



Challenge for Excellence

UofL


UofL's
Vision for
the Next Decade

Our vision
for the
University of Louisville
is clear.

Dr. Anna Huang, infectious disease specialist and UofL assistant professor of medicine, studies new anti-HIV drugs and other patient therapies at UofL.



We shall strive
to become a
preeminent
metropolitan research
university,




Machines too small to see with the naked eye are revolutionizing both products and the industrial processes used to make them. Uofl is gearing up to become a leader in this new field.

nationally
recognized

for our success

in advancing the
intellectual, social, and
economic development
of our community
and its citizens.

A photograph showing three people, likely teachers, participating in an environmental science activity. They are outdoors in a wooded area, crouched on a rocky stream bed. One person in the foreground is wearing a white glove and reaching into the water. Another person in the center is holding a white tray. A third person on the right is also crouched. In the background, another person is visible walking away. The scene is dappled with sunlight and shadows from the surrounding trees.

Jefferson County Public School teachers learn more about environmental sciences. During this UofL School of Education workshop teachers tested the waters of Floyds Fork.

The Challenge
for Excellence
embraces that vision
and inspires our
Strategic Plan —
UofL's blueprint
for the future.



UofL's rapid prototyping facility distinguishes itself nationally by using the Selective Laser Sintering (SLS) technique to develop and test prototypes.

We have entered a season of tremendous opportunity for higher education. Never before has Kentucky had a governor so clearly interested in improving our universities or so steadfastly committed to doing so. Never before has so much attention been focused on higher education — not just on its problems and challenges, but on its importance to the prosperity of the citizens of the Commonwealth. Higher education is a crucial factor in the economic equation of a promising future (Table 1).

At the University of Louisville, the impetus for growth is converging from several directions. Governor Paul E.

Patton has stated forcefully his commitment to make UofL a nationally prominent research university, recognized for its contribution to new knowledge. In its recent report, the Visioning Committee — comprised of leadership from the Greater Louisville Economic Development Partnership and the Louisville Chamber of Commerce — emphasized the critical need for the Louisville metropolitan area to achieve excellence in higher education in order to unleash the potential of economic growth in all sectors of its economy. These community leaders stand

THE COMMONWEALTH'S AGENDA
FOR POSTSECONDARY EDUCATION
BY 2020

The University of Louisville welcomes the opportunity to respond to the state's ambitious agenda for postsecondary education by 2020. The vitality of our future depends upon achieving these six goals:

- 1. A seamless, integrated system of postsecondary education strategically planned and adequately funded to enhance economic development and quality of life;**
- 2. A major, comprehensive research (land grant) institution ranked nationally in the top twenty public universities;**
- 3. A premier, nationally-recognized metropolitan research university at the University of Louisville;**
- 4. Regional universities working cooperatively with other postsecondary institutions to assure statewide access to baccalaureate and master's degrees of quality at or above the national average;**
- 5. A comprehensive community and technical college system that ensures reasonable access throughout the Commonwealth to:**
 - > A two-year course of general studies designed for transfer to a baccalaureate program;**
 - > The training necessary to develop a workforce with the skills to meet the needs of existing companies and to attract new and expanding businesses and industries; and**
 - > Remedial and continuing education to improve the quality of life and employability of the citizens of the Commonwealth; and**
- 6. An efficient, responsive, and coordinated system of autonomous institutions that delivers educational services to citizens in quantities and of a quality that is comparable to the national average.**

TABLE 1

ready to reach beyond traditional expectations and aspire to establish the University of Louisville as a preeminent metropolitan research university with internationally recognized programs in medicine, logistics/distribution, education, urban and metropolitan studies, arts and humanities, environmental science, technology-based learning and entrepreneurship.¹ Additionally UofL will soon launch a bicentennial capital campaign to enrich the academic quality of its undergraduate, graduate and professional programs.

Our vision for the University of Louisville is clear. In embracing the Commonwealth's bold agenda

for postsecondary education, we shall strive to become a preeminent metropolitan research university nationally recognized for our success in advancing the intellectual, social, and economic development of our community and its citizens (Table 2).

