


	Under review for possible re-calibration
	2009-10 progress pending
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**University of Louisville Strategic Plan 2008-2020 Scorecard\***  
University-Wide

Outcomes		Baseline 2008	2010 Goals	2010 Progress	2011 Goals	2011 Progress	2012 Goals	2013 Goals	2014 Goals	2020 Goals
	<b>Educational Excellence</b>									
	<b>1.1 Increase number baccalaureate degrees awarded annually</b>	2,298	2,451	2,550	2,602	2,618	2,656	2,712	2,769	3,197
	1.1a Increase the number of first-time, degree-seeking freshmen by attracting the "best" students to UofL	2,544	2,589	2,442	2,634	2,470	2,694	2,754	2,815	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	1,004	1,080	1,023	1,071	1,049	1,075	1,101	1,207
	1.1c Decrease student to faculty ratio (student headcount/tenure and tenure-track faculty)	20.5 to 1	20.1	25.4	20.1	21.2	19.4	18.7	18 to 1	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	\$2.9M	\$3.2M	\$3.4M	\$5.0M	\$4.1M	\$4.7M	\$5.4M	\$7.2M
	1.1e Increase the number of staff to support student growth	4,050	4,067	3,961	4,083	4,087	4,105	4,127	4,150	4,250
	1.1f Increase student satisfaction (using NSSE criteria) <sup>1</sup>	0 for 4	Progress	Progress	Progress	Progress	1 for 4	1 for 4	2 for 4	4 for 4
	1.1g Increase percentage of full-time students living in university affiliated housing	19%	22%	24%	25%	25%	26%	27%	28%	32%
	1.1h Improve critical thinking skills (achieve goals in Ideas to Action Plan)									
	1.1(h1) Increase percentage of sophomores averaging at least a 3 out of 4 on critical thinking dimensions within general education rubric	22%	23.5%	Pending	25%	Pending	28%	31%	35%	50%
	1.1(h2) Increase percentage of graduating seniors averaging at least 3 out of 4 on critical thinking dimension in culminating experience rubric	In development	Progress	Progress	Progress	Progress	Progress	30%	35%	50%
	1.1i Increase number and level of degrees and credentials awarded in STEM fields during the academic year									
	<b>Rev. Goals</b>									
1.1(i1) Science, technology, and mathematics	372	380	376	389	431	401	413	424	483	
1.1(i2) Engineering	190	194	280	198	245	204	210	217	247	
1.1(i3) Science/math teacher preparation	24	25	27	29	31	32	38	44	60	
1.1(i4) Health professions	NA	NA	NA	NA	490	Pending	Pending	Pending	Pending	
1.1j Enhance student academic enrichment (Student 2020 Plan)	No Student 2020 Plan	Prepare 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	
1.1k Enhance student services (Student 2020 Plan)	No Student 2020 Plan	Prepare 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	
<b>Rev. 1.2 Increase the six-year graduation rate of baccalaureate degree seeking students</b>	45.7%	47.9%	48.4%	49.1%	48.6%	50.2%	52.8%	53.9%	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	Progress	Progress	Progress	Achieved	Progress	Progress	Achieved	Achieved	
1.2(a2) Achieve a 6-year graduation rate > 65% for all university student athletes participating in the 23 sports	Achieved	Achieved	Achieved	Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	
1.2(a3) Achieve or exceed exceed the annual median of the average APR rate of other Big East schools	Not Achieved	Progress	Progress	Progress	Pending	Progress	Progress	Achieved	Achieved	
<b>1.3 Increase doctorate degrees awarded annually</b>	151	160	162	165	163	170	180	191	272	
1.4 Improve job placement and enrollment in graduate/professional programs for alumni	75%	76%	73% <sup>2</sup>	77%	Pending	78%	79%	80%	85%	
<b>1.5 Enhance national recognition</b>										
1.5a Achieve a XX% ranking among universities with Rhodes/Fulbrights scholar awards [baseline is 8]		Progress	Progress (N=8)	Progress	Progress (N=14)	Progress	Progress	Progress	Progress	
1.5b Phi Beta Kappa Chapter	Not Achieved	Progress	Progress (site visit)	Progress	site visit (March, 2011)	Progress	Progress	Progress	Achieved	
1.5c Association of American Universities Membership	Not Achieved	Progress	Progress	Progress	Progress	Progress	Progress	Achieved	Achieved	
1.5d Association of Research Libraries (ARL) Membership	Achieved	Achieved	Maintain (R=79)	Achieved	Maintain (R=79)	Achieved	Achieved	Achieved	Achieved	
1.6 Enhance student engagement (Student 2020 Plan)	No Student 2020 Plan	Prepare 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	

