



Strategic Planning 2020
July 12, 2007

Final Recommendations
Strategic Planning Steering Committee



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In the summer of 2006, the University of Louisville Board of Trustees reiterated its earlier call to President James R. Ramsey to push forward with the Challenge for Excellence. University objectives with strong continued development as a metropolitan research university as had occurred over the prior decade. The Board recognized that while the University of Louisville’s goals remained similar, the world had changed.

In July 2006, President Ramsey charged a group of university leaders, led by Provost Shirley C. Willihnganz, to create a new strategic plan for the university. With approval and encouragement by the Board of Trustees and its ad hoc Strategic Planning subcommittee, Provost Willihnganz created a Strategic Planning Steering Committee. This Strategic Planning document was developed by the steering committee beginning in the Fall of 2007, and is submitted to the Provost on July 6, 2008.

Strategic Planning Steering Committee Roster

Name	Title
William Pierce	Co-Chair; Special Assistant to the Provost for Strategic Planning; Professor of Pharmacology, School of Medicine
Linda Shapiro	Co-Chair; Associate University Provost
Cathy Bays	Associate Professor, School of Nursing
Gina Bertocci	Associate Professor, Mechanical Engineering, Speed School of Engineering
Beth Boehm	Chair, Faculty Senate; Professor of English, A&S
Michael Cuyjet	Associate Dean of the Graduate School; Professor of Educational and Counseling Psychology
Christopher Doane	Dean, School of Music
Brent Fryrear	Vice Chair, Staff Senate; KY Pollution Prevention Specialist
Stephan Gohmann	Professor of Economics, College of Business
Dan Hall	Vice President for External Affairs
Edward Halperin	Dean, School of Medicine
Robin Harris	Professor Law Library; Past Chair Commission on the Status of Women
Fred Hendler	Professor of Medicine; Chair, Provost’s Planning & Budget Advisory Committee
Julie Hermann	Senior Women’s Administrator, Department of Athletics
Brian Hoffman	President of Student Government Association 2007-2008
Irving Joshua	Professor and Chair of Physiology & Biophysics, School of Medicine; Chair, Commission on Diversity and Racial Equality
Melissa Laning	Vice Chair, Faculty Senate; Associate Dean, Libraries
Theresa Mayfield	Associate Dean, School of Dentistry
Darrell Messer	President of Student Government Association 2006-2007
George Pack	Professor & Chair, Dept. of Chemistry, College of Arts & Sciences
Cathy Patus	Director, Student Disability Resource Center
Edna Ross	Professor of Psychology
Gilandra Russell	Ph.D. Candidate, Dept. Pharmacology, School of Medicine
Melissa Shuter	Assistant to the Vice President, Business Affairs; Former Chair, Staff Senate
Riann van Zyl	Professor, Kent School of Social Work
Pete Walton	Associate Dean, School of Public Health and Information Sciences
Scott Whittemore	Professor of Neurological Surgery, School of Medicine
Dan Mahony	Resource & Liaison; Assistant University Provost
Robert Goldstein	Resource & Liaison; Director of Planning, Institutional Research, and Data Administration
Keith Inman	Resource & Liaison; Vice President for University Advancement
John Drees	Resource & Liaison; Associate Vice President Communications and Marketing
Nancy Knadler	Administrative support
Mary Yates	Administrative support

