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**Seven-Year Review Report
(2002-2008)**

President Lee T. Todd, Jr.

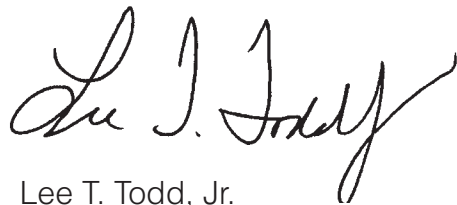
American colleges and universities have long respected the importance of periodic assessment of past accomplishments and future challenges. In that spirit, I submit for your review and comment this Report on the progress of the University of Kentucky during my first seven years as President (July 1, 2001 – June 30, 2008). The Report chronicles many of the major initiatives and events across our institution, along with important metrics that reflect our performance in instruction, research, and service.

On July 1, 2001 I became the chief steward of both the University's responsibilities as Kentucky's land-grant institution and our efforts to achieve the legislative mandate that we become a Top 20 public research university by 2020. I have seen my role as giving definition to the goals toward which we should strive, then releasing the energy of our faculty, staff, and students to pursue those goals. This Report makes clear that our individual and collective efforts have resulted in substantial progress for this institution. And more importantly, our work has made a difference in the lives of our students and in the lives of Kentuckians all across our state, even if they never set foot on campus.

But much work remains before us. As important as our progress since 2001 has been, we must seek with continued intensity our rightful place among institutions nationally recognized for the rigor of our undergraduate and graduate programs; the creativity of our faculty; the dedication of our staff; the depth and breadth of our research; and the impact of our engagement.

That goal requires of us not a relaxed pride about past accomplishment, but a constant and fierce determination to achieve even greater excellence. This Report recognizes the challenges we must continue to address to ensure our future success and that of the Commonwealth. I welcome your review of this report and your suggestions as we use these findings to chart the next critical period in my tenure as President of this remarkable University.

I am proud of and grateful for the tireless efforts of our faculty, staff, and students to make better the University it has been my pleasure to lead.



Lee T. Todd, Jr.
President



Fulfilling the Top 20 Mandate

The University of Kentucky's Top 20 charge from the Kentucky General Assembly was a defining moment for this institution and the Commonwealth. Fed up with low education levels, low wages, and poor health that have plagued too many Kentuckians for far too long, Kentucky's elected officials turned to its flagship, land-grant university to chart a new course for the state. It is a goal the University has embraced with vigor and fervor, as UK has united with a common purpose to transform the Commonwealth into a place where its citizens are more educated, healthier, and more financially secure than ever before.

- President Lee T. Todd, Jr.



Why It Matters

	National Average	Avg. in States w/ Top 20 University	Kentucky
Median Household Income (2007)	\$49,901	\$52,614	\$40,029
Population with Bachelor's Degree (2006)	27%	28%	20%
Children Living Below the Poverty Line (2007)	18%	16.5%	24%

see innovation

University of Kentucky's Top 20 Ranking

20

25

30

35

40

- Postsecondary Education Improvement Act (House Bill 1) approved
- President Todd takes office and implements the Provost model
- Top 20 Task Force and Futures Committee established
- Futures Committee report completed
- Top 20 Task Force report completed; five characteristics of Top 20 institution defined
- 2003-2006 Strategic Plan - The Dream and the Challenge - approved by Board of Trustees
- Top 20 Business Plan approved by Board of Trustees
- Kumble Subbaswamy appointed Provost
- General Assembly approves budget to support Top 20 Business Plan
- 2006-2009 Strategic Plan approved by Board of Trustees

1997 2000 2003 2006 2009 2012 2015 2018 2020



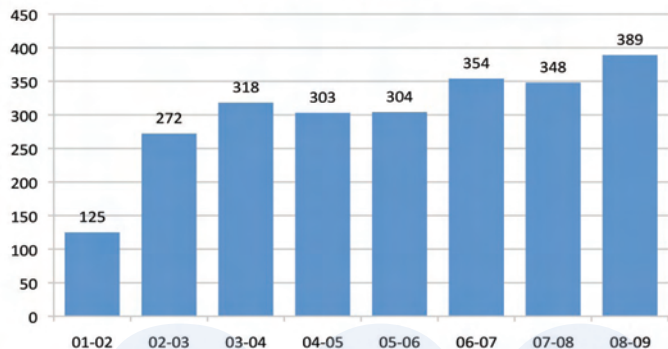
Educating Students

Our primary responsibility to Kentucky is to educate tomorrow's leaders. I firmly believe that when a student chooses to come to UK, we must do everything in our power to make sure they leave the institution with a degree in hand. It is our obligation to provide the Commonwealth with more college-educated citizens who are uniquely prepared to enrich our communities, develop new economic opportunities, and help solve the social, economic, and health challenges we face.

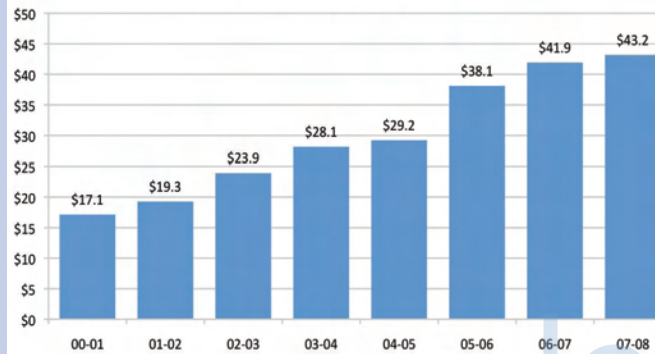
- President Lee T. Todd, Jr.



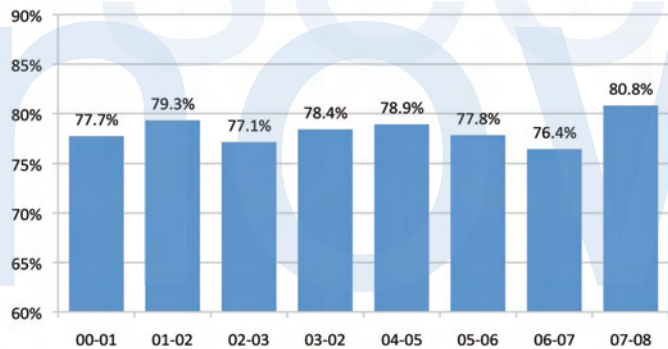
**Governor's Scholars/School of the Arts
First-Year Students**



