



Schedule for the
Board of Trustees
September 13, 2012

Trustees are invited to attend all meetings.

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|--------------------------|--|
| 11:00 a.m. | New Trustee Orientation
<i>(Abrams, Brandt, Bradley, Prather, Steffen, Wilson)</i>
President's Conference Room |
| 1:00 p.m. | Personnel Committee
(Scoppechio, Bradley, Abrams, Blue, Butt, Cosby, Steffen)
Jefferson Room |
| Immediately
Following | Annual Meeting of the Board of Trustees
Jefferson Room |

PERSONNEL COMMITTEE
UNIVERSITY OF LOUISVILLE BOARD OF TRUSTEES

1:00 p.m., September 13, 2012
Jefferson Room, Grawemeyer Hall

Open Session Agenda

		Tab
I.	Call to Order	Scoppechio
	• Welcome new committee members, Dhiane Bradley and Joe Steffen)	
	• Approval of Minutes, June 28, 2012	1
II.	Executive Session	Scoppechio
	• Motion to Recess to discuss personnel matters pursuant to KRS 61.810(1)(f)	
III.	Open Meeting Reconvenes	Scoppechio
	• Report on Executive Session	
	• Appropriate action, if any	
IV.	Other Business	
V.	Adjournment	

Committee Members:
Debbie Scoppechio, Chair
Dhiane Bradley, Vice Chair
Marie Abrams
Jonathan Blue
Ron Butt
Kevin Cosby
Joe Steffen

MINUTES OF THE PERSONNEL COMMITTEE OF THE
UNIVERSITY OF LOUISVILLE BOARD OF TRUSTEES

June 28, 2012

In Open Session

Members of the Personnel Committee of the University of Louisville Board of Trustees met at 2:00 p.m. on June 28, 2012, the Conference Room of the 600 North Building, Shelby Campus, with members present and absent as follows:

Present: Ms. Debbie Scoppechio, Chair
Mr. David James, Vice Chair
Ms. Marie Abrams
Mr. Jonathan Blue
Mr. Ron Butt
Dr. Robert Staat

Absent: Dr. Kevin Cosby

Other Trustees

Present: Dr. Laurence Benz
Mr. Justin Brandt
Mr. Bruce Henderson
Dr. Robert Curtis Hughes
Mr. Frank Minnifield
Ms. Brucie Moore
Mr. Robert W. Rounsavall, III
Ms. Phoebe Wood

From the
University:

Dr. James R. Ramsey, President
Dr. Shirley Willihnganz, Executive Vice President and Provost
Dr. David Dunn, EVP for Health Affairs
Dr. William Pierce, EVP for Research and Innovation
Ms. Angela D. Koshewa, University Counsel
Mr. Michael J. Curtin, Vice President for Finance
Mr. Keith Inman, Vice President for University Advancement
Ms. Rebecca Simpson, Senior Assoc. VP, University Advancement
Ms. Cynthia Hess, Director of Communication and Marketing
Mr. Gary Mans, Director of Communication and Marketing, HSC
Dr. Joe Steffen, Professor & Director of Graduate Programs, Biology
Mrs. Kathleen Smith, Assistant Secretary
Mrs. Debbie Dougherty, Board Liaison

I. Call to Order

Having determined a quorum present, Chair Scoppechio called the meeting to order at 2:00 p.m.

Approval of Minutes

Mr. James made a motion, which Ms. Abrams seconded, to approve the minutes of May 10, 2012. The motion passed.

II. Action Item: Approval of Revisions to the University Libraries Personnel Document

Provost Willihnganz briefed the Committee on revisions to this document. Ms. Abrams made a motion, which Mr. James seconded, to approve the

President's recommendation that the Board of Trustees approve the revised University Libraries personnel document in the form attached, to be effective immediately.

The motion passed.

III. Executive Session

Pursuant to KRS 61.810(1)(f), Mr. James made a motion, which Ms. Abrams seconded, to go into executive session at 2:10 p.m. The motion passed.

IV. Open Meeting Reconvenes

Chair Scoppechio reconvened the open session at 2:35 p.m. and reported the Committee discussed personnel matters during executive session.

Monthly Personnel Recommendations

Ms. Abrams made a motion, which Dr. Staat seconded, to approve the

President's recommendation that the following personnel recommendations be approved by the Board of Trustees.

ADMINISTRATION

Denella James Clark, B.A.; rescission of termination as Associate Vice President for HSC Development which was effective March 1, 2012, and change to resignation.

Dwight D. Dozier, B.A.; promotion from Assistant Vice President to Associate Vice President for Advancement Services, July 1, 2012. The appointment as Associate Vice President is at the pleasure of the Board of Trustees.

Jennifer Leigh Heisey, M.Ed., Wright State University; Associate Vice President, Alumni Services, July 9, 2012. The appointment as Associate Vice President is at the pleasure of the Board of Trustees.

COLLEGE OF ARTS AND SCIENCES

Carolyn Rae Miller, Ph.D., Rensselaer Polytechnic Institute; Thomas R. Watson Visiting Distinguished Professor of Rhetoric and Composition, August 1, 2013 through December 31, 2013.

Mary P. Sheridan, Ph.D., University of Illinois, Urbana-Champaign; Professor of English, with tenure, August 1, 2012.

Richard J. Wittebort, Ph.D., Professor of Chemistry; change of additional appointment from Acting Chair to Chair of Chemistry, July 1, 2012. The appointment as Chair is at the pleasure of the Board of Trustees.

Stephen P. Yanoviak, Ph.D., University of Oklahoma; Assistant Professor of Biology (Probationary), and Tom Wallace Endowed Chair for Conservation, August 1, 2012.

COLLEGE OF BUSINESS

Richard N. Germain, Ph.D., Professor of Marketing and Challenge for Excellence Chair in Supply Chain Management; additional appointment as Chair, Department of Marketing, July 1, 2012. The additional appointment as Chair of Marketing is at the pleasure of the Board of Trustees.

COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT

Timothy J. Landrum, Ph.D., Associate Professor, Department of Special Education; additional appointment as Chair, Department of Special Education, July 1, 2012. The appointment as Chair is at the pleasure of the Board of Trustees.

SCHOOL OF MEDICINE

Thomas L. Abell, M.D., University of South Dakota; Professor of Medicine (Division of Gastroenterology), with tenure, and additional appointment as the Arthur M. Schoen, M.D., Chair in Gastroenterology in memory of his wife, Elizabeth Clark Gentry Schoen, and Anna Lee Gentry Brown, August 1, 2012.

Russell A. Prough, Ph.D., Professor of Biochemistry and Molecular Biology and Preston Pope Joyes Endowed Chair of Biochemistry; change of additional appointment from Vice Dean for Research, School of Medicine, to Associate Vice President for Health

Affairs/Research, July 1, 2012. The appointment as Associate Vice President is at the pleasure of the Board of Trustees.

SCHOOL OF NURSING

S. Lee Ridner, Ph.D., Associate Professor of Nursing; change of additional appointment from Acting Associate Dean to Associate Dean of Graduate Programs, July 1, 2012. The appointment as Associate Dean is at the pleasure of the Board of Trustees.

The motion passed.

QCCT Board of Directors

Mr. James made a motion, which Ms. Abrams seconded, to approve the

Chair's recommendation of the following appointment to the Quality and Charity Care Trust (QCCT) Board of Directors for 2011-12:

Audrey Tayse Haynes (to replace Janie Miller, state representative)

The motion passed.

