University of Louisville
The 2020 Plan: Making it Happen
2008-2020 Strategic Goals and Areas of Emphasis

Data Guidelines/Definitions
As of: 11/19/13
NOTE: Revisions to metrics are noted with date/revision description

This document is a reference tool for reading or completing the University of Louisville's *'2008-2020 Strategic Plan'* or what is commonly referred to as the "Planning Scorecard." It provides an explanation of each indicator as well as the office responsible for collecting and providing the data. Data for each indicator are collected in one of the following time periods:

- Calendar Year - January 1st to December 31st of the year referenced
- Fiscal Year - July 1st of the previous year to June 30th of the year referenced
- Fall Semester – The Fall Semester of the year referenced
- Academic Year – Includes the summer and fall semesters of the previous year and the spring semester of the year referenced

Goal 1 - Educational Excellence: "The promise of a limitless future"

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.
1.1a Increase the number of first-time in college degree-seeking students by attracting the 'best' students to UofL
Revised 12/14/11 – language changed from first-time freshmen to first-time in college; baseline 2008, 2010 progress and 2011 progress also revised. The following changes were made to the data on the university scorecard:

Original Data	Revised Data
2008: 2,544	2008: 2,608
2010: 2,442	2010: 2,478
2011: 2,470	2011: 2,562

1.1b Increase the number of entering first-time transfers (including adult learners and US veterans) by targeted goal each year through 2020 (fall only)
Oversight: *Vice Provost for Undergraduate Affairs/Vice President for Student Affairs/REACH Center*
Source: *Office of Institutional Research & Planning*

1.1c Decrease student to faculty ratio **(fall semester)**
All full-time tenured and tenure-track faculty will be compared to total headcount (undergraduate, graduate, professional and post-doctoral students. Excludes: (DHU, house staff).
Revised 12/21/2011 to remove DHU from School of Dentistry counts.
Oversight: *Unit Deans/Vice Presidents*
Source: *Office of Institutional Research & Planning*

1.1d Increase institutional need-based financial aid for all eligible students and merit-based financial aid for transfer students **(academic year)**
University-funded awards for: (1) students with a demonstrated financial need as established by the annual submission of the FASFA; or (2) transfer students with 40 or more transferable hours and a 3.25 transferable GPA. Three components of the metric include: (a) Cardinal Covenant with a budgeted goal of $3.3M by 2014 and $4.4 by 2020 (pg. 33 of The 2020 Plan: Making It Happen; (b) Need-based grants with a 5% annual escalator; and (c) transfer scholarships with a 5% annual escalator.
Oversight: *Vice Provost for Undergraduate Affairs/Vice President for Student Affairs/Director of Financial Aid*
Source: *Office of Financial Aid/Office of Institutional Research & Planning*

1.1e Increase the number of staff to support student growth **(annual)**
The total number of staff as defined by the Integrated Postsecondary Education Data System (IPEDS) reporting categories will be included.
Oversight: *Unit Deans/Vice Presidents*
Source: *Office of Institutional Research & Planning*

1.1f Increase student satisfaction using NSSE criteria **(every three years)**
Higher composite scores than our comparison institutions on responses by first-time students and seniors on student evaluations of their entire educational experience and the likelihood they would choose UofL if they could start again. Specific criteria to be used include: 'How would you evaluate your entire educational experience at this institution?' and 'If you could start over again, would you go to the same institution you are now attending?'
Oversight: *Vice Provost for Undergraduate Affairs/Associate Provost for Academic Accountability, IR and Effectiveness*
Source: *Office of Institutional Research & Planning*

1.1g Increase the percentage of full-time students living in university-owned/university-affiliated housing **(academic year)**
Oversight: *Vice President for Student Affairs/Director of Student Housing*
Source: *Office of Student Housing*
Note: Metric under review

1.1h Improve critical thinking skills (achieve goals in Ideas to Action Plan) **(academic year)**
(h1) Increase percentage of students (derived from a randomly-selected sample of freshman and sophomore level courses used for the annual general education assessment) averaging at least a 3 (on a 1-4 point scale) on the dimensions outlined in the general education critical thinking rubric.
Revised 1/9/12 – language only revised from sophomore to students to include freshmen.
(h2) Increase percentage of seniors (derived from a random sample) scoring at or above the 75th percentile (nationally on the CAAP critical thinking test.
Revised 1/9/12 – language only revised from graduating seniors to seniors.
(h3) Increase percentage of students participating in a community engagement offering who average at least a XX out of 4 on student impact scale.
Added 3/1/12
(h4) Increase the number of undergraduate programs (within each academic unit) that provide a CUE which uses a SLO assessment measure
Added 3/1/12
Oversight*: Deans of Undergraduate Units, Vice Provost of Undergraduate Affairs and Exec Dir I2A Initiative*
Source: *Undergraduate Affairs/Delphi Center*
Note: Metrics under review