Proposed Strategic Plan Development Timeline

Target Date	Action
April 30, 2007	Present preliminary plan to Office of the President – receive initial response
May 3, 2007	Present preliminary plan to Strategic Plan Steering Committee <ul style="list-style-type: none"> • refine recommendations • list specific actions for implementation
May 7, 2007	Meet with Leadership team for review
May 11, 2007	Receive feedback from Strategic Plan Steering Committee
May 15, 2007	Present preliminary plan to Executive Cabinet – request ideas for actions plan elements for strategic goals
May 29, 2007	Receive feedback from Executive Cabinet - Suggested additional University level strategies with estimates of resources, timelines and assessment tools
May 1, 2007 – August xx, 2007	Receive copies of reports from selected Initiative and Planning Groups as available
June 22, 2007 July 3, 2008	Strategic Planning Steering Committee: compile and prioritize recommended strategies
July 4, 2007	Independence Day - Strategic Planning Steering Committee declares mission accomplished
July 6, 2008	Present final SPSC Plan Recommendations to Provost
July 12, 2007	Present Plan recommendation to Board of Trustees
July 16, 2007	Present final draft of Plan to Executive Cabinet, Faculty Senate, Staff Senate, Student Government Association
July 20, 2007	Provost creates new Strategic Plan Implementation Team (drawing from Strategic Planning Steering Committee, Development, Communications & Marketing, Assessment, other administrative groups)
July xx - Aug, 2007	Elements of plan used for response to CPE Business Plan
July 30, 2007	Strategic Planning Implementation Team – revise plan following feedback from Executive Cabinet, Faculty Senate, Staff Senate, Student Government Association. Begin construction of Plan publication report.
August 1, 2007	Present Strategic Plan to Provost
August xx, 2007	When plan is accepted Strategic Planning Implementation Team creates Plan publication report.
August xx, 2007	Provost presents plan to Deans, VPs and solicits final writing of Unit Strategic Plans and alignment with University Plan
August 2, 2007	Invited Speaker Michael Crow
August-Sept, 2007	Assessment instruments (Scorecards) developed
September 12, 2007	President's State of the University address
September 20, 2007	Present Strategic Plan to Board of Trustees
September xx, 2007	Unit Strategic Plans presented to the Provost
Fall 2007	Selected elements of Strategic Plan implemented (budget-independent)
Fall 2007	Budget-dependent plan features incorporated into new University budget
Oct/Nov, 2007	Meet with Jefferson County delegation to the Kentucky General Assembly to present and discuss plans
2007-2008	Strategic Plan implemented and initiation of assessment review processes

UofL Strategic Planning 2020

The University of Louisville is an ambitious institution and a transforming agent that makes a difference in metropolitan Louisville and the Commonwealth of Kentucky

Every great metropolitan area has a great research university. There are many universities that achieve greatness by academic standards yet are not intimately involved in the life of the surrounding community and region. The University of Louisville is an ambitious institution aspiring always to excellence. It is also an institution that recognizes its key leadership role in transforming the lives of the people and institutions of metropolitan Louisville and the Commonwealth of Kentucky.

The Louisville/Jefferson County metropolitan area is Kentucky's only major urban area--a leader in commerce, transportation, health care, the arts, and the state's most diverse community. This community is responsible for a major role in the educational, social, health care, cultural and economic development programs of the state. It is well recognized that for Kentucky to succeed and meet its goals, the state's only major urban area must likewise thrive.

The Louisville/Jefferson County metropolitan area has undergone a powerful economic and social transformation over the past decade. While manufacturing jobs are and will always be important to our community, the jobs of yesterday are not the jobs of today, or of tomorrow. New economic clusters, development paradigms and global awareness and involvement must continue to develop for Louisville to grow and prosper.

The Louisville area has a wonderful system of higher education that includes a major research university, a powerful community and technical college, two strong private universities, a comprehensive regional university in neighboring Indiana, two theological seminaries, and a number of proprietary institutions. This system of higher education adds to the richness of the community by providing an educated citizenry and work force to drive the new knowledge-based economy. The old paradigm was the attraction of business and industry that was presumed to attract people and economic growth. Our community recognizes that a major paradigm shift has occurred in economic development and that growth results from the ability to attract and retain creative people.

The University of Louisville is vital for ensuring the long-term success of its community. A strong Kentucky will not exist without a strong Louisville and a strong Louisville will not exist without a strong higher education system led by the community's major research university. As Louisville develops so does Kentucky.

