UNIVERSITY OF LOUISVILLE®

21st Century University

October 14, 2015

Tremendous Progress Since 1998

Extraordinary Achievements*

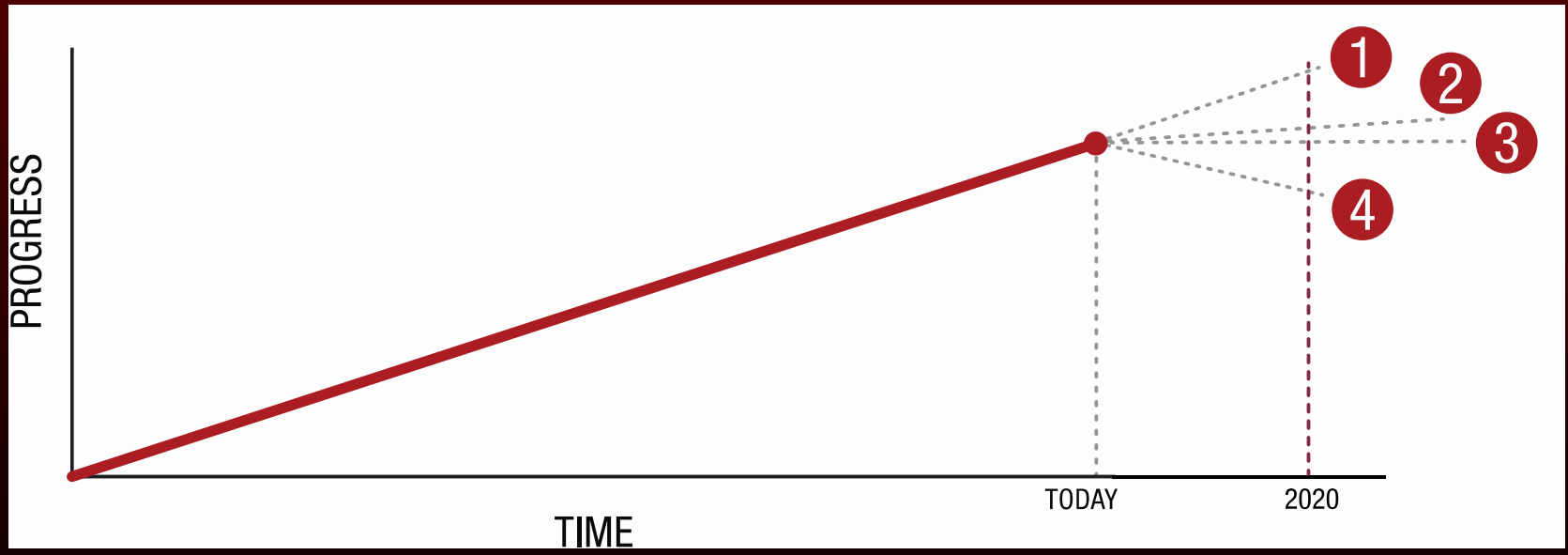
	1998 reporting year	2002 reporting year	2015 reporting year*	2020 reporting year
Freshman ACT score (avg.)	21.4	23.2	25.5[2]	N/A
6-year graduation rate	30.1%	33.0%	53.6%	60.5%
Baccalaureate degrees awarded	1,734	1,849	2,832*	3,197
Doctoral degrees awarded	76	90	174*	219
Startup companies (cumulative)	1	6	81*	N/A
Patents (cumulative) applications filed	151	259	1,716*	N/A
Research expenditures	$39.1M	$80.9M	$179.3M*	$310.3M
Endowed chairs & professorships	35	87	159*	N/A
Endowment [1]	$317.0M	$478.9M	$822.4M*	N/A
IP income	$90K	$221.3K	$6.6M*	N/A

UNIVERSITY OF LOUISVILLE.