VI. Other Business

There was no other business.

VII. Adjournment

Ms. Abrams made a motion, which Mr. James seconded, to adjourn the meeting at 2:40 p.m. The motion passed.

ANNUAL MEETING OF THE
UNIVERSITY OF LOUISVILLE
BOARD OF TRUSTEES
September 13, 2012
Jefferson Room, Grawemeyer Hall

Open Session Agenda

		Tab
I.	Call to Order <ul style="list-style-type: none"> • Welcome New Board members, Dhiane Bradley, Jody Prather, Steve Wilson and Joe Steffen 	Minnifield
II.	Consent Agenda A. <u>Approval of Minutes</u> <ul style="list-style-type: none"> • Special Board Meetings, 8/30/2012 and 9/5/2012 B. <u>From the Personnel Committee</u> <ul style="list-style-type: none"> • Action Item: Approval of Monthly Personnel Actions 	1,2 3
III.	Report of the Nominating Committee <ul style="list-style-type: none"> • Action Item: Approval of Officers for 2012-13 	Abrams 4
IV.	Information Items: Report from the <ul style="list-style-type: none"> • UofL Foundation – Semi Annual Report • Alumni Association – Annual Report • ULAA – Annual Report • Nucleus Update 	Selvidge Abrams Steffen Wood
V.	Action Item: Approval of Goals <ul style="list-style-type: none"> • Final Report, on 2011-12 • Presentation and Approval of Goals for 2012-13 	Ramsey 5 6
VI.	Report of the President <ul style="list-style-type: none"> • Resolutions of Appreciation, David James, Augusta Brown Holland, Rebecca Jackson, Chester Porter, Bob Staat 	Ramsey
VII.	Report of the Chair	
VIII.	Executive Session <ul style="list-style-type: none"> • Motion to recess to discuss a business proposal pursuant to KRS 61.810(1)(g) and (k) 	Minnifield
IX.	Open Meeting Reconvenes <ul style="list-style-type: none"> • Report on executive session • Appropriate action, if any 	Minnifield
X.	Adjournment	Minnifield

UNIVERSITY OF LOUISVILLE BOARD OF TRUSTEES

MINUTES OF THE SPECIAL MEETING OF THE UNIVERSITY OF LOUISVILLE
BOARD OF TRUSTEES

August 30, 2012

In Open Session

The University of Louisville Board of Trustees met at 8:30 a.m. on August 30, 2012, in the Jefferson Room of Grawemeyer Hall, Belknap Campus, with members present and absent as follows:

Present: Mr. Frank Minnifield, Chair
Ms. Marie Abrams
Dr. Laurence Benz
Ms. Dhiane Bradley
Mr. Ron Butt
Mr. Justin Brandt
Dr. Kevin Cosby
Mr. Bruce Henderson
Dr. Robert Curtis Hughes
Ms. Brucie Moore
Mr. Robert Rounsavall, III
Dr. William Selvidge
Dr. Robert Staat
Mr. Steve Wilson
Ms. Phoebe Wood

Absent: Mr. Jonathan Blue
Ms. Debbie Scoppechio

From the
University: Dr. James R. Ramsey, President
Dr. David Dunn, Executive Vice President for Health Affairs
Dr. William Pierce, Interim Executive Vice President for Research & Innovation
Ms. Angela D. Koshewa, University Counsel
Mr. Mike Curtin, Vice President for Finance
Mr. Keith Inman, Vice President for University Advancement
Ms. Rebecca Simpson, Sr. Assoc. VP, University Advancement
Mrs. Debbie Dougherty, Board Liaison

I. Call to Order

Having determined a quorum present, Chair Minnified called the meeting to order at 8:30 a.m. Chair Minnifield welcomed new board members Dhiane Bradley and Steve Wilson.

II. Approval of Minutes

Dr. Staat made a motion, which Ms. Abrams seconded, to approve the minutes for the special and regular meetings of June 28, 2012. The motion passed.

III. Executive Session

Pursuant to KRS 61.810(1)(g) and (k), Ms. Abrams made a motion, which Dr. Selvidge seconded, to go into executive session at 8:35 a.m. The motion passed.

IV. Open Meeting Reconvenes

Chair Minnifield reconvened the open session at 11:10 a.m. and reported the Board discussed a business proposal during executive session. No action was required.

III. Adjournment

Ms. Abrams made a motion, which Dr. Selvidge seconded, to adjourn the meeting at 11:15 a.m. The motion passed.

MINUTES OF THE SPECIAL MEETING OF THE UNIVERSITY OF LOUISVILLE
BOARD OF TRUSTEES

September 5, 2012

In Open Session

The University of Louisville Board of Trustees met at 8:30 a.m. on September 5, 2012, in the Jefferson Room of Grawemeyer Hall, Belknap Campus, with members present and absent as follows:

Present: Mr. Frank Minnifield, Chair
Ms. Marie Abrams
Ms. Dhiane Bradley
Mr. Ron Butt
Mr. Justin Brandt
Mr. Steve Wilson
Ms. Phoebe Wood

Absent: Dr. Laurence Benz
Mr. Jonathan Blue
Dr. Kevin Cosby
Mr. Bruce Henderson
Dr. Robert Curtis Hughes
Ms. Brucie Moore
Mr. Robert Rounsavall, III
Dr. William Selvidge
Ms. Debbie Scoppechio
Dr. Robert Staat

From the
University: Dr. James R. Ramsey, President
Dr. David Dunn, Executive Vice President for Health Affairs
Ms. Angela D. Koshewa, University Counsel
Mr. Mike Curtin, Vice President for Finance
Mr. Keith Inman, Vice President for University Advancement
Ms. Mark Hebert, Director, Media Relations
Mrs. Debbie Dougherty, Board Liaison

I. Call to Order

Having determined no quorum present, Chair Minnified proceeded with the meeting at 8:30 a.m. Chair Minnifield welcomed Prof. Steffen as an invited guest. Prof. Steffen accepts the position of Faculty Senate Chair later today.

II. Executive Session

Pursuant to KRS 61.810(1)(g) and (k), board members went into executive session at 8:35 a.m.

III. Open Meeting Reconvenes

Chair Minnifield reconvened the open session at 11:50 a.m. and reported the Board discussed a business proposal during executive session.

III. Adjournment

The meeting adjourned at 11:55 a.m.

RECOMMENDATION TO BOARD OF TRUSTEES

September 13, 2012 (Personnel Committee)
September 13, 2012 (Board of Trustees)

The President recommends:

that the following personnel recommendations be approved by the Board of Trustees.

ADMINISTRATION

Amy Shoemaker, J.D.; promotion from Assistant University Counsel to Associate University Counsel, September 15, 2012. The appointment as Associate University Counsel is at the pleasure of the Board of Trustees.

Patricia W. Stewart, Ed.D.; change of appointment from Acting Associate Vice President to Associate Vice President for Health Sciences Campus Development, September 13, 2012. The appointment as Associate Vice President is at the pleasure of the Board of Trustees.

COLLEGE OF BUSINESS

Rohan A. Christie-David, Ph.D., Professor of Finance and PNC Professor of Finance and Banking; change of additional appointment from Acting Associate Dean to Associate Dean for Research and Masters Programs, September 13, 2012. The appointment as Associate Dean is at the pleasure of the Board of Trustees.

COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT

Melissa Evans-Andris, Ph.D.; change of appointments from Interim Professor (Term) to Professor with tenure and from Acting Associate Dean to Associate Dean of Research, September 13, 2012. The appointment as Associate Dean is at the pleasure of the Board of Trustees.

BRANDEIS SCHOOL OF LAW

Timothy S. Hall, J.D., Professor of Law; change of additional appointment as Acting Associate Dean to Associate Dean of Academic Affairs, September 13, 2012. The appointment as Associate Dean is at the pleasure of the Board of Trustees.

Russ Weaver, J.D., Professor of Law; change of additional appointment as Acting Associate Dean to Associate Dean for Research, September 13, 2012. The appointment as Associate Dean is at the pleasure of the Board of Trustees.

SCHOOL OF MEDICINE

Andrea L. Behrman, Ph.D., University of Florida; Professor of Neurological Surgery, with tenure, October 1, 2012.

Richard E. Goldstein, M.D., Ph.D., Professor of Surgery (General), Professor of Pharmacology and Toxicology, and Kenneth F. Von Roenn M.D. Family Chair in Surgical Endocrinology; termination of additional appointment as Vice Dean for Clinical Affairs, October 1, 2012.

William Guido, Ph.D.; change of appointments from Professor of Anatomical Sciences and Neurobiology (Term) to Professor of Anatomical Sciences and Neurobiology, with tenure, and from Interim Chair to Chair of Anatomical Sciences and Neurobiology, October 1, 2012. The appointment as Chair is at the pleasure of the Board of Trustees.

Dena Ruth Howland, Ph.D.; change of appointment from Associate Professor of Neurological Surgery (Term) to Associate Professor of Neurological Surgery, with tenure, October 1, 2012.

Kenneth Lucas M.D., SUNY Health Sciences Center, Syracuse; Professor of Pediatrics, with tenure, and Dr. Salvatore and Kathy Bertolone Endowed Chair, September 17, 2012.

John A. Myers, Ph.D.; change of appointment from Associate Professor of Bioinformatics and Biostatistics, School of Public Health and Information Sciences, to Associate Professor of Pediatrics (Probationary), effective September 1, 2012, and award of tenure, July 1, 2013.

J. B. SPEED SCHOOL OF ENGINEERING

John S. Usher, Ph.D., Professor of Industrial Engineering; change of additional appointment from Acting Associate Dean to Associate Dean for Administration, Planning, and Faculty Affairs, September 13, 2012. The appointment as Associate Dean is at the pleasure of the Board of Trustees.

RECOMMENDATION TO UNIVERSITY OF LOUISVILLE BOARD OF TRUSTEES
REGARDING NOMINATION OF OFFICERS FOR 2012-13

Nominating Committee – August 30, 2012
Board of Trustees - September 13, 2012

RECOMMENDATION:

The Nominating Committee recommends the following officers for 2012-13:

CHAIR	Frank Minnifield
VICE CHAIR	Robert Curtis Hughes
TREASURER	Debbie Scoppechio
SECRETARY	William Selvidge
AT LARGE	Kevin Cosby
PAST CHAIR EX OFFICIO, NONVOTING	Vacant
CONSTITUENCY	Justin Brandt, Student Trustee
BOARD COUNSEL	Angela Koshewa
ASSISTANT SECRETARY	Kathleen Smith
ASSISTANT TREASURER	Michael Curtin

COMMITTEE ACTION:

Passed: _____

Did not Pass: _____

Other: _____

Assistant Secretary

BOARD ACTION:

Passed: _____

Did Not Pass: _____

Other: _____

Assistant Secretary

Final Report for Tactical Goals for the Office of the President for 2011-12						
No.	Goal	Baseline	Good (1/3) Performance	Better (2/3) Performance	Best (3/3) Performance	Progress Achieved
President						
	Increase revenue streams to protect the University from the impact of economic downturns and declining state support		Increase income from clinical; rental from the University of Louisville Foundation research and office park assets; investments in faculty-related commercial projects; and other revenue producing initiatives	Implement fully the agreements evolving from the merged relationship among CHI, JHSM, UH, and UofL; represent UofL on the CHI national board of directors	Pursue TIF strategy for Shelby Campus public infrastructure according to the new law; use approved procedures and process for HSC TIF capitalization to leverage funding for HSC buildings; pursue capitalization for Belknap Campus TIF	<p>Clinical income was budgeted at \$358,005,496 and expected to be reached or exceed as of 6/30/2012.</p> <p>The Office Park strategy expects approximately \$1M (gross) annually from Cardinal Station; 600 North at ShelbyHurst is projected to have positive income by the end of 2012 (over the decade, the projection is nearly \$18M gross for this one building). Moving forward with 500 and 700 North buildings to implement the building strategy. Strong interest for corporate headquarters for 500 North; discussions with another corporation for 700 North as a co-tenant.</p> <p>The Belknap Engineering and Applied Sciences Research Park will be launched by a road system funded by KYTC. The ULF will provide \$6.2M as a match for the KYTC \$24.8M to create a road fund of \$31M. The system provides access to the 39 acre research park with entrances and exits over the CSX and Norfolk Southern railroads. The connector project will join Third Street to I-65 and provide a backbone system through the park. Already there is interest from two potential tenants. Nucleus has an 8 story building going up on the Haymarket location, has selected NTS as its leasing agent for the additional space; projects leases for ½ of the building; and expects to have an opening by the end of 2012 or early 2013. The business park strategic task was completed in 2011-12 and provides the foundation for successive tasks for 2012-13.</p> <p>Foundation investment in faculty-related commercial projects has reached \$4.45M with current valuation at nearly \$6M, and several of the companies are looking to clinical trials in humans; ULF is expanding its direct investment strategy from life sciences to engineering and applied sciences;</p> <p>Merger discussions proceeded to the Governor where the decision not to merge was made. The preparations and discussions continued through 2011 to revise the merger to accommodate gubernatorial objections, but in the end, the merger was not approved by the Governor. This was not completed.</p> <p>TIF for the HSC has been activated as of December 2011 with projection to generate \$1.3M per year; preliminary discussions</p>

						<p>have begun to leverage TIF funds to raise capital for HSC capital plan.</p> <p>Belknap Campus TIF waiting final approval by KEDFA on June 28, 2012; capitalization of Belknap TIF to follow approval; to date nearly \$50M toward the \$200M threshold. Pursuing capitalization is goal in 2012-13.</p> <p>We have begun preliminary analysis on strategy to use for TIF for Shelby Campus development. Blighted area criteria will not apply. Deliberately waited, based upon counsel from the state, until the Belknap TIF approved by KEDFA.</p> <p>The goal was completed at the BETTER level. The merger goal was incomplete and beyond UofL’s control. The TIF goal was moved as far as possible within the state procedural processes. Substantial progress made.</p>
	Implement the Capital Campaign and recruit milestone/ capstone gifts from the friends of the University		Pursue campaign prospects to increase capital giving to 67% of campaign	Establish new giving recognition levels and induct major donors into those new programs.	Consider feasibility of increasing the goal and timeline for the campaign.	<p>Trustees increased goal to \$1B; Prospects were identified to reach new strategic goal of \$1B; current capital giving reached 73% before campaign goal was extended; new recognition levels of “million dollar” groups, e.g., Conn Society, etc., have been developed and presentation will be part of new university boulevard construction. This goal has been completed at the BEST level.</p>
	Statewide leadership initiatives		Work with the General Assembly to reinstitute programs to enhance research (e.g., Bucks) and philanthropic support of academic programs	Initiate discussions with the new president of the University of Kentucky to enhance effective collaboration in targeted research, clinical services, and public policy initiatives	Establish an MOU with the leadership of Ft. Knox to engage the U.S. Army in collaborative agreements with the University for clinical research, exercise physiology, expanded educational programming, etc.	<p>The Legislature did not approve funding for Bucks for Brains but could do so as general receipts increase for the state. The new \$31M multi-modal connector road project will provide the infrastructure for the Belknap Research Park. We had several meetings with Eli Capilouto to reach out for greater collaboration—response has been good—working with Capilouto on BEAM project; MOU signed with Ft. Knox in August to focus on collaboration in TBI/PTSD, energy sustainability, and educational initiatives—MOU signed with Kentucky National Guard (KYNG) in February 2012. White paper on TBI with Ft. Knox Ireland and KYNG in preparation. Ft. Knox has offered Speed Engineering \$25,000 for pilot “energy island” strategy for the post. Could be expanded if successful and applied to all military installations. Discussions with Congressman Rogers to keep informed about potential funding from Department of Defense. Ft. Knox MOU signed in January for 5 MS candidates per year in JAG corps, HR, management—discussions with KYNG for similar arrangement; first ever jobs-career fair for veterans hosted by UofL; 25 initiatives completed in first year. This goal achieved at the BEST level.</p>

