



# WELCOME

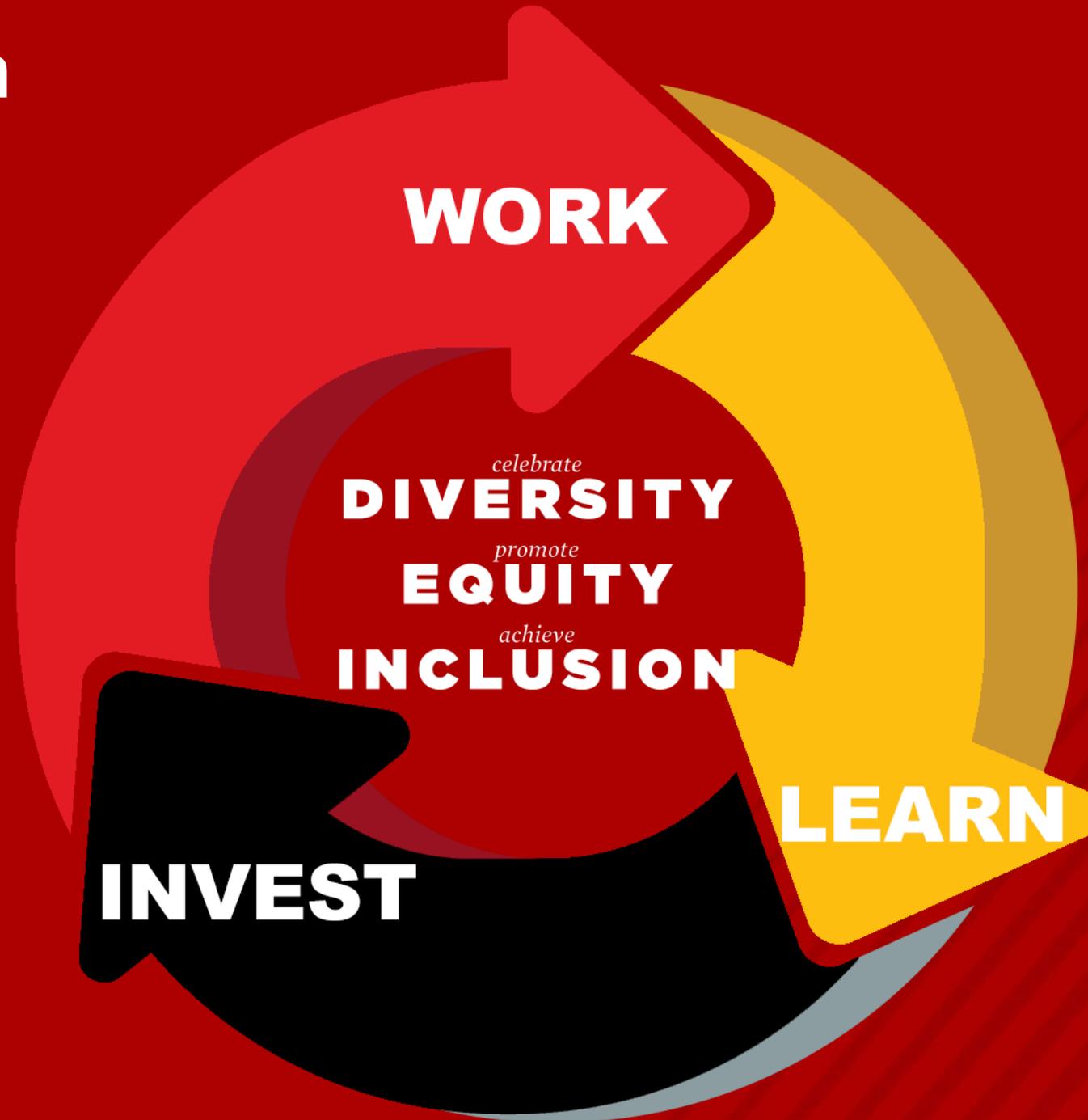
# Two 3-year Plans

**2019 – 2022**

**2022 - 2025**



# UofL Vision



# UofL Values - “CARDINAL Principles”

- C** Let us be a university that is a **Community of Care**. Care for self, care for one another as the Cardinals Family, and care for the community beyond as the human family. We are a community—not just a collection of individuals. We are a community—not just buildings connected by an HVAC system.
- A** **Accountability to the Team**. We keep our promises. We own mistakes. We are accountable to the team.
- R** **Respect, irrespective of position**. We respect each other’s humanity and dignity, no matter what our positions in the organization are. We also respect our right to differing and conflicting positions on issues. To quote, “We will be a place that prepares students for ideas, not protects students from ideas.”
- D** **Diversity and Inclusion**. We celebrate diversity of thought, of life experiences, of perspectives. We know as the Kentucky motto states, United We Stand. We want everyone, in the richness of all of their many unique and intersecting identities to feel included in the Cardinal fold.
- I** **Integrity and Transparency**. We will be true to our mission of an urban research university to create, disseminate and apply knowledge. Integrity is our collective commitment to make decisions with the best interests of our university in mind and to share the decision-making rationale and the outcomes transparently.
- N** **Noble Purpose**. We will identify for ourselves the ways in which we make a difference. We know we must solve the problems of access and affordability to give everyone the opportunity to find and pursue their own noble purpose.
- A** **Agility**. We will recognize that things change and when they do, we must change things. We know that when adaptation in an organization does not keep pace with adaptation in the environment, the organization will not survive.
- L** **Leadership**. We recognize that management is a position but leadership is an activity. We will all behave as owners of the University of Louisville because we are. We are U of L is not just a hashtag or a slogan. It is our declaration of leadership and ownership.



# What Have We Done So Far?

- **Consideration and Review**

- Funding model
- Benchmarks
- Financial status
- Best practices

- **Strategic Planning emails**

- Survey of students, staff, and faculty
- Survey of alumni, donor, and friends
- Incorporated submitted feedback

- **Strategic Planning Retreat**

- **Workgroup Co-Chairs selected**

- **Workgroups populated**

- **Established goals**

- **Developed timelines**

- **Created defined deliverables:**

- Strategy
  - What we want to do
- Action
  - How we intend to do it
- Targets
  - Intended outcome narratives
- Measures
  - Factors by which success will be judged

- **Learn, Work, Invest workgroups**

- Collected data in open forums
- Met with constituencies and subject-matter experts
- Developed initial draft strategies

