

Minutes of the Meeting of the Executive Committee of the Board of Trustees of the University of Kentucky, Thursday, July 5, 2001.

The Executive Committee of the Board of Trustees of the University of Kentucky met at 10:00 a.m. (Lexington Time) on Thursday, July 5, 2001 in the Board Room on the 18th floor of the Patterson Office Tower on the Lexington Campus.

A. Meeting Opened and Roll Call

In the absence of Chairman Billy Joe Miles, Mr. Steven Reed, Vice Chairman, called the meeting to order at 10:00 a.m. Ms. Marian Sims gave the invocation.

B. Roll Call

The following members of the Executive Committee of the Board of Trustees answered the call of the roll: Mr. Steven S. Reed, Ms. Marian Moore Sims, and Ms. Elaine A. Wilson. Absent from the meeting were Mr. Billy Joe Miles and Ms. Alice Stevens Sparks. Other Board members in attendance were Dr. Claire Pomeroy, Mr. Tim Robinson and Mr. Russ Williams. The University of Kentucky administration was represented by President Lee T. Todd, Jr., Senior Vice President and Chancellor of the Medical Center James W. Holsinger, Senior Vice President for Administration Jack C. Blanton, Provost Michael Nietzel, Vice President for Research James Boling, and General Counsel Richard E. Plymale.

Members of the various news media were also in attendance. A quorum being present, the Chairperson declared the meeting officially open for the conduct of business at 10:03 a.m.

C. Administrative Reorganization (ECR 1)

President Todd thanked the Executive Committee members for attending the meeting, especially on short notice. He said it would not be his practice to convene the Executive Committee on such short notice or that frequently. He would like to have had the entire Board at the meeting; however, to try to maintain momentum and do some of the things that he thinks are important to everyone, he felt this meeting was necessary. He informed the Executive Committee members that he had spoken directly to fourteen of the Board members on the Fourth of July holiday on the phone and left messages for six members, three of whom have returned his call saying that they liked his voicemail message.

President Todd said that the first item on the agenda deals with reorganization and requires action by the Executive Committee. The other three pieces are information items that he wanted to cover with the Executive Committee: a Top-20 Task Force, a Task Force on UK's Future: Faculty for the 21st Century, and one other business item.

Through a series of slides, President Todd began his presentation. He said that the Legal Counsel and athletics positions were in place, and he did not have any announcements in regard

to those two positions. One of the things that he is attempting to do with this reorganization is meet the commitments that he made from his presidential interview process to move to a strong chief academic officer model, and it will be a provost model. In addition, he said that he wanted a strong business planning leader and a strong Medical Center leader. This will allow him more time to go to Washington and meet with the Congressmen. He said that he had already had breakfast with Ernie Fletcher, one of the representatives in Washington, and a meeting with Senators McConnell and Bunning last week. Those are the things that he wants to do to help the University move forward. In order to be able to do that, he needs a structure that is thinner than before and one where he can put responsibility down the ladder. The other overlying thing that will come out of the reorganization is that he wants to begin thinking about a "one-campus" approach and concept.

President Todd then talked about the Acting Provost role. He said that there would be a national search; however, he is not ready to announce when the search will begin. He expressed pleasure in announcing that the Acting Provost is Dr. Michael Nietzel, who has been working with him during the transition. Prior to making the decision to appoint Dr. Nietzel as Acting Provost, he talked with the deans to get their input, and the result was overwhelmingly positive. When he went through the presidential search process, one of the faculty concerns with him was that he did not have the traditional academic upbringing. In Dr. Nietzel's case, he came to the University of Kentucky after getting his doctorate from the University of Illinois in 1973. In 1977, he was promoted to Associate Professor with tenure. In 1981, he became a Full Professor. Throughout the 1980's, he was director of the Clinical Psychology Program, which became one of the largest and most respected doctoral programs on campus. From 1991 to 1997 he was the Department Chair of Psychology. Since 1997, he has been Dean of the Graduate School. Dr. Nietzel has a traditional academic career. President Todd said he has greatly enjoyed working with Dr. Nietzel, and he is really pleased that Dr. Nietzel has agreed to accept the Acting Provost position. He said he would talk more about the Provost model as he goes through the slides.

President Todd said that the leadership that Dr. Holsinger has given the Medical Center has just been phenomenal. Many medical centers around the United States are in the red and the University of Kentucky Medical Center is in the black. He reported that he did not anticipate a lot of changes in the Medical Center. He said that he spent four days in the Medical Center, starting the day at 6:30 a.m., doing Grand Rounds until 9:30 p.m. and finishing with a reception. He pointed out that he is changing Dr. Holsinger's position title to Senior Vice President of the University of Kentucky and Chancellor of the Medical Center. He explained that he wants Dr. Holsinger to be able to give his ideas about the entire University of Kentucky, in budgeting, in faculty reward systems and so forth. Likewise, he wants Dr. Nietzel to be able to give Dr. Holsinger advice about the Medical Center. This approach will begin to make it feel like we are talking to each other, and we are getting rid of some of the silos.