Final Report on Tactical Goals for the Office of the President for 2011-12						
No.	Goal	Baseline	Good (1/3) Performance	Better (2/3) Performance	Best (3/3) Performance	Progress Achieved
Executive Vice President and University Provost						
	Improve Graduation Rates		Implement an undergraduate student-engagement transcript	Implement the “out-in-four” Flight Plan for academic programs (including an academic/career alignment element [requirement]) in four (4) undergraduate units	Plan the implementation of all recommendations in the Persistence to Graduation Report	<p>--Student Engagement Transcript (aka Student Involvement Record-SIR):</p> <p>The SIR project is being headed by VPSA staff. Throughout summer and fall 2011, work was done on development of the SIR IT processes in conjunction with the VPIT staff. In December 2011, testing of phase 1 occurred and feedback gathered. In spring 2012, development of the process has been tested. The University will be invited to submit information to be included in the SIR and a web site and awareness campaign will be developed. The SIR project will be open for student participation by fall 2012, as scheduled.</p> <p>--“Out-in-Four”:</p> <p>Entering undergraduates are now offered the election of a 4-year plan toward a major. Proposal for the academic/career alignment element is in hand; funding for this element may be sought through a student fee, to be proposed for 2012-13. All units are working on this project; four units or more should be completed in this academic year.</p> <p>--Persistence to Graduation:</p> <p>Persistence core team proposal was presented to the provost on 1/3/12. Sole source justification has been presented to Department of Purchasing to engage AACRAO Consulting to develop a comprehensive strategic enrollment management plan. Completed at BEST level.</p>
	Improve the graduate and undergraduate experience		Begin construction of the new Student Recreational Center	Develop four new undergraduate and/or graduate degree programs	Approve a strategic plan for International Affairs, including broad goals and measurable outcomes for achieving study abroad goals and recruitment of international students and scholars	<p>--Student Recreational Center:</p> <p>Construction on the Student Recreational Center has begun and on schedule for a Fall of 2013 completion.</p> <p>--Degree Programs:</p> <p>The interdisciplinary Ph.D.-Bioinformatics track was approved as were the Justice Administration PhD and Pan African Studies PhD in fall 2011 and presented to the Board in November 2011 and January 2012. The BA in Latin American Studies and the Master’s in Dentistry were approved by the faculty senate in June, 2012.</p> <p>The International Affairs Strategic Plan was presented to the provost on June 7, 2012. Completed at BEST level.</p>
	Implement new initiatives to make UofL a		Develop methodology for a faculty salary	Develop a performance-based evaluation system for	Implement new faculty and staff grievance procedures	<p><u>New Initiatives-GPTW:</u></p>

	<p>“great place to work”</p>		<p>equity study</p>	<p>staff</p>	<p><u>Faculty Salary Equity Study Design: Completed</u></p> <p>Staff from Institutional Research & Planning (IRP) have worked with the Faculty Equity Salary Study workgroup and have developed the methodology for the study. It will be tested in Fall, 2012 and the proposed methodology has been approved by the deans and faculty senate. It’s being reviewed by COSW and CODRE next week.</p> <p><u>Staff Evaluation System: Completed</u></p> <p>With the concurrence of the Human Resources Advisory Committee, the Staff Senate, and Vice Presidents & Deans, the Office of Human Resources developed a new performance evaluation form for staff employees in Fall 2011. Campus wide training ensued in Fall-Winter 2011-2012 with over 1200 supervisors and employees receiving training in the new performance evaluation tool.</p> <p>The new performance evaluation system was introduced to employees in annual performance evaluations for 2011 performance evaluations and form the basis for 2012 work plans.</p> <p><u>Faculty & Staff Grievance Procedures: Completed</u></p> <p>Faculty Grievance Policy:</p> <p>President Ramsey chose Melissa Laning and Neal Nixon to co-chair the committee. All or almost all tenured members have been chosen by the units (some will hold elections soon.) Most have also chosen a term faculty to run in a university-wide election later this fall semester. When all committee members are identified, staggered terms of office will be determined to ensure continuity of service. Neal and Melissa have held four training sessions to-date, two on each campus. They plan to hold one more this summer and to schedule more sessions early in the fall semester. Tony Belak, Enid Trucio-Haynes, and Tracy Eells will attend some of the upcoming training sessions. The chairs would also like to meet with Tony, Enid and Tracy to discuss implementation of the new grievance policy. They have created an orientation PowerPoint and begun a committee manual that will be available to all committee members through a SharePoint site we’re building. This site will also include other related documents. They plan to address the following additional issues soon: e.g., criteria for facilitators, grievances against persons no longer at the university. No faculty grievances have been filed under the new procedures.</p>
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						<p><u>Staff Disciplinary, Grievance & Appeal Policies:</u></p> <p>With the concurrence of the Human Resources Advisory Committee, the Staff Senate, and Vice Presidents and Deans, the Office of Human Resources completed a full revision of staff disciplinary, grievance, and appeal policies effective November 1, 2011.</p> <p>This package of performance management polices was designed to promote individual performance accountability for staff employees – providing supervisors and managers with appropriate tools to engage employees in constructive ways whose performance does not meet expectations, while preserving employees’ due process rights to seek redress for management decisions that appear arbitrary or capricious.</p> <ul style="list-style-type: none"> a) Flexible scheduling guidelines developed to facilitate work-family balance. b) Elder care workshop series implemented to provide information and referral sources for employees who have elder care responsibilities. c) Community-wide distribution and assessment of campus climate survey results, in collaboration with Faculty Senate, Staff Senate, CODRE, and COSW. d) Publication of 1st “Great Places / Great Strides” newsletter in March 2012, highlighting the value of University benefit programs as told by employees who have benefited from our many salary, benefit, health & wellness, and safety net programs. e) Increased participation in the Chronicle of Higher Education’s Great Colleges to Work For Survey from 38% t 43% -- with survey results to be available in August 2012. <p>Completed at BEST level.</p>
	Support strategic university-wide initiatives		Advancement: Develop plans and funding sources for Center for Creative Studies	Finance/Budget: Develop models for university-wide budget “rebasin” process (year one of a three-year process)	Diversity: Develop and begin implementation of initiatives to meet the University’s Diversity Plan 2011-2015 to align with the new state-wide diversity plan	<p>--Center for Creative Studies:</p> <p>An internal group consisting of the Provost and representatives from Business Affairs, Planning Design & Construction, and Advancement have worked up a plan for fundraising and construction of the center. The university has contracted with an external project director who has been involved in all phases of the planning. The Provost and Advancement representatives have made two out of town trips to visit with prospective donors and have consulted with and continue to entertain the local champions of this project. The Frederick Hart Foundation agreed to fund the hiring of an architect to work up preliminary drawings and numbers for actual costs for the Center for Creative Studies. An architectural firm has been hired. JRA Architects, a local firm, will take the lead on the project in conjunction with Gund Architects in Boston. The architectural team presented a preliminary</p>