The University of Louisville's contributions to the community and state's public agenda are:

- engaging in scholarly activity that advances the stature of the university in the academic world.
- providing a well educated population and work force—individuals who think are engaged citizens and leaders, who can think critically, express themselves well, who are responsible citizens and leaders, as well as loyal alumni who provide for the specific work force needs of particular industries; e.g., logistics and distribution, health care, etc.
- providing the research and scholarly activity supporting cultural and economic development; the ability to take intellectual energy and invention from the “mind to the marketplace” for commercialization, by creating new businesses, and a vibrant research base that helps attract new talent and investment.
- promoting the overall quality of life of our community by ensuring the vibrancy of the social, artistic, and cultural base of the community.
- being the leader in values important to economic growth, developing and attracting talented, energetic people with a thorough understanding of our global community, embracing cultural diversity, promoting an entrepreneurial spirit and energizing the creativity of the region.
- continuing to serve as a source of pride, an energizing and a transforming force for the community through nationally recognized university accomplishments in education, cultural activities, research, service and athletics.

In fulfilling its mission, the University of Louisville will be a transforming agent; an institution of uncommon ambition whose reach exceeds its grasp, preserving the age old values of the academic world while leading its community into its third century.

UofL Strategic Planning 2020 – Mission Statement

“... 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.”

UofL Strategic Planning - 2020 Vision

Vision 2020 –Educational Excellence

The University of Louisville will be a university of first choice for students who wish to excel in the classroom and in life. Students will learn to be competent, mature, and critical thinkers; responsible, informed citizens; creative, involved and productive members of society. Our graduates will be prepared for responsible citizenship, for success in their chosen professions and for leadership roles within their communities.

Students will learn from a faculty dedicated to and rewarded for its excellence in teaching and scholarship; a faculty engaged in continuous development of effective and innovative pedagogy. The student body will be a mix of ages, races, cultures, and backgrounds committed to treating all people with dignity and respect. Students will learn to think as members of a global community.

The campuses will be served by an outstanding staff that is dedicated to a rich educational experience for our students. Students will be engaged in a vibrant campus life with a variety of activities – curricular, co-curricular, social and cultural with students engaged in the full range of university life. The curricular activities offered will be responsive to the needs of both traditional and non-traditional students.

Vision 2020 –Research, Scholarship and Creative Activity

UofL will be recognized among the nation’s foremost public metropolitan research universities with a faculty of distinction who have outstanding national and international reputations in areas of research and other scholarly activities. These scholars will serve as outstanding mentors for undergraduate, graduate and professional students as well as postdoctoral scholars. UofL will achieve and maintain excellence in selected disciplines and will develop novel niche and interdisciplinary research foci that will rapidly gain national prominence.

Interdisciplinary and collaborative research will draw on and support the scholarship of many disciplines, including the arts, humanities, social sciences and others without traditional access to extensive research funding. These disciplines will be recognized as critical components of

success in discovery research and civic engagement. UofL will have a national reputation for translational and applied research that both stimulates the educational experience and provides rapid delivery of the benefits of discovery and creativity to the public. Excellence in research will be translated to solutions for problems and to meet community needs.

Discoveries of UofL scholars will generate intellectual property, and UofL will assist such scholars in bringing ideas to the marketplace for the benefit of the public, the inventor and the university. The research enterprise of the university will be funded from financial rewards from these activities as well as from strong support from government and foundation granting agencies and creative development strategies will fund the research enterprise of the university.

Vision 2020 – Community Engagement – transforming the region

UofL will be known as a leading citizen of Louisville and Kentucky, transforming the region and adapting to the realities of its third century. UofL will be a national model for its engagement in the life of its metropolitan area, the Commonwealth, the nation and the world. Through strategic alliances and partnerships with public and private groups, UofL will share its expertise, interest and scholarship as an involved citizen. UofL and its Center for Urban Solutions, working with the Kentucky League of Cities will help transform cities, towns and suburban areas regionally and statewide, and will be a national model for meeting challenges and pursuing opportunities. Through its Signature Partnership UofL will transform areas of West Louisville, decreasing disparities in educational, economic, social and health care opportunities.

