



21ST CENTURY INITIATIVE

POWERING THE 2020 PLAN



The future has never looked brighter for the University of Louisville.

UofL has capitalized on its strong history of educating leaders, engaging its community and igniting economic development in Louisville and grown into a nationally recognized institution with strengths in areas ranging from the liberal arts to medicine.

Much of that growth has come under, and as a result of, the leadership of President James Ramsey and his team. As chair of the University of Louisville Board of Trustees, I admire the upward trajectory on which this institution is traveling.

I also am excited by the promise of the 21st Century University Initiative launched by Dr. Ramsey and led first by Provost Shirley Willihnganz and now by Interim Provost Neville Pinto. This visionary initiative touches every corner of our university, strengthening our academic programs and improving our service to our students. Fully implemented, the initiative will help our university stay at the vanguard of higher education for decades to come.

I applaud the efforts of Dr. Ramsey, Dr. Pinto and the hundreds of university faculty, staff, students and friends who have helped us reach this point in the initiative. And I look forward to seeing the progress yet to come.

Laurence Benz
Chair
University of Louisville Board of Trustees



Record graduation rates. Leading-edge research. National and international accolades. The Signature Partnership Initiative. New services, programming and facilities for our students and the community. Yes, the University of Louisville has grown tremendously since the turn of the century.

Yet we still strive to do better.

In 2012, we set out on a project, the University of the 21st Century Initiative, to push us to even greater heights in the decades ahead.

Our campus community has spent almost three years fact finding, organizing and planning. Under the direction of Interim University Provost Dr. Neville Pinto, we have created a plan that will improve our academic programs and student services, enhance and highlight our research, better serve our community, and provide professional development and personal support for our faculty and staff. We appreciate the hundreds of faculty, staff, students, alumni and friends who joined in the effort.

As I noted in my 2015 State of the University speech, we will tackle this effort as one university, with our many diverse units and individuals pulling together to strengthen the whole.

This is a pivotal moment for the university. We are poised to take the next steps in developing the University of the 21st Century, and we have a plan to get there. Together, we need to roll up our sleeves and make it happen.

Let's get started.

James R. Ramsey, PhD
President

History

In 2008, the University of Louisville announced the 2020 Plan, a strategic effort to reach its state-mandated goal of becoming a premier, metropolitan research university by the year 2020. The 2020 Plan has served as a roadmap for the university to progress on an amazing trajectory toward national prominence.

However, in response to years of annual state budget cuts and a changing political and socio-economic climate, university leadership concluded that we needed to come together to assess what actions were required to ensure we accomplished our goals for 2020.

In late 2012, the university announced the 21st

Century University Initiative, an effort to re-energize and expand on the 2020 Plan. Months of fact finding, committee work and campus input led to development of a coordinated strategy, the 21st Century University Initiative, to position the University of Louisville to achieve the goals in the 2020 Plan.

The 21st Century Initiative is built on:

- An uncompromising focus on excellence in academics and research
- Clear actions to achieve university goals
- A timeline for implementation

The Board of Trustees approved the revised plan and urged aggressive implementation by the university beginning in Fall 2015.

In September 2015, President James Ramsey announced the revitalization of the plan in his State of the University Address. Also that month, Interim University Provost Neville Pinto began implementation in collaboration with deans and vice presidents.

This document highlights the major categories and key strategies that will drive the university into the future.

EXTRAORDINARY ACHIEVEMENTS

The University of Louisville is on an amazing trajectory since 1997, when the Kentucky General Assembly mandated that UofL be a premier, nationally renowned metropolitan research institution; to 2002, when UofL began to experience funding cuts, right up until now.

	1998 REPORTING YEAR	2002 REPORTING YEAR	2015 REPORTING YEAR	2020 GOAL
Freshman ACT score (avg.)	21.4	23.2	25.5 ²	-
Six-year graduation rate	30.1%	33.0%	53.6%	60.0%
Baccalaureate degrees awarded	1,734	1,849	2,832*	3,197
Doctoral degrees awarded	76	90	174*	219
Startup companies (cumulative)	1	6	81*	59
Patent applications filed (cumulative)	151	259	1,716*	Increase by 50%
Research expenditures	\$39.1M	\$80.9M	\$179.3M*	\$310.3M
Endowed chairs & professorships	35	87	159*	-
Endowment ¹	\$317.0M	\$478.9M	\$822.4M	\$3B
Intellectual property income	\$90K	\$221.3K	\$6.6M	-

*2015 data are preliminary and subject to revision. ¹Includes UL Trust and separately held endowments. ²Average ACT score will be reported in the 2016 reporting year.