					<p>design concept to both the internal and external stakeholders on April 10. After receiving feedback, they have refined the desired components of the building and are now working on the next iteration of the building's design. In addition, the university has contracted with an external consultant who will be working on a vision for the university and the community in the arts, humanities and music. The Center for Creative Studies is one piece of that vision.</p> <p>Budget Rebasings: Given the budget cuts, which were not anticipated this year, this was not done. We did move forward with further implementation of "tuition" sharing model for new programs, adding several graduate programs in A&S. We also implemented differential tuition in the School of Nursing. We have done considerable reading/research on alternative models, including zero based budgeting, which is the one that makes the most sense for us, but have not moved forward with implementation</p> <p>--Diversity Plan:</p> <ul style="list-style-type: none"> • Michael Anthony and Brian Buford are working with the unit diversity committees to ensure that all units have diversity plans with goals that are aligned with the University's Diversity Plan goals. • An assessment tool has been developed with quantitative measures to assess the progress units are making in reaching their goals. The assessment will take place in May of 2013. • The deans and vice presidents have been made aware of how reaching unit diversity goals impact the University's Diversity Plan goals. • Because the Hispanic/Latino population is one of the underserved groups targeted in the university diversity plan, the following initiatives support the recruitment and retention of Hispanic/Latino students, faculty and staff: <ul style="list-style-type: none"> • The Office of Admissions has made special efforts to recruit Hispanic/Latino students, and held a special reception for students admitted for Fall 2012 and their families • The Vice Provost for Diversity and International Affairs has established a Hispanic/Latino Faculty and Staff Association, and this organization will assist with the recruitment and retention of students, faculty and staff • The University has partnered with Bluegrass Community Technical College on the Lumina
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						<p>Foundation grant to support the expansion of efforts to facilitate Latino student success through college enrollment and degree attainment.</p> <p>Completed at BETTER level.</p>
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Final Tactical Goals for the Office of the President for 2011-12

No.	Goal	Baseline	Good (1/3) Performance	Better (2/3) Performance	Best (3/3) Performance	Progress Achieved
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Executive Vice President for Health Affairs

3	Ensure Implementation of KSN Merger		Participate and effectively engage in KSN Oversight and Transaction Process Leader meetings.	<p>Establish affiliation with Baptist East in the area of Women’s Health.</p> <p>Craft transportation policy for indigent women treated at Baptist East.</p> <p>Impanel and launch KSN Academic Medical Center Committee.</p>	<p>Establish RFP process for Academic Medical Center Committee and deliver \$200 million investment plan to KSN Board of Directors.</p> <p>Ensure closure of KSN merger transaction.</p>	<p>Proposed goals accomplished at BETTER Performance. Gubernatorial decision (circumstance beyond our control) to halt the merger rendered below work effort moot and led to return of \$11 M to UMC and placed this academic funding source at risk going forward.</p> <p>Kentucky Statewide Network (KSN) Academic Health Center Committee (AHCC) appointed and Request for Business Proposals (RFBP) process finalized and initiated.</p> <p>Successfully negotiated encumbrance of \$200 M investment at the time of merger close and allowance for a strategic planning process to proceed with a drop dead date of June 30, 2012 to refine \$200 million investment metrics and establish milestones.</p> <p>Successfully negotiated creation of a committee consisting of the KSN CEO, CHI COO, EVPHA, and EVPHA designate to review and endorse business plans and present to the KSN BOD for final approval.</p> <p>Successfully negotiated floor of \$96 M in ongoing annual support from KSN to UofL Academic Health Center (AHC).</p> <p>Successfully negotiated floor of 94 K sf academic space donated by KSN to UofL AHC in perpetuity.</p> <p>Successfully negotiated reconciliation of \$11 M annual payment from UMC to UofL AHC such that payments previously a year in arrears will be current as of calendar year end 2011.</p> <p>Successfully negotiated transfer of \$15 M to fund indigent patient care services that will no longer be performed at UMC per contractual agreements to UofL Foundation as philanthropy</p>
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<p>Separate Key Administrative Functions of the Office of the EVPHA and Dean, School of Medicine, and Create Brand Recognition of UofL Academic Health Center.</p>		<p>Evaluate all administrative roles and responsibilities related to the Office of the EVPHA and Office of the Dean, School of Medicine, respectively.</p>	<p>Create strategic management plan to separate administrative roles and responsibilities related to Office of the EVPHA and Office of the Dean, School of Medicine, respectively, to better serve the entire UofL Academic Health Center.</p>	<p>Rebrand Academic Medical Center, currently University Medical Center and medical school centric, to an Academic Health Center and hire Chief Financial Officer and other personnel to serve broader interests of the UofL Academic Health Center.</p> <p>Tie these activities into KSN merger activities in relation to consolidation of downtown teaching hospitals.</p>	<p>Worked closely with consultants to complete evaluation process.</p> <p>Restructuring plan finalized and ready for dissemination.</p> <p>Chief Financial Officer recruited and hired.</p> <p>Executive Assistant to the EVPHA position restructured and reclassified.</p> <p>Chief of Staff to EVPHA position created and hired 5/1/2012.</p> <p>Louisville Academic Health Center (LAHC) brand gaining significant traction, differentiated from the former proposed consolidation of University Medical Center, James Graham Brown Cancer Center, Jewish Hospital, and Frazier Rehab Institute under the umbrella of the Louisville Academic Medical Center as the hospital components of the LAHC.</p> <p>Accomplished at BEST level</p>
<p>Strategically Invest in UofL AHC Academic Programs</p>		<p>Maintain current levels of subsidies to UofL AHC decanal units and institutes/centers.</p>	<p>Provide funding to recruit and retain selected key faculty in all four UofL AHC schools.</p>	<p>Review, analyze and if necessary modify and/or enhance hiring plans in all AHC decanal units and deploy resources to implement in order to achieve long term academic growth.</p> <p>Analyze, modify and implement financial investment plan to normalize School of Nursing faculty salaries to preclude predatory recruitment of faculty to peer institutions (e.g. UK).</p> <p>Analyze, modify and implement financial investment plan to academically enhance the School of Public Health and Information Sciences Department of Biostatistics and create synergies with the KSN HIT investment and implementation plan.</p>	<p>Hiring plans in all LAHC decanal units reviewed, approved, and appropriately resourced.</p> <p>Recruitment and hire of finalist for Chair of Biostatistics approved and resourced.</p> <p>Biostatistics cluster hire being considered.</p> <p>Until January KSN AHCC evaluating \$22 M proposal to fund Biostatistics, Clinical Trials, and Informatics infrastructure.</p> <p>Accomplished at Best Performance Level.</p>

