

An aerial photograph of the University of Louisville campus is overlaid with a semi-transparent red filter. The image shows various university buildings, courtyards, and parking lots. The text '2019-2022' is centered above the main title. The main title 'STRATEGIC PLAN' is in large, bold, white capital letters. Below it, the text 'UNIVERSITY OF LOUISVILLE' is in smaller, white capital letters inside a dark red rectangular box. There are also some dark red geometric shapes in the corners of the page.

2019-2022

# STRATEGIC PLAN

UNIVERSITY OF LOUISVILLE®

# INTRODUCTION

Tracing its roots to 1798, the University of Louisville has a two-century history of providing outstanding education to its students and dedicated service to its community, the commonwealth of Kentucky, the nation and the world. From its roots as independent schools of medicine, law and liberal arts, UofL has grown into a comprehensive, nationally recognized research university.

Today, UofL serves as an engine that powers Metro Louisville and the commonwealth. Our more than 22,000 students, 7,000 faculty and staff, and 140,000 alumni contribute daily to ideas and innovations that, simply put, make lives better.

This strategic plan signals the beginning of a new, exciting chapter in the story of the university.

Since January 2019, thousands of faculty, staff, students, alumni and friends have been engaged in a process to develop a plan that will position UofL for the future.

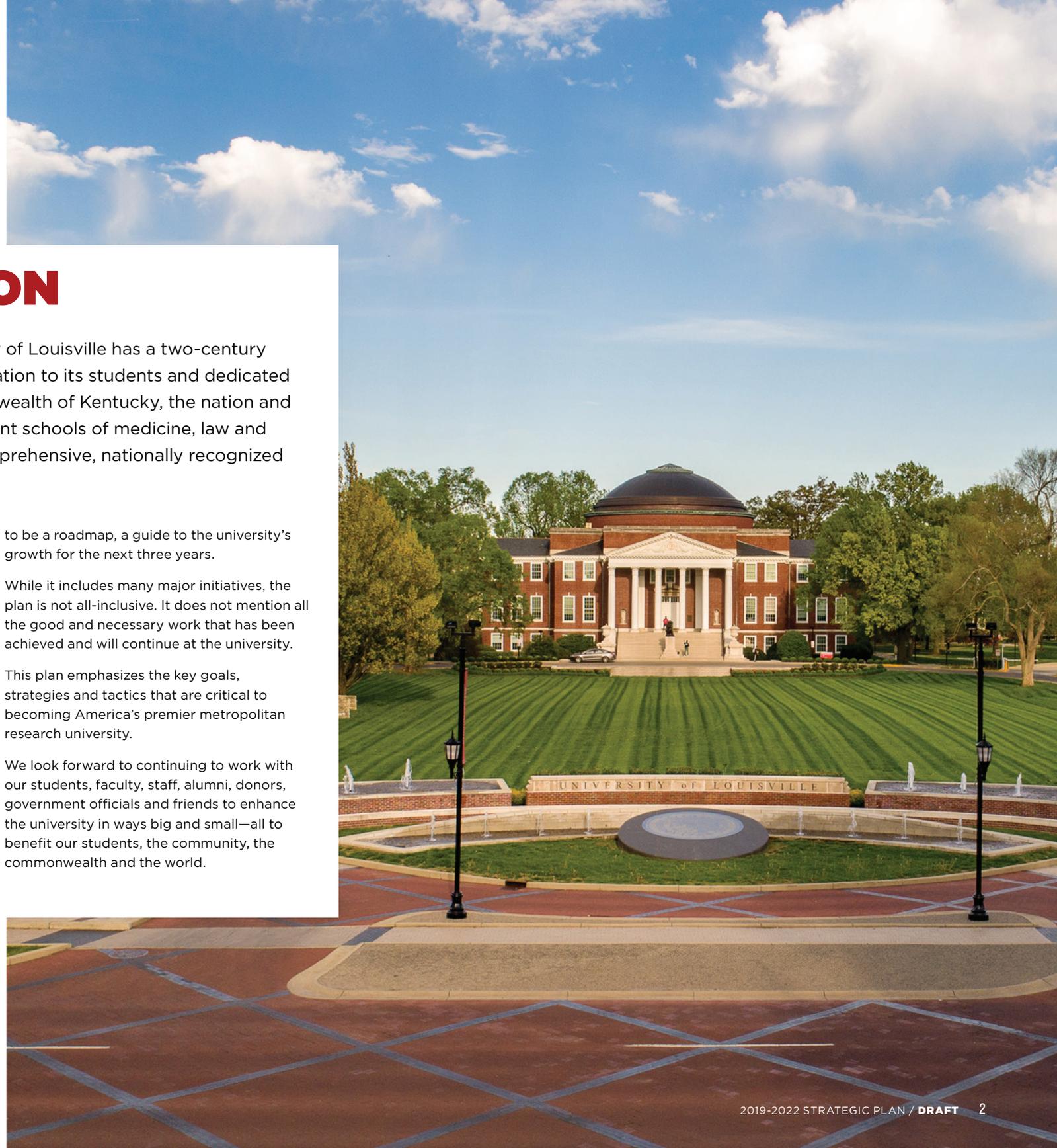
This strategic plan lays out bold initiatives and creative efforts to ensure UofL's standing as a great place to learn, a great place to work and a great place in which to invest. It is designed

to be a roadmap, a guide to the university's growth for the next three years.

While it includes many major initiatives, the plan is not all-inclusive. It does not mention all the good and necessary work that has been achieved and will continue at the university.

This plan emphasizes the key goals, strategies and tactics that are critical to becoming America's premier metropolitan research university.

We look forward to continuing to work with our students, faculty, staff, alumni, donors, government officials and friends to enhance the university in ways big and small—all to benefit our students, the community, the commonwealth and the world.





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# LETTER FROM THE PRESIDENT



UofL Family,

When I arrived at the University of Louisville in May 2018, I found a university with a great tradition, outstanding faculty and staff, substantial and enthusiastic community support, and a student body I would compare favorably to any in the country.

In other words, as I said at that time, the university has “great bones.”

After a year, my observations have been confirmed and strengthened. Our bones are, indeed, strong and we are well on our way to reaching the mandate set by the Kentucky Legislature in 1997 to become a premier metropolitan research university in the nation.

Through the efforts of our faculty, staff and students, we have earned recognition as a “Research 1” university and a “Community Engaged” university by the Carnegie Foundation. Of more than 4,000 universities in the country, UofL is one of only 69 that can claim both distinctions.

Our faculty make tremendous impact through their teaching, research and community engagement. Our students outperform those at many prestigious institutions in earning national and international scholarships and recognition. Our staff are the connective tissue that enable these successes. Despite some rough times in the past, our alumni, government leaders and friends fervently believe in and support us.

The dedication, passion and excellence on this campus are amazing.

Now it is time, working together, for us to take another step forward. This document is the roadmap for our future progress.

This plan contains big ideas as well as equally significant small steps that will strengthen our infrastructure for growth.

It sets the stage for our university to identify and tackle what we are calling Grand Challenges, issues that will impact the human condition for generations to come. Instead of trying to be all things to all people, we will rely on our faculty to lead us in an assessment of our values, our expertise, our passions, and the needs of our local and global community to determine those select, critical areas in which UofL will aim to be a national thought leader.

This strategic plan should not be considered a finished product to sit on some shelf. It is designed to be a living document, malleable and nimble, so our institution is well-positioned to respond to changing environments and ensure our growth and success. This is a plan to guide us for three years, but with many recommendations that can and will be acted on immediately. We will record our progress and lessons learned and report back to the campus community regularly and often.

We owe a big thank you to our university community, local officials, state leaders and many, many others for their work on this plan. As we begin implementation, we count on your continued engagement.

We are now ready for the journey to begin. Let’s get started!

**Neeli Bendapudi**  
President, University of Louisville



# ABOUT THE UNIVERSITY OF LOUISVILLE

A state-supported university located in Kentucky's largest metropolitan area, the University of Louisville is propelling its city and the commonwealth into the future. A top producer of Fulbright and other prestigious scholarship winners, UofL boasts outstanding faculty who have earned international acclaim for groundbreaking discoveries in areas including transplantation, cardiac care and spinal cord research. One of only 69 universities in the United States to achieve Carnegie Foundation Research 1 and Community Engagement Classifications, UofL also is ranked among the nation's best universities for African-American and LGBTQ+ students.

