

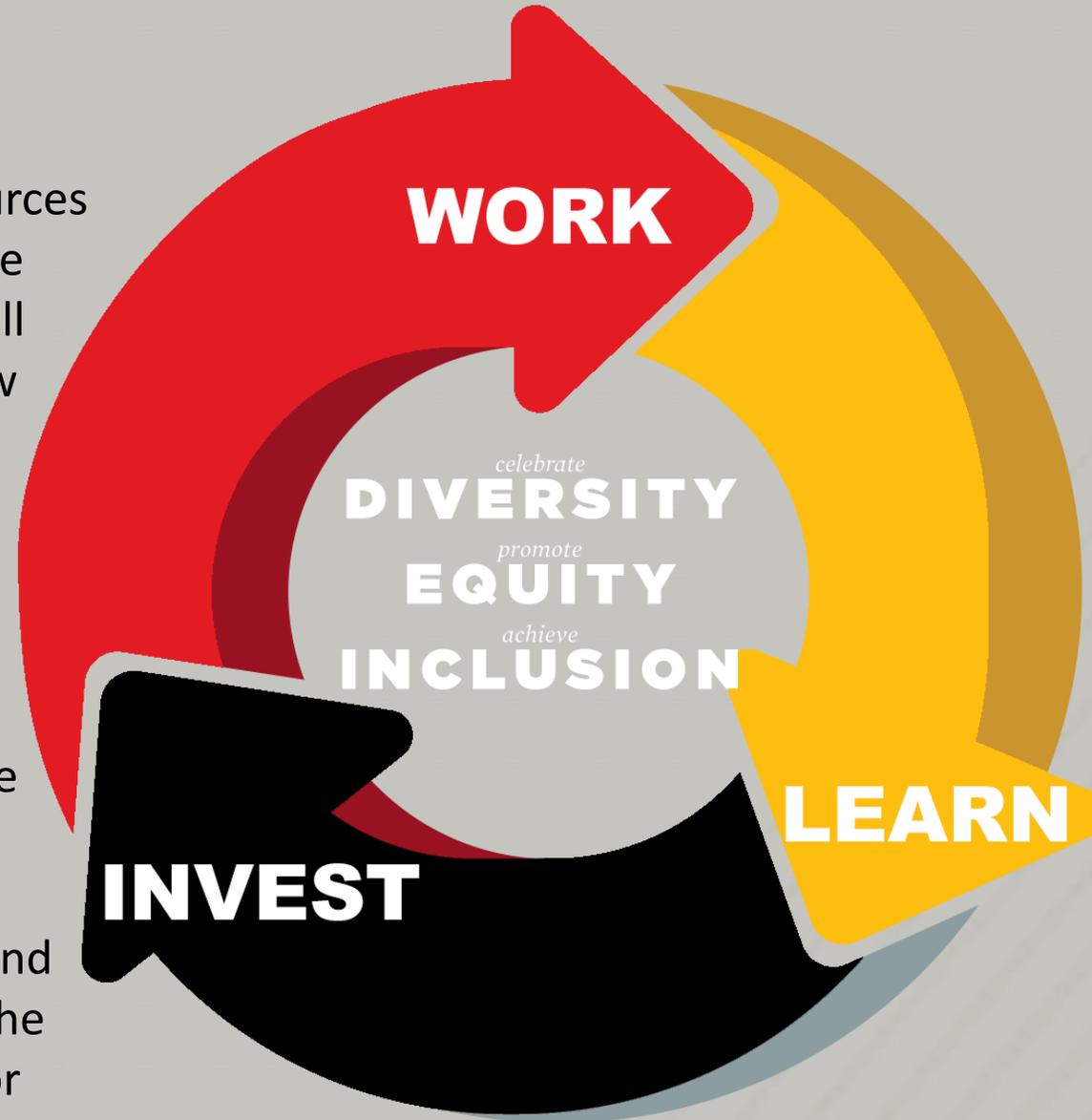


UofL Strategic Plan Implementation 2019-2022

UofL Vision

To be a great place to work, UofL must provide the resources necessary for its people to be most effective. This means all key constituencies must view the university as a sound investment.

