



2019-2022 Strategic Plan 8.26.19 (v.9.9 FINAL)

A Great Place to Learn

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.

Strategy 1: 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.

Action 1: Attract and enroll a capable, diverse, and engaged student body responsive to the demographic and workforce needs of the future.

Action 2: Improve retention and persistence to graduation and ensure progress towards equal outcomes for (underrepresented, underprepared, low-income) student sub-populations.

Action 3: Inspire a "student-centered culture" by improving the efficiency and user-experience of our systems and the faculty and staff's responsible ownership of student success.

Action 4: Increase and enhance learning community (LC) initiatives and improvement/expansion of current LLCs and TCs to serve a diverse student population.

Action 5: Expand global footprint/impact by increasing the percentage of students who participate in global cross-cultural study, research, and/or service experiences.

Strategy 2: Engage every undergraduate student in required, meaningful experiential learning opportunities.

Action 1: Establish the components of and develop structured experiential learning opportunities in every unit.

Action 2: Create a high quality, industry-focused, core skills certification that students can use an employment tool alongside their academic credential when they graduate.

Strategy 3: Engage students in increasing research that will bolster our prominence among Carnegie-classified Research.

Action 1: Involve students in prioritized university-wide Grand Challenges in research.

Action 2: Establish a campus-wide awareness of existing centers, institutes, and consortia.

Action 3: Incentivize research involving undergraduate and graduate co-investigators.

LEARN Metrics

Metric	Definition	Baseline (2018)	2022 Target
Scholarship Awards (Undergraduate)	% Need-based aid for first-time freshman	8%	20%
	% of scholarship award dollars to STEM+H students	37.4%	40.2%
Enrollment	Undergraduate Enrollment (total) 1	15,834	17,468
	URM	3,644	3,864
	First generation	1,568	1,643
	STEM +H	5,275	5,486
	Adult Students (25+ degree seeking only)	1,758	1,908
	Online Students	425	981
	International Students	676	926
	Graduate Enrollment (total) 2	708	1374
	URM	800	900
	Online Students	708	828
	Professional Enrollment (Total Medicine, Dentistry and Law Only)	1,645	1,645
	Retention (Undergraduate)	First- to Second-Year (total)	80.3%
URM		77.9%	81.4%
Low income		74.5%	78.5%
First- to Third-Year (total)		72.4%	74.7%
URM		71.8%	75.3%
Low income		66.6%	70.6%
Graduation Rates (Undergraduate)	Four-Year (GRS Cohort)	31.8%	36.5%
	URM	28.5%	31.9%

	Low income	23.9%	33.2%
	Six-Year (GRS Cohort)	56.6%	61.3%
	URM	56.0%	59.3%
	Low income	47.1%	56.4%
Degrees Awarded	Bachelor	3,040	3,120
	URM	557	594
	Low income	1,185	1,413
	STEM +H	1,038	1,101
	Online only program	102	184
	Master	1,425	1,483
	URM	265	276
	Online only program	270	322
	Doctoral (research)	165	172
	URM	23	24
	Professional	380	395
	URM	44	46
	Student Participation in High Impact Practices (Undergraduate)	Learning Communities (LLCs, LCs, TCs)	911
Experiential Learning (e.g. internships, co-ops, field experience, student teaching, clinical placement, service-learning)		Various	
Research		125	250
Study Abroad (receiving credit at UofL)		765	1,000

A Great Place to Work

The University of Louisville is a great place to WORK because 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.

Strategy 1: Become an employer of choice that intentionally attracts and retains the most talented, diverse faculty and staff through meaningful and structured commitment to employee success.

Action 1: Develop hiring practices to attract competitive candidates and support diversity, equity, and inclusion.

Action 2: Improve the onboarding experience for new hires and current employees who move to new positions.

Action 3: Create an Employee Success Center to provide professional development, guidance and formal mentoring to all classes of employees, as well as consultation to departments and units.

Action 4: Promote systematic and uniform opportunities for career advancement of employees.

Action 5: Ensure employees are provided an adequate and safe workplace and maintain a healthy work-life balance by improving policies and training leaders to maximize employee potential.

Strategy 2: Inspire a culture of care, trust, accountability, equity and transparency by embedding the Cardinal Principles in the fabric of the university.

Action 1: Implement and incentivize a Cardinal Principle training program to cultivate noble leaders and to hold them accountable for improving climate and culture outcomes at all levels of the university.

Action 2: Establish policies and implement required annual training programs on bullying, implicit bias, sexual harassment, etc. to hold employees at all levels accountable for improving climate and culture outcomes.

Action 3: Review climate survey data and create and implement action plans to address identified concerns in a timely manner.

Action 4: Assess personnel actions for inequities by identity group and revise policies and procedures to correct identified issues.

Strategy 3: Provide all faculty and staff fair and equitable compensation, recognizing that our employees are critical to attaining institutional success.

Action 1: Conduct comprehensive review of compensation equity in each unit and develop plans to redress identified equity issues.

Action 2: Redesign the performance evaluation and compensation process to support institutional goals.

Action 3: Regularly benchmark total compensation against peers and the market to inform university compensation targets.

