

	Goal under review for possible re-calibration
	Pending
	Metric under review

University of Louisville Strategic Plan 2008-2020 Scorecard*
University-Wide

Outcomes	Baseline 2008	2010 Progress	2011 Goals	2011 Progress	2012 Goals	2012 Progress	2013 Goals	2013 Progress	2014 Goals	2014 Progress	2015 Progress	2020 Goals
Educational Excellence												
1.1 Increase number baccalaureate degrees awarded annually	2,298	2,550	2,602	2,618	2,656	2,702	2,712	2,731	2,769	2,821	2,832	3,197
1.1a Increase the number of first-time in college degree-seeking students by attracting the 'best' students to UofL	2,608	2,478	2,634	2,562	2,694	2,569	2,754	2,705	2,815	2,727	2,742	3,085
1.1b Increase the number of entering first-time transfers (including adult learners and US veterans) by targeted goal each year through 2020	986	1,080	1,023	1,071	1,049	1,124	1,075	1,172	1,101	1,148	1,052	1,207
1.1c Decrease student to faculty ratio (student headcount/tenure and tenure-track faculty)	20.5 to 1	25.4	20.1	21.1	19.4	21.2	18.7	20.6	18 to 1	20.8	21.9	15 to 1
1.1d Increase institutional need-based financial aid for all eligible students and merit-based financial aid for transfer students	\$1.9M	\$3.2M	\$3.4M	\$5.0M	\$4.1M	\$5.48M	\$5.2M	\$5.49M	\$5.4M	under review	under review	\$7.2M
1.1e Increase the number of staff to support student growth	4,050	3,961	4,083	4,087	4,105	4,103	4,127	4,585	4,150	4,356	4,478	4,250
1.1f Increase student satisfaction (using NSSE criteria) ¹	0 for 4	Progress	Progress	Progress	1 for 4	Progress	1 for 4	NSSE not administered	2 for 4	NSSE not administered	under review	4 for 4
1.1g Increase percentage of full-time students living in university-owned/university-affiliated housing	19%	24%	25%	25%	26%	30%	27%	28%	28%	29%	32%	32%
1.1h Improve critical thinking skills (achieve goals in Ideas to Action Plan)												
1.1(h1) Increase the percentage of students (freshmen and sophomores) averaging at least a 3 out of 4 on critical thinking dimensions within general education rubric	22%	Progress	25%	Progress	28%		31%		35%			
1.1(h2) Increase percentage of seniors scoring at or above the 75th percentile nationally on the CAAP critical thinking test	In development	Progress	Progress	Progress	Progress	Progress	30%	CAAP not administered	35%	57.6%	CAAP not administered	
1.1i Increase number and level of degrees and credentials awarded in STEM fields during the academic year												
1.1(i1) Science, technology, and mathematics	372	376	389	431	432	423	442	488 ¹³	572	500	409	483
1.1(i2) Engineering	190	280	198	245	250	289	255	584 ¹³	326	530	515	247
1.1(i3) Science/math teacher preparation	24	27	29	31	34	25	38	55 ¹³	41	39	29	60
1.1(i4) Health professions	NA	NA	NA	482	535	531	588	685 ¹³	641	744	699	Pending
1.1j Enhance student academic enrichment (Student 2020 Plan)	No Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan
1.1k Enhance student services (Student 2020 Plan)	No Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan
1.2 Increase the six-year graduation rate of baccalaureate degree seeking students	45.7%	48.4%	49.1%	48.6%	50.2%	50.8%	51.7%	52.1%	52.8%	53.5%	52.9%	60.5%
1.2a Continued high academic performance by student athletes:												
1.2(a1) Achieve an institutional average GPA of 3.0 among all university student athletes participating in the 23 conference sports (including football)	Not Achieved	Not Achieved	Progress	Achieved	Progress	Achieved	Progress	Achieved	Achieved	Achieved	Achieved	Achieved