In carrying out this bold agenda, we shall — first and foremost — improve the quality of our undergraduate programs because they are the cornerstone of our future success. They serve as a magnet for our students — who represent Kentucky's future. Our undergraduates, many

1 Final Report of "Visioning Task Force," August 1997

of whom are Kentuckians, comprise 71.5% of our student body. A central feature of the Challenge for Excellence, therefore, will be a comprehensive undergraduate quality initiative designed to achieve excellence in our baccalaureate curriculum, beginning with our core academic programs. Further, it will enrich our undergraduate education through: 1) expanding our honors programming; 2) providing undergraduate research experiences; 3) increasing opportunities and resources for international and intercultural study and service; 4) mentoring and working with distinguished faculty; 5) augmenting scholarships to attract outstanding high school graduates; and 6) learning from cooperative and experiential placements with major employers. The Challenge for Excellence engages that vision and inspires our Strategic Plan — UofL's blueprint for the future.

The prestigious Carnegie Foundation for the Advancement of Teaching classifies the nation's institutions of higher learning accord-

ing to criteria of distinctiveness. The Research I category includes 89 universities, many of which are premier in-

UOFL'S VISION FOR EXCELLENCE IN 2008

UofL will:

- > Achieve classification as a Carnegie Research I University
- > Have a national reputation for its quality undergraduate programs
- > Have at least 20 nationally-recognized research and graduate/professional programs
- > Attain designation as a National Institutes of Health (NIH) Cancer Center
- > Have 75 endowed chairs and professorships in key fields
- > Graduate at least 140 doctoral students per year
- > Increase federal funding to more than \$40 million annually and increase total sponsored funding to \$80 million per year
- > Increase its endowment from \$255 million to \$500 million
- > Increase significantly the number of business start-ups that develop from university research activity
- > Increase the number of patents and licenses based upon university research
- > Be recognized as a national leader for linking its resources to the needs of its community

TABLE 2

RESEARCH ACTIVITY INDICATOR: CARNEGIE CLASSIFICATION

Four Year Institutions			
Classification	Number	Percent	UofL
Research I	89	6.4%	by 2008
Research II	37	2.6%	1995
Doctoral I	51	3.7%	1987
Doctoral II	59	4.2%	1970
Master's	533	38.2%	
Baccalaureate	628	44.9%	
Total	1397	100.0%	

TABLE 3

stitutions highly regarded for their outstanding scholarly performance. About six percent of the nation's universities have achieved this distinction. If we are to realize the recognition and stature of a preeminent metropolitan research university, research and instructional programs at UofL must reach a level of quality and production that satisfies the rigorous Carnegie Foundation criteria for inclusion as a Research I institution.

Currently, the Carnegie Foundation ranks UofL among 37 Research II institutions (Table 3), placing us in the top 9% of the country's four-year institutions among schools like Notre Dame, George Washington, Southern Illinois, and the Universities of Houston and South Carolina. Criteria for the Research II category include annually graduating 50 doctoral students and generating \$15.5 million in federal support. UofL consistently exceeds these requirements, graduating more than 60 doctoral students and generating yearly \$22 million in fed-

eral funds (\$33 million for research from all sources)—dollars that UofL attracts to Louisville because it com-

petes successfully with some of the nation's best universities for grants and contracts.

With a history of two decades as a state university, UofL achieved Carnegie Research II classification in 1995. We had a record this year in donations from alumni and friends who are confident about UofL's future. We have the largest endowment of any public university in Kentucky (\$255 million, Tables 4 and 5). We know the community is proud of our success. We are proud of these accomplishments... and we aspire to do more! Our Com-

ENDOWMENT: SELECTED PUBLIC UNIVERSITIES		
Rank	Public University	1996 Endowment (in millions)
1	U of Texas System	\$5,500
11	U of Cincinnati	563
12	U of Pittsburgh	543
21	U of Alabama System	362
30	SUNY-Buffalo	245
33	Louisville	233 ‡
43	Kentucky	156
‡ 1997 value is \$255 million		

TABLE 4

monwealth beckons us to become a preeminent metropolitan research university. Improving the quality and stature of our research programs is our capstone priority. Carnegie Foundation Research I designation would affirm our successes. UofL, therefore, has set its sights on attain-

ing the level of quality reflected in Research I status (Table 3) which will establish us among the top 6% of America's colleges and universities.