Faculty, staff and students will use these interactions to provide educational opportunities at UofL and as a vehicle for translational and applied research of university scholars. UofL will be a magnet for outstanding students and scholars whose discoveries and creativity will be translated into academic and educational

excellence, economic opportunity, improved quality of life and cultural enrichment.

UofL scholars and practitioners in the health care delivery and public health system will provide first class care to the people of Louisville and will serve as a magnet, attracting patients from the extended region seeking the very best in specialized health care. UofL innovations will be quickly transferred to practice, and will attract talented people to form new companies, employment, products and services.

Vision 2020 – Cultural diversity, social justice and opportunity

UofL will be known as a center of learning and scholarship that actively welcomes people. The university community will understand that we have much more in common with each other than we have differences, and that cultural diversity enriches the educational experience through the variety of life experiences brought by people different from one's self. UofL will embrace the diversity of its people, recognizing the varied backgrounds in this diverse community of scholars. UofL will be known for its diverse population, including international students and scholars, people with mobility and communication challenges, and people of all ages, genders, races, sexual orientations, and religions.

Students will understand the social and cultural differences among peoples and cultures and will learn to think on a global scale, realizing that one's lifelong frame of reference is but one of many. Diversity and social justice will be made manifest not only in university administrative practice and policy, but will be a part of the core enterprises of the university; teaching, research and service.

In matters of civic engagement, faculty staff and students will blend these enterprise goals with attention to just and equitable opportunities for all people in society, and sustainable and just social and economic development.

Vision 2020 – Creative and responsible stewardship of all resources

UofL will be an institution of uncommon ambition, dedicated to accomplishing its mission by wise use of its resources. The most important of these resources are its people: the students, alumni, staff, faculty, administrators and friends who make up the university community. UofL will grow by attracting outstanding talent to its region while developing the capabilities of its community members so that all achieve their highest potential.

The capabilities of this community will be used to create new ideas, and to devise and implement action plans for achievement of excellence in education, scholarship, civic service and engagement. The UofL community will also serve as a leader in providing opportunity and in persuading others to join, support and help the university achieve its goals. In all of its actions, UofL and its people will adhere to the highest ethical and professional standards of conduct.

In management of its physical resources, the university will be efficient and effective, responsive to the needs of those it serves and creative in achieving its mission-centered, strategic goals. The university and its people will operate using the principles of responsible self-governance, transparency in operation and accountability to those it serves.

Strategic Plan 2020

July 12, 2007

Strategic Theme 1. EDUCATIONAL EXCELLENCE

Provide a dynamic learning environment with outstanding teachers, learners and programs.

Provide academic programs that prepare students for 21st century life

- Emphasize critical thinking skills and the application of knowledge.
- Involve students in research projects and provide opportunities for students to interact with distinguished scholars.
- Use the Ideas to Action program to engage students in research and community projects.
- Include practical and professional experience opportunities in educational programs.
- Provide student opportunities for participation in translational and outreach programs.
- Instill a global outlook promoting an understanding of the differences in cultural, social and economic systems in our global community.
- Provide selected opportunities for international study.
- Develop new interdisciplinary programs.

Strengthen programs for continuous development of faculty teaching excellence

- Hire outstanding new tenure track faculty to meet strategic goals.
- Evaluate teaching and mentoring using rigorous peer review.
- Recognize and reward excellence in teaching and mentoring.
- Support excellence in faculty pedagogy, mentorship and program development.
- Mentor junior faculty and teaching assistants.
- Establish Distinguished University Teacher status.
- Establish Distinguished University Mentor status (for mentoring graduate students, postdoctoral fellows, residents or junior faculty).