21st Century University Areas of Focus

The 21st Century University Initiative will reaffirm the University of Louisville's focus on its students, creatively engaging in scholarship and research that will help them advance to the head of their individual fields and grow into the leaders of tomorrow. As stated in the 2020 Plan, to advance this mission we must have:

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.

With this in mind, the university will pursue 10 major initiatives organized within three closely connected categories:

Academic & Research Priorities

Culture of Excellence

Financial Health

Five initiatives under Academic & Research Priorities are key drivers for ensuring an aggressive pursuit of our goal to be a premier national metropolitan research university by 2020. We also recognize that our success in these endeavors will be critically dependent on nurturing a Culture of Excellence on our campus, and garnering new resources to ensure our continuing Financial Health.

In the pages that follow, the specific initiatives the university has decided to pursue are listed. For each initiative the university has identified a set of goals and underpinning strategies to achieve these goals. We have already embarked on many of these strategies and have identified clear timelines for completing these and launching new initiatives.

ACADEMIC & RESEARCH PRIORITIES

An unrelenting commitment toward excellence in the education of our students, the robust pursuit of knowledge and outstanding creativity, and a passion for service to our community form the core of our mission as a university. Academic and research initiatives that we will pursue in alignment with this mission are:

Empower Undergraduate Learning

Environment for Student Success

Excellence in Graduate & Professional Education

Invest in Competitive Multidisciplinary Areas of Strength

Invest in Emerging Research & Creative Areas

ACADEMIC & RESEARCH PRIORITIES

EMPOWER UNDERGRADUATE LEARNING

This initiative will, through enriched curricula, outstanding pedagogy, enhanced learning experiences, and world-class learning spaces, provide the very best educational experience to our undergraduate students.

GOAL 1: Strengthen curriculum

- Redesign general education curriculum – *Implement Fall 2017*

GOAL 2: Create excellence in engaged teaching

- Establish Teaching Academy – *Develop plan 2015-16*
- Establish Teaching and Learning Innovation Lab – *Open Fall 2016*

GOAL 3: Increase undergraduate research opportunities

- Enhance university research profile – *Invest in selected areas*
- Integrate research experience in undergraduate curricula – *Unit plans developed 2015-16*

GOAL 4: Increase international learning experiences

- Grow international enrollment – *Identify private partner 2015-16*

- Develop and implement globalization plan – *Finalize plan Spring 2016*

GOAL 5: Increase community engagement experiences

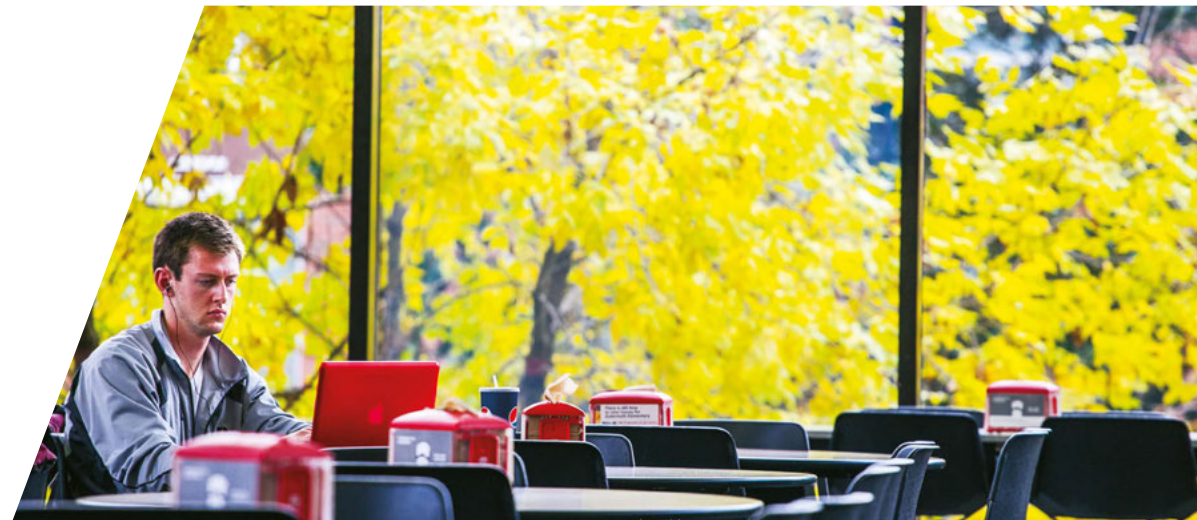
- Integrate community engagement in curricula – *Implementation plan Spring 2016*