President Todd reported that he has "resurrected" Dr. Jack Blanton. Dr. Blanton will be the Senior Vice President for Administration. He said that he knew Dr. Blanton when he was a member of the University of Kentucky faculty. He then reviewed Dr. Blanton's background, reporting that Dr. Blanton was the State Budget Analyst from 1960-1971 as well as the State Budget Director from 1971-72. The Senior Vice President for Administration position calls for a strong budget background that Dr. Blanton has. He said he wants Dr. Nietzel to tell him

everything about academics, and he wants the Senior Vice President for Administration to tell him everything about the finances. He reported that Dr. Blanton was Vice Chancellor for Finance at the Tennessee Board of Regents through 1975, and Vice President for Business Affairs at the University of Kentucky from 1975-82, and Vice Chancellor for Administration at the University of Kentucky from 1982 until the present. He said that he asked Dr. Blanton to step out of retirement and spend this year with him. In talking with people on campus, he learned that Dr. Blanton will tell you in thirty seconds how to do something while there are some people who will tell you in thirty minutes how not to do something. He said that is the attitude and responsiveness that he wants to see in the organization. He said he is pleased to have Dr. Blanton in the Senior Vice President for Administration position and expressed appreciation for the things Dr. Blanton is doing for the University and him.

President Todd reported that Dr. James Boling had been asked to fill the Vice President for Research position. He said that the importance of going forward in the university's Top-20 endeavor requires that he keep a tight watch on the research activities. He noted that the Vice President for Research has a direct line to him on the organizational chart; however, for daily interaction, there is a dotted line to the Provost. He said that he has discussed these reporting lines with Dr. Nietzel and Dr. Boling. He reported that there would be national searches for the Provost, the Vice President for Research and the Senior Vice President for Administration positions. He said that he would give the Board of Trustees a timeline when the searches will begin; however, he has not decided that, as this is only his third day on the job as President.

President Todd reported that Terry Mobley would be the Chief Development Officer in charge of Development. The University of Kentucky is in the middle of a \$600 million campaign. The campaign has achieved \$400 million; however, there are \$200 million yet to be raised. He said Mr. Mobley will be reporting directly to him throughout the term of the Capital Campaign, and he will be working directly with Mr. Mobley. He said that he had already met with one of the university's top donors, and he will be getting out and meeting with others. He will have a tighter relationship with the development area.

President Todd reported that the Vice President for Corporate Relations and Economic Outreach is a new position. This position is being posted, and Dr. Joe Fink will be in the position until the posting period is complete. There will be interviews if others are interested and apply for the position. He noted that Dr. Fink would also appear in another position on the organizational chart. He explained that the Vice President for Corporate Relations and Economic Outreach position developed out of the John Hall report regarding the University of Kentucky economic engines. He said he would talk more about that later in his presentation.

President Todd reported that he had met with Professors Carolyn Bratt and Susan Scollay to get up to speed on a lot of the data and research that they have been trying to gather over time. He said that he sees a need to have a Commission on The Status of Women. The charge for the Commission will appear later in his presentation. He explained that he is not putting a timeline on this Commission, and it will be in existence as long as it is needed. He will not be putting a report period on the Commission because things will be implemented as soon as they found. The Commission will report directly to the President. He said that he plans to get staff suggestions and ideas.

President Todd reported that there would be a Commission for Diversity. The University of Kentucky has as made some good headway over the last ten years, but, in his opinion, it has not done as much as should have been done for the last two years. He said he and his wife, Patsy, had attended a reception with Mr. and Mrs. Henry Jackson, the African American community and the town leaders, not just the University of Kentucky faculty. He said that he had also talked with Drs. Loretta Byars and John Harris and discussed underlying concerns about the climate, that will be one of the charges to that Committee. He reported that the Commission on Diversity would report directly to him for whatever period it takes or until he feels the University exceeds its objectives. The charge to the Committee will be presented later in the presentation.

President Todd reported that the administration had trimmed down. He explained that he added some new positions to show his strategic interests on economic outreach, and he added the two commissions. These are not direct management positions reporting to him. His management team will be primarily the Provost, Senior Vice President For Administration and Senior Vice President and Chancellor of the Medical Center. He will have meetings, in many cases following his management team meetings, with the Vice President for Research and other Vice Presidents that he will discuss later in his presentation.

President Todd reported that he had moved the Director of the University Press position under the Provost. The University Press is one of the university's most scholarly activities. It is campus-wide and is well recognized as an academic and scholarly activity; therefore, it is under the Provost.

