ATTENDANCE:

ANTHROPOLOGY: A. Beyin, A. Browne Ribeiro, J. Haws, T. Jennings, C. Tillquist, J. Zhao

BIOLOGY: C. Corbitt, L. Fuselier, M. Perlin, D. Schultz

CHEMISTRY: R. Buchanan, C. Grapperhaus, E. Mueller


COMMUNICATION: M. Cunningham, S. Esrock, J. Ferré, S. Smith-Jones

COMPARATIVE HUMANITIES: A. Hall, N. Polzer, T. Stewart, E. Wise


FINE ARTS: R. Singel

GEOGRAPHY/GEOSCIENCES: F. Stevens, W. Song

MATHEMATICS: R. Gill, D. Han, G. Larson, D. Swanson, J. Wildstrom

PHILOSOPHY: A. Kolers, D. Owen

PHYSICS: S. Banerjee, D. Brown, R. Chastain

POLITICAL SCIENCE: D. Clayton, A. Enders, J. Farrier, M. Merry

PSYCHOLOGY: B. Mast, S. Meeks


THEATRE ARTS: R. Vandenbroucke

URBAN AND PUBLIC AFFAIRS: A. Rollins, S. Zhang

WOMEN’S & GENDER ST: D. Heinecken
Dr. David Schultz, Chair, called the Faculty Assembly to order at 2:01 PM.

The meeting opened with a motion to approve the minutes of the November 15 and January 31 Faculty Assembly meetings. The motion passed.

The Chair recognized Interim Dean David Owen, who announced Taleia Willis’ appointment as Interim LFO. She will be introduced at the next Faculty Assembly meeting. Dean Owen has appointed a task force on morale, which will meet for the first time on Monday, March 2. It is tasked with providing recommendations to address immediate and long-term issues within the College. Dean Owen has also called for several sessions of anti-bullying training to be provided to chairs and managers within the coming months.

Dr. Schultz recognized Dr. Gerry Bradley and Mr. Jim Begany of the Budget Model Workgroup for a presentation on the new budget model. The full presentation is included below, but the focus was to explain the shift from an incremental budget model to an activity-based one, with revenue tied directly to enrollment/credit hour production. Mr. Begany explained that 70% of undergraduate, 75% of graduate, and 85% of professional credit hour revenue will go to each unit. Units will keep 50% of carryover in 2020-21 and 100% of carryover in 2021-22. Accounts will no longer be swept.

Questions arose about the model’s shortcomings and whether it would create competition between units. Mr. Begany explained that deans will have the opportunity to negotiate for more money based on departmental history. The committee also set the maximum percentage by which a unit’s budget can change from the previous year’s allocation at 1%, although Mr. Begany expects this limit will need to be revisited each year. To halt any attempts at credit hour poaching, an Office of the Provost committee will continually review new course listings and arrest any attempts to take advantage of the system. Additionally, the provost will have the ability to allocate additional money to programs that need it.

Dr. Bradley spoke about recruitment efforts addressed in the strategic enrollment plan, including increasing institutional aid and attracting international students, adult learners, and online learners. Per the strategic plan, the University hopes to increase enrollment by 1634 students, improve the graduation rate by 5%, and increase need-based aid from 8% to 20%. To meet these goals, the Office of Admissions is focusing on intensifying local and regional recruitment (with current regional outposts in Nashville, Cincinnati, NJ/Philadelphia, DC/VA, Dallas, southern California, and Chicago).

Next, Jenny Sawyer, Executive Director of the Office of Admissions, presented on recruitment strategies to increase enrollment, with a specific focus on transfer students, returning adult learners (Fresh Start and debt forgiveness programs), and non-degree students (summer enrollment and dual-credit populations). Test-optional and holistic review admissions are currently being discussed, as well. The Office of Admissions has made a significant push to improve communications over the past two years, including instituting academic unit quarterly meetings, partnering with EAB to purchase names for recruitment, and purchasing a customer relationship management (CRM) system called Slate to manage applications, forms, events, and communications. Slate now allows A&S to send targeted messages to admitted students. These
emails have a 50-75% open rate and we can track how this drives traffic to departmental websites.

How can A&S help to increase enrollment?

