Office of the President: The 2020 Plan: Making it Happen
2014-15 Progress/2015-16 and 2020-2021 Goals (charted)
(Approved by BOT 9.3.15)
(Updated 10.9.15)

- Calendar Year – January 1 to December 31 of the year referenced
- Fiscal Year – July 1 of the previous year to June 30 of the year referenced
- Academic Year – Includes the summer and fall semesters of the previous year and the spring semester of the year referenced (e.g. fall 2015 of 2015-2016)
- Fall Semester – The fall semester of the year referenced and is considered the official reporting semester for the university

Educational Excellence

1.1 Increase the number of baccalaureate degrees awarded annually (academic year)
Includes the total number of baccalaureate degrees conferred during the academic year as defined by the summer, fall, and spring semesters
2014-15 Goal: 2,830
Current 2014-15 performance: 2,832* Best
2015-16 Goal: 2,898 | 2020-21 Goal: 3,074†

† Needs to be aligned with CPE 2020 goal of 3,197.
1.1a Increase the number and level of degrees and credentials awarded in STEM+H fields during the academic year (includes degrees at the undergraduate, graduate and professional levels in science, technology, mathematics, engineering, science/math teacher preparation, and health professions) (academic year)

**Baseline:** 1,651

**2014-15 Goal:** 1,580 (established by CPE)

**Current 2014-15 performance:** 1,664* Best

**2015-16 Goal:** 1,675

CPE methodology used for data reporting. 2014-15 also includes Psychology majors.

2020 goal has not been established by CPE.
1.2 Increase the baccalaureate graduation rate *(Revised for 2015-16)*
Six year graduation rate of the fall-to-fall cohort of all entering first-time, full-time bachelor’s degree-seeking freshmen as defined by the Integrated Postsecondary Education System (IPEDS) Graduation Rate Survey (GRS) (fall semester).

**Current 2014-15 performance: 53.6% Good**  
2015-16 Goal: 53.9% | **2020-21 Goal: 60.0%†**  

![Graduation Rates Chart](chart.png)

† Needs to be aligned with CPE 2020 goal of 60.5%.

**Subgoals**

1.2a Improve the overall first- to second-year (fall-to-fall) retention rate and maintain or reduce the retention rate gaps for select subpopulations (fall semester) *(Revised for 2015-16)*

**2014-15 Goal:** Progress  
**Current 2014-15 performance:** Progress Best  
**2015-16 Goal:** Progress  
1.2(a1) Implement a student retention initiative (academic year)  
**2014-15 Goal:** Achieved  
**Current 2014-15 performance:** Achieved  
**2015-16 Goal:** Implement phase 1 of the integrated planning and advising services model
1.2(a2) Improve the overall first- to second-year (fall-to-fall) retention rate from last fall *(Revised for 2015-16)*

**Fall 2012/Fall 2013 Baseline:** 77.9%

**2014-15 Goal:** Achieved

**Current 2014-15 performance:** 80.6% Exceeded

**2015-16 Goal:** Maintain or increase | **2020 Goal:** 81.0%

![Retention Rates graph]

1.2(a3) Decrease first- to second-year (fall-to-fall) retention rate gap within select subpopulations from last fall *(Revised for 2015-16)*

1. Low-income students (defined by Pell grant eligibility)

**Fall 2012-2013 Baseline:** 9.8% rate gap

**2014-15 Goal:** Decrease first- to second-year (fall-to-fall) retention rate gap of fall 2013/fall 2014 from fall 2012/fall 2013 (baseline)

**Current 2014-15 performance:** 8.9% rate gap-Achieved

**2015-16 Goal:** Decrease rate gap

2. Underprepared students (defined by statewide college readiness indicators)

**Fall 2012-2013 Baseline:** 12.3% rate gap

**2014-15 Goal:** Decrease first- to second-year (fall-to-fall) retention rate gap of fall 2013/fall 2014 from fall 2012/fall 2013 baseline

**Current 2014-15 performance:** 8.8% rate gap-Achieved

**2015-16 Goal:** Decrease rate gap
3. Underrepresented minority students (includes African American, American Indian, Hispanic, and two or more races where one race is African American as compared with White and Asian students)

**Fall 2012-2013 Baseline:** 0.2% rate gap

**2014-15 Goal:** Decrease first- to second-year (fall-to-fall) retention rate gap of fall 2013/fall 2014 from fall 2012/fall 2013 baseline

**Current 2014-15 performance:** 0.8% rate gap - Not achieved

**2015-16 Goal:** Decrease rate gap

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**2014-15 Performance Measurement for 1.2a**

**Good:** Implement initiative and improve overall first to second year retention rate

**Better:** Implement initiative and improve overall first to second year retention rate plus reduce retention rate gap within 1 subpopulation

**Best:** Implement initiative and improve overall first to second year retention rate plus reduce retention rate gap within 2 subpopulations

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1.3 Increase doctoral degrees (research/scholarship) awarded annually

Includes the total number of doctoral degrees (research/scholarship) conferred during the academic year as defined by the summer, fall, and spring semesters.

