

MINUTES OF THE REGULAR MEETING OF THE
BOARD OF TRUSTEES OF THE
UNIVERSITY OF LOUISVILLE

January 19, 2023

In Open Session

Members of the University of Louisville Board of Trustees met in the Jefferson Room, Grawemeyer Hall, Belknap Campus, on January 19, 2023, at 1:11 p.m., with members present and absent as follows:

Present: Ms. Mary Nixon, Chair
Mr. Jerry Abramson
Dr. Larry Benz
Mr. Dorian Brown
Dr. Raymond Burse
Mr. Al Cornish
Mr. Brian Lavin
Ms. Diane Medley
Dr. Eugene Mueller
Ms. Diane Porter
Mr. James Rogers
Mr. John Smith
Ms. Sherrill Zimmerman

From the
University: Dr. Lori Stewart Gonzalez, Interim President
Dr. Kevin Gardner, Executive Vice President for Research and Innovation
Mr. Dan Durbin, Executive Vice President for Finance and Administration
Dr. Gerry Bradley, Interim Provost
Ms. Angela Curry, General Counsel & VP for Legal Affairs, & Chief of Staff
Mr. Josh Heird, Vice President for Athletics and Athletic Director
Dr. Michael Mardis, Vice President for Student Affairs
Ms. Mary Elizabeth Miles, Vice President for Human Resources
Ms. Sandy Russell, Vice President for Risk, Audit, and Compliance
Dr. Toni Ganzel, Vice President for Academic Medical Affairs
Ms. Julie Dials, Co-Interim Vice President for University Advancement
Dr. Michael Mardis, Vice President for Student Affairs
Dr. Douglas Craddock, Interim Vice President for Community Engagement
Mr. Rick Graycarek, Vice President for Budget and Finance
Mr. John Drees, Sr. Assoc. Vice President for Communications & Marketing
Ms. Shannon Rickett, Assoc. Vice President for Government Relations
Dr. Gail DePuy, Senior Vice Provost
Dr. Cherie Dawson-Edwards, Vice Provost for Faculty Affairs
Ms. Meg Campbell, Asst. Vice President, Planning, Design, & Construction
Ms. Brigid Gies, Associate Vice President and Deputy Counsel
Ms. Sarah Lopez, Deputy Chief of Staff, Provost's Office

Mr. Jim Begany, Vice Provost for Strategic Enrollment Management
Mr. Jeff Spoelker, Associate Athletic Director for Finance
Mr. John Karman, Executive Director of Communications
Mr. Jerry Johnson, Interim Chief Operations Officer
Mr. Alan Kellogg, Chief of Staff to the Athletic Director
Mr. Jake Beamer, Dir. of Governance & Strategic Initiatives & Asst. Secretary

UofL

Students: Mr. Joseph Holland, Medicine
Ms. Kirsten Peterson, Dentistry
Ms. Jillian Sauer, Law

Others: Mr. Scott Brinkman
Mr. Ken Marshall, Chief Operations Officer, UofL Health
Ms. Raphaela Platow, Director, Speed Museum
Mr. Keith Sherman, Executive Director and COO, UofL Foundation

I. Call to Order

Chair Nixon called the roll and having determined a quorum present, called the meeting to order at 1:11 p.m.

Ms. Nixon introduced and welcomed the board's newest trustee, Mr. Lavin, who serves as president and CEO of NTS Development Company, its subsidiaries and affiliates.

Mr. Lavin thanked the Chair for her welcome and expressed his willingness to work with his fellow trustees to continue the university's forward momentum.

The Chair then recognized Mr. Brinkman for his service on the board of trustees since November 2019. During his tenure, he served as Chair of the Governance, Trusteeship, and Nominating Committee, and as a member of the Finance, Executive & Compensation, and Presidential Search Committees.

Mr. Brinkman thanked his fellow trustees for their collegiality and disposition in service to the institution. He then received a round of applause from the board and attendees.

Conflict of Interest Affirmation

The Chair reminded all members of the board of their responsibility to avoid conflicts of interest and appearances of conflicts of interest. She stated each member has received the agenda and related information for this Board of Trustees' meeting.

Chair Nixon requested if any board member knows of any conflict of interest or appearance of conflict of interest with respect to any matter coming before the Board of Trustees at this meeting, to please identify the conflict or appearance of conflict at this time.

No conflicts were identified.

Consent Agenda

Chair Nixon read the consent agenda as follows:

- **Approval of Minutes, 1-4-2023**
- **Ratifications from the Executive & Compensation Committee, 12-15-2022**
 - **2023 Grawemeyer Award Winners**
 - **Personnel Matters**
 - **Promotion and Tenure Matters**

Mr. Abramson made a motion, which Dr. Burse seconded, to approve the consent agenda as presented.

The motion passed.

II. Report of the President

Interim President Gonzalez began her report by providing trustees various university highlights, including:

- The university's commencement ceremony held in December where 2,239 students earned degrees with more than 900 walking across the stage of the KFC Yum! Center.
- UofL was awarded up to \$13 million from the U.S. Department of Commerce to launch the Kentucky Manufacturing Extension Partnership which will help small- and medium-sized businesses accelerate and strengthen growth and competitiveness in the global marketplace. This grant also makes UofL part of the Manufacturing Extension Partnership National Network, a program meant to strengthen and empower U.S. manufacturers. The network is composed of 51 MEP Centers located in all 50 states and Puerto Rico. The Kentucky Manufacturing Extension Partnership is expected to generate between \$150 million and \$200 million in annual economic growth across the Commonwealth and further enhance Kentucky's reputation in the manufacturing sector. The president thanked and congratulated Dr. Gardner and the Office of Research and Innovation for their hard work in making this possible.
- The Trager family donated \$1 million to the university to aid in the creation of an urban micro-forest at Founders Square Park in downtown Louisville. The park is adjacent to the Envirome Institute's New Vision of Health Campus.
- Retired U.S. Rep. John Yarmuth has donated his congressional papers to UofL Archives and Special Collections, a wonderful resource for UofL students and the community.
- The announcement of the Grawemeyer Awards in December, several of which received national media attention.
- The UofL Women's Volleyball team advanced to the national championship game; and the Football team won the Fenway Bowl against the University of Cincinnati.

- UofL Health has partnered with Central High School on a pre-medical magnet program; and work is ongoing on the \$144 million expansion of University of Louisville Hospital.
- The University's annual day of giving, Raise Some L, a 30-hour call-to-action to all students, alumni, faculty, staff, and fans, raised nearly \$3.3 million.
- Incoming President Kim Schatzel arrives at the university on February 1.

Dr. Gonzalez then asked the Interim Provost to introduce the professional student guests to share their Cardinal experiences with trustees.

Cardinal Experiences

Dr. Bradley introduced Mr. Holland, Ms. Peterson, and Ms. Sauer who shared their experiences as students in the School of Medicine, the School of Dentistry, and the School of Law, respectively.

Each student discussed with the board their personal accounts as UofL students in their disciplines and their ongoing journeys to graduates with advanced degrees. They then fielded questions from trustees.

Chair Nixon thanked Mr. Holland, Ms. Peterson, and Ms. Sauer for joining the meeting.

School of Medicine Overview

Dr. Gonzalez then introduced Dr. Ganzel, who provided an overview of the University's School of Medicine using the **attached** presentation.

Trustees requested that the Provost's Office share diversity statistics of enrolled medical students at the next Academic and Student Affairs Committee meeting.

Vice President Ganzel, who is also Dean of the School, announced that she is retiring at the conclusion of the 2023 academic year.

Interim President Gonzalez expressed her gratitude to Dr. Ganzel for her untiring commitment and service to the university.

Dr. Ganzel received a round of applause.

Enrollment

Dr. Gonzalez then introduced Vice Provost Begany for an enrollment update. Following his presentation, **attached**, he fielded questions from trustees.

Provost Report

Interim Provost Bradley provided an academic update using the **attached** presentation. His update consisted of priorities of the provost's office including key areas of focus, student

retention data and initiatives, current and future deans searches, leadership updates, and faculty and staff data related to diversity.

Drs. Bradley and Gonzalez then fielded questions from the board.

Government Relations

The Interim President recognized Assistant Vice President Rickett who briefed the board on government relations which included the following information:

- Retired Congressman Yarmuth secured a \$2 million community project to develop a new, integrated research and treatment clinic space for the Kentucky Spinal Cord Injury Research and Recovery Clinic, an internationally recognized center for the continuum of care and cure of children and adults with spinal cord injury and disease.
- EVP Gardner took the lead on working with the 12 Regional Biocontainment Laboratories (RBLs) across the country and was successful in receiving \$52 million to ensure the 12 RBLs for biomedical research requiring biosafety level 3 containment are prepared to assist national, state, and local public health efforts in the event of a bioterrorism or infectious disease emergency.
- Senator McConnell was instrumental in securing funding for the NSA Cybersecurity Program: \$20 million for centers for academic excellence (UofL has previously secured \$8 million of this funding and will be able to compete for this \$20 million).

Ms. Rickett stated that the University has a contract with Akin Gump to help navigate the federal legislative process, and that she and other UofL representatives regularly visit Washington D.C. to meet with legislative staff and highlight institutional priorities.

Regarding the 2023 Kentucky Legislative Session, several filed bills that could impact the university are:

- SB 33: Kentucky Cybersecurity Center
- SB 9: Hazing
- HB 136: Tuition Freeze
- HB 138: Concealed Carry on Campus
- HB 139: Free Speech on Campus

AVP Rickett reminded trustees that throughout the year, the CPE hosts a monthly meeting of the university presidents. During the legislative session there is time devoted to discussion of bills that have been filed that will impact higher education. If there is a consensus, CPE President Aaron Thompson will help share support and/or concerns with members of the legislature.

Each university has a government relations representative who engages with elected officials to share support and/or concerns with members of the legislature. Currently, UofL contracts with the lobbying firm McCarthy Strategic Solutions to aid in this process.

After answering trustees' questions, Dr. Gonzalez thanked Ms. Rickett for her briefing.

