

Minutes of the Human Resources and University Relations Committee
University of Kentucky Board of Trustees
Friday, February 22, 2019

The Human Resources and University Relations Committee of the University of Kentucky Board of Trustees met on Friday, February 22, 2019 in Room 234B of the Lee T. Todd College of Pharmacy.

A. Meeting Opened

Cammie Grant, Chair of the Human Resources and University Relations Committee, called the meeting to order at 9:00 a.m.

Chair Grant asked Viki Martorano, staff assistant for Human Resources, to call the roll.

B. Roll Call

The following members of the Board of Trustees answered the call of the roll: Cammie DeShields Grant, Lee X. Blonder, Robert Grossman, Michael Hamilton, David V. Hawpe, David Melanson, Sandra R. Shuffett, and Rachel Watts Webb.

Other Board Members present included: Jennifer Yue Barber, Claude A. Berry III, James H. Booth, Edward Britt Brockman, MD, Kimberly McCann, Elizabeth McCoy, Derrick Ramsey, Robert Vance, and Barbara Young.

C. Approval of Minutes

A motion was made by Trustee Hawpe to approve the minutes from the December 11, 2018 Committee meeting. The motion was seconded by Trustee Grossman. Motion carried and minutes were approved as written.

D. University Relations Branding Update

Chair Grant introduced Tom Harris, Vice President for University Relations.

Mr. Harris thanked the Committee members and Chair Grant and announced that the new Board of Trustees website (www.uky.edu/trustees) was launched the day prior. Mr. Harris thanked Katie Hardwick and the members of the University of Kentucky's marketing team for their work on the new website.

Mr. Harris updated the Committee on the current Brand Development process for the University of Kentucky. President Capilouto charged the University Relations team with developing a new Brand Strategy that was comprehensive in the look and feel of the University of Kentucky. This process began with the June 2018 presentation to the Board by Suzanne Oldham and the University Relations team. Since then, University Relations has restructured its Marketing and Communications teams. Jay Blanton is now the Chief Communications Officer in charge of

Public Relations and Strategic Communications, and Julie Balog is now the Chief Marketing Officer in charge of Marketing and Brand Strategy, with Brand Strategy being the key component of this process. University Relations continues to work with Suzanne Oldham and UK's advertising partner, Ologie, from Columbus, Ohio.

Mr. Harris stated that University Relations did extensive discovery and launched the Kentucky Can Capital Campaign as the first expression of UK's Brand Strategy. Since the launch, the Department completed more than 100 stakeholder interviews across campus and the Commonwealth (Board members, alumni, faculty, and students) with a goal to create the platform for Brand Guidelines for recruitment, enrollment management function, and the institution as a whole. University Relations is working from the Master Brand Strategy introduced in June 2018, which is the overall Brand Promise of who UK is "Achieve More Through Grace and Grit" and laddering down to different campaign areas (Kentucky Can, awareness, and recruitment and admissions). The guidelines for each of these campaign areas will be built out over the next few months.

Mr. Harris reviewed the Brand Strategy process with the Committee. University Relations started with discovery and interviews and continued with focus group discussion regarding who the University of Kentucky is, what makes it unique, and how the University can build on that strategy. This process is now in the defined stage of aligning discovery and information into programs where University Relations can start to build a creative brand. Over the next four to six weeks, University Relations will work diligently to build out creative strategies for recruitment and enrollment management, which is preparing to recruit the Fall 2020 first-year class.

Chair Grant thanked Mr. Harris for the update, and introduced and invited Vice President for Institutional Diversity, Dr. Sonja Feist-Price, to present information regarding UK's 2019 Forbes Magazine Best Companies for Diversity Award.

Dr. Feist-Price stated that Forbes Magazine recognized the University of Kentucky as the 41st Best Employer for Diversity in the country, and that UK was one of eight universities that received this distinction. In addition, UK was the only academic institution in the Southeastern Conference that was ranked by Forbes as a Best Employer for Diversity.

