



The 2020 Plan. Making It Happen.

A blueprint for
continuing on our path
to national prominence.



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The **courage** to question convention.

The **passion** to break new ground.

The **insight** to champion community.

The **imagination** to pursue the undiscovered.

The **will** to achieve greatness.

The **promise** of a limitless future.

The **people** to bring it to life.

The University of Louisville.

It's Happening Here.

Letters from Our Leadership

Dear Friends,

In 1997, Kentucky's legislature, through the Postsecondary Education Improvement Act, mandated the University of Louisville become a premier metropolitan research university. Subsequently the university's Board of Trustees approved a plan, the Challenge for Excellence, to guide UofL's progress for the next decade. President James R. Ramsey has led the university's faculty and staff to accomplish two years ahead of schedule nearly all the goals of the Challenge for Excellence. The remaining goal, NCI designation, is strategically in reach. The James Graham Brown Cancer Center has been unwavering in its effort to achieve NCI recognition, and we are confident it will come soon.

Thanks to the leadership of our faculty and staff, our Board of Trustees, President Jim Ramsey and his administration, our donors who have invested generously, our devoted alumni and many others in the Cardinal family, UofL is a much better institution today than it was in 1997. Our students come better prepared for college; they excel in the classroom, graduate at dramatically higher rates

and compete successfully with students from the nation's top schools for national and international awards. The university's commitment to our community — in areas of social, cultural and economic development — is stronger than ever. In many fields, we have emerged nationally as a leader in creating new knowledge and groundbreaking research.

With the Challenge behind us, the trustees asked President Ramsey to chart a new course of excellence that meets the state's mandate by 2020. This document, "The 2020 Plan: Making it Happen," details a blueprint to guide this university through the next 12 years. It is a bold, courageous plan from a university community that is described as confident, determined, visionary and committed. We are at a new threshold of even greater opportunity for our faculty, students, and staff.

With your help, we will achieve the national distinction of a premier metropolitan research university that serves the needs of our community as the centerpiece of a robust state economy and the catalyst for improved quality of life.

Sincerely,

J. Chester Porter,
Chair, UofL Board of Trustees

Dear Friends,

The goal of this strategic plan is simple: We want to be the preeminent metropolitan research university that our region deserves. This document details what we'll do to accomplish this goal, the support we need to do it and how you can hold us accountable along the way.

This plan may seem a bit audacious, especially in these tough economic times. But like our city, we're a place of uncommon ambition. Looking back at what we've accomplished over the past decade makes achieving this goal seem possible in ways we might have doubted before. But not now.

The last 10 years have shown us that UofL is a school where the best and brightest choose to earn their college degrees. Nearly a third of our freshmen enter the university "honors" eligible. Our students graduate in record numbers, then find jobs in their preferred fields or go on to graduate school — some after earning Fulbrights or other prestigious scholarships.

Students come to UofL because they want to learn from faculty who've been drawn to our call for excellence — faculty whose scholarship, creativity and research infuse our community with cultural and artistic vibrancy, who provide innovative solutions for old problems and who discover new cures for diseases that have caused too much pain.

Our metropolitan mission pulls the entire university community out of the Ivory Tower and into

the West End, East End, downtown Louisville, Owensboro, Maysville and every county in Kentucky to bring the knowledge we generate, and the people power we represent, into the service of our great commonwealth.

And we have been accountable, keeping our percentage of tuition hikes lower than those in much of the state, working with our partners and staff to ensure that every deserving student has a shot at a college education. We have responded to calls for innovative degree programs and stayed focused on those research areas that drive the economy or improve our region's quality of life. We also have helped lead our city in initiatives that are best guided by a great metropolitan university.

The last 10 years were marked by significant growth, but we know there is more to do. Manufacturing jobs will continue to be important to our region, but the jobs of yesterday are not the jobs of today or tomorrow. New economic development emerging from the activity at our university is critical to Kentucky's growth.

We must prepare our students to become the civic, business and cultural leaders who will keep our state vibrant and forward thinking. We must partner with others to solve problems and launch initiatives that would be impossible for any of us to do alone. And we must never forget that as a public institution our agenda is a public one, characterized by transparency and stewardship of the resources with which we are entrusted.

A lot of things are going on here at UofL — some people express surprise when they hear just how much. We intend to keep this momentum going.

And we're confident we can do this, knowing that the economic growth, engineering and health-care innovations, creative and artistic expression, community partnerships, extraordinary educational programs, voluntary accountability and commitment to community values coming from this university are the result of our faculty, staff and students' hard work. They are ensuring that, just as our tag line says, "It's happening here."

So to our faculty, staff and students, we say thank you. We're proud of what you've done and excited to be moving ahead together toward our goals. And to our friends in the community, business world and legislature, we are grateful for your ongoing support.

The challenges we face in continuing to help advance our state's ambitious agenda are many, but with your backing we are confident we will succeed.

James R. Ramsey, President

Shirley Willihnganz, Executive Vice President and University Provost

Larry Cook, Executive Vice President for Health Affairs

Manuel Martinez-Maldonado, Executive Vice President for Research

“Improving education at all levels is the No. 1 issue in Kentucky. ... UofL, first and foremost, must educate people. And it does that well. It must also work to improve our city and our state. Louisville is a great city in part because we have a great university headed by a great leader, Dr. Ramsey.”

— Jerry Abramson,
Louisville Metro Mayor

The 2020 Plan. Making It Happen

Since its inauguration in 1798, the University of Louisville has evolved into one of America's finest academic institutions, a recognized force for excellence in education and innovation in research and scholarly activity. Much of this has taken place in the last decade, spurred by the Kentucky General Assembly's approval in 1997 of HB1, the Higher Education Reform Act.

That act included a mandate that UofL become a “preeminent metropolitan research university” by the year 2020.

Preeminent. Metropolitan. Research. What do these three words mean to UofL — and, more importantly, what do they mean to Louisville and Kentucky?

Here is how we see it:

- We are known for excellence in all we do: educating students, creating new knowledge and making new discoveries. We strive for — and are achieving — transformational results that lead to a better quality of life for all Kentucky citizens.
- We are the state's major metropolitan university, located

in Kentucky's largest city. As such, we are the major driver of Kentucky's educational, social, health-care, cultural and economic development. Kentucky cannot grow and prosper if Louisville doesn't grow and prosper, and integral to our city's future is the University of Louisville. Our city, state and region need the creativity, innovation and vision that only a major research university can provide. We take that charge seriously.

- Finally, every great metropolitan area has a great research university. UofL is essential to our region's growth. The university drives economic development by providing an educated workforce and turning research innovations into commercially useful technologies. Even more important, our discoveries directly improve quality of life — not only for the people of our city and state, but for the nation and the world. At UofL we relish the challenge of taking innovations from the lab to the marketplace — and we have many successes to prove it.

The university publicly responded to the 1997 assembly's mandate when, a year later, we launched a strategic business plan called the Challenge for Excellence. This 11-point strategy spelled out how, over the next decade, the university would advance toward its goal of national preeminence. The Challenge focused on improving the quality of students and faculty, increasing research and the university's financial health, and spurring economic development throughout Louisville and the state.

By 2006 the university had met 10 of the Challenge's 11 goals, and we were well on our way to achieving the final one. Subsequently, UofL today is a much different place than it was in 1997. Our quality of students and faculty is up, research productivity has risen dramatically and our business start-ups and other measures of economic development have increased sharply.

Even the look of our campuses has changed drastically, improving the environment for students and leading to the redevelopment of the entire neighborhood.

By any measure, the Challenge was a success.





A Major Impact

If UofL and, indeed, all the other Kentucky institutions of higher education succeed in attaining the 1997 legislature's mandates, the impact on our state will be phenomenal.

Consider the case of UofL alone: A recent study by Pittsburgh-based TrippUmbach on UofL's economic and social impact on the region and state revealed we are the "new driver of the Greater Louisville economy."

The report went on to say: "No other institution in the region provides stronger impacts on the regional employment, business expansion or quality of life measures. ... Two of [the university's] greatest strengths are its ability to produce a well-educated workforce and to bring groundbreaking, innovative research to the market."

"Both of these assets help to create an environment that is rich in opportunity and productivity, allowing the University of Louisville to generate billions of

dollars annually within the state's economy — impacting Kentucky residents and businesses in every county.

"... Traditional impacts associated directly with the university, such as employment, institutional spending and attraction of visitors are only the beginning of a powerful story of how the University of Louisville is transforming the regional economy and adding measurably to the region's quality of life."

Among the findings of the report were that:

- Since 1995 the economic impact associated with the additional annual earning power of more than 12,000 UofL graduates who reside in Kentucky equals more than \$200 million annually in direct payroll to the state's economy and more than \$6 million annually in state income taxes.
- More than 3,000 UofL alumni own businesses in Kentucky, which in turn employ more than 75,000 people.

- \$25.1 million was contributed in 2005 alone to charitable organizations statewide through volunteerism and direct donations provided by UofL faculty, students and staff.
- By 2010 the combined economic impact of UofL, University Hospital and all other entities associated with the university on the state is expected to reach \$2.7 billion.
- Additional annual economic impact attributable to commercial applications, startup companies, attraction of new companies to Kentucky and growth within existing Kentucky-based companies resulting from medical research is estimated to be between \$159 million and \$370 million annually by 2020. The commercialization of medical research will support between 1,300 and 3,400 additional jobs statewide and generate between \$10 million and \$23 million in total state government revenue by 2020.

- Our participation in downtown development is bringing fine arts programming to Louisville, helping to create a more vibrant city center. Research suggests that markets with fine arts and other quality of life amenities are able to attract a "creative class" that, in turn, becomes a principal driver of economic opportunity.
- The medical campus provides advanced medical treatment to Kentucky citizens who once had to seek treatment at other locations outside the state. This close proximity of quality health care means fewer lost wages and less money spent on travel to and from treatment for Kentuckians. It also attracts patients from neighboring states and creates jobs for more than 1,000 residents.

The Major 5

Today, Kentucky's higher education agenda is at a critical crossroad. We have come a long way, yet still have a long way to go. It's time to refine our vision, our focus and our work plan taking us to the year 2020. Over the past year we invited the university community to help us discover, decide upon and then draft what was needed to continue the impetus of the Challenge for Excellence. We also looked at those items and assets we needed to add or evolve to meet the challenges we are sure to face over the next decade.

We call this new strategic plan "The 2020 Plan: Making It Happen."

The 2020 Plan takes us step-by-step through the process of how we will come to realize all those important goals laid out for us by the forward-thinking legislators of 1997. At the same time, it shows how we will achieve the promise we made the people of our community and state: to be a

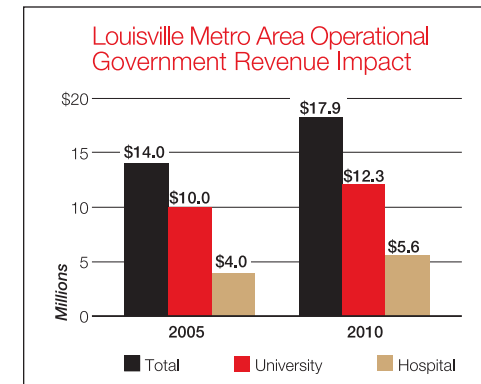
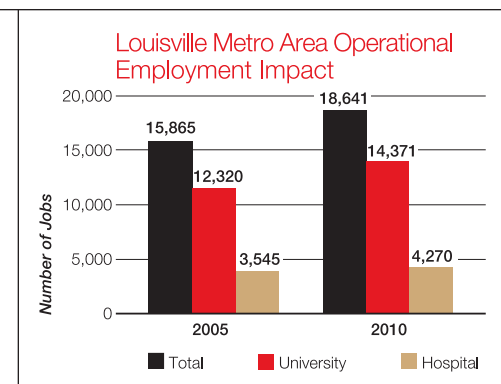
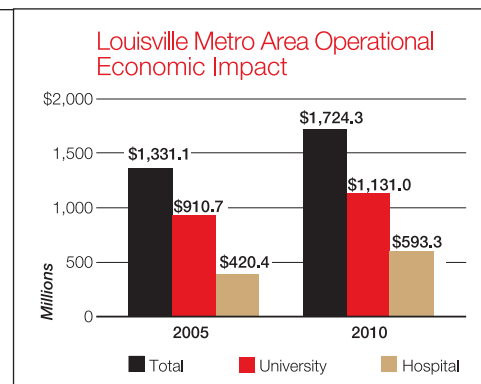
great citizen university that helps improve the quality of life for Kentuckians now and into the future.

The 2020 Plan is a highly focused plan addressing five critical areas:

1. Educational Excellence
2. Research, Scholarship and Creative Activity
3. Community Engagement
4. Diversity, Opportunity and Social Justice
5. Creative and Responsible Stewardship

Friends of the university will recognize that these themes have been driving UofL's growth almost since the day we opened our doors. The difference in the new strategic plan is how much more keenly focused we are on these activities and the tremendous level of energy and resources we will be investing in each.

We're confident that, by following this blueprint, the years leading up to 2020 will be as productive and effective as those of the Challenge for Excellence era.



1. Educational Excellence

“The promise of a limitless future.”

The 2020 Plan directs that UofL be the first choice for students who wish to excel in the classroom and in life, and that our students learn to be competent, mature and critical thinkers — important traits for navigating through the New Economy. In addition, we will work to ensure our students become responsible, informed and engaged citizens, involved in the cultural and social as well as the economic aspects of their communities.

In short, we will prepare them for leadership roles in the emerging knowledge economy.

The 2,600 members of the 2007 freshman class represent the type of student we are talking about. They drive home the point that the future of Kentucky is bright. As a group their strong academic profile holds up well in the national eye. With an average ACT score of 24.3, these students’ credentials surpass both the state and the nation’s average of 20.7 and 21.2, respectively. A record number — more than 700 — had ACT scores of 27 or higher.

This outstanding class joined a group of existing students who give our university and our state true bragging rights. Seven UofL students received Fulbright scholarships in 2007 — more than any other university in Kentucky and among the top 30 institutions in the United States.