UofL Health

Interim President Gonzalez then welcomed and introduced Mr. Marshall, who, using the **attached** presentation, informed the board on UofL Health activities including an operations update with volumes, access, and financial data; strategic growth focus; and the most current Medicaid Quality Scorecard information.

Mr. Abramson requested the total numbers of UofL Health employees that are utilizing the tuition remission benefits provided by the University.

Chair Nixon thanked Mr. Marshall for his report.

Final Remarks

Dr. Gonzalez concluded her final Report of the President by offering thanks to those who supported her and UofL during the transition from one president to the next.

She thanked her leadership team, specifically Drs. Bradley and DePuy, Mr. Durbin, Ms. Curry, and Ms. Miles for their guidance and stewardship, as well as all the vice presidents, deans, vice provosts, faculty and staff for not just maintaining the status quo but furthering the University's upward and positive trajectory.

The interim president thanked her president's office staff for their warm welcome and outstanding service.

She noted that one of the most wonderful things about UofL is the willingness of everyone to come together to get things done; the team has positioned the institution well for President Schatzel to step in and take the lead. The University has far to go but its assets are extraordinary.

Dr. Gonzalez gave personal thanks to her husband, Randy Gonzalez, for his steadfast support throughout her career but particularly over the last year.

The interim president finished her remarks by noting that it has been her joy and honor to serve UofL.

Dr. Gonzalez received a round of applause, and Chair Nixon thanked her and her team for their reports.

III. Information Item: Speed Museum Art Park Project

Vice President Curry introduced Ms. Platow who briefed the board on the creation of a proposed outdoor space that expands the footprint of the Speed Museum and enhances the shared outside spaces connecting the University and the Museum. Using the **attached** presentation, Ms. Platow explained that the project would provide the community with a free, ungated art park that will surround the museum and encourage guests to celebrate art and

nature.

Ms. Curry explained that, while no board action is needed at this time, trustees would, at a future meeting, consider the approval of amending the easement agreement between the University and the Museum.

Ms. Curry and Ms. Platow then fielded questions from trustees.

No action was taken.

IV. Action Item: Approval of Revised Bylaws of Kent School

Interim Provost Bradley briefed the board on revised bylaws for the Kent School of Social Work and Family Science.

Following a discussion, Dr. Burse requested that the recommendation be tabled and revisited at the next Academic and Student Affairs Committee meeting. The other trustees concurred, and no action was taken.

V. Action Item: Approval of 2022-2025 Strategic Plan

The Chair reminded trustees that the draft of the 2022-2025 Strategic Plan was developed by the strategic plan co-chairs and subcommittees with input from the president's leadership team, the provost's leadership team, deans, and the board.

Dr. Gonzalez recognized Dr. DePuy, Erica Gabbard, and Robert Goldstein for their efforts in finalizing the plan. She noted that incoming President Schatzel joins her in the recommendation to approve the plan.

Mr. Abramson made a motion, which Ms. Zimmerman seconded, to approve the

Interim President's recommendation that the Board of Trustees adopt in principle the 2022-2025 Strategic Plan, as attached.

The motion passed, with Mr. Lavin abstaining.

VI. Report of the Chair

Chair Nixon notified the board that the next regularly scheduled committee meetings occur on March 16, and the next regular board meeting is on April 20.

She thanked Drs. Bradley and DePuy and Ms. Curry for their service as Interim Provost, Interim Senior Vice Provost, and Interim Chief of Staff, respectively. She also thanked the leadership team for supporting Dr. Gonzalez and the Board of Trustees during this time.

That concluded her report.

VII. Executive Session

Ms. Zimmerman made a motion, which Mr. Smith seconded, to recess to executive session to discuss proposed or pending litigation, personnel matters, and specific business proposals pursuant to KRS 61.810(1)(c), (f), and (g).

The motion passed and the open meeting recessed at 3:39 p.m.

VIII. Open Meeting Reconvenes

The open meeting reconvened at 5:36 p.m. Chair Nixon reported that the board discussed proposed or pending litigation, personnel matters, and specific business proposals.

Trustees then took the following actions:

Personnel Matters

Dr. Burse made a motion, which Mr. Rogers seconded, to approve the

President's recommendation that the attached personnel actions be approved by the Board of Trustees.

The motion passed.

Interim President's Performance Bonus

Dr. Burse made a motion, which Dr. Benz seconded, to approve the

The Chair's recommendation that the Board of Trustees approve a performance-based bonus in the amount of \$100,000.00 for Dr. Lori Stewart Gonzalez in recognition to her service to the university as Interim President, pursuant to her appointment letter dated December 13, 2021.

The motion passed.

Chair Nixon commented that Dr. Gonzalez had been employed by the University for only eight months when the board asked her to assume the interim president role. She did not hesitate to say yes and immediately got to work, demonstrating tremendous progress: ensuring that the Strategic Planning process reached a conclusion; successfully hiring an outstanding Athletic Director, Vice Provost for Faculty Affairs, and Vice President for Diversity and Equity; establishing the Center for Engaged Learning; effectively representing UofL in Frankfort; encouraging the collaboration between the board of trustees and senior leaders with the Association of Governing Boards and Gardner Institute Student Success initiatives; securing the significant gift from Christy Lee Brown for the New Vision of Health Campus; and fundraising for the expansion of the McConnell Archives.

The Chair also noted that the aforementioned achievements are but a few of Dr. Gonzalez's highlights and that the interim president led with a big heart and a steady hand.

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BOARD OF TRUSTEES OF THE
UNIVERSITY OF LOUISVILLE

January 19, 2023

In Executive Session

Present: Ms. Mary Nixon, Chair
Mr. Jerry Abramson
Dr. Larry Benz
Mr. Dorian Brown
Dr. Raymond Burse
Mr. Al Cornish
Mr. Brian Lavin
Ms. Diane Medley
Dr. Eugene Mueller
Ms. Diane Porter
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Mr. Josh Heird, Vice President for Athletics and Athletic Director
Ms. Mary Elizabeth Miles, Vice President for Human Resources
Ms. Brigid Gies, Associate Vice President and Deputy Counsel
Mr. Jake Beamer, Dir. of Governance & Strategic Initiatives & Asst. Secretary

Others: Mr. Scott Brinkman

I. Call to Order

Chair Nixon called the executive session to order at 3:39 p.m.

II. Specific Business Proposals

The board discussed two specific business proposals, after which Messrs. Durbin and Heird departed the closed session.

III. Personnel Matters

Trustees discussed personnel matters. Following that discussion, Drs. Bradley and Gonzalez departed the closed session.

Ms. Curry briefed the board on another personnel matter.

IV. Proposed or Pending Litigation

Mr. Brinkman departed the executive session, and Dr. Gonzalez returned. Ms. Curry and Ms. Gies briefed the board on proposed or pending litigation.

V. Adjournment

Mr. Rogers made a motion, which Dr. Burse seconded, to adjourn the executive session.

The motion passed, and the session adjourned at 5:35 p.m.

Approved by:

Signature on file
Assistant Secretary

RECOMMENDATION TO THE BOARD OF TRUSTEES REGARDING THE
2023 GRAWEMEYER AWARDS

Academic & Student Affairs Committee – December 15, 2022
Executive & Compensation Committee – December 15, 2022

RECOMMENDATION:

The President recommends that the Board of Trustees ratify the following winners of the 2023 Grawemeyer Awards:

- Music: Julian Anderson
- Improving World Order: Steven Feldstein
- Psychology: David Dunning and Justin Kruger
- Education: Jennifer Morton
- Religion: Kelly Brown Douglas

BACKGROUND:

The nominees are well-respected scholars in their fields and have agreed to make presentations to the University as part of the award process in the spring.

COMMITTEE ACTION:

Passed X
Did Not Pass _____
Other _____

 Dr Signature on file _____
Assistant Secretary

BOARD ACTION:

Passed X
Did Not Pass _____
Other _____

 Dr Signature on file _____
Assistant Secretary

RECOMMENDATION TO BOARD OF TRUSTEES
Academic and Student Affairs Committee – December 15, 2022
Executive and Compensation Committee – December 15, 2022

The President recommends that the following personnel recommendations be approved by the Board of Trustees.

Dentistry

M. Leticia Ferreira Cabido, DDS, Universidad Federal da Bahia (Brazil); appointment as Associate Professor (Tenured) of Diagnosis and Oral Health, January 30, 2023.

Notable Accomplishments:

Dr. Ferreira Cabido earned her DDS in 2006 at the Universidade Federal da Bahia in Brazil. She completed her residency in Oral and Maxillofacial Pathology in 2011 at Texas A&M University and completed an MS in Biomedical Sciences shortly after completing her residency. She has been teaching since 2012, first at the University of Mississippi, and more recently at the University of the Pacific. She is board certified in Oral and Maxillofacial Pathology, and has received several awards, including the Pacific Dental Helix Curriculum Innovation Award and Outstanding Second Year Faculty Teaching Award in recognition of teaching excellence. She is currently a member of the American Dental Education Association, and a Fellow in the American Academy of Oral and Maxillofacial Pathology. Dr. Ferreira Cabido has published multiple articles in twenty-two scientific journals and has presented at numerous meetings and conferences, both nationally and internationally.

Selection Process:

Search Committee

Salary Data:

Incumbent base salary:	\$153,996
Incumbent supplement:	\$ 48,000
Incumbent total salary:	\$201,996

Proposed base salary:	\$130,000
Proposed supplement:	\$ 36,000
Proposed total salary:	\$166,000

Budget impact: (\$ 35,996)

Median benchmark comparison:	\$129,901
Benchmark position title:	Associate Professor, Oral and Maxillofacial Pathology
Benchmark source:	American Dental Education Association
Year of benchmark data:	2018-2019
Benchmark data number of incumbents:	13
Benchmark data number of institutions:	n/a

Engineering

Guruprasad Giridharan, PhD, Professor (Tenured) of Bioengineering; additional appointment as the Endowed Chair of Biomechanics in Bioengineering, December 15, 2022 through November 30, 2027.

Notable Accomplishments:

Dr. Giriharan has served as Associate Department Chair of Bioengineering since 2016 and has the following professional affiliations: American Heart Association (AHA) – Professional Member, 2012 – Present; American Society for Artificial Internal Organs (ASAIO) –Member, 2003-present.