Forbes acknowledges institutions that recognize diversity as an imperative. Dr. Feist-Price shared one of the factors where UK ranked high was employers who elevate their commitment to attracting and developing diverse talent. The University of Kentucky was also lauded for its commitment to solving issues of age, gender equality, ethnicity, disability, LGBTQ, and how UK impacts the entire campus community with inclusive excellence. The Unconscious Bias initiative has placed the University of Kentucky on the map as the only academic institution with a University-wide initiative impacting students, faculty, staff, and administration.

Dr. Feist-Price then shared additional top recognitions in diversity for the University of Kentucky, which serves as a testament to the hard work taking place within the campus community.

- The University of Kentucky received the Insight into Diversity Higher Education Excellence Diversity Award for two consecutive years and is among a small group of academic institutions recognized as a Diversity Champion.
- Campus Pride recognized the University of Kentucky as one of the Top 30 Best of the Best Employers with a LGBTQ Friendly Campus Community.
- The Chronicle of Higher Education identified the University of Kentucky as one of the Best Employers of Higher Education.

Dr. Feist-Price stated that the biggest reward for her, is working in partnership with her colleagues on campus, to positively impact the campus community. Dr. Feist-Price also reiterated that even though the University of Kentucky is not everything it wants to be, it is making strides to be the best it can be.

Chair Grant thanked Dr. Feist-Price and introduced Kim Wilson, Vice President of Human Resources, along with program representatives from UK and UK Healthcare to provide an overview of the University of Kentucky's Employee Development Programs.

Ms. Wilson thanked Chair Grant and the Committee for the opportunity to discuss Employee Development and Workforce Development; two areas important to Human Resources. Ms. Wilson shared that while there are employee and workforce development programs occurring at both the department and division levels, the program representatives and participants presenting to the Committee today would highlight only a few of the numerous programs available for employee and workforce development. Ms. Wilson then introduced Patrice Carroll, Director of Training and Development for Human Resources at the University of Kentucky.

Ms. Carroll thanked the Committee for the opportunity to present on Employee Development and mentioned the importance of Employee Development as part of the University of Kentucky's five-year Path Forward initiative, with talent being a critical piece. "UK must continue to develop its workforce, make sure employees are engaged, productive, and feel that they have the promise of an opportunity at the University and in its development programs offered". Ms. Carroll shared two primary staff development arms at the University of Kentucky – Human Resources Training and Development and UKHC Enterprise Learning.

Ms. Carroll provided to the Committee an overview of the portfolio offerings provided by Human Resources Training and Development: New Employee Orientation, Professional Development Services, Technology Training, Captivate, SuperVision, Business Procedures Certification Series, Consulting and Strategic Planning, and Staff Career Development.

Ms. Carroll reviewed 2017 and 2018 employee training program participation numbers. More than 8000 University of Kentucky staff members participated in New Employee Orientation, SuperVision, Technology Training, and Professional Development Workshops in 2018. Thirty to forty percent of the 8000 participants are UKHC staff. HR Training and Development shares its resources with UKHC and the Office of Faculty Advancement.

Ms. Carroll shared that the University of Kentucky invested in a Learning Management System in 2018, which went into effect in August 2018. Employees can search, book trainings,

and print their own transcript to share with their supervisor for performance evaluations. This new tool will also allow for detailed data reports.

Ms. Carroll concluded her presentation, and introduced Alison Preston, Director of Learning and Development from UKHC Enterprise Learning.

Ms. Preston thanked the Committee for the opportunity to discuss employee development programs being offered by UKHC and highlighted the partnerships on campus with HR Training and Development and other departments in UKHC including: UK College of Medicine, the Office of Patient Experience, and the Quality Department.

Ms. Preston discussed the Office of Enterprise Learning and its focus on the full life cycle of the UKHC employee starting with a robust, comprehensive experience for those newly hired. The Office of Enterprise Learning is currently designing a revised and revamped New Employee Orientation that will focus more on embedding organizational values. This orientation is scheduled to be piloted in July 2019.