In recent years, UofL students earned a record number of Fulbrights and other prestigious awards that allow them to study worldwide, gaining knowledge of other cultures that they bring home to share. This is important because, as the global marketplace grows smaller every day, it is vital that Kentucky has leaders in place who can guide us through the intricacies of doing business internationally.

Equally exciting is the increase we’re seeing in our graduation numbers. In 2006, we graduated a third more students than in 2002 — the largest increase at any Kentucky university — for a total graduation rate of 44 percent. It still needs to be higher — we want to achieve 60 percent — but thanks to changes we

have made in academic support, advising and student engagement we have the momentum we need to finish the job.

The high quality of students we attract places an even greater responsibility on our university to give them the kind of education that they both expect and deserve. And we’re meeting this expectation — a fact proven when the *Wall Street Journal* named us one of the top 30 “feeder schools” to the nation’s most elite graduate schools and *Consumers Digest* rated us a “Best Buy.”

The latest *U.S. News & World Report* lists programs in both our business and education colleges in its top rankings. We have many other nationally recognized programs, too — 30 in all.

While sustaining our core programs and initiatives, those that are the proven backbone of higher education and in helping students become critical thinkers and problem solvers, we’re also moving forward with programs designed to help students meet



the needs of tomorrow — programs in areas such as atmospheric sciences, bioengineering, bioethics, neurosciences, studio arts, biostatistics and more. We want to do much more than simply react to the needs of society. We want to be proactive in anticipating what challenges will face us in the future and graduate students who are prepared to address them competently and effectively.

In the 2020 Plan we also promise our students will learn from a faculty dedicated to and rewarded for excellence in teaching and scholarship, a faculty engaged in continuous development of effective and innovative pedagogy. The success we’ve had to date in attracting quality students could not transpire without the hard work and devotion of our faculty, a faculty respected nationally and internationally not only for their teaching but also for the new knowledge they bring to their respective areas through research and scholarship.

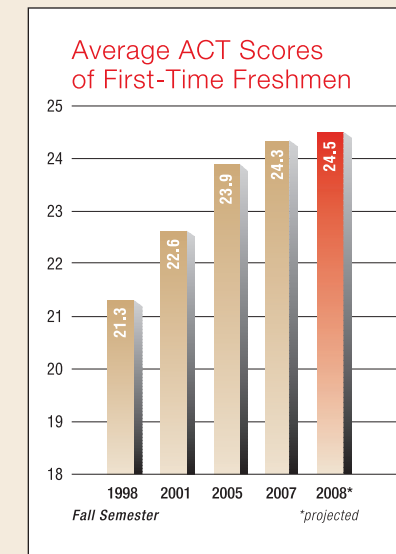
Many came to UofL through the state’s Bucks for Brains program.

This is clearly a case where taxpayers’ dollars were invested wisely.

Another factor critical to our students’ success is maintaining an outstanding library system. University Libraries is the academic heart of the university, a place for discovery and learning outside the classroom and laboratory. As such it is essential that the Libraries be able to continue to meet the information literacy and research needs of a diverse population.

The success of students at UofL — and Kentucky’s other colleges and universities, too — is important to the state’s future for many reasons. Statistics show that college graduates earn roughly \$1 million more over their lifetimes, and their unemployment rates are 30 percent lower than high school graduates. College graduates also provide at least \$300,000 more over a lifetime in federal taxes.

In Kentucky alone, if we as a state can double the number of people with college degrees we



can expand the tax base by \$9 billion. So it is vital that Kentucky rise from its dismal place nationwide — 48th — in degree attainment. We cannot attract quality employers to our state unless we guarantee them an educated, skilled workforce.

UofL has and will continue to help the state “double the numbers.”



2. Research, Scholarship and Creative Activity

“The passion to break new ground.”

In the 2020 Plan we pledge to focus our energy and resources to enhance scholarship and research as we advance to national prominence in areas of programmatic strength. We promise that our faculty will be recognized nationally and internationally for their teaching and research and that they will serve as outstanding mentors for all our students.

Research is important to Kentucky for many reasons, not the least of which is the financial reward it can bring. For example, the \$168 million in research grants that UofL attracted in 2006 generated \$279 million for the state’s economy. This number does not include the benefits derived from our research commercialization program.

UofL has achieved immense success in the growth of sponsored research in the last 10 years. Since 1998 total funds for extramurally funded research grants and contract awards increased 244 percent, to \$109 million in fiscal year 2006. This rapid rise made UofL, in the five-year period from 2001 to 2006, the fastest growing university in the nation in terms

of acquiring National Institutes of Health (NIH) funding.

Just as important as the economic advantage, however, is the way UofL research affects the quality of life for Kentuckians, particularly those who are benefiting from our cancer, heart and spinal cord injury programs. In the area of cancer research alone, in 2007 we had more than 15 new cancer drugs under development.

Much of this work is being done at UofL’s James Graham Brown Cancer Center, often in conjunction with local and national partners. The center’s output is nothing short of a miracle — from new therapies and drugs that specifically address children’s cancers (funded in part by a \$12 million gift from Kosair Charities) to the work of Drs. Ben Jenson and Shin-je Ghim and their partners in the Owensboro Medical Health System, who are close to producing a low-cost cervical cancer vaccine from tobacco plants. Collectively the researchers at the Brown Cancer Center are making UofL a noted force in the battle against cancer.

In fact, we expect to soon attain National Cancer Institute designation for the Brown Cancer Center, which means that we have been recognized nationally as one of the major sources of new knowledge relating to the nature of cancer and of new and more effective approaches to prevention, diagnosis and therapy.

What this means to patients is that we can offer options for prevention, diagnosis and treatment that may not be available elsewhere. Patients also benefit from better access to the latest therapies and better opportunities to take part in early trials of promising treatments.

When it comes to what the designation means in terms of funding, it makes us eligible for NCI support grants intended to strengthen the Brown Cancer Center’s research infrastructure and provide the financial flexibility necessary for investigators to pursue new scientific opportunities. In addition, NCI designation makes it easier for us to compete for other federal, state and private research grants.

Also included in the 2020 Plan is a leading-edge initiative for clinical and translational science. This initiative will transform how clinical and translational research is conducted at UofL, ultimately enabling researchers to provide new treatments more efficiently and quickly to patients. The initiative draws on NIH’s earlier efforts to re-engineer the clinical research enterprise, one of the key objectives of the NIH Roadmap for Medical Research.

We have many other equally significant research projects under way, including developing a Center for Predictive Medicine for Bio-Defense and Emerging Infectious Diseases. We’re also creating a biosafety lab and are involved in molecular medicine and biotechnology investigations.

Other research activity is centered on cardiovascular discovery, neurosciences, bioengineering, birth defects, gastroenterology and liver diseases. We’re also engaged in research that explores new avenues in psychology, psychiatry, developmental and behavioral neurosciences, physics, logistics, environmental health

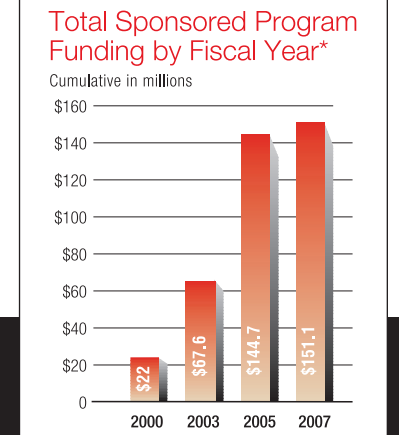
and sciences, transplantation and tissue immunobiology, and many more such areas aimed at improving our quality of life.

Nearly all involve the integrated efforts of multiple schools and colleges linking the Health Sciences and Belknap campuses.

Cultural and Social Impact

Although medicine and engineering traditionally attract large amounts of federal research funding, our interdisciplinary and collaborative investigations draw on and support the scholarship of many disciplines, including the arts, humanities and social sciences. These areas might not attract extensive federal research investment, but they are nevertheless critical to the growth and well being of our community and university.

They help create the kind of environment that makes our community a great place to live and, thus, helps us recruit great faculty, researchers, staff and students to our university and attract first-rate employers to the city.



* Includes federal and nonfederal funds and funds for clinical trials

The TrippUmbach report states that the multiple social and cultural benefits that are by-products of a leading-edge university provide a magnet for post-industrial, footloose companies expanding into the Louisville market — principally in the highly sought-after fields of life sciences, bioinformatics, robotics and information technology.

It also recognized that UofL’s participation in new downtown development projects that are bringing fine arts programming to Louisville are helping create a more vibrant center city. Research by Richard Florida suggests that markets with fine arts and other quality of life amenities are able to attract the “creative class” that, Florida says, is a principal driver of economic opportunity.

The goals we have established in the 2020 Plan will help us build on this fantastic track record so that by 2020 we, indeed, will have attained our goal of being one of the nation’s Top 20 public metropolitan research universities.



3. Community Engagement

“The insight to champion community.”

At the University of Louisville we take pride in the fact that we’re a “citizen university.” This means that we hold excellence to be a core institutional value, but as we maintain our traditional commitments to teaching, research and service we also ensure that our goals are blended with those of the surrounding area.

We actively provide the leadership and expertise needed to identify and solve problems, and any growth must also promote the economic well-being and quality of life of our citizens. In a truly synergistic fashion, we depend on the strengths of the community for many of our resources, but the community also thrives because it can avail itself of the resources that we can provide.

By 2020, UofL will be known as a model metropolitan university, integrating academic excellence and research strength with civic engagement to transform Kentucky.

When James Ramsey became president of UofL in fall 2002, the university was involved in more than 1,600 community partnerships and programs. Though each was well-intentioned, we were clearly overextended. We needed to concentrate on those that could truly make an impact.

So we did some soul-searching, driven by this one simple, yet critical question: “Which of our community outreach efforts are most effective?”

The strategic alliances that emerged from this self-evaluation process are strong, effective and results-oriented. They are designed to provide leadership and support for the arts and cultural life of our city, and to promote strong interaction with K – 12 school children in Jefferson County and statewide. They cover business, environmental social and legal issues.

We’re also focused on helping those communities out in the state lacking in health-care facilities by providing outreach services and medical personnel. Some partnerships, such as the \$2.2 billion health sciences center expansion and renovation, the Cressman Center for the Visual Arts and our involvement in Museum Plaza and in the new arena are literally changing the face of downtown Louisville.

Some will have even broader impact. UofL and its City Solutions Center, working with the Kentucky League of Cities, will help transform cities, towns and suburban areas statewide and will serve as a national model for meeting challenges and pursuing opportunities.



UofL’s fine arts department and the College of Business will be major tenants in the new Museum Plaza complex when it opens on the Louisville waterfront.

The Health Sciences Center master plan calls for a \$2.2 billion investment in a 30-block area of downtown Louisville over a 20-year period.



Through our Signature Partnership, we’re making a major commitment to the 75,000 residents living in West Louisville, which lags behind the rest of the city in terms of income, educational attainment, employment status, and health-care and social opportunities. UofL is sharing its enormous pool of resources with the West Louisville area in a partnership effort to decrease the disparities there.

Future university investments close to campus will greatly improve property values and opportunities for commercial business development. This area has already seen much improvement in recent years due to UofL investments in projects such as converting the Reynolds Building, an historic four-story structure at the southwestern corner of Belknap Campus, into upscale loft condominiums.

The property was sold to a private developer, who transformed this property and eliminated the maintenance cost to the university. An added benefit is that an

historic structure was restored in the process.

It is this type of innovative thinking that is helping our partnerships become win-win situations for the university and its collaborators, as well as for the city and state.

The topics addressed in our partnerships might be wide in scope, yet their goal remains consistent: to help transform our region through community engagement.

4. Diversity, Opportunity and Social Justice

“The courage to question convention.”

In 2007 UofL had the most diverse student population of any public university in Kentucky, with the exception of the historically black liberal arts institution Kentucky State University. More than 3,400 of our 21,689 students represented people of color. In addition, we had nearly 1,200 international students from 109 countries.

This makes for a great educational environment in which the students’ text books and classroom lectures are supplemented by what they also learn about different cultures and ethnicities from one another — an important asset for thriving in today’s global economy.

We believe that education is the key to changing society, and it is through education that we will build a more tolerant, inclusive society both at home and abroad.

Our mission then is to foster and sustain an environment of inclusiveness, free of prejudice and bias, empowering all we touch to achieve their highest potential. We understand that the most amazing results come from being open to all ideas and bringing many diverse perspectives to the table.

UofL is committed to creating a challenging intellectual climate enhanced by our many human differences — from race, ethnicity, gender, age and socio-economic status to military status, national origin, sexual orientation, disability and religion.

And that’s not just talk. Each unit at UofL has created a concrete diversity plan in support of our university-wide initiatives. A recent review of the president’s plan on university-wide diversity efforts found that 96 percent of our goals have been met or are ongoing. To encourage the units even further, an annual award of \$10,000 recognizes the unit that makes the most outstanding

advancement each year in the area of diversity.

We know that our diversity plans must be dynamic and must continue to evolve over time as goals are met and new ones are set. But through the collective efforts of all units, we want UofL to be a model university in the area of diversity.

We expect every member of our academic family to embrace the underlying values of this vision and to demonstrate a strong commitment to attracting, retaining and supporting students, faculty and staff who reflect the diversity of our larger society.

Along with having the state’s most diverse student population, we are focused on ensuring that our students can learn from a diverse faculty body, too. In fall 2002, full-time university faculty represented the least diverse group on campus, with 61 African Americans out of 1,295 full-time faculty and only a handful of Latino and Native American faculty.

By fall 2007, the number of full-time African American faculty had risen to 93. In total, nearly a quarter of our full-time faculty positions were held by people of color.

Our sustained commitment is paying off — according to the Council on Postsecondary Education, UofL has shown more consistent diversity results than any other university in the state.

UofL is also one of only a handful of universities across the nation that have been recognized with a Diversity in Athletics Award. The award is presented annually by the Laboratory for Diversity in Sport at Texas A&M University to acknowledge NCAA Division 1-A athletic departments that excel in various areas of diversity.