President Todd mentioned the following positions: Associate Provost for Undergraduate Education Phillip Kraemer, Associate Provost for Minority Affairs Loretta Byars, and Associate Provost for Student Affairs Jim Kuder. Those positions will report to Provost Nietzel.

He said that Dr. Connie Ray had been asked to be the Vice Provost for Planning and Institutional Effectiveness. She has a long history with the University and is well recognized on the campus for institutional research. Given his opinion -- having been in engineering -- for the level of research and the level of decision-making based on research analysis, he said he is pleased that Dr. Ray is going to be taking that position.

President Todd reported that the libraries, under the direction of Mr. Paul Willis, would be reporting to the Provost to enhance the Provost model. Paul Willis has done an outstanding job, and the University of Kentucky has the number one endowment of all public universities in the United States, only second to Harvard in all universities. Mr. Willis has done a phenomenal job with the libraries. This takes into consideration some recommendations and consolidations that have been made by committees over time. The Education Outreach and Distance Learning have been consolidated into one reporting line. Dr. Bill Pfielfle will be in charge of that area, but Dr. Phil Greasley will continue to be Dean of the University Extension. That brings together two areas that have been reporting separately.

President Todd announced that another major change would be having the Dean of the Graduate School report to the Provost. He said that Dr. Doug Kalika is acting in that capacity and Dr. Nietzel is serving in the Provost capacity; therefore, the Graduate School will now report to the Provost. He pointed out that the Lexington Community College would report to the Provost, much like they did to the Chancellor in the previous form. He said that another significant piece to this is there will be a Provost Council formed. That Council will be made up of all of the deans. He will meet regularly and will be chaired by Provost Nietzel. He said he was very grateful that the University has someone of the strength in Provost Nietzel that could deal with the Acting Provost role at this point in time.

President Todd elaborated on the Associate Provost for Undergraduate Education area. He said that he would do everything possible to keep from missing the university's enrollment numbers and to keep them moving forward. He explained that he had put together an Enrollment Management team under the supervision of Dr. Kraemer. He has consolidated the Admissions, Registrar, Financial Aid, Student Billings, and Merit Scholars offices. This team will be able to have meetings and identify any admissions, financial aid or scholarship problems. He said that he and Provost Nietzel had already spent three hours with this team.

He then returned to the Vice President for Research position. He explained that Dr. James Boling will become Vice President for Research until he has a chance to do a national search for the position. Various areas will be reporting to him much like they were in the Research and Graduate Studies alignment. The Graduate Studies came out of Research and Graduate Studies to go to the Provost, and UKRF is here. He did not go through all of the details, but he mentioned that Del Collins from the Medical Center has previously reported to Dr. Holsinger. That reporting line will continue; however, he will also report to the Vice President for Research as well in this model. He pointed out that nothing changed in Del Collins reporting line.

President Todd talked about appointing a Committee on the University of Kentucky's Future. He has asked that Committee to look at the Centers and Institutes. It is very likely that some of those Centers and Institutes will go back to the appropriate colleges where their funding can be added into the colleges where they are most closely associated. He mentioned a model that he has discussed with the deans that he wants to pursue, but he will let the Committee make its recommendations.

President Todd continued his presentation with the Assistant Vice President for Research position. Dr. Joe Fink will have the Assistant Vice President for Research position, in addition to being the Acting Vice President for Corporate Relations and Economic Outreach. He announced that Coldstream Research Park would be added to this position. Coldstream Research Park is presently under the supervision of Mr. Ed Carter. Mr. Carter will be with the University through the end of the year. Mr. Carter, Dr. Fink and Kathy Stewart will be working together during this time to transfer that area over to the Assistant Vice President for Research.

He reported that Senior Vice President for Administration Jack Blanton would have Mr. Henry Clay Owen, who is Controller and Treasurer of the University, reporting directly to him. In addition, Nancy Ray will be the Associate Vice President for Employment Equity and report

to Dr. Blanton. He then noted some changes. The Vice President for Fiscal Affairs and Information Technology will be Mr. Gene Williams. He said that he had known Mr. Williams for a number of years in a technical capacity. He briefly reviewed Mr. Williams' background. Mr. Williams came to the University of Kentucky in 1977 and was employed as Director of Organizational Management Analysis and also Internal Audit. He said that Internal Audit is one of the real roles that he wants Mr. Williams to take. Mr. Williams was promoted to Assistant Vice President for Business Affairs and supervised Capital Construction and Human Resource Services and the Business Affairs for Computing Systems, Communications, and the Police Department.

Mr. Williams has also been asked to take on the budgeting operation. Ms. Karen Combs has agreed to spend the next year as the Chief Budget Officer working with Mr. Williams. She has been at the Medical Center for approximately ten years and has grown substantially. We are pleased to have her fill this position.

