

Minutes of the Meeting of the Board of Trustees
University of Kentucky
Friday, October 16, 2020

The Board of Trustees of the University of Kentucky met on Friday, October 16, 2020, via Zoom Webinar.

I. Meeting Opened

Bob Vance, chair of the Board of Trustees, called the meeting to order at 9:00 a.m. Chair Vance asked Assistant Secretary Bill Thro to announce the members present.

II. Roll Call

The following members of the Board of Trustees were in attendance: Claude A. "Skip" Berry, Cathy A. Black, Lee X. Blonder, Joe R. Bowen, Michael A. Christian, Ray Daniels, Ron Geoghegan, Kimberly McCann, Elizabeth McCoy, David Melanson, Paula Leach Pope, Derrick K. Ramsey, C. Frank Shoop, Sandra R. Shuffett, Bryan Sunderland, Hollie Swanson, Robert Vance, Rachel Watts Webb, Courtney Wheeler and Barbara Young. Trustee Carol Martin "Bill" Gatton was not in attendance.

Assistant Secretary Thro announced a quorum was present.

III. Chair's 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 11, 2020, meeting had been distributed and asked for a motion. Trustee Melanson moved approval and Trustee McCann seconded the motion. The motion carried without dissent. (See meeting minutes on the Board of Trustees website, www.uky.edu/Trustees, under "Agenda.")

Chair Vance called attention to the three consent items on the agenda.

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| PR 2 | Personnel Actions |
| FCR 1 | FY2020-21 Budget Revisions |
| FCR 2 | Improve Building Systems - UKHC Pavilion H - AHU S1 and S1A |
| FCR 3 | Improve Building Systems - UKHC Pavilion WH - AHU 4 and 5 |

Chair Vance asked if there were any requests to remove items from the consent agenda. Hearing none, Chair Vance asked for a motion to approve the consent agenda. Trustee Melanson moved approval, Trustee Webb seconded the motion and the consent agenda passed without dissent. (See consent items on the Board of Trustees website, www.uky.edu/Trustees, under "Agenda.")

CR 1 Appointment of Trustee to the UK Gluck Equine Research Foundation Board

Chair Vance stated that CR 1 was the recommendation that the Board of Trustees approve the appointment of Ray Daniels as a Trustee member to the University of Kentucky Gluck Equine Research Foundation Board of Directors for a four-year term ending September 30, 2024. Trustee Young moved approval of CR 1. Trustee Ramsey seconded the motion, and it passed without dissent. (See CR 1 on the Board of Trustees website, www.uky.edu/Trustees, under agenda.)

CR 2 Appointment of Trustees to the UK Mining Engineering Foundation Board

Chair Vance stated that CR 2 is the recommendation that the Board of Trustees approve the reappointment of Ms. Kimberly McCann and appointment of Mr. Bryan Sunderland as Trustee members to the University of Kentucky Mining Engineering Foundation Board of Directors for a two-year term ending September 30, 2022. Trustee Daniels moved approval of CR 2. Trustee Geoghegan seconded the motion, and it passed without dissent. (See CR 2 on the Board of Trustees website, www.uky.edu/Trustees, under agenda.)

CR 3 Appointment of Trustee to the UK Research Foundation Board

Chair Vance stated that CR 3 is the recommendation that the Board of Trustees approve the appointment of Mr. Ron Geoghegan as a Trustee member to the University of Kentucky Research Foundation Board of Directors for a three-year term ending September 30, 2023. Trustee Bowen moved approval of CR 3. Trustee Webb seconded the motion, and it passed without dissent. (See CR 3 on the Board of Trustees website, www.uky.edu/Trustees, under agenda.)

IV. Executive Committee Report

Chair Vance reported that the Executive Committee had met earlier that day and reviewed the results of the President's constituent survey and Senate Council Chair Aaron Cramer presented the results of the annual faculty survey conducted by the Senate Council.

Chair Vance reminded the Board that they approved the continued use of an evaluative instrument specifically for members of the Board at the June 2020 meeting. At the conclusion of today's Board meeting, the questionnaire will be sent to the full Board along with the presentations presented this morning during the Executive Committee meeting, Strategic Plan and CPE materials, and President Capilouto's self-evaluation. The Board's compiled results will be presented at the next Executive Committee meeting in December. Chair Vance then introduced the president for his report.

V. President's Report

The president thanked Chair Vance and shared that he said goodbye to a dear friend this week, “who had an age-old adage he lived by that says, “Don’t miss the opportunity to tell someone how important he or she is until it is too late.” With that in mind, I begin this morning with one that comes from my heart, is inadequately expressed through words, and yet, is what I can best offer right now, and that is thank you. I want to thank you, our Board, for your words of support at moments you did not even know that I needed them, but they seem arrive when I did need them. For your steadfast support of this remarkable place, and for your ceaseless commitment to the work we do together. I know all of you come from different places with different stories and different perspectives, but here is one thing that unites you: You love this place, and it shows every day, and I hope we honor you by our service, because in so many ways, your vision, your heart, your soul, is what we try to honor in our work.”

The president continued by thanking the campus community. “It is a community of students, scholars and staff who have faced more adversity and anxiety, change and challenge in the span of a few months than most of us have faced in a lifetime. Without fail, though, our people, our faculty and staff have met each moment and exceeded every expectation. They have done so with a sense of grace and grit that defines this place and which has marked us distinctively for over 155 years as the University of, for and with Kentucky.”

The president continued, “Yet, I know, that our people are tired. They are stretched and stress, anxious and worried. In a period of months, they have been asked to do more and be more in ways that far extend beyond what anyone could describe as fair. They balance work and life, childcare and community; and they know that we are now in the middle of a disruption that does not have a clear end in sight. Faculty and staff fret about students and the work they do in research labs, hospital clinics, on farms and in community centers across the Commonwealth. Their families depend upon them, as does the Commonwealth that calls on them now to serve in oh so many ways. But they have answered that call and our students, too. They have stood and demonstrated time and again how special they are and why, ultimately, we should still believe in a future that will be brighter than our past and better than our present.”

The president described the students who did not get an opportunity to participate in traditional graduations from high school or college programs and are now being asked to come to UK and rebuild community, while physically distancing, wearing masks and undergoing continual testing, tracing and tracking. “This is not just untraditional. It is disruptively novel. This generation already has witnessed a global economic meltdown that disrupted communities and dislocated and unsettled families in all facets of their life.”

“There are still more unknowns than knowns still ahead, but I am confident we will get through this together. Past performance is the best predictor of future performance. And I know our past, built on 155 years of dogged determination, beating odds and

overcoming trials, will be what people are going to be saying about us 155 years from now. It gives me a deep reservoir of hope and optimistic confidence in the future. The future we confront will compel us to both renew and reinvent who we are and what we do. And that is the topic we will explore more together during today's meeting. I am convinced we will marshal what often seems to be an endless capacity; a capacity to meet this historic mission as real and relevant as at any time in our history; a capacity to think about, to imagine and to dream about what community we want to be as we are called to meet today's challenges, and those we cannot even imagine."

VI. Nominating Committee Report

Trustee Frank Shoop, chair of the Nominating Committee, reported that the Nominating Committee met on September 28, 2020. The slate of officers and members elected to the Executive Committee were discussed and approved. Trustee Shoop submitted the following nominations for the following offices:

For Chair – Robert Vance
For Vice Chair – Kimberly McCann
For Secretary – Rachel Webb
For Assistant Secretary - William Thro, General Counsel

Chair Vance stated they would proceed with the election of officers of the Board, and then the election of members of the Executive Committee. He continued that he was honored to be the nominee for chair but felt it would be a conflict of interest to preside over that election. He asked Nominating Committee Chair Frank Shoop to conduct the election of chair.

Chair Pro Tem Shoop stated that the Nominating Committee had nominated Bob Vance for chair. He asked for any nominations from the floor. Hearing no discussion, the nominations were closed. Chair Shoop called for the vote for Trustee Bob Vance as Chair and it passed without dissent.

Trustee Shoop congratulated chair Vance and chair Vance continued with the election.