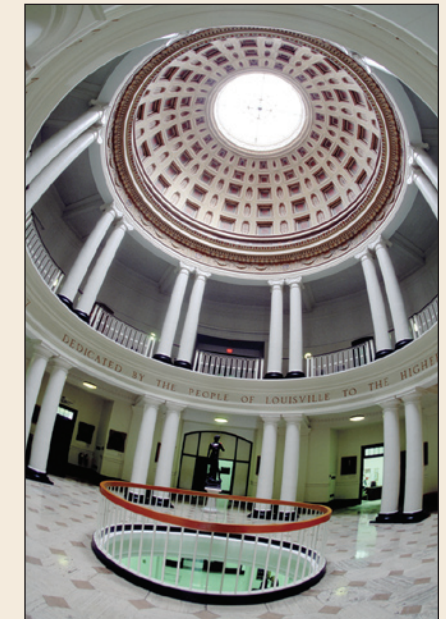
UofL was specifically recognized for overall excellence in diversity and the graduation of African American female student-athletes.

We also have programs aimed at promoting religious diversity and helping students experience and be accepting of other cultures. This will help our students learn to efficiently navigate the global community in many ways and prepare them for dealing with the intertwining of these economies as the world continues to grow smaller.

And we have initiated programs that empower women and boost awareness of their contributions to society, as well as ensure that people with disabilities have equal access to UofL’s educational, social and cultural opportunities.

We also offer gender identity advocacy and support services to ensure that no one is denied the opportunity to succeed.

The measures set down in the 2020 Plan continue to focus on these important goals, not giving up any of the ground we have already attained in diversity while continuing to move forward toward the day when we live in a truly accepting, diverse society.



**Includes permanent, full-time faculty with rank of instructor-professor. Nonresident aliens are included in their respective ethnicity. Source: Office of Institutional Research and Planning.*



| Student Diversity | Fall 2007 |
|-------------------------------------|--------------|
| African American | 2,337 |
| Hispanic | 348 |
| Asian/Pacific Islander | 686 |
| Am. Indian/Alaskan Native | 61 |
| Total | 3,432 |
| Percent of Total Student Enrollment | 15.8 |

| Faculty of Color* | Fall 2002 | Fall 2007 |
|---------------------------|------------|------------|
| African American | 61 | 93 |
| Hispanic | 32 | 45 |
| Asian/Pacific Islander | 159 | 239 |
| Am. Indian/Alaskan Native | 2 | 2 |
| Total | 254 | 377 |
| Percent of All Faculty | 19.6 | 24.3 |

5. Creative and Responsible Stewardship

“The will to achieve greatness.”

The word “accountability” has become a mantra at the University of Louisville as we strive to be good and responsible stewards of the public trust on all fronts.

Clearly the university is accountable for educating tomorrow’s leaders. The 2020 Plan states that UofL will be an institution of uncommon ambition, dedicated to accomplishing its mission by wise use of its resources — the most important of which is our people including all the students, alumni, staff, faculty, administrators and friends who make up the university community.

UofL will grow by attracting outstanding talent to the region while developing the capabilities of its community members so that all achieve their highest potential.

Our creative stewardship involves the university community helping create new ideas and devising and implementing action plans for achieving 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 support the university in achieving its goals.

In all actions, UofL will adhere to the highest ethical and professional standards of conduct, from spending tax and tuition dollars wisely and protecting and improving the environment, to creating community partnerships, supporting cultural and artistic endeavors, helping businesses succeed, building healthier communities and promoting research and medical breakthroughs.

In short we will continue to build upon those partnerships that, over the years, have involved many organizations and great success. We’ve formed dozens of centers and institutes that tackle a wide range of issues from cancer to crime prevention, diversity to business development.

We’ve helped make Bucks for Brains an outstanding success since it was launched in 1997.

We’ve sought innovative ways

to save operating costs, such as installing a telephone Voice over IP (VoIP) system that has trimmed \$1.2 million in our operating costs. The system, which can send emergency messages throughout campus, offers improved safety for our students, staff and faculty.

Our record on the environmental front speaks for itself. One of our most effective collaborations is with civic leaders and government agencies in the Partnership for a Green City. This program is helping protect our natural resources and save money by reducing our energy consumption and by reducing, reusing and recycling waste materials ranging from paper, plastic and aluminum cans to obsolete electronics, scrap metal and corrugated cardboard.

We also formed a purchasing consortium to cost-effectively buy environmentally sound products and services. End benefits include better health that can occur through the reduction of chemical exposures and reduced



risks to students, employees and the general public.

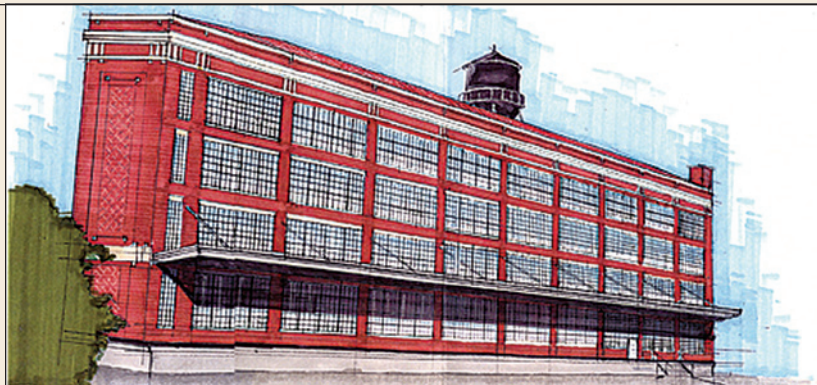
And we are giving all public schools access to outdoor classrooms, expanding environmental education for students on all levels and bringing Louisville Metro government into the existing UofL/JCPS Center for Environmental Education project.

The Kentucky Pollution Prevention Center is just one more example of how UofL is actively engaged in environmental stewardship. The KPPC is involved in the research, development and deployment of renewable energy and energy efficiency technologies, practices and outreach activities of importance to Kentucky agriculture, rural communities

and related industries, as well as programs designed to clean up our environment.

Nearly every Kentucky citizen has been affected by a program or initiative that had its beginnings at UofL. We are making the state a better place to live, work and enjoy life. In the 2020 Plan we promise to stay centered on this crucial mission.

Working with a private developer, we turned a previous eyesore into the high-end Reynolds Lofts condominium complex. The result is an asset to both the university and the neighborhood.



Above: UofL students help recycle trash as part of our Partnership for a Green City initiative.

“The City Solutions Center, a joint effort of the Kentucky League of Cities, NewCities Institute ... will ‘marry’ the academic expertise of UofL to the Main Street needs of Kentucky. In our look around the country, this is an innovative and important step forward in our efforts to create seamless education through not only lifetimes, but by combining the traditional academic environment with Main Street needs.”

—Sylvia Lovely, President/CEO NewCities Institute

Our Goal

Our goal is to be nationally recognized as one of the top 20 metropolitan research universities in the country through programs that are excellent in their outcomes and focused in their scope. This metropolitan mission distinguishes us from other state universities such as the University of Kentucky, which has a much broader mission, and from the comprehensive universities, which have a less translational research mission.

We will continue to be one of the smartest investments the state can make, providing a world-class education for students and new economic opportunities for all Kentuckians.

To achieve our goal we must move forward in the following five critical areas. Specifics on how we intend to do this over the next dozen years are spelled out on the following pages.



1. Educational Excellence

Even with all the other tasks and roles the modern university is asked to perform, higher learning is and will always be our most essential work.

As a melting pot of people and culture, emerging technologies and complex social systems, metropolitan universities are uniquely situated to use the economic, cultural, artistic and social milieu as part of the student learning experience. The research aspect of our university means that students benefit from working with scholars who are making the discoveries that shape our future.

Our goal is to equip our students for 21st century life, with more capacity to think critically, communicate interculturally and solve real problems more successfully.

Many of our new initiatives place students at the hub of metropolitan life, through internships and community-based research and service projects. This helps them hit the ground running upon

graduation, providing employees with a talented, skilled workforce straight out of college.

Engaged Learning

One new initiative that is getting major attention from all campus units is our Ideas to Action program. Ideas to Action emphasizes engaged learning and fosters critical thinking and problem-solving skills. All general education courses and the student's major curriculum are infused with active learning that culminates in research projects, internships, capstone courses and community service projects.

This approach to learning gives every student the opportunity to demonstrate he or she has mastered a body of knowledge and knows how to apply it to solve real-world problems. In addition, many of these community/research projects connect the students to local businesses or offer support for nonprofits and community organizations. They also involve students in the

well-being of our community and promote student/faculty working and mentoring relationships. The Critical Thinking Institute and Jones Research Scholars programs will support this initiative.

Bolstering the Workforce

Any university's most significant contribution is providing the next generation of leaders — leaders who are talented, caring, responsible, civic minded and prepared to meet the demands of the future. Quality of life and economic development are closely tied to the numbers of, and quality of graduates from our university.

Enroll the best and brightest

We want to help Kentucky double its number of residents with college degrees by the year 2020. Goal One, then, is for us to recruit, retain and graduate the best and brightest students. To do this we will:

- Increase the degree-seeking FTE freshman from 2,542 to 3,085 by attracting the best students in KY to UofL.

- Increase the percentage of entering FTE transfers by 2.75% per year to 1,207 by 2020.
- Expand high school and awareness initiatives.
- Invest in 5 new admissions counselors.
- Develop innovative new scholarship programs and expand successful initiatives such as Cardinal Covenant.
- Increase need-based financial aid from \$2.79M to \$5.47M in 2014 to \$5.97M in 2020.
- Attain membership in the Association of American Universities.
- Obtain a Phi Beta Kappa chapter.
- Achieve a 3.0 GPA institutional average for student-athletes in all 23 conference sports.
- Increase the number of FTE students living on campus from 19% to 32% in 2020.

Increase retention and graduation

- Increase the graduation rate from 43.6% to 52.4% by 2014 and to 60% by 2020.

- Increase the number of BA/BS degrees awarded from 2,328 to 3,074 by 2020.
- Emphasize engaged learning by improving National Survey of Student Engagement scores (baseline 0 for 4; 2 for 4 by 2014; 4 for 4 by 2020).
- Involve all undergraduates in a research, community, or applied project.
- Improve job and/or graduate/professional school placement from 75% to 85%.

Emphasize graduate education

- Increase the number of doctoral degrees awarded from 151 to 350 and strengthen quality and develop new doctoral programs in key strategic areas.
- Increase the number of professional degrees in medicine, dentistry and law by 10% or to capacity of facilities to improve the health and well-being of Kentucky's population.
- Increase the quality and quantity of graduates in the health sciences to improve the health

- care of the population.
- Increase graduate fellowships funding. Raise stipends to national levels and add 156 new fellowships by 2015.

Create a skilled workforce in response to community needs

- Implement STEM initiatives leading to more graduates with science, technology and mathematics majors; more students majoring in engineering; and an increased cohort of science teachers for K – 12.

Support required

- Improve student-faculty ratio from 21.4:1 to 15:1.
- Add 373 new faculty, including 60 who bring significant funding, 30 scholars who will help create national prominence and 283 scholar/teachers who will enhance our academic and clinical programs.
- Increase funding to the Center for Teaching and Learning to support development of engaged pedagogy.
- Expand career counseling, placement and advising services for all students.



2. Research, Scholarship and Creative Activity

The driving goals behind the steps to be taken in the area of research, scholarship and creative activity are:

1. to increase our funded research
2. to increase our translational research in response to community needs and fuel economic development
3. to focus on areas of scholarly and creative activity that create national prominence and
4. to expand clinical operations to better serve Kentucky.

We intend to accomplish this by:

- Recruiting 60 new researchers and 30 scholars in the first five years, who should bring in a minimum \$60M in new federal research awards that grow 3% annually through 2012 and 7% from 2013 through 2020 — making the new faculty virtually self-supporting.
- Increasing total grants and contracts to \$256M by 2014 and to \$400M by 2020.
- Increasing total peer-reviewed federal grants and contracts to \$100M by 2014 and to \$193.5M by 2020.
- Increasing non-federal research grants and contracts to \$51M by 2014 and to \$76.5M by 2020.
- Increasing non-research grants and contracts to \$105M by 2014 and to \$130M by 2020.
- Increasing federal grants by 100 in 2014 and by 200 in 2020.
- Increasing nationally recognized programs from 30 to 45 in 2014 and 60 in 2020.
- Increasing the emphasis on clinical research and translational science that can be commercialized through Metacyte and NUcLeus, our business development and commercialization enterprises.
- Developing new interdisciplinary centers that can lead to national recognition. Centers for clinical and translational studies, health and wellness, professional ethics and a critical thinking institute are currently under consideration.
- Continuing our work as a cultural and artistic driver through partnerships such as Museum Plaza and the Cressman Center for Visual Arts.
- Having a successful compliance audit.
- Increasing the number of funded researchers by 60 in 2014 and by 180 in 2020, including those with prestigious awards such as National Academies status.
- Attaining National Cancer Institute designation for the James Graham Brown Cancer Center.
- Achieving full accreditation from the Association for the Accreditation of Human Research Protection Programs.



3. Community Engagement

We pledge to be a model metropolitan university, integrating academic excellence, research strength and civic engagement to help transform Louisville and Kentucky. Part of this involves continuing to bring national visibility to the region through our excellent sports teams — student-athletes known as much for their sportsmanship and integrity as for winning on the field.

To fulfill this promise to our community we will:

Create an improved neighborhood

- Joining in innovative partnerships to develop the Belknap area through growth in business and housing for single students, married students, faculty and staff.
- Creating a lively campus community that encourages co-curricular activity and campus involvement.
- Expanding health services for Belknap students, faculty and staff.
- Improving sports ranking to achieve Big East Conference All Sports (23) Champion status.

Expand our boundaries downtown

- Increasing student housing and student life activities for our HSC students.
- Expanding clinical enterprises to better serve the community.
- Moving key programs downtown including the business school's graduate and executive programs; fine arts graduate and some undergraduate studio programs; the law school's Legal Aid clinic; new public health locations; expanded dental and nursing facilities; and basketball to the arena.
- Strengthening our community engagement in the visual and performing arts, literary arts, humanities, historic preservation, libraries and museums, especially in Louisville's core area.