Located within a six-hour drive of major cities such as Chicago, Atlanta and St. Louis, the city of Louisville has blossomed into a destination for travelers. Its thriving arts scene includes award-winning theaters, galleries and attractions, including museums celebrating native son Muhammad Ali and the world's most famous horse race, the Kentucky Derby. A destination for foodies, Louisville is recognized as one of America's top cities for dining, and its thriving bourbon industry draws visitors from around the world.

The city also serves as a classroom for UofL students who benefit from internships and partnerships with Fortune 500 companies such as Kindred Healthcare, Ford, Haier (formerly General Electric), Humana, Yum! Brands and others, as well as Metropolitan College, a unique work-study program with UPS.

## OUR MISSION

The University of Louisville pursues excellence and inclusiveness in its work to educate and serve its community through:

- teaching diverse undergraduate, graduate and professional students in order to develop engaged citizens, leaders and scholars;
- practicing and applying research, scholarship and creative activity; and
- providing engaged service and outreach that improve the quality of life for local and global communities.

The University is committed to achieving preeminence as a nationally recognized metropolitan research university.

(adopted January 14, 2016)

## MAJOR MILESTONES

To build toward our vision, we first must look to our past and the many steps we've taken to get to this point. These milestones have occurred over more than two centuries, and each has been vital in bringing us to where we are today. These points remind us that change often takes time but with patience and dedication, great advances are achievable.

### 1798

On April 3, 1798, eight of Louisville's leading citizens signed a charter to establish the Jefferson Seminary, marking the birth of what would become the University of Louisville and a commitment to higher education as the key to changing lives and driving prosperity in our community.

### 1846

The Kentucky General Assembly recognized the University of Louisville proper. Funded primarily by the city, UofL was comprised of a medical school, law school and a college for liberal arts. The college did not endure but the law and medical schools prospered.

### 1907

The university revived its liberal arts college, now known as the College of Arts and Sciences, beginning an expansion that saw the creation of schools of engineering, education, music, social work, nursing, dentistry, public health and information sciences, and business, in addition to a school of interdisciplinary and graduate studies.

### 1931

An African-American liberal arts college, Louisville Municipal College is opened under the administration of

the University of Louisville. It was the only full-fledged African-American liberal arts college in Kentucky and one of three such schools in the country at the time, as well as the only black liberal arts college in the nation supported by city funds.

### 1950

The University of Louisville absorbed Louisville Municipal College, integrating its faculty and student body.

### 1970

Previously funded by the city of Louisville, the financially struggling University of Louisville joined the Kentucky state higher education system.

### 1997

The Kentucky Legislature set a bold goal for the University of Louisville to become a premier metropolitan research university by 2020. The legislature also approved the Research Challenge Trust Fund, commonly known as "Bucks for Brains," a strategic investment in university research designed to create new jobs, generate new economic activity and provide new opportunities for Kentucky citizens. That program enabled the university to recruit many outstanding faculty researchers from around the country, triggering a rapid expansion of the university's research enterprise.

### 1998

The University of Louisville celebrated its bicentennial by launching its Challenge for Excellence, a 10-year strategic plan to achieve academic and research preeminence. The university announced the successful completion of the challenge in 2006, two years ahead of schedule.

### 2000

Only three years after receiving the charge from the Kentucky Legislature, the University of Louisville achieved Carnegie classification as a Doctoral University, Highest Research Activity (Research 1), one of only 131 universities to achieve that designation.

### 2006

The university launched its 2020 Plan to carry it through the first two decades of the 21st century.

### 2008

The University of Louisville achieved designation as a Carnegie Community Engagement institution and was reaccredited seven years later. One of only 69 universities in the nation with both Research 1 and Community Engagement classifications, UofL defines what it means to be engaged in changing and advancing its community.

### 2018

Neeli Bendapudi became the university's 18th president.

# PREPARING FOR THE PLAN

In January 2019, the University of Louisville kicked off a new strategic planning process based on the vision of making our university a great place to learn, work and in which to invest.

This vision marked a critical time in UofL history. After years of tumult, the university community was ready to embrace a fresh start under the leadership of Neeli Bendapudi, who began her term as president on May 15, 2018.

After six months of introduction and review, she announced the launch of the strategic planning process. Before the program was unveiled, university leaders created an infrastructure to ensure the process would be both collaborative and transparent. Co-chairs, Professors Gail DePuy and Jeffrey Bumpous, established workgroups, recruited workgroup leaders and members, and engaged thousands of stakeholders through email, face-to-face meetings, public forums and an interactive website.

Enthusiasm and participation has been resounding. Over a five month period, there were more than 2,700 submissions to the website, nearly 500 attendees at six forums, and 1,400 volunteers for workgroup participation (the list was eventually pared down to about 30 per workgroup). Members of the workgroups, steering committee and executive committee amassed more than 3,500 hours of labor during the process.

All of these efforts culminated with a presentation to the Steering Committee including recommended strategies and actions. After receiving the recommendations, the Steering Committee edited, clarified and produced a near-final plan. After final approval of the Board of Trustees, the plan will be shared with students, faculty, staff, alumni and other university constituents via email, UofL News and the strategic plan website. Implementation begins in Fall 2019.



## LEARN/WORK/INVEST

In developing her vision for the University of Louisville, President Bendapudi has stressed UofL will be a great place to learn, to work and in which to invest. These are a virtuous cycle.

A university can only be a great place to learn if its faculty and staff perceive it to be a great place to work. Being an employer of choice means students will be educated by the best faculty and be supported by the best staff.

A university can only be a great place to work if it is able to provide the resources required for its people to be most effective. This means all key constituencies must view the university as a sound investment.

A university can only be viewed as a great place in which to invest when donors, alumni, employers and local and state community, civic and political leaders view the university as a great place for students to learn.

To be a great place to learn, to work and in which to invest, we must celebrate diversity, promote equity and strive to achieve inclusion.

# THE CARDINAL PRINCIPLES

The university follows a set of guiding principles that shape our community and our actions. Every member of the University of Louisville family is expected to follow these Cardinal Principles:

## C A R D I N A L

Let us be a university that is a **Community of Care**. Care for self, care for one another as the Cardinal Family and care for the community beyond. We are a community—not just a collection of individuals. We are a community—not just buildings connected by an HVAC system.

**Accountability.** We keep our promises. We own mistakes. We are accountable to the team.

**Respect, irrespective of position.** We respect each other’s humanity and dignity, no matter what our positions in the organization are. We also respect our right to differing and conflicting positions on issues. “We will be a place that prepares students for ideas, not protects students from ideas.”

**Diversity and Inclusion.** We celebrate diversity of thought, life experience and of perspectives. As our state motto states: United We Stand, Divided We Fall. We want everyone, in the richness of all of their many unique and intersecting identities, to feel included in the Cardinal fold.

**Integrity and Transparency.** We will be true to our mission of an urban research university to create, disseminate and apply knowledge. Integrity is our collective commitment to make decisions with the best interests of our university in mind and to share the decision-making rationale and outcomes.

**Noble Purpose.** Each of us will identify for ourselves the way in which we make a difference. We must solve the problems of access and affordability to give everyone the opportunity to find and pursue their own noble purpose.

**Agility.** We will recognize that things change and when they do, we must change things. We know when adaptation in an organization does not keep pace with adaptation in the environment, the organization will not survive.

**Leadership.** We recognize management is a position but leadership is an activity. We will all behave as owners of the University of Louisville because we are. “We are UofL” is not just a hashtag or a slogan. It is our declaration of leadership and ownership.

# THE PROCESS

A good plan requires good planning. With that in mind, clarity, collaboration and transparency were foremost during the strategic planning process. Here is how the process was structured:

## Workgroups

Three workgroups were established: Learn, Work and Invest. Each group had 30 members comprising a cross-section of faculty, staff, students, alumni and friends. Membership included key representative groups such as Faculty and Staff Senates, Student Government Association, the Commission on Diversity and Racial Equality and the Commission on the Status of Women. The members did most of the work to define the plan's strategies, actions and timelines.