To be viewed as a great place in which to invest, donors, alumni, employers and local and state community, civic and political leaders must view the university as a great place for students to learn



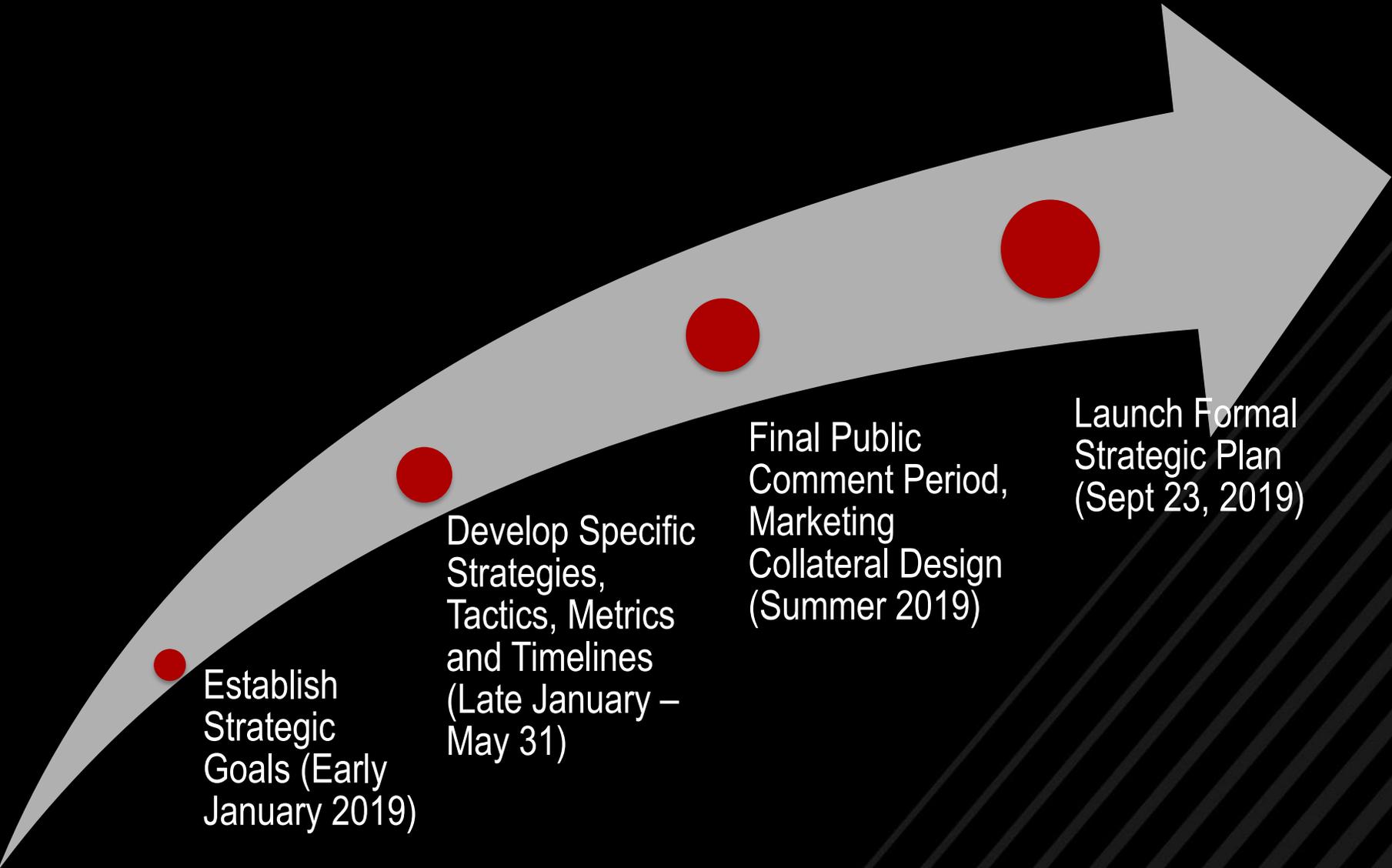
To be a great place to learn, UofL faculty and staff must perceive it to be a great place to work. Being an employer of choice means students will be educated by the best faculty and be supported by the best staff.

To be a great place to learn, to work and in which to invest, we must celebrate diversity, promote equity and strive to achieve inclusion.

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.

Strategic Planning Process Overview



Establish Strategic Goals (Early January 2019)

Develop Specific Strategies, Tactics, Metrics and Timelines (Late January – May 31)

Final Public Comment Period, Marketing Collateral Design (Summer 2019)

Launch Formal Strategic Plan (Sept 23, 2019)

Strategic Goals

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.

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.

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.

