

21st CENTURY INITIATIVE
UNIVERSITY GOALS
2016-17

	CULTURE OF EXCELLENCE		
UNIT	<i>Equity, Fairness & Recognition</i>	<i>Professional Development & Training</i>	<i>Communication</i>
	DEANS		
A&S	<ul style="list-style-type: none"> *Hire and retain diverse faculty and staff; develop new training for search committees *Increase diversity among A&S students *Celebrate diversity and benefits of a multicultural campus with special programming, notifications, and awards *Re-energize faculty and staff diversity task force *Target training to assure compliance with national regulations (working with Brian Bigelow and legal counsel) and adhere to mission of inclusivity 	<ul style="list-style-type: none"> *Encourage faculty and staff to take advantage of training opportunities available on campus and locally *Support conference travel as budget permits *Nurture nominations for external awards and national recognition 	<ul style="list-style-type: none"> *Continue to improve internal communication to advance A&S goals *Advance external communication to increase community engagement with A&S programs *Advance external communication to increase funding
COB	<ul style="list-style-type: none"> *Revise evaluation metrics for teaching *Review and revise journal list to be comparable with ACC schools *Revise evaluation metrics for research *Create a new system for assigning teaching loads *Create a standardized process for considering in-range adjustments and reclassifications for staff *Assign one member of the diversity committee to every search committee 	<ul style="list-style-type: none"> *Increase the amount budgeted for staff development *Continue and increase teaching and learning seminars for faculty *Create succession planning for college department leadership 	<ul style="list-style-type: none"> *Increase the amount of communication to business community and alumni *Increase the marketing materials sent to other universities

DENT	<ul style="list-style-type: none"> *Establish and market a patient-centered environment within our clinic to deliver “personalized dentistry” *Develop and support ULSD activities that enhance social justice and improve public health 	<ul style="list-style-type: none"> *Dedicate resources to promote professional development within faculty and staff *Develop a program to support focused development for faculty and staff and one joint program a year 	<ul style="list-style-type: none"> *Communicate with stakeholders within the school to advance the college with its new strategic plan *Hold meetings with Leadership Team and students at regularly scheduled intervals *Host a faculty/ staff development day
CEHD	<ul style="list-style-type: none"> *Appoint an internal CEHD Director of Diversity, Equity and Inclusion Initiatives in 2017 *See evidence related to Nystrand Center of Excellence in Education (NCEE), Signature Partnership Initiative, clinical model of educator preparation, Cardinal Success program, Minority Teacher Recruitment Project (MTRP), Holmes® Scholars, CEHD Center activities, etc. *Identify metrics for the Strategic Plan (2016) priorities related to Diversity, Equity, and Social Justice (3 goals): Equip students and faculty with the knowledge and skills necessary to pursue social change that addresses the needs of marginalized populations (5 initiatives); Increase the diversity among faculty, staff, and students and support efforts to pursue a greater understanding of diversity, equity, and social justice (4 initiatives); and Support and encourage learning about international cultures and form relationships with individuals and institutions in other countries (2 initiatives) *Continue the active, participative, and productive work of the Diversity Committee 	<ul style="list-style-type: none"> *Continue to offer and improve upon an annual new faculty orientation conducted in August of each academic year *Continue to offer professional development, training and outreach to P-12 district and school partners and in other community settings *Continue to conduct and enhance professional learning opportunities for faculty and students (e.g., research, national competitive funding, internal research grants, philanthropic opportunities, etc.) *Continue to work with the Dean and Leadership Team on web resources for faculty and staff to promote professional learning *Provide support for an annual staff retreat *Provide financial support for several staff to attend the University’s annual Women’s Pathway Leadership Conference, Shelbyhurst Campus *Provide support for selected staff to attend the annual NCADA conference. *Continue to provide ongoing communication via listservs (faculty and staff; faculty; staff; graduate students; undergraduate students), the monthly 	<ul style="list-style-type: none"> *Continue to publish and enhance the <i>CEHD Insider</i> *Communicate through the work and minutes of CEHD’s standing, governance committees *Continue to maintain and enhance a web presence *Ensure that faculty and staff senators report regularly to their peers *Provide systematic communication to partners and constituents *Continue to enhance a social media presence *Encourage faculty to be featured in UofL alumni publications, the UofL magazine, 93.9 The Ville radio show, as speakers and presenters, and through community engagement activities to attract students and enhance the reputation and ranking of the University and College *Maintain a common drive with secure access to faculty and staff where information is centralized for ease of access and utilization