Several units, including the Office of the President, the Office of Institutional Research and Planning, the Office of Institutional Effectiveness and the Office of Communications and Marketing, provided ongoing support to the workgroups.

## Executive Committee

The executive committee provided vision and direction for the plan. Members also managed efforts put forth by the workgroups and steering committee and served as a touchstone for keeping strategies in line with the university's mission and values. The executive committee included key university leaders, including the heads of the Faculty and Staff Senates and the Student Government Association.

## Steering Committee

Comprised of the 13-person executive committee plus nine co-chairs from the workgroups, the steering committee had oversight for the day-to-day strategic plan process. That meant ongoing dialogue with workgroups, ensuring there were no obstacles to progress and keeping everyone informed. Steering committee members also were responsible for finalizing the plan and making it available to the public.

## Campus Feedback

Even before the formal process began, the university sought input from faculty, staff, students, alumni and friends. Feedback was provided throughout the process, with more than 2,700 comments submitted. After being developed, the plan was shared with the campus community before being finalized. Once published, the plan still will be revised based on implementation of and response to the actions taken. It will be a living document.

## Tracking Results

Every strategy in the final plan includes a metric or measurable outcome.

These metrics will be tracked and reported to the Board of Trustees and campus community.

# EXECUTIVE COMMITTEE

**NEELI BENDAPUDI\***

President

**BETH BOEHM**

Executive Vice President & University Provost

**JEFFREY BUMPOUS\***

Department Chair and Professor of Otolaryngology

**GAIL DEPUY\***

Associate Dean for Academic & Student Affairs

Professor of Industrial Engineering, Speed School of Engineering

**JONATHAN FULLER**

2018-2019 Student Government Association President

**TONI GANZEL**

Executive Dean, School of Medicine

**ROB KEYNTON**

Interim Executive Vice President for Research & Innovation

**MADISON PUMPHREY**

Student Government Association

**BRAD SHAFER**

Vice President, University Advancement

**JOHN SMITH**

Staff Senate Chair

Assistant Director, Intramural and Recreational Sports

**MICHAEL WADE SMITH**

Chief of Staff and External Affairs

**KRISTA WALLACE-BOAZ**

Faculty Senate Chair

Assistant Dean for Student Programs, School of Music

**JOHN DREES**

Senior Associate Vice President, Communications & Marketing

**ROBERT GOLDSTEIN**

VP for Institutional Research, Effectiveness & Analytics

**JAKE BEAMER**

Strategic Plan Project Manager, Office of the President

*\*Executive Committee co-chair*

# WORKGROUPS

## LEARN

**KATIE ADAMCHIK**

Arts & Sciences – Staff

**GEOFF BAILEY**

Resources for Academic Achievement – Staff

**THOMAS BEARD**

International Center – Staff

**JIM BEGANY**

Enrollment Management – Staff

**SHERRI BROWN**

Education – Faculty

**KIM BUTTERWECK**

Communications & Marketing – Staff

**BARBARA CLARK**

Graduate School – Faculty

**ROB DETMERING**

Libraries – Faculty

**JASMINE FARRIER\***

Arts & Sciences – Faculty

**JONATHAN FULLER**

Student

**LINDA FUSELIER**

Arts & Sciences – Faculty

**ANDREW GRUBB**

Provost Office – Staff

**MURIEL HARRIS**

Public Health & Information Sciences – Faculty

**JEFF HIEB**

Engineering – Faculty

**JULIE HOHMANN**

Undergraduate Affairs – Staff

**AMY HOLTHOUSER**

Medicine – Faculty

**NAT IRVIN\***

Business – Faculty

**MARIANA JUAREZ**

Student

**MARIE KENDALL-BROWN**

Delphi – Staff

**ANN LARSON**

Education – Faculty

**MICHAEL MARDIS**

Student Affairs – Staff

**LEE MCWHORTER**

Information Technology Services – Staff

**LAZARO MUNOZ**

Student

**ALYSSA MURPHY**

Athletics – Staff

**OJ OLEKA**

Alumnus

**REBECCA PATTILLO**

Libraries – Faculty

**KAYLA PAYNE**

Student

**LINDSAY RATLIFF**

Student

**MARY SHERIDAN**

Arts & Sciences – Faculty

**DAVID SIMPSON**

Arts & Sciences – Faculty

**JEFF SUN\***

Education – Faculty

**CARLA VIDONI**

Education – Faculty

**LINDA WILDE**

Housing – Staff

**CARRYE WILKINS**

Undergraduate Affairs – Staff

*\*Co-Chairs*

# WORKGROUPS

# WORK

**BAYLEY AMBURGEY**  
Student

**SHABEER AMIRALI**  
Graduate School – Staff

**DAVID BROWN**  
Arts & Sciences – Faculty

**BRIAN BUFORD\***  
Human Resources – Staff

**RICARDO CAICEDO**  
Dentistry – Faculty

**VALERIE CASEY**  
Women’s Center – Staff

**KARAN CHAVIS\***  
Medicine – Staff

**DEWEY CLAYTON**  
Arts & Sciences – Faculty

**CRYSTAL COLLINS-CAMARGO\***  
Social Work – Faculty

**VIRGINIA DENNY**  
Business – Staff

**ROY FULLER**  
Arts & Sciences – Faculty

**POONUM HALDANKAR**  
Student

**MEG HANCOCK**  
Education – Faculty

**DONNA HARDESTY**  
Operations – Staff

**MARK HEBERT**  
Communications & Marketing – Staff

**TRINIDAD JACKSON**  
Public Health & Information Sciences – Staff

**J’AIME JENNINGS**  
Public Health & Information Sciences – Faculty

**KELSEY KAHT**  
Student

**ZAFRULLA KAHN**  
Dentistry – Faculty

**MELISSA LANING**  
Libraries – Faculty

**KRISTEN LUCAS**  
Business – Faculty

**CONNIE MARTINEZ**  
International Center – Staff

**TODD MOORADIAN**  
Business – Faculty/Dean

**OLFA NASRAOUI**  
Engineering – Faculty

**HEIDI NEAL**  
Engineering – Staff

**DAVID OWEN**  
Arts & Sciences – Faculty

**GERARD RABALAIS**  
Medicine – Faculty

**DAVID SCHLAEGEL**  
Physical Plant – Staff

**KATHERINE STEVENSON**  
Information Technology Services – Staff

**VICKIE TENCER**  
Nursing – Staff

**AESHA L. UQDAH**  
Counseling Center – Staff

**MARIAN VASSER**  
Diversity – Staff

**SHERRI WALLACE**  
Arts & Sciences – Faculty

**DIANE WHITLOCK**  
Diversity – Staff

*\*Co-Chairs*

## WORKGROUPS

# INVEST

**CELESTE CARTER**

Finance – Staff

**DWAYNE COMPTON**

Medicine – Faculty

**FANNIE COX**

Libraries – Faculty

**ERICA GABBARD**

Engineering – Staff

**JOHN GANT**

Industry Engagement – Staff

**GLENN GITTINGS**

Student Affairs – Staff

**LISA GUNTERMAN**

LGBT Center – Staff

**STEPHEN FRY**

Institutional Research – Staff

**WYATT HARRIS**

Engineering – Student

**KELLY HODGES**

Alumni

**KEVIN JACOB**

Student

**FAYE JONES**

Medicine – Faculty

**TOM KEITH**

Development – Staff

**REHAN KHAN**

Information Technology Services – Staff

**KIMBERLY KEMPF-LEONARD**

Arts & Sciences – Faculty/Dean

**JON KLEIN\***

Medicine – Faculty

**AVERY KOLERS**

Arts & Sciences – Faculty

**KIMCHERIE LLOYD\***

Music – Faculty

**MARION MCCLAIN**

Medicine – Staff

**ALISON MCLEISH**

Arts & Sciences – Faculty

**KEVYN MERTEN**

Research & Innovation – Staff

**WHITNEY NASH**

Nursing – Faculty

**TOM OWEN**

Libraries – Faculty

**EMILY RICH**

Student

**BETH RILEY**

Brown Cancer Center – Faculty

**MICHELLE RODEMS**

Graduate School – Staff

**LINDA SCHUSTER**

Donor

**JILL SCOGGINS**

HSC Communications & Marketing – Staff

**CHARLES SHARP**

Business – Faculty

**PATRICK SMITH**

Community Engagement – Staff

**THEODORE SMITH**

Medicine – Faculty

**CHRISTOPHER STATES**

Medicine – Faculty

**ENID TRUCIOS-HAYNES\***

Law – Faculty

**KEVIN WALSH**

Engineering – Faculty

*\*Co-Chairs*

# UNDERSTANDING THE PLAN

This strategic plan must be bold in setting our agenda for the future. We also want it to be specific, actionable and a plan for which we will be held accountable. For that reason, we are dividing it into two three-year plans that position us to act, evaluate and adapt as necessary.