Increase the sense of community and provide the best possible learning environment

- Develop classroom and research space, instructional technology and physical facilities to provide campuses that are safe, inviting, and functional and that inspire pride in the university community.
- Implement programs to assist under-represented minorities and first generation students to complete undergraduate, graduate, and first professional degrees.
- Develop a culture of inclusion and support for students using small groups of students/faculty/staff and learning community strategies.
- Increase the number of full time tenured and tenure-track faculty.
- Provide class sizes and discussion sections that promote interaction.
- Increase student exposure to distinguished university scholars, teachers and mentors .
- Develop a voluntary co-curricular program for enrichment of the educational experience and the teaching of life skills.
- Develop a voluntary co-curricular program that instills global, social, economic and cultural awareness.
- Develop a comprehensive Campus Life Plan, addressing housing, nutritional, social and cultural matters.
- Develop a culture of staff responsiveness and service, rewarding staff members who excel in service to students, staff and faculty.
- Develop an outstanding career center that assists students with personal and professional development and links students and alumni to regional employers.
- Provide childcare and after school care for children of the university community.

Enroll, educate and graduate students prepared for lives of responsible citizenship, professional success and community leadership to meet the needs of the Commonwealth

Promote early engagement strategies to develop future university students providing opportunity and making UofL a university of first choice.

- Provide excellent teachers for primary and secondary schools.
- Cultivate interest in undergraduate education at UofL using primary and secondary education outreach and summer programs.
- Develop excellent future graduate and professional students using co-curricular and summer programs.

Develop recruitment, enrollment and educational success plans for controlled growth and increased success of undergraduate, graduate and professional programs.

- Maintain high admissions standards, using past academic performance, aptitude test performance, other objective criteria and holistic admissions evaluation as primary admissions criteria.
- Use merit and need based scholarship opportunities along with active advising to recruit and enroll the best available students.
- Meet strategic goals using controlled growth in undergraduate, graduate and professional enrollment.
- Recognize and adapt to shifting regional demographics in recruiting.
- Facilitate student transfers from Kentucky schools, welcoming all Kentuckians to the metropolitan center of the state.
- Maximize opportunity of access to higher education and professional education, using the KCTCS system as a bridge.
- Recruit “stop-out” students for degree completion.
- Recruit globally as part of comprehensive international plan.

Increase the number of degrees awarded, enhance high quality programs and be creative in providing educational opportunity.

- Develop strong academic support services aimed at retention and student success.
- Implement programs to assist qualified under-represented minorities and first generation students to matriculate and progress in degree programs.
- Ensure accessible and effective academic advising, to provide a supportive student life experience.
- Establish Distinguished University Advisor status.
- Institute departmental financial incentives for increasing retention and degrees awarded while maintaining or increasing quality.
- Increased baccalaureate awards with a blend of targeted recruiting, retention and completion strategies.
- Increase emphasis on graduate education with increased numbers of programs, students and services to double the number of Ph.D. awards and to increase master’s level education emphasis in strategic areas where new resources.
- Use distance learning strategically, providing selected programs for demonstrated opportunity or demand.
- Use creative and innovative strategies in collaborating with other educational institutions to meet the educational needs of the community
- Increase professional degree awards in disciplines with available capacity and adequate applicant pool.
- Implement a STEM (science, technology, engineering and mathematics) initiative plan for increasing degrees in STEM disciplines and in teaching STEM areas in K-12
- Track student professional success after graduation.
- Develop professional practice masters and doctorate degree programs to meet community needs

Strategic Theme 2. RESEARCH & SCHOLARSHIP

Maintain an ambitious emphasis on excellence in research and scholarship and be recognized among the top twenty US public metropolitan research universities

Aggressively develop excellent programs of research and scholarship throughout the university.

- Hire outstanding new faculty and staff; maintain and further develop current faculty and staff.
- Develop sustainable procedures for funding startup packages, seed grants and sustainable procedures for “bridge funds” to retain programs.
- Increase research computing capacity to achieve strategic goals.
- Develop the infrastructure required for significant growth of the research enterprise.
- Develop a comprehensive research space plan, with funding for building, equipping, utilization and maintenance.
- Provide shared (core) facilities required by the research community.

Integrate scholarship, basic and translational research, applied research and technology transfer with academic goals, community needs and extramural opportunities.