Chair Vance stated that the Nominating Committee had nominated Kimberly McCann for Vice Chair. Chair Vance asked for nominations from the floor. Hearing no discussion, the nominations were closed. Chair Vance called for the vote for Trustee Kimberly McCann as Vice Chair and it passed without dissent. Chair Vance congratulated Vice Chair McCann.

For Secretary, Trustee Rachel Webb was nominated by the Nominating Committee. Chair Vance asked for nominations from the floor. Hearing no discussion, the nominations were closed. Chair Vance called for the vote for Trustee Rachel Webb as Secretary and it passed without dissent. Chair Vance congratulated Secretary Webb.

The Nominating Committee nominated William Thro, General Counsel for Assistant Secretary. Chair Vance asked for nominations from the floor. Hearing no discussion, the nominations were closed. Chair Vance called for the vote for General Counsel William Thro as Assistant Secretary and it passed without dissent. Chair Vance congratulated Mr. Thro.

Chair Vance called on Trustee Shoop for the nominations for the Executive Committee.

Trustee Shoop stated that per Governing Regulation II.E.2 (a), the chair and vice chair of the Board are two (2) of the five (5) members of the Executive Committee. The Chair of the Board of Trustees shall also serve as chair of the Executive Committee. By virtue of their newly elected offices, Chair Bob Vance and Vice Chair Kimberly McCann were members of the Executive Committee. As Secretary of the Board, Trustee Webb is the ex officio Secretary of the Executive Committee. Therefore, the Nominating Committee submitted the following three nominations for the at-large members:

Mr. Claude A. "Skip" Berry, III
Ms. Cathy A. Black
Ms. Barbara Young

Chair Vance explained that the election of the members of the Executive Committee would proceed in like fashion to the election of the officers of the Board. He stated that the Nominating Committee nominated Skip Berry, Cathy Black and Barbara Young as the at-large members of the Executive Committee. He asked for nominations from the floor. Trustee Bowen nominated Trustee Elizabeth McCoy as an at-large Executive Committee members. Trustee Daniels nominated Trustee Derrick Ramsey as an at-large Executive Committee members.

Secretary Thro reminded Chair Vance that both nominations would require a second. Chair Vance thanked Mr. Thro and asked for a second to the motion for Elizabeth McCoy as an at-large member of the Executive Committee. Trustee Christian seconded the motion for Trustee McCoy and the remaining motion on the floor for Trustee Derrick Ramsey as an at-large member of the Executive Committee.

Chair Vance called on Secretary Thro to explain the voting process.

Mr. Thro explained to the Board that each nominee will be voted on in order of nomination. When the nominee's name is announced, Board members favoring that nominee should raise their hand with the Zoom function. Secretary Thro reminded the Board that each member can vote for up to three candidates.

Chair Vance thanked Mr. Thro and called for the vote of the first nominee, Mr. Claude A. "Skip" Berry, III. After pausing for Secretary Thro to record the votes, Chair Vance proceeded to the next nominees: Ms. Cathy Black, Ms. Barbara Young, Ms.

Elizabeth McCoy and Mr. Derrick Ramsey, following the same protocols of pausing for Mr. Thro to record the votes.

Chair Vance called on Mr. Thro for his report of the election of the Executive Committee at-large members. Secretary Thro reported the following:

Ms. Cathy A. Black (28%)
Mr. Derrick Ramsey (22%)
Mr. Claude A. "Skip" Berry, III (21%)
Ms. Barbara Young (15%)
Ms. Elizabeth McCoy (14%)

Chair Vance congratulated the three elected at-large members: Trustee Black, Trustee Berry and Trustee Ramsey. The chair then asked if there was any further report from the Nominating Committee. Seeing none, he called on Trustee Barbara Young for the University Health Care report.

VII. Health Care Committee Report

Trustee Young stated that she and Trustee Melanson met with UK HealthCare's Chief Compliance Officer, Brett Short, as part of UK HealthCare's regulatory oversight requirements prior to yesterday's Committee meeting. During the Committee meeting Executive Vice President of Health Affairs Mark Newman announced that UK HealthCare continues to receive awards among peer academic medical centers by receiving a Vizient top 20 ranking and celebrating another year as U.S. News & World Report's best hospital in Kentucky.

Trustee Young reported that Craig Collins presented the Fiscal Year 2021 August financial report showing net income for the month of August was \$70 million greater than budget, or a 4.2 percent operating margin. Mr. Collins also presented a revised Fiscal Year 2020-21 UK HealthCare budget. He contributed the change to UK HealthCare's returning to pre-COVID patient volumes sooner than expected, changes in payer and patient mix and funds received for Medicaid access and quality. As a result, the Committee recommended approval of FCR 1, Fiscal Year 2021 budget revisions. The Committee also recommended approval of two additional FCRs related to the replacement of air handling units and Chandler Hospital Pavilion H and Whitney Hendrickson Cancer Facility.

Chair Vance thanked Trustee Young for her report and introduced the strategic plan portion of the agenda. "The university is nearing the completion of its current strategic plan from 2015 to 2020. It is an appropriate time to receive an update on the considerable progress that has been made, as well as areas where there remain gaps or places for improvement. As importantly, even as we confront so much right now in the face of the pandemic, the institution must also begin to think about, discuss and plan for a new strategic plan. It will, necessarily, be a different kind of plan as we live in a very different time. As they prepare to begin that discussion with the campus, President Capilouto and

his team wanted to engage with us about some of the challenges, opportunities and considerations for the future that will frame that conversation and planning.”

VIII. Strategic Plan Update Part I

The president thanked chair Vance and introduced part one of the strategic plan update. “As chair Vance noted, we are at the end of our five-year strategic plan. In many ways, the past five years, and really, the ten years that I have had the honor of serving here, have been periods of remarkable and sustained progress. When I arrived in Kentucky, our state operated under a higher education plan with the slogan, “Stronger by degrees.” And why not? Because the more educated a community, the better its economy, health and well-being. In the Great Recession, this became even more evident; those with college degrees were the ones who were most protected from losing their jobs. When we came out of the recession, the new jobs that were created were exclusively claimed by those with college degrees. The most important word I want you to listen to when I share just an overview of our accomplishments is the word “we,” because nobody can do these things alone.”

The president continued, “Here at the University of Kentucky, we are educating more students and retaining and graduating them at higher levels than any time in our history. In fact, the Council on Postsecondary Education in Kentucky had a recent meeting of its performance funding workgroup and they reported that the University of Kentucky is the only public university in the state of Kentucky that has shown growth in enrollment over the last six years. We are more diverse and more committed to the success of students from all backgrounds than ever before. Are we perfect? No. But we are doing much, much better. We investment more in financial support for students and families who need it the most, and we provide more scaffolding and services for those who are confronting challenges that most of us never imagined when we entered college.”

“We are firmly focused on the issues that most bedevil our Commonwealth and we have competed nationally to garner record funds to support our quest for answers to seemingly intractable problems that, for too long, have held us back.”

The president continued, “You heard yesterday in our Health Care Committee report, that we heal more people who face more serious maladies and diseases than anyone in our Commonwealth and, increasingly, we do that work in ways that are recognized across the country for its quality, skill and complexity. We continue to be tethered to the idea that is so essential to our founding, its service. There is not a community or county, hill or holler, suburb or city that does not bear our mark or is not impacted by our work. This is who we are. This is what we all do, and I hope you take some pride in that.”

The president continued by giving an overview of part one of the update with senior leaders, speaking to UK’s progress in the context of the current strategic plan. “They will briefly summarize the strides we have made and work that remains in the core areas so pivotal to what we do as the university of, for and with Kentucky. We will ask you for your

feedback on what you have heard. We will then take a break and return for the second part of our meeting together where we will focus more on the future.”

The president then asked the Board to ponder the question, “What does the university of, for and with Kentucky mean to you?”

“You represent over four million Kentuckians. Your stories and perspectives, like those you represent, are different. As we, together, dream anew, it is important to weave your thoughts and guidance into our planning. You have listened to us for the entirety of this meeting. It is time for us to listen to you.”

The president introduced Vice President for Student Success Kirsten Turner to begin the presentations.

Dr. Turner began by discussing the status of UK’s student success, recognizing faculty, staff, current Student Government Association (SGA) President and Trustee Courtney Wheeler and former SGA President and Trustee Michael Hamilton. “I would be remiss if I did not start by adding-on to the president’s mention of “we,” because this is a compilation of a lot of excellent faculty and staff who are reflected in these metrics, as well as the role within our Student Government Association and the partnership in which they play.”