1.1i Implement STEM initiatives leading to more graduates with science, technology, engineering and mathematics and an increased cohort of science/math teachers for K-12 **(academic year)**
(i1) Increase number of degrees in science, technology, and mathematics
(i2) Increase number of degrees in engineering
(i3) Increase number of degrees in science/math teacher preparation
Programs
(i4) Increase number of degrees in health professions
Metric added 4/27/11 – new CPE reporting requirement.
Revised 10/23/13 – Definition revised fall 2012 for i1, i2, and i3 to reflect CPE reporting structure. STEM degrees in all levels (undergraduate, graduate, and professional) will now be included in totals effective with 2012 progress going forward.
Oversight: *STEM Project /College of Arts & Sciences/College of Business/JB Speed School of Engineering/School of Nursing/School of Dentistry/School of Medicine/School of Public Health and Information Sciences*
Source: *Institutional Research & Planning*

1.1j Enhance student academic enrichment (Student 2020 Plan)
Measured as progress on the Student 2020 Plan as defined by the initiatives identified under Academic Enrichment.
Oversight: *Vice President for Student Affairs/Dean of Students*
Source: *Vice President for Student Affairs/Dean of Students*

1.1k Enhance student services (Student 2020 Plan)
Measured as progress on the Student 2020 Plan as defined by the initiatives identified under Student Services.
Oversight: *Vice President for Student Affairs/Dean of Students*
Source: *Vice President for Student Affairs/Dean of Students*

1.2 Increase the six-year graduation rate of baccalaureate degree seeking students **(fall semester)**
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).
Revised 4/27/11 – language revised to match CPE language (no changes needed to data).
Revised 5/31/12 – Goals for 2012, 2013 and 2014 revised to align with CPE reporting years.
Oversight: *Vice Provost for Undergraduate Affairs/Vice President for Student Affairs/REACH Center*
Source: *Office of Institutional Research & Planning*

1.2a Continued high academic performance by student athletes **(academic year)**
(a1) Achieve an institutional average GPA of 3.0 among all university student athletes participating in the 23 Big East Conference sports (including football)[1]
(a2) Achieve a 6-year graduation rate ≥ 65% for all university student athletes participating in the 23 Sports[1]
(a3) Achieve or exceed the annual median of the average APR rate of other Big East Conference schools.[2]

Oversight: *Vice President for Athletics*
[1]***Source 1.2a1 and 1.2a2:*** *Athletics/Institutional Research & Planning/NCAA*
[2]***Source 1.2a3:*** *NCAA*

1.3 Increase doctorate degrees awarded annually **(academic year)**
Includes all doctoral degrees (includes AuD) conferred during the academic year but excludes MD, DDS, JD degrees.
Oversight: *Dean of the School of Interdisciplinary & Graduate Studies (SIGS)/Unit Deans*
Source: *Office of Institutional Research & Planning*

1.4 Improve job placement and enrollment in graduate/professional programs for alumni **(academic year)**
Job placement and enrollment in graduate/professional programs are defined as post graduation activities of recent undergraduates (12 to 36 months since graduation).
Oversight: *Vice President for Student Affairs/Director Career Services/ Associate Provost for Academic Accountability, IR and Effectiveness*
Source: *Career Services/Office of Institutional Effectiveness*

1.5 Enhance national recognition
Any program that is recognized or award received through a national agency or organization. 'National recognition' is defined as being distinguished as a lead in a particular academic area of field substantiated by respected external publications (e.g. U.S. News and World Report), or by classification/funding by a national agency or organization (e.g. Carnegie Foundation, National Institutes of Health, National Science Foundation, etc.) All programs/awards designation as 'nationally recognized' will require the approval of the Provost.
Oversight: *Unit Deans and Vice Presidents with final approval of University Provost*
Source: *University Provost or designee*

1.5a Achieve a top 15% award ranking among institutions with Fulbright scholar awards **(academic year)**
Revised 7/3/13 – language only revised.
Oversight: *University Provost (or designee)*
Source: *Institutional Research & Planning*
(a) Fulbright Program for US Programs: https://us.fulbrightonline.org
(b) The Chronicle on Higher Education "Top Producers of U.S. Fulbright Students"