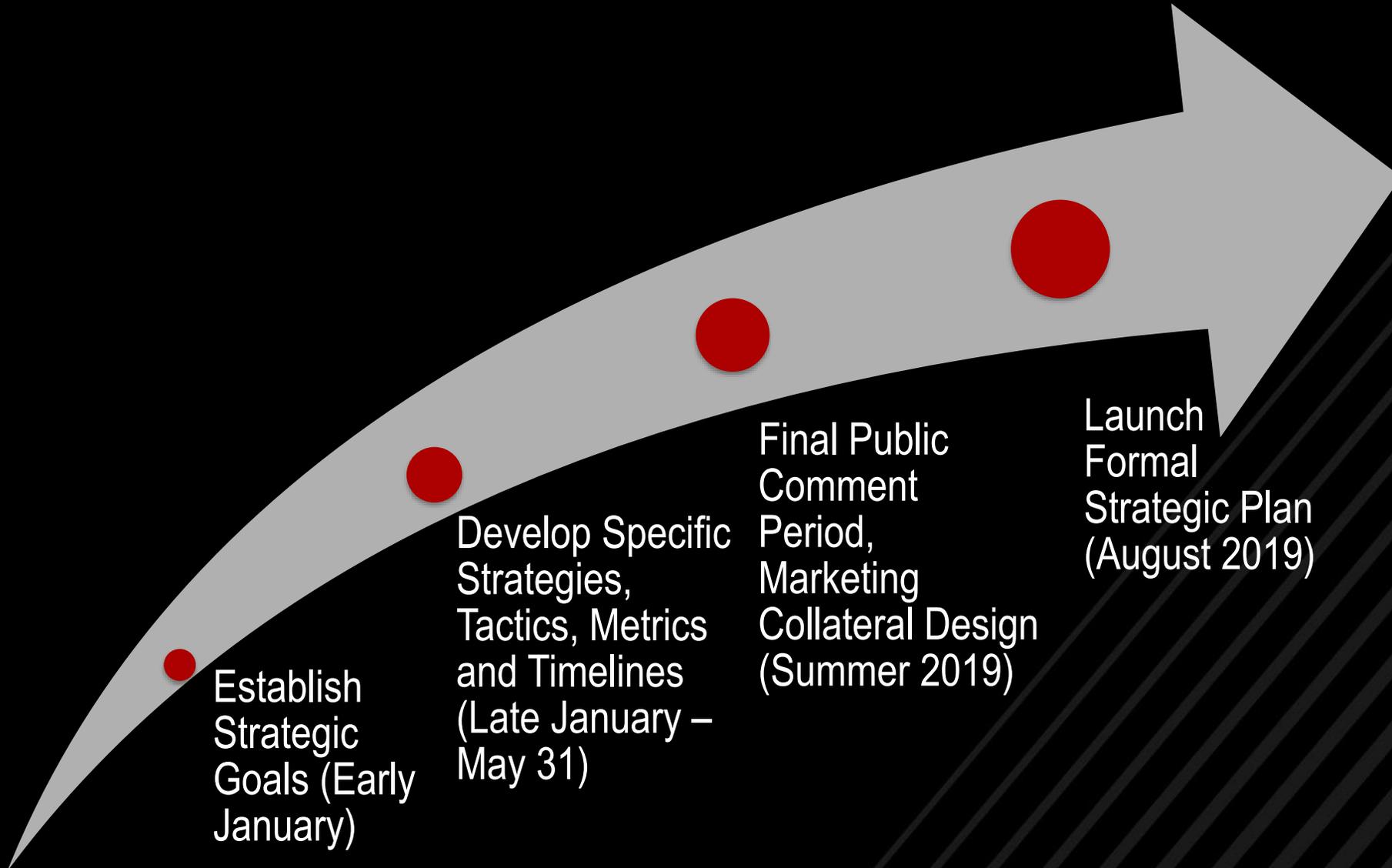


# Committee and Work Group Membership

Executive Committee (EC) +	Work Group Co-Chairs
Neeli Bendapudi	Jasmine Farrier ( <b>Learn</b> )
Gail DePuy	Jeff Sun ( <b>Learn</b> )
Jeff Bumpous	Nat Irvin ( <b>Learn</b> )
Beth Boehm	Crystal Collins-Camargo ( <b>Work</b> )
Rob Keynton	Karan Chavis ( <b>Work</b> )
Toni Ganzel	Brian Buford ( <b>Work</b> )
Brad Shafer	Enid Trucios-Haynes ( <b>Invest</b> )
Krista Wallace-Boaz	Kimcherie Lloyd ( <b>Invest</b> )
John Smith	Jon Klein ( <b>Invest</b> )
Jonathan Fuller	
John Drees	
Bob Goldstein	
Madison Pumphrey	
Michael Wade Smith	

**Steering Committee is comprised of EC + Work Group Co-Chairs**

# High Level Process Overview



## **LEARN Strategic Goal**

The University of Louisville is a great place to **LEARN** because it prepares students for success now, next, and beyond. We accomplish this by supporting the whole student through transformative, purpose-driven, and engaged learning.

# What we've done so far...

- **Reviewed current activities of:**
  - Enrollment Management Advisory Committee
  - Retention and Persistence Committee
  - CPE Performance Funding Model Metrics
- **Divided into Teams:**
  - Recruiting Aspiring Cards (& Retaining "Cards" Holding Members)
  - Academic Development & Experience
  - Whole Student Support & Success
  - Building Skills & Resumes

# LEARN Draft Strategies

- **STRATEGIC ENROLLMENT MANAGEMENT**
  - **Develop and execute a dynamic, multi-pronged strategic enrollment management plan that envisions an increasingly diverse student body and is responsive to the demographic and workforce needs of the future by expanding the University's reach in the Commonwealth, within the region, across the nation, and throughout the world attracting in-person and online students.**