Dr. Turner continued, “Everything we do is framed by President Capilouto’s charge to us of preparing our students for lives of meaning and purpose. We look at these metrics every day and we believe that when a student is admitted to the university, it is our responsibility to see them cross that stage and prepare them to lead lives of meaning and purpose. We are continually looking at the data and thinking about how we can do real-time interventions.”

Dr. Turner exclaimed, “Although we continually judge ourselves by these numbers, we never lose sight that every one of these numbers represents a student. Every one of these numbers represents a family, that we have a responsibility to the Commonwealth and to them to help them succeed and understand that they are sacrificing to have a UK education.”

Dr. Turner reported that UK is experiencing record high retention rates and has been on a trajectory over the last four to five years of continually performing better than predictions. She pointed out that these predictions are based on the entering criteria of incoming student’s ACT scores, high school GPA and who is entering the institution. “We are on trend to beat our predictive value by approximately a percentage point.” Dr. Turner added that UK is experiencing an all-time high enrollment, with over 31,000. She reported the number of bachelor’s degrees awarded also grew from 3,735 in 2012, to May 2020 with 5,202. In addition to the increased number of bachelor’s degrees, graduate degrees grew from 1,555 in 2015-16 to 1,658 in spring 2020.

Dr. Turner continued by describing services provided to students and discussed examples broken into three categories: student-centered, student-driven and student-care. She explained the categories and provided examples of each category.

Student-centered services include a 30,000-student call and postcard campaign where every student was contacted to see how they were doing during the pandemic. They received followed up communication if they self-reported a need for additional help, more information or if they had a need for technology or outreach. This information was collected and analyzed to refine interventions the university needed to provide. Similar outreach continues with students in need of help. The deployment of iPads and technology also continues, based on student's need for additional hardware during the pandemic.

Another student-centered service discussed was the Residential Connections program where the Resident Advisors (RA) meet individually with students in their residence halls multiple times a year. During these meetings, the residents are asked a series of questions around their roommate relations; classes; any finance issues; any issues they need help with. The data is then coded, and support services are offered around the student's self-identified issues. This year, many of these discussions are occurring remotely via online technology.

The second category of services is student-driven, where the student's voice and experiences steer the services provided. Dr. Turner recognized Trustee Wheeler as an "incredible partner and strong advocate" within this category. She discussed the student-focused app the university launched over the summer in partnership with Apple where students were used to help design the application, and the Esports initiative at The Cornerstone, where the university provides a community-driven environment where students can feel engaged while enjoying Esports activities.

The third category of services is student care, which Dr. Turner pointed out is at the heart of what the university does. "How do we create interventions for students that provide psychological safety, physical safety and emotional safety while understanding that families and loved ones are giving us their most precious resource for these four years. During this time, we need to prepare them for lives of meaning and purpose and do so in an environment that best sets them up for success."

Dr. Turner discussed three examples of student care including the UK Leads Program which focuses on reducing the amount of student's unmet financial need and providing financial wellness counseling and resources to help students have long-term financial stability.

Another example Dr. Turner described was Health Corps which was borne out of the pandemic and includes a dedicated group of staff who work on contact tracing, testing and screening for COVID-19. This service provides a modern public health environment for all, in the effort to keep UK's community safe. Dr. Turner described how they hope to leverage the infrastructure of Health Corps long-term by ushering in ways the university

can use wellness connectors to offer additional assistance for long-term holistic wellness for UK's students.

The final example of student care that Dr. Turner discussed was the university's response to national and international issues, where the community of concern is immediately deployed when there is a potential impact to a student due to a national incident, such as a hurricane, that occurs in an area where a student is from, or in the case of international students, with the assistance of UK's International Center. The university has found this process important to recognize services and provide understanding for those students impacted.

Dr. Turner introduced Senior Adviser to the President and Interim Vice President of the Office for Institutional Diversity George Wright to discuss progress with respect to diversity, equity and inclusion. "My comments will build upon the various points that the president and Dr. Turner have made, showing a number of successes because of the "we," because of the effort of the entire UK community in helping our students."

Dr. Wright reported the percentage increase of Blacks receiving bachelor's degrees had increased from 11 percent in 2016-2017 to 13 percent in three years. He stated this was a good increase, because improvements in this area takes time, often five or six years. "The fact that we are making progress in this area is very important."

Dr. Wright then compared UK to the other public universities in Kentucky, stating in 2015-2016 UK awarded bachelor's degrees to 265 African Americans. That increased to 355 in 2020, an increase of 34 percent in five years. Dr. Wright continued by reporting the number of degrees from the rest of the Kentucky universities with 1,377 in 2015-2016, and 1,324 in 2019-2020. A decline of 3.8 percent. "More than 25 percent of all the BA degrees awarded to African Americans in Kentucky during a five-year period came from one university, UK. Tragically, the 3.8 percent decline for the rest of Kentucky's public universities is consistent with the national trend regarding African Americans graduating from college. UK's increase of 34 percent is opposite of what is occurring in much of our nation regarding Blacks graduating from college. UK is doing dramatic and impressive work with this 34 percent increase."

Dr. Wright continued by noting some of the university's success including:

- Record enrollment of underrepresented minorities (URM) with an increase of 16.9 percent enrollment with undergraduate students and 13.4 percent with graduate students.
- Success of Black, Indigenous and people of color (BIPOC) or disadvantaged students with low-income students increased by 11.2 percent, while the rest of the state's public universities saw a decline by 5.2 percent over a four-year period.
- Faculty hiring and retention initiatives including an increase in resources for hiring minority faculty.

- National recognition including Diversity Champion – INSIGHT into Diversity, Higher Education Excellence in Diversity (HEED) Award, Forbes Magazine’s Best Employers for Diversity, and the Chronicle of Higher Education’s Great College to Work For.

Dr. Wright asked, “Now, why has UK been successful? By being aware of significant problems that occur in low-income families; in Mexican American families; in URM’s in general. While I am sure in a general sense it applies to all low-income families, it is something that you see nationally among African Americans and Mexican Americans. Retention is an important indicator, but for African Americans and Mexican Americans, often the closer they get to obtaining their degree they often have difficulty crossing the finish line.”

Dr. Wright explained how the older these students become within their family, they are often required to help support their younger siblings or even their single parent. This often delays these individuals from graduating. UK has responded with additional scholarships for these low-incomes students like the Parker Scholarships, which are designated for first-generation students. “Work study programs on campus has also helped, but also very important is a sense of belonging that places like the Martin Luther King (MLK) Center offer for these students.” Dr. Wright added that the presence of African American and other minority faculty and the Office of Institutional Diversity’s multiple program offerings play a significant role, as well.

In conclusion, Dr. Wright stated, “By understanding the challenges, some of which have changed over the last decade, and by remaining committed, the University of Kentucky is making steady progress in the recruitment, the retention, and, yes, the graduation of our URM’s, and especially African American students.”

Dr. Wright introduced Vice President for Research Lisa Cassis for her report. Dr. Cassis discussed the university’s sponsored grant and contract award longitudinal data. “As you know, we have experienced record growth. These grants do not just bring in money for us to do the research, but they support the research infrastructure. To put it into perspective, prior to 2013 we were declining by as much as 6 percent per year in grants and contracts. Since 2014, we have experienced a 67 percent increase in grants. I have never seen anything like this looking at our peer institutions.”

Dr. Cassis continued by highlighting the six-year compound annual growth rate. “Our growth rate annually is 8.8 percent. Our goal within the strategic plan was a 1.9 percent increase per year, which was based on data from ranking agencies.”

Dr. Cassis continued, “So what is our “we?” We have a broad “we,” our “we” starts with teamwork; teamwork between the programs to recruit research-intensive deans, put them in place, and put chairs in place who recruit that talent. Our teamwork is with UK HealthCare, where we collaborate, and they support the research mission. Our teamwork is at the most senior levels of the university, and President Capilouto, who is very

compassionate about problems, like the opioid issue. Our “we” is all of the talent of the faculty and staff across the institution who contributed to this type of data.”

