

Office of the President: The Challenge for Excellence: A Plan for Team-Based Accountability 2005-06

Mission Statement: The University of Louisville shall be a premier, nationally recognized metropolitan research university with a commitment to advance the intellectual, social, and economic development of our diverse communities and citizens

Goal No.	Description of Goal Proposal	FY05 Data	Good Performance	Better Performance	Best Performance	Progress Report (5/23)
UNIVERSITY-WIDE TEAM GOALS: PRESIDENT, EVPs, SVP						
1	Enhance the educational experience: Student Success—Create a responsive, challenging and supportive educational environment characterized by high standards, commitment to quality, and student success <ul style="list-style-type: none"> Increase retention rate for first-time Freshmen in Fall 2004 cohort* Increase retention rate of fall 2003 cohort (second- to third-year students)* Increase retention rate of fall 2002 cohort (third-to-fourth year students)* Increase the number of doctoral degrees *includes full and part-time students **75.8 – fulltime students only 74.7 CPE rate for FT/PT students	A:75.8** 74.7	A: 75	A: 75.4	A: 75.8	A: 75.7 Nearly Best
2		B: 62.9	B: 63.2	B: 63.6	B: 64	B: 63.4 Nearly Better
3		C: 54.6	C: 55.2	C: 55.7	C: 57.6	C: 58.4 Exceeded Best
4		D:112	D: 115	D: 116	D: 117	D: 144 Exceeded Best
						Goal completed as noted above
5	Research, Creative and Scholarly Activities: Focus energy and resources to enhance the scholarly agenda and advance to national prominence areas of programmatic strength: <ul style="list-style-type: none"> Advance the research agenda by increasing total research grants and contracts funding ***Anticipated Result	\$98.7M	\$100.1M (Increase by 2.02%)	\$107.1M (Increase by 8.5%)	\$114.3M (Increase by 15.8%)	\$103M*** Anticipated Goal completed by 6/30/06 at Good level

6	<p>Accessibility, Diversity, Equity, and Communication—Develop a seamless system of access and intercultural understanding that promotes and supports race and gender diversity, inclusiveness, equity, and open communication:</p> <ul style="list-style-type: none"> Meeting the goals of the Kentucky Plan 	8 of 8	6 of 8	7 of 8	8 of 8	8 of 8 Best
7	<ul style="list-style-type: none"> Achieving annual goals specified in the University’s Diversity Plan 	83%	65%	75%	90%	86.0 Better Goal completed as noted above
8	<p>Partnerships and Collaborations—Implement Signature Partnership Initiative that integrates interdisciplinary activities associated with teaching, research, and service. Support existing partnerships and engage new partners to contribute to the educational, social, and economic progress of the region and state</p>		<p>Implement “Everyone Reads” program in 2 West Louisville schools and Semple Elementary</p>	<p>Establish 5 major collaborations in health or economic development as pilot for signature partnership strategy</p>	<p>Approve business plan for creation of ongoing Center for Signature Partnership Initiative</p>	<p>351 UofL faculty, students, and staff volunteered in Everyone reads; 92 spend time at Semple Elementary; 5 potential collaborations have been planned; concept papers are being evaluated by faculty liaisons; proposals will go to Advisory board on May 31; Business Plan for the Signature Partnership will go to Advisory Board on 5/31</p> <p>Goal completed at Best level as of 5/31/06</p>

			opportunities.			Laura Lee Brown and Steve Wilson are committed to UofL's presence in Museum Plaza—planning discussions continuing to focus on glass Completed at Best level
12	Emphasize regional and national academic/athletic opportunities associated with the University's entrance into the Big East Conference		Working with the Governor's Task Force, assure the University's position is visibly presented and strategically promoted to build a Campus for Champions	Following the Task Force's recommendations in October 2005, work with the Governor to implement a plan that promotes a new arena for Cardinal basketball and a Campus/Community of Champions.	Work with the legislative leadership to communicate the needs associated with the development of a new arena; implement a plan to secure state funding for the arena in cooperation with UofL's boards, GLI, Metro government, and other important groups.	Presented best case for on-campus arena facility; gubernatorial task force selected riverfront site; Worked closely with the Arena Authority to assure UofL's interests are protected as primary tenant; Legislature authorized \$75 million in bonds for arena Goal completed at best level
13	Secure Leadership Gifts for Capital Campaigns in Autism and Glass	N/A	Secure \$2.5 M	Secure \$5 M	Secure \$7 M	STAR (Autism) has secured \$530,000 and proposals pending for \$.5 M; Glass has secured \$1.7 M in commitments and has approximately another \$1 M pending Goal completed at good level
UNIT GOALS: EVP / PROVOST						
14	Review and reorganize academic and administrative areas to determine "best fit" to ensure		Reorganize student affairs: move student	Restructure the Graduate School to assure a seamless	Review the organization of academic units to ensure proper placement of	Student Affairs was restructured into 2 units: Student Services

