Challenge for Excellence

UofL’s Vision for the Next Decade
Our vision for the University of Louisville is clear.
Dr. Anna Huang, infectious disease specialist and UofL assistant professor of medicine, studies new anti-HIV drugs and other patient therapies at UofL.
We shall strive to become a preeminent metropolitan research university,
Machines too small to see with the naked eye are revolutionizing both products and the industrial processes used to make them. UofL is gearing up to become a leader in this new field.
nationally recognized
for our success
in advancing the
intellectual, social, and
economic development
of our community
and its citizens.
Jefferson County Public School teachers learn more about environmental sciences. During this UofL School of Education workshop teachers tested the waters of Floyds Fork.
The Challenge for Excellence embraces that vision and inspires our Strategic Plan — UofL’s blueprint for the future.
UofL’s rapid prototyping facility distinguishes itself nationally by using the Selective Laser Sintering (SLS) technique to develop and test prototypes.
We have entered a season of tremendous opportunity for higher education. Never before has Kentucky had a governor so clearly interested in improving our universities or so steadfastly committed to doing so. Never before has so much attention been focused on higher education—not just on its problems and challenges, but on its importance to the prosperity of the citizens of the Commonwealth. Higher education is a crucial factor in the economic equation of a promising future (Table 1).

At the University of Louisville, the impetus for growth is converging from several directions. Governor Paul E. Patton has stated forcefully his commitment to make UofL a nationally prominent research university, recognized for its contribution to new knowledge. In its recent report, the Visioning Committee—comprised of leadership from the Greater Louisville Economic Development Partnership and the Louisville Chamber of Commerce—emphasized the critical need for the Louisville metropolitan area to achieve excellence in higher education in order to unleash the potential of economic growth in all sectors of its economy. These community leaders stand ready to reach beyond traditional expectations and aspire to establish the University of Louisville as a preeminent metropolitan research university with internationally recognized programs in medicine, logistics/distribution, education, urban and metropolitan studies, arts and humanities, environmental science, technology-based learning and entrepreneurship. Additionally UofL will soon launch a bicentennial capital campaign to enrich the academic quality of its undergraduate, graduate and professional programs.

Our vision for the University of Louisville is clear. In embracing the Commonwealth’s bold agenda for postsecondary education, we shall strive to become a preeminent metropolitan research university nationally recognized for our success in advancing the intellectual, social, and economic development of our community and its citizens (Table 2).

In carrying out this bold agenda, we shall—first and foremost—improve the quality of our undergraduate programs because they are the cornerstone of our future success. They serve as a magnet for our students—who represent Kentucky’s future. Our undergraduates, many
of whom are Kentuckians, comprise 71.5% of our student body. A central feature of the Challenge for Excellence, therefore, will be a comprehensive undergraduate quality initiative designed to achieve excellence in our baccalaureate curriculum, beginning with our core academic programs. Further, it will enrich our undergraduate education through: 1) expanding our honors programming; 2) providing undergraduate research experiences; 3) increasing opportunities and resources for international and intercultural study and service; 4) mentoring and working with distinguished faculty; 5) augmenting scholarships to attract outstanding high school graduates; and 6) learning from cooperative and experiential placements with major employers. The Challenge for Excellence engages that vision and inspires our Strategic Plan — UofL’s blueprint for the future.

The prestigious Carnegie Foundation for the Advancement of Teaching classifies the nation’s institutions of higher learning according to criteria of distinctiveness. The Research I category includes 89 universities, many of which are premier institutions highly regarded for their outstanding scholarly performance. About six percent of the nation’s universities have achieved this distinction. If we are to realize the recognition and stature of a preeminent metropolitan research university, research and instructional programs at UofL must reach a level of quality and production that satisfies the rigorous Carnegie Foundation criteria for inclusion as a Research I institution.