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<p>Strategically Invest in the UofL Clinical Enterprise to Enhance Clinical Revenue Generation</p>			<p>Maintain current levels of investment in UPA/ULP infrastructure to foster economies of scale, revenue growth, and consolidation of clinical practice plans into a single enterprise.</p>	<p>Evaluate clinical service line activity at all ULP practice sites, particularly in relation to post KSN merger close states.</p> <p>Monitor and provide guidance regarding the ULP-Humana negotiations.</p>	<p>Act as conduit for information regarding UPA/ULP to UofL Senior Leadership Team, coordinate strategic planning, execution of same, and messaging and communication strategies across the UofL/UPA/ULP platform.</p> <p>Engage in and provide oversight and guidance in relation to technical aspects of the not-for-profit [501(c)3] incorporation process of ULP (e.g. 1023 filing), and then provide input and guidance in operationalizing the consolidation process (e.g. valuation of assets and liabilities, sequencing the wind down and ramp up of various clinical practices, implementation of new benefits programs, IT EHR, billing, and referral systems).</p> <p>Evaluate current AHC compliance program in collaboration with UofL Audits and Compliance and ULP and, if necessary, restructure to assure adherence to best practices.</p> <p>Strategically invest in the ULP HIT platform (infrastructure, training, achieve meaningful use) to ensure capture of ARRA HITECH funding to enhance clinical</p>	<p>Unanticipated loss of state safety net funds via Passport to UPA now replaced by UPL/IGT funds via Passport to UPA. Metrics to deploy the latter funds under development.</p> <p>Accomplished at BEST Performance Level. ULP consolidation on track and appropriately resourced (\$4 M).</p> <p>Consultants engaged in conjunction with UofL central compliance office. Work effort has commenced and will continue throughout the first quarter of 2012.</p> <p>ULP plan pending, but until January largely superseded by KSN AHCC request to fund Informatics/Clinical Trials Infrastructure (\$22 M).</p>
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				<p>revenue generation, coupled with long term goal of enhanced support for clinical trial activity.</p> <p>Strategically invest in the ULP Primary Care platform, ideally in collaboration with KSN, to enhance primary care referrals to clinical practice plans incorporated into ULP. This presupposes that the Departments of Family Medicine and Medicine will roll enter into ULP early on.</p> <p>Enhance access to Cardinal Care providers by UofL faculty and staff.</p>	<p>ULP plan pending, but until January largely superseded by KSN AHCC request to fund Primary Care/Geriatrics/Expanded Access/Nursing/Women’s Health (\$34 M).</p> <p>Discussions with UofL and ULP HR will continue in 2012, also linked to KSN AHCC evaluation of request to fund Primary Care/Geriatrics/Expanded Access/Nursing/Women’s Health (\$34 M).</p>
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Final Report on Tactical Goals for the Office of the President for 2011-12						
No.	Goal	Baseline	Good (1/3) Performance	Better (2/3) Performance	Best (3/3) Performance	Progress
Executive Vice President for Research and Innovation						
	Integrate research and innovation goals with other UofL Strategic Plan 2020 goals		Perform a comprehensive review and rewriting of the research strategic plan, along with an update of the UofL Research Handbook. Integrate the efforts of the research enterprise with Educational Excellence; Community Engagement; Diversity, Opportunity and Social Justice and Creative and Responsible Stewardship with specific tactics and metrics for analysis.	Support development of interdisciplinary research and new Interdisciplinary Ph.D. tracks in key areas of opportunity for research development (e.g., bioinformatics, neurosciences.)	Perform comprehensive analysis of programs and outcomes in hiring and retention of research intensive faculty since 1997. Identify changes, gaps and needs, then develop strategy for another surge.	<p>ACHIEVED (1/1/2012)</p> <ul style="list-style-type: none"> Strategic Plan 2020 has been examined and <u>research & innovation</u> interactions in all categories have been reduced to tactical level in draft form. Plan has been devised to carry initial draft to campus research community for input / discussion and development of further tactics and metrics EVPRI office is working with EVPHA to develop opportunities in informatics in conjunction with clinical research Initial analysis of hiring and success (as measured by funding and other success measures) of research intensive faculty since 1997. Review has been accomplished, with VPUA, concerning use of philanthropy for hiring research intensive faculty. Analysis accomplished for retention of research intensive faculty. Promotion of renewed CPE and General Assembly support of "Bucks for Brains" faculty hiring. <p>ANTICIPATED (by 6/30/2012)</p> <ul style="list-style-type: none"> Strategic Plan 2020 has been examined and <u>research & innovation</u> interactions in all categories have been reduced to tactical level. Will carry initial draft to campus research community for input / discussion and development of further tactics and metrics – develop campus buy-in. Research Policy Handbook will be revised. EVPRI office working with Dean of SIGS to provide support for Ph.D. programs in Informatics and Neurosciences <p>Goal Completed at BEST level as of 6/30/2012</p>

	<p>Develop research support and infrastructure</p>		<p>Develop, within the EVPRI office, increased service culture, tools, personnel and processes to enable and facilitate research, from inception to completion.</p>	<p>Develop and implement a comprehensive Federal Strategy for attraction of federal research funding. Maximize effectiveness of current contacts and cultivate new contacts with executive branch agencies.</p>	<p>Develop and support research excellence in traditional disciplines with a special emphasis on synergistic interactions of opportunity. These include fostering interdisciplinary research (e.g. centers and institutes), regional research foci (e.g. long term care) and new partnerships and opportunities (e.g. health care merger.)</p>	<p>ACHIEVED (1/1/2012)</p> <ul style="list-style-type: none"> • All steps for research and selection of appropriate software (iMedris) with extensive plans for funding and implementation have been achieved. • Consultants evaluated for analysis and subsequent coaching for increased service culture and processes to enable and facilitate research. • Plan is being devised to carry initial draft to campus research community for input / discussion and development of further tactics and metrics for future efforts. • EVPRI office working with EVPHA to develop opportunities in informatics in conjunction with clinical research. • Strategy in place to engage UofL faculty with connections to Federal agencies to attract funding and develop future strategic planning. • A new research facilitator in the College of A&S is being recruited to increase funded research efforts in areas of arts, humanities and social sciences. • Memoranda of Understanding and integration with research teams in the areas of long term care are being developed. <p>ANTICIPATED (by 6/30/2012)</p> <ul style="list-style-type: none"> • Implementation of appropriate software (iMedris) will begin with a 12-18 month plan inplace, working with VPIT. • Consultants to be retained for analysis and coaching for increased service culture and processes to enable and facilitate research. • Opportunities for use of research capacity in Centers and Institutes to be developed. • EVPRI office working with EVPHA to develop opportunities for research-clinical interactions related to hospital merger. <p>Goal achieved as of 6/30/2012 at BEST level</p>
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	<p>Lead initiatives in translation and innovation derived from UofL research</p>		<p>Hire an Associate VP for Commercialization charged with (1) final analysis of the Barker report and current practice, (2) analysis of benchmark institutions, best practices and national data base of university technology transfer and (3) appropriate changes in operational structure and function.</p>	<p>Identify gaps in the research-development-commercialization continuum. Develop and implement programs to bridge these gaps. Develop strategic plan for translation and commercialization that is congruent with UofL Strategic Plan 2020.</p>	<p>Assist faculty in establishment of research-development-translation partnerships with the private sector and with state and local economic development initiatives.</p> <p>ACHIEVED (1/1/2012)</p> <ul style="list-style-type: none"> • In conjunction with local commercialization consultants, an expert has been retained for examination of innovation strategies for integration of UofL research and innovation delivery. • Strategic Plan 2020 has been examined and <u>research & innovation</u> interactions in all categories have been reduced to tactical level • Plan is being devised to carry initial draft to campus research community for input / discussion and development of further tactics and metrics • Integration with public and private sector partners for innovation and commercialization is underway. These include: <ul style="list-style-type: none"> o Innovate LTC o Battelle Laboratories o Wright-Patterson AFB o General Electric o Raytheon <p>ANTICIPATED (6/30/2012)</p> <ul style="list-style-type: none"> • Development of public and private sector partners for innovation and commercialization is underway to support core and service center activities. • Develop comprehensive plan for research-innovation continuum. <p>Goal completed as of 6/30/2012 at BEST level.</p>
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Goal Summary