	greatest opportunity to meet university goals in conjunction with mission		services to undergraduate affairs and work with consultant to develop best practices model for student life	interaction between the school and other academic units to increase graduate school enrollments, retention, and graduation of students	academic programs and assure that there is adequate opportunity for interdisciplinary interactions among units	reporting to the Assoc. Provost for Undergraduate Studies and Student Life (reporting through Acting Assoc. Provost)—Search Committee for VPSA formed; Graduate School reorganization completed; SUPA transferred from College of Business to A&S; Discussion stage for Center for Performing Arts; School of Professional Programs; Planetarium transferred to CEHD; review ongoing Completed at Best level
15	Examine faculty roles and rewards to be sure that policies and practices support the University's mission		Implement a dialogue in the University community regarding faculty roles and rewards, especially in light of need for engaged teaching, funded or nationally-recognized scholarship, and commitment to signature partnerships	Examine policies and practices for developing work plans and rewarding faculty for carrying out university expectations and mission	Develop a process for carrying out changes in policies/procedures where appropriate and begin implementation	Discussion with faculty and deans about evaluation criteria; Review of all unit personnel documents completed; Task Force on Personnel Policies appointed and report issued which includes recommendations to align faculty evaluation and reward structures with mission and strategic plan; implementation in 2006-07 Completed at Best level

16	Examine the university budget process and evaluate alternative models		Develop “best practices” matrix	Evaluate alternate models in light of mission and academic, research, and operational priorities; and discuss alternatives with university community	Decide on model and begin implementation	Appointed a task force on budget development; reviewed current budget process; reviewed other budget models for use by UofL; recommended new budget model; accepted in principle; next academic year, will implement audit and rebase budgets; reallocate funds based on a new model that includes base funding, incentive funding, start-up funds. Implement in 2006-07 Completed at Best level
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UNIT GOALS: EVP/ HEALTH AFFAIRS

17	Partnerships/Collaborations: with Louisville Hospitals		Complete Urology negotiations with Norton and Kosair Hospitals	Complete new Surgery agreement with Norton	Develop new understanding about cooperation with new JHHS leadership	Urology negotiations completed with Kosair and Nortons; completed new surgery agreement with Nortons; agreement working well; discussions continue with new JHSMH leadership. Agreements for Cardiology, Neurology, Organ Transplantation, Family Medicine & neurosurgery completed; more than 60 collaborative agreements completed since July 2005
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						Completed at Best level
18	Institutional Effectiveness: reengineering University Physicians Association (UPA)		Complete IT system procurement by Fall 2006	Complete analysis and decision about Faculty Practice Building	Complete analysis and decision about regional site	2 final proposals under consideration; phase I/II implementation practices identified; negotiations with preferred provider currently underway. Analysis completed; business and legal planning complete; first building plans approved. Projected construction start date: December 2006 Final consideration for east Jefferson site to be made in June 2006. Completed at Best level
19	Institutional Effectiveness: Advance Coordination with University Hospital		Implement new program with OBGYN on high risk pregnancies	Increase commercial activities in ULH by 5-10% working with Surgery, Anesthesiology, Cancer and other departments and programs	Work with ULH President to advance (sequentially) second round discussions with ULH leadership, University leadership, and UMC Board to design new governance structure	Implemented new program on high risk pregnancies with OB/GYN & Women's Health; deliveries increased 50% per month for the first 2 months of 2006; Inpatient volumes increased 18.1% year to date across all payer services, including commercial, government, and self-pay; Task Force appointed to recommend governance changes has held first meeting.

						Completed at Best level
UNIT GOALS: SENIOR VP FOR RESEARCH						
20	Achieve BSL/3 facility		Achieve BSL3 agreement with NIH	Achieve the 35% design milestone (August 2006)	Recruit Executive Director	Contract signed with NIH for BSL3 Completed at Good Level
21	Improve university efforts in compliance		Select best organization plan for integrating Research Compliance into a university-wide compliance program	Integrate Research Compliance into a university-wide compliance program	Implement integrated university-wide compliance training to include all the Research Compliance training requirements of sponsors	Plan for Research Compliance is approved; Integration into university-wide compliance program completed; Implementation under way with target date for full implementation of June 30; this will be completed Completed at Best level
22	Expand on University-Industry interactions		Implement OTT business plan	Examine and select best organizational model for promoting University-Industry relationships	Achieve buy in for model and initiate search for experienced economic development individual to head organization	Implementation of business plan is complete; Review of best models finished and best model for UofL selected; Strategy to use interim economic development professional implemented; search for permanent economic development professional dependent upon search for EVP

						for Research and potential reorganization possibilities
						Completed at Better level
INDIVIDUAL GOALS: PRESIDENT						
23	Board discretion					

Date: 5/23/06

GOAL SUMMARY: 22 out of 22 goals completed:

14 at best level;

3 at Better level;

3 at Good level;

2 anticipated at Good level by 6/30/06