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

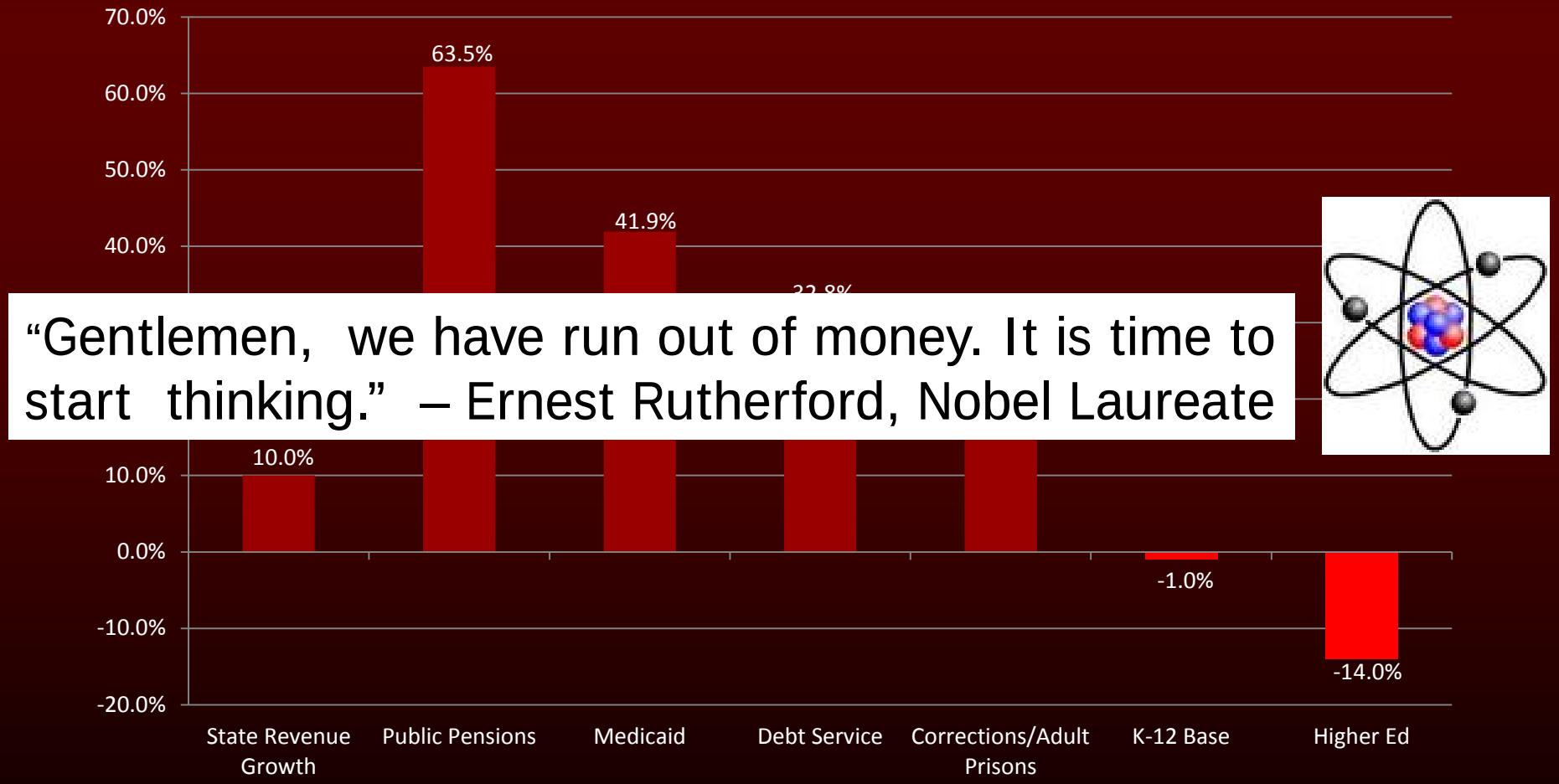
Path for the Future

1. Stay with 2020 goals – what does it take
2. Back off 2020 goals
   - What must be changed to move forward ?
3. Be content with where we are
4. Give up revert to where we were



The State Budget Challenge

State Budget (2008-14) Continues To Be Ugly



"Gentlemen, we have run out of money. It is time to start thinking." – Ernest Rutherford, Nobel Laureate