Keep commitments to West Louisville

- Implementing and sustaining the Signature Partnership program, focusing on eliminating or reducing disparities in the educational, health, economic and social condition of community residents.
- Engaging faculty, staff and students from all schools and colleges in this work.
- Making significant progress on the 13 objectives of the program.

Enact our statewide mission in focused areas appropriate for a metropolitan university

- Partnering in the creation of a City Solutions Center.
- Expanding our statewide outreach through clinical and translational activities and select education programs.
- Achieving indicators for Carnegie Classification for Community Engagement.



4. Diversity, Opportunity and Social Justice

UofL has made meaningful progress in recent years toward realizing a vision of all-inclusiveness in concrete terms. Much, however, remains undone. To build on our progress we will focus on:

- Expanding our Cardinal Covenant program, which guarantees funding to Kentucky's poorest students, from \$1.2M in 2008 to \$3.1M in 2020.
- Increasing need-based and transfer aid by \$5.97M.
- Continuing to lead the state in Kentucky Plan success (we attained all eight out of eight goals 2005 – 2007).
- Incorporating principles of cultural diversity, global awareness and social justice into appropriate portions of the educational curricula, research and scholarship programs and programs in civic engagement.
- Participating in mission-centered social and economic justice programs.

Students who graduate from UofL must demonstrate an awareness of global interdependence and understanding of other cultures, and be able to communicate well both interpersonally and interculturally.

To foster this informed world view and oral and written communication competence, we are:

- Revamping our International Center to lead international educational and research initiatives and to provide a welcoming place for our international students.
- Increasing faculty and student participation in international experiences and projects in scope, including:
 - Faculty and students teaching, studying and conducting research outside the United States to 300.
 - Number of students involved in international projects to 1,500.
- Encouraging study abroad and world scholar options for most major programs with \$1M in travel support.
- Developing “area” studies programs that emphasize global languages and specific areas such as Chinese studies, South Asian studies, Latin American/Latino studies, Brazilian studies, etc.
- Developing or strengthening programs in Judaic, Christian, Middle Eastern and Islamic studies.
- Instituting a World Scholars Program to emphasize the importance of intercultural understanding.
- Meeting all three prongs of the goals for female athletics participation based on OCR Title IX standards (by 2014).



5. Creative and Responsible Stewardship

We will drive the strategic agenda with creative use of the university's full capacity — including developing our greatest asset, our people. We want to provide opportunities for professional growth and mentoring, recognize and reward excellent work and contributions to strategic goals, and implement a comprehensive plan for effective external communication and interaction with our alumni.

Over the next dozen years we also will focus on:

- Increasing our endowment from \$769.8M to \$1.5B in 2014 and to \$3B by 2020.
- Building according to the HSC master plan.
- Commissioning a Belknap master plan.
- Developing and funding a capital renewal program to increase the amount of fully updated space according to the Health Sciences Campus, Shelby Campus and Belknap Campus master plans.



- Expanding our efficiency and sustainable initiatives and achieving the highest “STAR” rating from the Association for the Advancement of Sustainability in Higher Education.
- Increasing space to reduce the identified space deficit by 1.25M assignable square feet (asf) in 2014 and by 2.5M asf by 2020.
- Adopting the NASULGC voluntary system of accountability.
- Continuing to self-assess our NCAA compliance.
- Spurring economic development through research parks at Shelby Campus and the Haymarket.
- Fully utilizing our underperforming assets.



UofL Strategic Plan 2008 – 2020 Scorecard

| Outcomes | Baseline | 2014 | 2020 |
|--|---------------|----------------|-----------------|
| EDUCATIONAL EXCELLENCE | | | |
| Increase the baccalaureate graduation rate | 43.6% | 52.4% | 60.0% |
| Increase number baccalaureate degrees awarded annually | 2,328 | 2,675 | 3,074 |
| Increase need-based and transfer financial aid | \$2.79M | \$5.47M | \$5.97M |
| Increase student satisfaction (using NSSE criteria) ¹ | 0 for 4 | 2 for 4 | 4 for 4 |
| Decrease student to faculty ratio (student headcount/tenure and tenure-track faculty) | 21.4 to 1 | 18 to 1 | 15 to 1 |
| Increase the number of staff to support student growth | * | 100 | 200 |
| Increase percentage of full-time students living in university-affiliated housing | 19% | 28% | 32% |
| Improve critical thinking skills (achieve goals in Ideas to Action Plan) | Goals set | 3 for 4 | 4 for 4 |
| Improve job placement and enrollment in graduate/professional programs for alumni | 75% | 80% | 85% |
| Increase doctoral degrees awarded annually | 151 | 239 | 350 |
| Increase number of nationally recognized programs ² | 30 | 45 | 60 |
| Phi Beta Kappa Chapter | In Progress | Achieved | Achieved |
| Continued high academic performance by student-athletes | None achieved | Achieve 1 goal | Achieve 2 goals |
| — Achieve 6-yr. graduation rate of at least 65% for all UofL student-athletes participating in the 23 conference sports | | | |
| — Achieve a top three highest average GPA for the academic year among Big East schools for all UofL student-athletes participating in conference sports | | | |
| — Achieve a top three highest average GPA for the academic year among Big East Division 1A football member schools for UofL student-athletes in football | | | |
| — Achieve institutional average GPA of 3.0 for all student-athletes participating in conference sports (including football) | | | |
| Association of Research Libraries (ARL) membership | Achieved | Achieved | Achieved |
| Association of American Universities membership | Not Achieved | Not Achieved | Achieved |
| RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY | | | |
| Increase total grants and contracts | \$171.2M | \$256M | \$400M |
| — Increase total peer-reviewed federal grants and contracts | \$67.2M | \$100M | \$193.5M |
| — Increase non-federal research grants and contracts | \$34M | \$51M | \$76.5M |
| — Increase non-research grants and contracts | \$70M | \$105M | \$130M |
| Increase the number of investigators and scholars ³ | * | 60 more | 180 more |
| National Institutes of Health (NIH) Cancer Center designation | In Progress | Achieved | Achieved |
| — Increase the number of NCI federal grants | * | 30% Increase | 100% Increase |
| National Academies memberships | 3 | 8 | 15 |
| National faculty awards in arts, humanities, science, engineering and health ⁴ | 5 | 10 | 20 |
| Increase number of top-tier publications (articles in high-impact journals, books with top publishers) | * | 30% Increase | 100% Increase |
| Increase number of creative activities in premier venues | * | 30% Increase | 100% Increase |

¹ Significantly greater than comparison institutions on (a) student evaluation of their entire educational experience and (b) likelihood they would choose UofL again (first-year students and seniors)

² Number of programs that are recognized by any national agency, consortium, publication or association, meet university-established criteria and are approved by the president

³ Includes researchers who will bring significant grant funding as well as scholars doing work to enhance the university's national and international prominence

⁴ Prestigious academic memberships and faculty awards as identified by the Lombardi Program for Measuring University Performance

⁵ Master plan to be developed by fall 2009

| Outcomes | Baseline | 2014 | 2020 |
|---|----------------------|---|----------------------|
| COMMUNITY ENGAGEMENT | | | |
| Achieve goals of Signature Partnership Initiative (significant progress on 13 goals) | Goals set | 70% | 100% |
| Achieve indicators for Carnegie Classification for Community Engagement | In Progress | Achieved | Achieved |
| Increase university presence (number of activities) throughout Kentucky (e.g., City Solutions Center, HSC outreach) | * | 10% Increase | 20% Increase |
| Improve sports ranking: | | | |
| — Big East Conference All Sports (23) Champion | Not Achieved | Not Achieved | Achieve |
| License income received | * | Increase by 25% | Increase by 50% |
| Invention disclosures received and processed | * | Increase by 25% | Increase by 50% |
| Licenses/options agreements | * | Increase by 25% | Increase by 50% |
| Patent Applications | * | Increase by 25% | Increase by 50% |
| Business Start-ups (total) | 13 | 28 | 34 |
| DIVERSITY, OPPORTUNITY AND SOCIAL JUSTICE | | | |
| Achieve Kentucky Plan Goals | 7 of 8 | 8 of 8 | 8 of 8 |
| Increase faculty teaching, studying and/or conducting research outside the United States | * | 250 | 300 |
| Increase students studying and/or conducting research outside the United States | * | 750 | 1500 |
| 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 | 3 of 3 | 3 of 3 |
| Achieve annual goals specified in the University Diversity Plan | 85% | 90% | 95% |
| CREATIVE AND RESPONSIBLE STEWARDSHIP | | | |
| Increase endowment | \$796.8M | \$1.5B | \$3B |
| Increase compensation for faculty as compared to benchmark medians | 90% | 95% | 100% |
| Increase compensation for staff as compared to benchmark medians | 90% | 95% | 100% |
| Increase amount of fully updated space | | | |
| — Percentage of replacement value of facilities budgeted for capital renewal | 0.2% | 1.5% | 2% |
| — Increase space (assignable square feet) to reduce identified space deficit | 0 | 1.25M asf | 2.5M asf |
| Increase energy efficiency — reduce energy used per gross square foot | 0 | 5% | 10% |
| Participate in the Association for the Advancement of Sustainability in Higher Education | * | High STAR Rating | Highest STAR Rating |
| — Education and Research | | | |
| — Operations | | | |
| — Administration and Finance | | | |
| Continued self-assessment of NCAA compliance | No major infractions | No major infractions | No major infractions |
| Spur Economic Development by Implementing: | | | |
| — Belknap Campus Master Plan ⁵ | In progress | On target | Fully implemented |
| — Shelby Campus Master Plan | Developed | On target | Fully implemented |
| — NUCLEUS Strategic Plan | | | |
| ✓ Health Science Center Master Plan | Developed | On target | Fully implemented |
| ✓ Haymarket TIF | Plan Developed | Achieve signature threshold — \$200M cap. exp., issued bonds to finance project | Project 80% complete |
| Increase clinical operations | | | |
| — Increase Medical School Fund Inc. (private practice plan) | \$85M | \$114M | \$152M |
| — Increase clinical component of UofL Research Foundation (non-private practice) | \$86.5M | \$116M | \$155M |

*Baseline to be determined.

“Education plays a key role in the future of Kentucky, especially higher education. ... Advanced degrees, training in the biotech, medicine, health-care services, education, advanced agriculture production and computer sciences will be essential for the workforce of today and into the near and long-term future. Our economic development and continued ability to provide basic health-care services to our population are at risk.”

— Dr. Jeff Barber,
President/Chief Executive Officer
Owensboro Medical Health System

Funding

What will it take?

Creating these benefits for the commonwealth and success for students — Kentucky’s future leaders — will require more and better infrastructure. For instance:

- Basic infrastructure, including the common technologies necessary to support faculty, staff and students, will require an additional \$10 million in funding by 2020.
- Research infrastructure, including the specialized resources for bioinformatics and computational biology — a strategic growth area — will require an additional \$25 million.
- Instructional technology, vital to delivery of classroom instruction and distance education, will require \$15 million.
- And administrative systems including the tools to support financial aid, human resources, and other costs will require an additional \$11.5 million.

These costs are in addition to the current costs of maintaining and continually upgrading the university’s core infrastructure.

Making these goals a reality will also require attracting and retaining the best faculty and staff, including funds for bringing staff salaries to the average of the regional market and offering faculty salaries that will attract and retain the best of the best.

These goals also require new and newly renovated space for academics, research, student activities and administration. Funding needed for renovation is \$484 million over the span of the business plan. Additionally, the university’s capital renewal deficit and deferred maintenance continues to grow.

Funding the new initiatives

The University of Louisville realizes that funding these initiatives will require a team effort.

The business plan embraces the principles that to be successful UofL must use all of its financial resources wisely by maximizing underperforming assets, competing for new grants and contracts, increasing philanthropy from the private sector, pricing tuition and services competitively and working conscientiously to develop new sources of untapped revenue. In its quest for preeminence, it is hoped that while UofL will not depend solely on state support to fund its strategic plan, it will make the case that more state funds are needed.

The cyclical “up and down” trend of state funding and the uncertainty of the general business cycle are important environmental factors to consider, but the ambiguity and unpredictability of these revenue flows are cause

for concern. Nonetheless, UofL embraces a comprehensive financial strategy that maximizes revenue from all sources of funds (as seen in Graph 1, below left) and the business plan focuses on year-to-year investments that will enable it to meet its long-term goals.

However, even after maximizing these revenues, there is a sizeable gap between UofL's budget and the required resources. The university and the commonwealth need to strike a balance between state appropriation and tuition revenue to fund this gap. Graph 2 (below right) shows the relationship between tuition increases and increases in state appropriation.

The commonwealth must team with us

The commonwealth has set the expectations for the University of Louisville. To achieve these goals, the commonwealth must invest in the university at significantly higher levels for the 12 years of the plan.

Our customers, the students, also must contribute to this plan. The university proposes two approaches to tuition. The preferred approach is to raise tuition each year no more than 5 percent. This approach will only be possible, though, with a corresponding annual investment from the commonwealth. With no or limited state funding, we would have to raise tuition above the 5 percent level, although we would want to explore all possible options before doing so.

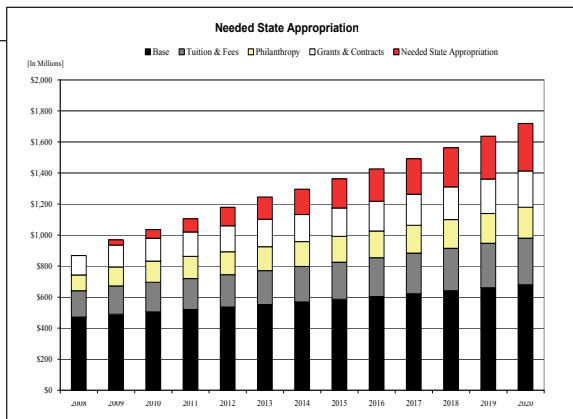
Conclusion

The University of Louisville kept its commitment to the commonwealth by implementing the Challenge for Excellence. Funding the new Excellence 2020 strategic plan is the next step on our road to national preeminence.