	<p>*Continue to meet and excel in academic program and accreditation standards related to diversity, equity and inclusion.</p> <p>*Participate in a funded UofL 21st Century Initiative: CCTSJR – Cooperative Consortium for Transdisciplinary Social Justice Research</p>	<p><i>CEHD Insider</i> (distributed electronically); and through other forums and mechanisms</p> <p>*Send representatives to the annual CADREI (Council of Academic Deans of Research Education Institutions) conference</p> <p>*Continue to encourage department chairs to attend leadership development conferences</p> <p>*Continue the practice to provide every CEHD faculty member with an annual travel allowance of a minimum of \$800.00 for a professional conference</p>	
KENT	<p>*Involve faculty, staff, and students in efforts to promote social justice particularly by working to highlight injustices experienced by racial, ethnic, sexual and religious minorities; gender-non conforming individuals; women; those who are differently abled; and those living in poverty</p>	<p>*Expand faculty programming</p> <p>*Continue the part-time teaching academy</p> <p>*Invite certain full-time faculty to participate in the teaching academy</p>	<p>*Ensure that the marketing plan clearly demonstrates the successes of the school</p>
LAW	<p>*Increase applicants and matriculates from historically underrepresented groups</p> <p>*Raise additional scholarship funds</p> <p>*Develop a multicultural competency program consistent with CPE requirements for faculty, staff and students</p> <p>*Work with central administration to provide competitive compensation</p>	<p>*Implement a staff development program</p> <p>*Implement new law staff orientation program</p>	<p>*Create admissions videos</p> <p>*Design engaging social media</p> <p>*Promote major Brandeis events</p> <p>*Promote at least one item a month in UofL Today</p> <p>*Have Brandeis story on Mark Hebert show</p>
LIB	<p>*Strengthen diversity and inclusion: New programming/display related to diversity</p>	<p>*Increase awareness of community engagement experiences: Engaged scholarship information sharing</p>	<p>*Enhance reputation: 1) ThinkIR: Hosting open access publications; 2) Implement libraries communication plan</p>
MED	<p>*Develop a comprehensive program in wellness and compassion cultivation across faculty, students and staff to promote</p>	<p>*Design new chair mentoring and coaching program</p>	<p>*Develop a bi-monthly Dean’s message to faculty, staff, and students regarding updates and progress</p>

	<p>resilience and enhance the work and learning environment</p> <ul style="list-style-type: none"> *Develop leadership performance goals that link to strategic priorities *Assess effectiveness and outcomes of current pipeline programs *Improve coordination and communication between SOM diversity initiatives and efforts with HSC efforts *Continue to refine eQuality LGBT curriculum *Recruit Endowed Chair for Urban Health Policy to closely collaborate with his/her counterpart at the School of Public Health and Information Sciences *Establish a pipeline program with the Porter Scholars and the AMP program 	<ul style="list-style-type: none"> *Increase PAT workshops to improve faculty skills in teaching, research and clinical leadership *Expand staff SMART program and gather data on successful outcomes 	<ul style="list-style-type: none"> *Design a high quality publication celebrating the highlights and progress of the SOM
MUS		<ul style="list-style-type: none"> *Send faculty to College Music Society Symposium on the Music School of the 21st Century 	<ul style="list-style-type: none"> *Implement new initiatives in social media promoting the school *Launch and expand new program of streaming music events
NUR	<ul style="list-style-type: none"> *Promote greater understanding and provide resources to embrace varied forms of diversity, community engagement and practice among students and faculty *Provide all full-time faculty and staff the book <i>Blind Spot: Hidden Biases of Good People</i> by Banaji and Greenwald 	<ul style="list-style-type: none"> *Plan a faculty retreat at the Owensboro BSN Extension 	<ul style="list-style-type: none"> *Support the continued 20% release effort of the Director of Community Engagement and Health Disparities to the HSC Office of Diversity for another 30% and other diversity initiatives with outcomes shared regularly with faculty
SPHIS	<ul style="list-style-type: none"> *Provide competitive compensation using data from the Association of Schools and Programs in Public Health (ASPPH) to make faculty equity adjustments and establish salaries for new faculty hires *Improve performance accountability by -- Continuing operation of the Planning and Effectiveness (P&E) Committee 	<ul style="list-style-type: none"> *Expand faculty programming by --actively engaging in HSC/Delphi Center Steering Committee, which provides programming and other resources to HSC faculty --encouraging faculty members to attend HSC-sponsored workshops as well as the annual "Celebration of Teaching and Learning" each February 	<ul style="list-style-type: none"> *Hold the dean's office's "All Hands" meeting for faculty and staff each fall and spring semester *Arrange meetings with the dean and individual students and student groups on a regular basis *Work closely with the Office of Communication and Marketing (OCM) to enhance the reputation of the school