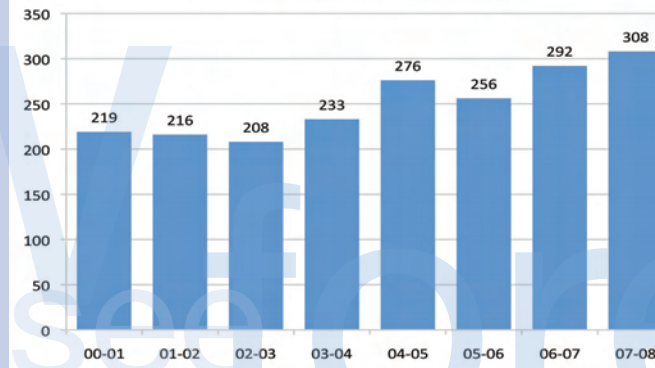
Total Core Scholarships (In Millions)



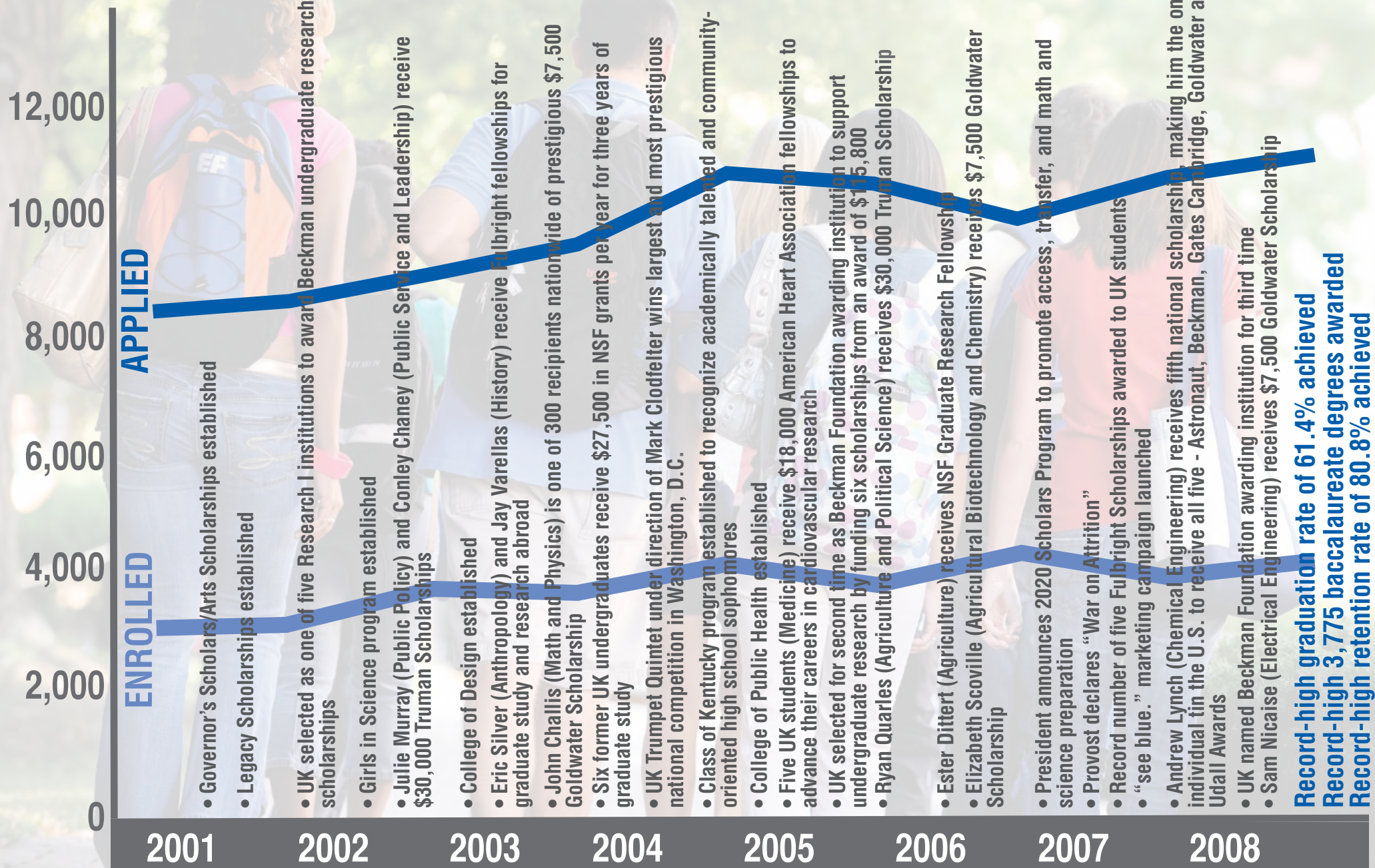
First-to-Second Year Overall Retention Rate



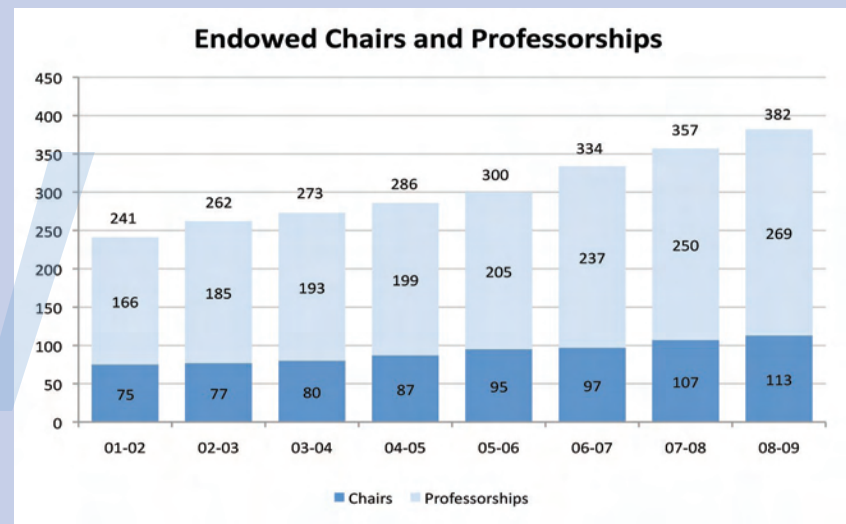
Doctoral Degrees Conferred



First-year Students Applied and Enrolled



Developing Human Capital



The lifeblood of the University of Kentucky is our people, and UK's faculty and staff continue to amaze me with the awards and honors they earn. Our faculty and staff prove on a global stage that they are among the best of the best, which affords Kentucky's young people the unique and special opportunity to learn alongside some of the top minds in the world.

- President Lee T. Todd, Jr.

