

21st CENTURY INITIATIVE

UNIVERSITY GOALS

2016-17

	FINANCIAL HEALTH	
UNIT	Revenue Enhancement	Administrative Enhancement
	DEANS	
A&S	<ul style="list-style-type: none"> *Establish an effective development team of fundraisers *Expand faculty participation in grant and contract proposals *Add revenue producing initiatives, such as expanded QLU programs and more international programs *Increase enrollment 	<ul style="list-style-type: none"> *Clearly separate fiscal reporting lines *Improve consistency of procedures *Establish routine staff training
COB	<ul style="list-style-type: none"> *Work with Admissions to increase UG enrollment *Increase enrollment of the Executive MBA program *Add on-line MBA program *Renew the COB's involvement in executive education *Increase giving to the COB 	<ul style="list-style-type: none"> *Complete search for new dean
DENT	<ul style="list-style-type: none"> *Change management education and a dental informatics plan *Strengthen the fiscal basis *Consider incentives for productivity, departments, faculty, and staff groups 	<ul style="list-style-type: none"> *Re-organize the administrative structure of the school, identifying gaps and efficiencies in executing the strategic plan
CEHD	<ul style="list-style-type: none"> *Achieve growth in enrollments per university and CEHD targets *Enhance graduate enrollments in selective programs in advanced teacher preparation *Continue to explore and promote opportunities for differentiated tuition to attract higher numbers of students 	<ul style="list-style-type: none"> *Be strategic about enrollment driven faculty hires *Continue to centralize, reorganize and refine business operations in line with the university's shared services model *Continue to be cooperative with internal and external audits

	<ul style="list-style-type: none"> *Continue to explore on-line offerings that will attract additional students and aggressively market programs with appropriate audiences *Continue to seek extramural funding to support the UofL Early Learning Campus, child development center, and the Gheens Science Hall and Rauch Planetarium 	
KSSW	<ul style="list-style-type: none"> *Strategically grow enrollment 	<ul style="list-style-type: none"> *Create a shared vision for the school via a strategic planning process
LAW	<ul style="list-style-type: none"> *Grow Law Alumni Challenge *Submit more grant proposals *Develop a certificate program for non-JDs 	<ul style="list-style-type: none"> *Redesign clinic staffing
LIB	<ul style="list-style-type: none"> *Grow philanthropic support 	<ul style="list-style-type: none"> *Enhance administration to promote stewardship and accountability (systematic collection and organization of usage of electronic resources) *Implement expenditure efficiency and cost avoidance initiatives (comprehensive collection review)
MED	<ul style="list-style-type: none"> *Manage strategic enrollment growth (international, class size) *Grow philanthropic support *Obtain new income from intellectual property and non-philanthropic sources *Increase research awards and clinical revenue 	<ul style="list-style-type: none"> *Reorganize administration to restore stewardship and accountability (chair and decanal performance productivity) *Implement expenditure efficiency and cost avoidance initiatives (pilot shared services) *Manage resources effectively (sustainability plans)
MUS	<ul style="list-style-type: none"> *Expand revenue goals for the Music Therapy Clinic *Reduce administrative costs for the program budgets in Community Music Program and Dance Academy *Develop expertise in billing insurance for music therapy services delivered in the on-site clinic 	<ul style="list-style-type: none"> *Restore budget support in financial aid, program budgets, marching band *Replace positions in departmental support staff openings *Reorganize business office operations
NURS	<ul style="list-style-type: none"> *Increase revenue streams through philanthropic gifts and entrepreneurial activities 	
SPHIS	<ul style="list-style-type: none"> *Strategically grow student enrollment (BA/BS, masters degrees, international students) *Seek strategic investments in SPHIS (philanthropy, KentuckyOne) *Increase research awards (faculty, portfolio, match dollars) 	<ul style="list-style-type: none"> *Continue and increase Interaction of Assistant Dean for Administration with university's chief financial officer *Align business services with Strothman findings
SSE	<ul style="list-style-type: none"> *Increase overall student enrollment *Increase online enrollment in engineering 	<ul style="list-style-type: none"> *Hire a permanent dean