1.5b Phi Beta Kappa Chapter **(coordinated by the College of Arts & Sciences)**
Oversight: Dean of the College of Arts & Sciences
Source: College of Arts & Sciences

1.5c Association of American Universities (AAU) Membership

Achieve institutional membership by demonstrating university's commitment in promoting strong programs in academic research and scholarship within undergraduate, graduate, and professional education. Membership is by invitation only after review of the university, its mission, characteristics and trajectory. Membership criteria is available at:
http://www.aau.edu/about/membership_criteria.aspx?id=1110
Oversight: *University Provost*
Source: *Provost Office*

1.5d Association of Research Libraries (ARL) Membership

Maintain institutional membership with the Association of Research Libraries (ARL).
Oversight: *Dean of Libraries*
Source: *University Libraries*

1.6 Enhance student engagement (Student 2020 Plan)

Measured as progress on the Student 2020 Plan as defined by the initiatives identified under Student Engagement.
Oversight: *Vice President for Student Affairs/Dean of Students*
Source: *Vice President for Student Affairs/Dean of Students*

Goal 2 - Research, Scholarship and Creative Activity: "The passion to break new ground"

2.1 Increase total grants and contracts **(fiscal year)**

Total grants and contracts (includes 2.1a-b) shown as the dollar amount for the fiscal year as assigned to the principal investigator's academic unit, excluding financial aid. The National Science Foundation (NSF) collect data annually from hundreds of academic institutions on expenditures for research and development in science and engineering fields and classifies them by source of funds (e.g. federal government, state and local government, industry, etc.). These data are the primary source of information on academic research and development (R&D) expenditures in the United States. Included in this survey are all activities specifically organized to produce research outcomes that are separately budgeted and accounted for. This "organized research" may be funded by an external agency or organization ("sponsored research") or by a separately budgeted organizational unit within the institution ("university research"). This report excludes activities sponsored by external agencies that involve instruction, training (except training in research techniques, which is considered organized research), and health service, community service or extension service projects. Source: *The Top American Research Universities 2008 Annual Report, Source Notes for Total Research Expenditures/Federal Research Expenditures, page 212.*

2.1a Increase total grant and contract **expenditures**

Total peer-reviewed grant and contract expenditures as reported to the NSF/SRS Survey of R&D Expenditures at Universities and Colleges.

Footnotes added to 2010 progress and 2011 progress data to explain revision to data.

2.1b Increase federal research grant and contract **expenditures**

Total peer-reviewed federal grant and contract expenditures as reported to the NSF/SRS Survey of R&D Expenditures at Universities and Colleges. This amount is a subset of 2.1a.

2.1c Increase total grant and contract **awards**

Total research and non-research grant and contract awards shown as the dollar amount for the fiscal year.
Oversight: *Executive Vice President for Research/Unit Deans*
Source: *Executive Vice President for Research*

2.2 National Cancer Institute (NCI) Cancer Center designation
Achieve NCI cancer center designation for the James Graham Brown Cancer Center.
2.2a Increase the number of NCI Federal grants **(fiscal year)**
Oversight: *Executive Vice President for Health Sciences/Director Brown Cancer Center*
Source: *Executive Vice President for Health Sciences/Director Brown Cancer Center/Executive Vice President for Research*
NOTE: Effective for 2011 progress and retroactively applied to 2010 progress -- all NCI federal grants will be included. 2010 actuals have been adjusted accordingly. The following changes were made to the university scorecard:

Original Data	Revised Data
2010: 25	**2010: 38**

2.3 Increase national faculty recognition/awards
2.3a Increase number of faculty peer-reviewed publications (articles in high impact journals, university presses, academic publishing houses, or other outlets for peer-reviewed scholarship) **(calendar year)**
Scholarly publications included in this measure need to be from peer-reviewed publications within a researcher's academic discipline and approved by the submitting academic unit dean and/or chair. Specific acknowledgement of top-tier will be determined by the Provost or her designee.
Oversight: *Executive Vice President for Research/Unit Deans/Department Chairs*
Source: *Academic Units*

2.3b Increase the number of faculty creative activities in premier venues **(academic year)**
Creative activity must achieve recognition by professional peers as documented by awards, reviews, citation patterns and other discipline-specific measures of impact and quality. Unit Deans and Department Chairs will submit all faculty creative activities. Specific acknowledgement of premier venue will be determined by the Provost or her designee. Only creative activities from the School of Music and select departments of the College of Arts and Sciences will be included.
Oversight: *Unit Deans/Department Chairs*
Source: *School of Music & College of Arts & Science*