President Todd said he was pleased to announce that Dr. Ben Carr will be the Vice President for Auxiliary and Campus Services. He mentioned the large numbers of units reporting to Dr. Carr and indicated that another unit could be added. He said that he and Dr. Carr are the same age and graduated from the University of Kentucky College of Engineering together. They have gone to church together for many years. He reported that Dr. Carr has operated in this capacity or part of this capacity for a period of time and is willing to take on the charge. He pointed out that this is a big operation and mentioned the Parking and Transportation area that he has heard is one of the tougher jobs in the University. He said he is pleased that Dr. Carr is accepting this role, and he really looks forward to working with him.

President Todd said that the position of Associate Vice President for External Affairs is open. Mr. Joe Burch previously filled this position. President Emeritus Charles Wethington chose not to fund that position for this coming year. He said he chose to put the position on the chart until he makes a decision about it. He is going to be so externally focused and working in a somewhat different way than some of the previous presidents; therefore, he wants that position there. He mentioned the various areas that would be under the position, the Art Museum, the radio station, Alumni Relations and Public Relations. He noted that the position called Director of Community Relations has been added under the Associate Vice President for External Affairs because of the importance that he wants to put on the town and gown effort. Lisa Higgins-Hord will take that position, and in the mean time until the Associate Vice President's role is filled, she will be working with the President on a daily basis. She will be involved in some of the recruitment issues as well as the town and gown issues. She is working on the America's Promise program that Colin Powell initiated and has done an excellent job there. She is going to touch a lot of things that Mr. Burch has touched so that will be a new adage to that position.

President Todd announced that there were not going to be many changes in the Medical Center. He reiterated that he had added Senior Vice President to Dr. James Holsinger's title. The Provost now will have the Deans' Council. He pointed out that all promotion and tenure appointments as well as new undergraduate and graduate program approvals will go through the Provost from Chancellor Holsinger. So, again the Provost model is beginning to feel the flow of all academic programs. He noted that he is no longer using the Vice Chancellor titles. As you

look across the one-campus model, you will see similar titles in all of those cases. He said he had really enjoyed working with Chancellor Holsinger through a lot of these discussions.

One final point he wanted to make is that the new organization has taken advantage of some retirements. They have taken advantage of some consolidations, and the University will receive a \$1.25 million recurring savings from these actions. In his opinion, that is important. He said he plans to use that money to begin a pool of money that can be applied toward the university's future needs. He indicated that they were not near the mark yet.

He then reviewed the charges and definitions of some of the positions that he had mentioned earlier in his presentation. The Vice President of Corporate Relations and Economic Outreach will work with the faculty and students to define intellectual property within the University and determine how to best take advantage of that. Dr. Fink will develop relations with corporations that hopefully result in more research, with licensing, or with other business opportunities. Dr. Fink will work, along with him, with communities in Kentucky to see how the University of Kentucky can help initiate economic development opportunities in some of these communities based on things the University does in its research area and its intellectual property area. Dr. Fink will promote entrepreneurship within the University and throughout Kentucky and investigate the University's present intellectual property policies and practices to see if they can enhance the chance to do more deals. That is a very important role and a very significant addition to the administration.

President Todd said that he wants to have the Commission on the Status of Women to advise him on issues of particular importance to the women on this campus: matters of gender equity in employment, working environment, compensation and campus leadership, special concerns about the campus climate, safety, personal well-being for female students, staff and faculty; consideration of gender issues in the University's cultural affairs, communications and publications, and curriculum and extracurricular opportunities. He mentioned the Fellows program and the invitations stating that it is a black-tie event. These are the subtleties that he thinks need to be addressed. The leadership or the make-up of the Commission will be announced later after he has had an opportunity to talk with faculty and get more input on it. This is also a very important addition to the administration.

He talked about the Commission for Diversity. He mentioned a number of meetings that he has had with the African-American community primarily, but this Committee is on diversity. He said he hoped to have the leadership for that Commission within the next few weeks. The Commission will advise him on things that are particular on point to the commitment to be a champion for diversity. The University has made progress; however, he fully expects to make greater progress this year. He wants to see the University exceed its goals. He thinks it can be done with some effort through employment, work environment, compensation, leadership, recruitment, retention and graduation of minority students. Graduation of minority students is the place it can be done without spending a lot of money. Again, too, the same thing applies to the recruitment and retention of minority faculty. There has to be a climate change for minority faculty: they do not feel good and comfortable with the university's environment, and it shows. He said that the Commission would be working on those issues. He also mentioned a general concern about the creation of an inclusive campus in cultural affairs, communications,

curriculum and extracurricular opportunities. He said that Dr. Laretta Byars is doing a very good job in a lot these areas.