Classification as Research I requires that an institution not only confer at least 50 doctoral degrees annually

AREAS OF DISTINCTION AND OPPORTUNITIES FOR EXCELLENCE

Strength	Medicine and Health Sciences (Adult and Pediatric Research) and Related Fields	Logistics and Distribution	Entrepreneurship and Economic Development
Existing	<ul style="list-style-type: none"> Cardiovascular Disease* Microsurgery Transplantation* Oncology (in conjunction with the James Graham Brown Cancer Center) Visual Sciences Clinical Dentistry 	<ul style="list-style-type: none"> Computer Sciences and Engineering* 	<ul style="list-style-type: none"> Center for Entrepreneurship* Rapid Prototyping International Development Computer and Information Systems*
Developing	<ul style="list-style-type: none"> Bioengineering* Chemical Catalysis and Biohealth* Genetics and Molecular Medicine* Neurosciences Perception, Sensory, and Cognitive Psychology* 	<ul style="list-style-type: none"> Applied Mathematics* Industrial Engineering* 	<ul style="list-style-type: none"> Labor Management Center Materials Science* Mechanical Engineering*
Emerging	<ul style="list-style-type: none"> Birth Defects Research Health Law and Policy 	<ul style="list-style-type: none"> Operations Research/ Business Logistics* 	<ul style="list-style-type: none"> Intellectual Property Law Transactional Law and Dispute Resolution International Law and Business Development Center for Technology Transfer*

TABLE 6

* Program development includes shared capital construction resources.

Highlighted areas reflect the niches identified by The Louisville Area Chamber of Commerce Visioning Committee for future investment.

but also generate \$40 million or more in federal support. Schools that have attained this status include the Universities of Cincinnati, Florida, North Carolina, Pittsburgh, and Virginia. Within the next ten years, the University of Louisville will join that list.

We shall achieve national recognition through selective investment in baccalaureate, research, and graduate/professional programs (Table 6) that:

- demonstrate clear potential to attain national eminence;

ENDOWMENT: KENTUCKY COLLEGES AND UNIVERSITIES		
Overall Rank		1996 Endowment (in millions)
56	Berea	\$446
106	Louisville	233 ‡
149	UK	156
201	Centre	98
227	Transylvania	81
‡ 1997 value is \$255 million		

TABLE 5

- enhance educational quality in our undergraduate and graduate programs;
- promote economic development; and
- reinforce the educational and cultural institutions of our community.

By 2008, we shall do the following: increase federal support for UofL from \$22 million to \$40 million annually; extend our endowment from \$255 million to \$500 million; endow 75 program chairs and professorships (we have 25 currently); and graduate 140 or more doc-

AREAS OF DISTINCTION AND OPPORTUNITIES FOR EXCELLENCE

Environmental Studies	Education	Arts and Humanities	Urban and Metropolitan Studies	Undergraduate Education
<ul style="list-style-type: none"> • Sustainable Development* 	<ul style="list-style-type: none"> • Teacher Education • School Collaboration and Reform • Distance Learning 	<ul style="list-style-type: none"> • Rhetoric and Composition • Music Composition 	<ul style="list-style-type: none"> • Social Work* • Urban Studies* • Public Policy 	<ul style="list-style-type: none"> • McConnell Center for Political Leadership • Global and Multicultural Studies • Equine Administration • Experiential Learning • Co-curricular Opportunities
<ul style="list-style-type: none"> • Environmental Health* • Environmental Science* • Environmental Engineering* • Environmental Law and Policy 		<ul style="list-style-type: none"> • Fine Arts and Art History 	<ul style="list-style-type: none"> • Infrastructure Research* • African-American Strategic Plan Alliance • University Partnership for Urban Development 	<ul style="list-style-type: none"> • Honors Program • Engineering Science*
	<ul style="list-style-type: none"> • Early Childhood Development* • Commonwealth Virtual University 	<ul style="list-style-type: none"> • Commonwealth Humanities Program* 		<ul style="list-style-type: none"> • Undergraduate Quality Initiative* • Undergraduate Research

TABLE 6

toral students per year in key fields because their contributions to new knowledge and entrepreneurship spark the engine of prosperity.

In pursuit of our goal, we shall focus on our metropolitan mission and our 200-year tradition of serving the citizens and institutions in our nine-county region. This uni-

versity is unique within our Commonwealth in that it serves the state's largest civic and financial center. Each spring, the community benefits significantly when the world's cultural and artistic attention focuses on the University of Louisville, and the Grawemeyer Awards proclaim distinguished recipients in Music Composition, Improving World Order, Education, Religion, and Psychology (introduced in 1998). UofL must become a recognizable force for economic development as well as a source of enlightened distinction for the entire community... and for other metropolitan areas around the state.

We shall invest our resources to create distinctive niches of quality in teaching, research, and service — areas that distinguish the University of Louisville from other institutions — by using our academic assets in the most creative and efficient way.