Goal 3 – Community Engagement: "The insight to champion community"

3.1 Increase collaborative partnerships with the community
3.1a Increase university presence (number of activities) throughout Kentucky (e.g. City Solutions Institute, HSC outreach) **(academic year)**
Increase the total number of university related activities throughout Kentucky having an impact in the areas of education, health, economic development, and social and human services.
Oversight: *Office of Community Engagement*
Source: *Academic Units*

3.1b Achieve goals of Signature Partnership Initiative (demonstrated progress on 13 programmatic goals) **(fiscal year)**
Demonstrate progress by assessing the outcomes of each program established under the Signature Partnership Initiative rubric which consists of 13 overarching goals. Goals outlined at:
http://louisville.edu/communityengagement/signature-partnership
Oversight: *Office of Community Engagement*
Source: *Office of Community Engagement*

3.1c Retain Carnegie Classification for Community Engagement designation
Achieve the designation of Community Engagement Classification in the category of Curricular Engagement and Outreach and Partnerships by the Carnegie Foundation for the Advancement of Teaching.
Revised 12/22/11 – language revised 'Retain' added
Oversight: *Provost Office/Office of Community Engagement*
Source: *Office of Community Engagement*

3.1d Achieve overall sports ranking of #30 or higher in annual Director's Cup Rankings (Division 1) **(academic year)**
Oversight: *Vice President of Athletics*
Source: *Athletics*

3.2 Increase economic development/entrepreneurial activities

3.2a License income received **(fiscal year)**

Increase license issue fees, payments under options, annual minimums, running royalties, termination payments, the amount of equity received when cashed-in, and software and biological material end-user license fees equal to $1,000 or more. It does not include research funding, a valuation of equity not cashed-in, software and biological end-user license fees less than $1,000, or trademark licensing royalties from university insignia.

Oversight: *Executive Vice President for Research*
Source: Office of the Executive Vice President for Research

3.2b Invention disclosures received and processed **(fiscal year)**

Increase the number of invention disclosures made to the Office of Technology Transfer.

Oversight*: Executive Vice President for Research*
Source: *Office of the Executive Vice President for Research*

3.2c Licenses/options agreements **(fiscal year)**

Increase the total number of licenses and options executed in the time frame provided (does not include option clauses in research agreements until an actual invention has occurred which is subject to the option).

Note: Effective 2009, cumulative data will no longer be reported. All figures will represent annual fiscal year data.

Oversight: *Executive Vice President for Research*
Source: *Office of the Executive Vice President for Research*

3.2d Patent Awards **(fiscal year)**

Increase the total number of patent awards made through the Office of Technology Transfer.

Note: Effective 2009, cumulative data will no longer be reported. All figures will represent annual fiscal year data.

Oversight: *Executive Vice President for Research*
Source: *Office of the Executive Vice President for Research*

3.2e Business Start-ups (total) **(fiscal year) (cumulative)**

Increase the number of business start-ups and include any business which formed dependent on the option or license of a University-owned technology through the OTT. Also includes any business that began being housed and/or assisted, either physically or virtually, through the MetaCyte incubator (these may or may not be businesses that are based on university technologies) or through Nucleus.

Oversight: *Executive Vice President for Research/Unit Deans/UofL Foundation, Inc. (for MetaCyte)*
Source: *Office of the Executive Vice President for Research/UofL Foundation, Inc.*

Note: Metrics 3.2a-3 under review

Goal 4 – Diversity, Opportunity and Social Justice: "The courage to question convention"

4.1 Achieve Kentucky Diversity Plan Goals (KY EEO Plan) **(academic year/conducted annually by CPE)**

(Definition under review by CPE)

Revised 12/19/12 language revised to match CPE language (no changes needed to data).