President Todd said he planned to take some of his best people and try to define what “Top-20” means. He said he was pleased to announce that Dr. Phyllis Nash, from the Medical Center, and Dr. Mike Nietzel will take on this effort. As they try to define what it means to become one of the nation’s “Top-20” premier institutions, he wants them to look at two sets of metrics. One is the independently collected data at the national level, and there are two or three of those that can be looked at. There are also other measures out there and they need to clarify those. This allows us to compare ourselves independently with all other national institutions. This is what we have got to do before we can move forward. He said he has talked about UK’s higher purpose under his leadership. He feels that local measures, such as things that have been problems for Kentucky for many years that no one has been willing to talk about, things in healthcare, things in education, and things in the economy for the farmers, have to be looked at. He wants a committee to come up with some measurable parameters that he thinks can be implemented and then put those on our shoulders. He said he had talked to Congressman Fletcher about writing proposals on a national level about this with a tone of different compassion. Things in the proposals could state that this is part of Kentucky’s goal, and this is part of our higher purpose. Money from these proposals counts toward the national level numbers as well. He said that he thinks that is a way that we can all feel good about what we do. The University of Kentucky campus is the Commonwealth, and it is a land-grant institution. We should be making life better for Kentuckians, and this task force will be seeking that type of input. He said he would be announcing the other members of the leadership later.

In conclusion, he reviewed the Task Force on the University of Kentucky’s Future, Faculty for the 21st Century. The purpose of Task Force is to really look at where the academic and scholarly strengths are and where we can be looking at new initiatives and recommend some priorities. He mentioned the “Reedy Report” that had been done some time ago. In his presidential interviews, he was told that the report was good, but it was too broad. We need to be trying to target ourselves more specifically to things that we want to consider important and that’s the purpose of this committee. The committee will look at some restructuring which will promote multidisciplinary collaboration and intellectual innovations because multidisciplinary work is extremely important and fundable now. He said we are doing a lot more than we know we are doing. This committee will be composed of faculty members who have distinguished reputations in research, scholarship, the arts, performance and education. The Acting Provost, in consultation with other academic leaders, will form this committee. He will charge the committee with a report by December 31st because of the need for priorities.

D. Business Item

President Todd mentioned a business item. He said he was calling for a thirty-day hiring freeze with general fund positions because he wanted to look at the budget and see where the University is bringing in new hires. He said he wanted to look at the administrative restructuring. While money is being saved from attrition, there are people who will be relocating to other jobs. He said he wants to make sure they have the first shot at some of the new positions

in the budget. He explained that the thirty-day hiring freeze is nothing major. It is just enough time for him to get his feet on the ground about the budget situation.

He asked Vice Chairman Reed for consideration of the proposal that he had placed before the Executive Committee. He said he would be pleased to answer questions. He recognized the other Trustees who were in attendance.

Vice Chairman Reed said that President Todd had earned his money for the last several days. He said that he fully suspected that President Todd would be a fast operator and would move at the speed of light. It pleased him to see that President Todd just confirmed that. It confirmed all of his beliefs, not that he needed it confirmed. He said he voted for President Todd to become the next president at this great university. He thinks all of Kentucky will be proud to see the fast pace that President Todd is operating, that he is taking nothing for granted, and that he has the entire community of Kentucky in his heart and mind as he moves this university forward. He called for a motion for ECR 1 pertaining to the administrative reorganization. On motion made by Ms. Wilson, seconded by Ms. Sims, ECR 1 was approved.

Vice Chairman Reed called for other business. Two new Board members in attendance, Dr. Claire Pomeroy, College of Medicine, and Mr. Tim Robinson, Student Government President, were introduced.

President Todd thanked the members of the Executive Committee for approving ECR 1 and said he appreciated their support. He informed the media that he had a one-hour meeting with the academic leaders and would be available for questions from the media following that meeting.

E. Meeting Adjourned

With no further business to come before the Executive Committee, the Vice Chairman adjourned the meeting at 10:30 a.m.

Respectfully submitted,

Richard E. Plymale
Assistant Secretary
Board of Trustees

(ECR 1 and the slides presented by President Lee T. Todd, Jr. that follow are official parts of the Minutes of the meeting.)

ECR 1

Office of the President
July 5, 2001

Members, Executive Committee:

ADMINISTRATIVE REORGANIZATION

Recommendation: (1) that the Executive Committee of the Board of Trustees authorize the President to begin immediate implementation of major changes in the administrative organization of the University to include a Provost as chief academic officer, a senior vice president for administrative and operational matters, a senior vice president and chancellor of the Medical Center, and other appropriate changes in titles, operational structure, and personnel to support the new administrative organization; (2) that the President be directed to consult with the University Senate regarding how the reorganization may affect academic policies; and (3) that the President submit the completed organizational changes to the Board of Trustees for approval at an appropriate time in the 2001-2002 academic year.