“This growth is very diverse; it is multiple projects, multiple sponsors and multiple investigators. Our “we” is changes in research infrastructure and the cooperation of all our staff. Every office and our staff have been reorganized in a way that supports and helps our faculty compete for funding for their research mission. Our “we” is that we all work together to change the culture around research, and to make our research, most importantly, in areas that improve the lives of people in Kentucky.”

Dr. Cassis discussed the Healthy Kentucky Research Building, and how it came into place because of President Capilouto and his efforts approaching the state for funding. “The \$265 million facility, supported more than half by the state, was put into place to address health disparities. And these are diseases, like cancer, that occur more in people of Kentucky than they do in the rest of the nation.”

Dr. Cassis continued, “It was this Board, which charged us to put into place research areas that would have a large impact on Kentucky. We created our research priority areas, those areas that held local relevance to Kentucky, where we had strength, where we brought together a diversity of disciplines across the university towards these complex problems, and, most importantly, where they would have an impact on the lives of people of Kentucky. Many of these research priority areas are in the Healthy Kentucky Research Building, and they include: diabetes and obesity; cancer, which is now consolidating the bulk of their research to this facility so they have greater efficiency and effectiveness of their research; and our National Institute of Health (NIH) HEALing communities and the substance-use research priority area.” Dr. Cassis emphasized the importance that the Healthy Kentucky Research Building connects to a three-building complex “housing researchers that are out in the community, that are in the clinics, and that are using many different approaches to these problems in close contact and collaboration with those in this sixth-floor facility.”

Dr. Cassis discussed the additional work that was done to support the construction of the building including a NIH construction grant which is enabling UK’s cardiovascular research priority area and neuroscience investigators within the Alzheimer’s Center together on the first floor of the facility.

“These programs are impacting our ability to complete for more complex grants that have a much larger impact. As you know, the NIH HEALing Communities Grant to reduce opioid deaths by 40 percent led by Dr. Walsh, has transformed how we do things and is still going full force in the face of the COVID pandemic. Our energy research priority area competed for monies from the National Science Foundation (NSF) to advance manufacturing across the state, not just at the University of Kentucky. We competed for monies from the CDC to be the state’s register of all overdose data, and to use that data for research to understand why overdoses occur in specific parts of the state. We are diversifying our sources of funding from the Department of Defense (DOD) for applied

research by providing artificial lung transport systems for our war fighters who have respiratory distress syndrome”

“We see research as a vital part of our mission and is a very important way that we, as President Capilouto says, can be of, for and with Kentucky.” Dr. Cassis then yielded the floor to Provost David Blackwell.

Provost Blackwell discussed the University of Kentucky as a flagship, R1: Research and land-grant institution and how these three designations put UK in a remarkable position to contribute to the betterment of the citizens of Kentucky and the betterment of their lives and economic growth in the state of Kentucky. “Being trained in economics, I know what is required for a state to prosper and the elements of infrastructure that are important: health care, transportation, access to information technology, and finally, for a state to prosper, requires a great system of higher education in K through 12 education. Part of that is educational attainment, to improve educational attainment for the citizens of Kentucky. Another part is translating our scholarship, research and educational opportunities to the state.”

Provost Blackwell continued, “All of these elements require great partnership. There is a tremendous amount of “we” in all these accomplishments and missions. We have seen the bachelor’s degrees awarded to Black and African American students, but this represents one major element of our contribution to educational attainment in this state. UK has increased the number of bachelor’s degrees awarded in the last five years by 662. That is an increase of almost 15 percent over that period, where all other public universities in Kentucky increased by 404. That is 62 percent of the statewide growth in bachelor’s degrees awarded that is accounted for by the University of Kentucky.”

Provost Blackwell continued, “When you consider we have had enrollment growth over this period, but this growth in the number of degrees, has exceeded the rate of growth for enrollment. This illustrates how the support elements for UK’s students discussed earlier today, is working. We attribute this to teamwork, among faculty and staff, to ensure affordability for our students, to provide the academic scaffolding that they need, and the psychological and emotional support that the students need to succeed. All of these elements, reflect in the performance fund that is used by the Commonwealth to support higher education.”

Dr. Blackwell discussed how a big part of this success is both graduate education and undergraduate education. The academic and other support for students involves the innovations of UK’s faculty which is reflected in various degree programs and outreach programs done on campus and across the state. “This is going to be increasingly important, given what we see coming in terms of demographics. We are going to have to have an increasing focus on the nontraditional and adult student, and those degrees that we can award, those credentials that we can award will really contribute to the workforce development in the state and to the success of those families represented by those that receive those credentials.”

Provost Blackwell discussed UK Online's increased portfolio of high-quality online programs, including an undergraduate certificate in good systems and hunger studies; an online program where licensed practical nurses who want to advance their career can earn a bachelor's degree in nursing (RN to BSN degree); graduate certificate in Telehealth; and a doctorate in social work. He noted that all of these new programs address important problems in the state: hunger, the need for health care professionals, Telehealth, and an increasing need for social workers as the nation deals with both the COVID virus and racial inequity.

Provost Blackwell continued by highlighting UK's Next Gen Program, which is the University of Kentucky's unique version of dual credit in high schools where UK instructors work directly with teachers in the high schools to develop these courses, which are supported by UK's faculty. The high schools use UK's online platform, Canvas, and it is branded as a UK platform. "We have been strategic in selecting these high schools, especially targeting schools that have high-minority populations to help educational attainment and progress for minority students, and also to help build our pipeline of minority students. We will continue to build that pipeline to UK through this program and hopefully improve the retention and graduation of these students."

Provost Blackwell mentioned recent partnerships including offering UK's RN to BSN degree program at the University of Southern Kentucky and partnering with Bluegrass Community and Technical College to offer dual-degree programs in engineering technology. "This program is an outgrowth of a longer-term partnership that UK's College of Engineering has with Toyota and is an example of the kind of industry partnerships that we need to explore and advance even further as we look toward the future."

In conclusion, Provost Blackwell summarized the performance funding model used at the state level and added that UK outperformed on 10 of the 11 metrics in FY21, which was more than any other university in the state. He added that in the first three years of the program, UK outperformed on all 11 of the metrics in FY19 and in FY20 outperformed on 10 of 11 of the metrics. "Over this three-year period, we have contributed \$13.4 million into the model and received \$21.1 million in return. We are well-positioned to continue our outstanding performance on this model." Provost Blackwell yielded the floor to the president.

President Capilouto thanked his colleagues for their presentations. "I hope, as we reflect on what we have done and begin looking to the future, hearing from you, the answer to this question, your response, and facts and feelings are important to us. What does the University of, for and with Kentucky mean to you?" He then opened the floor for discussion.

Trustee Bowen asked about performance-based funding and if the university was happy with this model, adding that it had been a contentious issue at one time in the state legislature and the General Assembly, but it appeared, as a result of this being enacted, that UK has done well. President Capilouto explained that the metrics set, which are

common to all the universities in Kentucky, are a way to provide incentives to achieve “Stronger by degrees”, but most realized the model would be more effective if it had new money. The expectation was that the economy would grow and there would be more taxes, so UK gains dollars but at the expense of other universities who may improve but not as much as some of their peers resulting in a loss of resources. “I think all universities would agree that it would be better for Kentucky if there was new money, so everybody had a chance to advance to some degree.”

Trustee Young stated she was in awe of the progress that has been made during Dr. Capilouto’s tenure as president, and all the hard work of everyone involved. She then asked if first-gen students or underrepresented minorities who achieve their bachelor’s degree are receiving help once they graduate. Dr. Turner stated that this was an area that needed to strengthen and over the last several months to a year, UK has been restructuring and as a result the Stuckert Career Center is now organizationally housed with the same unit that includes the first-gen outreach services. In addition the Center for Academic Resources and Enrichment Services (CARES) Unit and the Student Support Services (SSS) Unit, which is an outreach support services group for students who are BIPOC, URM, and first-gen, are now housed together and working within the same unit. Dr. Turner exclaimed, “We have strides to go, but these programs are linked into the same organizational structure as the Stuckert Career Center, in order to marry those services beyond their four years at the university.” She added they are working on a matrix-care orientation which will help link these students to the various services that they need.