Oversight: *Vice Provost for Diversity & Equal Opportunity/Unit Deans/Vice Presidents*
Source: *Office of Institutional Research & Planning*
Note: Metric under review

4.2 Achieve annual goals specified in the University Diversity Plan **(academic year)**
Document annual progress towards goals of University's Diversity Plan
Oversight: *President/Provost/Vice Provost for Diversity & Equal Opportunity*
Source: *Academic and Administrative Units*
Note: Metric under review

4.2a Increase faculty teaching, studying, and conducting research outside the United States **(federal financial aid award year of fall, spring, summer)**
Any scholarship, teaching, research or service conducted by faculty and approved by their department or unit head, conducted outside the United States. Note: Multiple trips by the same faculty member will be counted once when reporting this metric.
2011 actual performance data exceeded 2020 goals. Goals for 2013-2020 recalibrated. Goal for 2012 will be "Maintain" on university and unit scorecards.
5/16/12
Oversight: *Vice Provost for Diversity & Equal Opportunity/Unit Deans/International Affairs*
Source: *International Affairs*

4.2b Increase students studying and conducting research outside the United States **(federal financial aid award year of fall, spring, summer)**
Any scholarship or service with a specified academic experience and faculty-led or faculty and approved by department for travel outside the United States. Course work (i.e. ML 500 or Independent Study) and study abroad opportunities (i.e. week-long, month-long, semester-long) with a specified learning outcome should be included. Note: Multiple trips by the same student should be counted only once when reporting this metric.
2011 actual performance data exceeded 2011-2014 goals. Goals for 2013 and 2014 have been recalibrated. Goal for 2012 will be "Maintain" on university and unit scorecards.
5/16/12
Oversight: *Vice Provost for Diversity & Equal Opportunity/Unit Deans/International Affairs*
Source: *International Affairs*

4.2c Achieve compliance for female athletic participation based on the OCR Title IX standards (at least one prong must be met in compliance) **(academic year)**
Revised 1/9/11 – language revised from 'Meet all three prongs of the goals' to 'Achieve compliance'; Baseline 2008, 2010 progress and 2011 progress revised to 'Achieved'. The following changes were made to the university scorecard:

Original Data	Revised Data
2008: 2 of 3	**2008: Achieved**
2010: 2 of 3	**2010: Achieved**

Oversight: *Vice President for Athletics*
Source: *Athletics*

Goal 5 – Creative and Responsible Stewardship: "The will to achieve greatness"

5.1 Increase endowment **(fiscal year)**
Total market value of endowment
5.1a Annual philanthropy (development dollars) received towards endowment
Total philanthropic fundraising dollars received targeted to support endowment only.
5.1b Annual philanthropy (development dollars) received, includes 5.1(a)
Total philanthropic fundraising dollars received including, but not limited to, dollars targeted to support endowment.
Revised 7/7/10 – language revised from 'Total' to 'Annual' to more accurately reflect the data that are reported by University Advancement (no changes to data needed).
5.1c Percentage alumni giving annually to the university
Metric added 6/7/10 (after being added to the Office of the President's Goals – OOP)
Oversight: *Vice President for University Advancement/Unit Deans*
Source: *Controller's Office/University Advancement*

5.2 Increase standing in the sustainability Tracking Assessment and Rating System (STARS)
Revised 12/22/11 – language revised from 'Participate in' to 'Increase standing in' (no changed to data needed).

5.2a Education and Research (ER) (official assessment report submitted every three years)

Increase the total number of points assigned to applicable credits within the areas of co-curricular, curriculum, faculty and staff development and training, and research as outlined in the Sustainability Tracking Assessment & Rating System (STARS) for Colleges and Universities, Association for the Advancement of Sustainability in Higher Education (ASSHE). Applicable credits to be determined by the Sustainability Council.

5.2b Operations (OP) (official assessment report submitted every three years)

Increase the total number of points assigned to applicable credits within the areas of building, dining services, energy and climate, materials, recycling and waste management, purchasing and transportation. Research as outlined in the Sustainability Tracking Assessment & Rating System (STARS) for Colleges and Universities, Association for the Advancement of Sustainability in Higher Education (ASSHE). Applicable credits to be determined by the Vice President for Business Affairs/ Sustainability Council.

5.2c Administration and Finance (AF) (official assessment report submitted every three years)

Increase the total number of points assigned to applicable credits within the areas of investment, planning, sustainability infrastructure, community relations and partnerships, diversity, access and affordability, human resourced and trademark licensing as outlined in the Sustainability Tracking Assessment & Rating System (STARS) for Colleges and Universities, Association for the Advancement of Sustainability in Higher Education (ASSHE). Applicable credits to be determined by the Sustainability Council.

Oversight: *Sustainability Council*

Source: *Sustainability Council/Association for the Advancement of Sustainability in Higher Education (ASSHE)*
http://www.aashe.org/documents/stars/STARS_0.5.pdf.

5.3 Increase amount of fully-updated space **(fiscal year)**

5.3a Percentage of replacement value of facilities budgeted for capital renewal

To be calculated by dividing the amount spent on capital renewal by the replacement value of facilities over a specified period.

