

Faculty Senate Chair Report

February 6, 2019

Board of Trustees met 1/17/2019

Dan Durbin provided the following financial updates: FY 19 as of December: Revenues up close to 22 million and Expenses down close to 12 million. We currently have around 82 days of COH.

Bob Goldstein's office is currently reviewing and updating our Institutional Benchmarks. The CPE-approved list of benchmark institutions was approved in 2005. Key areas in this review include:

- Defining pool of peer institutions
- Determining key metrics for comparison process
- Assessing and compiling data for those metrics
- Developing a flexible benchmarking tool to assess UofL and peer institutions based on updated institutional priorities and associated goals

This study will continue and next steps include refinements and alternative metrics for considerations such as:

- proxy for urban/metropolitan setting
- additional or alternative research and diversity/inclusion metrics
- quality metrics (e.g. Phi Beta Kappa chapters, nationally recognized programs)

Provost Boehm provided a Faculty Diversity Update which she will present at the March 2019 Faculty Senate meeting.

Strategic Plan

The University's Strategic Planning Process was formally launched on January 24, 2019. Workgroups will center around three main goals: Great Place to Work, Learn and Invest. Please visit <http://louisville.edu/strategic-plan> regularly for updates and to provide feedback. The PowerPoint outlining specific goals and the planning process/timeline is attached to this report.

Bookstore Issues

Last semester we reviewed issues with Follett, and the University revived the Bookstore Advisory Committee. Follett worked closely with Business Operations to address concerns from Fall 2018. If you are aware of any issues regarding the bookstore, please send those concern to david.owen@louisville.edu.

Announcement

Krista Wallace-Boaz, John Smith and Jonathan Fuller (Faculty Senate Chair, Staff Senate Chair and Student Government Association President) will hold monthly open house on the following Mondays from 12pm-1pm, CTR 123: February 18, March 18 and April 15. Please encourage constituents to stop in and share ideas and concerns.



Strategic Planning Kick-Off Event

University of Louisville, SAC Ballroom



January 24, 2019

WELCOME

UofL Mission

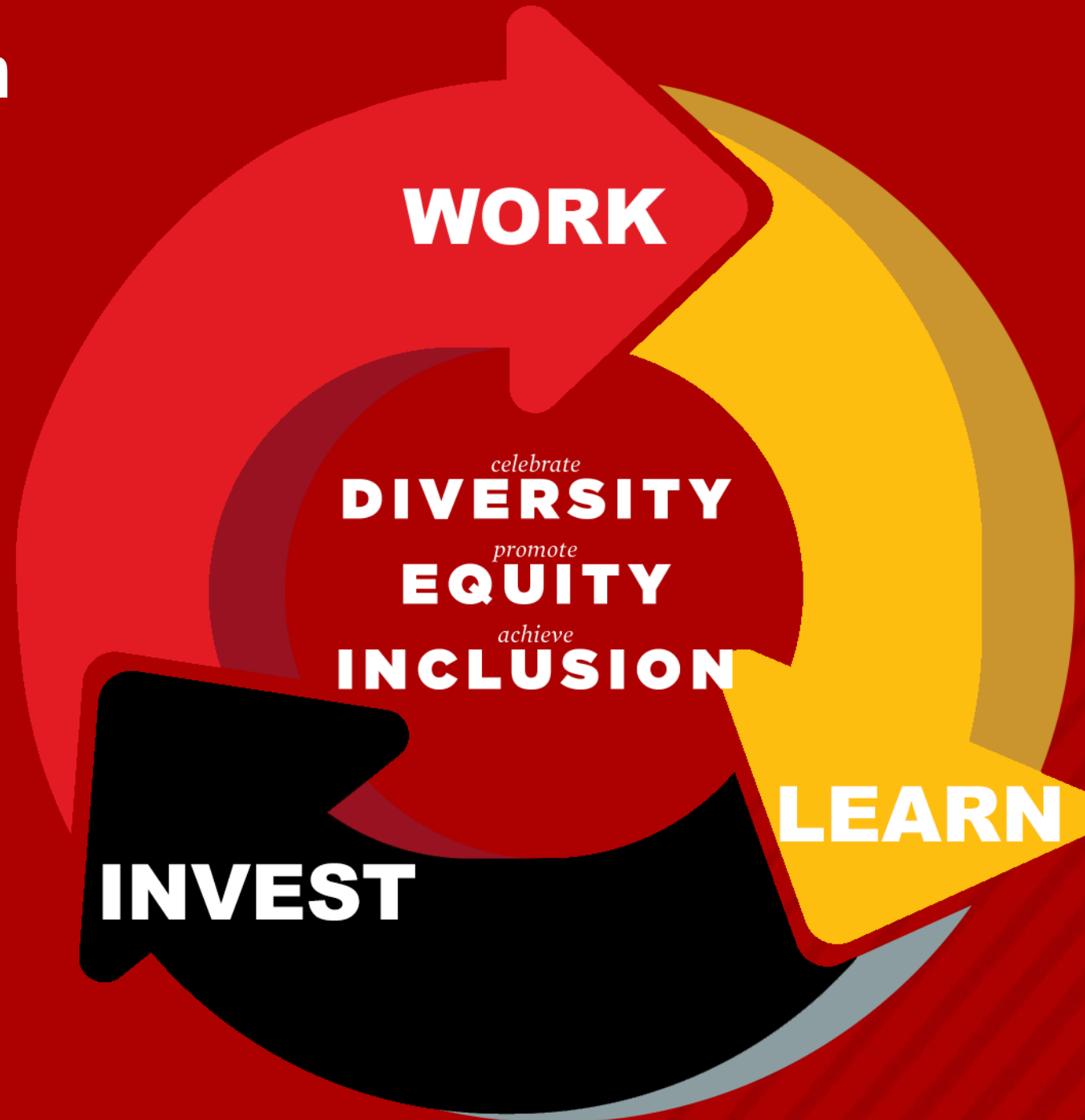
The University of Louisville pursues **excellence** and **inclusiveness** in its work to educate and serve its community through:

- teaching diverse undergraduate, graduate, and professional students in order to develop engaged citizens, leaders, and scholars,
- practicing and applying research, scholarship and creative activity, and
- providing engaged service and outreach that improve the quality of life for local and global communities.

The University is committed to achieving preeminence as a **nationally recognized metropolitan research university.**



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 our state 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**. Each of us will identify for ourselves the way 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.



Two 3-year Plans

2019 – 2022

2022 - 2025



What Has Happened Before Today?

- **New CPE Performance Funding Model**
- **Provost's Enrollment Management Advisory Committee**
- **Revenue Target Committee**
- **CEO Action for Diversity**
- **Financial Status Updates**
- **Reaccreditation**
- **Institutional Benchmark study**
- **Strategic Planning emails**
 - Survey of students, staff, and faculty
 - Survey of alumni, donor, and friends
- **Strategic Planning Retreat**



Strategic Planning Co-Chairs



Gail DePuy, Ph.D., P.E.



Jeff Bumpous, MD

STRATEGIC GOALS

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.



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.



INVEST – Strategic Goal

The University of Louisville is a great place 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.



COMMITTEE STRUCTURE AND PLANNING PROCESS

Committee Structure

- **Executive Committee**
 - 10 members + 3 co-chairs
 - Responsible for managing the process and coordinating effort of steering committee and work groups
 - Co-chaired by Neeli Bendapudi, Gail DePuy, and Jeff Bumpous
- **Steering Committee**
 - Executive Committee + Work Group Co-Chairs (22 people)
 - Responsible for coordinating the effort of all work groups and communicating progress across work groups and to campus
 - Co-chaired by Gail DePuy and Jeff Bumpous
- **Work Groups**



Committee Structure (continued...)

- **Executive Committee**
- **Steering Committee**
- **Work Groups**
 - 3 Work Groups (Learn | Work | Invest)
 - Each workgroup to have between 20-30 individuals selected by the steering committee from self-nominations, nominations from campus leadership, and nominations from established representative groups (Senates, SGA, CODRE, COSW, Alumni Association, and more)
 - Each Work Group will have 3 co-chairs (these individuals were selected by the Executive Committee)



Committee Structure (continued...)