Selection Process:

Appointed by the Dean

Salary Data:

Current base salary: \$ 130,625
Current supplement: \$ 5,890
Total compensation: \$ 136,515

Proposed base salary: \$ 130,625
Proposed supplement: \$ 5,890
Proposed supplement: \$ 24,716
Proposed total: \$ 161,231

Budget impact: \$ 24,716 (covered by endowment)

Median benchmark comparison: \$ 183,559
Benchmark position title: Professor of Biomedical Engineering
Benchmark source: Oklahoma State Faculty Salary Survey
Year of benchmark data: 2020-21
Benchmark data number of incumbents: 254
Benchmark data number of institutions: 42

Sung Jin Kim, PhD, State University of New York at Buffalo; appointment as Professor (Tenured) of Electrical and Computer Engineering and Director of the Micro/Nano Technology Center, January 1, 2023.

Notable Accomplishments:

Dr. Sung Kim earned his BE and MS in Electronics and Electrical Engineering at Hong-Ik University in Seoul, Korea, and a PhD in Electrical Engineering at SUNY Buffalo in 2008. He completed post-doctoral work at SUNY Buffalo before moving to the University of Miami in Florida in 2010. Dr. Kim was promoted to Associate Professor with tenure in 2017; he has also held the position of Director of the Nanofab facility at that university since 2016. Dr. Kim has an additional faculty appointment in the Department of Biochemistry and Molecular Biology at the Miller School of Medicine at that same University. He has 37 refereed journal publications and has completed, or current research projects funded by DOD-NAVY-SBIR; NIH-NEI; and NSF-CBET.

Selection Process:

National search

Salary Data:

Proposed base salary: \$ 147,000
Proposed supplement: \$ 13,000
Proposed total: \$ 160,000

Budget impact: \$ 160,000

Median benchmark comparison: \$ 73,087
Benchmark position title: Tenured Professor, Electrical and Computer Engineering
Benchmark source: Oklahoma State Faculty Salary Survey
Year of benchmark data: 2020-21
Benchmark data number of incumbents: 46
Benchmark data number of institutions: 4

RECOMMENDATION TO BOARD OF TRUSTEES
REGARDING PROMOTION AND TENURE

Academic and Student Affairs Committee – December 15, 2022
Executive and Compensation Committee – December 15, 2022

RECOMMENDATION:

The President recommends that the Board of Trustees approve the following promotion and tenure recommendations.

PROMOTION AND TENURE

Arts and Sciences

Benne Holwerda, PhD, Associate Professor (Probationary) of Physics and Astronomy; promotion to Professor and award of tenure, January 1, 2023.

Medicine

T. Michael Sabo, PhD, Assistant Professor (Probationary) of Medicine; promotion to Associate Professor and award of tenure, January 1, 2023.

Chad Samuelsen, Assistant Professor (Probationary) of Anatomical Sciences and Neurobiology; promotion to Associate Professor and award of tenure, January 1, 2023.

COMMITTEE ACTION:

Passed X
Did Not Pass _____
Other _____

 ns
Signature on file _____
Assistant Secretary

BOARD ACTION:

Passed X
Did Not Pass _____
Other _____

 ns
Signature on file _____
Assistant Secretary

UNIVERSITY OF
LOUISVILLE[®]

SCHOOL OF MEDICINE

BOT Overview of the SOM
January 19, 2023



Our People

- 640 medical students enrolled;
162 students each year
- 312 Graduate students
137 PhD, 68 MS,
68 CMDS, 41 AuD
- 800 Residents and Fellows
- 900 Faculty
- ~900 Staff



SCHOOL OF MEDICINE



Education Points of Pride

Medical Students

- Outstanding LCME Report!
- Medical Student Distinction Track
- Health Equity curriculum

Residents and Fellows

- Growth in residency programs to 75 (top 10%)
- Expanded residency positions to more than 800
- New Family Medicine Program in Owensboro

Graduate Students

- New MS in Biomedical Science
- Continued recruitment presence on Belknap
- New Postdoc hiring process as either trainees or fellows has been implemented

Research Points of Pride

- Core Strengths:
 - *Environmental Health
 - *Hepatology
 - *Spinal Cord Injury
 - *Cardiovascular Disease & Devices
 - *Cancer Therapeutics
- Launched New Vision of Health Campus
- Renewed Superfund grant \$10.7M
- Renewed NIH Alcohol Center grant \$9.6M
- JHFE bridge grant program \$900,000





Clinical Care Points of Pride

- Expanding facilities at UL Hospital and UL Health South
- Launched UL Heart Hospital
- UL Health/UL Athletics partnership
- Improved access to care in Louisville's west and south end
- Pediatric/NHC partnership continues to thrive

Community Partnership Points of Pride

- Expanded pipeline partnerships dramatically
 - Central High School
 - JCPS Health Academies
- Renewal of HRSA AHEC grant \$5.77M
- Increased faculty participation in Community Engagement activities by 300%
- LOU Med (Louisville Medical Education District)



Diversity, Equity & Inclusion Points of Pride

- Most diverse medical school class in the school's history
- Renewed SHPEP Program Grant
- Launched Porter's in Medicine GEMS
- Strengthened DEI infrastructure in research and faculty affairs
 - *NIH Minority Supplements
 - *FLIGHT Program
 - *Winn Clinical Trials Site
- HEED Award for 4th year



UofL School of Medicine is....

*a great place to learn
a great place to discover
a great place to connect
a great place to work*



**BOT PRESENTATION
ENROLLMENT
1/19/2022**

SPRING 2023 ENROLLMENT COMPARISON BY LEVEL AS OF JANUARY 16, 2023

Academic Level	Spring 2023	Spring 2022	Difference
Undergraduate	12,922	12,919	+3
Graduate	4,424	4,780	-356
Professional	1,462	1,448	+14

SPRING 2023 UNDERGRADUATE ENROLLMENT COMPARISON BY CLASS AS OF JANUARY 16, 2023

Class	Spring 2023	Spring 2022	Difference
Freshman	2,409	2,140	+269
Sophomore	2,527	2,486	+41
Junior	3,042	3,163	-121
Senior	4,397	4,600	-203

New First-Time-in-College (FTIC)

Applied	Admitted	Deposited
11637! Last Year: 12848 (-1211 -9.4%)	9394! Last Year: 10123 (-729 -7.2%)	940! Last Year: 1006 (-66 -6.6%)

New Transfer

Applied	Admitted	Enrolled
488! Last Year: 496 (-8 -1.6%)	160! Last Year: 228 (-68 -29.8%)	Available Early April 2023

Readmit

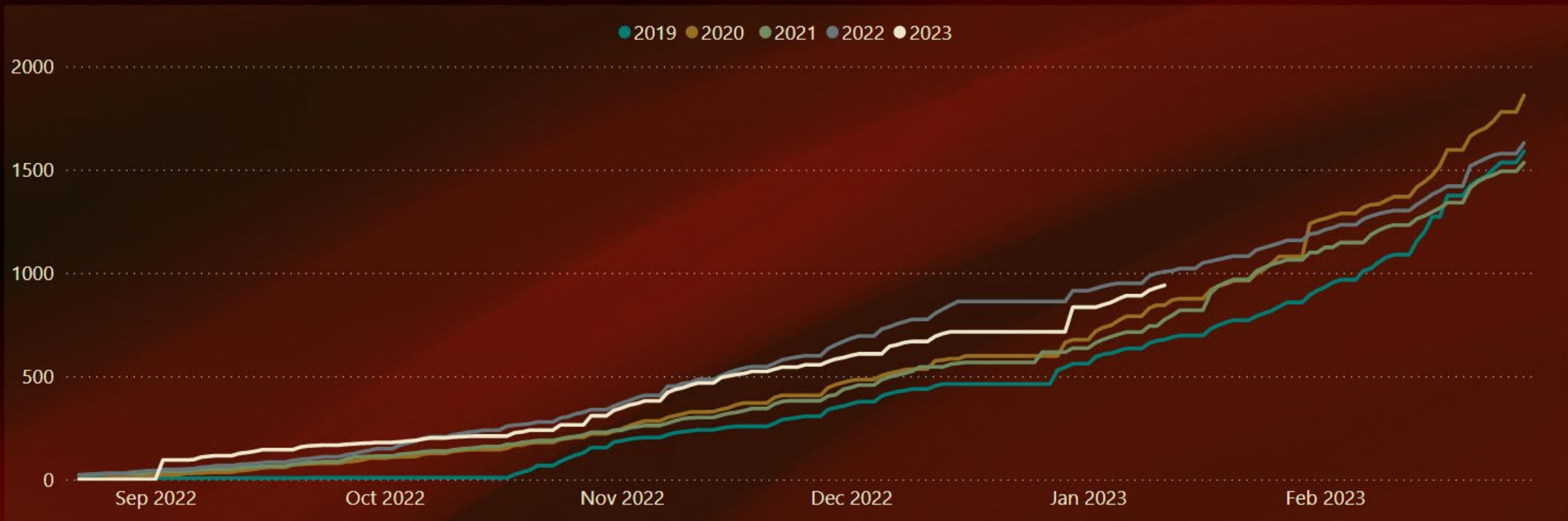
Applied	Admitted	Enrolled
74✓ Last Year: 49 (+25 +51%)	48✓ Last Year: 27 (+21 +77.8%)	Available Early April 2023

New Student Enrollment Comparison as of 1/11/2023



Applicant Level

Deposited ▼



Between 2023 Dates

8/22/2022 2/27/2023



Relative Date Range

Last 1 Select

No filters applied

FALL 2023 NEW STUDENT DEPOSIT COMPARISON BY UNIT AS OF JANUARY 11, 2023

Academic Unit	Fall 2023	Difference	% Difference
Arts & Sciences	485	-34	-6.6%
Business	111	-8	-6.7%
Dentistry	31	0	0.0%
Education & Human Development	95	-11	-10.4%
Kent Social Work	18	1	5.9%
Music	2	2	0.0%
Nursing	46	13	39.4%
Public Health & Information Sciences	15	-5	-25.0%
Speed Engineering	139	-23	-14.2%
Total	940	-66	-6.6%