<u>Goal</u>	<u>Initiatives Completed</u>	<u>Not Completed</u>	<u>Circumstances Beyond Control</u>
#1 Goal:	4 out of 4 @ Best		
#2 Goal:	2 out of 3 @ Better	1 Not Achieved (to be discussed)	
#3 Goal:	2 out of 2 @ Best		
#4 Goal:	1 out of 2 @ Better		1 Not applicable because CPE changed criteria
#5 Goal:	1 out of 3 @ Good	1 Not Achieved (to be discussed)	1 Not applicable because the year measured is FY13
#6 Goal:	2 out of 3 @ Better		1 Not applicable because Governor vetoed merger
#7 Goal:	3 out of 3 @ Best		
#8 Goal:	3 out of 3 @ Best		
#9 Goal:	3 out of 3 @ Best		
#10 Goal:	3 out of 3 @ Best		
#11 Goal:	3 out of 3 @ Best		
#12 Goal:	2 out of 3 @ Better	1 Not Achieved	
#13 Goal:	3 out of 3 @ Better		1 Not applicable because Governor vetoed merger
#14 Goal:	3 out of 3 @ Best		
#15 Goal:	3 out of 3 @ Best		
#16 Goal:	3 out of 3 @ Best		
#17 Goal:	3 out of 3 @ Best		
#18 Goal:	3 out of 3 @ Best		
#19 Goal:	3 out of 3 @ Best		

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Total:

19 Goals	49 out of 56 completed	19 achieved	3 Not Achieved	4 Not applicable; circumstances beyond control
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RECOMMENDATION TO THE BOARD OF TRUSTEES

Board of Trustees - September 13, 2012

RECOMMENDATION:

The President recommends that the Board of Trustees approve the Annual Goals for the Office of the President for 2012-13.

Board Action:

Passed: _____

Did Not Pass: _____

Other: _____

Assistant Secretary



Office of the President: The 2020 Plan: Making it Happen

Mission Statement: The University of Louisville shall be a premier, nationally-recognized metropolitan research university with a commitment to the liberal arts and sciences and to the intellectual, cultural, and economic development of our diverse communities and citizens.

Three levels of performance measures are defined as Good: "Increase over previous year"; Better: "Increase over previous year and meet annual university goal" and Best: "Increase over previous year and exceed annual university goal".

Overarching Institutional Goals for the 2020 Plan									
Goal No.	Description of Goal Proposal	1998 Actual	2020 Plan Baseline (2008)	2010 Actual	2011 Actual	2012 Goals	2012 Actual	2013 Goals (to be reviewed)	2020 Goals
	Educational Excellence								
1.1	Increase number of baccalaureate degrees awarded annually	1,734	2,298	2,550 (Best)	2,618 (Best)	2,656	2,702 (Best)	2,712	3,197
1.2	Increase the baccalaureate graduation rate	30.1%	45.7%	48.4% (Best)	48.6% (Best)	50.2%	50.8% (Best)	51.7%	60.5%
1.3	Increase doctorate degrees awarded annually	76	151	162 (Best)	163 (Good)	170	188 (Best)	175	272
1.5	Enhance national recognition	NA	NA	Better ¹	Best ¹	Progress	Good ¹	Progress	Progress
	Research, Scholarship, and Creative Activity								
2.1a	Increase total grant and contract expenditures ⁴	\$39.1M	\$148.9M	\$189.1M ⁶	\$197.4M ^{7,8} (Best)	\$203.8M	\$196.4M ²	\$157.6M	\$310.3M
2.2	National Cancer Center (NCI) Cancer Center designation	Progress	Not Achieved	Best ¹	Good ¹	Progress	Best ¹	Progress	Achieved
2.3	Increase national faculty recognition/awards	NA	NA	Good ¹	Good ¹	Progress	Best ¹	Progress	Achieved
	Community Engagement								
3.1	Increase collaborative partnerships with the community	NA	NA	Best ¹	Best ¹	Progress	Best ¹	Progress	Achieved
3.2	Increase economic development/entrepreneurial activities	Progress	Progress	Better ¹	Good ¹	Progress	Better ^{1,2}	Progress	Achieved
	Diversity, Opportunity, and Social Justice								
4.1	Achieve Kentucky Plan Goals	5 for 8	7 for 8	8 for 8 (Best)	8 for 8 (Best)	8 for 8	7 for 8 (Better)	8 for 8	8 for 8 ³
4.2	Achieve annual goals specified in the University Diversity Plan	NA	85%	91% (Best)	100% (Best)	92.5%	Units reworking plans to align with CPE statewide diversity plan ³	93.0%	95% ³
	Creative and Responsible Stewardship								
5.1b	Annual philanthropy (development dollars) received	\$42.5M	\$85M	\$126.1M ⁵ (Best)	\$140.7M (Best)	\$150M	\$145.3M ²	\$150M	\$150M
5.1c	Percentage of alumni giving to annual fund	NA ⁵	11%	11.5% (Did not achieve)	13.6% (Best)	14%	14.1% ² (Best)	15%	20%
5.6	Increase Institutional survey average score on The Chronicle's annual 'Great Colleges to Work For' survey	NA	68%	62% (Did not achieve)	Re-survey Spring 2012	64%	67% (Best)	Re-Survey 2014	75%

¹ Progress for overarching goal will be measured based upon the progress of the subgoals (i.e. progress on X of 4 subgoals). Please refer to data definitions/guidelines dated (9.5.12) for more information.

² Preliminary data

³ Goal under review for realignment with CPE statewide diversity plan

⁴ Total grant and contract expenditures as reported to the NSF/SRS Survey of R&D expenditures at universities and colleges (includes institutional support)

⁵ 1998 'percentage of alumni giving' uses a different methodology/data definition and is not comparable to data reported under the 2020 plan.