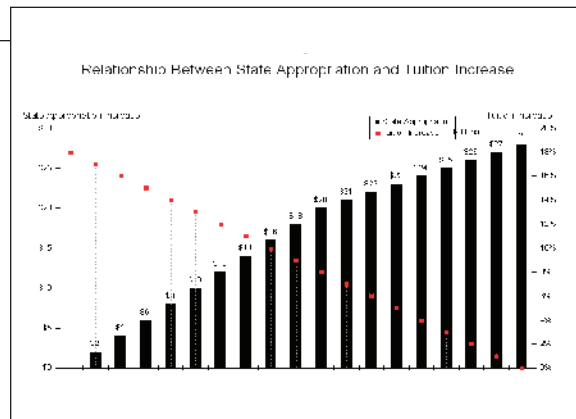
This effort will give the commonwealth a tremendous return on investment, providing a world-class education for our students and new economic opportunities for Kentucky's citizens.

The investments we make now will ensure a bright future for our children and for the entire commonwealth.

Graph 1



Graph 2



Long-Term Financial Plan

Executive Summary Cumulative Required Funding (in millions)

| | Base Year 2008 | Biennial Budget 2008-09 2009-10 | | Intermediate 2014 | Target 2020 |
|--|-------------------|------------------------------------|----------------|----------------------|----------------|
| Projected Revenue | | | | | |
| General Fund Revenue | | | | | |
| State Appropriation | 193.5 | 208.7 | 221.5 | 245.0 | 285.7 |
| Tuition and Fees @ 9% | 170.3 | 187.5 | 206.3 | 266.4 | 394.3 |
| Other General Fund Revenue | 26.0 | 26.1 | 27.6 | 37.2 | 67.3 |
| Auxiliaries / Service Centers | 27.7 | 27.9 | 28.1 | 29.0 | 30.3 |
| Subtotal General Fund Revenue | 417.5 | 450.2 | 483.4 | 577.7 | 777.5 |
| Restricted Fund Revenue | | | | | |
| UofL Research Foundation, Inc. | | | | | |
| Clinical Operations | 188.0 | 193.6 | 199.4 | 224.5 | 268.0 |
| Grants & Contracts | 114.4 | 129.5 | 134.4 | 151.6 | 181.0 |
| UofL Foundation, Inc. | | | | | |
| Philanthropy | 40.4 | 59.9 | 69.4 | 86.6 | 110.5 |
| Endowments | 61.3 | 63.2 | 65.1 | 79.1 | 112.3 |
| Other Restricted Funds | 45.9 | 51.4 | 52.7 | 59.3 | 70.8 |
| Subtotal Restricted Fund Revenue | 450.0 | 497.6 | 521.0 | 601.1 | 742.6 |
| Total Projected Revenue | 867.5 | 947.8 | 1,004.4 | 1,178.8 | 1,520.1 |
| Projected Expenditures | | | | | |
| Base Budget | | | | | |
| Salaries and Wages @ 4% | 412.7 | 429.7 | 447.3 | 525.1 | 601.2 |
| Employee Benefits | 98.5 | 105.8 | 113.4 | 148.6 | 204.9 |
| Operating Expenses | 238.5 | 246.0 | 253.8 | 287.4 | 346.3 |
| Financial Aid (Institutional) | 76.8 | 83.3 | 88.6 | 104.0 | 135.6 |
| Library Books and Materials | 8.7 | 9.2 | 9.7 | 12.0 | 16.6 |
| Deferred Maintenance | 1.1 | 1.1 | 1.1 | 1.1 | 1.1 |
| Utilities | 14.8 | 15.7 | 16.8 | 21.6 | 31.5 |
| Capital Outlay — Equipment | 1.1 | 1.1 | 1.1 | 1.1 | 1.1 |
| Debt Service | 15.2 | 16.7 | 16.5 | 12.4 | 6.3 |
| Total Base Budget | 867.5 | 908.6 | 948.3 | 1,113.2 | 1,344.5 |
| Strategic Initiatives | | | | | |
| Educational Experience | 0.0 | 18.7 | 34.3 | 93.4 | 163.0 |
| Research & Scholarship | 0.0 | 31.1 | 36.6 | 58.0 | 75.8 |
| Diversity, Social Justice & Opportunity | 0.0 | 1.8 | 2.7 | 5.6 | 9.3 |
| Community Engagement | 0.0 | 1.0 | 2.0 | 3.8 | 3.8 |
| Stewardship, Accountability & General Administrative Support | 0.0 | 6.9 | 14.5 | 43.4 | 101.4 |
| Total Strategic Initiatives | 0.0 | 59.5 | 90.1 | 204.3 | 353.4 |
| Productivity & Efficiency Savings @ 1.5% | 0.0 | (3.1) | (3.9) | (5.0) | (5.6) |
| Total Projected Expenditures | 867.5 | 965.0 | 1,034.4 | 1,312.5 | 1,692.3 |
| Total Operating Shortfall Projection | 0.0 | (17.2) | (30.1) | (133.8) | (172.2) |

Long-Term Financial Plan

Cumulative Required Funding (in millions)

| | Base Year 2008 | Biennial Budget 2008-09 2009-10 | | Intermediate 2014 | Target 2020 |
|---|--------------------|------------------------------------|----------------------|----------------------|----------------------|
| Projected Revenue | | | | | |
| General Fund Revenue | | | | | |
| State Appropriation: | | | | | |
| Current Operations | 180,899,000 | 207,528,000 | 220,332,000 | 243,918,000 | 284,530,000 |
| CPE Pass-Thru and Matching Funds | 2,126,000 | 1,126,000 | 1,126,000 | 1,126,000 | 1,126,000 |
| Equity | 10,447,000 | 0 | 0 | 0 | 0 |
| Tuition and Fees: | | | | | |
| Base | 135,972,000 | 149,689,000 | 166,617,000 | 228,131,000 | 346,383,000 |
| Enrollment Increase - New Students | 738,000 | 1,923,000 | 2,142,000 | 3,311,000 | 6,337,000 |
| Enrollment Increase - Transfer Students | 0 | 548,000 | 613,000 | 965,000 | 1,905,000 |
| Enrollment Increase - Retention / Degree Production | 0 | 1,034,000 | 1,152,000 | 1,764,000 | 3,385,000 |
| Professional Enrollment Increases | 0 | 314,000 | 550,000 | 1,411,000 | 1,891,000 |
| Tuition Rate Change | 12,978,000 | 13,424,000 | 14,586,000 | 10,256,000 | 13,744,000 |
| Special Programs & Incidental Fees | 20,607,000 | 20,607,000 | 20,607,000 | 20,607,000 | 20,607,000 |
| Other General Fund Revenue | 16,056,000 | 14,668,000 | 14,478,000 | 14,275,000 | 14,293,000 |
| Auxiliary Enterprises | 11,904,000 | 12,070,000 | 12,238,000 | 12,933,000 | 14,050,000 |
| Service Centers | 1,966,000 | 1,966,000 | 1,966,000 | 2,218,000 | 2,368,000 |
| Hospital Surplus Proceeds (HSC) | 13,866,000 | 13,866,000 | 13,866,000 | 13,866,000 | 13,866,000 |
| F&A on Grants & Contracts | 9,906,000 | 11,392,000 | 13,100,000 | 22,913,000 | 52,998,000 |
| Subtotal General Fund Revenue | 417,465,000 | 450,155,000 | 483,373,000 | 577,694,000 | 777,483,000 |
| Restricted Fund Revenue | | | | | |
| UofL Research Foundation, Inc. | | | | | |
| Clinical Operations | 188,000,000 | 193,640,000 | 199,449,000 | 224,482,000 | 268,043,000 |
| Grants & Contracts | 114,399,800 | 129,546,000 | 134,397,000 | 151,621,000 | 181,008,000 |
| UofL Foundation, Inc. | | | | | |
| Philanthropy | 40,362,600 | 59,888,000 | 69,442,000 | 86,581,000 | 110,527,000 |
| Endowments | 61,319,600 | 63,159,000 | 65,054,000 | 79,119,000 | 112,260,000 |
| Other Restricted Funds | 45,918,000 | 51,396,000 | 52,667,000 | 59,278,000 | 70,781,000 |
| Subtotal Restricted Funds Revenue | 450,000,000 | 497,629,000 | 521,009,000 | 601,081,000 | 742,619,000 |
| Total Projected Revenue | 867,465,000 | 947,784,000 | 1,004,382,000 | 1,178,775,000 | 1,520,102,000 |
| Projected Expenditures | | | | | |
| Base Budget: | | | | | |
| Salaries and Wages @ 4% | 412,737,400 | 429,674,000 | 447,286,000 | 525,067,000 | 601,197,000 |
| Employee Benefits | 98,549,000 | 105,796,000 | 113,425,000 | 148,615,000 | 204,854,000 |
| Operating Expenses | 238,477,100 | 245,989,000 | 253,776,000 | 287,394,000 | 346,291,000 |
| Financial Aid (Institutional) | 76,773,500 | 83,332,000 | 88,568,000 | 103,988,000 | 135,593,000 |
| Library Books and Materials | 8,727,000 | 9,207,000 | 9,713,000 | 12,033,000 | 16,591,000 |
| Deferred Maintenance | 1,050,000 | 1,050,000 | 1,050,000 | 1,050,000 | 1,050,000 |
| Utilities | 14,787,000 | 15,749,000 | 16,772,000 | 21,577,000 | 31,484,000 |
| Capital Outlay — Equipment | 1,142,000 | 1,142,000 | 1,142,000 | 1,142,000 | 1,142,000 |
| Debt Service | 15,222,000 | 16,653,000 | 16,519,000 | 12,360,000 | 6,312,000 |
| Total Base Budget | 867,465,000 | 908,592,000 | 948,251,000 | 1,113,226,000 | 1,344,514,000 |

| | Base Year 2008 | Biennial Budget 2008-09 2009-10 | | Intermediate 2014 | Target 2020 |
|--|--------------------|------------------------------------|----------------------|----------------------|----------------------|
| Strategic Initiatives | | | | | |
| Educational Experience: | | | | | |
| <i>New Instructional Faculty & Related Staff</i> | | | | | |
| Faculty Expenses | 0 | 3,215,000 | 6,829,000 | 14,113,000 | 27,811,000 |
| Academic Support Expenses | 0 | 1,480,000 | 1,771,000 | 1,941,000 | 2,771,000 |
| Administrative Support Expenses | 0 | 2,699,000 | 5,780,000 | 10,348,000 | 23,485,000 |
| Instructional Technology — IT | 0 | 1,500,000 | 3,000,000 | 9,000,000 | 15,000,000 |
| Subtotal New Instr. Faculty & Related Staff | 0 | 8,894,000 | 17,380,000 | 35,402,000 | 69,067,000 |
| <i>Undergraduate Education</i> | | | | | |
| Undergraduate Education Expenses | 0 | 413,000 | 891,000 | 3,503,000 | 10,071,000 |
| Enhance Student Services | 0 | 188,000 | 375,000 | 1,125,000 | 2,250,000 |
| Improve "Out of Class" Experience | 0 | 167,000 | 333,000 | 1,000,000 | 2,000,000 |
| Developmental Education — Preparation | 0 | 164,000 | 809,000 | 953,000 | 1,257,000 |
| Developmental Education — Infrastructure | 0 | 0 | 340,000 | 160,000 | 0 |
| Science, Technology, Engineering & Math (STEM) | 0 | 2,609,000 | 2,687,000 | 3,024,000 | 3,611,000 |
| Ideas to Action — QEP | 0 | 560,000 | 670,000 | 551,000 | 739,000 |
| Other Undergraduate Strategic Initiatives | 0 | 2,810,000 | 3,435,000 | 6,255,000 | 11,250,000 |
| Subtotal Undergraduate Education | 0 | 6,911,000 | 9,540,000 | 16,571,000 | 31,178,000 |
| <i>Graduate Education</i> | | | | | |
| Increase Doctoral Graduates | 0 | 2,166,000 | 6,301,000 | 40,120,000 | 61,005,000 |
| Increase Existing Graduate Student Stipends | 0 | 700,000 | 1,061,000 | 1,289,000 | 1,728,000 |
| Subtotal Graduate Education | 0 | 2,866,000 | 7,362,000 | 41,409,000 | 62,733,000 |
| Total Educational Experience | 0 | 18,671,000 | 34,282,000 | 93,382,000 | 162,978,000 |
| Research & Scholarship: | | | | | |
| Research Strategic Plan | 0 | 17,076,000 | 19,678,000 | 28,884,000 | 34,419,000 |
| Research Infrastructure — IT | 0 | 3,000,000 | 6,000,000 | 16,500,000 | 25,500,000 |
| <i>Other Research Strategic Initiatives</i> | | | | | |
| Clinical & Translational Science Awards (CTSA) | 0 | 4,000,000 | 4,200,000 | 5,105,000 | 6,841,000 |
| Bioinformatics Program | 0 | 3,560,000 | 3,050,000 | 3,050,000 | 3,050,000 |
| Center for Predictive Medicine | 0 | 3,500,000 | 3,675,000 | 4,467,000 | 5,986,000 |
| Total Research & Scholarship | 0 | 31,136,000 | 36,603,000 | 58,006,000 | 75,796,000 |
| Diversity, Social Justice & Opportunity: | | | | | |
| Diversity Programs | 0 | 505,000 | 851,000 | 2,346,000 | 4,948,000 |
| Cardinal Covenant Program | 0 | 1,275,000 | 1,811,000 | 3,269,000 | 4,381,000 |
| Total Diversity, Social Justice & Opportunity | 0 | 1,780,000 | 2,662,000 | 5,615,000 | 9,329,000 |
| Community Engagement: | | | | | |
| Signature Partnership Program | 0 | 770,000 | 1,770,000 | 3,573,000 | 3,573,000 |
| City Solutions Center | 0 | 250,000 | 250,000 | 250,000 | 250,000 |
| Total Community Engagement | 0 | 1,020,000 | 2,020,000 | 3,823,000 | 3,823,000 |
| Stewardship, Accountability & General Administrative Support: | | | | | |
| <i>Information Technology</i> | | | | | |
| Basic Infrastructure | 0 | 1,000,000 | 2,000,000 | 5,500,000 | 10,000,000 |
| Administrative Systems | 0 | 1,000,000 | 2,000,000 | 4,500,000 | 7,500,000 |
| Information Technology Catch-up | 0 | 480,000 | 1,000,000 | 2,200,000 | 4,000,000 |
| Subtotal Information Technology | 0 | 2,480,000 | 5,000,000 | 12,200,000 | 21,500,000 |
| Staff Salary & Wage Catch-up | 0 | 2,000,000 | 2,060,000 | 2,319,000 | 2,768,000 |
| University Compliance | 0 | 558,000 | 695,000 | 1,019,000 | 1,379,000 |
| Ongoing Capital Renewal | 0 | 707,000 | 707,000 | 707,000 | 707,000 |
| Maintenance & Operations on New Facilities | 0 | 1,136,000 | 6,049,000 | 27,197,000 | 75,081,000 |
| Total Stewardship, Accountability & Gen. Adm. Spt. | 0 | 6,881,000 | 14,511,000 | 43,442,000 | 101,435,000 |
| Productivity & Efficiency Savings @ 1.5% | | | | | |
| New, Incremental Philanthropy | 0 | (1,686,000) | (2,203,000) | (2,439,000) | (2,845,000) |
| Deferred Maintenance Match | 0 | (843,000) | (1,102,000) | (1,220,000) | (1,423,000) |
| Developmental Education Infrastructure Match | 0 | (65,000) | (65,000) | (65,000) | (65,000) |
| Voice over Internet Protocol (VOIP) Savings | 0 | (482,000) | (522,000) | (1,232,000) | (1,232,000) |
| Total Productivity & Efficiency Savings | 0 | (3,076,000) | (3,892,000) | (4,956,000) | (5,565,000) |
| Total Projected Expenditures | 867,465,000 | 965,004,000 | 1,034,437,000 | 1,312,538,000 | 1,692,310,000 |
| Total Operating Shortfall Projection | 0 | (17,220,000) | (30,055,000) | (133,763,000) | (172,208,000) |

