sixth Circuit, which is the region that includes UK, has been arguably the most stringent Court of Appeals in terms of imposing certain requirements on these due process hearings. We are doing everything we can to comply with the Sixth Circuit mandate regardless of what the final regulations say."

#### C. Trustee Appointment to the Mining Engineering Board of Directors (CR 1)

Chair Vance stated that CR 1 was the recommendation that the Board of Trustees approve the appointment of A.C. Donahue as a Trustee member to the University of Kentucky Mining Engineering Foundation Board of Directors for a two-year term ending September 30, 2021.

Trustee Shoop moved approval of CR 1. Trustee Webb 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.)

D. Executive Committee Report

Chair Vance reported that the Executive Committee met earlier that morning to continue the discussion of the President's 2018-19 evaluation.

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

Chair Vance reminded the Board that they approved the continued use of an evaluative instrument specifically for members of the Board at the June 2019 meeting. At the conclusion of today's Board meeting, the questionnaire will be sent to the 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 Vance called on the President for the introduction of PR 1.

E. Expand Student Center (Dining) Capital Project (PR 1)

President Capilouto stated that PR 1 was the recommendation that the Board of Trustees approve the Expand Student Center (Dining) Capital Project. The President introduced Executive Vice President for Finance and Administration Eric Monday to discuss this Project.

Dr. Monday described the challenge the University has in meeting the demand as it relates to dining, specifically during the lunch time frame. He consulted with UK's dining partner, the Gatton Student Center team, and the Student and Academic Life Department and developed a Plan to expand the dining space with a second and third floor focused on student support. Dr. Monday explained the majority of the project would be funded by UK's dining partner.

Trustee Blonder asked about the projected layout of the expanded facility. Dr. Monday explained the new dining space would allow additional serving lines as well as the ability to cordon off the space for alternative uses in the evening or other times. Trustee Bowen asked how many dining halls were on campus. Dr. Monday explained there are two primary dining halls: The 90 near the W.T. Young Library and Champions Kitchen at the Gatton Student Center. Additionally, there are 30 retail dining locations throughout campus.

Chair Vance stated that PR 1 is a recommendation that the Board of Trustees approve the Expand Student Center (Dining) Capital Project and asked if there was any discussion. Trustee Hamilton asked for clarification on whether the second and third floors will be shelled. Dr. Monday explained the recommendation was drafted to ensure flexibility as the administration progressed with community constituency conversations and the intent was for only one floor to be shelled, not both.

Seeing no further questions, Trustee Shoop moved approval of PR 1. Trustee Barber seconded the motion, and it passed without dissent. (See PR 1 on the Board of Trustees website, [www.uky.edu/Trustees](http://www.uky.edu/Trustees), under agenda.)

F. Adjournment

With no further questions or discussion, the Board adjourned at 10:30 a.m.

Respectfully submitted,



Cammie DeShields Grant  
Secretary, Board of Trustees

(CR 1 and PR 1, are official parts of the Minutes of the meeting)