HIGHLIGHTS OF NEW INITIATIVES FOR FALL 2023

- Cardinal Commitment
- Border Benefit
- Pell Adjacent Grant
- Sponsorships with 9 corporate partners
- 11 new initiatives to improve Admit to Deposit Yield
 - \$100 dollar book incentive to attend virtual appointments with admission counselor



Office of the Provost Report
January 19, 2023

In this report

Provost Priorities

- Key areas of focus

Retention

- Student Retention Data
- Retention Initiatives

Academic Leadership

- Dean Searches
- Vice Provost & Key Leadership Updates

Diversity

- Faculty Data
- Staff Data

PROVOST PRIORITIES

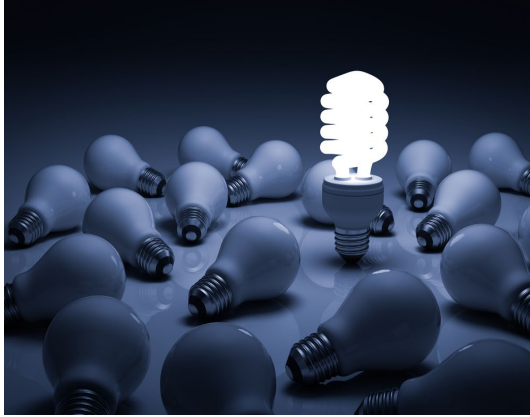


Student Success



Prioritizing actions that will ensure students thrive here and beyond.

Sustainability of Services



Prioritizing strong academic programs and operational services and moving away from programs and services that are not.

State Performance Funding



Prioritizing student degree completion and increasing our number of graduates.

2025 Demographic Enrollment Cliff

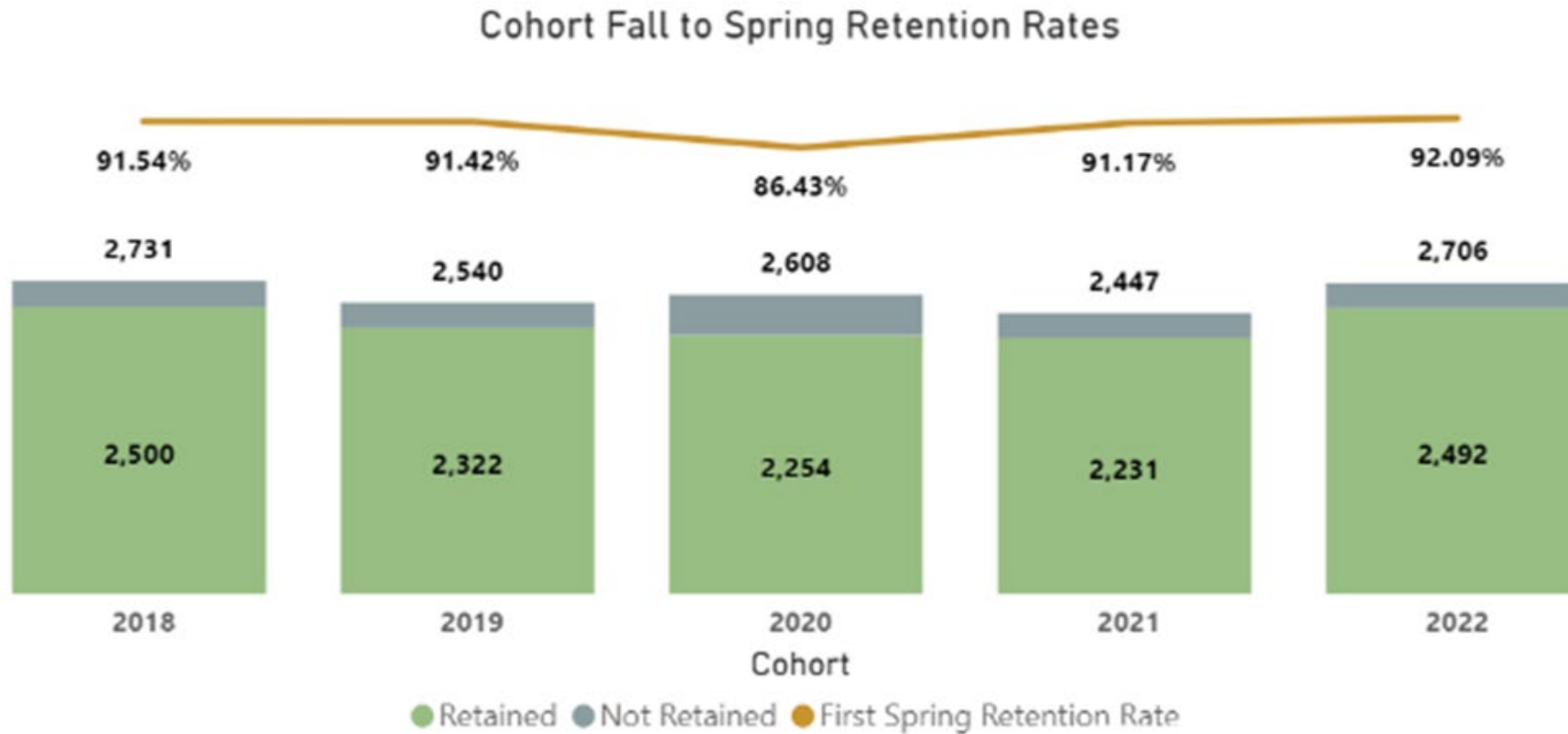


Prioritizing actions that will prepare UofL for the 15% drop in freshmen enrollment that is expected to occur by 2029 nationwide.