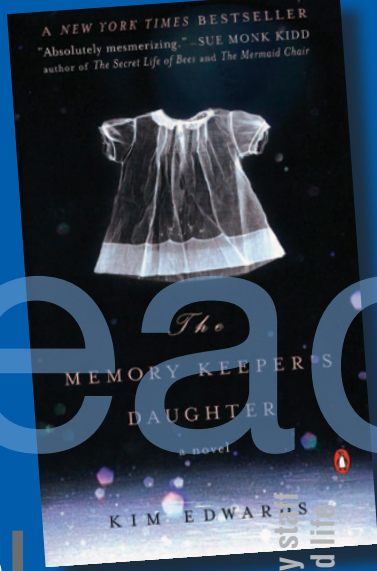
Leadership



Total Full-Time Faculty & Staff

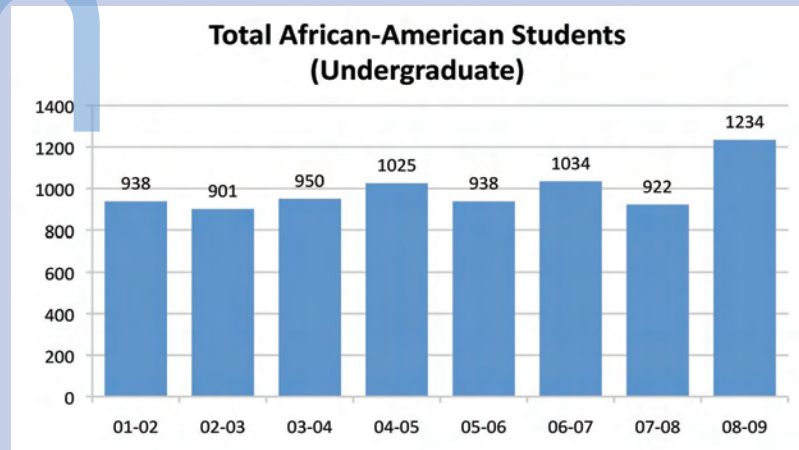
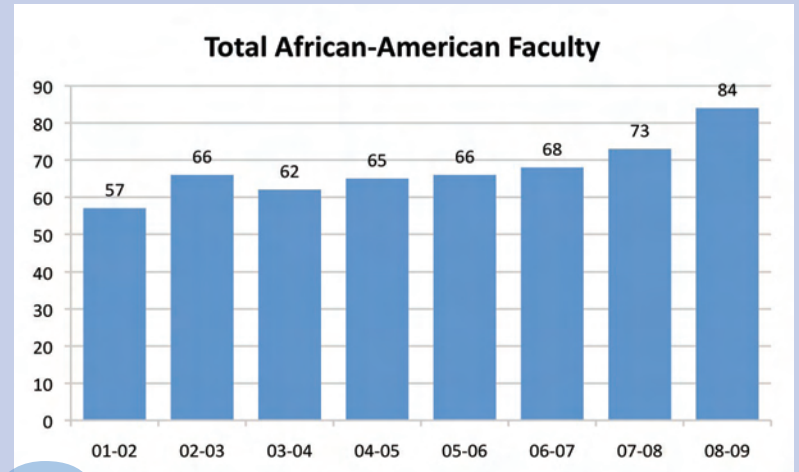
12,000
11,500
11,000
10,500
10,000
0

2001 2002 2003 2004 2005 2006 2007 2008



- Dr. William H. Berdine (Special Education and Rehabilitation Counseling) named to the President's White House Commission on Excellence in Special Education
- Staff Senate established as official representative body of University staff
- Work-Life Initiative established to help employees balance work and life demands
- Adrienne McMahan (Arts and Sciences) is one of six advising administrators nationwide to receive an Outstanding Advising Award from the National Academic Advising Association
- Dr. Suzanne Segerstrom (Psychology) wins \$100,000 Templeton Positive Psychology Prize for her research showing health benefits of optimism
- Dr. Stuart Kaufman (Political Science) wins \$200,000 Grawemeyer Award recognizing his ideas for improving world order published in his book, *Modern Hatreds: The Symbolic Politics of Ethnic War*
- Ada Sue Selwitz (Research Integrity) receives Award for Outstanding Achievement in Research Administration from the National Council of University Research Administrators
- Dr. Joe Fink (Pharmacy) is recognized by the American Society for Pharmacy Law for substantial contributions to leadership and scholarship by creation of the Joseph L. Fink III Founders' Leadership Award
- Dr. Charles Griffith (Internal Medicine/Geriatrics) is one of four recipients nationwide of the Robert J. Glaser Distinguished Teacher Award presented by Alpha Omega Alpha Medical Honor Society
- Dr. Gerald Janecek (Modern/Classical Languages, Literatures and Cultures) receives \$40,000 National Endowment for the Humanities fellowship to complete book on Moscow Conceptualism
- Dr. John Erickson (French and Italian) receives the highest academic honor awarded by the French government, Knight of the Order of Academic Laurels, for outstanding contributions to the spread of French culture
- Kim Edwards' (English) first novel, *The Memory Keeper's Daughter*, sits on *New York Times* best seller list
- Dr. Jane Vance (English) named Kentucky Poet Laureate
- Dr. Douglas Scutchfield (Public Health) receives most prestigious recognition award by the Association for Prevention Teaching and Research
- Five UK faculty receive prestigious Fulbright Scholars grants: Dr. Glenn Blomquist (Economics); Dr. Stanley Brunn (Geography); Dr. Anna Brzyski (Art History); Dr. Abigail Firey (History); and Dr. Jeanmarie Routher-Willoughy (Russian Language/Literature)
- Three UK faculty receive prestigious Fulbright Scholars grants: Dr. Bernhard Hennig (Animal and Food Sciences); Dr. Lars Bjork (Educational Leadership Studies); and Dr. Sharon Sheahan (Nursing)
- Dr. Jeffrey Okeson (Oral Health Sciences) receives highest award recognized by the Academy of Dentistry International

