



UNIVERSITY OF
LOUISVILLE®

It's Happening Here.

DRAFT

HB 1 – Become a Premier Metropolitan Research University

What does this mean?

- » Be known for the excellence of our programs
- » Lead the community in education, driving improvements in quality of life and economic well-being
- » Be a leader in the transformative and translational power of discovery – knowledge changes things
- » Be recognized as a top 20 US public metropolitan research university
- » Become an AAU member institution

Five Key Areas

- » Educational Excellence
- » Research, Scholarship, and Creative Activity
- » Community Engagement/Citizen University
- » Cultural Diversity, Justice and Opportunity
- » Creative and Responsible Stewardship

Driving goals:

- » Provide a talented workforce and develop caring, responsible, civically-minded and professionally-prepared future leaders for our community
- » Increase graduation rates – Kentucky must double the numbers of its citizens with college degrees

Enroll the best and brightest

- » Increase the degree-seeking FTE freshman from 2,542 to 3,085 by attracting the best students in KY to UofL
- » Increase the percentage of entering FTE transfers by 2.75% per year to 1,207 by 2020
- » Expand high school initiatives, such as AP courses, dual credit, Saturday Academy (programs that improve readiness)
- » Invest in new admissions counselors (5)
- » Develop innovative new scholarship programs and expand successful initiatives such as Cardinal Covenant
- » Increase need-based financial aid from \$2.79M to \$5.47M in 2014 to \$6M in 2020

Increase Retention and Graduation

- » Increase the graduation rate from 44% to 53% by 2014 and to 60% by 2020
- » Increase the number of BA degrees awarded from 2,328 to 3,074 by 2020

- » Emphasize engaged learning by improving scores on the National Survey of Student Engagement (baseline 0 for 4; 2 for 4 by 2014; 4 for 4 by 2020)
- » Involve all undergraduates in a research, community, or applied project (Ideas to Action, Jones Scholars, Critical thinking Institute, internships and co-ops)
- » Improve job placement and/or placement in graduate/professional school from 75% to 85%

- » Increase the number of doctoral degrees awarded from 135 to 350 and develop 23 new doctoral programs
- » Increase the number of professional degrees in medicine, dentistry and law by 10% or to capacity of facilities to improve the health and well-being of Kentucky's population
- » Increase the quality and quantity of the graduates in the health sciences to improve the health care of the population

Develop new degree programs, especially in interdisciplinary areas, maximizing opportunities for joint degrees in areas such as:

- » Atmospheric Sciences
- » MS and PhD in Bioengineering
- » Cultural Anthropology
- » Neurosciences
- » Bioethics
- » Bioinformatics
- » Biostatistics
- » Medicine/Humanities
- » Geography and Geosciences
- » MD/MPH
- » Justice Administration
- » Pan African Studies
- » LLM and part-time program in law
- » Executive MBA
- » BSW in social work and BS/MPH in public health
- » Doctorate of Professional Practice in Education
- » Masters in Studio Arts (Museum Plaza)
- » Music, Performing Arts and Culture
- » Doctorate of Nursing Practice

- » Create a skilled workforce in response to community needs
 - Implement STEM initiatives – Newly created programs with a multidisciplinary (arts and sciences, education, engineering) focus leading to increased graduates with science, technology and mathematics majors
 - increase the numbers of students majoring in engineering; and
 - increase the cohort of science teachers for K-12

Strengthen International Emphasis

- » Revamp International Center
- » Encourage Study Abroad and World Scholar options for students in most major programs with \$1M in travel support
- » Develop “area” studies in the College of Arts and Sciences that emphasis language, culture, and international study in areas such as Chinese, Arabic, Latin American, Brazilian, etc and develop new masters programs in Cultural Anthropology, Theatre of the Diaspora.
- » Develop or strengthen programs in Judaic, Christian, Middle Eastern and Islamic studies

Support required:

- » Improve student-faculty ratio from 22:1 to 15:1
- » Add 373 new faculty, including 60 who will bring significant funding and 30 scholars who will help create national prominence and 283 scholar/teachers who will enhance our academic and clinical programs
- » Increase funding to the Center for Teaching and Learning to support development of engaged pedagogy
- » Expand career counseling, placement, and advising services for all students

Driving Goals:

- » Increase funded research
- » Increase translational research in response to community needs and to fuel economic development
- » Increase research, scholarship and creative activity in areas that garner national recognition
- » Expand clinical operations to better serve the Kentucky population

- » Increase total grants and contracts from \$171.2M to \$256M in 2014 to \$400M in 2020
- » Increase total peer-reviewed federal grants and contracts from \$65.2M to \$100M in 2014 to \$193.5M in 2020—most of which should be grants from NIH or NSF
- » Increase non-federal research grants and contracts from \$34M to \$51M in 2014 to \$76.5M in 2020
- » Increase non-research grants and contracts from \$70M to \$105M in 2014 to \$130M in 2020
- » Translate discovery into application through increases (25% in 2014; 50% in 2020) in license income, invention disclosures, license agreements and patent applications

- » To do this, we'll need 60 more funded researchers by 2014 and 180 more by 2020