- Quick response from transfer credit evaluators. Admissions observed that we can yield 10% higher transfer enrollment if students receive a response within a few days.
- Be ready to accept more transfer students. JCPS students will soon be able to attend JCTC for free, so more students will be moving to UofL for their third and fourth years.
- Being responsive to admissions and having faculty available for appointments with prospective students.
- Collaborate and do not duplicate efforts. This is more important than ever with the new budget model.
- Consider opportunities to bring prospective students to campus. SAC and BAB offer excellent event spaces for outside groups to host events and departments to offer summer workshops

Dr. Schultz cut off discussion and stated that the final agenda item, the Report and Motion of the A&S Faculty Salary Committee by Dr. Natalie Polzer, would be moved to the March agenda.

The meeting was adjourned at 3:17 PM.
AGENDA FOR A&S FACULTY ASSEMBLY
February 28, 2020
STRICKLER 102, 2:00-3:15

I. Announcements (5 minutes)

II. Q & A with the Dean – David Owen (5-10 minutes)

III. Presentation on the new budget model – Budget Model Workgroup, Gerry Bradley and Jim Begany (20-25 minutes)

IV. Presentation on admissions and recruitment – Admissions Office, Jenny Sawyer (20-25 minutes)

V. Report and Motion - A&S Faculty Salary Committee, Natalie Polzer (10-15 minutes)
UofL Strategic Plan
2019-2022
Inclusion
and strive to achieve diversity.
Invest, we must celebrate to work and in which we
To be a Great place to learn,

Invest

Learn

Work

Equity

Diversity

UofL Vision

The university as a sound key constituents must view most effective. This means all
necessary for its people to be UofL must provide the resources

Students to learn
Votto Values - Cardinal Principles

1. Leadership. We recognize that management is a position but the organization will not survive. The organization does not keep pace with adaptation in the environment. We must change things. We know that when adaptation is an unproductive, we pursue them with purpose.

2. Agility. We will recognize that things change and when they do, we make a difference. We know we must solve the problems of our university in mind and to share the decision-making.

3. Noble Purpose. We will identify the purposes the ways in which integrity is our collective commitment to make decisions with the best interest of our university to guide, disseminate, and apply knowledge.

4. Integrity and Transparency. We will be true to our mission of an educational institution and the outcomes transparency.

5. Respect: Respectful of position. We respect each other.

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

7. Diversity and Inclusion. We celebrate diversity of thought, of life.

8. United We Stand. We want everyone, in the richness of all of their experiences, to participate.

9. Louisville. We know as the Kentucky motto states, "not products students from ideas." To quote, "We will be a place that prepares students for ideas, issues, and misfortunes. We are a community beyond the human family. We are a community—not just building community for our students but the Cardinal Family, and care for the care for one another as the Cardinal Family, and care for self, care for the education, the university that is a university that is a university that is a University that is a University...
Strategic Planning Process Overview

- Summer 2019: Formal Strategic Plan
- Sept 23, 2019: Launch Formal
- Late January: Establish Strategic Goals (Early 2019)
- May 31: Establish Strategic and Timelines
- Tactics, Metrics, Strategies, Comment Period, Final Public
activity, principled leadership, responsible stewardship, and engaged partnerships.

We accomplish this through innovative teaching, research, scholarships, and creative
health and well-being at Louisville, the Commonwealth, and beyond. We

INVEST because of its demonstrated impact on the economic, social, and cultural
administration live our institutional values.

WORK because it is a workplace dedicated to personal growth and professional
development. We accomplish this by fostering a culture where faculty, staff, and

LEARN because it prepares students for success now, next, and beyond. We

The University of Louisville is a great place to:

Strategic Goals
• Tell our story to the community and world and leveraging that story to grow partnerships and increase support contributions.

• Creating an environment where all people know they are valued for their change in our backyard.

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

• Creating knowledge that changes lives throughout the world and starting that readiness and experiential learning.