1.2(a2) Achieve a 6-year graduation rate > 65% for all university student athletes participating in the 23 sports	Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Not Achieved	Achieved	Achieved	Not Achieved	Achieved
1.2(a3) Achieve or exceed exceed the annual median of the average APR rate of other ACC schools	Not Achieved	Not Achieved	Progress	Not Achieved	Progress	Not Achieved	Progress	Not Achieved	Achieved	Achieved	Achieved	Achieved
1.3 Increase doctorate degrees awarded annually	151	163 ¹²	165	163	170	188	175	140	140	162	172	272
1.4 Improve job placement and enrollment in graduate/professional programs for alumni	75%	73% ²	77%	Data not collected	78%	81% ¹⁵	79%	Data not collected	80%	under review	under review	85%
1.5 Enhance national recognition		Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress
1.5a Achieve a top 15% award ranking among institutions with Fulbright scholar awards		Progress (N=7)	Progress	Progress (N=14)	Progress	Progress (N=14)	Progress	Progress (N=8)	Progress	Not Achieved	Not Achieved	Progress
1.5b Phi Beta Kappa Chapter	Not Achieved	Progress (site visit)	Progress	site visit (March, 2011)	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
1.5c Association of American Universities Membership	Not Achieved	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieved	Progress	Progress	Achieved
1.5d Association of Research Libraries (ARL) Membership	Achieved	Maintain (R=79)	Achieved	Maintain (R=79)	Achieved	Maintain	Achieved	Maintain	Achieved	Maintain	Maintain	Achieved
1.6 Enhance student engagement (Student 2020 Plan)	No Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan

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Research, Scholarship, and Creative Activity												
2.1 Increase total grants and contracts												
2.1a Increase total grant and contract expenditures	\$148.9M	\$189.1M ⁹	\$195M	\$197.4M ¹⁰	\$203.8M	\$196.8M	\$157.6M	\$186.8M	\$161M	\$183.4M	\$179.5M	\$310.3M
2.1b Increase federal research grant and contract expenditures	\$72.7M	\$93.3M ⁴	\$95.1M	\$96.0M	\$101.9M	\$90.0M	\$98.4M	\$78.1M	\$80M	\$65.8M	\$68.1M	\$180M
2.1c Increase total grant and contract awards	\$120.7M	\$182.1M	\$143.5M	\$142.1M ⁸	\$137.8M	\$121.2M	\$148.9M	\$118.9M	\$120M	\$109.1M	\$136.9M	\$280M
2.2 National Cancer Center (NCI) Cancer Center designation ³	Not Achieved	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
2.2a Increase the number of NCI federal grants	17	38	27	28	28	29	34	30	30	23	27	40
2.3 Increase national faculty recognition/awards		Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
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)	948	1,190	1,063	1,495	1,563	1,936	1,642	1,955	1,724	2,186	2,239	2,310
2.3b Increase the number of faculty creative activities in premier venues	34	73	38	79	40	112	42	96	44	137	under review	68
Community Engagement												
3.1 Increase collaborative partnerships with the community		Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
3.1a Increase university presence (number of activities) throughout Kentucky (e.g., City Solutions Institute, HSC outreach)	195	503	515	551	585	750	605	870	625	870	1,214	800
3.1b Achieve goals of Signature Partnership Initiative (demonstrated progress on 13 programmatic goals)	Assessment criteria set	69%	77%	77%	85%	85%	92%	100%	100%	100%	under review	100%