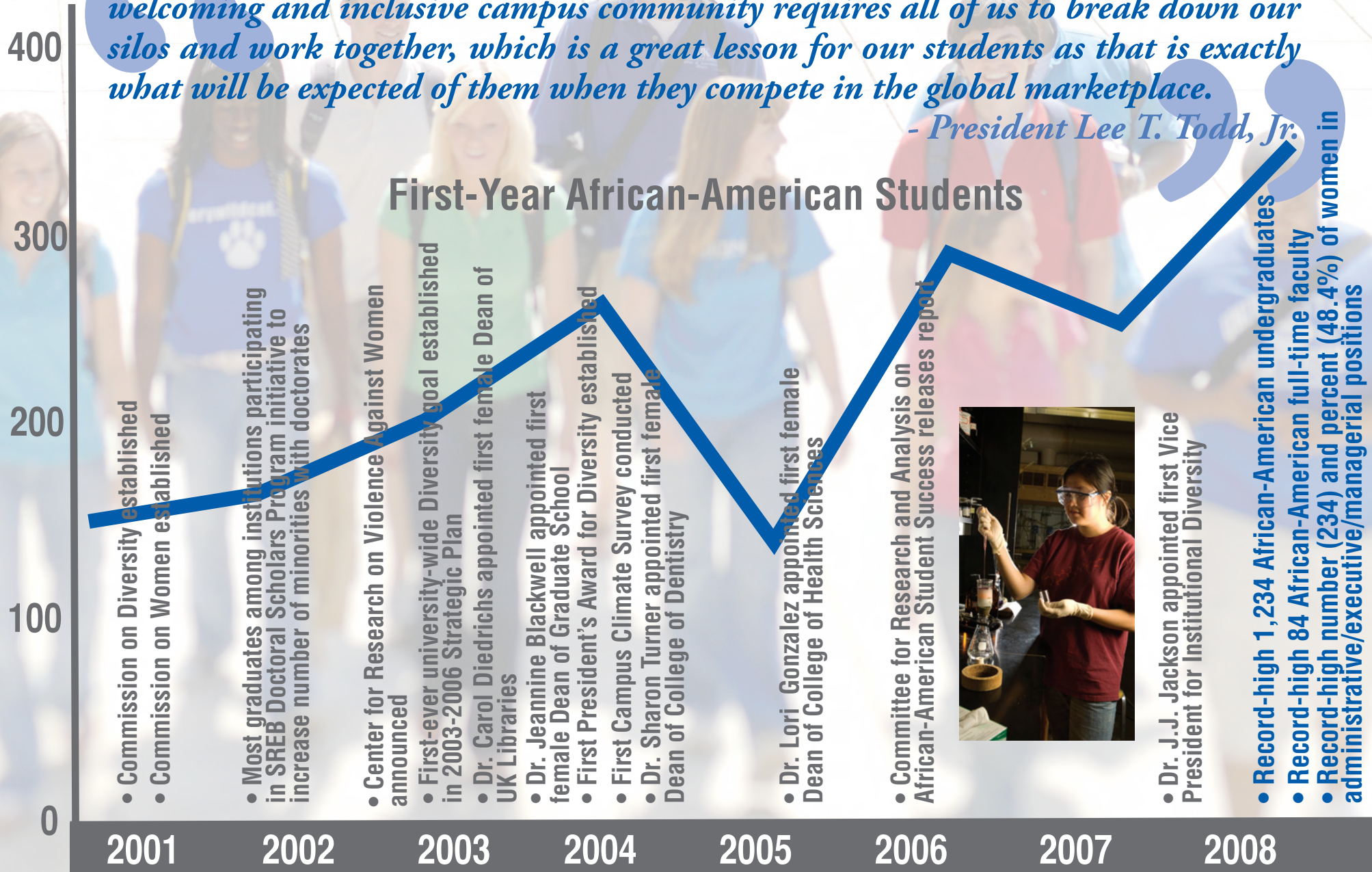
Nurturing Diversity



Embracing and nurturing diversity is one of UK's core values. Creating a more welcoming and inclusive campus community requires all of us to break down our silos and work together, which is a great lesson for our students as that is exactly what will be expected of them when they compete in the global marketplace.

- President Lee T. Todd, Jr.

First-Year African-American Students



- Commission on Diversity established
- Commission on Women established

• Most graduates among institutions participating in SREB Doctoral Scholars Program initiative to increase number of minorities with doctorates

• Center for Research on Violence Against Women announced

• First-ever university-wide Diversity goal established in 2003-2006 Strategic Plan

• Dr. Carol Diedrichs appointed first female Dean of UK Libraries

• Dr. Jeannine Blackwell appointed first female Dean of Graduate School

• First President's Award for Diversity established

• First Campus Climate Survey conducted

• Dr. Sharon Turner appointed first female Dean of College of Dentistry

• Dr. Lori Gonzalez appointed first female Dean of College of Health Sciences

• Committee for Research and Analysis on African-American Student Success releases report



• Dr. J.J. Jackson appointed first Vice President for Institutional Diversity

• Record-high 1,234 African-American undergraduates

• Record-high 84 African-American full-time faculty

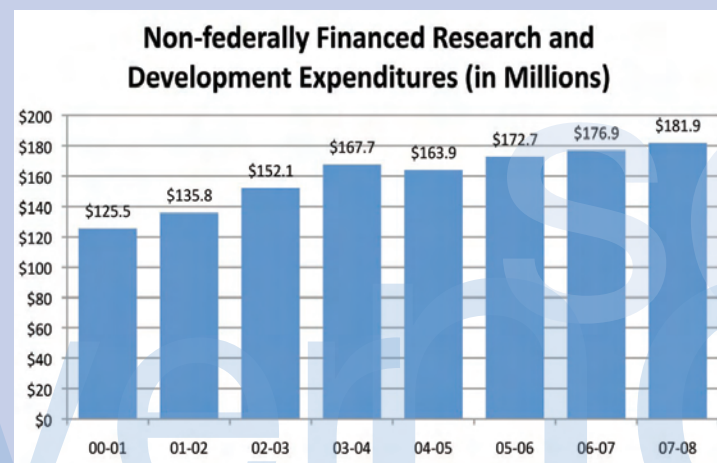
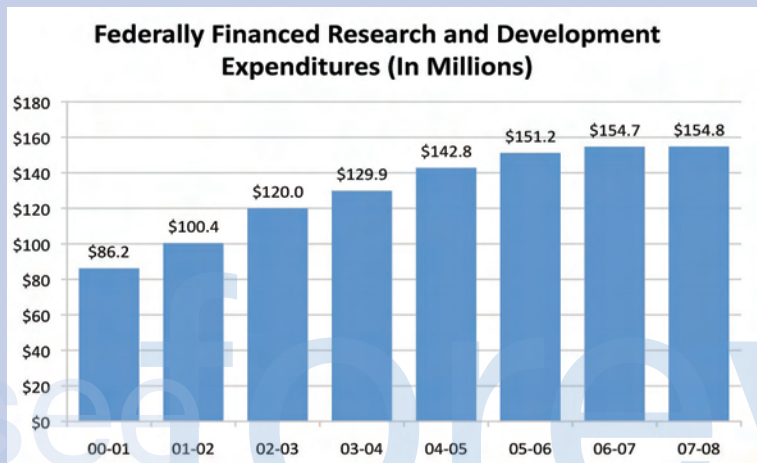
• Record-high number (234) and percent (48.4%) of women in administrative/executive/managerial positions

Growing Research



Research *universities drive the new economy. Just look at some of the nation's most successful economic regions. Before there was a Silicon Valley, there was a Berkeley and a Stanford. Before there was a biotech beltway around Boston, there was an MIT and a Harvard. Before there was Research Triangle Park in North Carolina there were three outstanding research universities. States that have thriving economies have built them by commercializing their university-generated intellectual property, graduating skilled students, and retaining their top minds to create new business and opportunities in their communities. We have taken several steps over the past several years to establish that type of research-driven economy right here in the Commonwealth.*

- President Lee T. Todd, Jr.