Background: Governing Regulation VII (B)(1) recognizes that the administrative organization of the University "may be expected to change with increasing size and diversity in functions of the University." Pursuant to the Governing Regulations, the administrative organization of the University is established by the President, but major changes in the administrative organization must be approved by the Board of Trustees. Consultation with the University Senate is required if organization changes affect academic policies. This proposed change in organization will implement a "provost" system of University governance, replacing the "sector" system of governance. The change will promote the goals set out in the Governing Regulations which state that the "educational-administrative organization of the University shall be such as to minimize duplication of effort and to enable the University to operate as a single, closely integrated institution"

Action taken: Approved Disapproved Other _____

ADDENDUM TO JULY 5, 2001 EXECUTIVE COMMITTEE MEETING

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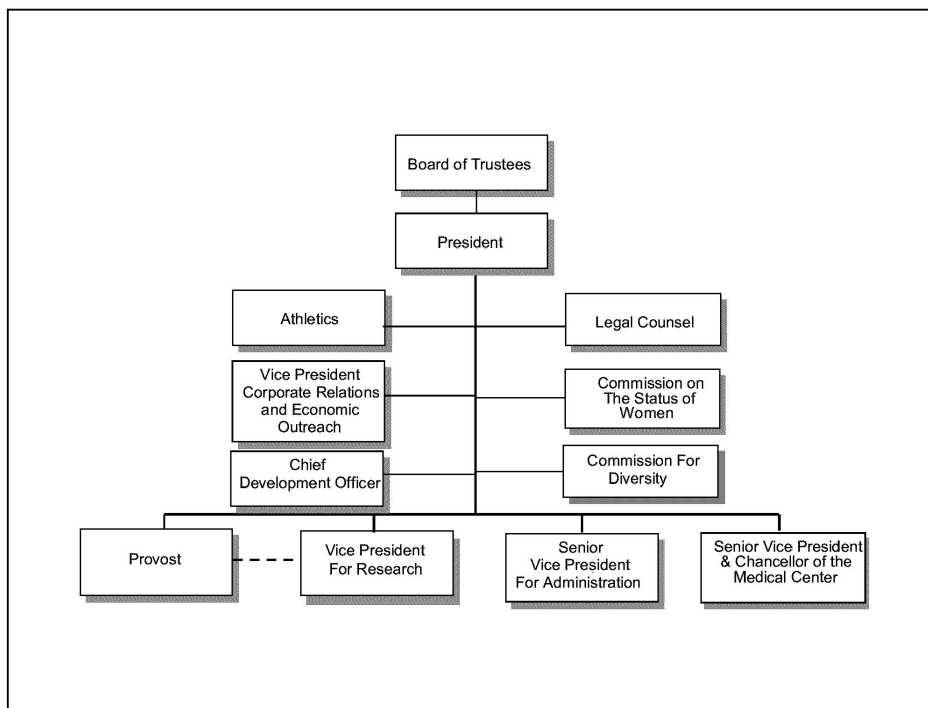
Executive Committee Meeting

- Administrative Reorganization
- Top-20 Task Force
- Task Force on UK's Future: Faculty for the 21st Century

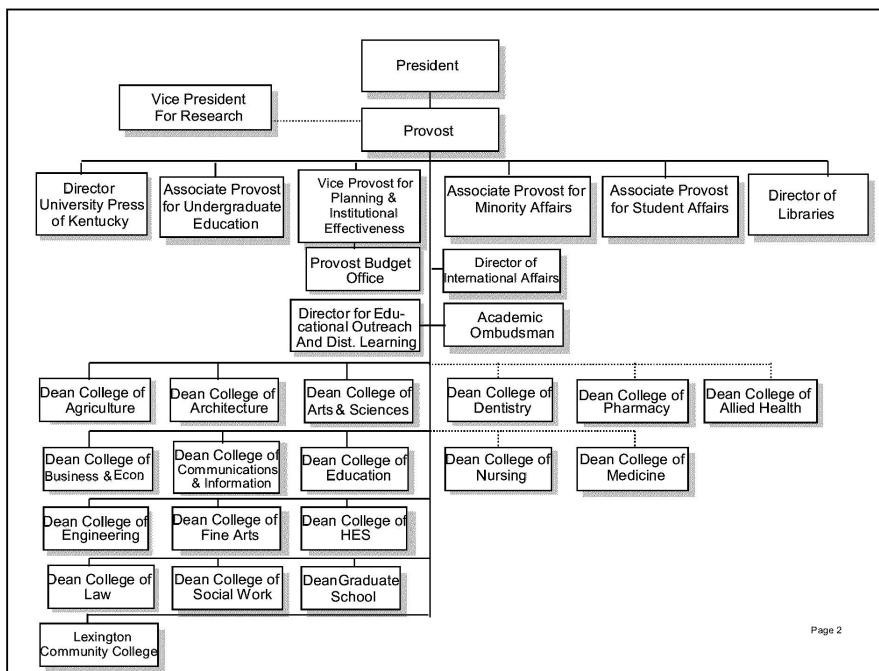
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Administrative Reorganization