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	<b>Research, Scholarship, and Creative Activity</b>									
2.1	Increase total grants and contracts									
	<b>2.1a Increase total grant and contract expenditures</b>	\$148.9M	\$161.5M	\$189.1M	\$195M	\$195.5M <sup>10</sup>	\$203.8M	\$192.9M	\$208.5M	\$310.3M
	2.1b Increase federal research grant and contract expenditures	\$72.7M	\$78.0M	\$93.3M <sup>6</sup>	\$95.1M	\$95.5M <sup>10</sup>	\$101.9M	\$98.4M	\$108.4M	\$180M
	2.1c Increase total grant and contract awards	\$120.7M	\$130.9M	\$182.1M	\$143.5M	\$145.6M	\$137.8M	\$148.9M	\$159.6M	\$280M
	<b>2.2 National Cancer Center (NCI) Cancer Center designation<sup>4</sup></b>	Not Achieved	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
	2.2a Increase the number of NCI federal grants	17	18	38	27	28	28	29	30	34
	<b>2.3 Increase national faculty recognition/awards</b>		Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
	2.3a National academies memberships	3	4	2	4	2	3	6	8	15
	2.3b National faculty awards in arts, humanities, science, engineering, and health <sup>5</sup>	6	7	4	7	6	8	9	10	20
	2.3c 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	1,024	1,190	1,063	1,495	1,119	1,175	1,232	1,896
	2.3d Increase the number of faculty creative activities in premier venues	34	36	73	38	79	40	42	44	68
	<b>Community Engagement</b>									
	<b>3.1 Increase collaborative partnerships with the community</b>		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	201	503	515	551	236	262	287	344
	3.1b Achieve goals of Signature Partnership Initiative (demonstrated progress on 13 programmatic goals)	Assessment criteria set	20%	69%	77%	77%	80%	85%	90%	100%
	3.1c Achieve Carnegie Classification for Community Engagement designation	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
	3.1d Achieve overall sports ranking of #30 or higher in annual Director's Cup Rankings (Division 1)	Not Achieved	Progress	Progress	Progress	Not Achieved	Progress	Progress	Achieved	Achieved
	<b>3.2 Increase economic development/entrepreneurial activities</b>	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
	3.2a License income received	\$142K	\$152K	\$157K	\$160K	\$154,809	\$174.92K	\$197.66K	\$223.36K	\$465K
	3.2b Invention disclosures received and processed	84	90	105	97	109	114	120	126	169
	3.2c Licenses/options agreements	12	12	6	15	13	29	30	32	42
	3.2d Patent awards	8	8	13	9	23	29	30	32	42
	3.2e Business start-ups (total)	22	23	31	25	36	35	38	41	59
	<b>Diversity, Opportunity, and Social Justice</b>									
	<b>4.1 Achieve Kentucky Plan Goals</b>	7 for 8	7 for 8	8 for 8	8 for 8	8 for 8	8 for 8 <sup>8</sup>	8 for 8	8 for 8	8 for 8
	<b>4.2 Achieve annual goals specified in the University Diversity Plan</b>	85%	86%	91%	92%	100%	Progress <sup>9</sup>	93%	93.5%	95%
	4.2a Increase faculty teaching, studying, and conducting research outside the United States	200	208	337	217	490	228	239	250	300
	4.2b Increase students studying and conducting research outside the United States	400	457	597	620	791	645	671	750	1500
	4.2c Meet all three prongs of the goals for female athletic participation based on the OCR Title IX standards, (at least one prong must be met to be in compliance)	2 of 3	2 of 3	2 of 3	2 of 3	Pending	2 of 3	2 of 3	3 of 3	3 of 3