“The university will have a major, long-term impact on Louisville and the region as it becomes a catalyst for medical and scientific research, creates opportunities for new business development, recruits talented students and faculty, and continues to address its urban mission.”

— Dr. Sheldon Berman,
Jefferson County Public Schools Superintendent

Accountability

More than ever, the University of Louisville is showing accountability in all that it does.

But what exactly do we mean by accountability?

Clearly, the university is accountable for educating tomorrow's leaders. But it is accountable in many other ways, too.

UofL is accountable when it spends tax and tuition dollars wisely, protects and improves the environment, creates community partnerships, supports cultural and artistic endeavors, helps businesses succeed, builds healthier communities and promotes research and medical breakthroughs.

We have demonstrated accountability by:

- Developing a university-wide initiative focused on critical thinking so that students learn how to think through complex problems and find solutions, making their education more relevant to the real world. Students then have the opportunity to apply these skills

through internships or co-ops, research or service learning.

- Saving millions in operating costs in ways such as installing power misers on campus vending machines, streamlining the administration, negotiating better deals with vendors, developing more cost-effective maintenance policies and procedures (such as implementing a two-year cycle for window cleaning), and becoming self-insured.
- Expanding our distance learning programs by improving technology, which in turn improved educational access for place-bound and part-time students.
- Trimming our overhead by merging the career center with another unit and dropping a summer commencement ceremony.
- Restructuring the undergraduate developmental education program to improve retention and graduation rates by partnering with Jefferson Community Technical College.

- Opening a new building to accommodate many of our doctors' clinical practices in one convenient location, which should result in more patient referrals and operating efficiencies.

- Moving our Print Shop from a leased space off campus to a centrally located building on campus, for a \$60,000 annual savings and easier client access.

These are just a few examples that demonstrate what we mean by accountability and how we are actively engaged in accountability efforts.

The following series of columns that we ran recently in *The Courier-Journal* detail to our many constituencies how, when it comes to the issue of accountability and being a good citizen to the state of Kentucky, we do, indeed, practice what we preach.

UofL and Accountability: Quality Students Make Kentucky's Future Bright



by James R. Ramsey, President, University of Louisville

As we watched the 2,600 members of the new freshman class arriving on campus last week, it struck me that the future of Kentucky is indeed bright.

They were entering this new and significant phase of their lives with an obvious attitude of self-confidence — perhaps bolstered by the fact that as a group their academic profile is stronger than we have ever seen at UofL, one that holds up very well in the national eye. With an average ACT score of 24.2, these students' credentials are above both the state and the nation's average of 20.7 and 21.2, respectively. A record number of our new freshmen — more than 700 — had ACT scores of 27 or higher.

This outstanding class joins a group of existing students who give our university, and our state, true bragging rights. Earlier this year we announced that seven UofL students (hailing from Pikeville, Owenton, Radcliff, Mayfield, Louisville and Jeffersonville, Ind.) received Fulbright scholarships in 2007 — more than any other university in the state. In recent years, UofL students earned a record number of Fulbrights and other prestigious awards that allow them to study in locations worldwide, gaining knowledge of other cultures that they bring home to share.

This is important because, as the global marketplace grows smaller every day, it is vital that Kentucky has leaders in place who can guide us through the intricacies of doing business with foreign partners. Our students are important to Kentucky's future for many other reasons, too.

Statistics show that college graduates earn roughly \$1 million more over their lifetimes and their unemployment rates are 30 percent lower than high school graduates. College graduates also provide at least \$300,000 more over a lifetime in federal taxes. That is why it is vital that Kentucky rise from its dismal place nationwide — 48th — in degree attainment. We cannot attract quality employers to our state unless we guarantee them an educated, skilled workforce.

The University of Louisville is rising to the challenge. We launched the Cardinal

Covenant this year, a program that guarantees no deserving Kentucky student will miss out on a college education due to lack of funds. In its first year alone we enabled more than 170 students to enter college. Overall, we are awarding \$68.7 million in financial aid to nearly 11,000 UofL students this year.

We are also working hard to help stop Kentucky's brain drain with special recruitment programs for the state's brightest students. Our very top students who maintain certain standards throughout their undergraduate years at UofL are guaranteed admission to our medical, dental and several other in-demand graduate and professional programs.

The high quality of students we are attracting places an even greater responsibility on our university to give them the kind of education that they both expect and deserve. And we're meeting this expectation — a fact proven by the Wall Street Journal naming us one of the top 30 "feeder schools" to the nation's most elite graduate schools and Consumers Digest rating us a "Best Buy." The latest U.S. News & World Report counts programs in both our business and education colleges among its top rankings. We have many other nationally recognized programs, too — more than 20 in all.

All this, of course, could not have transpired without the hard work and devotion of our faculty — a faculty respected nationally and internationally not only for their teaching, but also for the new knowledge they bring to their respective areas through research and scholarship. Many were brought to UofL through the state's Bucks for Brains program. This is clearly a case where taxpayers' dollars were invested wisely.

That is why when we see the new group of students entering our university, we know that the University of Louisville is living up to the responsibility we owe them and our community. And in so doing, we are helping Kentucky prosper.

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UofL and Accountability: Our big, beautiful campus melting pot



by Shirley Willihnganz, Provost, University of Louisville

Last week, the Courier-Journal printed a story about the University of Louisville's increasingly diverse faculty. It was a proud moment for UofL. Campus diversity—among students, staff and faculty—is one of the top five priorities President James Ramsey identified in 2003 when he first joined our university.

Our progress has been fantastic. In just five years, UofL exceeded its diversity goal of having a faculty that is at least 7 percent African American. The numbers speak for themselves: In 2003 we had 61 full-time African American faculty members and today we have 98. That's an increase of more than 61 percent.

This was no small feat. The available pool of African American college professors is small. Luring these professionals to UofL is strong testimony to the appeal and growing reputation of both our university and our city.

The last 60 days have been particularly exciting—and busy—as we hired 45 new faculty members who directly impact our campus diversity. Among these new hires are 14 African Americans, 26 Asians and five Hispanics. We welcome these newcomers and look forward to sharing the benefits of their combined intellectual and cultural perspectives.

For the most part, people in our community embrace our diversity efforts. However, we are occasionally asked why diversity matters at UofL. Why the emphasis on "numbers?"

Diversity matters because it enriches the educational experience and our community. Diversity is not just about race or gender. It is about learning to respect differences and to appreciate the unique contributions

of people from different backgrounds, religions, socio-economic groups and cultures as well as those representing various age groups and sexual orientation. Our mission at UofL is to foster and sustain an environment of inclusiveness, free of prejudice and bias, empowering everyone we touch to achieve his or her highest potential.

The "numbers" become important because no diversity goals can be achieved if we don't have a critical mass of people. If there's just one or just a few, it can be lonely and differences become more apparent. With "numbers" we get diversity not only across groups, but within groups, so we can start breaking down stereotypes and learn that we have much more in common than we might have expected. And, with numbers come enough people to begin changing the structures and practices that have kept us locked into patterns of bias and insensitivity for hundreds of years.

We believe that diversity is important because difference still matters to so many people in our society. At UofL we hope to foster the type of environment that Dr. Martin Luther King Jr. envisioned when he said he hoped his children would one day live in a nation where they are judged "not by the color of their skin, but by the content of their character."

So we hope you will celebrate with us as we cross these new thresholds in our quest for campus diversity. Our goal is nothing less than to prepare our students to be loving, vibrant, engaged citizens of a rapidly changing global world. The best way to do this is to make our campus a big, beautiful, melting pot of people.

We have a way to go, but looking at our progress, we couldn't be more pleased.

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UofL and Accountability: Model Partnership to Transform City



by James R. Ramsey, President, University of Louisville

An important day in the life of our community was Aug. 6 this year when we, along with Gov. Ernie Fletcher and Mayor Jerry Abramson, announced a \$2.5 billion plan to significantly enhance Louisville's health sciences center. This project represented a model partnership between our university, city, state and key private groups.

It also reflected how seriously UofL takes its role of being accountable and of being a good citizen to our community. The project we were announcing is the largest economic development project in Louisville's history—and we were the catalyst for this epic event.

At the heart of the plan is a \$300 million strategy for jumpstarting UofL's Haymarket life sciences complex, an area destined to have a ripple effect on the 30-block area that currently houses the city's health sciences center. In the not-so-distant future we anticipate this area will be transformed into a leading academic center with world-class teaching, research and clinical activities.

Our efforts will have the added value of helping us recruit new life science businesses into the community as well as provide a home for those started by our own UofL researchers. In the process, we will create 8,700 new jobs and more than 3 million square feet of new construction. We will also renovate existing facilities and enhance the area's infrastructure.

Some say our plans are ambitious — and they're right. We cannot afford for them to be any less. The future of our region lies in health sciences. But while medical research, discovery and innovation in Louisville today are at an all-time high, to bring all potential

advancements to fruition for patients we must expand our research and clinical areas. We also must build infrastructure and specialized commercial space that support the effort.

That's why this partnership is so important. The results will alter the landscape of Louisville physically, economically and socially. All Kentuckians will enjoy the benefits — and the beauty of it is, under our finance plan no new taxes will be collected for the development.

Instead, money for the project will come, in part, from a method of funding called "tax increment finance" (TIF) in which future tax gains are used to pay for current improvements that create those gains. The theory behind this is that when a new public project leads to an increase in the area's real estate, more taxable property and, thus, tax revenue are created. TIF funding dedicates that increased revenue to finance the debt issued to pay for the project. After the 30-year period is up, the taxes revert to the city and state.

Of the entire \$2.5 billion investment for this project, we expect \$1.8 billion will be public or UofL monies and \$700 million private, with \$300 million invested by Jewish Hospital & St. Mary's HealthCare. The impact will be amazing for our community and our state.

Imagine what will occur 20 years from now when the entire life sciences center is developed. And imagine what will transpire as our university, city and state continue to work together for the good of the public.

This partnership is sure to lead Kentucky soundly into the future.

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UofL and Accountability: Our Professors Change Lives



by James R. Ramsey, President, and
Shirley Willifnganz, Provost, University of Louisville



Ask a college graduate to name one thing that made the biggest difference in his or her education, and you're likely to get the same answer: An outstanding teacher.

Most of us can look back on our school years and remember a teacher who believed in us, mentored us and encouraged us to strive for more. We are very lucky at the University of Louisville to have more than our share of faculty members who work hard to be exactly that sort of teacher.

The qualities that define an outstanding teacher may be best exemplified in our Trustees Award, an annual honor established in 1989 to recognize faculty members who have had an extraordinary effect on students.

Consider this year's winner, John Richardson, a chemistry professor who studies X-ray crystallography and who directs UofL's Honors Program. Besides handling the many duties that go along with teaching and conducting research in his academic field, Richardson also found time to expand our Honors Program to include 1,200 active students. It's a stunning achievement and a great example of how a professor who reaches out to students can make a huge difference in their lives.

A few weeks ago we learned that our 2006 Trustees Award winner, UofL civil and environmental engineering professor Joe Hagerty, is receiving the Acorn Award, a Kentucky Advocates for Higher Education honor given this year to only two outstanding college professors. Each award candidate is asked to describe his or her teaching philosophy.

Hagerty's explanation was quite revealing. "Teaching is a way to share with others something about how the world works," he said, "and by sharing, to give them power to change the world for the better."

Our faculty also would tell you that passing along knowledge — and changing the world for the better — isn't something that only happens inside a classroom. Nearly all our professors are engaged in another pursuit

that carries benefits far beyond the borders of our campus: research, or the creation of new knowledge through investigation.

A decade ago UofL was given a state mandate to become one of the best metropolitan teaching and research universities in the nation. Since then we have brought on board more than 120 of the country's most talented academic experts through Kentucky's Bucks for Brains program. The faculty members who were already here stepped up to the plate, too, raising the quality of our teaching and research to a whole new level.