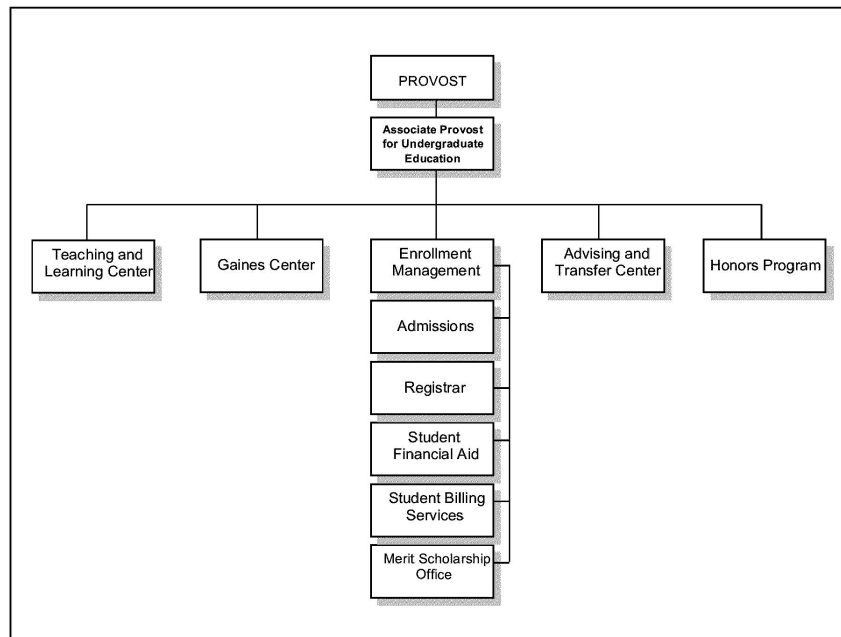
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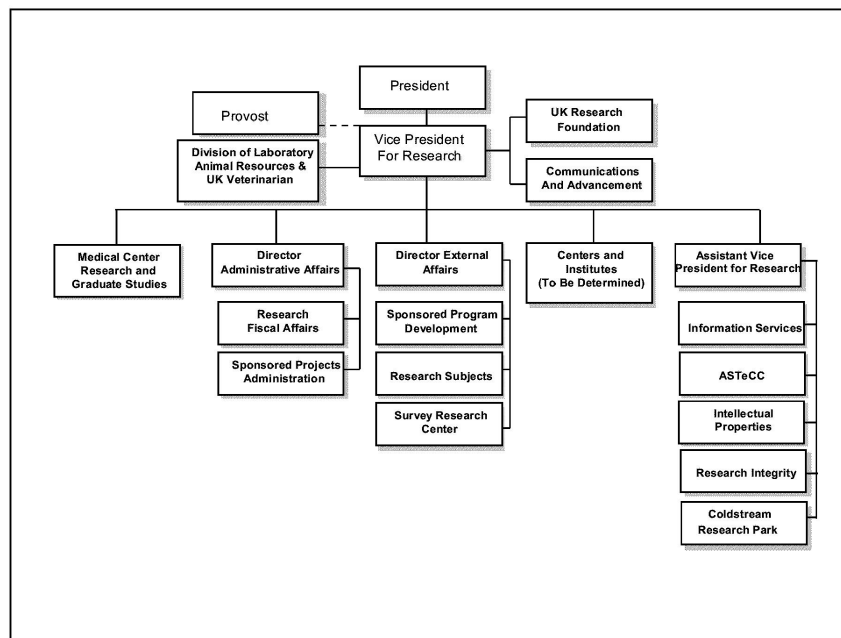
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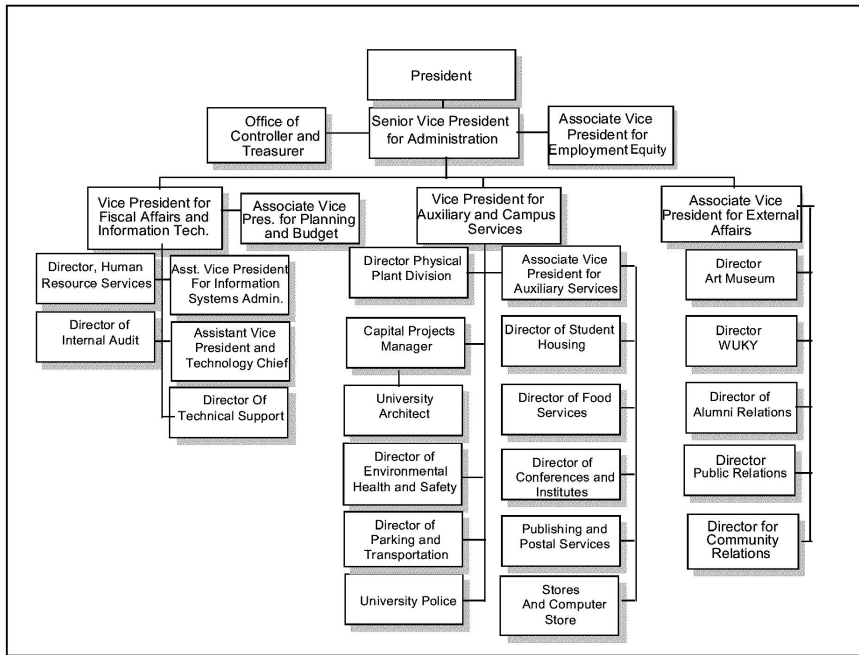
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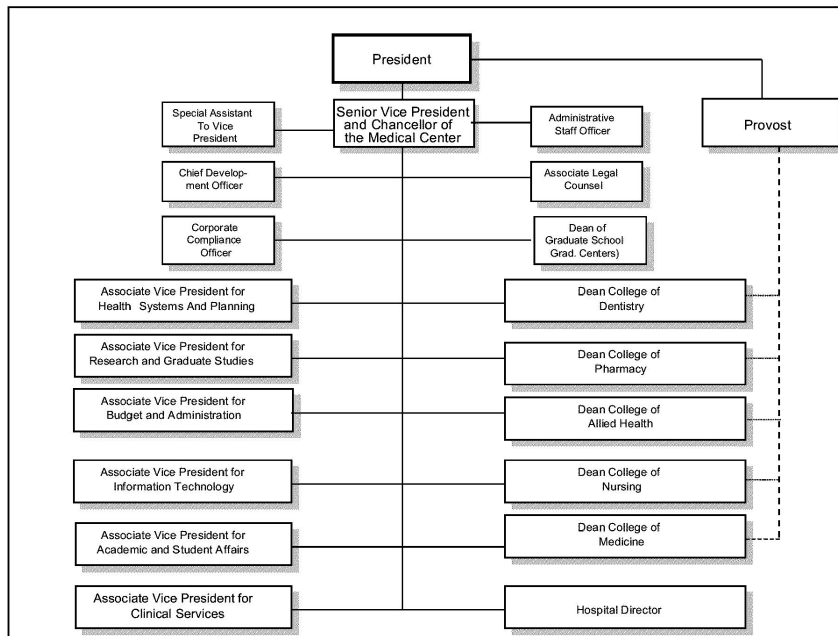
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Slide 8