	<ul style="list-style-type: none"> *Institute a co-op fee to support engineering career services and hiring of Director of Industry Engagement 	<ul style="list-style-type: none"> *Establish new administrative organization structure within the Office of Academic and Student Affairs to better balance workloads and responsibilities *Enhance centralized business operations *Refine SpeedBC operations to include more online content and assistance tools
	VICE PRESIDENTS	
CAO	<p>Operations:</p> <ul style="list-style-type: none"> *Increase alternative and sustainable revenue streams through entrepreneurial efforts as part of the institution's economic development and financial health <p>Human Resources:</p> <ul style="list-style-type: none"> *Reduce employee benefit cost *Create HR specific cost saving policies 	<p>Operations:</p> <ul style="list-style-type: none"> *Optimize the University's resources by maintaining cost efficiencies and strengthening fiscal controls while increasing technological innovation and collective process redesign *Deliver exemplary professional services to everyone in the UofL community as we also foster effective collaborations *Advance the University's decision-making by leveraging improved business intelligence solutions, accurate and timely data, and predictive analytics <p>Audit and Compliance:</p> <ul style="list-style-type: none"> *Perform risk-based audits with the objectives of providing reasonable assurance that: (1) processes are efficient and effective in assisting units in meeting objectives, missions, and strategic goals; (2) resources are safeguarded and used in a manner that preserves and enhances the university's financial health; and (3) activities are performed in an ethical and compliant manner *Promote a culture of excellence by assisting units: (1) identify financial, operational, compliance, information security, or performance risks, and develop cost-effective management strategies; and (2) participate in process/business reengineering design and implementation groups and information technology upgrades <p>Human Resources:</p> <ul style="list-style-type: none"> *Establish workforce metrics in order to realize opportunities for improvement and decision support *Manage HR performance in order to improve accountability and identify high performers

EVPHA	<ul style="list-style-type: none"> *Develop an approach for creating an investment pool *Initiate activity within the ULP Access Center *Outline activities for continued revenue cycle management improvement *Develop a practice plan in the Schools of Dentistry and Nursing *Lay the groundwork for a payment reform initiative *Develop a plan to bolster the primary care mission *Hire and deploy six new HSC funded development officers 	<ul style="list-style-type: none"> *Develop an executive level report of current HSC finances *Develop an approach to evaluating obligations *Prepare a business plan related to the relationship with KOH *Continue plans for HSC office space development *Develop an approach to dealing with HSC deferred maintenance in existing buildings *Conduct searches for: Director, JGBCC; HSC Associate VP for Finance; HSC Associate VP for Facilities; Chief Medical Information Officer; CMO for Payment Reform
EVPRI	<ul style="list-style-type: none"> *Maximize extramurally sponsored program awards *Increase Clinical Trials revenue *Increase intellectual property related income 	<ul style="list-style-type: none"> *Review staffing *Implement technology related efficiencies to decrease administrative burden
EVPUP		<ul style="list-style-type: none"> *Further the implementation of SAS Visual Analytics (SAS VA) by creating and publishing interactive reports at the unit, department and program level of student, faculty/staff, research, budget, stewardship, and diversity data to be used in the university's strategic and academic planning *Facilitate the implementation of phase 1 of CourseLeaf, the online catalog system, and establish the framework for by which to implement the curriculum management system and class scheduler *Establish the Institutional Effectiveness Advisory Collaborative *Change the management of foundation-owned housing from an outside company to University Housing *Using SAS VA create a suite of interactive monthly reports that includes information about overall university financial health and individual unit revenues and expenditures *Develop and improve budget models for tuition revenue, fixed costs (M&O) and grants *Complete the transition to a fully functional CBS to include the capability of providing analysis and projections and enhanced consultative support for the entire Provost division *Implement biennial funding request schedule/process for the provost strategic planning and implementation group (SPIG)
VPA	<ul style="list-style-type: none"> *Continue the Stadium Expansion Project at the Schnellenberger Football Complex 	<ul style="list-style-type: none"> *Continue to provide all necessary support to the compliance staff

		<p>*Continue to work in conjunction with the University, the Atlantic Coast Conference and internal Compliance Department to properly execute commitment to NCAA rules and regulations</p> <p>*Continue to integrate the athletic department and all operations within the Atlantic Coast Conference</p>
VPCE	<p>*Enhance and sustain College Access Programs, helping low-income, first-generation college students and students with disabilities achieve a bachelor's degree</p> <p>*Enhance efforts in the Student Philanthropy Program</p> <p>*Seek external grant funding (i.e. Siemens Grant)</p>	
VPSLC		<p>*Participate actively as a member of the President's leadership team to offer strategic and practical legal advice that advances the University's mission</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>
VPUA	<p>*Work closely with University leadership to identify and prioritize funding needs (focus on compelling ideas and transformative impact)</p> <p>*Operationalize a new donor-centric approach to build credible connections, increase fundraising and strengthen engagement (develop University partnerships to facilitate the success of donor relationships)</p> <p>*Identify and cultivate new donors (utilize predictive analytics to leverage potential)</p> <p>*Continue to build a philanthropic culture on campus with students, faculty and staff (enhance giving for RaiseRed, Cards All In and UofL Cares)</p> <p>*Strengthen the connection between Alumni and Development to expand the donor pipeline and enhance relationships</p> <p>*Recruit, hire and retain the best staff (invest in professional development, focus on leadership development and support a thriving and productive culture)</p> <p>*Pursue individual and organizational excellence, accountability and productivity (focus on our values, ensure</p>	

	fiduciary oversight and controls, recognize outstanding performance, inspire as much as possible)	
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4/12/17