Currently, the Carnegie Foundation ranks UofL among 37 Research II institutions (Table 3), placing us in the top 9% of the country’s four-year institutions among schools like Notre Dame, George Washington, Southern Illinois, and the Universities of Houston and South Carolina. Criteria for the Research II category include annually graduating 50 doctoral students and generating $15.5 million in federal support. UofL consistently exceeds these requirements, graduating more than 60 doctoral students and generating yearly $22 million in federal funds ($33 million for research from all sources) — dollars that UofL attracts to Louisville because it com-

<table>
<thead>
<tr>
<th>Four Year Institutions</th>
<th>Classification</th>
<th>Number</th>
<th>Percent</th>
<th>UofL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research I</td>
<td>89</td>
<td>6.4%</td>
<td>by 2008</td>
<td></td>
</tr>
<tr>
<td>Research II</td>
<td>37</td>
<td>2.6%</td>
<td>1995</td>
<td></td>
</tr>
<tr>
<td>Doctoral I</td>
<td>51</td>
<td>3.7%</td>
<td>1987</td>
<td></td>
</tr>
<tr>
<td>Doctoral II</td>
<td>59</td>
<td>4.2%</td>
<td>1970</td>
<td></td>
</tr>
<tr>
<td>Master’s</td>
<td>533</td>
<td>38.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baccalaureate</td>
<td>628</td>
<td>44.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1397</td>
<td>100.0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

UofL’s Vision for Excellence in 2008

> Achieve classification as a Carnegie Research I University
> Have a national reputation for its quality undergraduate programs
> Have at least 20 nationally-recognized research and graduate/professional programs
> Attain designation as a National Institutes of Health (NIH) Cancer Center
> Have 75 endowed chairs and professorships in key fields
> Graduate at least 140 doctoral students per year
> Increase federal funding to more than $40 million annually and increase total sponsored funding to $80 million per year
> Increase its endowment from $255 million to $500 million
> Increase significantly the number of business start-ups that develop from university research activity
> Increase the number of patents and licenses based upon university research
> Be recognized as a national leader for linking its resources to the needs of its community

TABLE 2

TABLE 3
petes successfully with some of the nation’s best universities for grants and contracts.

With a history of two decades as a state university, UofL achieved Carnegie Research II classification in 1995. We had a record this year in donations from alumni and friends who are confident about UofL’s future. We have the largest endowment of any public university in Kentucky ($255 million, Tables 4 and 5). We know the community is proud of our success. We are proud of these accomplishments…and we aspire to do more! Our Com-

monwealth beckons us to become a preeminent metropolitan research university. Improving the quality and stature of our research programs is our capstone priority. Carnegie Foundation Research I designation would affirm our successes. UofL, therefore, has set its sights on attaining the level of quality reflected in Research I status (Table 3) which will establish us among the top 6% of America’s colleges and universities.

Classification as Research I requires that an institution not only confer at least 50 doctoral degrees annually

### Areas of Distinction and Opportunities for Excellence

<table>
<thead>
<tr>
<th>Strength</th>
<th>Medicine and Health Sciences (Adult and Pediatric Research) and Related Fields</th>
<th>Logistics and Distribution</th>
<th>Entrepreneurship and Economic Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing</td>
<td>• Cardiovascular Disease* &lt;br&gt; • Microsurgery &lt;br&gt; • Transplantation* &lt;br&gt; • Oncology (in conjunction with the James Graham Brown Cancer Center) &lt;br&gt; • Visual Sciences &lt;br&gt; • Clinical Dentistry</td>
<td>• Computer Sciences and Engineering*</td>
<td>• Center for Entrepreneurship* &lt;br&gt; • Rapid Prototyping &lt;br&gt; • International Development &lt;br&gt; • Computer and Information Systems*</td>
</tr>
<tr>
<td>Developing</td>
<td>• Bioengineering* &lt;br&gt; • Chemical Catalysis and Biohealth* &lt;br&gt; • Genetics and Molecular Medicine* &lt;br&gt; • Neurosciences &lt;br&gt; • Perception, Sensory, and Cognitive Psychology*</td>
<td>• Applied Mathematics* &lt;br&gt; • Industrial Engineering*</td>
<td>• Labor Management Center &lt;br&gt; • Materials Science* &lt;br&gt; • Mechanical Engineering*</td>
</tr>
<tr>
<td>Emerging</td>
<td>• Birth Defects Research &lt;br&gt; • Health Law and Policy</td>
<td>• Operations Research/ Business Logistics*</td>
<td>• Intellectual Property Law &lt;br&gt; • Transactional Law and Dispute Resolution &lt;br&gt; • International Law and Business Development &lt;br&gt; • Center for Technology Transfer*</td>
</tr>
</tbody>
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* Program development includes shared capital construction resources.

Highlighted areas reflect the niches identified by The Louisville Area Chamber of Commerce Visioning Committee for future investment.
U OF L’S VISION FOR THE NEXT DECADE

but also generate $40 million or more in federal support. Schools that have attained this status include the Universities of Cincinnati, Florida, North Carolina, Pittsburgh, and Virginia. Within the next ten years, the University of Louisville will join that list.