Today our volume of research is four times higher than it was in 1999 and our growth in NIH funding is the fastest in the nation among research universities. We are also attracting the most academically gifted students in our history. None of these milestones would have happened without the talent, leadership and determination of our faculty.

It's hard to believe that the members of our faculty still find time to serve the community in addition to handling their duties in the classroom and the lab. But the truth is that they give their time and expertise — and give it generously — to hundreds of worthwhile causes that aren't in their job description.

They serve on local organizations to nurture the arts. They work with churches to welcome immigrants to Louisville. They give free dental screenings to children and free health care to rural residents of Kentucky. They partner with our metro government and county school system to find ways of becoming "greener." The list goes on and on.

It's long been said that people are what make an organization great. When it comes to UofL, I can't think of a truer statement.

Our faculty — the men and women who teach our students, conduct our research and serve our community — are nothing short of modern-day heroes. We're proud to be their leaders.

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UofL and Accountability: A university's true legacy is its alumni



by James R. Ramsey, President, University of Louisville

Universities love to brag about the life-changing research their faculty engage in, largely because it's such a compelling story. At UofL, we are no different.

We're proud that our faculty helped create the world's first 100 percent-effective vaccine for cervical cancer and conducted the world's first successful hand transplant and its first completely implantable artificial heart procedure. These are just a few of many phenomenal achievements.

But while our faculty's research and creative endeavors are incredibly important, the real reason universities exist is to educate and prepare students to become successful, creative and engaged members of our communities. Ultimately a university's legacy is the impact of its graduates—the kind of people they become, the ethical and career choices they make and the lives they touch.

The week of Oct. 22 UofL will celebrate Homecoming. Thousands of graduates will return to campus to remember what it was like to be students—to be inspired by caring faculty, to form lasting friendships and, for many, to discover what they want to do with their lives. Many will be thinking about the impact UofL had on them—but I will be thinking about the impact our graduates make on the nation, our city and our state.

We count among our alumni many top business leaders: Chrysler CEO Bob Nardelli; Microsoft's chief information officer Stuart Scott; Humana co-creator David Jones; entrepreneur Jim Patterson; restaurateur Junior Bridgeman; developer J.D. Nichols; former Brown-Forman director Owsley Brown Frazier; and logistics and distribution leaders Alice and Wade Houston and Charlie and Bettie Johnson, to name just a few.

Many UofL alumni dedicate their careers to advancing justice or civic and political leadership. Ernie Allen, CEO of the National Center for Missing and Exploited Children,

is a UofL grad, as are medical ethicist Dr. Virginia Keeney and gerontologist Jane Thibault. Mitch McConnell, the U.S. Senate Minority Whip, and presidential hopeful Sen. Christopher Dodd are UofL graduates. So are the state's first elected African American woman judge, Janice Martin, and first African American Supreme Court justice, the late William McAnulty.

UofL alumni are also leaders in the arts and entertainment fields. Artists Ed Hamilton and Sam Gilliam, author Sue Grafton, XM Public Radio host Bob Edwards, Pulitzer playwright Marsha Norman, Metropolitan Opera singer Kenneth Morris and Newsweek political analyst Howard Fineman all contribute to our nation's culture. And of course with examples such as Johnny Unitas and Wes Unseld, the effect of our alumni on the sports world is nothing short of extraordinary.

I could go on and on recalling UofL graduates who have become household names. It's easy to point to these famous people to illustrate the importance of a UofL education. But just as inspiring are the tens of thousands of UofL graduates who may not make news headlines, but who nevertheless make a difference in their communities every day.

UofL has over 114,000 living alumni, more than half within 50 miles of Louisville. In fact, one out of every four college degree holders in Jefferson County earned it from UofL. And while we draw from an increasingly diverse geographical region, the majority of our students are Kentuckians. Most will choose to remain in-state after graduation, contributing to our economic and social well-being.

The true worth of a university is in its graduates. Given the impact of our alumni, UofL is incredibly valuable to our city, our state and, yes, our world.

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UofL and Accountability: We're Finding Answers to Cancer



by Dr. Donald Miller, Director, James Graham Brown Cancer Center

Last month, the Kentucky Institute of Medicine's report on Kentucky's health made *The Courier Journal's* front page. The report highlighted our state's high cancer death rates, all of which exceed the national average.

From Kentucky's standpoint, these statistics are sobering. For the doctors, researchers and scientists at the University of Louisville's James Graham Brown Cancer Center, they are motivating. We must find the answers to cancer — particularly those types that hit Kentuckians the hardest.

And we are. Let me give you a few examples.

Prior to 1999, there was very little lung cancer research taking place at the Brown Cancer Center. Today, thanks to our rapid growth and the support of the Kentucky Lung Cancer Research Program, more than 20 scientists are working on basic research, translational research and clinical research specifically targeted toward preventing and treating lung cancer.

Our research programs have produced some very important firsts of which we are tremendously proud.

In 2005, we announced the world's first discovery of "very small embryonic-like stem cells," isolated from adult bone marrow. These cells promise to revolutionize the clinical applications of stem cells and our understanding of how cancer spreads throughout the body.

The Brown Cancer Center scientists who invented the world's first 100 percent-effective cancer vaccine are working to develop a less-expensive version with a broader spectrum of activity. This will be the world's first vaccine produced from tobacco plants.

Our scientists are pioneering the first use in patients of a unique nontoxic treatment for cancer, which is showing good results in early

phase clinical trials in humans, with no negative side effects.

We are undertaking the first clinical trial in which the cardiac drug digoxin is used to supplement chemotherapy treatment. Early results suggest this treatment will produce the highest response rate for melanoma ever reported. Lung cancer results are currently being analyzed.

Our scientists have discovered that a dietary stimulant called beta-glucan can markedly enhance the immune response against tumors. This is now being tested for the first time in humans at UofL and the Sloane Kettering Cancer Center.

In addition, UofL is partnering with Kosair Charities to create a center for international leadership in developing new therapies and drugs that target childhood cancer. Almost 13,000 children are diagnosed with cancer each year, making it the most common cause of nonviolent death for children in the United States. Unfortunately the majority of cancer drugs used to treat children were developed for and tested on adults. In the last 10 years only one new drug has been approved for kids with cancer.

Thanks to Kosair's \$12 million gift, the Brown Cancer Center will bring to Louisville more leading experts in the field who will join our top physicians and scientists in moving new therapies for kids from the lab to the patient.

Our track record — three new cancer treatments in early trials, four drugs in preclinical testing and more than a dozen additional new cancer drugs in the development pipeline — speaks for itself.

These efforts are just a few examples of the groundbreaking cancer research taking place at the University of Louisville — research that will not only help Kentuckians faced with this terrible disease, but will also put Kentucky on the international map.

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UofL and Accountability: A new solution to the high price of health care



by James R. Ramsey, President, University of Louisville

The University of Louisville just completed its annual open enrollment period when we offer our staff, faculty and administrators the opportunity to sign up for our group health, dental and vision insurance plans. Each year as we struggle to offer the best benefits at the lowest price possible, we are reminded how expensive health care is in this country.

A few years ago, UofL faced up to 15 percent annual increases in health insurance costs and 20 percent in pharmacy costs. While this was not unusual, it just wasn't acceptable. So we decided to do something about it.

In 2004, UofL went from buying health insurance from three carriers each year to being self-insured. That means we pay only for the care our employees actually use—not for a third-party's estimate of what we might use.

We are saving \$2 to \$3 million annually.

UofL has made other administrative changes to lessen costs, but these strategies were just band-aids. To truly solve our rising health-care expenses, we had to get to the root of the problem—improving employees' health.

So in 2005 we started Get Healthy Now, an optional program that helps people understand their health status and take corrective action. Get Healthy Now provides courses on healthy eating, stress management and other wellness topics; health coaches; and exercise facilities. Employees who sign up and stay active in the program get \$20 off their monthly health insurance premium. Even those who aren't enrolled can participate in some campus-wide fitness events that Get Healthy Now sponsors—such as Trek the Trail.

You may have read in The Courier-Journal or on our website about Brian Buford, a UofL employee who walked the entire 2,175-mile length of the Appalachian Trail this summer. In Trek the Trail, teams of faculty and staff showed their support for Brian by walking the same distance. Only we didn't stop at

2,175 miles. We kept going and collectively "reached" the moon.

I say "we" because I joined in, too. You see, two years ago, my doctor told me I was a heart attack waiting to happen. I weighed too much, didn't exercise and had high blood pressure. I just wasn't healthy. That's pretty much the profile of the average Kentuckian.

Hearing that was a real wake-up call. I'm now 30 pounds lighter, I jog regularly and my blood pressure is down. Get Healthy Now has helped me stay on track, and it's helped other UofL employees, too. Many have reported making healthy lifestyle changes. It isn't unusual now to see groups of people walking campus during lunch; pedometers have become a fashion accessory.

Slowly, through education and incentive, we are changing campus culture. And we aren't stopping there.

UofL was one of the first employers to partner with the Mayor's Healthy Hometown Movement. We also support the governor's Get Healthy Kentucky program and in September played host to the first Governor's Get Healthy Kentucky Summit where representatives from state universities, health-care providers, the media, community leaders and others met to discuss what we can do to help all Kentuckians become healthier. But we did more than just talk. Each group left with an action plan for their communities.

I was able to improve my health with support—and that's what all Kentuckians need. I firmly believe that Kentucky's universities are obligated to do all we can to provide that assistance. It's part of our responsibility and accountability to the state to improve the quality of life and economic development here.

Both are tied to good health.

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UofL and Accountability: Our Eyes Are on the Future



by James R. Ramsey, President, University of Louisville

Nanotechnology. Bioengineering. Information security. These fields and many others like them offer great potential for our state's future.

And they're all being explored and taught here at UofL.

Part of our accountability to Kentucky's citizens involves ensuring students gain the kind of education that helps them succeed in their careers and advances the state's causes, too. As such, we offer an education steeped in classical knowledge so that students can learn to think critically and are able to solve the complex problems they will encounter once they graduate.

At the same time we fashion our curricula with an eye on the future.

I could offer numerous examples of how we are accomplishing this, but there is simply not enough time here. So I'll focus on just two fields—fields that hold great promise and show how we're ahead of the game when it comes to giving students an education of great value.

The first is nanotechnology, a science focused on creating devices so small they could be placed on the retina to help a blind person see. Scientists say that nanotechnology could usher in a new industrial revolution. Our early recognition of its importance has made UofL a leader in this area in Kentucky.

We are wasting no time in getting young engineering students involved by allowing them access to one of the region's most unique, high-tech labs. That is something you won't see at many other universities in this country. By the time these students graduate, they will have the kind of experience once obtainable only in a corporate lab. Their career possibilities are endless.

Bioengineering is another "hot" program at UofL. Bioengineers use traditional engineering skills and tools to solve problems in biology and medicine, developing computer-assisted microsurgery and much more. With an aging

U.S. population and the increasing demand for improved medical devices and systems as the catalysts, the U.S. Department of Labor reports that the number of bioengineering jobs will increase by 31.4 percent through 2010—double the rate for all other jobs combined.

Recognizing this need, three years ago the J.B. Speed School of Engineering formalized our bioengineering program into a department. In 2005 our trustees approved the state's first and only five-year integrated Bachelor of Science-Master of Engineering Bioengineering degree program.

In addition to making students highly marketable, many of our efforts have the potential to generate new businesses in Kentucky. The work being done on myocardial recovery devices by Steven Koenig and his research team at UofL's Cardiovascular Innovation Institute is just one example of a biomedical engineering project that holds fantastic potential for economic return. Even more important, it promises to help heart patients live better lives.

Other endeavors are helping companies already operating in the commonwealth, such as Lexmark, which worked with UofL to develop its ink-jet printing technology.

We also are partnering with universities statewide on research and other projects designed to help Kentucky advance. One example from among many is the collaboration between UofL's ElectroOptics Research Institute and Nanotechnology Center and UK's Center for Nanoscale Science & Engineering. The two facilities have several joint projects spanning bioengineering, pharmaceuticals, medicine, opto-electronics and more.

Our investment in innovative programs like these will help our students enjoy profitable careers and become vital contributors to society. And just as important, the fruits of these programs will result in a safer, healthier, smarter world.

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UofL and Accountability: Helping Kentucky Counties Face a New Economy



by Sylvia Lovely, President, NewCities Institute

Kentucky's communities, both urban and rural, will soon get a boost as they work to meet the challenges of the 21st century economy.

That boost won't come from a tax increase, but from the new Urban Solutions Center at the University of Louisville, which is designed to help the state's cities and counties grow stronger and better.

A few years ago we at the Kentucky League of Cities realized that many local communities needed more help taking advantage of the opportunities this new economy offers. So we started the NewCities Institute to provide that help, knowing that the key would be for cities and counties to engage their own citizens in the "messiness" of democracy.

Enter the University of Louisville, an institution that by anyone's reckoning has gone beyond the call of duty in working closely with the citizens of our state. President Jim Ramsey agreed right away to team up with us on the Urban Solutions Center. The center is part of a broader partnership with NewCities and higher education institutions in Kentucky, including the Kentucky Community and Technical College System and other state universities.

The Urban Solutions Center will offer one-stop shopping for Kentucky communities exploring ways to build their economies, environment and quality of life.

The center also will allow students who have taken civic engagement courses at community colleges to continue this line of study as college juniors and seniors. A renewed emphasis on this field of learning is critical if today's young people are to become tomorrow's involved citizens.

This dovetails beautifully with UofL's vision for preparing students for the workplace and

community life, and with our vision at NewCities of tapping into the energy and vision of young people as we build Kentucky's future.

For instance, the university's new "Ideas to Action" plan requires students to complete a community-service project before graduating. Some students will be able to do their project through the center. So UofL will be training young people to become civic leaders while the students also provide a service to local communities.

The center also will benefit from the university's wealth of experience in doing research and supporting civic life through programs such as the Kentucky State Data Center, the College of Arts and Sciences School of Urban and Public Affairs and the Office of Civic Engagement in the College of Education and Human Development.