⁶ Data revised and reconciled between EVPR and Controller's Office

⁷ Includes federal stimulus funding (ARRA)

⁸ Data revised per final NSF report submission (originally reported at \$195.5M)

TACTICAL GOALS FOR OFFICE OF PRESIDENT FOR 2012-2013
The 2020 Plan: Making it Happen

Tactical Goals for the Office of the President for 2012-13						
No.	Goal	Baseline	Good (1/3)	Better (2/3)	Best (3/3)	Progress Achieved
			Performance	Performance	Performance	
President						
	Develop the ShelbyHurst property to produce positive revenue from the project for University use		Prepare a strategic plan for university use of rental income from Building #1 at ShelbyHurst while appropriately paying down the debt associated with the development	Implement plans for Building 2, 700 North @ ShelbyHurst and recruit tenants to stabilize the facility (80% occupancy); Groundbreaking for facility by 12/31/2012 and plan for ribbon cutting by 6/30/2013	Develop strategic plan for Building3, 500 North @ ShelbyHurst; and recruit tenants for facility. Groundbreaking by 6/30/2013	
	Recruit milestone/capstone gifts from the friends of the University		Pursue campaign prospects to increase capital giving to 81.5% of campaign total	Plan for final phase of capital campaign in 2014	Develop and begin to implement with Associate VP for Alumni Relations a plan that reflects Alumni Association of University of 21 st Century	
	Complete TIF Revenue Strategy for office,		Implement TIF Reimbursement plan for Nucleus Haymarket TIF	Achieve 2/3 of the capital construction threshold for Belknap Engineering and	Pursue TIF strategy for ShelbyHurst, according to new law, to provide a TIF Revenue foundation	

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	business, and research parks		and leverage funding for HSC to fund much needed capital projects; and implement ribbon cutting by 6/30/2013	Applied Sciences Research Park TIF; and have groundbreaking for initial building by 6/30/2013	for the Academic Core at Shelby Campus; have the TIF preliminary approval of strategic plan by 12/31/2012; approval of initial TIF by 6/30/2013	
	Stabilize the University's position in its athletic conference		Work with Athletic Director Jurich to recruit the new commissioner for the Big East Conference	Work with the Big East commissioner to increase football and basketball television revenue for members of the conference	Evaluate all options for the University going forward and work with athletic leadership to achieve what is the best option for the 22 sports in Cardinal Athletics	

Tactical Goals for the Office of the President for 2012-13						
No.	Goal	Baseline	Good (1/3) Performance	Better (2/3) Performance	Best (3/3) Performance	Progress Achieved
Executive Vice President and University Provost						
	Improve graduation rate		Seek approval for Interdisciplinary Studies Degree for Adult learners: plan for and recruit advising staff	Refine Office of Military and Veterans Services Charge and programming for military and returning veterans students	Implement full degree audit for transfer students	
	Improve graduate education and mentoring		Assess program productivity rate and graduation rates of graduate students	Expand Career planning for graduate students	Create a “mentor center” web page, and expand peer mentoring programs	
	Great places to work		Address diversity issues through a year long series of discussions around the African American Male; violence in our community; and develop a series of action steps our university community can take to	Research and develop proposal and funding source for a living wage program for classified staff, linked to appropriate economic indicators for the Louisville Metro Area	Develop a year long orientation for new faculty; survey new faculty to determine mentoring needs and revise mentoring web page	

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			participate in solutions			
	In preparation for goal re-evaluation in 2013-14, think about “a university for the 21st century”		Create university-wide community of study groups	Develop reading list of books and articles on threats and opportunities for higher ed	Develop a set of recommendations for change initiatives	

Tactical Goals for the Office of the President for 2012-13						
No.	Goal	Baseline	Good (1/3) Performance	Better (2/3) Performance	Best (3/3) Performance	Progress Achieved
Executive Vice President for Health Affairs						
	Ensure Implementation of UofL – UMC Joint Venture or Joint Operating Agreement with Health System Partner		Conduct competitive negotiations with potential Health System Partners via RFP process.	Finalize selection of Health System Partner.	Consummate Transaction with Health System Partner selected through RFP process and initiate implementation of all aspects of definitive agreement.	
	Separate Key Administrative Functions of the Office of the EVPHA and Dean, School of Medicine		Finalize evaluation of all administrative roles and responsibilities related to the Office of the EVPHA and Office of the Dean, School of Medicine, respectively.	Finalize strategic management plan to separate administrative roles and responsibilities related to Office of the EVPHA and Office of the Dean, School of Medicine, respectively, to better serve the entire UofL HSC.	Implement strategic administrative reorganization plan within the Office of Dean, School of Medicine.	
	Strategically Invest in UofL HSC Academic Programs		Maintain current level of UofL HSC subsidies to decanal units, institutes, and centers	Provide funding to recruit and retain selected key chairs and faculty in all four UofL HSC schools.	Recruit, fund, and hire dean of SPHIS and dean of SOM. Review, analyze and if necessary modify and/or enhance hiring plans in all HSC decanal units.	

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<p>Strategically Invest in UofL Clinical Enterprise to Enhance Clinical Revenue Generation</p>	<p>Maintain current levels of investment in ULP infrastructure to foster economies of scale, revenue growth, and consolidation of clinical practice plans into a single enterprise.</p> <p>Conduct needs assessment with Fort Knox/Ireland and Kentucky Army/Air National Guard.</p> <p>Create working group to craft vision for Geriatrics – Gerontology Institute.</p>	<p>Evaluate clinical service line activity at all ULP practice sites, particularly in relation to selection of a health system partner.</p> <p>Create internal working group to determine how best to fulfill needs.</p> <p>Assess current research and clinical programs and conduct gap analysis.</p>	<p>Act as the conduit for information regarding UPA/ULP to UofL Senior Leadership Team, coordinate strategic planning, execution of same, and messaging and communication strategies across the UofL/ULP/UMC platform.</p> <p>Provide input and guidance in operationalizing the consolidation process (IT EHR, billing, and referral tracking systems).</p> <p>Transition HSC Compliance to ULP.</p> <p>Strategically invest in the ULP primary Care platform.</p> <p>Establish contract(s) for services.</p> <p>Craft proposal and request philanthropic support.</p>	
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Tactical Goals for the Office of the President for 2012-13						
No.	Goal	Baseline	Good (1/3) Performance	Better (2/3) Performance	Best (3/3) Performance	Progress
Executive Vice President for Research and Innovation						
	Integrate research and innovation goals with other UofL Strategic Plan 2020 goal		Complete development and implementation of new research strategic plan, accompanied by enabling business plan and timeline. Complete evaluation of progress from 2008 to prepare to affirm or reset goals for 2014-2020.	Strengthen integration of research and innovation initiatives with university academic programs: (1) Undergraduate, (2) Graduate (3) Professional (4) Interdisciplinary (5) Post-graduate training.	Promote cultural, organizational and administrative changes in the EVPRI office to strengthen research and scholarship across all disciplines and professions. Work with EVPHA to strengthen HSC research programs and support.	

BOT open 9-13-12 - Agenda

	<p>Develop research funding, personnel and infrastructural support</p>		<p>Lead efforts to expand and strengthen research support from more and different federal, other public and private agencies. Work with VPUA to use research and innovation success to support philanthropy. Strengthen internal programs that provide early stage support for research funding</p>	<p>Lead efforts to promote hiring, retention and development programs for new investigators and technical support staff in research. Advocate for state and philanthropic support for endowed research positions and related support.</p>	<p>Develop new strategies for strengthening capability of and access to university infrastructure (e.g. Centers, core laboratory facilities) that provide research support across program lines.</p>	
	<p>Lead initiatives in translation and innovation derived from UofL research</p>		<p>Hire and enable efforts of a new position - Associate VP for Commercialization charged with (1) coordination of technology and commercialization efforts and (2) changes in operational structure and function to support these</p>	<p>Identify gaps or weaknesses in the research-development-commercialization continuum. Develop and implement programs to strengthen weak areas. Work with the Provost and Deans to support opportunities for faculty participation in these.</p>	<p>Develop new programs and relationships with public and private sector partners for innovation and commercialization. Promote effective and rapid licensing of university ideas and technology. Promote creation and development of university related businesses and research parks.</p>	