5.3b Increase space (assignable square feet) to reduce identified space deficit

To be calculated by determining the new assignable gross square feet added to entire campus over a specified period.

5.3c Increase energy efficiency – reduce energy used per gross square foot

To be calculated by dividing the university's total energy usage by the gross square feet of space (measured in kilowatt, BTU or gal. of water).

Oversight: *(5.4 a and b) Leadership Team (5.4 c) Vice President for Business Affairs*

Source: *Vice President for Business Affairs*

5.4 Spur Economic Development by Implementing (Campus Master Plan for Belknap/Shelby and NUCLEUS Strategic Plan)

5.4a Belknap Campus Master Plan

Develop the Belknap campus in accordance with the master plan.

5.4b Shelby Campus Master Plan

Develop the Shelby campus in accordance with the master plan.

5.4c Life Sciences Innovation and Commercialization

(c1) Health Science Campus Master Plan

Develop the campus in accordance with the master plan.

(c2) Haymarket TIF

Achieve signature threshold and targeted completion goals.

Oversight: *Vice President for Business Affairs/President's Office*

Source: *Vice President for Business Affairs/K. Smith (President's Office)*

5.5 Increase clinical operations

Revised 1/5/12--

A major shift of funding coming in to the University versus the medical practice groups took place July 1, 2011. Payments from Passport Health Plan previously made to the medical school practice groups began being paid to the University. This decreased the amount on line 5.5a and increased the amount on 5.5b. Some adjustment was also made for two medical school departments that will move their practices from the university to University of Louisville Physicians over the next year which increased line 5.5a and decreased 5.5b.

5.5a Increase Medical School Fund, Inc. (private practice plan)

Increase total dollars received by the Medical School Fund, Inc. which provides financial support to the School of Medicine in order to benefit the school's academic endeavors.

2014 Goal revised to $101M/2020 Goal Revised to $120M.

5/24/12

5.5b Increase clinical component of UofL Research Foundation (non-private practice)

Increase the total dollars received by the UofL Research Foundation (ULRF) for clinical use.

2014 Goal revised to $151M/2020 Goal Revised to $160M.

5/24/12

Oversight: *Executive Vice President for Health Sciences*

Source: *Executive Vice President for Health Sciences*

5.6 Increase institutional survey average score on the Chronicle's annual "Great Colleges to Work For' survey **(annual)**

Increase the survey average score which is derived from the 15 dimensions designed specifically to assess workplace quality at institutions of higher education. These dimensions were determined by a series of factor analyses and include the following: (1) job satisfaction/support; (2) teaching environment; (3) career development, research & scholarship; (4) compensation & benefits; (5) facilities & security; (6) policies, resources & efficiency; (7) participation in college governance; (8) connection to institution & pride; (9) supervisor/department chair relationship; (10) confidence in senior leadership (11) faculty, administration & staff relations; (12) internal communication; (13) collaboration; (14) fairness; and (15) respect & appreciation.

Oversight: *Vice President of Human Resources, COSW and CODRE*

Source: *Institutional Research & Planning*

5.6a Increase salary for faculty as compared to benchmark medians **(frequency of analysis, TBA)**

Measure is defined by the average salaries by academic rank by academic unit as compared to average median salary of benchmark institutions.

Oversight*: President/Provost/Academic Units*

Source: *Office of Institutional Research & Planning (Oklahoma Faculty Salary Survey)*

5.6b Increase salary for staff as compared to benchmark medians **(frequency of analysis, TBA)**

Measure is defined by the dollar difference between university's salary average and market.

Oversight*: President/Provost*

Source: *Human Resources*

5.7 Continued self-assessment of NCAA compliance **(academic year/annual)**

Promote a culture of compliance with university, Big East Conference and NCAA regulations through rules education and effective monitoring systems, and with no major infractions.

Oversight: *Vice President for Athletics*

Source: *Athletics*

5.8 Improve college affordability (Student 2020 Plan)

Measured as progress on the Student 2020 Plan as defined by the initiatives identified under College Affordability.

Oversight: *Vice President for Student Affairs/Dean of Students*

Source: *Vice President for Student Affairs/Dean of Students*

5.9 Improve student facilities (Student 2020 Plan)

Measured as progress on the Student 2020 Plan as defined by the initiatives identified under Student Facilities.

Oversight: *Vice President for Student Affairs/Dean of Students*

Source: *Vice President for Student Affairs/Dean of Students*