	<p>--Developing a process for tracking faculty productivity based on annual work assignments</p> <p>--Developing a common method of annual faculty review that is used by department chairs</p> <p>*Strengthen diversity and inclusion by</p> <p>-- Maintaining the diversity targets for students, faculty, and staff</p> <p>-- Providing guidance/direction to faculty search committees on seeking a diverse pool of candidates</p> <p>--Maintaining a Diversity Plan that is reflective of best practices</p> <p>--Seeking input from faculty, staff, and students regarding diversity and inclusion</p>	<p>--increasing SPHIS faculty participation in Council on Education for Public Health (CEPH) accreditation site visits</p> <p>--creating a plan for a new school-wide administrative hub to focus on faculty development; aim is to ensure the culture values instruction and classroom innovation</p> <p>*Provide staff development opportunities by encouraging staff to take advantage of development opportunities offered at UofL and through conferences and training</p>	<p>by promoting achievements and activities</p> <p>*Use innovative, digital strategies to engage stakeholders</p> <p>*Work with departments to update website content and print collateral</p>
SSE	<p>*Continue implementation of Speed School Diversity Plan including financial support for Diversity Week, Speed Spectrum (LGBT) student group, Safe Zone training, women's leadership conference, health and wellness initiative through Speed School Student Council.</p>	<p>*Establish a comprehensive staff professional development plan and funding mechanism.</p> <p>*Establish a formal NSF CAREER Program for junior faculty.</p> <p>*Continue support of Dean's program for faculty/staff Professional Development.</p>	<p>*Improve overall communication through expanded engineering newsletters and social media posts by adding new Comm & Mktg staff assistant</p>
	VICE PRESIDENTS		
CAO	<p>Human Resources:</p> <p>*Increase employee satisfaction through improved products and services</p> <p>*Establish workforce metrics in order to realize opportunities for improvement and decision support</p> <p>*Manage HR performance in order to improve accountability and identify high performers</p>	<p>Operations:</p> <p>*Deliver exemplary professional services to everyone in the UofL community as we also foster effective collaboration</p> <p>Audit and Compliance:</p> <p>*Promote knowledge of internal controls, compliance, information security, and fraud prevention by participating in awareness and training activities offered to university</p>	<p>Operations:</p> <p>*Increase alternative and sustainable revenue streams through entrepreneurial efforts as part of the institution's economic development and financial health</p> <p>Audit and Compliance:</p> <p>*Promote a culture of excellence by developing and managing incident response protocols, hotline reporting</p>

		employees (staff, faculty and administration)	tools, and ensuring university policies are collated and easily accessible
EVPHA	<ul style="list-style-type: none"> *Implement new HSC diversity scholarships *Create a regular report to provide diversity metrics 		
VPRI	<ul style="list-style-type: none"> *Develop effectiveness of new VPRI unit Staff Council *Periodic review of equitable compensation 	<ul style="list-style-type: none"> *Use VPRI Directors group and VPRI Staff Council to promote professional development and training opportunities 	<ul style="list-style-type: none"> *Develop effectiveness of new VPRI unit Staff Council *Intramural VPRI performance metrics communication *Communication of R&I opportunities and success
VPUP	<ul style="list-style-type: none"> *In conjunction with SPIG, administer the Diverse Faculty Hiring Program *Develop a draft Diversity Plan based on the new CPE Statewide Diversity Policy 	<ul style="list-style-type: none"> *Coordinate participation of UofL faculty of color in CPE's Faculty Academic Leadership Development Program which can serve as a basis for UofL's program *Ensure continuous improvement and promote best practice in online course development and delivery by providing a variety of faculty development programs and grant programs 	
VPA	<ul style="list-style-type: none"> *Adhere to the Mental Health Best Practices report presented by the NCAA Sport Science Institute and develop a support system for the mental wellness of student-athletes 		
VPCE	<ul style="list-style-type: none"> *Continue to advocate for faculty promotion and tenure guidelines to reflect the university's priority on community engagement *Organize University-wide Community Engagement Awards *Advocate for Annual Departmental Award for Community Engagement *Support national Community Engagement awards nominations including Lynton 	<ul style="list-style-type: none"> *Facilitate faculty development in engaged teaching and engaged scholarship *Offer Community Engaged Scholars trainings for faculty development programs in community engagement *Offer Faculty Learning Community: Faculty Fellow semester institutes focusing on of engaged teaching or engaged research 	<ul style="list-style-type: none"> *Add new website resources on community engaged teaching and scholarship *Develop resource guide and orientation information on UofL Community Engagement for new faculty *Reformat the Community Engagement Database for easier data collection and more accessible reporting

	<p>Award for the Scholarship of Engagement for Early Career Faculty & the C. Peter Magrath Award</p> <p>*Communicate and celebrate the work of exemplary faculty, staff, and students in community engagement</p>	<p>*Offer The Teaching Academy: selected faculty work on issues related to community engaged teaching and innovation</p> <p>*Present Celebration of Teaching and Learning engaged-teaching sessions</p> <p>*Make presentations and lead workshops at national conferences on community engagement</p>	<p>*Work with Communication and Marketing to disseminate information on engagement</p>
VPSLC	<p>*Assist the University in its mission of excellence in diversity by providing legal assistance in immigration matters</p>	<p>*Provide educational sessions for deans and department chairs to highlight current legal issues and offer assistance through the Office of University Counsel</p>	

4/12/17