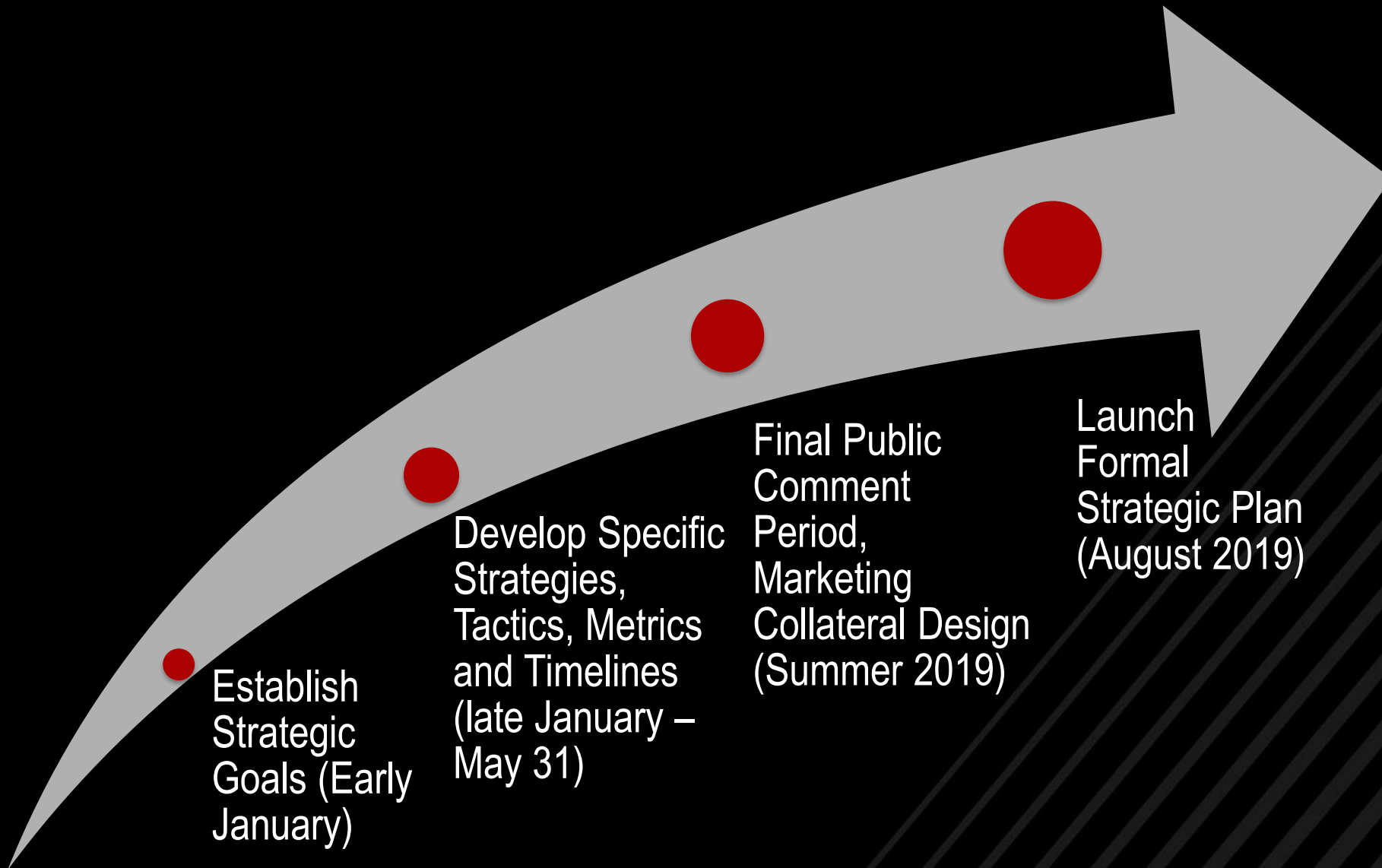
- **Executive Committee**
- **Steering Committee**
- **Work Groups**
 - **Responsible for:**
 - developing strategies, actions, metrics, and timelines to accomplish our strategic goals
 - Identifying and engaging stakeholders in the strategy creation process
 - Providing frequent updates to the steering committee and engaging steering committee on cross committee collaboration and clarification
 - Prioritizing recommended strategies to steering committee in final report
 - **Will prepare and present a final strategy plan to Steering Committee by May 31, 2019.**