- » These will need to be people who make significant contributions, as measured by number of faculty recognized by prestigious academies, such as the National Academy of Sciences or the National Academy of Arts and Sciences

Critical Areas of Activity for funded research—almost all of these involve integrated efforts of multiple schools and colleges, both within the Health Sciences and Belknap Campuses, and between them

- » Cancer/Oncology
(James Graham Brown Cancer Center)
- » Cardiovascular diseases (CII, regenerative cardiology, environmental cardiology, and assist devices)
- » Biodefense, microbiology and emerging infectious disease
- » Neurological Sciences and Movement Disorders (Parkinson's)
- » Neurosurgery (Spinal Cord injury) and neurosciences
- » Pediatrics and Birth Defects
- » Transplantation and tissue immunobiology
- » Biochemistry/Chemistry
- » Gastroenterology and liver diseases
- » Medical Bioinformatics and Computational Biology
- » Pharmacology (new drug development, plant created vaccines, and personalized medicine)
- » Psychological and Brain Sciences
- » Education
- » Engineering (and bioengineering)
- » Physics
- » Logistics

- » Increase number of nationally recognized programs from 30 to 45 in 2014 to 60 in 2020
- » Increase Office of Technology Transfer activities in consonance with the emphasis on Clinical Research and Translational Science to increase commercialization opportunities through Metacyte and NUcLeus
- » Spur economic development through the development of research parks at Shelby Campus and the Haymarket
- » Maintain successful compliance programs and the highest standards for ethical work
- » Achieve National Institutes of Health (NIH) Cancer Center Recognition
- » Achieve full accreditation from the Association for the Accreditation of Human Research Protection Programs
- » Maintain and expand ARL-ranked library resources to support the discovery enterprise

Driving Goal

- » Be acclaimed as a model metropolitan university, integrating academic excellence, research strength and civic engagement to transform Louisville and Kentucky

Create an improved neighborhood by

- » Increasing the percentage of FTE students living on campus from 19% (3,300 students) to 28% (4,800 students) in 2014
- » Joining in innovative partnerships to develop the area through growth in business and housing for single students, married students, faculty and staff
- » Creating a lively campus community that encourages co-curricular activity and campus involvement
- » Commissioning a Belknap Master Plan
- » Expanding health services for Belknap students, faculty and staff
- » Improving rank in the Sports Academy Directors' Cup – Top 30 by 2014; Top 25 by 2020

Expand our boundaries Downtown

- » Increase student housing and student life activities for our HSC students
- » Build according to the HSC master plan
- » Expand Clinical Enterprise to better serve the community
- » Move key programs to downtown areas (Business graduate and executive programs, Fine Arts graduate and undergraduate studio programs, Legal Aid Clinic, Basketball to new Arena, new public health locations and expanded dental and nursing facilities)
- » Strengthen community engagement in visual and performing arts, literary arts, humanities, historic preservation, libraries and museums, especially those in the Louisville central area

Keep commitments to West Louisville

- » Implement and sustain the Signature Partnership program with focus on the elimination of or reduction of disparities in the educational, health, economic and social condition of community residents
- » Engage faculty, staff, and students from all schools and colleges in this work
- » Make significant progress on the 13 objectives of the program

Enact our state-wide mission in focused areas appropriate for a metropolitan university

- » City Solutions Center
- » HSC outreach through clinical and translational activities and select educational programs

- » Achieve indicators for Carnegie Classification for Community Engagement

Driving Goal:

- » Actively welcome all to a center of learning that embraces the diversity of ideas, cultures and people
- » Prepare students to live and work in a global society

- » Incorporate principles of cultural diversity, global awareness and social justice into appropriate portions of the educational curricula, research and scholarship program and programs in civic engagement
- » Increase the extracurricular learning opportunities to broaden the horizons of our students so that they understand and value people of many cultural backgrounds through community education programs, service learning and community internships
- » Encourage study abroad and exchange for students

- » Review and revise the University Diversity Plans from 2003, with revision to accommodate demographic changes and state diversity plans
- » Achieve Kentucky Plan goals
- » Participate in mission-centered social and economic justice programs
- » Continue participation in Green Cities Partnership
- » Expand our “green” and sustainable initiatives-- Improving our Sustainability Endowment Institute rating from a C+ to an A.
- » Promote recycling, energy conservation and other environmentally-responsible practices

Driving Goal: Implement the strategic agenda with creative use of the university's full capacity

- » Develop the university's greatest asset – its personnel
 - Provide opportunities for professional growth and mentoring
 - Recognize and reward excellent work and contributions to strategic goals

- » Develop and fund a capital renewal program to increase the amount of fully updated space according to HSC, Shelby, and Belknap master plans
- » Develop a definition of accountability and continually measure our work against that to be sure that we are using every resource for maximum efficiency. Some examples: Adopting the NASULGC voluntary system of accountability, lowering our space deficit from 674,000 sq.ft. to 0, fully utilizing our underperforming assets.

- » Increase our endowment from \$769.8M to \$1B in 2014 and to \$2B in 2020 through a major capital campaign
- » Implement a comprehensive master plan for effective external communication and interaction with alumni