Ms. Preston discussed the focus of equipping UKHC leaders with the tools and resources they need to be successful and shared with the Committee the different employee development options available: SuperVision, New Leader Academy, Quarterly Leadership Development Series, UKHC Leadership Excellence Acceleration Program (LEAD), the Talent Management Program, UKHC Leadership Week, and the UKHC Executive Leadership Program.

Ms. Preston then invited Dr. Preetham Talari, a Hospitalist within UKHC, to speak with the Committee regarding his experience in the LEAD program.

Dr. Preetham Talari thanked the Committee members for the opportunity to share his UKHC LEAD program experience. Dr. Talari shared his work experience, educational background, and current role at UKHC. He described his LEAD application and acceptance process and shared his program experiences, including: time spent with UKHC's Chief Financial Officer Craig Collins and Chief Information Officer Cecilia Page; leadership book discussions regarding qualities essential to leadership, biweekly coaching sessions with Alison Preston, and interview preparation with Ben Forsythe. Dr. Talari stated his LEAD program goals were based on the results of his self-evaluation and his 360-degree evaluation. His program coaches were assigned to help him reach his goals. Dr. Talari stated "Participating in this program has helped me to be a better leader, while also using better self-care".

Ms. Preston continued her presentation to the Committee, and thanked Ben Forsythe and Colleen Swartz for their partnership with Enterprise Learning. Ms. Preston then reviewed the metrics being tracked on UKHC employee development programs, specifically highlighting the employee engagement scores from 2016, 2017, and 2018. There were statistically significant improvements inside the manager domain concerning career development opportunities, which have been linked to the significant investment made by UKHC over the past three years in its learning and development functions. The next UKHC Enterprise Learning goal is to determine where improvements can be made with a focus on improving career and development opportunities for the whole UKHC workforce.

At the conclusion of her presentation, Ms. Preston thanked the Committee for the opportunity to present and introduced Jon Gent, Chair of the Staff Senate.

Mr. Gent thanked the Committee, Kim Wilson, and Patrice Carroll for the opportunity to present on two Staff Senate programs currently in development: Staff Mentorship Program and Passport. The Staff Mentorship program matches seasoned employees with new employees to provide mentorship and matches established employees with employees further along in their career path. The Passport program is being developed to address significant interest in UK and UKHC professional learning and development opportunities. The intent of Passport is the gamification of professional development on campus. The Staff Senate is targeting full campus participation in the Mentorship Program by September 2019 and the Passport prototype is expected to be ready by Fall 2019.

Mr. Gent concluded his presentation on Staff Senate Development Programs, and introduced Dr. Morris Grubbs, Assistant Dean and Director of the Office of Graduate Student Professional Development, to the Committee.

Dr. Grubbs thanked the Committee for the opportunity to share professional development opportunities in place for graduate students and the collaborations between the Office of Graduate Student Professional Development and other units on campus: Grad Degree Plus, Preparing Future Professionals, College of Arts and Sciences Workshop series, and a Three-Minute Thesis competition sponsored by the Graduate School and the Graduate Student Congress.

Dr. Grubbs welcomed Jessica Breen, a Grad Degree Plus participant and doctoral candidate in Geography, to the podium.

Ms. Breen thanked the Committee for the opportunity to share her Grad Degree Plus program experience and shared how faculty are not only involved in research and teaching, but also have a service component to their job. Some service opportunities include: serving on committees, mentoring students, and overseeing grants. Ms. Breen shared that how doctoral program provides training needed to teach and perform research but does not provide training for skills like project management and how to effectively lead a meeting. The Grad Degree Plus program fills this gap in her education.

Dr. Grubbs thanked Ms. Breen for sharing her experience and welcomed Dr. Katheryn Cardarelli, Assistant Provost for Faculty Development, Office of Faculty Advancement to the podium.

Dr. Cardarelli thanked the Committee for the opportunity to share the work being done in the Office of Faculty Development.