We shall achieve national recognition through selective investment in baccalaureate, research, and graduate/professional programs (Table 6) that:

• demonstrate clear potential to attain national eminence;
• enhance educational quality in our undergraduate and graduate programs;
• promote economic development; and
• reinforce the educational and cultural institutions of our community.

By 2008, we shall do the following: increase federal support for UofL from $22 million to $40 million annually; extend our endowment from $255 million to $500 million; endow 75 program chairs and professorships (we have 25 currently); and graduate 140 or more doc-

### Endowment:
KENTUCKY COLLEGES AND UNIVERSITIES

<table>
<thead>
<tr>
<th>Overall Rank</th>
<th>1996 Endowment (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
<td>Berea $446</td>
</tr>
<tr>
<td>106</td>
<td>Louisville 233 †</td>
</tr>
<tr>
<td>149</td>
<td>UK 156</td>
</tr>
<tr>
<td>201</td>
<td>Centre 98</td>
</tr>
<tr>
<td>227</td>
<td>Transylvania 81</td>
</tr>
</tbody>
</table>

† 1997 value is $255 million

Table 5

### Areas of Distinction and Opportunities for Excellence

<table>
<thead>
<tr>
<th>Environmental Studies</th>
<th>Education</th>
<th>Arts and Humanities</th>
<th>Urban and Metropolitan Studies</th>
<th>Undergraduate Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sustainable Development*</td>
<td>• Teacher Education</td>
<td>• Rhetoric and Composition</td>
<td>• Social Work*</td>
<td>• McConnell Center for Political Leadership</td>
</tr>
<tr>
<td>• Environmental Health*</td>
<td>• School Collaboration and Reform</td>
<td>• Music Composition</td>
<td>• Urban Studies*</td>
<td>• Global and Multicultural Studies</td>
</tr>
<tr>
<td>• Environmental Science*</td>
<td>• Distance Learning</td>
<td></td>
<td>• Public Policy</td>
<td>• Equine Administration</td>
</tr>
<tr>
<td>• Environmental Engineering*</td>
<td></td>
<td></td>
<td></td>
<td>• Experiential Learning</td>
</tr>
<tr>
<td>• Environmental Law and Policy</td>
<td></td>
<td></td>
<td></td>
<td>• Co-curricular Opportunities</td>
</tr>
</tbody>
</table>
toral students per year in key fields because their contributions to new knowledge and entrepreneurism spark the engine of prosperity.

In pursuit of our goal, we shall focus on our metropolitan mission and our 200-year tradition of serving the citizens and institutions in our nine-county region. This university is unique within our Commonwealth in that it serves the state’s largest civic and financial center. Each spring, the community benefits significantly when the world’s cultural and artistic attention focuses on the University of Louisville, and the Gravemeyer Awards proclaim distinguished recipients in Music Composition, Improving World Order, Education, Religion, and Psychology (introduced in 1998). UofL must become a recognizable force for economic development as well as a source of enlightened distinction for the entire community… and for other metropolitan areas around the state.

We shall invest our resources to create distinctive niches of quality in teaching, research, and service — areas that distinguish the University of Louisville from other institutions — by using our academic assets in the most creative and efficient way.

With our goal of excellence before us, we have developed the road map for reaching our ultimate destination. We shall achieve our goal of national pre-eminence by:

- Recruiting the best teachers, scholars and investigators to serve undergraduate, graduate and professional students;
- Attracting and retaining the best undergraduate, graduate and professional students through increased scholarships, assistantships and fellowships;
- Adapting policies and strategies to create a new learner-centered institutional culture which actively engages faculty and staff in focusing on the needs of students;
- Increasing leading edge basic and applied research that promotes economic and community development;
- Applying our resources creatively to analyze and solve urban problems in Louisville and Kentucky’s other metropolitan communities;
- Building a technological infrastructure that embraces the intellectual and economic vitality of UofL’s research and teaching enterprise and insures the quality of our contribution to the Commonwealth Virtual University;
- Facilitating the efficient delivery of library and information resources and providing training for their effective use in teaching, research and the workplace;
- Expanding UofL’s global academic vision and international scholarly reputation;
- Creating a culture of excellence and entrepreneur-ship throughout the University; and