see innovation

Total Research & Development Expenditures

\$340M
\$300M
\$260M
\$220M
\$180M
\$0



- \$13.5 million grant (NSF and EPSCoR) for statewide, interdisciplinary research in the biochemical and environmental sciences
- UK's supercomputer capacity ranked 8th among the nation's public and private universities
- \$5.7 million grant (Dept. of Energy) for energy efficiency research
- \$6 million grant (NIH) for development of novel treatments for nicotine addiction
- \$9.9 million grant (COBRE) cancer, diabetes and Alzheimer's research
- \$10.8 million grant (COBRE) for oral disease research
- National Science Foundation (NSF) chooses UK to lead \$3 million project, working with the University of Illinois, Louisiana State, Ohio State, and the University of Texas, to facilitate improved computational research in chemistry
- \$7.5 million grant (NIH) to study calcium regulation in brain aging
- \$6.2 million gift in support of equine research at the Maxwell H. Gluck Equine Research Center
- \$5 million grant (Dept. of Education) to assess compliance with Disabilities Education Act
- \$6.6 million grant (NIH) to College of Agriculture to study the toxicity of environmental pollutants with a focus on nutrition, health, and disease
- \$4.9 million in grants from U.S. Department of Homeland Security for multiple projects
- \$6 million grant (NIH) for Parkinson's research
- UK is among the top 20 institutions receiving funding from American Heart Association; using \$5 million to understand how heart disease occurs
- \$500,000 gift, matched by the Research Challenge Trust Fund, establishes Barnstable Brown Pediatric Diabetes Laboratories
- \$2.8 million grant (Robert Wood Johnson Foundation) establishes Center of Public Health Systems Research
- \$1.6 million grant (National Cancer Institute) to develop potential new cancer treatments and advance testing of compounds that target solid tumors
- \$10.3 million superfund grant (NIH) for multi-pronged effort to study relationships among environmental pollutants, nutrition, and disease
- The Center for Applied Energy Research is among 10 institutions that won an international research competition, netting the Center nearly \$1.2 million for energy storage research
- Record-high sponsored project awards of \$290.4 million
- Record-high \$154.8 million in federally funded research expenditures in science and engineering fields
- Record-high \$181.9 million in nonfederal research expenditures in science and engineering fields

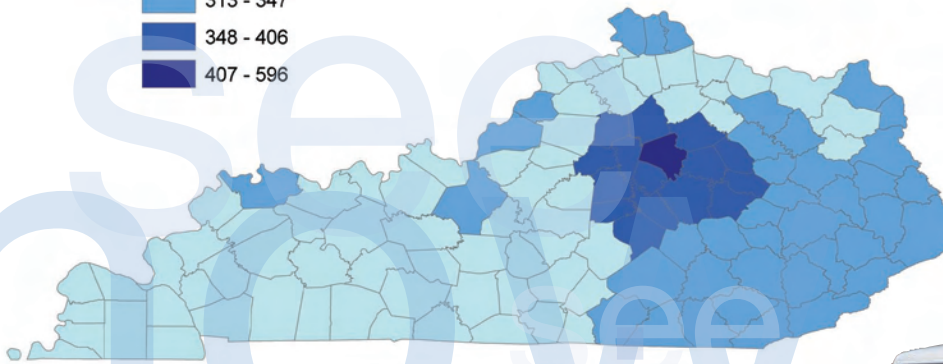
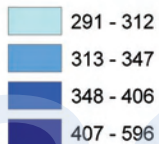
Serving Kentucky

If we only focused our resources on conducting research that industry leaders and federal funding agencies wanted us to conduct, we could pile up the research dollars and hit that Top 20 research mark. We could do that and fail the Commonwealth of Kentucky. As Kentucky's flagship, land-grant university, it is our responsibility to conduct the kind of research and service that will change lives in Kentucky and hit the ground in Kentucky.

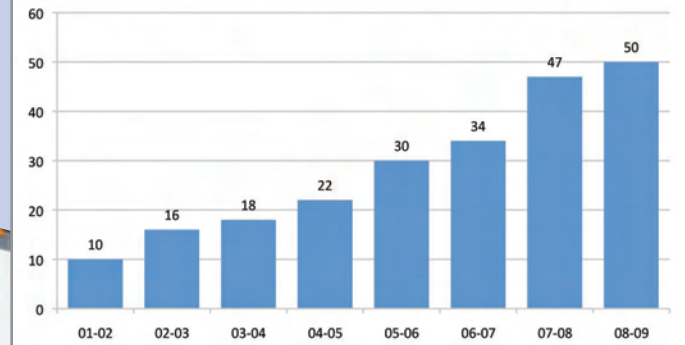
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Number of Engagement Activities by County