GOAL 6: Improve learning and study space

- Open new Belknap Campus Academic Classroom Building – *Open Fall 2018*
- Renovate Ekstrom Library – *Phase I – Fall 2015; Phase II – Fall 2016*

GOAL 7: Build living and learning communities (LLC)

- Program LLC into new/renovated housing – *Develop growth plan 2015-16*





ACADEMIC & RESEARCH PRIORITIES

ENVIRONMENT FOR STUDENT SUCCESS

Through adoption of best practices and evidenced-based strategies, this initiative will dramatically increase the academic success of all our students, with a particular focus on broadening opportunity for those who have been underserved.

GOAL 1: Improve student retention

- Develop SACS QEP targeting 2nd-year retention – *Plan finalized 2015-16*
- Offer summer bridge programs – *Funding identified 2016-2017*
- Complete advising assessment plan – *Tested 2015-16*

GOAL 2: Strengthen career services

- Expand and strengthen support – *Establish metrics and data collection 2015-16*

GOAL 3: Integrate and digitize academic and student business services

- Create comprehensive plan for one-stop center – *Best practices assessment 2015-16*

GOAL 4: Increase campus housing options

- Comprehensive strategy for on-campus and affiliated housing – *Multi-phase plan in execution*

GOAL 5: Provide better and more gathering spaces

- Renovate SAC – *Target completion Summer 2018*

GOAL 6: Ensure a safe campus

- Conduct safety assessment Belknap Campus – *RAVE Guardian selected, L-Trail created, enhanced lighting installed Summer 2015*

GOAL 7: Offer competency-based adult education

- Partner in Commonwealth College education consortium – *Launch Fall 2016*



ACADEMIC & RESEARCH PRIORITIES

EXCELLENCE IN GRADUATE & PROFESSIONAL EDUCATION

With the goal of preeminence as a national research university, this initiative will focus on providing enhanced learning and research experiences to our graduate and professional students.

GOAL 1: Improve rankings of graduate and professional programs

- Strengthen graduate program review – *Plan development 2015-16*

GOAL 2: Enhance graduate and professional student experience

- Expand PLAN (professional development, life skills, academic development, and networking) program with inclusion of community engagement – *Implement 2015-16*
- Improve learning and research spaces – *Health Sciences Center classroom building: capital priority 2016-17*



ACADEMIC & RESEARCH PRIORITIES

INVEST IN COMPETITIVE MULTIDISCIPLINARY AREAS OF STRENGTH

Targeted investments will be made in selected multidisciplinary areas of research that address major societal needs and in which we are nationally prominent.

GOAL 1: Invest in selected areas in 2015-16:

- Cancer
- Restorative medicine
- Advanced manufacturing and sustainability



ACADEMIC & RESEARCH PRIORITIES

INVEST IN EMERGING MULTIDISCIPLINARY RESEARCH & CREATIVE AREAS

Institutional investments will be made in additional multidisciplinary areas of research and creativity, to build a broad and deep base of scholarly excellence at the university.

GOAL 1: Identify competitive areas for future investment

- Develop a competitive process to identify and support additional areas of scholarship - *Selection for funding 2016-17*

CULTURE OF EXCELLENCE

Faculty and staff at the university will shoulder the exciting and hard work that will be required to accomplish the academic and research goals of the University of the 21st Century Initiative. Students, parents, alumni and the larger community expect outstanding performance from the university. Faculty and staff deserve a strongly supportive environment that recognizes and rewards their vital contributions to the mission. Culture of Excellence initiatives that we pursue toward this end are:

Equity, Fairness & Recognition

Professional Development & Training

Communication



CULTURE OF EXCELLENCE

EQUITY, FAIRNESS & RECOGNITION

Along with efforts to establish excellence in research and teaching, the university will strive to develop a culture that values and rewards its employees for outstanding performance and recognizes their unique contributions to students and the community.

GOAL 1: Enhance campus climate

- Provide competitive compensation – Budget priority starting 2016-17
- Implement improved campus climate initiatives – Assess and prioritize 2015-16

GOAL 2: Increase performance accountability

- Establish productivity and performance metrics – Academic database developed 2015-16

- Strengthen personnel evaluation processes – Revised performance management 2015-16

GOAL 3: Strengthen diversity and inclusion

- Strengthen policies and practices to ensure fairness – Seek funding for diversity hires 2016-2017
- Prioritize and implement Commission on Diversity and Racial Equality recommendations – Complete 2015-16



CULTURE OF EXCELLENCE

PROFESSIONAL DEVELOPMENT & TRAINING

To reward performance, improve service to our students and help employees advance in their careers, the university will extend to faculty and staff enhanced opportunities to strengthen and expand their skills and knowledge through professional development.