## Two three-year plans

We will attack the first three years, 2019-2022 in the following way:

### YEAR 1

(2019-2020)

Defining Our Aspirations and Building Capabilities

### YEAR 2

(2020-2021)

Building Capabilities and Piloting Change Strategies

### YEAR 3

(2021-2022)

Assessing Change and Scaling What Works

At the conclusion of the first three years, we will have our foundations and we will have succeeded at a number of initiatives and failed at some others. We will have assessed what worked and why. And we will have scaled some of the early successes across the university.

In years three to six, we will determine the areas we can own and move those to the forefront while not abandoning our important work across all units and programs.

## Grand Challenges

Through this process, the university will set and tackle several Grand Challenges, priority research areas in which we can make the biggest economic and societal impact on our local and global communities. For instance, the university already has established expertise in areas such as optimal aging (Trager Institute), environmental impacts on health (the Envirome Institute), renewable energy (Conn Center) and additive manufacturing.

## Key Themes

To address our bold vision, to become a great place to learn, to work and in which to invest, we lead in addressing these key themes in our strategic plan.

Preparing students for the careers and workplaces of tomorrow through career readiness and experiential learning

Creating knowledge that changes lives throughout the world and starting that change in our backyard

Attracting and developing the very best people in our students, faculty and staff

Creating an environment where all people know they are valued for their contributions

Telling our story to the community and the world and leveraging that story to invite partnerships and increasing support for the many

strategic goal

# A GREAT PLACE TO LEARN

The University of Louisville is a great place to **LEARN** because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative, purpose-driven and engaged learning.

# A GREAT PLACE TO LEARN

**Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success, guided by the Strategic Enrollment Management Plan, to raise the university's national prominence.**

We will Attract and enroll a capable, diverse, and engaged student body responsive to the demographic and workforce needs of the future.

We will improve retention and persistence to graduation and ensure progress towards equal outcomes for underrepresented, underprepared, low-income student sub-populations.

We will inspire a student-centered culture by improving the efficiency and user-experience of our systems and the faculty and staff's responsible ownership of student success.

We will increase and enhance learning community (LC) initiatives and improvement/expansion of current LLCs and TCs to serve a diverse student population.

And we will expand our global footprint and impact by increasing the percentage of students who participate in global cross-cultural study, research and/or service experiences.

**Engage every undergraduate student in required, meaningful experiential learning opportunities.**

We will establish the components of and develop structured experiential learning opportunities in every unit.

And we also will create a high-quality, industry-focused, core-skills certification that students can use as an employment tool alongside their academic credential when they graduate.

**Engage students in increasing research that will bolster our prominence among Carnegie-classified Research 1 universities.**

We will involve students in prioritized, universitywide Grand Challenges in research.

We also will establish a campuswide campaign on existing centers, institutes and consortia with the express intent to increase institutional literacy for undergraduate, graduate and professional students and the campus community, including both Health Sciences Center and Belknap campuses.

And we also will incentivize research involving undergraduate and graduate co-investigators, (varying in amounts, impacts and connection to teaching and community engagement).

# A GREAT PLACE TO LEARN

## STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

## STRATEGY L1:

Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success, guided by the Strategic Enrollment Management Plan, to raise the university's national prominence.

## ACTION

### L1.A1:

Attract and enroll a capable, diverse, and engaged student body responsive to the demographic and workforce needs of the future.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** UofL's CPE performance-based funding score optimized by Task Force work.

**2:** Brand campaign attracts and enrolls a capable, diverse and engaged student body.

**3:** Holistic and individualized approach attracts, admits and supports students of underrepresented backgrounds.

**4:** STEM+H students prioritized in the allocation of scholarship funds and the development of new course and program offerings.

**5:** Online and adult learners prioritized in the development of course and program offerings.

**6:** Key enrollment markers easily tracked for each academic unit and department.

# A GREAT PLACE TO LEARN

## STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

## STRATEGY L1:

Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success, guided by the Strategic Enrollment Management Plan, to raise the university's national prominence.

## ACTION

### L1.A2:

Improve retention and persistence to graduation and ensure progress towards equal outcomes for underrepresented, underprepared, low-income student sub-populations.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** On-site summer transition programming helps first-year (undergraduate, graduate and professional) students adjust to college.

**2:** Academic Orientation content administered to all new UofL students increases student awareness and engagement with campus services and resources (e.g. student support services).

**3:** Establish a new program to help non-traditional students (adult learners, transfers, commuters) increase their ability to adjust academically and socially to the college environment from matriculation to graduation.

**4:** Comprehensive online student services portal—a one-stop shop—for all programs and services (including campus life/personal services as well as academic support services) supports a student's academic and personal success.

# A GREAT PLACE TO LEARN

## STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

## STRATEGY L1:

Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success, guided by the Strategic Enrollment Management Plan, to raise the university's national prominence.

## ACTION

### L1.A3:

Inspire a student-centered culture by improving the efficiency and user-experience of our systems and the faculty and staff's responsible ownership of student success.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Established guidelines and expectations for supervisors reinforce student-centered culture and mindset.

**2:** Faculty and staff development opportunities highlight the university's identity, vision and values.

**3:** Faculty collectively committed to improve quality of instruction and high-impact teaching practices.

**4:** Improved classroom technology and digital student support solutions.

**5:** All HR onboarding materials reflect student-centered culture and expectations for all faculty and staff to adopt the appropriate mindset and related actions.

**6:** Universitywide in-person and online processes and procedure realigned for efficiency, uniformity and clear valuing of a student-ready culture.

**7:** Adequate, safe and healthy learning environment that meets academic and personal needs (lactation, prayer, bathrooms, etc.) is afforded to every student.

# A GREAT PLACE TO LEARN

## STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

## STRATEGY L1:

Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success, guided by the Strategic Enrollment Management Plan, to raise the university's national prominence.

## ACTION

### L1.A4:

Increase and enhance learning community (LC) initiatives and improvement/expansion of current LLCs and TCs to serve a diverse student population.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** A larger, more diverse population of students benefits from participation in Living Learning Communities (LLCs), Learning Communities (LCs) and Themed Communities (TCs) including first-generation college, commuter, upper-level and online students.

**2:** Faculty engagement within LLCs, LCs and TCs increased to support student success.

**3:** Needs of commuter students investigated and proposal drafted.

**4:** LLC-hosted early arrival programs (ahead of the traditional Campus Housing move-in date).

**5:** Impact of LLCs, LCs and TCs on student success evaluated.

**6:** Where appropriate, content-related LLCs are consolidated to create larger, more sustainable programs (e.g., "health" cluster) with shared resources.

# A GREAT PLACE TO LEARN

## STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

## STRATEGY L1:

Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success, guided by the Strategic Enrollment Management Plan, to raise the university's national prominence.

## ACTION

### L1.A5:

Expand global footprint/impact by increasing the percentage of students who participate in global cross-cultural study, research, and/or service experiences.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** The number of international students and scholars is increased.

**2:** Current students have increased international research and study-abroad opportunities.

**3:** Institutional collaborations with international communities and schools organized and expanded.

# A GREAT PLACE TO LEARN

## STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

## STRATEGY L2:

Engage every undergraduate student in required meaningful experiential learning opportunities.

## ACTION

### L2.A1:

Establish the components of structured experiential learning opportunities in every unit.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Needs assessment regarding student experiential learning opportunities (including faculty, students and alumni) completed and report shared.