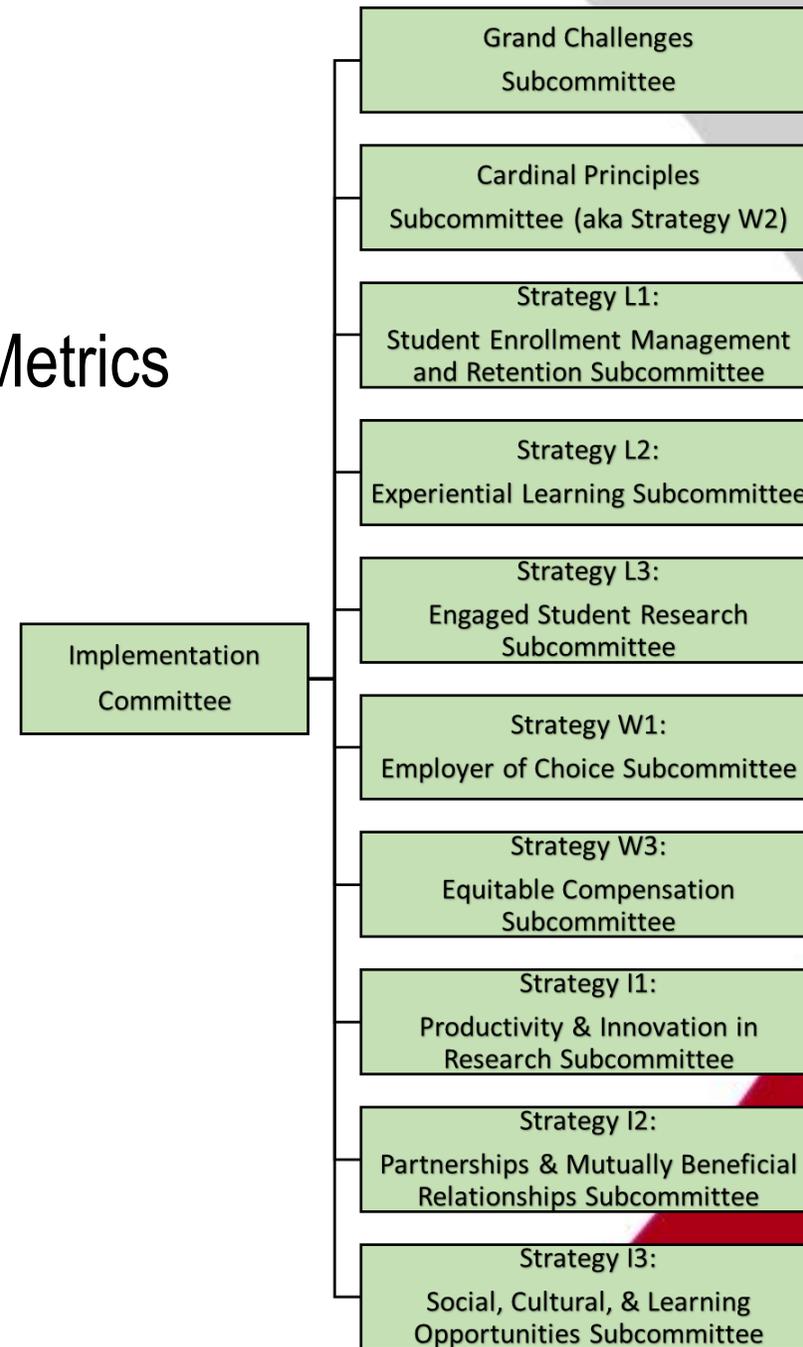
Key Themes of Strategic Plan

To address our bold vision, to become a great place to **LEARN**, to **WORK** and in which to **INVEST**, we lead in addressing these key themes in our strategic plan:

- Preparing students for the careers and workplaces of tomorrow through career readiness and experiential learning
- Creating knowledge that changes lives throughout the world and starting that change in our backyard
- Attracting and developing the very best people in our students, faculty and staff
- Creating an environment where all people know they are valued for their contributions
- Telling our story to the community and the world and leveraging that story to grow partnerships and increase support

Strategic Plan Implementation

- October 2019 – August 2022
- Goals > Strategies > Actions > Targets > Metrics
- Committee Structure
 - Implementation Committee
 - 10 Subcommittees
 - Grand Challenges
 - 9 Strategic Plan Strategies
 - 3 LEARN
 - 3 WORK
 - 3 INVEST



Strategic Plan Implementation Near Timeline

- Grand Challenges Subcommittee: November 2019 – January 2020
- Cardinal Principles and Strategy Subcommittees
 - Leadership finalized in December 2019
 - Membership finalized in early February 2020
- Inventory of Current Activities and Initiatives
 - Implementation Committee, Institutional Research (IR) and Institutional Effectiveness (IE) to inventory current and planned activities from academic/administrative units
- Unit Strategic Plans being developed