Promote research and student training in scholarship, basic and translational research, applied research and technology transfer with academic goals, community needs and extramural opportunities.

- Evaluate and reward excellence in these research and scholarship programs.
- Promote faculty-student interactions
- Provide educational opportunities in the Ideas to Action plan using strong research and scholarship programs.
- Use success in these programs to drive community and economic development.
- Use recognition from these programs to drive public engagement and interest in UofL for recruiting and the capital campaign.

Focus investment of effort and resources on selected research areas, with ultimate national recognition of faculty and programs in these areas.

- Maintain clear criteria for areas of emphasis for research investment based on strategic goals for attainment of national recognition.
- Promote interdisciplinary and innovative “niche” research and scholarship to rapidly develop national recognition.
- Elevate performance in nationally recognized indicators of research excellence
- Double research funding to drive the research enterprise and provide strategic funding for Ph.D. education.
- Assess and reward excellence in research and scholarly activity using intramural and extramural peer reviewed measures.

Manage research centers and institutes to achieve strategic goals that are interdisciplinary or that cannot be accomplished by the core school/department structure.

Develop those disciplines with limited traditional access to extramural funding.

Clearly articulate and support a unified, effective regulatory and ethical compliance program.

Continue to build clinical excellence as a means of funding our educational and translational research mission

Strategic Theme 3. COMMUNITY ENGAGEMENT

Be acclaimed as a model metropolitan university, integrating academic excellence with civic engagement to transform Louisville and Kentucky

Achieve national recognition as an engaged metropolitan university

- Be designated as a Community Engagement institution by the Carnegie Foundation.
- Implement new Branding Initiative to include the vision of “metropolitan” as an attractive, vibrant place that inspires the other citizens of Louisville and the Commonwealth.

Use civic engagement and partnerships to:

- be the intellectual and leader of our metropolitan area.
- provide leadership and support for the arts.
- provide community links for educational opportunities for the Ideas to Action plan.
- provide job-related experience useful for future employment.
- ensure strong interactions with K-12 education.
- promote translational research, applied research, technology transfer and community based participatory research.
- promote mission centered diversity and social action initiatives, partnering with external agencies.
- provide excellence in health care delivery and public health

Contribute scholarly ideas and applied skills to provide educational and outreach programs and to address the problems and opportunities of cities, towns and suburbs

- Create a Center for Urban Solutions.
- Devise a transparent means for identifying and funding community partnerships.
- Recognize faculty, staff and student excellence in strategic outreach programs of Ideas to Action.
- Provide degree, track or certificate programs in Urban Solutions for local officials throughout the Commonwealth as target participants.
- Strengthen community engagement in visual and performing arts, literary arts, humanities, historic preservation, libraries and museums.
- Using existing and new medical center programs and the new Branding Strategy, attract people regionally to the UofL medical center for diagnosis and treatment.

Work with community partners to improve the quality of life for residents of west Louisville

- Implement and sustain the Louisville Signature Partnership Initiative focus on the elimination or reduction of disparities in the educational, health, economic and social condition of community residents.
- Facilitate and coordinate the efforts of community partners from government, school system, private sector, civic and community organizations to achieve program objectives.
- Engage faculty, staff and students from every academic unit in the work of the Signature Partnership Initiative.

Strategic Theme 4. DIVERSITY, OPPORTUNITY & SOCIAL JUSTICE

Actively welcome all to a center of learning that embraces the diversity of ideas, cultures and people.

Revitalize the University Diversity Plan of 2003

- Review, revise and implement the University Diversity Plan of 2003, with revision to accommodate demographic changes and state diversity plans.
- Include a program of periodic review, rewarding units and leaders for achieving the Plan goals.

Implement programs to assist minorities and women to become academic and university leaders.

- Recruit and hire underrepresented minorities and women for leadership positions.
- Implement programs that provide mentoring and internship opportunities for development of internal underrepresented minorities and women as leaders.

Promote principles of diversity and social justice in educational opportunities, civic engagement and international awareness.