3.1c Retain Carnegie Classification for Community Engagement designation	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Begin Reclass. Process	Achieved	Application submitted April, 2014	Achieved	Achieved
3.1d Achieve overall sports ranking of #30 or higher in annual Director's Cup Rankings (Division 1)	Not Achieved	Progress	Progress	Not Achieved	Progress	Not Achieved	Progress	Not Achieved	Achieved	30 Achieved	29 Achieved	Achieved
3.2 Increase economic development/entrepreneurial activities ¹¹	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
3.2a License income received	\$142K	\$157K	\$160K	\$154,809	\$174.92K	\$190.21K	\$197.66K	\$208.64K	\$223.36K	\$3.9M	\$1.5M	\$465K
3.2b Invention disclosures received and processed	84	105	97	109	114	97	120	105	120	76	94	169
3.2c Licenses/options agreements	12	6	15	13	29	38	30	46	47	20	21	42
3.2d Patent awards	8	13	9	23	29	38	30	24	32	39	36	42
3.2e Business start-ups (total)	22	31	25	36	35	49	38	59	65	77	85	59
Diversity, Opportunity, and Social Justice												
4.1 Achieve Kentucky Diversity Plan Goals	7 for 8	8 for 8	8 for 8	8 for 8	8 for 8 ⁵	7 for 8	8 for 8	8 for 8	8 for 8	8 for 8	6 of 6	8 for 8
4.2 Achieve annual goals specified in the University Diversity Plan	85%	91%	92%	100%	Progress ⁷	Units reworking plans to align with CPE statewide diversity plan	93%	95%	95%	95%	95%	95%
4.2a Increase faculty teaching, studying, and conducting research outside the United States	200	337	217	452	Maintain	612	484	643	500	728	748	600
4.2b Increase students studying and conducting research outside the United States	400	597	620	824	Maintain	761	974	850	1,049	909	738	1,500
4.2c Achieve compliance for female athletic participation based on the OCR Title IX standards, (at least one prong must be met to be in compliance)	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved

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Creative and Responsible Stewardship												
5.1 Increase endowment	\$719.4M	\$669M	\$980M	\$773.3M	\$1.13B	\$721.1M	\$1.28B	\$763.5M	\$1.43B	\$842.6M	\$822.4M	\$2B
5.1a Annual philanthropy (development dollars) received towards endowment	\$86.2M	\$84.2M	Advancement office will track	\$54.5M	Advancement office will track	\$21.7M	Advancement office will track	\$46.4M	Advancement office will track	\$97.8M	\$48.6M	Advancement office will track
5.1b Annual philanthropy (development dollars) received	\$85M	\$126.1M	\$120M	\$140.7M	\$150M	\$145.3M	\$150M	\$162.1M	\$175M	\$234.4M	\$237.9M	\$150M
5.1c Percentage of alumni giving annually to the university	11%	11.5%	13%	13.6%	14%	14.1%	15%	14.4%	15%	14.5%	13.9%	20%
5.2 Increase standing in the Sustainability Tracking Assessment and Rating System (STARS)		Progress	Bronze	Silver	Silver	submitting 2013	Silver	Silver	Silver	Silver	Silver	Gold
5.2a Education and Research	11 pts	0.75 pts.	22 pts.	54.6 pts.	57 pts.	submitting 2013	61 pts.	51.9 pts.	66 pts.	Submission in 2016	Submission in 2016	73 pts
5.2b Operations	4 pts	26 pts.	22 pts.	28.5 pts.	59 pts.	submitting 2013	63 pts.	31.6 pts.	68 pts.	Submission in 2016	Submission in 2016	50 pts
5.2c Planning, Administration and Engagement	21 pts	47 pts.	44 pts.	67.2 pts.	61 pts.	submitting 2013	66 pts.	793 pts.	71 pts.	Submission in 2016	Submission in 2016	88 pts.