**2:** Community survey conducted to determine experiences employers value from recent college graduates, and data used to determine which skills to focus on, presented in a proposal outlining the outcomes, measures and timeline.

**3:** Key faculty and staff in each unit identified to facilitate meaningful experiential learning opportunities.

**4:** New partnerships established with local businesses and organizations.

**5:** Appropriate culturally responsive policy developed to establish/support skill-focused experiential learning environment at UofL.

**6:** Faculty and staff provided training to drive maximum student participation in experiential learning opportunities.

**7:** Funding opportunities identified and secured that support at least 10% of the unpaid internships.

# A GREAT PLACE TO LEARN

## STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

## STRATEGY L2:

Engage every undergraduate student in required meaningful experiential learning opportunities.

## ACTION

### L2.A2:

Create a high-quality, industry-focused, core skills certification that students can use as an employment tool alongside their academic credential when they graduate.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Create unit committees of faculty, staff, students, alumni, industrial partners, and community partners to determine which core skills are important for the students within their unit.

**2:** Determine which core skills programs to be developed by which units. Inventory existing course and faculty resources, and cluster courses appropriate for core skills certificate programs.

**3:** Establish campaign for advisors to increase student awareness of certificate programs.

# A GREAT PLACE TO LEARN

## STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

## STRATEGY L3:

Engage students in increasing research that will bolster our prominence among Carnegie-classified, Research 1 universities.

## ACTION

### L3.A1:

Involve students in prioritized university-wide Grand Challenges in research.

### L3.A2:

Establish a campus-wide awareness of existing centers, institutes, and consortia.

### L3.A3:

Incentivize research involving undergraduate and graduate co-investigators.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Research plans developed that include professional, graduate and undergraduate students.

**2:** Students involved in all research funded through internal grant programs.

**3:** Prioritize historically underrepresented students in the university's scholarly contributions and research activities related to the Grand Challenges.

**1:** Awareness campaign completed and all levels of students increase their institutional literacy related to research areas of strength.

**1:** Return from student research salaries increased.

# A GREAT PLACE TO LEARN

## LEARN METRICS

### STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

### STRATEGY L1:

Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success to raise the university's national prominence.

### STRATEGY L2:

Engage every undergraduate student in required meaningful experiential learning opportunities.

### STRATEGY L3:

Engage students in increasing research that will bolster our prominence among Carnegie-classified, Research 1 universities.

METRIC	DEFINITION	BASELINE	2022 TARGET
Scholarship Awards (Undergraduate)	% Need-based aid for first-time freshman	8%	20%
	% of scholarship award dollars to STEM+H students	37.4%	40.2%
Enrollment	<b>Undergraduate Enrollment (total)</b>	<b>15,834</b>	<b>17,468</b>
	• URM (undergrad, grad, professional)	3,644	3,864
	• First generation	1,568	1,643
	• STEM +H	5,275	5,486
	• Adult Students (25+ degree seeking only)	1,758	1,908
	• Online Students	425	981
	• International Students	676	926
	<b>Graduate Enrollment (total)</b>	<b>708</b>	<b>1,374</b>
	• URM	800	900
	• Online Students	708	828
	<b>Professional Enrollment (Total Medicine, Dentistry and Law Only)</b>	<b>1,645</b>	<b>1,645</b>
Retention (Undergraduate)	<b>First- to Second-Year (total)</b>	<b>80.3%</b>	<b>82.6%</b>
	• URM	77.9%	81.4%
	• Low income	74.5%	78.5%
	<b>First- to Third-Year (total)</b>	<b>72.4%</b>	<b>74.7%</b>
	• URM	71.8%	75.3%
	• Low income	66.6%	70.6%

# A GREAT PLACE TO LEARN

## LEARN METRICS (CONTINUED)

### STRATEGIC GOAL:

The University of Louisville is a great place to LEARN because it prepares students for success now, next and beyond. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

### STRATEGY L1:

Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success to raise the university's national prominence.

### STRATEGY L2:

Engage every undergraduate student in required meaningful experiential learning opportunities.

### STRATEGY L3:

Engage students in increasing research that will bolster our prominence among Carnegie-classified, Research 1 universities.

METRIC	DEFINITION	BASELINE	2022 TARGET
Graduation Rates (Undergraduate)	<b>Four-Year (GRS Cohort)</b>	<b>31.8%</b>	<b>36.5%</b>
	• URM	28.5%	31.9%
	• Low income	23.9%	33.2%
	<b>Six-Year (GRS Cohort)</b>	<b>56.6%</b>	<b>61.3%</b>
	• URM	56.0%	59.3%
	• Low income	47.1%	56.4%
Degrees Awarded	<b>Bachelor</b>	<b>3,040</b>	<b>3,120</b>
	• URM	557	594
	• Low income	1,185	1,413
	• STEM +H	1,038	1,101
	• Online only program	102	184
	<b>Master</b>	<b>1,425</b>	<b>1,483</b>
	• URM	265	276
	• Online only program	270	322
	<b>Doctoral (research)</b>	<b>165</b>	<b>172</b>
	• URM	23	24
Student Participation in High Impact Practices (Undergraduate)	<b>Professional</b>	<b>380</b>	<b>395</b>
	• URM	44	46
	Learning Communities (LLCs, LCs, TCs)	911	1,079
	Experiential Learning (e.g. internships, co-ops, field experience, student teaching, clinical placement, service-learning)	Various	
	Research	125	250
Study Abroad (receiving credit at UofL)	765	1,000	

strategic goal

# A GREAT PLACE TO WORK

The University of Louisville is a great place to **WORK** because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

# A GREAT PLACE TO WORK

**Become an employer of choice that intentionally attracts and retains the most talented, diverse faculty and staff through meaningful and structured commitment to employee success.**

We will develop hiring practices to attract competitive candidates and support diversity, equity and inclusion.

We will improve the onboarding experience for new hires and current employees who move into new positions.

We will create an Employee Success Center to provide professional development, guidance and formal mentoring to all classes of employees, as well as consultation to departments and units.

We will promote systematic and uniform opportunities for career advancement of employees.

And we will ensure employees are provided an adequate and safe workplace and maintain a healthy work-life balance by improving policies and training leaders to maximize employee potential.

**Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.**

We will implement and incentivize a Cardinal Principles training program to cultivate noble leaders and to hold them accountable for improving climate and culture outcomes at all levels of the university.

We will establish policies and implement required annual training programs on bullying, implicit bias, sexual harassment, etc. to hold employees at all levels accountable for improving climate and culture outcomes.

We will review climate survey data and create and implement action plans to address identified concerns in a timely manner.

And we will assess outcomes of personnel action for inequities by identity group and revise policies and procedures to correct identified issues.

**Provide all faculty and staff fair and equitable compensation, recognizing that our employees are critical to attaining institutional success.**

The university will conduct comprehensive review of compensation equity in each unit and develop plans to redress identified equity issues.

We will redesign the performance appraisal and compensation processed to support institutional goals.

And we will regularly benchmark total compensation against peers and the market to inform university compensation targets.

# A GREAT PLACE TO WORK

## STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

## STRATEGY W1:

Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

## ACTION

### W1.A1:

Develop hiring practices to attract competitive candidates and support diversity, equity and inclusion.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** A comprehensive marketing and recruitment plan that promotes the University of Louisville as a Great Place to Work deployed in areas from which university employees are recruited and that encourages high-quality internal and external candidates for vacant positions.

**2:** Representation of underrepresented groups increasingly matches or exceeds the demographic diversity of the city.

**3:** All members of hiring or search committees participate in search committee training.

**4:** All candidates for faculty and administrator positions submit a written statement articulating their commitment to the university vision to be a great place to learn, work and invest by celebrating diversity, fostering equity and striving to achieve inclusion.

**5:** All interviews for staff positions include at least one question regarding diversity, equity and inclusion.

# A GREAT PLACE TO WORK

## STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

## STRATEGY W1:

Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

## ACTION

### W1.A2:

Improve the onboarding experience for new hires and current employees who move into new positions.

### W1.A3:

Create an Employee Success Center to provide professional development, guidance and formal mentoring to all classes of employees, as well as consultation to departments and units.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** The university has ongoing and comprehensive onboarding experiences for all employee groups, as appropriate, based on their role in the university (faculty, full-time and temporary staff, and student staff).