RETENTION

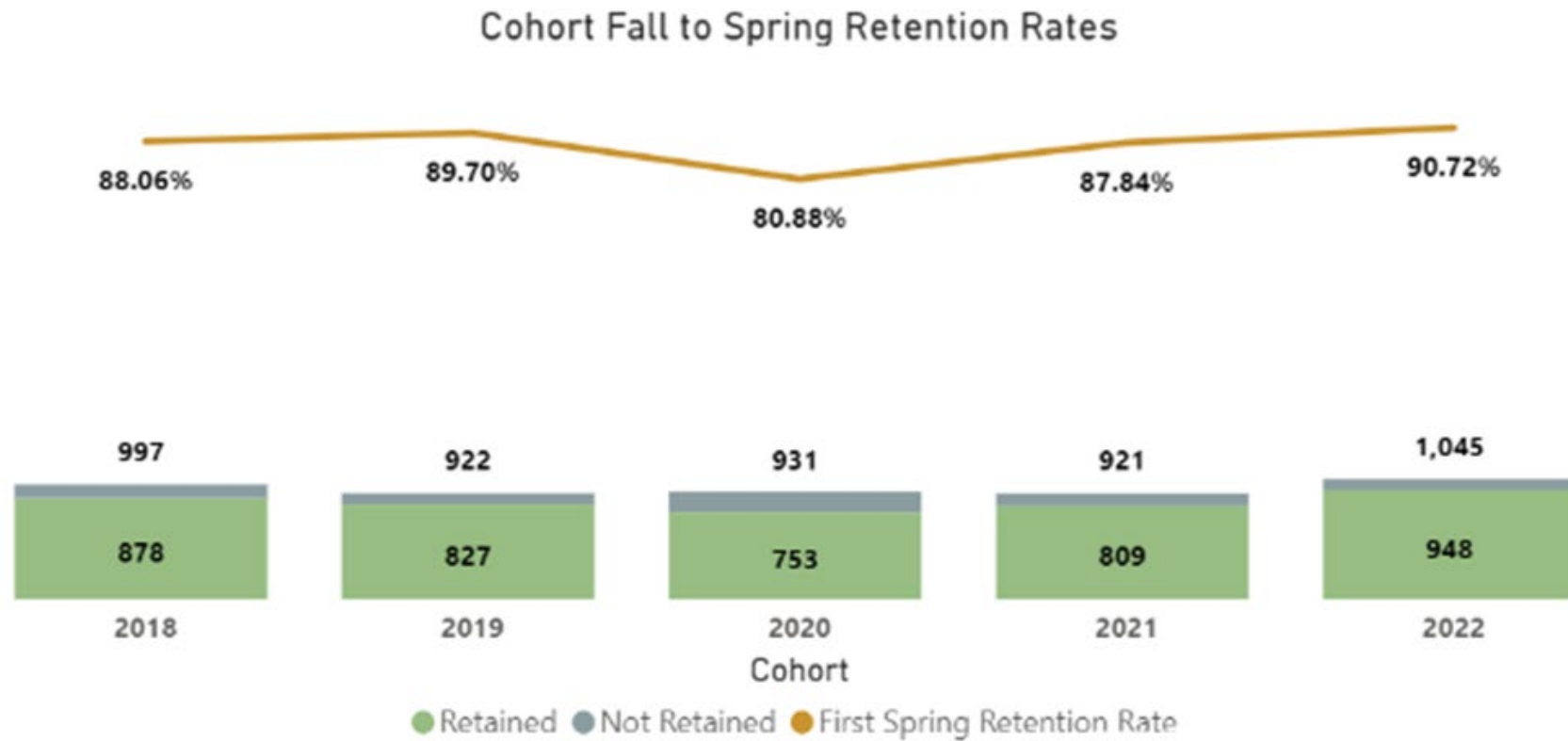


Fall 22 to Spring 23 Retention – Cohort Students*



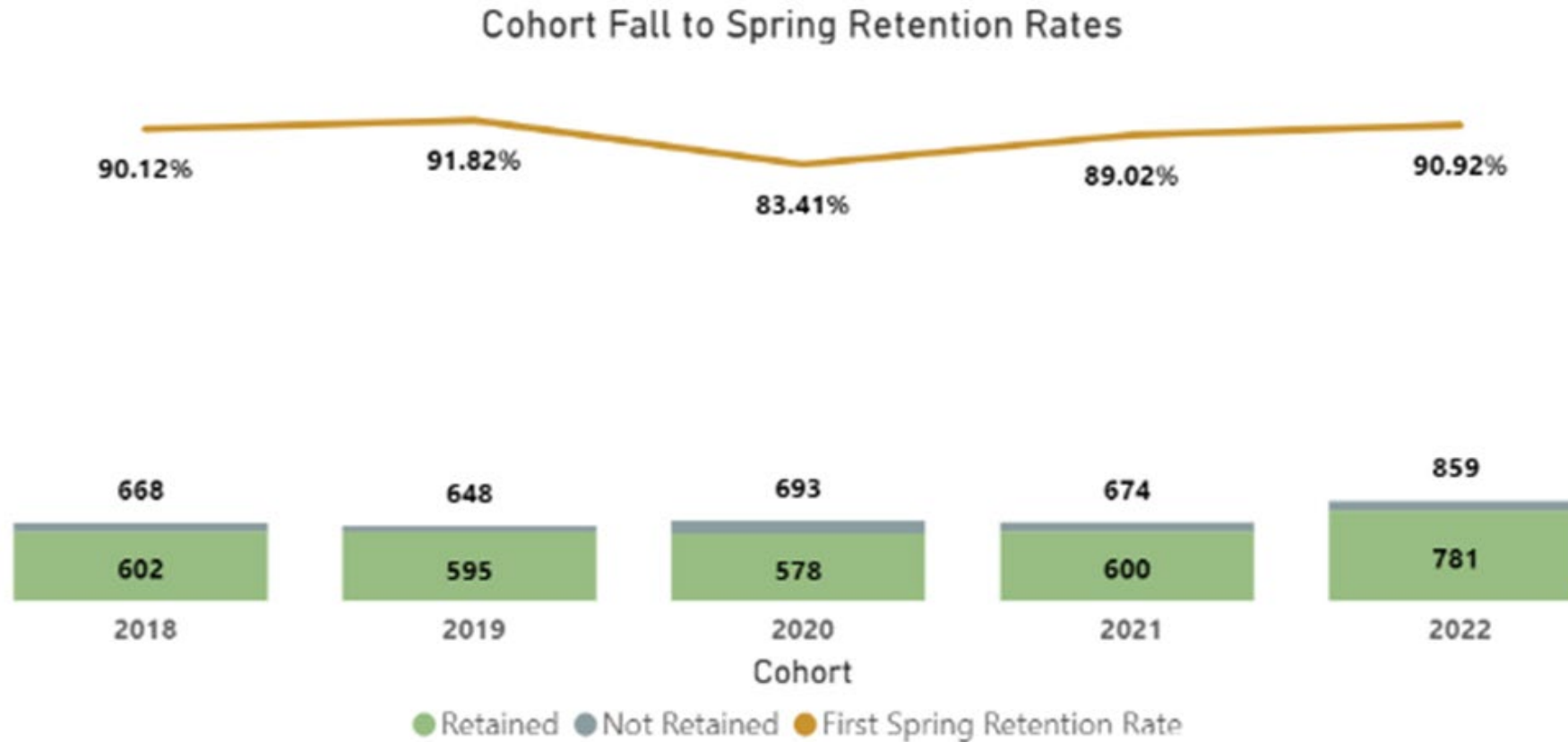
*Cohort Students are first-time in college and full-time. Fall 22 to Spring 23 data are preliminary as of January 16, 2023.

Fall 22 to Spring 23 Retention – Pell Eligible Students*



* Fall 22 to Spring 23 data are preliminary as of January 16, 2023.

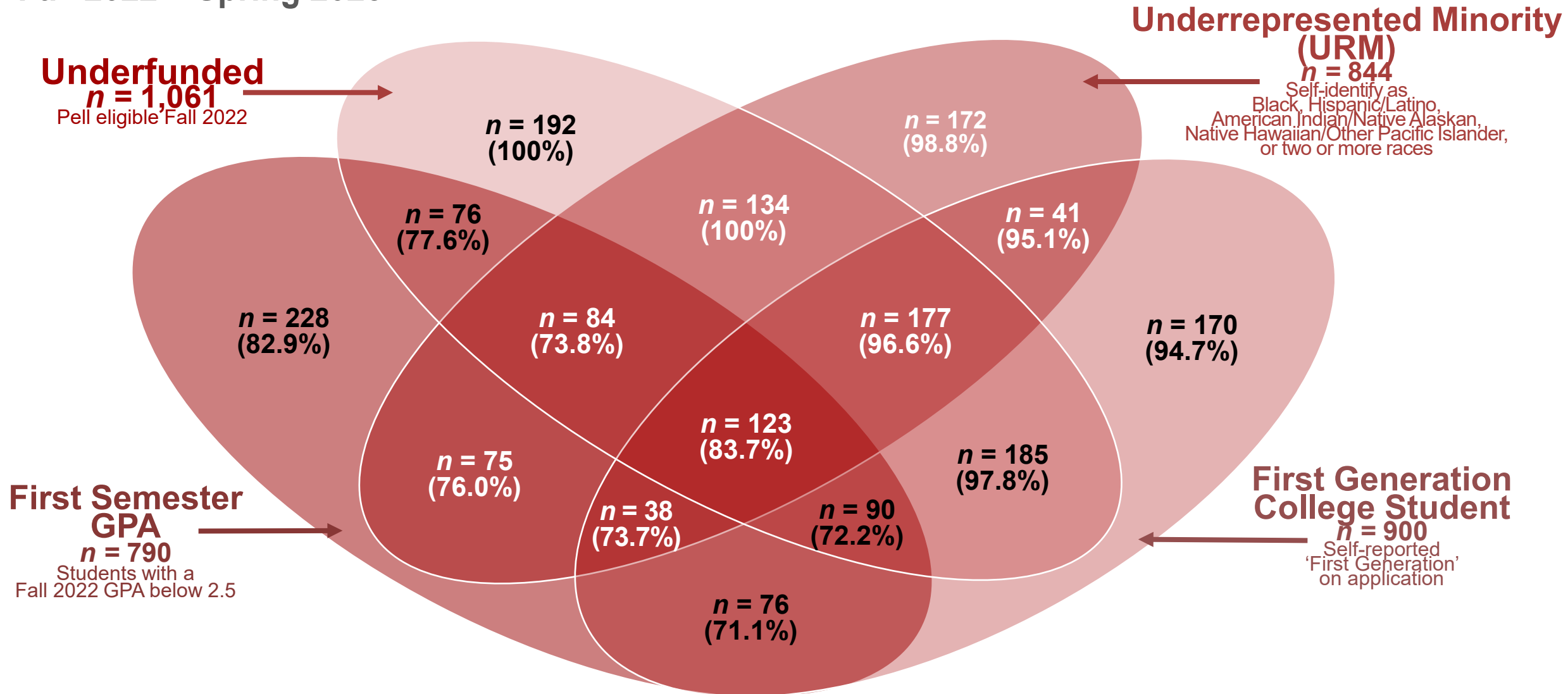
Fall 22 to Spring 23 Retention – URM Students*



* Fall 22 to Spring 23 data are preliminary as of January 16, 2023.

Intersectionality of Retention Rates 2022 Entering Cohort* (Preliminary**)

Fall 2022 – Spring 2023



* First-time, full-time, baccalaureate degree-seeking students

** Overall University Cohort Spring 2023 Retention Rate: 92.1% (as of January 10, 2023)

Retention Initiatives

Initiative	Description	Anticipated or New Results	Next Steps
REACH for Success Scholarships	<ul style="list-style-type: none"> 195 FTIC students were offered \$500 to go to REACH tutoring / coaching 44% first-gen, 51% Pell eligible, 52% URM 	<ul style="list-style-type: none"> 69 Participants Participants retention 89.9% Non-participants 77.0% Avg of 12.6 hours of academic support 	<ul style="list-style-type: none"> Increase pilot group to 300 students and scholarship amount to \$1,000 per student next fall
Math Xcelerator	<ul style="list-style-type: none"> 4-week SU bridge to help underprepared UG's for GEN 103/104 math intervention courses 80 participants funded 	<ul style="list-style-type: none"> 73 Participants Participants' retention 88.7% Non-participants: 66.4% 	<ul style="list-style-type: none"> Add university funding to increase participants to 120 total \$55,120 per summer to add 40 spots
Pell Adjacent	<ul style="list-style-type: none"> Need-based grant for students just outside Pell eligibility 	<ul style="list-style-type: none"> 44 additional students in the first year, 143 additional students after 4 years 1.40 million net new revenue 	<ul style="list-style-type: none"> Monitor and assess targets

*More university-wide retention initiatives and details were provided in the December BOT Committees Meeting Appendix packet.

COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT PRELIMINARY FALL 2022 COHORT*

Retention Probability	Count	% of Total	Rule
36.6%	24	10.9%	Unmet Need is \$14001+; First-Generation or missing
65.6%	45	20.5%	Unmet Need is \$14,000 or less, or missing; HS GPA is 3.25 or less
78.3%	61	27.7%	Unmet Need is \$14,000 or less; HS GPA is 3.26-3.75 or missing
79.3%	11	5.0%	Unmet Need is \$8,001-14,000; HS GPA is 3.76 or higher or missing
85.1%	68	30.9%	Unmet Need is \$8,000 or less; HS GPA is 3.76 or higher; ACT Math is 27 or less or missing
94.0%	11	5.0%	Unmet Need is \$8,000 or less; HS GPA is 3.76 or higher; ACT Math is 28+
Total	220	100.0%	

*Excludes approx. 75 athletes

Integrating and Operationalizing Predictive Analytics

Most Significant Factors for CEHD:

- Unmet Need >\$14,000
- HS GPA <2.5
- ACT Math <2.5
- First Generation Student Status

Academic Preparedness

Socio-Cultural Supports

Financial Resiliency

Academic Preparedness

- How academically well-prepared are our students?
- Will our students seek tutoring if they need it?
- Is math a barrier for our students?

Socio-Cultural Supports

- Do our students have a personal support system?
- How do our students connect?
- How do we engage students to participate in the LLC?
- What does mentorship look like for our students?
- What supports are needed for first-generation students?