<table>
<thead>
<tr>
<th>CAPITAL INFRASTRUCTURE</th>
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<tbody>
<tr>
<td><strong>Category</strong></td>
</tr>
<tr>
<td>Research Building (Belknap)</td>
</tr>
<tr>
<td>Utility Distribution Improvements – South</td>
</tr>
<tr>
<td><strong>Total for Belknap Research Facility</strong></td>
</tr>
<tr>
<td>Early Childhood EDUCARE Center</td>
</tr>
<tr>
<td>Entrepreneurship Center Training and Business Development Shelby Campus</td>
</tr>
<tr>
<td>Reynolds Building Engineering/ Business Incubator</td>
</tr>
<tr>
<td>HSC Research Facility, Phase II</td>
</tr>
<tr>
<td>Technology: Network, Equipment and Software</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Note: Projections as of November 19, 1997 (Table 7)
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• Constructing campus facilities that empower the faculty, students and staff to achieve superiority.

Of course there is a cost attached to such an ambitious program, from planning and oversight to paying salaries and building infrastructure (Table 7). The price of achieving excellence is one we shall gladly pay through greater efficiency and internal reallocation, community partnerships, venture capital opportunities, collaboration with state agencies, and increased support from state, federal, corporate, and philanthropic sources (Table 8).

The Challenge for Excellence reaches beyond the boundaries of the University of Louisville campus and its students. As a metropolitan research university, lifting ourselves to the next level produces far-reaching benefits to the entire community. (Table 9 describes the potential economic impact of UofL’s march to Research I status and national preeminence.) More importantly, it will help Kentucky retain its talented young people in the community rather than lose them to educational opportunities and employment in other parts of the country. It will help faculty, staff and students launch new businesses and produce spin-offs from existing enterprise, and it will improve the overall quality of life for the citizens of our metropolitan area.

The occasion is before us and the time is now. Dramatic changes are transforming our system of higher education. The University of Louisville welcomes the state’s bold invitation and embraces the strategic opportunities of the future as we fulfill our Challenge for Excellence.

\[
\begin{array}{|c|c|}
\hline
\text{Category} & \text{Cumulative Total} \\
\hline
\text{I. Potential Sources of Funds} & \text{\$109,285,435} \\
\text{Fund Raising – Endowments} & \text{\$109,285,435} \\
\text{Fund Raising – Annual Funds} & \text{\$21,871,324} \\
\text{Endowment Earnings (5.5\%)} & \text{\$69,363,646} \\
\text{Increased Indirect Cost Recovery} & \text{\$670,000} \\
\text{Internal Reallocation} & \text{\$19,762,656} \\
\text{New Tuition and Fee Revenue} & \text{\$19,221,402} \\
\text{UofL One-time Matching (Equipment)} & \text{\$2,806,250} \\
\text{Other} & \text{\$14,488,148} \\
\hline
\text{II. Projected Costs} & \text{\$257,468,861} \\
\text{Salary and Wages} & \text{\$151,089,985} \\
\text{Fringe Benefits} & \text{\$19,352,211} \\
\text{Supplies and Expenses} & \text{\$19,355,080} \\
\text{Start-up} & \text{\$7,631,900} \\
\text{Projected Capital Infrastructure} & \text{\$184,202,000} \\
\text{Other Program Expenses} & \text{\$33,493,339} \\
\hline
\text{III. New Endowment Fund Balance} & \text{\$218,570,870} \\
\hline
\text{IV. Net New State Funding Required} & \text{\$376,226,524} \\
\text{One-time} & \text{\$164,610,466} \\
\text{New Continuing (CAR)} & \text{\$102,330,623} \\
\text{New Endowment Principal (State Match)} & \text{\$109,285,435} \\
\hline
\text{Total New State Funding Required} & \text{\$376,226,524} \\
\hline
\end{array}
\]

\[
\begin{array}{|c|c|c|c|}
\hline
\text{Additional Sponsored Research Dollars to UofL (millions)} & \text{New Jobs} & \text{New Revenue for Local Businesses (millions)} & \text{New Tax Revenues (thousands)} \\
\hline
\$100 & 2,650 & \$180 & \$7,500 \\
60 & 1,590 & 108 & 4,500 \\
40 & 1,060 & 72 & 3,000 \\
20 & 530 & 36 & 1,500 \\
10 & 265 & 16 & 750 \\
\hline
\end{array}
\]