In response to President Capilouto’s initial question, “What does the university of, for and with Kentucky mean to you?”, Trustee McCann stated, “When you say “of,” to me, that means that the University of Kentucky is part of the whole Commonwealth, that means that UK is weaved into the fabric of our state, whether that is through our graduates, our prospective students or businesses, I think we have to look at all of those and more. The University of Kentucky is truly the fabric. To me, the “for” would mean that the university is also there to serve and meet the needs of the Commonwealth as a whole, and then the “with,” I think we see that, especially with the pandemic, that UK has had to stand with the state and our leaders in our communities and be there when it is most needed in a way that we do not traditionally see a university serving in that purpose.” President Capilouto thanked Trustee McCann for her heart-felt comments.

Trustee Shoop echoed Trustee McCann’s comments and added that he took comfort when the State turned to the University of Kentucky and UK HealthCare to take the lead with the pandemic, watching daily what Dr. Newman and his staff are doing to lead the way.

Trustee Sunderland thanked President Capilouto and commended he and his leadership team. “I believe that what we have witnessed, is a university that truly is living up to “of, for and with” Kentucky. What that means to me, and I believe to most of the colleagues on the Board, is that the University of Kentucky is demonstrating and stepping up and showing leadership on all the key issues that are facing our state, especially in

these times of uncertainty. And when confidence -- and large institutions, especially political institutions, are at an all-time low among the population, the university is stepping up and providing some continuity of leadership, to tackle the big problems like opioid addiction. Tackling it from a research perspective, without getting into the political back and forth. Identifying the challenges that your predecessor called the "Kentucky uglies", poverty and health challenges but, also, challenges that have come to light more over this year with the inequities and the challenges that our students face and tackling those head on. I appreciate and commend your team, because not only are we bragging on ourselves when we are doing well, but we are auditing these programs. We are looking for ways to improve, and we are being honest with ourselves about the challenges that we have, whether it is health disparities, inequities, or how we are serving our students -- how we are getting them to the next level to help our citizens, the health of our citizens, and the future of Kentucky. "I thank you for your leadership and I am so pleased that you are still in the role that you are in and the team that you have assembled around you. I want to applaud what we are doing as a university and how we are transcending the politics of a lot of the issues and providing that continuity of leadership for the state that I think is so incredibly important. Thank you for what you're doing."

Trustee Melanson exclaimed, "I do not think there is been a better economic development story in the Commonwealth of Kentucky in the past 20 years. The fact that we have grown this institution with a reduction from the state, since I have been here, that we have grown our health care enterprise from 19,000 discharges when I started at UK 16 years ago, to approximately 42,000 that we expect to have this year. The fact that we have built a new health care center, the fact that we have built our research enterprise. Those of us who work in research, it is unbelievable what are doing on the research side of campus. To grow 8.8 percent at a time when people are not growing research is quite remarkable. The new jobs that are spun out of places like the UK Office of Technology Commercialization (OTC) is unbelievable. Philanthropy raised \$200 million in a year; those are new dollars coming to our university. And athletics, we give zero dollars to athletics as an institution, from either our state dollars, our tuition dollars or from our student fees. Again, I just applaud what we have done as an institution. When we look back and see those big markers, it has been a lot of us, as Dr. Capilouto mentioned, over the years that have led this effort, but the reality is the number of new jobs and new economic opportunities, new tax dollars to our state, to our local governments is quite remarkable. I appreciate all that you and the team are doing, President Capilouto, and I just think it is an amazing achievement that I do not know if many people across the Commonwealth understand and realize."

Trustee Ramsey stated he had been around this university for 46 years, and "Mr. President, I must say that this is the first time in the 46 years where I have felt that the importance of the African American student, the African American community has been front and center. You have kept it that way, and when you and I had some conversations years past, I stated that I believe this university has an obligation to the state to lead the state and how we, as a diverse community, should get along and live together. I finally feel and see that that is starting to happen. I cannot thank you enough. I know I pushed you, and you said you do not mind being pushed, so I will continue to do so because I

believe the more diverse we are, for us to continue to be successful, to continue to be the beacon on the hill in this community and in this Commonwealth, these are the things we have to do. I commend you for keeping this front and center, for it being a large part of what we are doing here at the university. I stand ready to assist in any way possible because this is my university.”

The president thanked Trustee Ramsey and stated that he appreciated him urging the university forward. “I believe in speaking for my team and this campus, when we fall short in those areas of accountability, for those who have not had access, either by income or by race or any other factor, when we fall short there, those are our days of biggest disappointment. It is something shared across this entire community and I appreciate your comments.”

Trustee Geoghegan stated how impressed he is with the passion of leadership that the president provides and that of all those around him – passion and compassion. He commended the team for the labor-intensive work they are delivering to first-gen students and added, “You are looking toward the future. You are doing everything you can today, but you are looking toward the future.”

The President stated that during the next section they would discuss the future, and added that he will be meeting with the Trustees individually over the next few weeks and looked forward to hearing more from those who had the opportunity to speak today and those who would like to speak when they get together.

IX. Strategic Plan Update Part II

The President introduced part two of the strategic plan discussion. “You certainly recognize that one strategic plan is ending, and another has to start. It is time, again, to focus on the future. We must recognize that we are planning in an entirely different context and in a time and setting like no other we have faced in the past. We must find new ways to think together about our future, honoring our commitment to share governance, mindful that we must plan and prepare for a future which has more unknowns than knowns. In all likelihood, working as a campus to establish a strategic plan or framework, not based on the typical five-year time horizon, but one that is realistically much shorter and that is flexible enough to pivot as the world around us inevitably changes.”

“As we look ahead, we are more likely to be planning in increments of months, not numerous years. Nevertheless, our mission remains the same, but the future will call on UK to be resilient, nimble and creative in the face of continuing uncertainty and anxiety.”

The president stated the senior leaders will again come forward and share some of their initial thoughts about goals and aspirations for the future and what the university confronts. The president then asked the Board to ponder the question, “How should we position ourselves to meet our mission while facing a dynamic and uncertain future?”

“This is the question we’re going to be called upon to answer. We must do it together. It is going to determine our future. And after the comments by our leaders, I’ll look forward to hearing what you have to say.”

The president then introduced Dr. Turner to begin the discussion.

Dr. Turner discussed the future of the UK student and a composite of the future student population, based on national and state data. “In terms of their academic preparation profile, nationally, 35 percent of public high school graduates do not meet the college readiness benchmarks as determined by ACT. In 2019, only 18 percent of Kentucky public high school graduates met the college readiness benchmarks. We need to think about what kind of preliminary programs need to be put into place to bring those students up and ready for college-level work. The composite ACT reading score in Kentucky dropped in the last couple years from a 19.9 to a 19.5, so the ACT readiness in reading is particularly vulnerable for the next generation.”

Dr. Turner continued, “We know from national literature that students are looking for a Return on Investment (ROI), an outcome-drive degree program, looking at real-world interdisciplinary types of programs of study. This helps us think about what kind of curriculum to offer.”

Dr. Turner continued, “In terms of the demographic profile of the future student, as Trustee Ramsey mentioned, these students are predicted to be more diverse, not only as an institution, but also as a society.” She stated from 2013 to 2032, the Western Interstate Commission on Higher Education (WICHE) predicts that white high school graduates in Kentucky will fall from 85 percent to 75 percent. We know nationally that Asian and Latinx high school are expected to grow nationally over the next several years and decade.

Dr. Turner continued, “With a shrinking number of white students in Kentucky, how does UK ensure it has the right services and is prepared for a more diverse population; thinking about new markets to increase the number of students that are BIPOC or from different demographics.”

She continued by discussing the mind-set and attitudinal profile of a future UK student. “This year is the first fully iGen generation. The last several years, the generations have been on a cusp to change, but we are right now in the first fully iGeneration generation. So, what does that mean, particularly for a generation that is coming of age during COVID? We know that this generation, up until COVID, was considered to have a very long adolescence. They delayed their drug and alcohol use, they delayed their social and dating experiences, or even getting a driver’s license. There was stronger parental involvement, even more so than the generation prior when people talked a lot about helicopter parents. You see all of these types of demarcations that are delayed for this generation.”