2008

2020 Plan

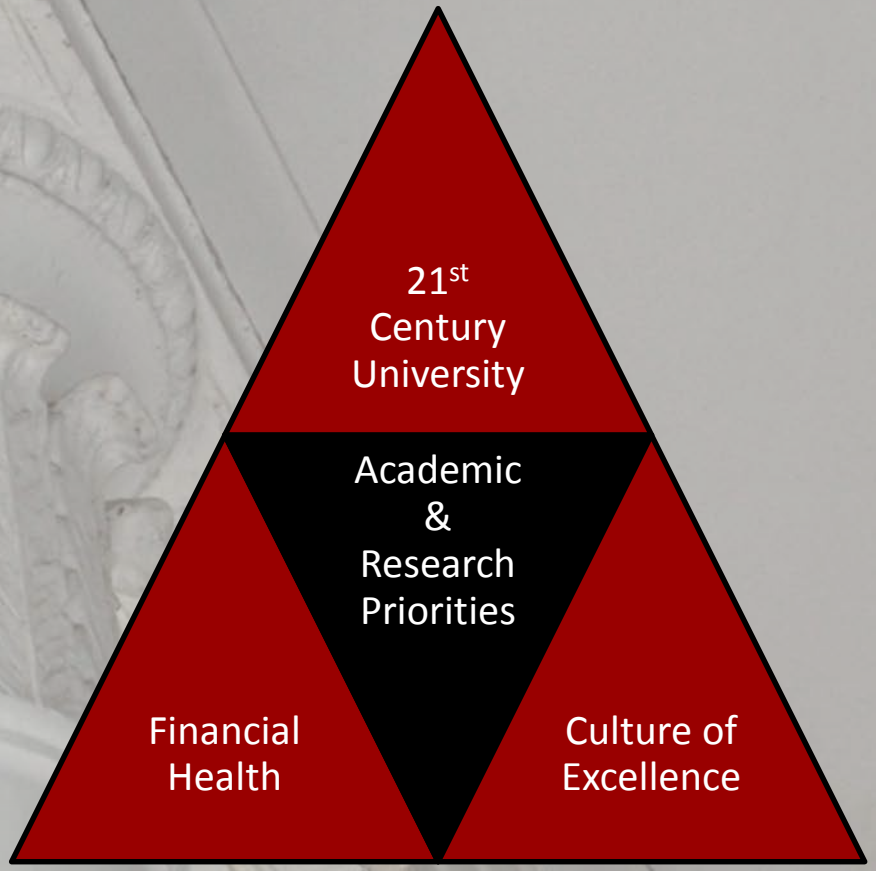
21st Century University

2020 Success

2012

- Inclusive Process
- Over 300 Individuals Involved
- 4 Working Committees
- Student Committee
- Steering Committee

21st Century University – Structure of Plan



21st Century University

Academic & Research Priorities

Major Initiatives

- 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

21st Century University – Academic and Research Priorities

Empower Undergraduate Learning - Goals

21st Century University – Academic and Research Priorities

Empower Undergraduate Learning

Strengthen Curriculum

Review General Education Curriculum

Implement Fall 2017

2020 Goal

Educational Excellence

BOT Strategic Direction

Reputation Enhancement

21st Century University – Academic and Research Priorities

Empower Undergraduate Learning

Excellence in Engaged Teaching

2020 Goal

Educational Excellence

Establish Teaching Academy

Develop Plan 2015-16

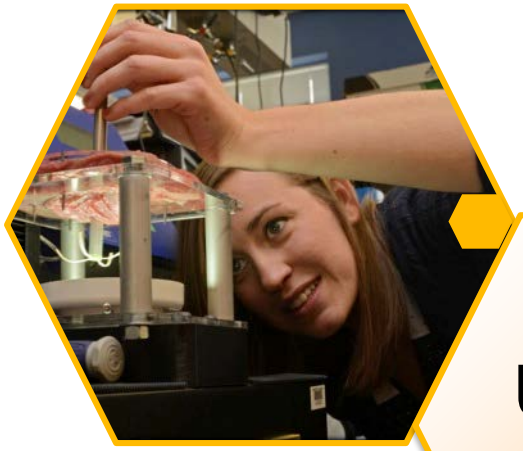
Establish Teaching & Learning Innovation Lab