Financial Resiliency

- Can our students afford tuition?
- Can our students afford food/housing?
- Do many of our students pay out-of-state tuition?

Tier One	Tier Two	Tier Three
<ul style="list-style-type: none"> • High quality/high quantity academic advising with professional advisors • Faculty and Staff involvement • Review policy, language, and barriers at the department level 	<ul style="list-style-type: none"> • Services that extend to groups who need targeted interventions/support • Mentoring • Targeted leadership opportunities • C4 Summer Bridge 	<ul style="list-style-type: none"> • Personalized Approach • Academic Engagement Series • Alumni mentoring • Coaching with academic interventionist

Fall 2017 to Fall 2021 Change in Enrollment*

Fall Undergraduate	2017	2018	2019	2020	2021	Change Since 2017	**Market Place Ranking
University of Louisville	15,546	15,641	15,860	15,927	15,830	284	182
University of Kansas	19,338	19,596	19,667	19,135	19,158	-180	121
Kansas State	18,488	17,869	17,210	16,257	15,619	-2,869	166
Oklahoma	22,032	22,152	21,768	21,383	21,152	-880	127
Oklahoma State University	20,992	20,597	20,041	20,323	20,216	-776	182
Iowa State University	30,406	29,621	28,294	26,843	25,808	-4,598	127
West Virginia	22,504	21,155	21,086	20,495	19,599	-2,905	234
Nebraska	20,954	20,830	20,478	20,286	19,552	-1,402	151
University of Iowa	24,503	23,989	23,482	22,304	21,608	-2,895	83
University of Kentucky	22,425	22,136	22,236	22,227	21,900	-525	137

* Source: IPEDS. Data shows undergraduate students only. 2022 data is not yet available.

** Rankings with US News.

ACADEMIC LEADERSHIP



Dean Searches

College of Arts & Sciences

11 Semi-Finalists

- 2 African-American Males
- 1 Asian Male
- 5 White Males
- 3 White Females

5 Finalists

- 2 African-American Males
- 1 White Male
- 2 White Females

Kent School of Social Work

12 Semi-Finalists

- 1 African-American Male
- 1 Hispanic Male*
- 5 White Males
- 5 White Females

4 Finalists

- 3 White Females
- 1 African-American Male

**Candidate was scheduled for the semi-finalist round of interviews but withdrew prior to the interview.*

Dean Searches Continued

Spring 2023 (Recently Launched)

- School of Nursing
- School of Public Health & Information Sciences

Launching Fall 2023

- College of Business
- College of Education & Human Development

Launching Spring 2024

- School of Medicine

Vice Provost and Key Leadership Updates

Vice Provost for Online Strategy & Teaching Innovation

- Dr. Kelvin Thompson started Jan. 17

Chief Information Security Officer

- 2 finalist interviews
- Negotiations begin next week

DIVERSITY



Full-Time Faculty by Race/Ethnicity

Total Headcounts

	American Indian/ Alaska Native	Asian	Black/ African American only	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Non-resident Alien	Two or More Races	Two or More Races, Black as One Race	Unspecified	White	TOTALS
2018	1	238	103	52	3	82	15	4	9	1,269	1,776
2020	2	228	109	52	2	72	19	5	29	1,234	1,752
2021	2	242	116	56	2	67	19	3	14	1,292	1,813
2022	2	245	113	60	2	76	18	3	16	1,289	1,824
Change since 2021	0	+3	-3	+4	0	+9	-1	0	+2	-3	+11
% Change since 2021	0.0%	+1.2%	-2.6%	+7.1%	0.0%	+13.4%	-5.3%	0.0%	+14.29%	-0.2%	+0.6%

13.4% (from 2018 to 2022)
 6.2% (from 2020 to 2022)
 3.3% (from 2021 to 2022)

Data are derived from official institutional faculty/staff files, reflecting annual headcounts as of November 1, 2022. Race/ethnicity is self-reported by individual faculty; non-resident aliens are defined by the U.S. Dept. of Education based on citizenship status.

Full-Time Staff by Race/Ethnicity

Excludes Faculty and Administrators – Total Headcounts

	American Indian/ Alaska Native	Asian	Black/ African American only	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Non-resident Alien	Two or More Races	Two or More Races, Black as One Race	Unspecified	White	TOTALS
2018	7	226	497	81	5	185	45	31	45	3,049	4,171
2020	8	236	478	97	4	199	43	30	79	2,881	4,055
2021	8	233	480	107	3	186	37	31	116	2,813	4,014
2022	10	214	498	111	3	182	48	36	105	2,839	4,046
Change since 2021	+2	-19	+18	+4	0	-4	+11	+5	-11	+26	+32
% Change since 2021	25.0%	-8.2%	+3.8%	+3.7%	0%	-2.2%	+16.1%	+3.3%	-9.5%	+0.9%	+0.8%

5.3%

12.3%

2.7%

Data are derived from official institutional faculty/staff files, reflecting annual headcounts as of November 1, 2022.

Race/ethnicity is self-reported by individual faculty; non-resident aliens are defined by the U.S. Dept. of Education based on citizenship status.

Full-Time Administrators by Race/Ethnicity

Total Headcounts

	American Indian/ Alaska Native	Asian	Black/ African American only	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Non-resident Alien	Two or More Races	Two or More Races, Black as One Race	Unspecified	White	TOTALS
2018	0	1	10	2	0	0	0	0	1	78	92
2020	0	2	11	1	0	0	0	1	1	72	98
2021	0	3	10	2	0	0	0	1	1	75	92
2022	0	1	11	0	0	0	1	1	0	60	74
Change since 2021	0	-2	+1	-2	0	0	+1	0	-1	-15	-18
% Change since 2021	0.0%	-66.7%	+10.0%	-100.0%	0.0%	0.0%		0.0%	-100.0%	-20.0%	-19.6%

1.4%	14.9%	0%							81.1%
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Data are derived from official institutional faculty/staff files, reflecting annual headcounts as of November 1, 2022. Race/ethnicity is self-reported by individual faculty; non-resident aliens are defined by the U.S. Dept. of Education based on citizenship status.

QUESTIONS?

APPRECIATION



Thank You

Vice Provosts

- Jim Begany (Enrollment Management)
- Beth Boehm (Graduate Affairs)
- Cherie Dawson-Edwards (Faculty Affairs)
- Bob Goldstein (Assessment and Analytics)
- Michael Mardis (Student Affairs)
- Beth Willey (Undergraduate Education)
- Kristen and Marie Brown (Teaching & Learning)

Thank You

Provost Leadership & Staff Team

- Gail DePuy, Interim Sr. Vice Provost
- Douglas Craddock, Chief of Staff
- Sarah Lopez, Deputy Chief of Staff
- Stacie Nielsen, Executive Assistant
- Tammy Green, Program Coordinator Sr.

Thank You

Provost Student Retention Initiatives Contributors

- Gail DePuy
- Beth Willey
- Jim Begany
- Rick Graycarek
- Bob Goldstein
- Amy Lingo
- Michael Mardis
- Sarah Lopez
- Geoff Bailey
- Will Adamchik
- Scott Burks
- And many more!



U^{OF}L Health

University Board of Trustees

January 19, 2023

UofL Health Operations Update

- Volumes
 - Covid/adult RSV all volumes high this will go on
 - Public Health emergency to be continues at least another 90 days
 - High inpatient census January of 1150 inpatients
 - Admission up November YTD 5.7% over PY
 - Surgeries up 9.6% over PY
 - Physician visits up 16.2% over PY
 - Outstanding service commitment by our team members
- Access
 - Holding 100 patients 1/5/23 without beds
 - 860 providers at ULP
 - Signed 190 total providers for FY 23 on top of 131 PY
 - Expanding reach: Affiliation with Carroll County Hospital & others

UofL Health Operations Update

- Financials (November YTD)
 - Operating Revenues \$947 M up 15% over PY
 - Total Wages and Benefits up 21.4% over PY (\$85 M)
 - Pharmacy Drug cost up 7.5%
 - Includes \$30M contract labor (425 nurses)
 - Operating net income + \$16.7 M (-\$2.8 M from PY)
 - Very competitive environment for staffing
 - 4% across board wage adjustments in November
 - Received Non-profit Bond Buyer of Year award
 - For 5th year, no increase in “charges” to our patients
 - Pressuring managed care companies for better reimbursement

Strategic Focus

- Focused on growth
 - Bullitt County Hospital construction underway (End of year 23)
 - University Hospital (modernization/bed expansion/all private beds)
 - Frazier Rehabilitation – Brownsboro (fall of 23)
 - 12 new primary care locations
 - 5th Urgent Care plus under development
- University Hospital receives Magnet Nursing Status
 - Not merely an award but proof of commitment to excellence in Nursing
 - Less than 7% of Hospital have achieved this status
 - Five-year Journey to commit to highest quality health care
 - Represents a commitment to advanced nursing practice

Medicaid Quality Scorecard

Dec. YTD

Measure	PY4 Benchmarks from KY DMS	UofL YTD rates (July 1, 2022 – Dec. 31, 2022)
Breast Cancer Screening	52%	54%
Colorectal Cancer Screening	58%	56%
Tobacco Screening and Intervention	75%	92%
Depression Screening and Follow Up	65%	43%
Diabetes A1c Poor Control (>9.0%) <i>(lower is better)</i>	≤40%	43%
Controlling High Blood Pressure (HTN)	55%	53%
BMI Screening and Follow Up	75%	70%
Statin Therapy for Patients with Cardiovascular Disease	80%	74%
Childhood immunization Status (Combo 10)	70%	Combined score awaiting Norton data
Well Child Visits to Age 0 – 15 Months	75%	Combined score awaiting Norton data
Well Child Visits for Ages 3-6 Years	90%	Combined score awaiting Norton data
Use of Opioids at High Dosage <i>(lower is better)</i>	≤1.5%	2.4%
Medication Reconciliation Post-Discharge	70%	4%
30-day All Cause Readmission	≤11.45%	11.43%

UofL Health Dashboard Quality - January 2023

Reduce mortality index (observed / expected) to 0.90
Baseline = 0.88 (final result determined by Vizient year to date index)