5.3 Increase amount of fully-updated space												
5.3a Percentage of replacement value of facilities budgeted for capital renewal	0.20%	0.87%	0.76%	2.5%	0.66%	0.65%	0.20%	0.70%	1.50%	pending	pending	2.00%
5.3b Increase space (assignable square feet) to reduce identified space deficit	0	0.89M asf	0.45M asf	0.92M asf	0.92M asf	0.928 asf	1.0M asf	0.928asf	1.25M asf	pending	pending	2.5M asf
5.3c Increase energy efficiency -- reduce energy used per gross square foot	0	Water reduced 15.2% Electricity reduced 13.1% Natural gas/coal - same	1% increase	Water reduced 20.9% Electricity reduced 10.5% Fossil fuel reduced 7.9%	Water reduced 21.3% Electricity reduced 10.7% Fossil fuel reduced 8.1%	Water reduced 16.5% Electricity reduced 23.9% Fossil fuel reduced 29.7%	Water reduced 21.7% Electricity reduced 10.9% Fossil fuel reduced 8.3%	Water reduced 16.5% Electricity reduced 25.8% Fossil fuel reduced 23.5%	5% increase	pending	pending	10% increase
5.4 Spur Economic Development by Implementing:												
5.4a Belknap Campus Master Plan	In Process	Progress	Progress	Progress	Progress	Progress	Progress	Progress	On Target	pending	pending	Fully Implemented
5.4b Shelby Campus Master Plan	Developed	Progress	Progress	Progress	Progress	Progress	Progress	Progress	On Target	pending	pending	Fully Implemented
5.4c Life Sciences Innovation and Commercialization		Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	pending	pending	Progress
5.4(c1) Health Science Campus Master Plan	Developed	Progress	Progress	Progress	Progress	Progress	Progress	Progress	On Target	pending	pending	Fully Implemented
5.4(c2) Haymarket TIF	Plan Developed	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieve signature TIF threshold--\$200M cap, exp. and issued bonds to finance project	pending	pending	Project 80% complete
5.5 Increase clinical operations												
5.5a Increase Medical School Fund, Inc. (private practice plan)	\$85M	\$105.6M	\$107M	\$107.1M	\$99.1M	\$109.56M	\$96.7M	\$106.7M	\$101M	\$149.2M	\$151.1M	\$120M
5.5b Increase Clinical Component of UofL Research Foundation (non-private practice)	\$86.5M	\$100.2M	\$102.5M	\$133.3M	\$151.7M	\$151.96M	\$149.4M	\$134.7M	\$151M	\$171.2M	\$185.6M	\$160M
5.6 Increase institutional survey average score on The Chronicle's annual 'Great Colleges to Work For' survey		62%	63%	Resurvey spring 2012	64%	67%	65%	Resurvey spring 2014	67%	63%	Resurvey spring 2017	75%
5.6a Increase compensation for faculty as compared to benchmark medians	90%	90% ⁵	92%	Data not collected	93%	96%	94%	97%	95%	94.7%	91%	100%
5.6b Increase compensation for staff as compared to benchmark medians	90%	91%	92%	91%	93%	93.7%	94%	95%	95%			100%
5.7 Continued self-assessment of NCAA compliance	No major infractions	No major infractions	No major infractions	No major infractions	No major infractions	No major infractions	Recertification achieved	No major infractions	No major infractions	No major infractions	No major infractions	No major infractions
5.8 Improve college affordability (Student 2020 Plan)	No Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan
5.9 Improve student facilities (Student 2020 Plan)	No Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan	Progress on Student 2020 Plan

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- ¹ Higher composite scores than comparison institutions on (a) student evaluation of their entire education experience and (b) likelihood they would choose UofL if they could start over again (first-year students and seniors)
- ² Low response rate (5%) due in part to incorrect email address and/or no functioning email address of alumni
- ³ P30 Submission in 2019
- ⁴ Includes federal stimulus funding (ARRA)
- ⁵ 2008-09 data (2009-10 data pending)
- ⁶ Effective with 2012, timeline for CPE review of progress on goals is subject to change
- ⁷ 2012 Institutional goal will be progress with Good defined as 90%; Better defined as 95%; Best defined as 100%
- ⁸ KY Department of Transportation funds have been removed from total (\$3.5M)
- ⁹ Data revised and reconciled between EVPR and Controller's Office (originally reported as \$188.3M)
- ¹⁰ Data revised per final NSF report submission (originally reported as \$195.5M)
- ¹¹ Data for metrics 3.2a-d are reported as annual progress on the university scorecard and cumulative progress on the 'Solid Results' document (with SACS fifth-year interim report)
- ¹² Data revised 12.9.2010 to include additional degree awarded (originally reported as 162)
- ¹³ Beginning Fall 2012 and going forward, data definition revised to reflect CPE reporting structure to include all levels of STEM related degrees (undergraduate, graduate, professional)
- ¹⁴ Pending final reconciliation with Student Housing Office
- ¹⁵ 44.9% of the total are enrolled in a graduate/professional program since earning their undergraduate degree from UofL.