# LEARN Draft Strategies

- **STUDENT SUCCESS**

- **Establish and execute a comprehensive campus “student success” framework with a plan that responds to an increasingly diverse student body by improving retention and persistence rates of students through a series of intentional milestones and services across the sub-population of students with a particular emphasis on first-time, full-time UofL students.**

# LEARN Draft Strategies

- EXPERIENTIAL LEARNING OPPORTUNITY
  - Make available for every student an experiential learning opportunity through structured offerings (e.g., co-ops, internships, international learning, and projects) and articulated partnerships with business, community organizations, and research projects.

# LEARN Draft Strategies

- **DISCIPLINARY-SPANNING INQUIRY & LEARNING**
  - **Foster an institutional culture of teaching excellence and engaged student learning that centers high-impact practices, which are responsive to emerging disciplinary, workplace, and community trends by creating a powerful university-wide academic ecology that invests in high-impact pedagogical practices (HIPPs) and emphasizes and embeds optimal teaching and learning experiences.**

# LEARN Draft Strategies

- LOGISTICS, OPERATIONS, & MINDSET
  - **Cultivate a campus environment that has a “student-ready culture” committed to agile, adaptive, and innovative thinking and data-informed decision-making with a strong focus on students, operational excellence and sustainability, and positive imagination and desire to advance the university.**

## WORK Strategic Goal

The University of Louisville is a great place to **WORK** because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff, and administration live our institutional values.