**2014-15 Goal:** 164

**Current 2014-15 performance:** 172 * Best (Revised 10.9.15)

**2015-16 Goal:** 162 | **2020-21 Goal:** 219

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![Doctoral Degrees Chart](chart.png)
2.1a Increase total grant and contract expenditures (as reported to the NSF/SRS Survey of R&D expenditures at universities and colleges—not the CPE definition of expenditures); also includes beautification expenditures (fiscal year)

2014-15 Goal: $170M

Current 2014-15 performance: $177.9* Best

2015-16 Goal: $185M | 2020-21 Goal: $310.3M

2.1b Sponsored research award revenue received for clinical trials (fiscal year)

Baseline: $7.1M

2014-15 Goal: $8

Current 2014-15 performance: $8.4M* Best

2015-16 Goal: $9M

2.2 Academic/research priority areas

Subgoals

2.2a Cancer – measure progress towards achieving standards for NCI designation

2014-15 Goal: Progress

Current 2014-15 performance: Achieved 5 out of 6 subgoals Better

2015-16 Goal: Progress

2.2(a1) Increase number of NCI grant awards (fiscal year)

2014-15 Goal: 24


2015-16 Goal: 28
2.2(a2) Improve cancer health outcomes (fiscal year)
5 year survival rate higher than national average for pancreatic, rectal, breast and brain cancer

2014-15 Goal: Achieved
Current 2014-15 performance: Achieved
2015-16 Goal: Achieve 5 year survival rate higher than national average for pancreatic, rectal, breast, brain and melanoma cancer

2.2(a3) Increase cancer research
1. Increase peer-reviewed publications from cancer center faculty/investigators (Calendar Year)
   2014-15 Goal: 335
   Current 2014-15 performance: 239-DNA
   2015-16 Goal: 250

2. Increase expenditures by James Graham Brown Cancer Center members for cancer research (fiscal year)
   2014-15 Goal: Establish 2014 baseline and set 2015 goal as a 3% increase over 2014 baseline ($22.5M)
   Current 2014-15 performance: $27.4M-Achieved
   2015-16 Goal: $25M

2.2(a4) Increase clinical trials for cancer prevention and/or treatment
1. Patient accrual into clinical trials (any pharmaceutical-sponsored clinical trial across the U.S.) (fiscal year) includes therapeutic and non-therapeutic industry-sponsored clinical trials
   2014-15 Goal: 3% increase over 2014 baseline (43)
   Current 2014-15 performance: 72-Exceeded
   2015-16 Goal: 50

2. Clinical trial enrollment (UofL investigator-based clinical trials at the James Graham Brown Cancer Center) includes investigator initiated therapeutic, non-therapeutic and specimen collection clinical trials
   2014-15 Goal: 3% increase over 2014 baseline (339)
   Current 2014-15 performance: 682-Exceeded
   2015-16 Goal: 360

2.2(a5) Translate drug discovery developed by UofL investigators into phase 1 clinical trials
   2014-15 Goal: 1 per 5 years
   Current 2014-15 performance: Reported in 2020

2014-15 Performance Measurement for 2.2a
Good: Achieve 4 subgoals
Better: Achieve 5 subgoals
Best: Achieve 6 subgoals
Note: One subgoal will not be measured until 2020
2.2b Restorative Medicine (fiscal year)

**2014-15 Goal:** Progress

**Current 2014-15 performance:** Achieved 4 out of 4 subgoals **Best**

**2015-16 Goal:** Progress

**Subgoals**

- **2.2(b1) Submit three new federal grant proposals**
  - **2014-15 Goal:** Achieved
  - **Current 2014-15 performance:** Achieved
  - **2015-16 Goal:** Submit five new federal grant proposals

- **2.2(b2) Submit one large (>$10 million) foundation proposal**
  - **2014-15 Goal:** Achieved
  - **Current 2014-15 performance:** Achieved
  - **2015-16 Goal:** Submit one large (>$10 million) foundation proposal

- **2.2(b3) Submit one large (>$10 million) federal proposal (CTSA Idea-State Grant)**
  - **2014-15 Goal:** Achieved
  - **Current 2014-15 performance:** Achieved
  - **2015-16 Goal:** Submit one large (>$8 million) federal proposal (COBRE, IDeA CTR, etc.)