GOAL 1: Expand faculty programming

- Establish academic leadership program *Established 2014 15*
- Create Teaching Academy – *Develop plan 2015 16*

GOAL 2: Provide staff development opportunities

- Develop plan for enhanced staff development *Plan finalized 2015 16*

CULTURE OF EXCELLENCE

COMMUNICATION

The 21st Century Initiative will rely on communication between administration and internal and external constituencies. The university will share its successes through a variety of channels.

GOAL 1: Strengthen internal communications

- Develop new internal communication plan - *Implement plan 2015 16*
- Reinforce “One University” theme – Include in *internal communication plan 2015 16*
- Strengthen two way communication – Include in *internal communication plan 2015 16*

GOAL 2: Enhance reputation

- Strengthen external communication – *Develop plan 2015 16*
- Execute marketing plan for research – *Implement in 2015 16*
- Institute sustained brand campaign – *Launch new campaign in 2016*



FINANCIAL HEALTH

The university's financial health is vital to its success in serving its students and the Commonwealth of Kentucky. The initiatives that follow are designed to provide needed financial strength and accountability through internal discipline and external partnerships and support without placing undue hardship on students.

Revenue enhancement

Administrative enhancement



FINANCIAL HEALTH

REVENUE ENHANCEMENT

The success of our academic and research initiatives will be critically dependent on our ability to be entrepreneurial in generating new sources of revenue. Besides continuing to advocate for increased state funding for higher education, we will pursue a broad range of strategies that leverage demand for higher education, philanthropic support, and our intellectual capacity and skills to grow our revenue base.

GOAL 1: Strategically grow enrollment

- Grow enrollment in high-demand fields – *Enrollment growth and management plan developed 2015-16*
- Increase international enrollment – *Identify private partner 2015-16*

GOAL 2: Grow philanthropic support

- Grow endowment to support academic and research priorities – *FY 2016 maintain positive trajectory in giving*

GOAL 3: Derive new income from intellectual property and non-philanthropic sources

- Develop strategic partnerships:
 - Catholic Health Initiatives – *Partnership established 2013*

- Institute for Product Realization – *Launched 2014*
- Activate Tax Increment Financing districts
 - HSC – *Activated 2012*
 - Belknap – *Activated 2014*
 - Shelbyhurst – *Approved 2014*

GOAL 4: Increase research awards and clinical revenue

- Increase support from UofL Physicians, Passport/managed care services – *Continue growth of clinical services*
- Increase federal, state and industrial research funding – *Achieve 2020 Goal*



FINANCIAL HEALTH

ADMINISTRATIVE ENHANCEMENTS

Along with revenue enhancements, the university administration will strive to refine its operations to secure necessary funding. It will do so by reviewing and improving effectiveness of business operations and reducing costs where possible to ensure financial stability.

GOAL 1: Enhance administration to promote stewardship and accountability

- Employ chief financial officer/chief operating officer; chief strategy officer and counsel – *Completed*
- Implement shared business services – *HSC plan in progress; Belknap plan finalized 2015-16*

GOAL 2: Implement expenditure efficiency and cost avoidance initiatives

- Implement recommendations from Strothman report on accountability – *On track for June 2016 implementation*
- Reorganize business practices – *VPFA reorganization announced June 2015*
- Enhance enterprise risk management – *Plan March 2016*
- Provide continuous auditing – *Process review in progress*

GOAL 3: Target effective resource management

- Modify financial models to enhance alignment with academic goals – *Evaluation 2015-16; implementation starting FY 2017*

Appreciation

This report is the result of thousands of hours of research, study and discussion by many individuals on and off campus.

Thank you to the more than 800 faculty and staff who participated in the original conversations and, particularly, Provost Shirley Willihnganz, for her leadership, and the 300 faculty, staff, students and friends of the university who served on committees and developed the observations and recommendations that are now included in the 21st Century University Initiative.

We look forward to sharing the Initiative's successes with you.



James Ramsey, PhD
President



Neville Pinto, PhD
Interim Executive Vice President and
University Provost

I LO

louisville.edu/21stcentury

*The University of Louisville is an equal opportunity institution and does not discriminate against persons on the basis of race, age, religion, sex, disability, color, sexual orientation, national origin or veteran status.
This publication was prepared by the University of Louisville and printed with state funds KRS 57.375.*