The Office of Civic Engagement, in fact, is currently working with high school teachers across Kentucky to design a state-of-the-art course in government and civics. UofL also helped organize the Kentucky Teacher Network for Excellence in Civic Education and Civic Engagement, a group of more than 250 social studies teachers from around the state who share resources and ideas.

From our perspective at NewCities, UofL has the big picture in mind when it comes to helping local communities throughout Kentucky. Not only is it providing direct services through the Urban Solutions Center, but it is readying young people on every level to become engaged in their own communities now and as adults.

UofL understands that it is people, not just plans, who will make the difference in Kentucky's future. We are fortunate to have the university as our partner.

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UofL and Accountability: Bucks for Brains a Great ROI



by James R. Ramsey, President, University of Louisville

Can you imagine an investment where every dollar spent generates \$2.20 in return? Most people would say that's a good deal.

It is a good deal and Kentuckians are the primary beneficiaries of this incredible investment. I am talking about the Research Challenge Trust Fund, commonly known as Bucks for Brains, created in 1997 by the Kentucky legislature.

Bucks for Brains uses state funds to match private donations and effectively double the impact of private investment dollars directly supporting research in Kentucky. For years now, we have seen new ideas evolve into new technology and that new technology has inspired new products and new companies. There is no doubt: The economic impact of Bucks for Brains on our state is huge.

Since the program's inception, UofL has received \$100 million in Bucks for Brains funds and the matching private contributions have brought the total investment here to more than \$200 million. As a result, UofL has attracted and retained some of the nation's top researchers and scholars — and dramatically increased our number of endowed chairs from 25 in 1997 to 125 today.

But now we are at a critical point. All of the money appropriated by the General Assembly has been committed and, in short, we're out of Bucks for Brains money.

Why should the citizens of Kentucky support new funding for Bucks for Brains?

Bucks for Brains enhances economic development. Since 2001, total federal research commitments directly attributed to UofL's Bucks for Brains faculty have exceeded \$144 million. Using the economists' estimate that for each dollar spent in federal research funding you realize \$2.20 for the local and state economies, the total economic impact of Bucks for Brains at UofL is boosted to more than \$316 million over the last six years.

But there is more to this picture — it's the

multiplier effect created when a critical mass of outstanding researchers come together at a single institution.

One great example is UofL's Kentucky Spinal Cord Injury Research Center (KSCIRC), focused on taking treatments for paralysis from the lab to the patient. Over the last six years, \$8.6 million has been invested by the Kentucky Spinal Cord and Head Injury Research Trust, Norton Healthcare and Frazier Rehab Institute. These funds were matched by \$6 million from Bucks for Brains. To date, KSCIRC has attracted more than \$44.4 million in extramural funding from foundations and the federal government — a return on investment of more than 300 percent! That's some multiplier.

Discoveries made through research translate directly into business opportunities. At UofL, Bucks for Brains has led to spinoff companies focusing on new treatments for cancer, vaccine development and diagnostic testing.

How is all of this creating a better future?

Ask young Chase Ford, who can walk again as the result of therapy with Dr. Susan Harkema, the Owsley Brown Frazier Chair in Neurological Rehabilitation.

Ask the heart patients who live longer and better lives due to the work of Dr. Laman Gray, the Jewish Hospital Chair in Cardiovascular Surgery, Dr. Roberto Bolli, the Jewish Hospital Heart & Lung Institute Distinguished Chair in Cardiology and Dr. Stuart Williams, the Jewish Hospital Distinguished Chair in Cardiovascular Innovation.

Or ask any of the many cancer survivors, parents of kids with sleep disorders, young leaders of tomorrow — the list goes on and on. Bucks for Brains has, and is continuing, to make a difference in the lives of Kentuckians. So please, ask your representatives in the General Assembly to support new funding for this vital cause.

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UofL and Accountability: Helping families get ahead



by James R. Ramsey, President, University of Louisville

Single mothers often face major roadblocks to earning a college degree. Many are just trying to survive day to day. Some are homeless. Lack of affordable housing and child care can make it all but impossible to find the time and money to pursue the very credentials that could boost their earning power.

In August, Louisville Scholar House, a new development going up at 1721 S. Fifth Street, will end that cycle for 56 single mothers and their children. Not only will the facility give these mothers affordable housing and a way to earn a college degree, but they will be able to enroll their youngsters in an early childhood development program run by the University of Louisville's College of Education and Human Development.

The Early Childhood Model School that will open with the facility will accommodate about 150 children, allowing mothers time to attend classes and focus on their education. They will attend workshops on health maintenance, nutrition, parenting and work skills, managing family resources and problem-solving and job-search techniques. They will receive continuous support from neighbors and staff while fulfilling academic or vocational training course work as full-time students.

This \$15.7 million initiative is happening through a partnership among UofL, the Kentucky Housing Corp. and Project Women, an organization that works to help homeless single parents obtain an education.

Reaching out to those in our community who want to better themselves by earning a college degree is something we take seriously at UofL. By learning the skills needed to succeed in today's changing workplace, college graduates raise their earning power and benefit the economy overall. Studies also have shown that college degrees elevate self-confidence, improve parenting skills and enrich life overall.

Unfortunately statistics show that women, particularly single mothers, have quite a bit of catching up to do in this regard. Only 16 percent of all Kentucky women have four years or more of college, according to the Institute for Women's Policy research in Washington, D.C. And Louisville's Metropolitan Housing Coalition reports that nearly half of all local households headed by single parents are found in the city's poorest neighborhoods.

Several years ago when Project Women came to us to ask if we could help with this venture, we jumped on the opportunity. Not only are we making the land for Louisville Scholar House available through a \$1-a-year lease, but the child-care program there promises to be a national model, thanks to our early childhood education experts. In addition, nearly every one of our schools and colleges has stepped up to the plate to contribute something to this venture, and longtime UofL supporters Sonny and Gladys Bass boosted the project last fall with a \$1 million contribution.

We're honored to collaborate with Project Women, another organization that makes things happen. Since its beginning in 1995, this program has served 80 single mothers and 130 children. Virtually all participants have left the program with stable housing, and 19 of the single mothers already have earned degrees.

The need for affordable housing for single parents remains acute. Project Women now has 176 families on a waiting list. Scholar House won't completely solve this problem, but it will make a meaningful difference.

At UofL, we're deeply committed to improving the community and state we live in. Louisville Scholar House will do just that, and we couldn't be happier to be part of the team making it work.



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UofL and Accountability:



Better advising system helps UofL students

by James R. Ramsey, President, University of Louisville

Getting through college isn't just about passing classes. It's about learning to make informed decisions about academic life — everything from choosing a major to studying abroad. A lot is riding on these decisions and if students struggle with them, they're more likely to quit in frustration — something we as a state cannot afford.

That's why UofL revised its student advising system several years ago. We knew some students were overwhelmed by the choices they must make as they work toward graduation.

We wanted to do a better job helping them map out an academic plan so they would get the most out of college life. For instance, UofL offers students many "real world" experiences to develop critical thinking skills and help them decide on majors and careers. Yet many students didn't understand how to take advantage of these opportunities.

No one knew all this better than our provost, Dr. Shirley Willihnganz, who came on board five years ago to be in charge of academics and operations at UofL. A former faculty member in the UofL Department of Communication, Dr. Willihnganz truly believes that students come first.

As a result of campus-wide conversations about how to improve advising, we set up an office of undergraduate advising practices. Under the direction of Dr. Dale Billingsley, vice provost for undergraduate affairs, and Janet Spence, director of undergraduate advising practices, we made student advising a university-wide priority. They worked with our deans and our advisers, many of whom also were concerned about fixing this problem, to ensure that we had a plan to improve advising across our campuses.

That meant spending \$500,000 over two years and orchestrating major changes such as:

- Opening a central office to support "best practices" in advising among our seven undergraduate colleges, something other universities are now starting to emulate.
- Adding more than a dozen advisers.

- Retooling the career center to make it easier for students to use and making sure that the center and colleges are working together.
- Holding students accountable. Now, every freshman watches six online video modules, nicknamed STOMP, as part of an orientation course. STOMP videos explain everything from how to register for classes to how to work well with faculty. The students take short assessments to make sure they understand the information.

The bottom line: Dr. Willihnganz and the deans didn't just try to patch the cracks in our advising system, they paved a whole new path. As a result of their work, she recently received the National Academic Advising Association's Pacesetter Award. This prestigious honor is given annually to a university administrator who exemplifies a commitment to advising and is a true advocate for students and advisers.

We know her work is paying off. On the most recent National Survey of Student Engagement, UofL students gave our advising system higher marks than they did before.

Is our advising perfect? No. Do we still have work to do to make it better? Yes.

At the same time, our academic advisers are getting better every year. They must be knowledgeable about UofL programs and procedures, but they must also have the skills to listen to and counsel students so they make the right decisions for themselves. Our job, as a university, is to help students move toward independence.

Thanks to Dr. Willihnganz, her team, our deans and advisers, that's happening every day for UofL students, the future leaders of our state. At UofL, they really do come first.

Excellence in Advising — It's Happening Here.



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UofL and Accountability: Bolstering College Graduates



by James R. Ramsey, President, University of Louisville

A few weeks ago one of our graduates, William Walker, stood next to Louisville Metro Mayor Jerry Abramson during a press conference to talk about the importance of earning a college education. Walker shared his experiences as an adult learner and encouraged other working adults to follow his example.

Walker is 39 and a military veteran. He doesn't scare easily. And yet when faced with the idea of returning to college he admits that he was plenty nervous.

A resident of Ft. Knox, Walker graduated last December from our College of Education and Human Development with a degree in workforce leadership. He took almost all of his classes online and was able to receive college-level credit for his past work and military experience. Although he will retire from the military in November, he will be starting a brand new career — as well as a new chapter in his life.

There are a lot of William Walkers out there. Half a million Kentuckians have some college credit but no degree. At UofL we think that's a problem, and we are working diligently to bring them back to the classroom. Boosting the number of college graduates in Kentucky is an integral part of UofL's accountability mission, and we are certainly doing our part.

That's why UofL has improved and expanded our degree programs for adult learners and it's why we're partnering with Louisville's business community and its Graduate Greater Louisville GED to Ph.D. program. Our goal is to make it easier — and worth the time and effort — for adult learners to get their bachelor's degrees.

This is of course critical for our state's economy. Doubling the number of college graduates in Kentucky by 2020 could bring Kentuckians an

additional \$139.5 billion in personal income and add \$9 billion in revenues to Kentucky's General Fund.

But just as importantly it is opening doors for hundreds of individual Kentuckians, just as it did for William Walker.

Susan Hildebrand, coordinator of the workforce leadership program that Walker completed, recently made three trips in one week to the Ford Motor assembly plant where hundreds of workers face an uncertain future.

"These people are so ready to make a change to start over," she says. So are several city police officers who are going through the program. According to Hildebrand, some of these officers will retire soon but are far too young to stop working altogether, so they're excited about earning a college degree and embarking on a second career.

With such high interest in degree programs for adult learners, Hildebrand is in demand all over town. She recently held an open house at Norton Hospital downtown and made visits to General Electric, UPS, National City Bank, YUM! and others.

At UofL our job is to help Kentuckians, at whatever stage in life, obtain the college degree that will give them the power of choice. Besides the personal enrichment and empowerment that comes with higher education, we all know that college graduates are more likely to volunteer, to vote, to have lower rates of poverty and even live longer.

So educating Kentucky is not just about knowledge, it's about a better quality of life for all of us.



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UofL and Accountability: Translating Wealth into Health



by James R. Ramsey, President, University of Louisville

At the University of Louisville we talk a lot about return on investment, whether it concerns money for education, Bucks for Brains or research facilities.

But we also tend to look at return on investment in terms of dollars — dollars earned by our graduates and the economic outcome of a better-educated workforce; the dollars saved and generated when you have a healthy and, thus, more productive population; dollars resulting from new grants; and the dollars earned through new jobs or from new taxes paid by new companies.

As an economist, it's easy for me to talk about return on investment in dollar terms alone. It is real, it is measurable, and it is important to Kentucky's future.

But what these numbers don't tell you is how UofL's investment in research — especially the kind that translates into new cures and treatments — impacts real people. To them, UofL's return on investment is measured in quality of life and sometimes even in terms of life itself.

As UofL's president it has been my privilege to meet some of these people and hear their stories firsthand. Some are kids right here in Louisville with sickle cell anemia. They may not be able to explain Bucks for Brains or know that Dr. Suzanne Ildstad was brought to our state by this innovative program, but they do know that she is the reason they no longer have to be hooked up to IVs every few weeks and why they can play outside with their friends instead of watching them through the window.

I've also met people with spinal cord injuries whose immediate treatment by Dr. Christopher Shields helped them avoid long-term problems, and people who relearned to walk thanks to Dr. Susan Harkema. And I've met patients who have new hope for the future, thanks to the research of Dr. Scott Whittemore and his colleagues. The federal grants they have attracted (most recently, more

than \$4 million from the National Institutes of Health) along with state support, including a big boost from Bucks for Brains, have helped build the Kentucky Spinal Cord Injury Research Center and turn it into a center of national repute.

Our research investment also is helping turn the buses around for cancer patients, providing the best treatment available anywhere right here at the James Graham Brown Cancer Center. The 85-plus clinical trials under way there mean that more lives are being saved and that every day new treatments promising patients a better quality of life are moving closer to FDA approval. Fueling the center's progress is, again, Bucks for Brains, along with UofL HealthCare and many generous private donors.

We're tackling many other modern health issues, too. For instance, if not for the resources available at a research university such as UofL, fewer programs would be available to kids with autism in our community and state. But thanks to the Kentucky Autism Training Center, their families have more educational resources and, thanks to the STAR program in our pediatrics department, more early interventions and skills training programs are available, too. Our child psychiatrists also provide specialized expertise, while our researchers are testing new treatments right here at home.

In short, the research taking place at UofL is helping create a better future for us all. I hope you'll join me in thanking those who are making this possible.

When it comes to research that makes an impact — the kind that is focused on moving from the laboratory into the community, where it can make a difference in the lives of you and your family, your neighbors and your friends — it truly is happening here.



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