Open Fall 2016

21st Century University – Academic and Research Priorities

Empower Undergraduate Learning

Increase UG Research Opportunities



Enhance University Research Profile

Integrate Research Experience in Curricula

Unit **Plans 2015-16**

Invest in Selected Areas

2020 Goal

Educational Excellence

21st Century University – Academic and Research Priorities

Empower Undergraduate Learning

Increase International Learning Experiences

2020 Goal

Diversity

Develop & Implement Globalization Plan

2020 Goal

Educational Excellence

BOT Strategic Direction

Revenue Enhancement

Grow International Enrollment

Plan Finalized Spring 2016

Identify Private Partner 2015-2016

21st Century University – Academic and Research Priorities

Empower Undergraduate Learning

Increase Community Engagement Experiences

2020 Goal

Community Engagement

Integrate Community Engagement in Curricula

Implement-ation Plan Spring 2016

21st Century University – Academic and Research Priorities

Empower Undergraduate Learning

Improved Learning and Study Spaces

Library Renovation

- Phase I - Fall 2015
- Phase II - Fall 2016

New Instructional Building

- Open Fall 2018

2020 Goal

Educational Excellence

BOT Strategic Direction

Administrative Enhancement

21st Century University – Academic and Research Priorities

Empower Undergraduate Learning

Grow Living and Learning Communities (LLC)