Dr. Turner continued, “As these students come to college, they do not necessarily delay social and behavioral experiences, but they have not had the four or five years of

experimentation prior to coming. This mean for the first six months or the first year when students arrive on campus, they have had a delayed experience with things like drugs and alcohol, and social and dating experiences. Layered on top of that is the sense of safety, which is based on our own internal surveys and discussions with students. I do not just mean physical, it is also economic safety, psychological safety, and emotional safety. Having that context of safety, drives people's decisions and outlooks."

"What does that mean in terms of the services and programming we provide, to prepare them to fly on their own? There is also a sense of fallen promise where expectations have not been met with reality, which will play even more heavily on this generation as they did not have rights of passage, like the high school graduation or senior-year experiences. When they arrived at campus, they are not necessarily having the traditional orientations or the traditional fall semesters. When the reality does not necessarily match what the expectations were, what does that mean for a generation in terms of how they make decisions and how they move forward?"

"Additionally, there is a much stronger sense of self-advocacy, which we see play out acutely with our freshman and sophomores. There is a generational divide between our older students, our juniors, seniors and graduate students, versus our freshman and sophomores. They are more comfortable having their voice present, responded to and advocating on behalf of their needs." Dr. Turner yielded the floor to Dr. Wright.

Dr. Wright began, "During my first presentation I talked about a number of student successes and how proud we are, but it is also important, as the president said, to look at the future, and part of that is knowing where we still need to make additional improvements and where our challenges are." Dr. Wright detailed challenges beginning with opportunity gaps, where far too many URMs and Afro-Americans fail to graduate. "I would say a future goal for the University of Kentucky would be when there will be no distinction between the overall graduation rate of African American or URM graduation students because they are combined because they have improved to such an extent."

Dr. Wright continued, "Right now retention and graduation challenges, are not because of a lack of ability on the parts of the students. Earlier I mentioned how, financial considerations help, but there are other unmet needs that the university must do better in the future for these students to be successful. We need to be fully aware of those students who are the first one in their family to attend college. This often means that they do not have the support at home. Not that their parents do not love them; but they might not know how to encourage a student when he or she is having difficulty in a class."

"To counter this, it is important that we do an even better job of having support networks on campus in the residence halls and any of the places, to use the vernacular of students, where they "hang out." For example, the director of the Martin Luther King Center shared with me, in order to effectively do his job, he needs to be a social worker, he needs to be a psychologist, he needs to be a myriad of things to be sure UK has all of those services. Many times, minority students, especially freshman and sophomores,

feel more comfortable in talking with someone of their own race or gender about these issues.”

Dr. Wright Continued, “Earlier I applauded the university for the successes in minority faculty, but there simply has to be more, specifically, we need more minority women faculty. If you look at the trends everywhere in higher education, there are more women students than men students. This is especially the case for African Americans, where in many places 70 percent of the students are females. Every black female faculty member I have encountered on the University of Kentucky is overburdened. They are committed, but at some point, they can only work with X number of students outside of the classrooms. We need more faculty like them at this university.”

Dr. Wright continued, “What does equitable access mean? Far too many students of all races, but definitely minority students, are not successful when they do not belong to some type of organization, when they are not interacting with others. It is important that UK has even more programs. The Office of Institutional Diversity and others have to do an even better job of bringing programs to campus or finding ways to acculturate our students to the campus.”

Dr. Wright continued by discussing the challenges caused by the twin pandemic and the impact on students whose families have been sick or died due to COVID. “There was another aspect when students went home in March, it led to a number of students, who I interacted with through the MLK Center or through OID, not having any place to go. Going home was not an option for them. They were the ones who were supporting all the ones at home, but now they lost their jobs. They even lost where they were living. So, clearly, that was a challenge.”

Dr. Wright concluded his remarks by saying, “I think in the future, if UK is going to be successful, we must find a way to educate and enlighten all of our students in the area of race. Not just one perspective on race, but in every area. I believe that if we do our job correctly, we will improve race relations, and help all of our students to have empathy for whomever they call others.” Dr. Wright yielded the floor to Dr. Cassis.

Dr. Cassis stated, “I am a firm believer that research is an essential vehicle to develop solutions for the pandemics and the world that we find ourselves in. More than ever, we need research to try to understand and develop solutions. So how do we do that? We must be flexible and responsive and cannot get mired down in existing structures. In response to this need, Research has created COVID-19 Unified Research Experts (CURE) Alliance groups, which include health, materials and methods, and social sciences. Because COVID is wreaking havoc, not just on our health, but in every way, we need to use this flexibility and response to charge and support our faculty, staff and students in their research mission to develop solutions. We must build upon our existing strengths in being responsive. For example, in response to issues on racial equity and social justice, we have recently created a new research priority area called United and True Racial Equity or UNITE.” Dr. Cassis explained that UNITE is a five-year, \$10 million commitment to sponsor UK research focused on racial disparities and inequity.

Dr. Cassis continued by discussing the next solution – innovation. “We have to innovate, and research is all innovation to me. It is always thinking outside the box, but we must think way outside the box now. We cannot use conventional approaches.” She offered an example of how UK does not have the facilities to handle the SARS-CoV virus that gives you COVID-19. “Because of this, we are limited in the types of research we can do to develop vaccines, to understand how this virus impacts our health, to use it in ways to develop new masks that keep it from getting into us. So, we are going to have to innovate. We are going to have to think about how we have to change our infrastructure and be, again, flexible, so that we can help our faculty use their research mission to address what is facing us.”

Dr. Cassis discussed the need to integrate research into the undergraduate educational experience. She reported that they are working with all 17 colleges to develop new programs where research can be incorporated into part of their disciplines and academic degrees to ensure undergraduates have research as a part of their overall experience.

In closing, Dr. Cassis remarked, “What is the point of doing research if we do not translate it to the Commonwealth? We have made a lot of strides by Ian McClure’s leadership in commercialization of our technologies and how we affect the economy of Kentucky. But we have to do more, so I am looking forward to working with Vice President Cox to see how we get out in the community and make sure our research integrates better with our service mission and does things like the substance-use priorities, of healing our communities, food insecurities, all the ways that our research can make a difference in Kentucky. “I see research as a solution, but we have a lot to do to make it a reality.” Dr. Cassis then yielded the floor to Provost Blackwell.

Provost Blackwell remarked, “I want to frame my remarks around the context of a university of the future. A lot of what I have to say has been shaped by a lot of listening over the last year, but certainly, has been influenced in a different direction because of what we have experienced with COVID and the highlighting of dramatic racial inequities in our society.”

Dr. Blackwell continued, “First, we have to recognize that the competitive dynamics of our industry are shifting very quickly. These have been heightened, especially in the pandemic, as many universities quickly shifted to online modality in the spring and summer and in this fall to various forms of hybrid modality. As a flagship, R1, land-grant institution, we must recognize that our cost structure is different from many of our competitors. Certainly, our cost structure is different from the regional comprehensive universities in the state. So we have to demonstrate the additional value of a degree from an R1, flagship, land-grant institution, and that value has to be reflected, both in the quality of the classroom experience – be that face to face, hybrid or online – and in the outcomes of the graduation rates, but also, outcomes after graduation.”

Dr. Blackwell continued, “We have to be able to demonstrate that value and communicate that value to retain our advantage as a university with a tradition, and certainly, a trajectory of a strong, comprehensive residential experience. That means more than ever that we stay focused on keeping the experience at the University of Kentucky affordable due to the demographic profile of our students and the inequities among groups of students. The cost of education, given COVID, given the identification of challenges created by racial inequities, our focus on cost has to be laser sharp as we move forward.”

“We also have to recognize that students in this environment are growing accustomed to learning in a more digital environment. Many of our students in Kentucky, as we have discovered this spring, summer and fall, are not accustomed to learning in a digital environment. They are accustomed to a traditional high school environment. When they arrived on campus this fall, many of them were not prepared for that environment. As we move forward there will be a growing demand for a mix of modalities, we must prepare our students to learn in those different modalities, and especially the students from disadvantaged groups. First-gen and underrepresented minorities who are often the most financially challenged and may not even, in their high school years, have the access to technology that they need to succeed.”