With our goal of excellence before us, we have developed the road map for reaching our ultimate destination. We shall achieve our goal of national pre-eminence by:

CAPITAL INFRASTRUCTURE	
Category	Cost
Research Building (Belknap)	\$ 32,040,000
Utility Distribution Improvements – South	6,541,000
Total for Belknap Research Facility	\$ 38,581,000
Early Childhood <i>EDUCARE</i> Center	3,300,000
Entrepreneurship Center Training and Business Development Shelby Campus	19,033,000
Reynolds Building Engineering/ Business Incubator	14,914,000
HSC Research Facility, Phase II	48,974,000
Technology: Network, Equipment and Software	59,400,000
Total	\$184,202,000
Note: Projections as of November 18, 1997	

TABLE 7

- Recruiting the best teachers, scholars and investigators to serve undergraduate, graduate and professional students;
- Attracting and retaining the best undergraduate, graduate and professional students through increased scholarships, assistantships and fellowships;
- Adapting policies and strategies to create a new learner-centered institutional culture which actively engages faculty and staff in focusing on the needs of students;
- Increasing leading edge basic and applied research that promotes economic and community development;
- Applying our resources creatively to analyze and solve urban problems in Louisville and Kentucky's other metropolitan communities;
- Building a technological infrastructure that embraces the intellectual and economic vitality of UofL's research and teaching enterprise and insures the quality of our contribution to the Commonwealth Virtual University;
- Facilitating the efficient delivery of library and information resources and providing training for their effective use in teaching, research and the workplace;
- Expanding UofL's global academic vision and international scholarly reputation;
- Creating a culture of excellence and entrepreneurship throughout the University; and

- Constructing campus facilities that empower the faculty, students and staff to achieve superiority.

Of course there is a cost attached to such an ambitious program, from planning and oversight to paying salaries and building infrastructure (Table 7). The price of achieving excellence is one we shall gladly pay through greater efficiency and internal reallocation, community partnerships, venture capital opportunities, collaboration with state agencies, and increased support from state, federal, corporate, and philanthropic sources (Table 8).

The Challenge for Excellence reaches beyond the boundaries of the University of Louisville campus and its students. As a metropolitan research university, lifting ourselves to the next level produces far-reaching benefits to the entire commu-

nity. Our success will also make us a valuable resource to other metropolitan areas throughout the Commonwealth.

UNIVERSITY OF LOUISVILLE CUMULATIVE 10 YEAR FUNDING STRATEGY	
Category	Cumulative Total
I. Potential Sources of Funds	
Fund Raising – Endowments	\$ 109,285,435
Fund Raising – Annual Funds	21,871,324
Endowment Earnings (5.5%)	69,363,646
Increased Indirect Cost Recovery	670,000
Internal Reallocation	19,762,656
New Tuition and Fee Revenue	19,221,402
UofL One-time Matching (Equipment)	2,806,250
Other	14,488,148
Total Sources of Funds	\$ 257,468,861
II. Projected Costs	
Salary and Wages	\$ 151,089,985
Fringe Benefits	19,352,211
Supplies and Expenses	19,355,080
Start-up	7,631,900
Projected Capital Infrastructure	184,202,000
Other Program Expenses	33,493,339
Total Projected Costs	\$ 415,124,515
III. New Endowment Fund Balance	\$ 218,570,870
IV. Net New State Funding Required	
One-time	\$ 164,610,466
New Continuing (CAR)	102,330,623
New Endowment Principal (State Match)	109,285,435
Total New State Funding Required	\$ 376,226,524
Note: Projections as of November 18, 1997	

TABLE 8

LOCAL ECONOMIC IMPACT OF INCREASED SPONSORED FUNDING			
Additional Sponsored Research Dollars to UofL (millions)	New Jobs	New Revenue For Local Businesses (millions)	New Tax Revenues (thousands)
\$ 100	2,650	\$ 180	\$ 7,500
60	1,590	108	4,500
40	1,060	72	3,000
20	530	36	1,500
10	265	16	750

TABLE 9

The Challenge for Excellence will attract significant additional research dollars to both the university and our community. It will generate higher paying jobs and increase overall employment within the region. (Table 9 describes the potential economic impact of UofL's march to Research I status and national preeminence.) More importantly, it will help Kentucky retain its talented young people in the community rather than lose them to educational opportunities and employment in other parts of the country. It will help faculty, staff and students launch new businesses and produce spin-offs from existing enterprise, and it will improve the overall quality of life for the citizens of our metropolitan area.

The occasion is before us and the time is now. Dramatic changes are transforming our system of higher education.

The University of Louisville welcomes the state's bold invitation and embraces the strategic opportunities of the future as we fulfill our Challenge for Excellence.



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