Increase extracurricular learning opportunities to broaden the horizons of our students so that they understand and value people of many cultural backgrounds.

- Expand community education programs.
- Expand service learning and community internships.

Devise and implement a comprehensive international plan for global awareness and engagement.

- Expand the capabilities of the International Center.
- Provide opportunities for student study abroad.

Develop a campus environment that is welcoming to all people and in which diversity, social justice and provision of academic opportunity are intrinsic values.

- Incorporate principles of cultural diversity, global awareness and social justice into appropriate portions of educational curricula, research and scholarship programs and programs in civic engagement.
- Use special awards and recognition programs for recognizing innovative and successful efforts in these areas.
- Support the efforts of Centers and Institutes that further incorporation of cultural diversity, social justice and academic opportunity into education, scholarship and civic engagement programs.
- Prepare and implement an Americans with Disabilities Act review and action plan.

- Develop a strong program for international visiting students.
- Encourage and enable faculty teaching and research abroad.
- Attract outstanding international visiting faculty for teaching and research.

Participate in mission-centered social and economic justice programs

- Continue participation in the Green Cities project.
- Advocate and participate in sustainable economic growth and development.
- Promote recycling, energy conservation programs and other environmentally responsible practices.
- Develop excellence in bioethics and health care delivery disparities study and service.

Strategic Theme 5. CREATIVE & RESPONSIBLE STEWARDSHIP

Drive the strategic agenda with creative use of the university's full capacity

Develop the university's greatest asset – its people.

- Provide opportunities for faculty, staff and administrators to achieve professional growth and development throughout their careers.
- Recognize and reward faculty, staff and student excellence in all areas of their work and for their contributions to strategic goals.
- Implement a comprehensive plan for effective external communications and interaction with alumni.

Use university accomplishments in education, cultural activities, research, service and athletics to drive philanthropy, public and government relations, and alumni engagement.

- Increase national reputation for academic programs, research, arts, athletics and community engagement.
- Devise and implement an effective university marketing and branding campaign.
- Conduct a successful 3rd Century Capital Campaign to raise one billion dollars.

Develop and fund a capital renewal program to protect and improve university facilities and grounds to:

- budget for and complete deferred maintenance.
- incorporate strong input from the operational and academic users
- use recent facilities study of university space to prioritize capital renewal needs.

Develop business and budgetary planning for achieving strategic goals.

- Develop a budget model to enable strategic goals.
- Assure maximum efficiency and effectiveness of university processes.
- Examine university policies and business practices and revise to be as efficient and as effective as possible.
- Develop and implement a tuition setting model.

Ensure that the strategic plans of programs and centers and institutes further the university's mission and strategic plan.

- Encourage programs and Centers to be dynamic - to grow in quality, to expand to meet demand, to evolve and change to maintain excellence - or to terminate.
- Assess all programs and Centers on a regular basis for recertification using pre-determined and transparent criteria.
- Use program and center review to drive improvement.
- Perform a periodic (5-10 year) "blue-ribbon" review of programming to identify areas for reallocation and investment.

Fully develop a dynamic academic health center as a university asset.

- Conduct strategic review of Kornhauser Library and create the medical library of the future.
- Achieve NCI Cancer Center designation.
- Modify governing structure of University Hospital to allow independent and unencumbered operation.
- Consolidate the faculty medical practice plans.

Strategic Theme 5. CREATIVE & RESPONSIBLE STEWARDSHIP (continued)

Drive the strategic agenda with creative use of the university's full capacity (continued)

Fully develop the Shelby Campus as a university asset.

- Review and revise 2004 Shelby Business and Technology Plan to include impact of new biosafety laboratory.

Develop policies for information management and related risk mitigation.

- Provide training and develop a culture of regulatory compliance.
- Develop a policy for protection of university data, scholarship and intellectual property.

Position information technologies as a strategic University asset.

- Perform comprehensive review of technology needs of academic and administrative units to determine future needs.
- Implement technology budgeting process that is transparent and uses a strategic asset model.