• Preparing students for the careers and workplaces of tomorrow through the world, to which to INVEST, we lead in addressing these key themes in our strategic plan: To address our bold vision, to become a great place to learn and in Key Themes of Strategic Plan.
3 INVEST
3 WORK
3 LEARN

9 Strategic Plan Strategies

Grand Challenges

10 Subcommittees

Implementation Committee

Committee Structure

Goals > Strategies > Actions > Targets > Metrics

October 2019 - August 2022

Strategic Plan Implementation
Strategic Plan Implementation Near-Timeline

- Unit Strategic Plans being developed
- Activities from academic/administrative units
- Institutional Effectiveness (IE) to Inventory current and planned
- Implementation Committee, Institutional Research (IR) and
  Inventory of Current Activities and Initiatives
- Membership finalized in early February 2020
- Leadership finalized in December 2019
- Cardinal Principles and Strategic Subcommittees

Grand Challenges Subcommittees: November 2019 - January 2020
<table>
<thead>
<tr>
<th>Unit</th>
<th>Member</th>
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<th>Member</th>
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<tbody>
<tr>
<td>Operations</td>
<td>Mark Watkins</td>
<td>Jefferson County Public Schools</td>
<td>Jonathan Lowe</td>
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<tr>
<td>Senate</td>
<td>Patrick Smith</td>
<td>ITS</td>
<td>Rehan Khan</td>
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<tr>
<td>Community Engagement / Staff</td>
<td>Michael Wade Smith</td>
<td>President's Office</td>
<td>Rob Keyton</td>
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<td>Presidents Office</td>
<td>Gerald Rabellas</td>
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<td>Medical</td>
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<td>COSW</td>
<td>Faye Jones</td>
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<tr>
<td>SCA</td>
<td>Jasmine Post</td>
<td>Medicine / Diversity / CODE / COSW</td>
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<td>A&amp;S / Faculty Senate</td>
<td>David Simpson</td>
<td>OAPA</td>
<td>Bob Goldstein</td>
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<td>Louisville Metro Government</td>
<td>Carmen Moreno-Rivera</td>
<td>Finance</td>
<td>Dan Durbini</td>
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<tr>
<td>COSW</td>
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<td>Speed School / President's Office</td>
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<tr>
<td>Human Resources / CODE / COSW</td>
<td>Mary Elizabeth Milles</td>
<td>EVPU</td>
<td>Beth Boheim</td>
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<td>Denistry</td>
<td>Michael Metz</td>
<td>President's Office</td>
<td>Neel Bendapudi</td>
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<tr>
<td>Advancement</td>
<td>Hope McLaughlin</td>
<td>President's Office</td>
<td>Rashmi Assandri</td>
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<tr>
<td>Student Affairs</td>
<td>Michael Marquis</td>
<td>President's Office</td>
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**Implementation Committee**
• Publicly announced in late February / early March 2020
• Challenge areas
  President, Provost, EVPRI to review recommendations and select Grand
• Grand Challenges recommendations submitted January 31, 2020
• Timeline: November 2019 – January 2020
• Grand Challenges used in other strategies (L3 and L1)
  the biggest impact on our local and global communities.
• Recommend the priority research areas in which the university can make

Grand Challenges Subcommittee
<table>
<thead>
<tr>
<th>Unit</th>
<th>Member</th>
<th>Co-chairs</th>
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<tbody>
<tr>
<td>ADR</td>
<td>Don DeMuth</td>
<td>Paul McKinney</td>
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<tr>
<td>Institute</td>
<td>Research Manager, Environ</td>
<td>Dave Young</td>
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<tr>
<td>Faculty, Director of Comm Center</td>
<td>Marjetha Sunkara</td>
<td>Manny Auha</td>
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<tr>
<td>School of Engineering</td>
<td>Lyne Hall</td>
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<tr>
<td>School of Medicine Faculty, Communication</td>
<td>Jason Chesney</td>
<td>Michael Menez</td>
</tr>
<tr>
<td>College of Arts &amp; Sciences</td>
<td>Karen Friberg</td>
<td>Keven Welsh</td>
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<tr>
<td>Faculty, Director of BSW Program</td>
<td>Ammon Perry</td>
<td>Craig McClain</td>
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<tr>
<td>Kent School of Social Work</td>
<td>Translational Research</td>
<td>Keven Merten</td>
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<tr>
<td>Director of Undergraduate Studies, Faculty, Pan-American Studies</td>
<td>Brandon McComb</td>
<td>Ted Smith</td>
</tr>
<tr>
<td>College of Arts &amp; Sciences</td>
<td>Research &amp; Innovation</td>
<td>School of Medicine Faculty, ADR</td>
</tr>
<tr>
<td>Development Faculty, ADR</td>
<td>Director of Environment Institute</td>
<td>School of Medicine Faculty, ADR</td>
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</tbody>
</table>
First meetings in February 2020

Final Subcommittee membership will be posted on website

Broad representation from across campus and community

Start sending invitations February 3, 2020

Subcommittee members selected by Implementation Committee and Co-Chairs

Subcommittee Co-Chairs selected by Implementation Committee

Strategy Subcommittee
Crystal Collins-Camargo, Paul Demarco, Linda Fuselier

Strategy L3: Engage students in increasing research that will bolster our prominence.