1		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90
	Month	0.81	0.59	0.65	0.58	0.71							
	YTD	0.81	0.70	0.68	0.66	0.66							

Maintain CMI adjusted length of stay to 3.0 days or below

2		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
	Month	2.92	2.85	3.19	3.03	2.62							
	YTD	2.92	2.89	2.95	2.95	2.88							

Increase "Recommend this Hospital" percentile ranking to 39th percentile.
Baseline = 20th (final result determined by Press Ganey percentile result of the last quarter of the fiscal year)

3		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal			39%			39%			39%			39%
	Month			18			20						
	YTD			18			20						

Outpatient Satisfaction: Average across system "Likelihood of recommending"

4		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal			49%			49%			49%			49.0%
	Month			NA			50						
	YTD			NA			50						

Reduce Readmissions to 11.5%
Baseline = 14.02% (final result determined by Vizient benchmark)

5		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%
	Month	11.27%	9.68%	7.97%	8.98%								
	YTD	11.27%	10.45%	9.62%	9.51%								

Reduce Nursing vacancies
Baseline = 12.8% (final result determined by annual monthly open full time RN positions)

6		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
	Month	5.78%	3.89%	22.20%	18.97%	24.48%	25.95%						
	YTD	5.78%	4.83%	10.62%	12.71%	15.06%	16.88%						

This is a yes no measure
Maintain JCAHO/CARF accreditation across all facilities

7		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Month	Yes	Yes	Yes	Yes	Yes	Yes						
	YTD	Yes	Yes	Yes	Yes	Yes	Yes						

UofL Health Dashboard (Mission Support/Research) - January 2023

Mission Support Amount provided to the University of Louisville School of Medicine
Baseline = \$7,500,000

8		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00	\$ 625,000.00
	Month	\$ 625,000	\$ 625,000	\$ 18,750,000	\$ 625,000	\$ 625,000	\$ 625,000						
	YTD	\$ 625,000	\$ 1,250,000	\$ 20,000,000	\$ 20,625,000	\$ 21,250,000	\$ 21,875,000						

Residents supported by UofL Health
Baseline = 308 (determined by the number of funded resident positions on 6/30)

9		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal	308	308	308	308	308	308	308	308	308	308	308	308
	Month	576	576	576	576	576	576						

Meet 6 of the State of Kentucky quality measures for Medicaid patients (total of 14 measures)

10		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Goal	6	6	6	6	6	6	6	6	6	6	6	6
	Month	2	2	2	3	3	3						
	YTD	2	2	2	3	3	3						

UofL Health Dashboard (Community Measures) - January 2023

Access to care
Number of Physician office visits per month

11		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Month Goal	80,124	97,012	86,679	80,475	88,449	87,667	85,535	87,127	89,522	84,246	91,612	98,452
	Actual	98,082	120,218	109,497	112,482	114,740	112,445						
	YTD Goal	80,124	177,136	263,815	344,290	432,739	520,406	605,941	693,068	782,590	866,836	958,448	1,056,900
	YTD Actual	98,082	218,300	327,797	440,279	555,019	667,464						

Meeting the needs of those most at risk for care
Percentage of Medicaid, self pay and Charity patients at UofL Health

12		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Medicaid	27.30%	27.10%	27.70%	28.20%	27.20%	26.50%						
	Self-Pay	1.93%	1.65%	1.80%	1.67%	1.82%	1.76%						

UofL Health Dashboard (Financials) - January 2023

Meet board approved operating EBIDTA (Measured by monthly Uof L Health board approved budget)

13		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Budget	3,104,511	3,279,896	4,988,858	3,990,069	4,379,682							
	Month	(446,594)	(873,044)	15,718,480	4,417,222	(1,892,621)							
	YTD Budget	3,104,511	6,384,407	11,373,265	15,363,334	19,743,016							
	YTD	(446,594)	(1,319,638)	14,398,842	18,637,497	16,744,876							

We are making a difference in the
health of our community,
together.