Program LLC into New/Renovated Housing

Develop Growth Plan 2015-16

2020 Goal

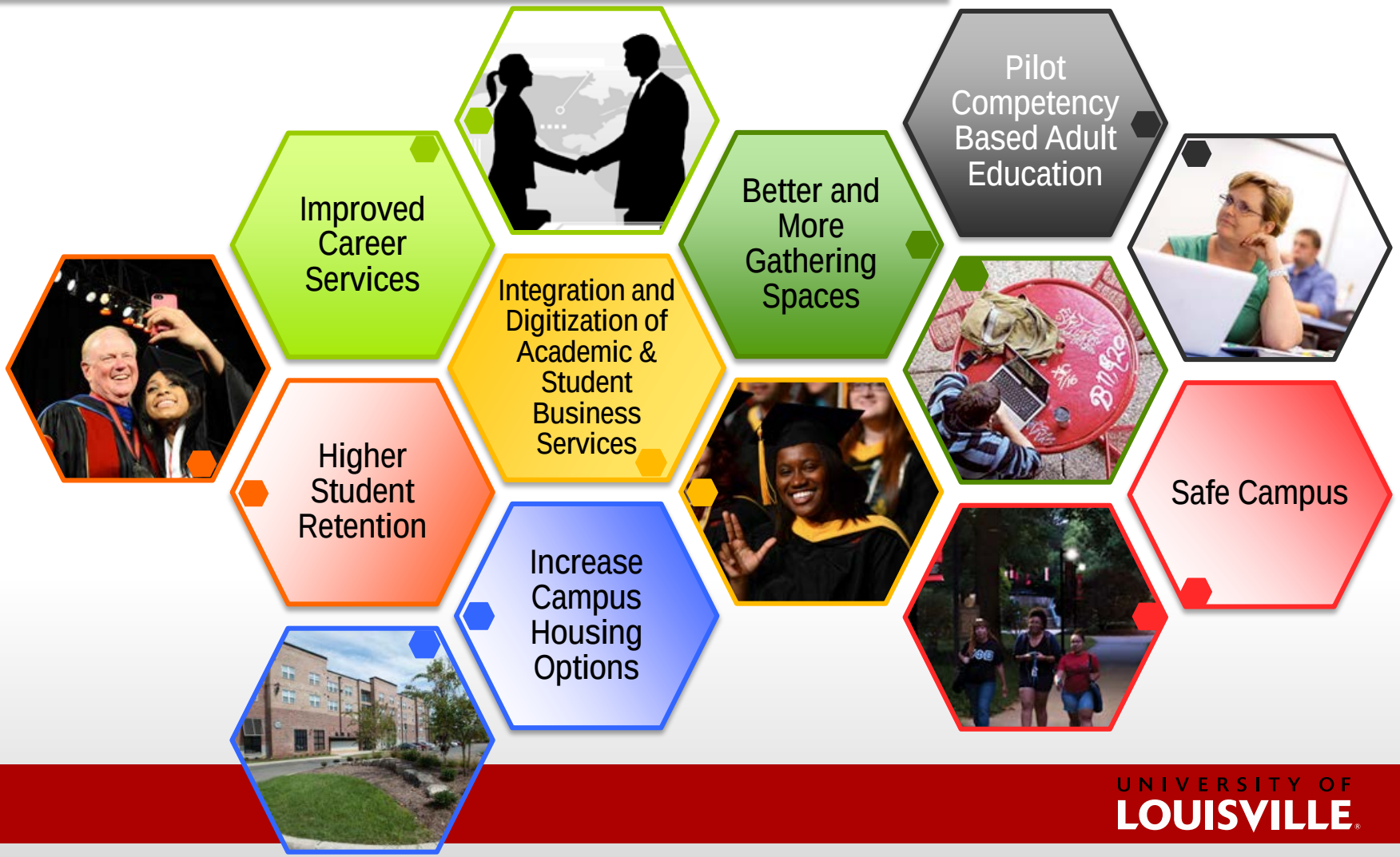
Educational Excellence

21st Century University

Academic & Research Priorities

21st Century University – Academic and Research Priorities

Environment for Student Success - Goals



21st Century University – Academic and Research Priorities

Environment for Student Success

Higher Student Retention

Develop SACS QEP Targeting 2nd Year Retention

Plan Finalized 2015-16

Summer Bridge Programs

Funding to be Identified FY 2017

Advising Assessment Plan

Tested 2015-16

2020 Goal

Educational Excellence

21st Century University – Academic and Research Priorities

Environment for Student Success

Strengthened Career Services

Expand & Strengthen Support

Establish Metrics and Data Collection 2015-16

2020 Goal

Educational Excellence

21st Century University – Academic and Research Priorities

Environment for Student Success

Integration and Digitization of Academic & Student Business Services

Develop Comprehensive Plan for OneStop Center

Best Practices Assessment 2015-16

2020 Goal

Educational Excellence

21st Century University – Academic and Research Priorities

Environment for Student Success

Increase Campus Housing Options

Comprehensive Strategy for On-Campus & Affiliated Housing

Multi-Phase Plan in Execution

2020 Goal

Educational Excellence

21st Century University – Academic and Research Priorities

Environment for Student Success

Better and More Gathering Spaces

SAC Renovation

2020 Goal

Educational Excellence

Target Completion Summer 2018

21st Century University – Academic and Research Priorities

Environment for Student Success

Safe Campus

2020 Goal

Educational Excellence

Safety Assessment Main Campus

Enhanced Lighting

L- Trail Created

Rave Guardian Selected

21st Century University – Academic and Research Priorities

Environment for Student Success

Pilot Competency Based Adult Education

Partner in Commonwealth College

Launch Fall 2016

2020 Goal

Educational Excellence

Academic & Research Priorities

Academic & Research Priorities

Major Initiatives

- 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

21st Century University – Academic and Research Priorities

Excellence in Graduate & Professional Education - Goals

Improve Rankings of Graduate & Professional Programs

Enhance Graduate & Professional Student Experience

21st Century University – Academic and Research Priorities

Excellence in Graduate & Professional Education

Improve Rankings of Graduate & Professional Programs

Strengthen Graduate Program Review

Plan Developed 2015-16

2020 Goal

Research Excellence

2020 Goal

Educational Excellence

21st Century University – Academic and Research Priorities

Excellence in Graduate & Professional Education

Enhance Graduate & Professional Student Experience

2020 Goal

Research Excellence

2020 Goal

Educational Excellence

Expand PLAN with Inclusion of Community Engagement

Implement 2015-16

Improve Learning & Research Spaces

Major SOM Renovation Completed

21st Century University

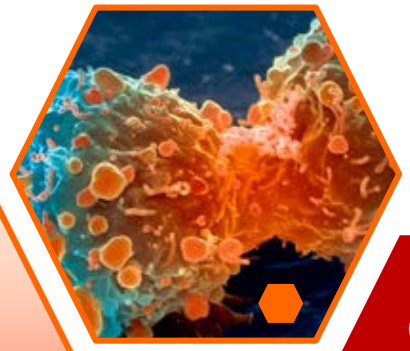
Academic & Research Priorities

21st Century University – Academic and Research Priorities

Competitive Multidisciplinary Areas of Strength

2020 Goal

Research Excellence



Cancer

Investment of $250K/yr for 3 Years Starting FY 2016