Jasmine Farrier, Bill Fletcher, Lynette Mathis

Strategy L2: Engage every undergraduate student in required meaningful experiential learning opportunities.

Jim Began, Michael Mardis, Beth Willey

Strategy L1: Attract and graduate the most talented, diverse student body through

LEARN Strategies
Todd Kneale, Krista Wallace-Bone

Recognizing that our employees are critical to attaining institutional success.

Strategy W3: Provide all faculty and staff fair and equitable compensation.

Glen Citingus, Faye Jones, Diane Tobin

By embedding the Cardinal Principles in the fabric of the university.

Strategy W2: Inspire a culture of care, trust, accountability, equity, and transparency.

Brian Bulord, Mary Elizabeth Mills, Kristen Lucas, Mark Watkins

Commitment to employee success.

Strategy W1: Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured work strategies.
Kim Butterweck, Kimchelle Loyd, Patrick Smith

Strategy 13: 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.

An Larson, Hope McLaughlin, Ted Smith

Strategy 12: Improve the ease and impact of partnering with the university by building productivity, and staff development; and stewarding mutually beneficial relationships that support student success, faculty and stewarding mutually beneficial relationships that support student success, faculty.

Paula Bates, John Gibson, Rob Keyton, Kevyn Merren

Strategy 11: Increase productivity and innovation in research, scholarship and creative activities addressing the Grand Challenges to bolster our prominence among Carnegie- classifications, Research 1 universities.

THE INVEST STRATEGIES
Resources to Fund Strategic Plan Initiatives

- Gheens Foundation: $1.5M
- Reallocation of existing funding
- New UofL budget model
- Advancement
Belknap and HSC Forums each March and September

Campus & Community each January and July

President’s Cabinet each month

BOT each January and July

Implementation Committee will report progress on a regular basis

Metric Dashboards and Narratives

My.Louisville.edu/strategic-plan

Regular updates posted to Strategic Plan website

Accountability
A Report and Motion Presented by the A & S Faculty Salary Committee to the A & S Faculty Assembly, February 28, 2020

1. REPORT

Faculty Salary Committee Report of Information on Faculty Equity – Meeting Executive Committee of the Senate, February 19, 2020

The Faculty Salary Committee was asked by Krista Wallace-Boaz to present its revised Resolution and Motion requesting initiation of a process of Faculty Salary Equity adjustments at a meeting of the Executive Committee of the Senate held on February 19, 2020.

The information communicated to the Faculty Salary Equity Committee at this meeting made our previous Resolution and Motion moot. Since the beginning of February 2020, The Strategy Sub-Committee – W3 of the “Great Place to Work” U of L Three Year Strategic Plan has been activated with two co-chairs, Krista Wallace-Boaz and Todd Kneale. The full Committee membership is currently in the process of being constituted by appointment.

External consultants have been hired to gather data relating to faculty salary equity, which will be evaluated by the W3 Sub-Committee and used to generate recommendations for strategies for Faculty Salary Equity according to the time line specified in the Strategic Planning Update.

Since a plan for Faculty Salary Equity has already been initiated with Sub-Committee W3 devoted to its investigation and implementation, the need to make a Motion initiating the process is unnecessary.

However, the Faculty Salary Committee requests the support of the A & S Faculty Assembly to be included in that process.

2. MOTION

To that effect, we propose the following Motion:

“The Faculty Assembly of the College of Arts and Sciences supports the spirit and the letter of the 2019-2022 Strategic Plan to make U of L “a great place to work” by prioritizing its human resources. To this effect, we encourage the Strategy Sub-Committee – W3 of the “Great Place to Work” U of L Three Year Strategic Plan to utilize the A & S Faculty Salary Committee as a regular, contributing resource.”

3. If the motion passes, it will be communicated to the co-chairs of the Sub-Committee W3, Krista Wallace-Boaz and Todd Kneale, by the Chair of the Faculty Assembly.