

Dear member of the Lexington campus:

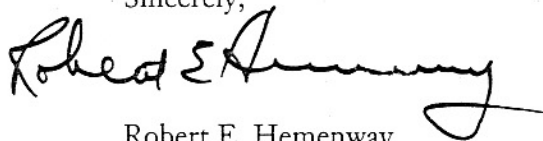
Many of you attended the town meetings in September and heard me speak about the Lexington campus agenda. The agenda is our way of achieving the goals of the university's strategic plan. But planning is a continuing process and a process that involves all of us. Thus, I invite you to play a part in the Lexington campus agenda.

We are a campus of 20,406 students, 4,000 staff, 1,040 faculty, and a \$230 million budget. Yet we are also a campus of individuals — individuals who have persevered, continued to be creative, and continued to move forward despite our budget problems. You have demonstrated that progress can be made even in difficult times.

The question now becomes: how do we make sure that we have a better university twenty years from now, in 2010, than we do today in 1990? Given the human resources on our campus, we could become a better university even if we did nothing. That's how strong UK people are. Yet if we are going to become one of the top 25 or 30 universities in the country, we need to be specific about where we're going. We need a plan.

That's where the Lexington campus agenda comes in. I've sketched the following ten points in the broadest strokes for a purpose. I ask you to fill in the details. You may disagree with some of the things you read here, and that's fine. But as a campus we must enter into a dialogue and debate about exactly these kinds of issues. I'm asking for your help, for your participation. Send me your ideas and suggestions, either through campus mail (111 Administration Building, 0032) or by electronic mail (Bob.Hemenway@ukwang or clc004@ukcc). I am in the process of forming a committee to look at your proposals and to take action wherever we can. Let's join together so that the Lexington campus assumes the leadership role for planning the university's future.

Sincerely,



Robert E. Hemenway
Chancellor

The Lexington Campus Agenda

1. Articulate values.

We should stand for something as a Lexington campus. What are the principles that we hold central? One principle we should stand for is high expectations for ourselves. A university should be the one place in society where ethical standards, principles of fairness, justice, honor, and integrity are given palpable meaning by the members of the university community. A university is a place where racism has no voice, where different cultures are met with open arms rather than with fear of the unknown, where women encounter no barriers in pursuit of their educational and professional goals. Above all, the Lexington campus should be a living example of democracy at work.

2. Increase research.

We take pride in UK as a research university. How do we improve our national ranking? We have to commit to a national standard of excellence, which includes increased external funding. When we seek funding, our ideas must compete with the ideas of every other major institution in the country. We must publish our results. The research university is no place for closet scholars. UK has a great many faculty who secure funding, who publish brilliantly in their fields. We should celebrate those people, support them, and hope that many others join their ranks. But we can't think of ourselves as a research institute. We are a university and that means that our research is shared with, stimulated by, and developed further by our students.

3. Improve teaching.

As a recent University of Chicago report stated, we teach, as we publish, to know what it is that we're saying. We create and recreate our subject in the act and art of teaching it. It is a great privilege to have the freedom to teach--too great a privilege to be taken lightly or abused in any way. Just as a university cannot tolerate inferior research, it cannot accept ineffective teaching. We have teachers in this university who care and who challenge. Their students go away from the classroom feeling better about themselves, knowing more about the world, and wanting to do something with their lives. We need to build on what those good teachers have accomplished.

4. Alleviate the labor shortage.

As an institution, we need to be concerned about critical labor shortages that are occurring in our society. Two areas in particular should concern the Lexington campus. The first is science and engineering. The current predictions are that there will be a shortage of 400,000 scientists and 275,000 engineers by the year 2006. We are creating a highly complex technological society and we are not educating the people to run it. A second concern is where tomorrow's faculty will come from. With more students coming to campus and more faculty retiring, we must begin training more professors for the future.

5. Internationalize the campus.

We must make our curriculum and our campus reflect the realities of a global economy. The world has changed and we must prepare our students for a different world than the one we grew up in. There are many international efforts going on at UK, and we need to support, celebrate, and enhance them. We should support exchange programs, encourage faculty to go abroad, and encourage international faculty to come here. We should welcome international students. A general policy of the Lexington campus should be that no undergraduate leaves here without some kind of international experience.