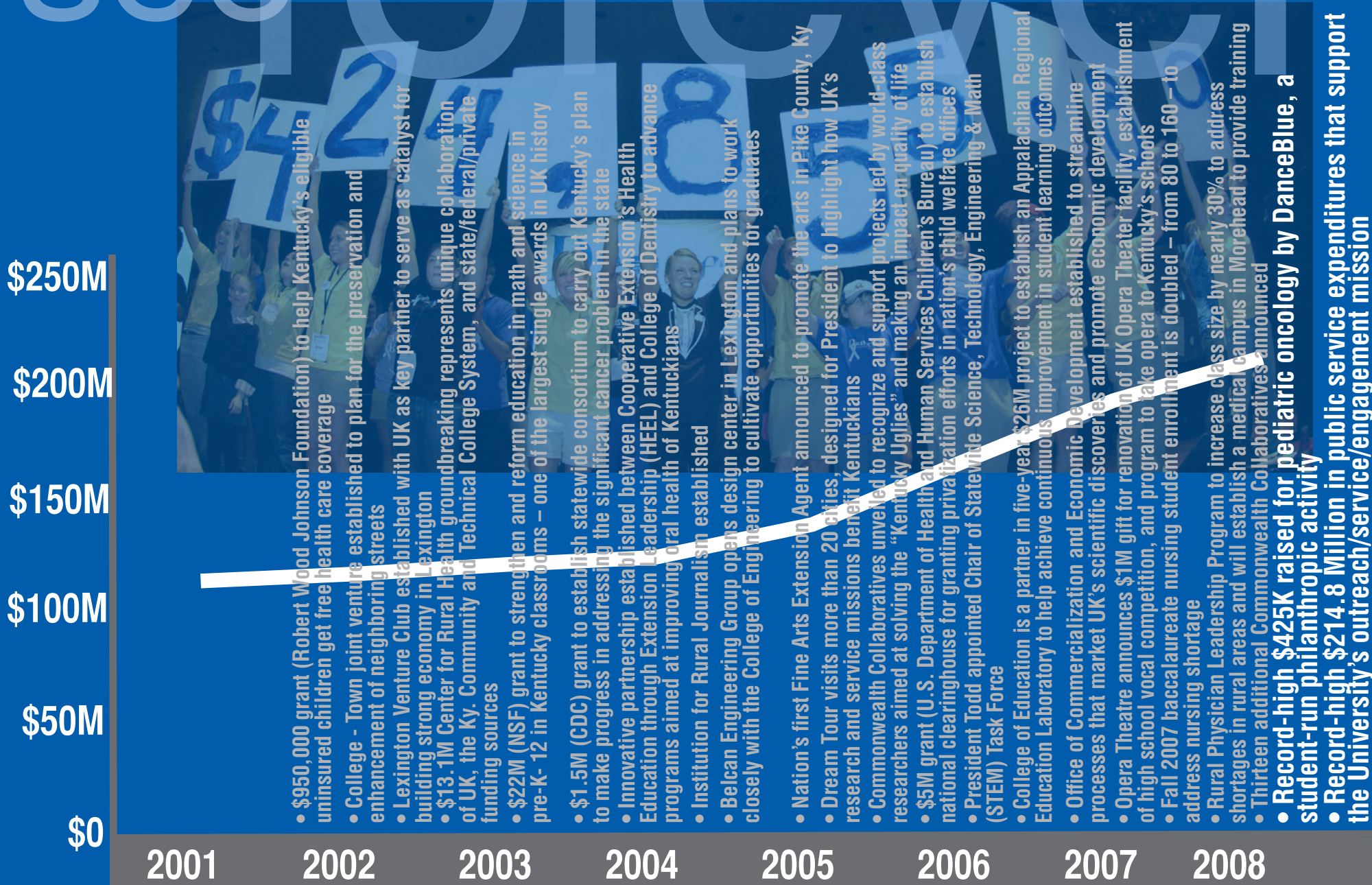


Total Companies at Coldstream Research Campus



set for growth

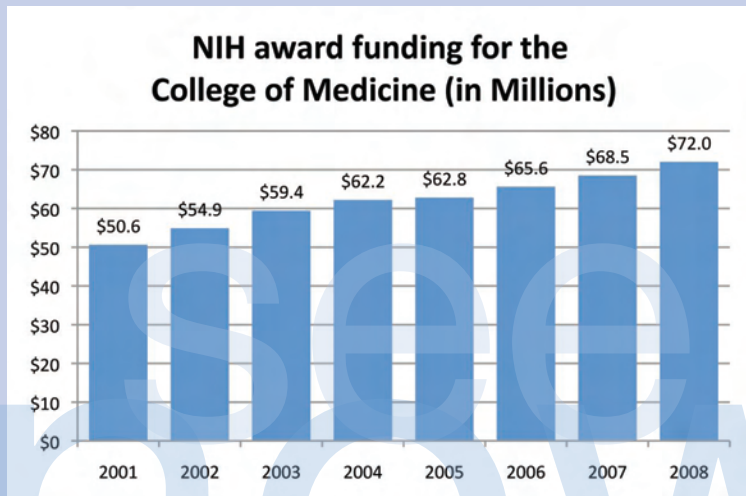
Public Service Expenditures



Transforming HealthCare

The progress and success of UK HealthCare can be defined by one word: compassion. I am proud that we have been able to grow our medical enterprise the right way – by building partnerships with Kentucky’s community hospitals and working with local health care providers to allow patients to remain close to home as long as possible to receive care. Such thoughtfulness – such Kentucky-first thinking – has not only built good will across the state. It has allowed UK HealthCare to grow, expand, and serve more Kentuckians. And with a new \$700 million, state-of-the-art Albert B. Chandler Hospital on the horizon, UK HealthCare is well-positioned to serve many more Kentuckians in the years ahead.

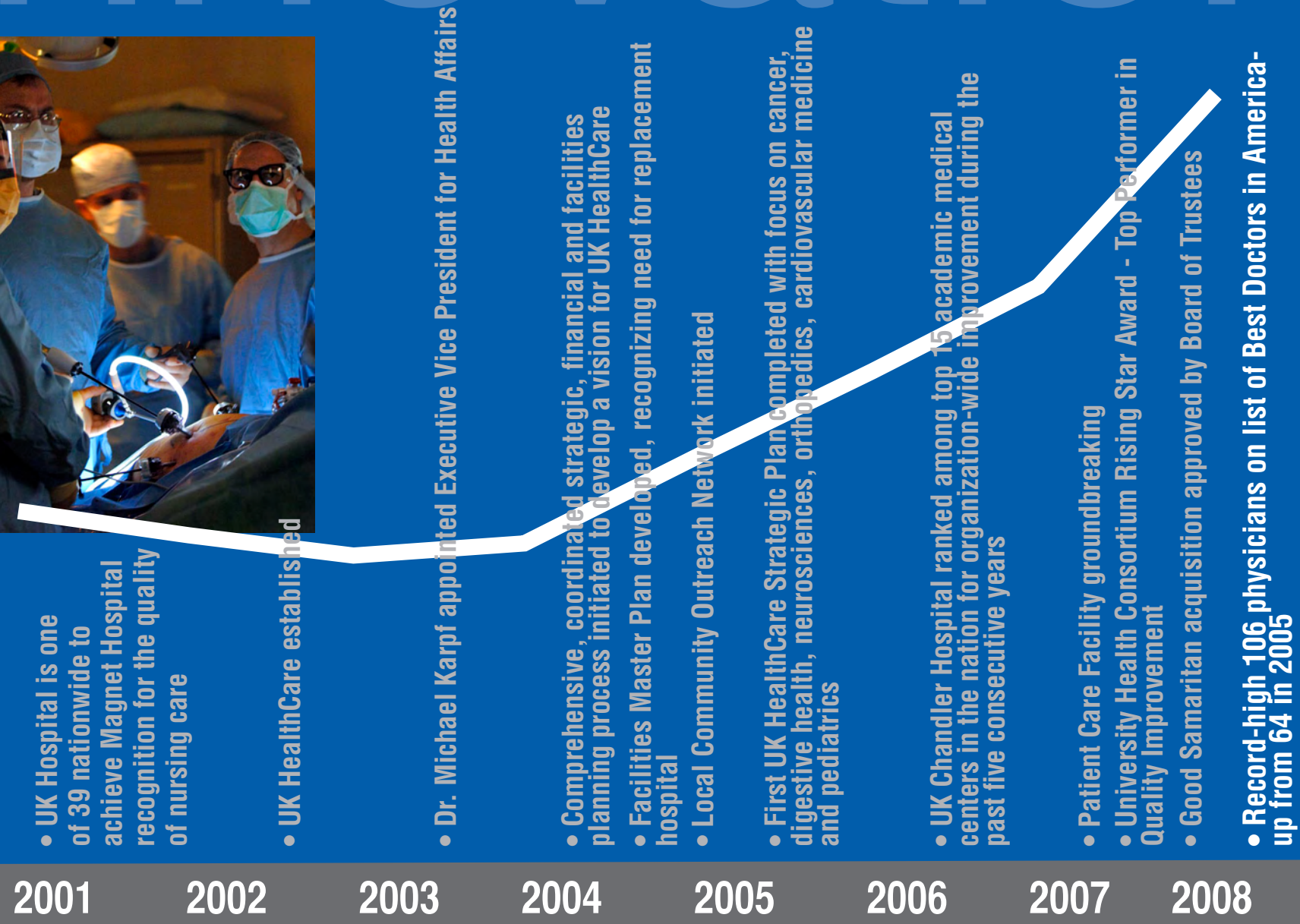
- President Lee T. Todd, Jr.