Implementation Committee

Member	Unit	Member	Unit
Rashmi Assudani	President's Office	Michael Mardis	Student Affairs
Neeli Bendapudi	President's Office	Hope McLaughlin	Advancement
Beth Boehm	EVPUP	Michael Metz	Dentistry
Gail DePuy	Speed School / President's Office	Mary Elizabeth Miles	Human Resources / CODRE / COSW
Dan Durbin	Finance	Carmen Moreno-Rivera	Louisville Metro Government
Bob Goldstein	OAPA	David Simpson	A&S / Faculty Senate
Faye Jones	Medicine/ Diversity / CODRE / COSW	Jasmyne Post	SGA
Rob Keynton	President's Office	Gerald Rabalais	Medicine
Rehan Khan	ITS	Michael Wade Smith	President's Office
Jonathan Lowe	Jefferson County Public Schools	Patrick Smith	Community Engagement / Staff Senate
		Mark Watkins	Operations

Grand Challenges Subcommittee

- Recommend the priority research areas in which the university can make the biggest impact on our local and global communities.
- Grand Challenges used in other strategies (L3 and I1)
- Timeline: November 2019 – January, 2020
 - Grand Challenge recommendations submitted January 31, 2020
- President, Provost, EVPRI to review recommendations and select Grand Challenge areas
- Publicly announced in late February / early March 2020

Grand Challenges Subcommittee

Member	Unit	Member	Unit
Ted Smith*	School of Medicine Faculty, Director of Envirome Institute	Terry Scott	College of Education & Human Development Faculty, ADR
Kevyn Merten*	School of Medicine Faculty, AVP Research & Innovation	Brandon McCormack	College of Arts & Sciences Faculty, Pan-African Studies, Director of Undergraduate Studies
Craig McClain	School of Medicine Faculty, AVP Translational Research	Armon Perry	Kent School of Social Work Faculty, Director of BSW Program
Kevin Walsh	Speed School of Engineering Faculty, ADR	Karen Freberg	College of Arts & Sciences Faculty, Communication
Michael Menze	College of Arts & Sciences Faculty, Biology	Jason Chesney	School of Medicine Faculty, Director of Brown Cancer Center
Lynne Hall	School of Nursing Faculty, ADR	Mahendra Sunkara	Speed School of Engineering Faculty, Director of Conn Center
Manju Ahuja	College of Business Faculty, Computer Information Systems	Dave Young	Research Manager, Envirome Institute
Paul McKinney	SPHIS Faculty, ADR	Don Demuth	Dentistry Faculty, ADR

* Co-chairs

Strategy Subcommittees

- Subcommittee Co-Chairs selected by Implementation Committee
- Subcommittee members selected by Implementation Committee and Co-Chairs
 - Start sending invitations February 3, 2020
- Broad representation from across campus and community
- Final subcommittee membership will be posted on website
- First meetings in February 2020

LEARN Strategies

Strategy L1: Attract and graduate the most talented, diverse student body through meaningful and structured commitment to student success, guided by the Strategic Enrollment Management Plan, to raise the university's national prominence.

Jim Begany, Michael Mardis, Beth Willey

Strategy L2: Engage every undergraduate student in required meaningful experiential learning opportunities.

Jasmine Farrier, Bill Fletcher, Lynetta Mathis

Strategy L3: Engage students in increasing research that will bolster our prominence among Carnegie-classified, Research 1 universities.

Crystal Collins-Camargo, Paul DeMarco, Linda Fuselier

WORK Strategies

Strategy W1: Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

Brian Buford, Mary Elizabeth Miles, Kristen Lucas, Mark Watkins

Strategy W2: Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.

Glenn Gittings, Faye Jones, Diane Tobin

Strategy W3: Provide all faculty and staff fair and equitable compensation recognizing that our employees are critical to attaining institutional success.

Todd Kneale, Krista Wallace-Boaz

INVEST Strategies

Strategy I1 : Increase productivity and innovation in research, scholarship and creative activities addressing the Grand Challenges to bolster our prominence among Carnegie-classified, Research 1 universities.

Paula Bates, John Gibson, Rob Keynton, Kevyn Merten

Strategy I2: Improve the ease and impact of partnering with the university by building and stewarding mutually beneficial relationships that support student success, faculty productivity, and staff development.

Ann Larson, Hope McLaughlin, Ted Smith

Strategy I3: Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) that improve quality of life by leveraging faculty, staff, and student expertise and talent.

Kim Butterweck, Kimcherie Lloyd, Patrick Smith

Resources to Fund Strategic Plan Initiatives

- Gheens Foundation: \$1.5M
- Reallocation of existing funding
- New UofL budget model
- Advancement

Accountability

- Regular updates posted to Strategic Plan website
 - my.louisville.edu/strategic-plan
 - Metric Dashboards and narratives
- Implementation Committee will report progress on a regular basis
 - BOT each January and July
 - President's Cabinet each month
 - Campus & Community each January and July
 - Belknap and HSC Forums each March and September