Slide 9

Vice President of Corporate Relations and Economic Outreach

- Work with faculty, staff and students to optimize opportunities with UK's intellectual property.
- Develop relationships with corporations that result in research, licensing and other business opportunities.
- Work with communities in Kentucky to determine how UK can help initiate economic improvements.
- Promote entrepreneurship within UK and throughout Kentucky.
- Investigate UK's present intellectual property policies and practices to enhance the ability to negotiate deals.

Slide 10

Commission on the Status of Women

- Purpose: To advise the President on issues of particular importance to women at the University.
 - Matters of gender equity in employment, working environment, compensation and campus leadership.
 - Special concerns about campus climate, safety, and personal well-being for female students, staff and faculty.
 - Consideration of gender issues in the University's cultural affairs, communications and publications, curriculum and extracurricular opportunities.

Slide 11

Commission on Diversity

- Purpose: To advise the President on issues of particular importance for the University's commitment to be a champion for diversity.
 - Matters of racial and ethnic diversity in employment, working environment, compensation and campus leadership.
 - Recommendations for enhancing the University's recruitment, retention and graduation of minority students in all of its programs.
 - Recommendations for enhancing the University's recruitment and retention of minority faculty and staff.
 - Concerns about the creation of a campus that is inclusive in its cultural affairs, communications, curriculum and extracurricular opportunities.

Slide 12

Top-20 Task Force

- Purpose: To recommend criteria and measures that the University will employ in regularly assessing its progress toward achieving recognition as one of the Nation's 20 premier public research universities.
 - Identify two types of metrics:
 - those independently collected at the national level
 - those local measures that address UK's "higher purpose" of improving the overall quality of life and economic prosperity of Kentuckians.
 - To be chaired by Dr. Phyllis Nash and Dr. Mike Nietzel, with major representation by the Academic Deans.

Slide 13

**Task Force on UK's Future:
Faculty for the 21st Century**

- Purpose: Assess current academic/scholarly strengths as well as opportunities for new initiatives. Recommend areas of research and creative endeavor where investments of new or reallocated resources should be made.
 - Make recommendations regarding research and academic priorities.
 - Propose options for academic restructuring that will promote multidisciplinary collaboration and intellectual innovations.
 - Be composed of select group of faculty members who have reputations for distinguished achievements in research, scholarship, arts, performance and education.
 - Be formed by Acting Provost in consultation with other academic leaders.
 - Charged with completing a report by December 31, 2001.