see innovation

Annual Discharges for UKHealthCare

35,000
30,000
25,000
20,000
15,000
10,000
0



- UK Hospital is one of 39 nationwide to achieve Magnet Hospital recognition for the quality of nursing care
- UK HealthCare established
- Dr. Michael Karpf appointed Executive Vice President for Health Affairs
- Comprehensive, coordinated strategic, financial and facilities planning process initiated to develop a vision for UK HealthCare
- Facilities Master Plan developed, recognizing need for replacement hospital
- Local Community Outreach Network initiated
- First UK HealthCare Strategic Plan completed with focus on cancer, digestive health, neurosciences, orthopedics, cardiovascular medicine and pediatrics
- UK Chandler Hospital ranked among top 15 academic medical centers in the nation for organization-wide improvement during the past five consecutive years
- Patient Care Facility groundbreaking
- University Health Consortium Rising Star Award - Top Performer in Quality Improvement
- Good Samaritan acquisition approved by Board of Trustees
- Record-high 106 physicians on list of Best Doctors in America - up from 64 in 2005

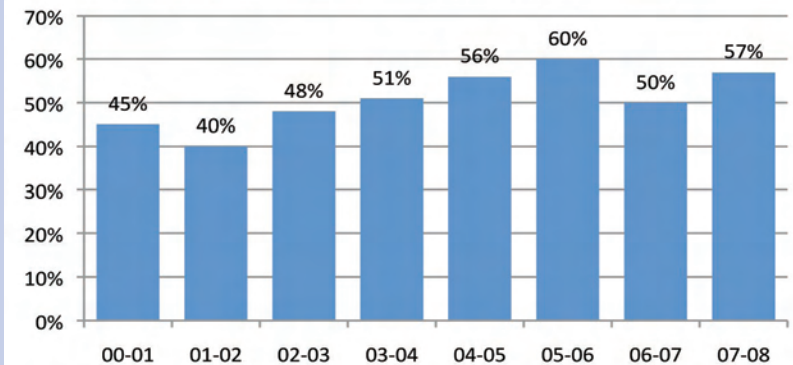
Staying Competitive

UK Athletics is one of Kentucky's proudest and most popular brands. I am pleased with how our administrative team has leveraged that brand and built upon our strong legacy over the past several years. The UK Athletics philosophy is simple: We want to provide our student-athletes with the tools and resources they need to compete for championships. That philosophy applies across the board – to student-athletes in every sport. We also want to compete in the right way – by following NCAA and SEC rules and regulations and competing with integrity. And I am proud of how we have been able to do just that.

- President Lee T. Todd, Jr.



Student-Athlete Graduation Rate





UK Athletics Total Revenues

Since 2002, more than 1,100 student-athletes have been named to the SEC Honor Roll. Since 2002, UK student-athletes have conducted nearly 13,000 hours of public service.

\$80M
\$70M
\$60M
\$50M
\$40M
\$30M
\$20M
\$10M
\$0



- Rifle team wins the Great American Conference Championship
- Mitch Barnhart hired as Athletic Director
- Men's basketball team wins Southeastern Conference Championship
- Men's soccer team wins Conference USA title
- Men's soccer team wins Conference USA title
- Rifle team wins Great American Conference Championship
- Men's basketball team wins Southeastern Conference Championship
- UK receives Division 1 NCAA Certification following an extensive self-study process
- Men's golf team wins Southeastern Conference Championship
- Women's tennis team wins Southeastern Conference Championship
- Women's basketball team beats Tennessee
- J.B. Holmes, UK golf alum, achieves national stature by winning PGA's 2006 FBR Open
- Taryn Ignacio, women's swimming and diving, wins the 2006 National Championship in the platform
- Baseball team wins Southeastern Conference Championship
- Brandon Webb, UK baseball alum, wins the 2006 National League Cy Young award
- UK football defeats Clemson to win the Music City Bowl
- Rifle wins Great American Conference Championship
- Football beats #1 ranked LSU
- Football defeats Florida State to win the Music City Bowl
- Rashaud Scott, track and field, wins the 2008 National Championship in discus
- Seven members of UK family compete in 2008 Beijing Summer Olympics (Tayshaun Prince, basketball/USA; Jose Acevedo, track and field/Venezuela; Elvis Burrows, swimming/Bahamas; Erin Tucker, guest coach/Venezuela track and field; Mikel Thomas, track and field/Trinidad and Tobago; David Freeman, track and field/Puerto Rico; Tom Hammond/broadcaster for track and field)