- **2.2(b4) Implement at least one clinical trial in regenerative/restorative medicine**
  - **2014-15 Goal:** Achieved
  - **Current 2014-15 performance:** Achieved
  - **2015-16 Goal:** Implement at least two new clinical trials in regenerative/restorative medicine

**2014-15 Performance Measurement for 2.2b**

- **Good:** Achieve 2 subgoals
- **Better:** Achieve 3 subgoals
- **Best:** Achieve 4 subgoals

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2.2c Advanced Manufacturing and Sustainability

**2014-15 Goal:** Progress

**Current 2014-15 performance:** Achieved 6 out of 6 subgoals **Best**

**2015-16 Goal:** Progress

**Subgoals**

- **2.2(c1) Establish the Institute for Product Realization (IPR) in Belknap Research Park with four research cores: 1. Additive and Digital Manufacturing, 2. Logistics and Distribution, 3. Renewable Energy; and 4. Analytics and Computing (fiscal year)**
  - **2014-15 Goal:** IPR site (with GE FirstBuild) full occupancy by mid-2015
  - **Current 2014-15 performance:** Achieved
  - **2015-16 Goal:** Additive manufacturing competency center operational. Start construction on IPR building.
2.2(c2) Research expenditures (related to Advanced Manufacturing and Sustainability)

2014-15 Goal: $3.8M (fiscal year)
2015-16 Goal: $4.5M

2.2(c3) Scholarly output in peer-reviewed journals
Scholarly output in the area of Advanced Manufacturing and Sustainability as measured by peer-reviewed journal publications (calendar year)
Baseline: 24
2014-15 Goal: 26
Current 2014-15 performance: 45 – Exceeded
2015-16 Goal: 40

2.2(c4) Number of doctoral dissertations (in the area of Advanced Manufacturing and Sustainability) (academic year)
Baseline: 13
2014-15 Goal: 13
Current 2014-15 performance: 13 – Achieved
2015-16 Goal: 14

2.2(c5) Number of companies at IPR partnering on research and development projects (fiscal year)
2014-15 Goal: 2
Current 2014-15 performance: 2 – Achieved
2015-16 Goal: 2 additional companies

2.2(c6) Number of entrepreneurial companies spun off by IPR (fiscal year)
2014-15 Goal: 1 by 2018
Current 2014-15 performance: Reported in 2018

2.2(c7) IPR commercial contract research revenue (fiscal year)
2014-15 Goal: $2.8M by 2018
Current 2014-15 performance: Reported in 2018

2.2(c8) Patents related to inventions in Advanced Manufacturing and Sustainability (fiscal year)
2014-15 Goal: 3
Current 2014-15 performance: 3 – Achieved
2015-16 Goal: 4

2014-15 Performance Measurement for 2.2c
Good: Achieve 4 subgoals
Better: Achieve 5 subgoals
Best: Achieve 6 subgoals
Note: Two subgoals will not be measured until 2018
3. Increase collaborative partnerships with the community

**2014-15 Goal:** Progress

**Current 2014-15 performance:** Achieved 3 out of 3 subgoals **Best**

**2015-16 Goal:** Progress

**Subgoals**

3.1 Measure the impact of faculty, staff and student involvement in collaborative partnerships

**2014-15 Goal:** Progress

**Current 2014-15 performance:** Achieved

**2015-16 Goal:** Progress

3.1(a1) Identify new partnerships to define and demonstrate engaged scholarship/research

**2014-15 Goal:** Achieved

**Current 2014-15 performance:** Achieved

**2015-16 Goal:** 10

3.1(a2) Identify new partnerships that provide evidence of community impact

**2014-15 Goal:** Achieved

**Current 2014-15 performance:** Achieved

**2015-16 Goal:** 10

3.1(b) Administrative and academic units submit revised engagement plans based on the standards established within the assessment rubric *(Revised for 2015-16)*

**2014-15 Goal:** 90%

**Current 2014-15 performance:** 95% (Exceeded)

**2015-16 Goal:** 95%

3.1(c) Increase the number of partnerships connected to the Signature Partnership Initiative by demonstrating opportunities for instances of engagement of students, faculty and staff *(Revised for 2015-16)*

**2014-15 Goal:** Achieved

**Current 2014-15 performance:** Exceeded

- Students **2014-15 Goal:** 3% increase over baseline (3,324) (exceeded: 3,448)
- Faculty **2014-15 Goal:** 3% increase over baseline (255) (exceeded: 389)
- Staff **2014-15 Goal:** 3% increase over baseline (265) (exceeded: 662)