WORK Metrics

Metric	Definition	Baseline	2022 Target
Decrease employment rate gap for select groups compared with national benchmark data	Faculty	<i>HR has contracted with a third-party vendor to ensure affirmative action plan and OFCCP compliance is in alignment with higher education best practices. From these findings, a baseline and targets will be established.</i>	
	Female		
	African American/Black		
	Hispanic/Latinx		
	Staff		
	Female		
	African American/Black		
	Hispanic/Latinx		
	Administrators		
	Female		
	African American/Black		
Hispanic/Latinx			
Employee Success Center/Professional Development	Number of Professional Development Opportunities provided through the Employee Success Center	<i>Baseline will be established after year one of the Success Center implementation.</i>	
	Employee participation in professional development	<i>New survey question(s) will be est. and data collected</i>	
	On campus		
	Other		
	Employee satisfaction with professional development opportunities	<i>New survey question(s) will be est. and data collected</i>	
UofL Climate	Employee participation in Climate Surveys (Chronicle Great Places to Work/Internal Campus Climate and Diversity Survey)	26%	40%
	Overall employee perception on Climate Surveys (Chronicle Great	2.98 (F18)	4.00

	Places to Work/Internal Campus Climate and Diversity Survey)		
	Employee perception of compensation and benefits	3.02 (F18)	4.00
	Employee perception of diversity/inclusion	3.69 (F17)	4.00
	Employee perception of work/life balance	3.37 (F17)	4.00
	Employee perception of work environment	3.62 (F17)	4.00
	Employee perception of leadership	3.51 (F18)	4.00
Employee Compensation Gap (decrease compared to market)	Faculty	<i>Baseline and targets will be established after completion of market study.</i>	
	Female		
	African American/Black		
	Hispanic/Latinx		
	Staff		
	Female		
	African American/Black		
	Hispanic/Latinx		
	Administrators		
	Female		
	African American/Black		
	Hispanic/Latinx		

A Great Place to Invest

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.

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

Action 1: Build resourced research networks that transcend individual disciplines to find solutions to the Grand Challenges.

Action 2: Strengthen UofL's R-1 standing by increasing scholarship support, fellowship opportunities, graduate degrees and postdoctoral training, and national academy memberships.

Action 3: Strengthen research infrastructure to enable faculty and staff to secure external grants, foundation funding, and contracts.

Action 4: Prioritize historically underrepresented communities in the university's scholarly contributions and research activities.

Strategy 2: 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.

Action 1: Provide existing and potential partners a "front door" as a single point of entry to easily access and engage the university's knowledge, expertise, and talents.

Action 2: Develop a comprehensive alumni engagement platform to integrate alumni and friends in university's shared interests, areas of expertise, and Grand Challenges.

Action 3: Develop value-added partnerships with business and industry partners.

Action 4: Improve student career readiness and outcomes by developing a comprehensive P-20 engagement platform, giving special attention to historically underrepresented and STEM+H communities.

Strategy 3: Create social, cultural and learning opportunities that bring people to campus or bring the campus to people through virtual and external partnerships that improve quality of life by leveraging faculty, staff and student expertise and talent.

Action 1: Expand collaborative programming designed to appeal to large, diverse audiences in order to bring more people to campus (e.g. lectures, music, concerts, movies, outdoor festivals, etc.).

Action 2: Increase number of programmatic offerings and off-campus spaces that foster local and global community engagement with the university.

Action 3: Improve the university's local and global marketing and communications, and digital presence to increase access to knowledge and engagement.

Action 4: Conduct a feasibility study on creating a multigenerational living community that would include assisted living and student housing.

INVEST Metrics

Metric	Definition	Baseline	2022 Target
Total Research Dollars	Annual research expenditures	\$176.6M	\$225M
	Annual research awards	\$137.8M	\$175.6M
Scholarly Activity	# peer-refereed publications	1,974	2,275
	# patents awarded	43	53
	#scholarly and creative works published/presented/performed in local, regional, national and international premier venues	<i>Criteria will need to be established and data will need to be collected</i>	
Research Active Personnel	# Doctoral conferrals in humanities, social science, STEM fields, and other fields (e.g. business, education, social work)	165	172
	Professional (Health)	278	289
	# S&E research staff (Postdocs/PhD staff)	199	250
Grand Challenges	Total expenditures Sponsored research dollars (vs. overall)	<i>Baseline and targets to be established once Grand Challenges are identified</i>	

	# of URM students participating in research		
Programming for Community	On-campus		
	# of events	<i>Baseline and targets will be established by Jan. 1, 2020</i>	
	Overall satisfaction		
	Off-campus		
	# of events	<i>Baseline and targets will be established by Jan. 1, 2020</i>	
	Overall satisfaction		
Donor Engagement	Amount of donations (annual)		
	Athletic gifts	\$40,000,000	\$48,000,000
	Non-athletic gifts	\$95,000,000	\$114,000,000
	% of alumni giving annually to the university	7%	10%
	# of donors	15,773	18,928
Graduate Student Support	# of University Fellowships	130	138
	# of Graduate Assistantships	562	596