Provost Blackwell continued, “We will continue to provide a robust residential experience; however, the demographics are against us. As Dr. Turner mentioned, the number of high school-aged students will be declining or flat in this country. When you think about the impact of COVID, it has increased the challenges of bringing students internationally to our campus. That will be a challenge until COVID is resolved. So how do we reach those students?”

Dr. Blackwell continued, “All of this means going forward we have to have a more intentional focus on nontraditional and adult learners. Certainly, our efforts in UK Online get us started in that direction, but I think for us to sustain the enterprise and have the growth that we need as an entire university, we have got to increase our focus on adult learners, and especially through online education.”

“Next we have to meet our students where they are and where they will be. We need to figure out how do iGen students best learn. We have to help our faculty adapt to these new and innovative learning environments so that they can best serve the iGen students, the first-gen students and the URM students in unique ways.”

“Mental health is going to continue to be a factor in our students’ performance in the classroom and in their lives, so we have to continue to understand and proactively address the mental health issues. Then as part of the value proposition, we certainly want to prepare our students for their first job or their next step, be it a graduate degree or professional degree. We have to prepare them for life-long learning.”

“All of these elements have to be viewed through a lens of equity and understanding that our students all come from different backgrounds with different

capabilities at home, different financial resources, and we need to be cognizant of those. All of this means that to meet this value proposition for an R1 university, we must equip our faculty toward more complete engagement across the student life cycle. How do faculty engage with students in an increasingly digital environment? That means we must have better collaboration and leverage across the entire campus, across the academic and student affairs worlds, especially with respect to the on-campus residential experience.”

Dr. Blackwell referenced undergraduate education and research discussed earlier. “This is essential for demonstrating the value proposition of an R1 university and an undergraduate degree from an R1 university. It contributes to the ability of our students to learn over their lifetimes and adapt over their lifetimes, and to perform well in either a graduate or professional degree environment. Helping our faculty understand how to address students in these contexts will be very important.”

“We also have to continue to build a diverse faculty along the lines that Dr. Wright mentioned and make sure that all of our faculty understand how to address equity and inclusion in a classroom environment. This requires efficient resource allocation and deeper accountability. We must be strategic in what new academic programs we chose to invest in. We must think how these programs leverage with our faculty research strengths, and the workforce needs of the Commonwealth. Dr. Blackwell offered the example of the Beam Institute. “They are doing pathbreaking research in the distillation industry, while at the same time, those faculty are delivering a certificate in distillation studies. The engineering program with BCTC and the partnership with Toyota. These are the kinds of things we must do to be efficient and be in line with our land-grant mission. These are examples of the type of programs we need.”

Provost Blackwell pointed out that all of UK’s units, especially the academic units, must be more efficient, must better utilize their people and their facilities. They must be productive and be incentivized for that productivity; reward that productivity and hold each other accountable for being more productive with what are fewer resources. Continue collaborations with community colleges and high schools to facilitate affordability and access. “All of this is in line with preparing our students for a life of meaning and purpose and the ability to adapt and learn over a lifetime.”

The president then introduced Vice President for Land-grant Engagement, and Dean of the College of Agriculture, Food and Environment Nancy Cox.

“In the weeks since my appointment as vice president for land-grant engagement, I have had a lot of conversations and opportunities to reflect about what it means to be a land-grant university in the 21st century. Certainly, the concept of “of, for and with” Kentucky has been a guide star of the College of Agriculture, Food and Environment for as long as our college has been around. Our history as an institution, as an 1862 land-grant university, is infused by the idea that higher education should be accessible, that our work should be tied to the land and its people, and that we should take the incredible innovations pioneered on our campus out into the field and the community.”

Dr. Cox discussed new ways to expand engagement involving Kentucky Cooperative Extension as a key mechanism for successful outreach. She offered examples of why Extension is helpful to this process beginning with hardwired and high touch, which means having a presence, a building and staff in all 120 counties, all or most of which are rural communities. “Only seven counties in Kentucky having populations over 100,000 and more than half with less than 27,000 people. So, in many of these communities, Extension is a hub with, often, the best facilities for meeting, connectivity and trusted people. Our agents and other employees are ready to assist and serve citizens, which is why we say we are high touch.”

Dr. Cox continued, “We also count over a quarter of a million volunteers, community partners of various types serving our counties. I think Extension is well-known for its role in agriculture and providing a safe and abundant food supply but we are also known for health and nutrition programming, small business development and marketing, community development, fine arts, financial well-being and food safety and security. We have partnerships with College of Nursing, diabetes center and public health. We are the home of 4-H and youth education. All of these mission areas have been challenged by the COVID environment, noting that early March was the planting season for calving, and foaling season as well, so we had to adapt a lot for COVID.”

Dr. Cox continued by discussing global leadership guided by relevant necessity. “Certainly, at UK we balance global leadership and the impact with serving the better interest of our state. We have an opportunity to extend this work further across campus with other campus partners, and we have already begun partnerships with several other colleges and UK HealthCare. The dual pandemics of COVID-19 and social equity call us to embrace these aspects of our mission and reflecting on what a 21st century land-grant university means more fully.

“The Extension system for Kentucky did a recent statewide needs assessment, and we identified three priorities of our citizens: substance use and mental health; economic and workforce development; and community leadership, engagement and pride. Those priorities are going to need a lot of partners for us to get done. They are also accompanied by a reorganization of our Extension system that we have done recently, but we have certainly kept our core attributes intact, which is the trusted and respected relationships that our counties have with the citizens they serve.”

“After all this review and new-priority setting, we are not our grandparents’ extension anymore, and we are ready to take on these new partnerships. We are in a world wrapped in COVID-19 and social equity issues, and our citizens and clients are asking tough questions about the resiliency and relevance of our institutions. I would argue that the land-grant model has never been more relevant, more essential, and a greater asset for a public research university. The health, economic, social, educational and equitable needs of our society demand the dynamic responsiveness of its land-grant universities and we can certainly do that here at the University of Kentucky.” Dr. Cox yielded the floor to Executive Vice President for Health Affairs Mark Newman.

Dr. Newman discussed the value and importance of health and health care. “As we look at the vision that we described yesterday to the Health Care Committee, One Community, committed to a Healthier Kentucky, we think about advancing the health of our campus, the community and the Commonwealth. You see the opportunity when we say a community, we have that broad community of health care colleges. We just talked about the College of Agriculture and the work and the partnerships that we have with them. It shows the opportunity.”

Dr. Newman continued, “Starting in the concentric circles going outward, as we think about our campus, we have seen the idea of building on what we have done with Health Corps and the innovative approaches to bring people into enhancing their own care, enhancing their own health as we go forward. It is a real opportunity for us to take what has been a very difficult situation but build on it in order to do something better, to make a difference for our people on campus. That is a key place for that to start.”

“The second is the community. It is a real opportunity for us to reach out, both locally and in the Bluegrass. As we start to understand and do research, both in health care disparities, but reach out to think about how we make contact and develop trust with an underrepresented minority community, and let them understand our commitment to them and how we can try to work with them to make a difference.”

Dr. Newman continued, “If we are going to be patient-centered and make a difference in the community, we have to improve our access. We talked about this as far as facilities, the people, but other things that we can do both in Fayette County and the Bluegrass to make it easier for people to get to us and to be able to make a difference overall. We must think about how we not only do that ourselves, but how we partner in the Bluegrass. One of the opportunities for us: People look to us, and I think with that comes a responsibility for us to drive and enhance health.”

Dr. Newman continued by discussing the broader Commonwealth, “We are going to come out of the COVID pandemic with a number of hospitals that are challenged to continue to survive and meet the needs of their local areas. We have to be that resource to work together, to create more of a network to help them sustain what they do and to do it better so that we can serve the people of Kentucky. We must be able to take those transfers, we must be that resource for the state, and continue to emphasize the innovative-care models. It is the opportunity for us to be that resource for Kentucky, to make a difference for Kentucky and to make a healthier Kentucky.” Dr. Newman yielded the floor to Provost Blackwell.

Dr. Blackwell described the next steps with the strategic plan process. “We are in a very dynamic environment. The uncertainties remain great, the unknowns are greater than the knowns. This process is going to have to be very dynamic, it is going to have to be a learning process. We must learn, as we have already, from our experiences and actions in the twin pandemics, to adapt based on that learning. Flexible response is our

theme over the next couple of years as we deal with these new opportunities and challenges.”