Restorative Medicine

Advanced Manufacturing & Sustainability

21st Century University

Academic & Research Priorities

21st Century University – Academic and Research Priorities

Invest in Emerging Research and Creative Areas - Tactic

Identify Competitive Areas for Future Investment

Develop competitive external review process

Selection for Funding FY 2017

2020 Goal

Research Excellence

21st Century University

UNIVERSITY OF LOUISVILLE

Culture of Excellence

Major Initiatives

Equity Fairness & Recognition

Professional Development & Training

Communication

21st Century University - Culture of Excellence

Equity Fairness & Recognition - Goals

Enhance Campus Climate

Diversity & Inclusion

Performance Accountability

21st Century University - Culture of Excellence

Equity Fairness & Recognition

Enhance Campus Climate

Continuing Priority

Competitive Compensation

Priority FY 15 & FY16

Implement Improved Campus Climate Initiatives

Assess & Prioritize 2015-16

2020 Goal

All Goals

21st Century University - Culture of Excellence

Equity Fairness & Recognition

Performance Accountability

Establish Productivity & Performance Metrics

Academic Data Base Developed 2015-16

Strengthen Personnel Evaluation Processes

Revised Performance Management 2015-16

2020 Goal

All Goals

21st Century University - Culture of Excellence

Equity Fairness & Recognition

Diversity & Inclusion

Strengthen Policies & Practices to Ensure Fairness

Prioritize & Implement CODRE Recommendations

Complete 2015-16

Seek Funding for Diversity Hires

2020 Goal

Diversity Opportunity

21st Century University

Culture of Excellence

Major Initiatives

Equity and Fairness

Professional Development & Training

Communication

21st Century University - Culture of Excellence

Professional Development & Training - Goals

Strengthen Faculty Development

Strengthen Staff Development

21st Century University - Culture of Excellence

Professional Development & Training

Strengthen Faculty Development

Academic Leadership Program

Teaching Academy

2020 Goal
Research Excellence

2020 Goal
Educational Excellence

Plan to Establish 2016-17

Academic Leadership Program 2014-15

21st Century University - Culture of Excellence

Professional Development & Training

Strengthen Staff Development

Plan for Staff Development

Plan Finalized 2015-16

2020 Goal

All Goals

Culture of Excellence

Major Initiatives

Equity and Fairness

Professional Development & Training

Communication

21st Century University - Culture of Excellence

Communication - Goals

Strengthen Internal Communications

Enhance Reputation

21st Century University - Culture of Excellence

Communication

Strengthen Internal Communications

"One University" Theme

Strengthen Two-Way Communication

New Internal Comm. Plan 2015-16

BOT Strategic Direction

Reputation Enhancement

2020 Goal

All Goals

21st Century University - Culture of Excellence

Communication

Enhance Reputation

Strengthen External Communication

- Execute Marketing Plan for Research
- Institute Sustained Brand Campaign

BOT Strategic Direction

Reputation Enhancement

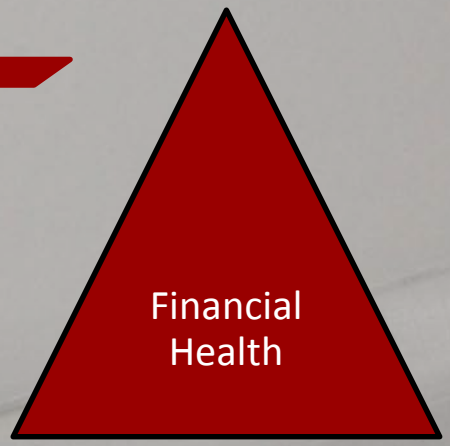
2020 Goal

All Goals

Financial Health

Major Initiatives

- Revenue Enhancement
- Administrative Enhancement



21st Century University - Financial Health

Revenue Enhancements - Goals

Strategic Enrollment Growth