Dr. Cardarelli shared how the Office of Faculty Advancement, a part of the Provost Office, handles all faculty affairs (performance evaluations, promotion and tenure process, sabbaticals, and professional development) for the University's 19 colleges, 104 departments, and approximately 2600 faculty across campus. The Office of Faculty Development partners with

several units on campus to provide professional development opportunities to faculty: the Center for the Enhancement for Learning and Teaching, the Office of the Vice President for Research Proposal Development Office workshops, the Office of Faculty Advancement Annual New Faculty Orientation, and the Promotion and Tenured Beginnings Workshop.

Dr. Cardarelli highlighted the Leadership Development programs offered through the Office of Faculty Advancement: the Bluegrass Higher Education Consortium Academic Leadership Academy, the Women's Executive Leadership Development Program (WELD), the Chairs Academy I and Chair's Academy II programs, and the Southeastern Conference Academic and Leadership Development Program (ALDP). (See entire presentation on the Board of Trustees website, www.uky.edu/Trustees, under Human Resources and University Relations agenda)

Dr. Cardarelli noted that UK also tracks participation rates of women and under-represented minorities in the leadership programs highlighted in her presentation and referred the Committee to review the participation metrics listed in the presentation slide for each program. Approximately 41% percent of faculty are women at the University of Kentucky and seven percent are under-represented minorities, so the Office of Faculty Development is pleased with the participant rates in both leadership programs.

Dr. Cardarelli introduced Dr. Cristina Alcade, Associate Dean of Inclusion and Internationalization, College of Arts and Sciences, to share her experiences in two of the leadership development programs offered through the Office of Faculty Development: the Women's Executive Leadership Development Program (WELD) and the Southeastern Conference (SEC) Academic and Leadership Development Program (ALDP).

Dr. Alcade shared her 2016 WELD program participant experience with the Committee and stated that the program provides the opportunity to connect with other leaders in other colleges; to see what other areas are doing regarding leadership; to support fellow participants; and identify areas in each college that need additional work and focus. Dr. Alcade participated in a group that researched the status and salaries of women of color in higher education leadership positions at the University of Kentucky and presented their findings to President Capilouto and Provost Blackwell.

Dr. Alcade stated that her 2017 ALDP program participant experience provided the opportunity to connect with others and learn about leadership at other SEC universities. ALDP provided an opportunity to connect with associate deans from SEC universities and collaborate on developing "Inclusivity and Diversity" workshops for faculty in leadership positions across colleges. The next scheduled meeting for this group of associate deans has been proposed for May 2019 and will be hosted at the University of Kentucky.

Dr. Alcade concluded her presentation and thanked the Committee for the opportunity to share her experiences.

The entire Employee Development Programs presentation is available on the Board of Trustees website, www.uky.edu/Trustees, under Human Resources and University Relations.

Chair Grant asked the Committee if there were any questions for any of the panelists that presented.

Trustee Hawpe spoke about a bill under consideration by the Kentucky General Assembly that creates a mandate for disproportionate impact notes. This would require any proposed bill to be analyzed for any potential disproportionate impact. This concept can apply to a wide range of policies and programs offered by the University of Kentucky, especially to the segment on leadership development programs presented today. Trustee Hawpe stated “This bill would be a device that will help the University of Kentucky continue what it’s already committed to do, which is to pay attention at all times in everything it does to the impact it may have on particular groups”.

Chair Grant thanked Trustee Hawpe for that statement, asked if there were any additional questions from the Committee. There were no further questions.

Chair Grant thanked Tom Harris, Dr. Feist-Price, Kim Wilson, and the Leadership Development program presenters for their time and the overview of programs.

Chair Grant shared that she and Trustee Melanson had attended a recent Staff Senate meeting in which Chelsey Reid and Meredith Reeves spoke about the Green Dot Violence Intervention Program. After the presentation, Chair Grant confirmed that Trustees were eligible to participate in this program. Trustee Melanson shared his interest in attending, and Chair Grant invited any Committee member interested in attending to contact Katie Hardwick to assist in registering for the program.

Chair Grant asked if there was any further business to come before the Committee. Seeing none, she asked for a motion to adjourn. A motion was made by Trustee Shuffett to adjourn and seconded by Trustee Blonder.

The meeting adjourned at 9:07 am.