Dr. Blackwell discussed the process that began last fall with several listening and discussion exercises where many ideas were developed, captured and retained. “Those ideas are reflected in how we think going forward, but as of March and April of this year, those ideas and plans have been turned upside down. We must adapt moving forward, beginning with this meeting, which is the first of many listening exercises that we will have with our constituencies on the future of the University of Kentucky. These next steps will include using efficiently and effectively our existing structures of shared governance, and that includes engagements with our University Senate, Staff Senate, Student Government, various groups of leaders, academic leaders from the university; the chief diversity, equity and inclusion officers from the various units, and then faculty and staff, individual faculty and staff members in town halls, providing an opportunity for online feedback as we move forward. This is not going to be a quick process, it is going to be ongoing and dynamic, and we will be reporting to you at future board meetings as we move ahead.”

The president thanked Provost Blackwell and all his colleagues. “We have shared with you our glimpse into the future. More important for us right now is what you see as next. You are our “we” in helping us define this future. What do you see in the future? What do you see around the corner? You are our eyes and ears.” He reminded the Board, “Our mission remains the same, but the future will call on UK to be resilient, nimble and creative in the face of continuing uncertainty and anxiety. How should we position ourselves to meet our mission while facing a dynamic and uncertain future?”

He opened the floor for responses and comments and reminded them he will visit with each member individually in the coming weeks.

Trustee Bowen asked for clarification on the American College Testing (ACT) statistic for Kentucky high school graduates. Dr. Turner confirmed that according to ACT’s 2019 data only 18 percent of Kentucky’s public high school students met the college readiness benchmarks as determined by the ACT.

Dr. Turner reiterated the earlier discussion of bridge programs between high school into college, the dual credit programs as ways in which the university can ensure students are ready. “We have done several pilot projects over the last two to three years in trying to get our students, particularly, math-ready during the summer and using online resources and tools”

Trustee Bowen asked if the Kentucky average was a steady percent or if the state was trending higher or lower. Dr. Turner explained the national rate of the public high school graduates who do not meet college readiness benchmarks is 35 percent.

Provost Blackwell added, “It speaks to the importance of our own College of Education and what they can do to help teachers prepare leaders in K through 12, and help our future teachers adapt to these emerging challenges in our state.”

Trustee Daniels built on Trustee Bowen’s comments, as a current Fayette County Schools Board member. There is no doubt that some of our future preparation will involve higher education, but we will have to be involved with K through 12 preparatory issues at a higher level, and also tie that back in with state workforce data in numbers. What we are finding is that we have these shortages, and as Provost Blackwell said, we have to almost grow our own teachers in the state of Kentucky, and the University of Kentucky will lead the way. That attainment number can be increased. We must be able to match the workforce needs with the shortages and with the education level that is needed for those jobs. We have to do a better job of leading the way and preparing K through 12 earlier for what those preparatory issues will be going forward and I think UK will take a leading role.”

Trustee Ramsey agreed with Trustee Daniels and added during his time as the state commissioner of workforce development, potential businesses moving to Kentucky wanted to know the education level of the state, as well as the amount of skilled labor. “As we look out into the future, if Kentucky is going to be attractive, those numbers have to come up.” The president agreed.

Trustee Shuffett remarked that she saw opportunity, “I see so much opportunity when I hear Dr. Cassis and her talk about our research. I see opportunity for our undergraduate students as we build bridges in allowing them to do research and giving them an opportunity for mentorship. Undergraduates, underrepresented minorities, first-generation students, they may go into college, but really have no idea what is on the other side. They may never think that they could, potentially, seek even higher education beyond a bachelor’s degree. So, increasing exposure science, technology, engineering and mathematics (STEM) education, getting a PhD, being a researcher, going into a medical field, is a great opportunity, and I think we have that.” The president thanked Trustee Shuffett and agreed UK needs to focus on their opportunities.

Trustee Blonder commented on the community health care and research initiatives. “As we all know, getting through COVID in Kentucky, and one of the other trustees mentioned the “Kentucky uglies,” we have issues related to underlying conditions, like obesity, and diabetes. But we also have nutritional deficits in our populations, so some residents might be overweight, but at the same time, not eating a healthy diet. It has been shown in the literature that Vitamin D deficiency and zinc deficiency play a role in COVID. Not just progression of disease, but also getting COVID. There also has been literature showing that among African Americans and persons of color, that Vitamin D deficiency might be particularly pronounced given melanin and its role in converting sunlight into Vitamin D. I am wondering if UK HealthCare and research, has an initiative to screen our citizens for nutritional deficiencies, particularly Vitamin D deficiency. We could really make a difference if we get everybody’s Vitamin D levels up and look at zinc as well.”

President Capilouto thanked Trustee Blonder for her observation and comment and agreed with the importance of nutritional and holistic well-being, as UK looks to the future. He then called on Dr. Cox to share the powerful ways UK's Extension Center involves nutrition.

Dr. Cox thanked Trustee Blonder. "You just gave a great example of what we can do together as we go forward. There is a research component to it, but there is an educational component to it, which is critical to the well-being of our citizens. I hope as things grow out of these discussions; we will include projects like this."

Dr. Newman agreed with Trustee Blonder's comments and remarked how health care providers can provide resources and create partnerships to facilitate and develop trust as they educate people on the right things that they can do for their health. He pointed out another issue with health care disparities is trusting the health care providers. "Coming at the issue from two different directions, health care providers could partner with UK's Extension service from an agriculture side as communities trust their local resources."

Dr. Cassis shared that she was working on a grant that focuses on obesity and its impact of COVID. "It ranges all the way from the cell level to humans. Through our research priority areas, we have the potential to interface with both UK HealthCare and Vice President Cox in our engagement."

Trustee Swanson remarked that a lot of the conversation had revolved around outreach and community engagement, but as you look at UK's metrics of success, this engagement is not present in how the university is currently evaluated. "Could you please consider that?"

President Capilouto remarked he was happy to consider it and would appreciate her contributions to that conversation. "As Dr. Cassis said, the ability for us to translate our knowledge and our discoveries to our community are a significant measurement and a dimension of accountability that deserves a priority. I appreciate you stating that."

Trustee Shoop congratulated Dean Cox on her expanded roll, and what she and her team at the extension services have done, especially for Eastern Kentucky. "I have always been a proponent of the extension service, as you well know, but, to a lot of people, the extension service is their main contact with the University of Kentucky and I would like to see us just try to do more in the future with that service. It is such a great part of what your department does, and you do it wonderfully."

The president thanked the Board members for their comments, and reminded them of their availability, as they further ponder the questions posed to them. "I will close with a quote from a famous Kentucky philosopher in my book. She said, "Thinking back on things I did as a kid, I loved climbing trees. Mommy could hardly keep me out of them. I would climb right to the very top. Once I got there, I could see everyone all around. That's

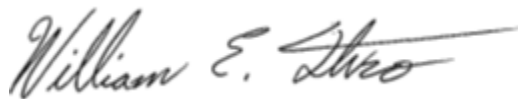
how I figured out there was a big world out there.” That was Loretta Lynn. I am going to ask you climb up in those big trees. Please look out there. Listen to those in your community. Listen to your constituencies and be our effective eyes and ears as we chart the next strategic plan for the University of, for and with Kentucky.”

X. Closing and Adjournment

Chair Vance asked if there was any other business to come before the Board and thanked President Capilouto. “We are deeply appreciative of the efforts of you, your team and the entire campus. We are proud of the progress we have made as an institution to respond to an unprecedented challenge. We know it has not been easy and we know there are no easy days ahead, but our response thus far and how we are preparing to plan for the future gives us confidence that we will get through this. This Board will be steadfastly supportive of each step of the way.” Chair Vance continued by thanking the Board members and to the entire campus for what they have done and what they will do.”

Hearing no further business, the meeting adjourned at 11:57 a.m.

Respectfully submitted,

A handwritten signature in cursive script that reads "William E. Thro". The signature is written in black ink and is positioned above a thin horizontal line.

William E. Thro
Assistant Secretary

(PR 2, FCR 1, FCR 2 and FCR 3 are official parts of the Minutes of the meeting)