2001

2002

2003

2004

2005

2006

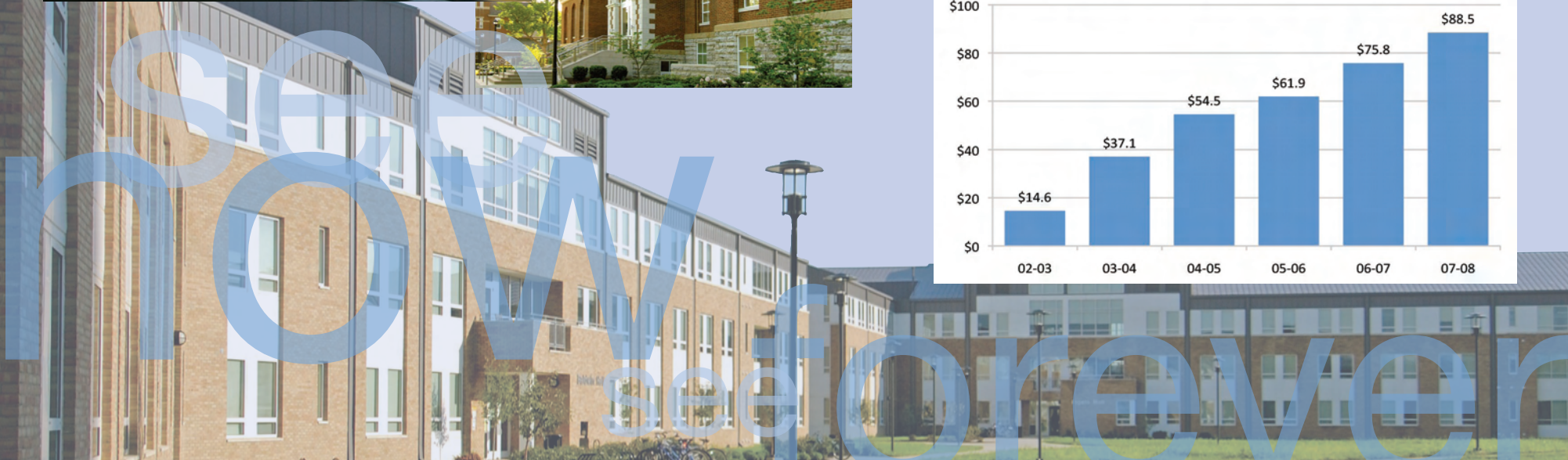
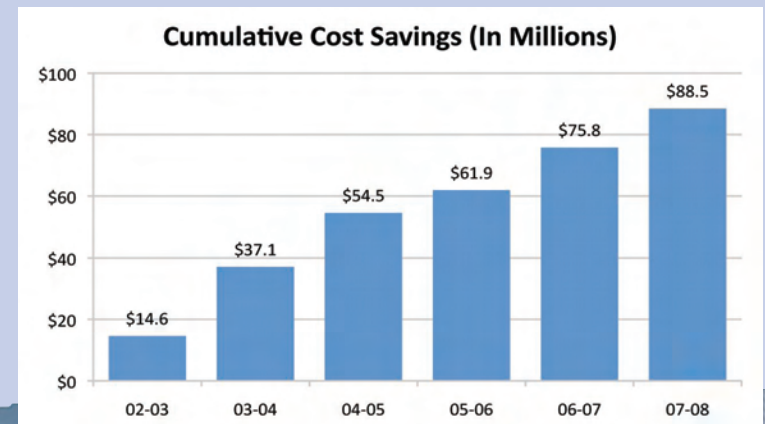
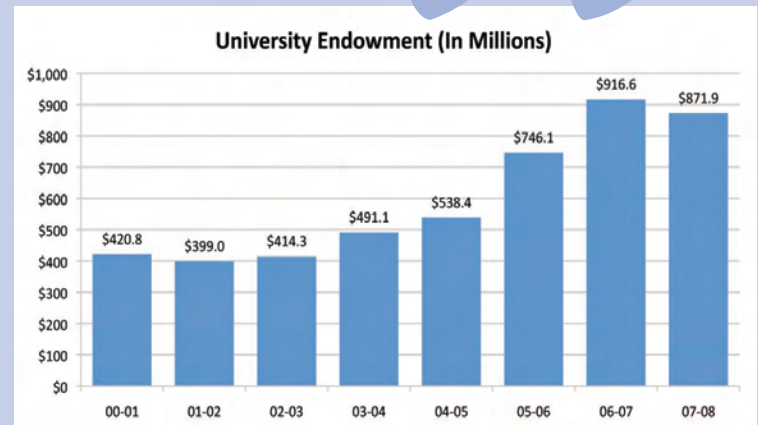
2007

2008

Building a Top 20 University

I have long maintained that when they write our Top 20 success story, it will not be told with statistics and rankings. It will feature our people – the students, faculty, and staff who helped us achieve our goal. The University has spent countless hours recruiting some of the world's top students, educators, and researchers to campus, while providing them with the type of 21st century classrooms, laboratories, and facilities they need to compete.

- President Lee T. Todd, Jr.



see ambition

University of Kentucky Total Budget (in millions)

2001-2008: 2.1 million assigned square footage (in buildings) added

\$2000M
\$1500M
\$1000M
\$500M
\$0



2001

2002

2003

2004

2005

2006

2007

2008

- Markey Cancer Center Whitney-Hendrickson Facility opens

- Aging/Allied Health Phase II opens

- Capital Campaign goal increased to \$600 million

- Nutter Football Training Facility Addition opens

- Ralph G. Anderson (Mechanical Eng.) Building opens

- \$66.6 million Research Challenge Trust Fund (III) fully matched

- Gluck Equine Research Center opens

- Bernard Johnson Student Recreation Center opens

- Plant Science facility opens

- Capital Campaign goal increased to \$1 billion

- SAP chosen as software vendor for IRIS project

- Biomedical/Biological Science Research Building opens

- Main Building restoration complete

- UK Center for Rural Health Bailey-Stumbo Building opens in Hazard

- Four new residence halls open in 2005

- \$66.6 million Research Challenge Trust Fund (IV) fully matched

- \$4.2 million in facilities improvements initiated

- Joe Craft Center completed

- \$1 billion campaign completed

- 129,689 donors participated in the campaign

- 701,131 gifts given by donors

- 442,811 of the gifts came from alumni

- Sustainability Advisory Committee established

- UK Alert emergency notification system announced

- IRIS Implementation completed under budget

- University Health Service opens

Remaining Challenges

But much work remains before us. As important as our progress since 2001 has been, we must seek with continued intensity our rightful place among institutions nationally recognized for the rigor of our undergraduate and graduate programs; the creativity of our faculty; the dedication of our staff; the depth and breadth of our research; and the impact of our engagement. That goal requires of us not a relaxed pride about past accomplishment, but a constant and fierce determination to achieve even greater excellence. This Report recognizes the challenges we must continue to address to ensure our future success and that of the Commonwealth.

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1. Keeping the Top 20 goal at the forefront of planning priorities for the University and the General Assembly.
2. Maintaining confidence in our ability to attain the goal while continually adjusting financial planning to fiscal realities.
3. Attracting and enrolling a well-prepared, more diverse – globalized – student body at all levels, including transfers and returning adults.
4. Further improving upon recent new efforts to ensure undergraduate student success and win the “War on Attrition.”
5. Meeting professional workforce needs of the Commonwealth in areas of critical need such as education, health care, and those that spur economic development – business, engineering, math, science, and technology.
6. Sustaining momentum in securing extramural funding and strategically positioning the University to take advantage of new opportunities on the horizon.
7. Attracting and hiring highly talented faculty in strategic areas to support growth across all mission areas.
8. Providing additional human and physical capital to support faculty and build research capacity that rivals top 20 competitors.
9. Providing competitive compensation packages to develop an experienced, highly productive faculty and staff.
10. Using technology more effectively to improve workforce efficiency and productivity.
11. Discovering innovative means to share intellectual resources in partnership with local, state, and global communities.
12. Promoting a new model of service as engagement that dedicates our intellectual resources to resolving the Kentucky Uglies.
13. Measuring and communicating the impact of UK mission activities on the well-being of the Commonwealth and its citizens.
14. Achieving consistent, fair, and optimal level of state appropriations to support core mission activities, reducing the burden on students through rising tuition and fees.
15. Obtaining bonding authority to support new and renovated space.
16. Bringing fresh creative ideas and solutions to resource development and stewardship.
17. Forging ahead with the Medical Campus of the Future.
18. Winning championships in all sports, while graduating student-athletes at even higher rates.