**1:** Employee development programming provided that aligns with university goals and priorities (e.g., supervisory training, emerging leader training, internship/shadowing opportunities for faculty and staff, and skilled-trades apprenticeships).

**2:** Opportunities ensured for employees to participate in professional development offerings during workhours.

**3:** All Performance Appraisal Forms (PAFs) and faculty and administrator Annual Work Plans (AWPs) revised to establish annual expectations for ongoing professional development.

**4:** The university has active partnerships with Jefferson Community and Technical College (JCTC) and other community partners that provide skilled-trades training and apprenticeship programs.

# A GREAT PLACE TO WORK

## STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

## STRATEGY W1:

Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

## ACTION

### W1.A3:

Create an Employee Success Center to provide professional development, guidance and formal mentoring to all classes of employees, as well as consultation to departments and units.

### W1.A4:

Promote systematic and uniform opportunities for career advancement of employees.

## WHAT WILL SUCCESS LOOK LIKE?

**5:** Institutional memberships to the National Center for Faculty Development and Diversity (NCFDD) and Lynda.com (or similar service) support the development and advancement of faculty and staff.

**6:** Value of professional development affirmed by an increasing number of high-demand, holistic, on-campus lifelong learning opportunities such as Annual Day of Learning and Card Talks.

**1:** Institutional policies, programs, systems and resources specifically designed to support employee career advancement within the university (e.g., career ladders and coaching).

# A GREAT PLACE TO WORK

## STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

## STRATEGY W1:

Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

## ACTION

### W1.A5:

Ensure employees are provided an adequate and safe workplace and maintain a healthy work/life balance by improving policies and training leaders to maximize employee potential.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Policy revisions and best practice-based recommendations developed and implemented that cultivate a healthy institutional culture around work/life balance.

**2:** Adequate, safe and healthy work environment that meets professional and personal needs (lactation, prayer, bathrooms, etc.) is afforded to every employee.

**3:** All leave-eligible employees (exempt and non-exempt) accrue leave at equivalent rates.

**4:** A review of all Auxillary Operations (including Physical Plant) employees' schedules and Campus Police that have third shift operations conducted, and appropriate action taken to address related safety issues and meet employee work/life balance interests.

# A GREAT PLACE TO WORK

## STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

## STRATEGY W2:

Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.

## ACTION

### W2.A1:

Implement and incentivize a Cardinal Principles training program to cultivate noble leaders and to hold them accountable for improving climate and culture outcomes at all levels of the university.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Coordinator matches available local, national and international leadership development opportunities to individual leader and unit needs.

**2:** Existing annual evaluation process for administrators reviewed and enhanced to include routine 360 review and alignment with unit and institutional goals.

**3:** Faculty and staff who demonstrate adherence to the Cardinal Principles are recognized.

**4:** Cardinal Principles communicated and displayed across UofL campuses and in the Louisville community.

**5:** Endowment and investment performance snapshot provided through ongoing collaboration with UofL Foundation.

# A GREAT PLACE TO WORK

## STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

## STRATEGY W2:

Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.

## ACTION

### W2.A2:

Establish policies and implement required annual training programs on bullying, implicit bias, sexual harassment, etc., to hold employees at all levels accountable for improving climate and culture outcomes.

### W2.A3:

Review climate survey data and create and implement action plans to address identified concerns in a timely manner.

### W2.A4:

Assess personnel actions for inequities by identity group and revise policies and procedures to correct identified issues.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Employees are required by university policy to participate annually in provided training.

**1:** Unit leaders are expected to and are recognized for proactively addressing problematic issues identified in campus climate surveys.

**1:** Annual assessments of hiring, discipline, grievance and termination completed and all identity-based disparities are proactively addressed.

# A GREAT PLACE TO WORK

## STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

## STRATEGY W3:

Provide all faculty and staff fair and equitable compensation recognizing that our employees are critical to attaining institutional success.

## ACTION

### W3.A1:

Conduct comprehensive review of compensation equity in each unit and develop plans to redress identified equity issues.

### W3.A2:

Redesign the performance evaluation and compensation process to support institutional goals.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Unit-level assessments conducted every three years, and unit leaders develop and implement cabinet-approved plans to redress compensation inequities.

**2:** New funding program developed to support compensation adjustments for academic and administrative units with the greatest pay inequities.

**1:** Cost of living increases are added to the base pay of all university employees at an appropriate, consistent and predictable interval.

**2:** New enterprise HR management system implemented that improves applicant tracking, internal candidate vacancy notification, performance management, training and professional development tracking (among other priorities).

**3:** All employees receive consistent job performance feedback (minimum of once per year) on productivity, behavior, strengths and weaknesses related to job descriptions and work assignments.

# A GREAT PLACE TO WORK

## STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

## STRATEGY W3:

Provide all faculty and staff fair and equitable compensation recognizing that our employees are critical to attaining institutional success.

## ACTION

### W3.A2:

Redesign the performance evaluation and compensation process to support institutional goals.

### W3.A3:

Regularly benchmark total compensation against peers and the market to inform university compensation targets.

## WHAT WILL SUCCESS LOOK LIKE?

**4:** Supervisors provide written documentation and adequate training to employees undergoing changes in job expectations.

**1:** Total compensation report updated every three years and posted to the Human Resources website.

# A GREAT PLACE TO WORK

## WORK METRICS

### STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

### STRATEGY W1:

Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

### STRATEGY W2:

Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.

### STRATEGY W3:

Provide all faculty and staff fair and equitable compensation recognizing that our employees are critical to attaining institutional success.

METRIC	DEFINITION	BASELINE	2022 TARGET
<p>Decrease employment rate gap for select groups compared with national benchmark data</p>	<p><b>Faculty</b></p> <ul style="list-style-type: none"> <li>• Female</li> <li>• African American/Black</li> <li>• Hispanic/Latinx</li> <li>• Asian</li> <li>• Native Hawaiian or Other Pacific Islander</li> <li>• American Indian or Native Alaskan</li> </ul> <p><b>Staff</b></p> <ul style="list-style-type: none"> <li>• Female</li> <li>• African American/Black</li> <li>• Hispanic/Latinx</li> <li>• Asian</li> <li>• Native Hawaiian or Other Pacific Islander</li> <li>• American Indian or Native Alaskan</li> </ul> <p><b>Administrators</b></p> <ul style="list-style-type: none"> <li>• Female</li> <li>• African American/Black</li> <li>• Hispanic/Latinx</li> <li>• Asian</li> <li>• Native Hawaiian or Other Pacific Islander</li> <li>• American Indian or Native Alaskan</li> </ul>	<p><i>HR has contracted with a third-party vendor to ensure affirmative action plan and OFCCP compliance is in alignment with higher education best practices. From these findings, a baseline and targets will be established.</i></p>	

# A GREAT PLACE TO WORK

## WORK METRICS (CONTINUED)

### STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

### STRATEGY W1:

Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

### STRATEGY W2:

Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.

### STRATEGY W3:

Provide all faculty and staff fair and equitable compensation recognizing that our employees are critical to attaining institutional success.

METRIC	DEFINITION	BASELINE	2022 TARGET
Employee Success Center/ Professional Development	Number of Professional Development Opportunities provided through the Employee Success Center	<i>Baseline will be established after year one of the Success Center implementation.</i>	
	Employee participation in professional development <ul style="list-style-type: none"> <li>On campus</li> <li>Other</li> </ul>	<i>New survey question(s) will be est. and data collected</i>	
	Employee satisfaction with professional development opportunities	<i>New survey question(s) will be est. and data collected</i>	
UofL Climate	Employee participation in Climate Surveys (Chronicle Great Places to Work/Internal Campus Climate and Diversity Survey)	26%	40%
	Overall employee perception on Climate Surveys (Chronicle Great Places to Work/Internal Campus Climate and Diversity Survey)	2.98 (F18)	4.00
	Employee perception of compensation and benefits	3.02 (F18)	4.00
	Employee perception of diversity/inclusion	3.69 (F17)	4.00
	Employee perception of work/life balance	3.37 (F17)	4.00
	Employee perception of work environment	3.62 (F17)	4.00
	Employee perception of leadership	3.51 (F18)	4.00

# A GREAT PLACE TO WORK

## WORK METRICS (CONTINUED)

### STRATEGIC GOAL:

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff and administration live our institutional values.