**2015-16 Goal:** 3% increase over baseline (n=101)

**2014-15 Performance Measurement for 3.1**

**Good:** Achieve 1 subgoal

**Better:** Achieve 2 subgoals

**Best:** Achieve 3 subgoals
Diversity, Opportunity, and Social Justice

4.3 Achieve the median percent or above of UofL benchmarks for full-time faculty using most current fall IPEDS data available (baseline = fall 2012) *(Revised for 2015-16)*

Current 2014-15 performance: Achieved 5 out of 6 subpopulations using fall 2012 IPEDS data as baseline Better

Subgoals

4.3a Tenured faculty-African American†, Hispanic† and Asian†

2014-15 Goal: 2 out of 3 subpopulations

Current 2014-15 performance: Achieved 3 out of 3 subpopulations

2015-16 Goal: 2 out of 3 subpopulations

4.3b Tenure track faculty-African American†, Hispanic† and Asian†

2014-15 Goal: 2 out of 3 subpopulations

Current 2014-15 performance: Achieved 2 out of 3 subpopulations

2015-16 Goal: 2 out of 3 subpopulations

†corresponds to CPE EEO Diversity Goals

2014-15 Performance Measurement for 4.3

Good: Achieve 4 subpopulations

Better: Achieve 5 subpopulations

Best: Achieve 6 subpopulations
4.4 Increase the university's global representation (using fall 2012 data as the baseline)

**2014-15 Goal:** Progress

**Current 2014-15 performance:** DNA

**Subgoal:**
- 4.4a Increase in the number of students studying abroad

**2014-15 Goal:** 3% increase over baseline (909)

**Current 2014-15 performance:** 847 DNA

**2015-16 Goal:** 875

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4.5 Implement two initiatives to address issues identified by the 21st Century Culture Committee (i.e. faculty/staff compensation and training and professional development)

**2014-15 Goal:** Achieved

**Current 2014-15 performance:** Two initiatives implemented with two additional in progress **Best**

**2015-16 Goal:** Progress

As measured by (1) releasing the results of the current faculty and staff salary studies along with a plan to reach desired goals in relation to institutional benchmarks and; (2) enhancing training and professional development efforts which are broadly accessible to faculty and staff.
5.1(a1) Increase percentage of funds given to endowment (fiscal year)-excludes athletics

2014-15 Goal: 38.1%

Current 2014-15 performance: 53%* Best
2015-16 Goal: 54%

5.1b Annual philanthropy (development dollars) received (also includes beautification awards)
Total philanthropic fundraising dollars received including, but not limited to, dollars targeted to support endowment (includes athletics)

2014-15 Goal: $150M

Current 2014-15 performance: $237.9M* Best
2015-16 Goal: $238M | 2020-21 Goal: $150M
5.1c Percentage of alumni giving to annual fund (includes athletics)

**2014-15 Goal:** 15%

**Current 2014-15 performance:** 13.9%* DNA

**2015-16 Goal:** 14.6% | **2020-21 Goal:** 20.0%

![Percentage of Alumni Giving to Annual Fund chart]

**Subgoals**

5.1(c1) Donor acquisition (academic development only)
Number of donors generated through the Annual Fund

**Baseline:** 22,083

**2014-15 Goal:** 23,187 (revised since board meeting on 9/11/14)

**Current 2014-15 performance:** 23,695* Exceeded

**2015-16 Goal:** 23,696

5.1(c2) Dollar increase (academic development only)
Amount of money raised through the Annual Fund

**Baseline:** $4.016M

**2014-15 Goal:** $4.02M (revised since board meeting on 9/11/14)

**Current 2014-15 performance:** $4.7M* Exceeded

**2015-16 Goal:** $4.8

5.1(c3) Retention rate (academic development only)
Percent of donors that renew their giving

**Baseline:** 74%

**2014-15 Goal:** 74% (revised since board meeting on 9/11/14)

*Goal to be reviewed by Senior Leadership 1/9/15*

**Current 2014-15 performance:** 66.9%* DNA

**2015-16 Goal:** 72%

**Good:** 74%

**Better:** 75%

**Best:** 76%

**Performance Measurement** (revised since board meeting on 9/11/14)
5.2 Increase intellectual property/technology transfer (includes patent reimbursements, royalty payments and sponsored research) (fiscal year)

2014-15 Goal: $9M

Current 2014-15 performance: $6.6M* DNA

2015-16 Goal: $7M

* preliminary data

Committee Action:
Passed: ___ X _____
Did not Pass: _____
Other: __________
Date: __9-3-2015____

Board Action:
Passed: ___ X _____
Did not Pass: _____
Other: __________
Date: __9-3-2015____

[Signature]
Assistant Secretary