Increase Research Awards and Clinical Revenue

New Income From Intellectual Property & Non-Philanthropic Sources

Grow Philanthropic Support

21st Century University - Financial Health

Revenue Enhancements

Strategic Enrollment Growth

Enrollment Growth in High Demand Fields

Growth in International Enrollment

BOT Strategic Direction

Revenue Enhancement

2020 Goal

Educational Excellence

Identify Private Partner 2015-16

Enrollment Growth & Management Plan Developed 2015-16

21st Century University - Financial Health

Revenue Enhancements

Grow Philanthropic Support

Grow Endowment Support for Academic Priorities

FY 2016 Positive Trajectory in Giving

BOT Strategic Direction

Revenue Enhancement

2020 Goal

Creative & Responsible Stewardship

21st Century University - Financial Health

Revenue Enhancements

New Income From Intellectual Property & Non-Philanthropic Sources

Strategic Partnerships with CHI; TIF; IPR

- CHI Partnership Established 2013
- Established 3 New TIF Districts
  - HSC TIF: Activated 2012 $17 M Generated
- IPR – Launched 2014
  - AMCC in Operation 2015-16
  - Tenants: FirstBuild UL AMCC 2014-15
- New Building Start 2016

BOT Strategic Direction

Revenue Enhancement

2020 Goal

Creative & Responsible Stewardship

UNIVERSITY OF LOUISVILLE

21st Century University - Financial Health

Revenue Enhancements

Increase Research Awards and Clinical Revenue

ULP; Passport/ACA; Federal, State and Industrial Research Growth

Increase Federal State & Industrial Research Funding

Increase Clinical Trials Revenue

Increase in Clinical Revenue

BOT Strategic Direction

Revenue Enhancement

2020 Goal

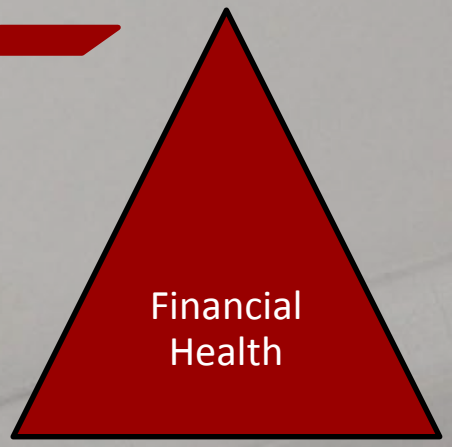
Research Excellence

Financial Health

Major Initiatives

Revenue Enhancement

Administrative Enhancement



21st Century University - Financial Health

Administrative Enhancements - Goals

Enhance Administration to Restore Stewardship and Accountability

Implement Expenditure Efficiency and Cost Avoidance Initiatives

Effective Resource Management

21st Century University - Financial Health

Administrative Enhancements

Enhance Administration to Restore Stewardship and Accountability

Employ Chief Financial Officer/ Chief Operating Officer; Establish Chief Strategy Officer and Counsel

2015 Hires
COO/CFO
CSO&C

Shared Services: HSC Plan Complete Belknap Plan 2015-16

BOT Strategic Direction

Administrative Enhancement

2020 Goal

All Goals

21st Century University - Financial Health

Administrative Enhancements

Implement Expenditure Efficiency and Cost Avoidance Initiatives

Enterprise Risk Management- Leadership Hire Sept 2015; Plan March 2016

VP F&A Reorg - Announced June 2015

Implement Strothman Recommendations; Reorganization of Business Practices; Enterprise Risk Management; Continuous Auditing

Continuous Auditing – Process Review in Progress

Strothman- On Track for June 2016 Implementation

BOT Strategic Direction

Administrative Enhancement

2020 Goal

All Goals

21st Century University - Financial Health

Administrative Enhancements

Effective Resource Management

Modify Budget Allocation Models to Enhance Alignment with Academic Goals

Evaluation 2015-16; Phased Implementation Starting FY 2017

BOT Strategic Direction

Administrative Enhancement

2020 Goal

All Goals

21st Century University

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