### STRATEGY W1:

Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

### STRATEGY W2:

Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.

### STRATEGY W3:

Provide all faculty and staff fair and equitable compensation recognizing that our employees are critical to attaining institutional success.

METRIC	DEFINITION	BASELINE	2022 TARGET
<p>Employee Compensation Gap (decrease compared to market)</p>	<p><b>Faculty</b></p> <ul style="list-style-type: none"> <li>• Female</li> <li>• African American/Black</li> <li>• Hispanic/Latinx</li> <li>• Asian</li> <li>• Native Hawaiian or Other Pacific Islander</li> <li>• American Indian or Native Alaskan</li> </ul> <p><b>Staff</b></p> <ul style="list-style-type: none"> <li>• Female</li> <li>• African American/Black</li> <li>• Hispanic/Latinx</li> <li>• Asian</li> <li>• Native Hawaiian or Other Pacific Islander</li> <li>• American Indian or Native Alaskan</li> </ul> <p><b>Administrators</b></p> <ul style="list-style-type: none"> <li>• Female</li> <li>• African American/Black</li> <li>• Hispanic/Latinx</li> <li>• Asian</li> <li>• Native Hawaiian or Other Pacific Islander</li> <li>• American Indian or Native Alaskan</li> </ul>	<p><i>Baseline and targets will be established after completion of market study.</i></p>	



strategic goal

# A GREAT PLACE IN WHICH TO INVEST

The University of Louisville is a great place in which to **INVEST** because of its demonstrated impact on the economic, social, and cultural health and well-being of Louisville, the commonwealth and beyond. We accomplish this through innovative teaching, research, scholarship and creative activity, principled leadership, responsible stewardship and engaged partnerships.

# A GREAT PLACE IN WHICH TO INVEST

**Increase productivity and innovation in research, scholarship and creative activities addressing the Grand Challenges to bolster our prominence among Carnegie-classified Research 1 universities.**

We will build resourced research networks that transcend individual disciplines to find solutions to the Grand Challenges.

We also will strengthen UofL's R1 standing by increasing scholarship support, fellowship opportunities, graduate degrees and postdoctoral training, and national academy memberships.

And we will strengthen research infrastructure to enable faculty and staff to secure external grants, foundation funding and contracts. In doing so, we will prioritize historically underrepresented communities in the university's scholarly contributions and research activities.

**Improve the ease and impact of partnering with the university by building and stewarding mutually beneficial relationships that support student success, faculty productivity and staff development.**

We will provide existing and potential partners a "front door" as a single point of entry to easily access and engage the university's knowledge, expertise and talents.

We will develop a comprehensive alumni engagement platform to integrate alumni and friends in the university's shared interests, areas of expertise and Grand Challenges.

We will develop value-added partnerships with business and industry partners.

And we will improve student career readiness and outcomes by developing a comprehensive P-20 engagement platform, giving special attention to historically underrepresented and STEM+H communities.

**Create social, cultural and learning opportunities that bring people to campus or bring the campus to people through virtual and external partnerships that improve quality of life by leveraging faculty, staff and student expertise and talent.**

We will bring people to campus by expanding collaborative programming, such as lectures, music, concerts and events, designed to appeal to large, diverse audiences.

We will take our campus to the people by increasing the number of programmatic offerings and off-campus spaces that foster local and global community engagement with the university.

We will improve the university's local and global marketing and communications and digital presence to increase access to knowledge and engagement.

And we will conduct a feasibility study on creating a multigenerational living community that would include assisted living and student housing.

# A GREAT PLACE TO INVEST

## STRATEGIC GOAL:

The University of Louisville is a great place in which to INVEST because of its demonstrated and potential impact on individual and community health and the economic, social and cultural health and well-being of Louisville, the commonwealth and beyond. We accomplish this through innovative teaching, research, scholarship and creative activity, principled leadership, responsible stewardship and engaged partnerships.

## STRATEGY i1:

Increase productivity and innovation in research, scholarship and creative activities addressing the Grand Challenges to bolster our prominence among Carnegie-classified Research 1 universities.

## ACTION

### i1.A1:

Build resourced research networks that transcend individual disciplines to find solutions to the Grand Challenges.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Grand Challenges research networks serve as hubs for idea incubation, professional development and community engagement and generate increased internal, external, public and private support for key research areas.

**2:** Enhanced technology infrastructure supports and facilitates world-class transdisciplinary research, scholarship and creative activity.

**3:** High-impact Grand Challenges research, scholarship and creative activity in areas with fewer major-sponsored research dollars is supported through institutional grants from a \$10 million endowment.

**4:** Annual University Impact Report highlights the impact of current research, scholarship and creative activity on the local, regional and global community.

# A GREAT PLACE TO INVEST

## STRATEGIC GOAL:

The University of Louisville is a great place in which to INVEST because of its demonstrated and potential impact on individual and community health and the economic, social and cultural health and well-being of Louisville, the commonwealth and beyond. We accomplish this through innovative teaching, research, scholarship and creative activity, principled leadership, responsible stewardship and engaged partnerships.

## STRATEGY i1:

Increase productivity and innovation in research, scholarship and creative activities addressing the Grand Challenges to bolster our prominence among Carnegie-classified Research 1 universities.

## ACTION

### i1.A2:

Strengthen UofL's R1 standing by increasing scholarship support, fellowship opportunities, graduate degrees and postdoctoral training, and national academy memberships.

### i1.A3:

Strengthen research infrastructure to enable faculty and staff to secure external grants, foundation funding and contracts.

### i1.A4:

Prioritize historically underrepresented communities in the university's scholarly contributions and research activities.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** University research, scholarship and creative activity ACC benchmarking study, SWOT and cost-benefit analyses completed and improvement plans implemented.

**2:** Increased extramural research and fellowship funding drives the expansion of doctoral programs.

**3:** Revitalized "Bucks for Brains" program drives faculty growth and increases research productivity and national academy memberships.

**1:** University investment in specialized pre-award and post-award staff expands number of external grant proposals submitted and awarded each year.

# A GREAT PLACE TO INVEST

## STRATEGIC GOAL:

The University of Louisville is a great place in which to INVEST because of its demonstrated and potential impact on individual and community health and the economic, social and cultural health and well-being of Louisville, the commonwealth and beyond. We accomplish this through innovative teaching, research, scholarship and creative activity, principled leadership, responsible stewardship and engaged partnerships.

## STRATEGY i2:

Improve the ease and impact of partnering with the university by building and stewarding mutually beneficial relationships that support student success, faculty productivity and staff development.

## ACTION

### i2.A1:

Provide existing and potential partners a “front door” as a single point of entry to easily access and engage the university’s knowledge, expertise and talents.

### i2.A2:

Develop a comprehensive alumni engagement platform to integrate alumni and friends in the university’s shared interests, areas of expertise and Grand Challenges.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Virtual presence created with a state-of-the-art, innovative talent database and interactive website that highlights faculty, staff and student expertise and drives opportunities for collaborations.

**2:** Expanded industry, government and foundation partnerships produce solutions to complex challenges by leveraging faculty, staff and student talent.

**1:** Assessment of alumni expertise in and commitment to Grand Challenges research areas conducted and links between research projects and alumni are established in key research areas (e.g., challenges of urbanization, health equity/social determinants of health, advanced manufacturing, energy systems, civic engagement, environmental justice and sustainability, etc.).

**2:** Seamless relationships between academic units and development officers (and the Office of Advancement) enable more successful matches between faculty, staff and students and alumni sponsors.

**3:** New Alumni Association website and “front-door” portal improve ease, accessibility and user experience for alumni seeking engagement opportunities.

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## STRATEGY i2:

Improve the ease and impact of partnering with the university by building and stewarding mutually beneficial relationships that support student success, faculty productivity and staff development.

## ACTION

### i2.A2:

Develop a comprehensive alumni engagement platform to integrate alumni and friends in the university's shared interests, areas of expertise and Grand Challenges.