Committee and Work Group Membership

Executive Committee (EC) +	Work Group Co-Chairs
Neeli Bendapudi	Jasmine Farrier (Learn)
Gail DePuy	Jeff Sun (Learn)
Jeff Bumpous	Nat Irvin (Learn)
Beth Boehm	
Rob Keynton	Karan Chavis (Work)
Toni Ganzel	Brian Buford (Work)
Brad Shafer	
Krista Wallace-Boaz	Jon Klein (Invest)
John Smith	
Jonathan Fuller	
John Drees	
Bob Goldstein	
Michael Wade Smith	
Steering Committee is comprised of EC + Work Group Co-Chairs	

High Level Process Overview



Planning Process Timeline

January 7th thru
January 23rd

- Executive Committee meeting to select work group chairs, to begin mapping out work group membership, and to refine work group charges
- Invitations extended to work group chairs
- Campus-wide message inviting community to kick-off event

January 24th –
8:30 – 10:00 AM

- Strategic Planning Kickoff Event
- PURPOSE: Introduce committees, work groups, goals, process, and timeline to the campus community – event will be recorded, livestreamed, and placed on strategic planning website



Planning Process Timeline

**January –
February**

- Work Groups begin meeting at least once every two weeks to address their charges to: conduct an environmental scan, determine strategies, tactics, metrics, and timelines to achieve goal, engage internal and external stakeholders, provide frequent updates.
- Steering Committee receives report after each Work Group meeting and meets at least every two weeks to monitor progress and coordinate as necessary.

**February –
March**

- Work Groups meet with campus constituencies, engage alumni and other partners to accomplish their charges.
- Work Groups engage campus offices (IR, Provost, Finance) to provide data to inform their work and invite campus leaders to present to Work Group as necessary
- Dialogue between Work Groups and Steering Committee minimizes duplication between work groups and refines and focuses language and direction of work group conversations



Planning Process Timeline

March – April

- Community feedback solicited through emails, focus groups, attending group meetings, etc.
- Regular Work Group and Steering Committee meetings
- Strategies begin to emerge, tactics are still in ideation stage

**April –
May 31**

- Community feedback solicited through emails, focus groups, attending group meetings, etc.
- Strategies are confirmed; tactics, metrics and timelines are developed
- Work Groups begin to prepare and vet final strategy deliverable



Planning Process Timeline

June 1 –
June 30

- Public comment period on the almost final draft strategic plan
- Steering Committee meets to edit, consolidate, clarify and produce final version of a cohesive strategic plan
- Provide final reviewed copy to OCM by June 30, 2019

July –
August

- Office of Communications and Marketing receives final copy
- OCM copyedits and produces marketing collateral for strategic plan (booklets, websites, etc.)

August
2019

- OFFICIAL Strategic Plan Launch Event at the beginning of the academic year
- Launch of Implementation Committee that will work throughout the 3 years to ensure we meet our stated goals



**WE WILL NEED 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/)
 - Periodic campus-wide emails with updates on process and developing strategies
- **Get Engaged**
 - Self-nominate or nominate someone else to serve on a Work Group on the website
 - Participate in Work Group feedback sessions, focus groups, and other engagement opportunities
- **Share Your Questions, Comments, and Concerns**
 - Feedback form on strategic planning website (by February 1)
 - Openly engage members of the Steering Committee and Work Groups



Q&A

Strategy and Action Activity

**HELP US BY SHARING YOUR IDEAS
FOR THE FUTURE OF UofL**

We Need Your Input TODAY!

- **There are LEARN | WORK | INVEST tables in the back of the room**
 - Pens and markers available
 - Write on the butcher paper or on a post-it note
 - Place it on the corresponding table
- **Please Provide:**
 - Suggestions for work group members (write your name, title, school/unit/dept or someone elses),
 - Specific strategies and actions to achieve the strategic goal, and
 - Areas of excellence that UofL should focus on to be great
- **Neeli, Gail, and Work Group Co-Chairs Are Available**
 - Share your thoughts on the process outlined today
 - Recommend a strategy or action that you think should be in the plan



Strategic Goals

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