Anticipate and develop University libraries capacity to meet education and research needs of the University.

Function as One University, creating synergy of ideas and actions among all campuses, units and members of the University community.

Continue the commitment to effective and responsible shared governance in decision-making.

- Develop new opportunities for faculty, staff and students to participate in meaningful and responsible shared governance to promote community and synergistic interaction.

Remove barriers to interaction among members of the university community.

- Strive for effective internal communications to unite campuses, units, programs.
- Use scheduling management to facilitate interactions.
- Increase intercampus visitor parking.
- Provide a regular intercampus shuttle.
- Create interactive times and spaces and gathering places.

Promote and support educational and scholarly activities that provide cross-fertilization and interdepartmental interactions.

- Promote interdisciplinary research and educational programming.
- Support Interdisciplinary Ph.D. programs.
- Subsidize Centers and Institutes for specific interdisciplinary projects and initiatives.
- Devise a well defined, transparent procedure for seeking university investment for strategic initiatives.
- Reward creative mission centered programming, sharing net revenue increases.
- Encourage and support innovative and entrepreneurial activity in academic programming, research, administrative processes and community engagement.
- Highlight exemplary program performance in university communications.

Performance Areas for Assessments

Strategic Theme 1. EDUCATIONAL EXCELLENCE

- Recruitment and enrollment
- Access to education
- Learning environment
- Student success

Strategic Theme 2. RESEARCH & SCHOLARSHIP

- Recruitment of new faculty
- Productivity and Research Management
- Faculty and Staff Success
- Research Center Performance

Strategic Theme 3. COMMUNITY ENGAGEMENT

- Community partnerships success
- Center for Urban Solutions
- Signature Partnership
- Program Objectives

Strategic Theme 4. DIVERSITY, OPPORTUNITY & SOCIAL JUSTICE

- University Diversity Plan Success
- Kentucky Plan goals
- Development of underrepresented minority and women leaders
- International Plan Success
- Success in community outreach and social justice programs

Strategic Theme 5. CREATIVE & RESPONSIBLE STEWARDSHIP

- Capital improvement; infrastructural development
- Measures of national recognition of performance
- Tuition management
- Development
- Faculty and Staff Development
- Decreasing obstacles to intrauniversity interactions
- Full development of campus capacity
- Success of alumni interactions

Strategic Plan Dependence on Subordinate Plans

The strategic master plan sets the projected course for the UofL for the years 2008 – 2020, and its successful implementation depends on articulation and implementation of 47 other administrative, operational and academic unit plans. Upon adoption of the Strategic Plan, these plans will be more completely developed by the appropriate groups.

- Plan for Reconstruction of the University Budget
 - Business process evaluation
 - Branding and External Communications
 - Comprehensive Alumni Relations Plan
 - Development and Capital Campaign
 - Infrastructure planning
 - Capital construction planning
 - Capital renewal planning
 - Medical Center master plan
 - Shelby Campus master plan

 - Research Plan
 - Enrollment Management
 - Tuition Management Plan
 - STEM initiative plan
 - International Plan
 - Quality Enhancement Plan
 - Diversity Plan
 - Graduate Education and Interdisciplinary Programs

 - Assessment and Program Development Plan
(will modify and implement the metrics and their measurement and evaluation)

 - Faculty development and incentives
 - Staff development and incentives
 - Campus Life Plan
 - Co-curricular programming
 - Americans with Disabilities Act plan
 - Louisville Medical Center Development Corp.
 - University Medical Center
- Individual administrative unit plans
 - Business Affairs
 - Finance
 - Information Technology
 - Student Affairs
 - University Counsel
 - University Audit
 - Advancement
 - External Affairs
 - Athletics

 - Individual academic unit plans
 - Arts & Sciences
 - Business
 - Dentistry
 - Education and Human Development
 - Engineering
 - Law
 - Libraries
 - Medicine
 - Music
 - Nursing
 - Social Work
 - Public Health and Information Science