### i2.A3:

Develop value-added partnerships with business and industry partners.

### i2.A4:

Improve student career readiness and outcomes by developing a comprehensive P-20 engagement platform, giving special attention to historically underrepresented and STEM+H communities.

## WHAT WILL SUCCESS LOOK LIKE?

**4:** Website and smartphone applications allow small donor subscription donations to UofL and provide information about news and events.

**5:** Alumni engagement increased by delivering high-demand programming (speaker series, class events, development and social opportunities, etc.).

**1:** Business and industry partnerships increase annually and expand in scope of activities and engagements.

**1:** K-12 pipeline initiatives focusing on historically underrepresented communities, STEM+H and first-generation college students expanded.

**2:** Increased scholarship funding supports the recruitment, retention, completion and first-job transition of the university's graduates.

**3:** Comprehensive report produced detailing educational challenges in Louisville and outlining how the university can help address these issues.

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## STRATEGY i3:

Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) that improve quality of life by leveraging faculty, staff and student expertise and talent.

## ACTION

### i2.A4:

Improve student career readiness and outcomes by developing a comprehensive P-20 engagement platform, giving special attention to historically underrepresented and STEM+H communities.

### i3.A1:

#### Bringing people to campus:

Expand programming designed to appeal to large, diverse audiences in order to bring more people to campus (e.g., lectures, music concerts, movies, outdoor festivals, etc.).

## WHAT WILL SUCCESS LOOK LIKE?

**4:** UofL students advance in an academic program on a clear career trajectory through an outreach program to the region's employers that expands job placement opportunities.

**5:** Initiatives with community partners that provide and enhance wraparound services to children and adolescents are developed to further expand the pipeline of local high school graduates into UofL.

**1:** Large, diverse audiences attend campus programming, strengthening ties to the UofL community.

**2:** Increased parking or access to convenient parking for community and patients.

**3:** Alumni and donors engaged through organized events.

# A GREAT PLACE TO INVEST

## STRATEGIC GOAL:

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## STRATEGY i3:

Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) that improve quality of life by leveraging faculty, staff and student expertise and talent.

## ACTION

### i3.A2:

#### Bringing campus to people:

Increase number of programmatic offerings and off-campus spaces which foster local and global community engagement with the university.

### i3.A3:

#### Marketing and promotion:

Improve the university's local and global marketing and communications and digital presence to increase access to knowledge and engagement.

### i3.A4:

#### Assisted living community/aging initiatives:

Conduct a feasibility study on creating a multigenerational living community which would include assisted living and student housing.

## WHAT WILL SUCCESS LOOK LIKE?

**1:** Increased engagement with historically underrepresented communities (e.g., west Louisville, south Louisville, and immigrant communities) that improves the quality of life for residents.

**2:** Increased local and global community engagement with the university.

**1:** Increased social media presence.

**2:** Overhauled university website drives increased engagement.

**1:** Feasibility of multigenerational living community determined.

# A GREAT PLACE TO INVEST

## INVEST METRICS

### STRATEGIC GOAL:

The University of Louisville is a great place in which to INVEST because of its demonstrated and potential impact on individual and community health and the economic, social and cultural health and well-being of Louisville, the commonwealth and beyond. We accomplish this through innovative teaching, research, scholarship and creative activity, principled leadership, responsible stewardship and engaged partnerships.

### STRATEGY I1:

Increase productivity and innovation in research, scholarship and creative activities addressing the Grand Challenges to bolster our prominence among Carnegie-classified Research 1 universities.

### STRATEGY I2:

Improve the ease and impact of partnering with the university by building and stewarding mutually beneficial relationships that support student success, faculty productivity and staff development.

METRIC	DEFINITION	BASELINE	2022 TARGET
Total Research Dollars	Annual research expenditures	\$176.6M	\$225M
	Annual research awards	\$137.8M	\$175.6M
Scholarly Activity	# peer-refereed publications	1,974	2,275
	# patents awarded	43	53
	#scholarly and creative works published/presented/performed in local, regional, national and international premier venues	<i>Criteria will need to be established and data will need to be collected</i>	
Research Active Personnel	# Doctoral conferrals in humanities, social science, STEM fields, and other fields (e.g. business, education, social work)	165	172
	• Professional (Health)	278	289
	# S&E research staff (Postdocs/PhD staff)	199	250
Grand Challenges	Total expenditures	<i>Baseline and targets to be established once Grand Challenges are identified</i>	
	Sponsored research dollars (vs. overall)		
	# of URM students participating in research		

### STRATEGY I3:

Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) that improve quality of life by leveraging faculty, staff and student expertise and talent.

# A GREAT PLACE TO INVEST

## INVEST METRICS (CONTINUED)

### STRATEGIC GOAL:

The University of Louisville is a great place in which to INVEST because of its demonstrated and potential impact on individual and community health and the economic, social and cultural health and well-being of Louisville, the commonwealth and beyond. We accomplish this through innovative teaching, research, scholarship and creative activity, principled leadership, responsible stewardship and engaged partnerships.

### STRATEGY I1:

Increase productivity and innovation in research, scholarship and creative activities addressing the Grand Challenges to bolster our prominence among Carnegie-classified Research 1 universities.

### STRATEGY I2:

Improve the ease and impact of partnering with the university by building and stewarding mutually beneficial relationships that support student success, faculty productivity and staff development.

METRIC	DEFINITION	BASELINE	2022 TARGET
Programming for Community	<p><b>On-campus</b></p> <ul style="list-style-type: none"> <li># of events</li> <li>Overall satisfaction</li> </ul> <p><b>Off-campus</b></p> <ul style="list-style-type: none"> <li># of events</li> <li>Overall satisfaction</li> </ul>	<i>Baseline and targets to be established once Grand Challenges are identified</i>	
Donor Engagement	<p><b>Amount of donations (annual)</b></p> <ul style="list-style-type: none"> <li>Athletic gifts</li> <li>Non-athletic gifts</li> </ul> <p>% of alumni giving annually to the university</p> <p># of donors</p>	<p>\$40M</p> <p>\$95M</p> <p>7%</p> <p>15,773</p>	<p>\$48M</p> <p>\$114M</p> <p>10%</p> <p>18,928</p>
Graduate Student Support	<p># of University Fellowships</p> <p># of Graduate Assistantships</p>	<p>130</p> <p>562</p>	<p>138</p> <p>596</p>

### STRATEGY I3:

Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) that improve quality of life by leveraging faculty, staff and student expertise and talent.

# NEXT STEPS

The goals, strategies and actions outlined in this document will be reviewed and implementation will begin during the Fall 2019 semester. Several new groups will be established to make this happen.

The next steps of our process include:

## Implementation

Implementation of this strategic plan will begin immediately. The Executive Committee will appoint an Implementation Committee that will drive the plan forward this fall and over the next three years. In addition to initiating the many ideas called for in the plan, this group will be charged with early monitoring to ensure that plans are activated throughout UofL's campuses.

## Grand Challenges

As stated earlier, the university will determine several key areas in which UofL can significantly impact the economic and societal well-being of the Louisville community, Kentucky and beyond. The Executive Committee will appoint a faculty-led Grand Challenges Committee to work throughout the fall semester to recommend the priority research areas in which the university can make the biggest impact on our local and global communities.

## Cardinal Principles

The Executive Committee will appoint a Cardinal Principles Committee to work throughout the fall semester to operationalize the Cardinal Principles throughout the university following the recommendations of the Great Place to Work Committee.

## Assessing, Scaling and Planning Again

We will spend the fall semester testing and reviewing many of the strategies set forth in this document, and we must be both brave and agile as we begin the process — brave enough to admit where we missed the mark and agile enough to make corrections, revise our actions or priorities, and keep moving. Periodic updates to the campus community will ensure we are maintaining our momentum in implementing change.

Throughout its history, the University of Louisville has been an institution of change. More important, it has been an institution of substance and of engagement with its community.

Following this plan, we will continue to build on that legacy and further grow as a Great Place to Learn, to Work and in which to Invest.

For more detail on the plan, including timelines and actions, go to: [my.louisville.edu/strategic-plan](https://my.louisville.edu/strategic-plan)

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