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	<b>Creative and Responsible Stewardship</b>									
	5.1 Increase endowment	\$719.4M	\$850M	\$669M	\$980M	\$773.3M <sup>10</sup>	\$1.13B	\$1.28B	\$1.43B	\$2B
	5.1a Annual philanthropy (development dollars) received towards endowment	\$86.2M	Advancement office will track	\$84.2M	Advancement office will track	\$58.4M <sup>10</sup>	Advancement office will track	Advancement office will track	Advancement office will track	Advancement office will track
	<b>5.1b Annual philanthropy (development dollars) received</b>	\$85M	\$96M	\$126.1M	\$120M	\$140.7M <sup>10</sup>	\$150M	\$150M	\$150M	\$150M
	<b>5.1c Percentage of alumni giving annually to the university</b>	11%	12%	11.5%	13%	13.6%	14%	15%	16%	20%
	<b>5.2 Participate in the Association for the Advancement of Sustainability in Higher Education</b>		Progress	Progress	Bronze	Silver	Silver	Silver	Silver	Gold
	5.2a Education and Research	11 pts	15 pts.	0.75 pts. (preliminary)	22 pts.	54.6 pts.	31 pts.	40 pts.	50 pts	73 pts
	5.2b Operations	4 pts	12 pts.	26 pts. (preliminary)	22 pts.	28.7 pts.	26 pts.	30 pts.	35 pts	50 pts
	5.2c Planning, Administration and Engagement	21 pts	38 pts.	47 pts. (preliminary)	44 pts.	63.0 pts.	52 pts.	60 pts.	68 pts.	88 pts.
	5.3 Increase amount of fully-updated space									
	5.3a Percentage of replacement value of facilities budgeted for capital renewal	0.20%	0.57%	0.87%	0.76%	2.5%	0.94%	1.13%	1.50%	2.00%
	5.3b Increase space (assignable square feet) to reduce identified space deficit	0	0.21M asf	0.89M asf	0.45M asf	0.92M asf	0.71M asf	0.97M asf	1.25M asf	2.5M asf
	5.3c Increase energy efficiency -- reduce energy used per gross square foot	0	0.5% increase	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%	2% increase	3% increase	5% increase	10% increase
	5.4 Spur Economic Development by Implementing:									
	5.4a Belknap Campus Master Plan	In Process	Progress	Progress	Progress	Progress	Progress	Progress	On Target	Fully Implemented
	5.4b Shelby Campus Master Plan	Developed	Progress	Progress	Progress	Pending	Progress	Progress	On Target	Fully Implemented
	5.4c Life Sciences Innovation and Commercialization		Progress	Progress	Progress	Pending	Progress	Progress	Progress	Progress
	5.4(c1) Health Science Campus Master Plan	Developed	Progress	Progress	Progress	Progress	Progress	Progress	On Target	Fully Implemented
	5.4(c2) Haymarket TIF	Plan Developed	Progress	Progress	Progress	Pending	Progress	Progress	Achieve signature TIF threshold--\$200M cap. exp. and issued bonds to finance project	Project 80% complete
	5.5 Increase clinical operations									
	5.5a Increase Medical School Fund, Inc. (private practice plan)	\$85M	\$103.8M	\$105.6M	\$107M	\$107.1M	Pending	Pending	\$114M	\$152M
	5.5b Increase Clinical Component of UofL Research Foundation (non-private practice)	\$86.5M	\$96.4M	\$100.2M	\$102.5M	\$133.3M	\$105M	\$110.5M	\$116M	\$155M
	<b>5.6 Increase institutional survey average score on The Chronicle's annual 'Great Colleges to Work For' survey</b>		66%	62%	63%	Resurvey spring 2012	64%	65%	67%	75%
	5.6a Increase compensation for faculty as compared to benchmark medians	90%	91%	90% <sup>7</sup>	92%	Pending	93%	94%	95%	100%
	5.6b Increase compensation for staff as compared to benchmark medians	90%	91%	91%	92%	91%	93%	94%	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
	5.8 Improve college affordability (Student 2020 Plan)	No Student 2020 Plan	Prepare 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
	5.9 Improve student facilities (Student 2020 Plan)	No Student 2020 Plan	Prepare 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

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<sup>1</sup> 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)

<sup>2</sup> Low response rate (5%) due in part to incorrect email address and/or no functioning email address of alumni

<sup>3</sup> These include researchers who will bring significant grant funding as well as scholars doing work to enhance the university's national and international prominence

<sup>4</sup> P30 Submission in 2019

<sup>5</sup> Prestigious academic memberships and faculty awards as identified by the Lombardi Program or Measuring University Performance

<sup>6</sup> Includes federal stimulus funding (ARRA)

<sup>7</sup> 2008-09 data (2009-10 data pending)

<sup>8</sup> Effective with 2012, timeline for CPE review of progress on goals is subject to change

<sup>9</sup> 2012 institutional goal will be progress with Good defined as 90%; Better defined as 95%; Best defined as 100%

<sup>10</sup> Preliminary data (pending final audit and reconciliation)