# What we've done so far...

- Reviewed recent survey, focus group and other data related to factors impacting making UofL a great place to work
- Workgroup members prioritized strategy topics which must be addressed in the plan
- Divided into teams focused on each of the five topical areas
  - **Culture and Climate**
  - **Professional Development and Advancement**
  - **Transparency, Leadership and Accountability**
  - **Retention, Hiring, Onboarding and Performance Management**
  - **Compensation, Salary and Benefits**
- Generated, received feedback, and revised draft strategies and proposed actions

# WORK Draft Strategies

- **Provide all employees a fair and equitable market-based salary and benefits package.**
  - Benchmark salaries and benefits to peer institutions and private sector; set compensation targets
  - Provide units financial support to decrease diversity-based gaps
  - Systematically evaluate compensation policies and practices for any unintentional pay inequality and make adjustments as necessary

## WORK Draft Strategies

- **Provide impactful professional development for all UofL employees by leveraging the resources and talents within the university and our community.**
  - Create Employee Success Center to provide professional guidance and formal mentorship
  - Create and implement a framework for mentoring, coaching, and sponsoring
  - Create apprenticeships for skilled-trade/custodial staff
  - Develop/enhance professional competencies for university leaders

# WORK Draft Strategies

- **Develop initiatives targeted towards recruitment and retention of UofL employees, with a particular focus on groups who are underrepresented.**
  - Establish comprehensive and continuing onboarding experience for new hires and current employees in new positions
  - Implement technology-enhanced applicant and orientation tracking system that keeps current employees informed of relevant opportunities for internal advancement
  - Create an HR “flight plan” to guide staff through career advancement opportunities and career ladders

## WORK Draft Strategies

- **Develop a campus climate that fosters a sense of community and mutual trust where employees feel respected, valued, and included by creating policies and structures with dedicated resources to support them.**
  - Mandate implicit bias training for all employees
  - Finalize and implement anti-bullying policy
  - Create employee advocate position/team
  - Require policies/decisions consider impact on morale
  - Require all new policies/decisions include an Equity Impact Assessment

## WORK Draft Strategies

- **Improve employee satisfaction and trust by using the Cardinal Principles as a roadmap to create an organizational culture in which accountability and transparency guide leaders' actions and decisions.**
  - Sample action steps are still under development. We need your ideas!

# INVEST Strategic Goal

The University of Louisville is a great place in which to **INVEST** because of its demonstrated impact on the economic, social, and cultural health and well-being of Louisville, the Commonwealth, and beyond. We accomplish this through innovative teaching, research, scholarship and creative activity, principled leadership, responsible stewardship, and engaged partnerships.

# What we've done so far...

- Create Principles / Framework and Action Plan
  - **Valued Investments at the University of Louisville**
    1. Promote transdisciplinary/multidisciplinary education, research, and service
    2. Incorporate community-engaged partnerships and services
    3. Are student-centered to advance educational excellence
    4. Have a demonstrated economic, social, and/or cultural impact for local to global communities
    5. Serve the community as a whole by advancing diversity, equity, and inclusion including the interests of URMs/historically marginalized communities
    6. Demonstrate principled leadership and responsible stewardship

# INVEST Draft Strategies

- Position UofL to engage complex city/regional challenges and seize opportunities for industry, government, community, and neighborhood collaborations by creating a “front door” to leverage the knowledge and expertise of the University’s talent.

# INVEST Draft Strategies

- Cultivate purposeful internal collaborations in research, scholarship, and creative activity to advance innovation and elevate UofL to be a top R1 university.

# INVEST Draft Strategies

- Embrace local community, industry, alumni, and government partnerships, enhanced by advanced technologies to support student success, faculty and staff development, and demonstrably improve the quality of life in Louisville and the region.

# INVEST Draft Strategies

- Establish UofL as one of the city's top 3 cultural and social centers to create transformative on-campus and virtual living and learning experiences by leveraging modern technology, the built environment, and institutional expertise.

# INVEST Draft Strategies

- Celebrate excellence by demonstrating our stated commitment to diversity, equity, and inclusion. We will do this by growing investment in scholarships, faculty recruitment and retention, and infrastructure supporting representational growth from marginalized communities.

**WE VALUE YOUR  
INPUT AND FEEDBACK**

# How To Be A Part of the Process

- **Stay Informed**
  - Regular updates to the Strategic Planning website ([www.louisville.edu/strategic-plan/](http://www.louisville.edu/strategic-plan/))
  - Periodic campus-wide emails with updates on process and developing strategies
- **Get Engaged**
  - Participate in Work Group feedback sessions, focus groups, and other engagement opportunities
- **Share Your Questions, Comments, and Concerns**
  - Feedback form on strategic planning website
  - Openly engage members of the Steering Committee and Work Groups