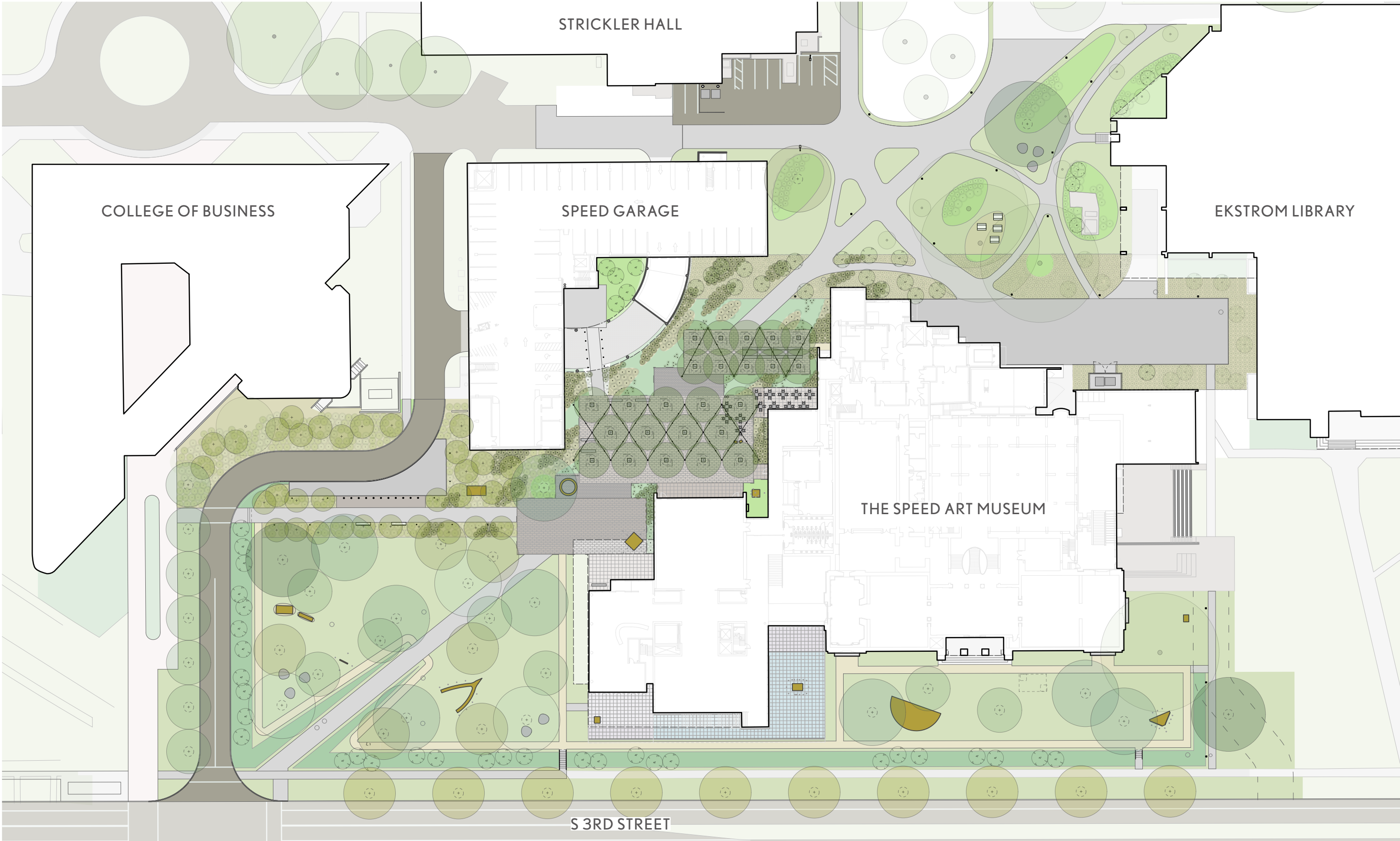
U^{OF}L Health

SPEED ART MUSEUM

January 13, 2023

REED HILDERBRAND

ILLUSTRATIVE PLAN



NORTH
←

NORTH PARK



FRONT ENTRANCE



FRONT ENTRANCE



ENTRY WALK



CENTRAL COURTYARD



CENTRAL COURTYARD



CENTRAL COURTYARD



3RD STREET



3RD STREET



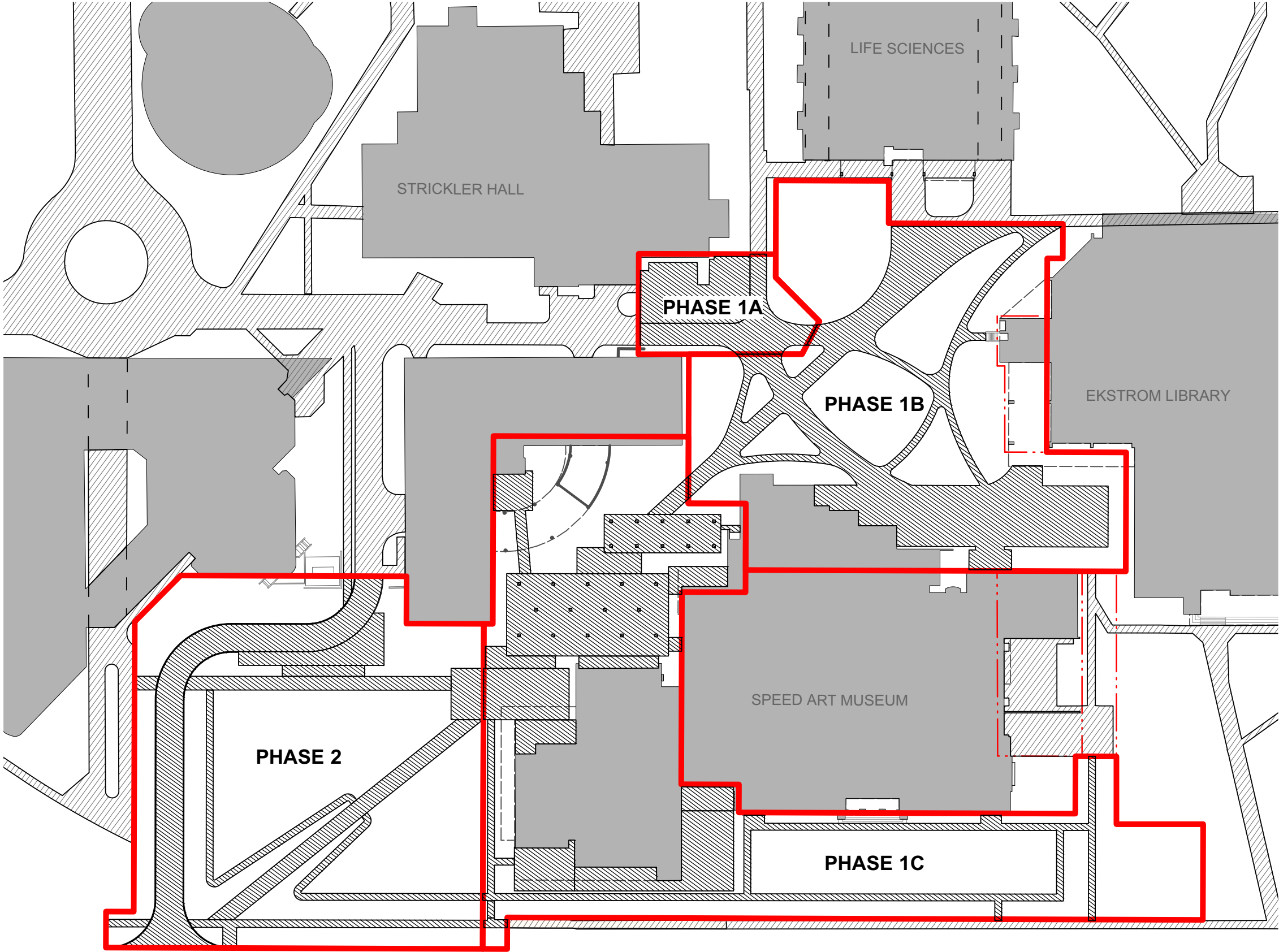
CINEMA



SERVICE QUAD



CONSTRUCTION PHASING



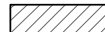



PHASE 1A
EST. APR - AUG 2023

PHASE 1B
EST. AUG 2023 - SPRING 2024

PHASE 1C
EST. SPRING 2024 - END OF 2024

PHASE 2
SCHEDULE UNKNOWN. PENDING
UL / KY STATE AGREEMENT

-  PROJECT EXTENTS
-  PHASE EXTENTS
-  EXISTING CONDITIONS
-  PHASE IMPROVEMENTS

NORTH
←

RECOMMENDATION TO THE BOARD OF TRUSTEES
REGARDING THE 2023-2025 STRATEGIC PLAN

Board of Trustees – January 19, 2023

RECOMMENDATION:

The Interim President recommends that the Board of Trustees adopt in principle the 2023-2025 Strategic Plan, as [attached](#).

BACKGROUND:

In fall 2018, university officials announced that UofL would begin the process of developing a strategic plan to be divided into two 3-year plans. Following the culmination of the 2019-2022 plan, a 2023-2025 plan was drafted to identify strategies and set goals for the next three years.

The draft was developed by the strategic plan co-chairs and subcommittees with input from the president's leadership team, the provost's leadership team, university deans, and the board of trustees.

Note: the 2023-2025 plan will be professionally formatted and printed, but the content/data will remain the same.

BOARD ACTION:

Passed X

Did Not Pass

Other

 ^{*ns*}Signature on file
Assistant Secretary

STRATEGIC PLAN

Statement of Pride and Purpose

DECEMBER 2022

Founded in 1798 as one of the nation's first city-owned, public universities, the University of Louisville has a storied history of adaptability and growth to meet the changing needs of the Commonwealth and the world beyond. Our legacy as a catalyst for opportunity and innovation continues — but now against a rapidly shifting social and economic backdrop, which includes a decline in public perception of the value of higher education, and looming demographic cliffs caused by the 2008 recession and, most recently, the COVID-19 pandemic.

As we continue to highlight the many benefits of an earned college degree — such as lower unemployment, higher lifetime incomes and longer life expectancies — we must also prioritize and demonstrate how, together, Cardinals lead the charge to help a better world take flight. As one of fewer than 80 universities in the U.S. to earn recognition by the Carnegie Foundation as both a Research 1 and Community Engaged university, we are uniquely positioned to both create and apply knowledge that makes lasting, and even life-saving, impacts.

UofL is a vital ecosystem that creates thriving futures for students, our community and society. We are the change agents for a better tomorrow. Over the next five to 10 years, here's how we'll get there:

LEARN | REDEFINING STUDENT SUCCESS

We unleash students' potential and prepare them for the careers, workplaces and complex challenges of tomorrow. We are committed to closing the opportunity gap for all students and radically altering the paths of generations by providing resources and support to students from a variety of socio-economic backgrounds. We expand learning beyond the classroom by collaborating with campus, community and industry partners to provide students engaged learning experiences, resulting in a better educated workforce to drive the economic growth of our region.

THE KEY METRIC we'll use to gauge our success is the number of degrees awarded, with the goal of increasing that number by 14% over the next decade.

DISCOVER | RESEARCH & INNOVATION POWERHOUSE

We concentrate our research, scholarship, innovation and partnership efforts toward solving global problems that will affect the human condition for years to come. We empower our communities by focusing on improving educational access and attainment, preventing violence and trauma and confronting inequities to reduce social, educational, economic and health disparities. We advance human health by leading a transformative shift that will help people live longer, healthier and more resilient lives. We engineer a future economy by developing and harnessing technological advancements to transform the workforce; and advancing manufacturing for a new energy economy.

THE KEY METRICS we'll use to gauge our success are an increase in research expenditures and improvement in our Blue Ridge Institute for Medical Research rankings.

CONNECT | PREMIER METROPOLITAN UNIVERSITY

We are not just located *in* Louisville, we are *of* Louisville. As we succeed so does our city, our state and our world. Residents and businesses benefit from UofL's commitment to serving the community and spurring progress through research, innovation and entrepreneurialism. We encourage a purpose-driven, service mindset, empowering students to make a positive impact on the economic, social and cultural health of our community. Our Signature Partnership, an effort to enhance the quality of life and economic opportunity in a historically underserved area, is considered a national model for community engagement.

THE KEY METRICS we'll use to gauge our success are an increase in community and industry partnerships, and growth of philanthropic funds raised.

WORK | LIVING OUR MISSION

Our people are the lifeblood of our shared higher purpose, driving our institution forward by living our Cardinal Principles and transforming our mission into reality. We provide opportunities for professional development and career growth, and offer a generous, competitive benefits package. We foster a culture of collaboration and work-life balance rooted in the spirit of always looking for ways to say "yes" to our employees. We come from different backgrounds, with a multiplicity of expertise, skills, beliefs and interests. This dynamic tapestry of strengths and diverse perspectives make UofL a place where potential is unleashed and positive change for humankind is fueled.

THE KEY METRICS we'll use to gauge our success are inclusion in the Great Colleges to Work For program and on Forbes' list of America's Best Employers.

From a kaleidoscope of backgrounds and backdrops we come.

To learn.

To grow.

To stand on the shoulders of giants ...

To become giants ourselves.

Finding needed solutions. For ALL.

Fueling life-changing innovations. For ALL

At the University of Louisville, we earn our pride.

Once a Cardinal

Forever a Cardinal.

Forever connected.

Forever committed.

Walk our campus. Match our stride

And you'll see individuals eager to write new rules

and create pathways for success long overdue ...

Because we don't just live in the city,

the city lives within us, giving us purpose.

From transforming the health of the communities

we serve to protecting the future of the

environment we share,

Cardinals make impacts that make a difference.

When it comes to research,

We. Are. A. Powerhouse.

Driven to unite ...

and build ...

and imagine ...

and inspire.

We are the flag bearers of a more worthy

tomorrow.

Many determined faces,

One red heart,

Beating strong and getting stronger,

Cardinals are leading the charge to help a better

world take flight.

- UOFL BRAND ANTHEM

We stay on our path toward creating thriving futures by assessing our progress and holding ourselves accountable to reaching our goals. Following are the five- and 10-year mileposts we strive to reach on our journey toward a better tomorrow.

DRAFT UofL Strategic Plan 2023-25

LEARN

LEARN Strategic Goal: The University of Louisville is a great place to LEARN because it prepares students for success now and into the future. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.		
Strategy L1: Attract, retain, and graduate a talented, diverse student body through meaningful and structured commitment to student success.		
ACTION 1: Create interdisciplinary degrees and credentials driven by community, society, and workforce needs.	ACTION 2: Increase and support non-traditional student populations including adult, commuter, online, transfer, international, etc.	ACTION 3: Continue to identify and remove barriers to improve retention and persistence to graduation and ensure progress towards equal outcomes for underrepresented, underprepared, low-income student sub-populations.
Strategy L2: Prepare critical thinking, global citizens capable of lifelong, self-directed learning to lead, serve and shape the future.		
ACTION 1: Every student will complete an engaged learning experience such as internship, community-based learning project, undergraduate research, creative activity presentation/performance, practicum, study abroad, service learning, etc.	ACTION 2: All students will be provided with a foundation of essential skills that each recognizes as translational to career, professional and life opportunities	

DISCOVER

DISCOVER Strategic Goal: The University of Louisville is a great place to DISCOVER new knowledge that improves lives. We accomplish this through impactful research, innovation, scholarship, and creative activity.		
Strategy D1: Increase efforts and support in innovation, research, scholarship, and creative activities.		
ACTION 1: Build and enhance institutional infrastructure to support UofL research, scholarship, and creative activities.	ACTION 2: Invest in the recruitment, development, and retention of top researchers: faculty, staff, postdocs and graduate students.	ACTION 3: Engage historically underrepresented communities in the university's scholarly contributions and research activities.
Strategy D2: Develop strong translational research, innovation, and entrepreneurship programs to maximize societal impact of university research.		
ACTION 1: Develop and support a culture that celebrates innovation and impact.	ACTION 2: Develop the capacity to successfully start and launch companies from UofL technology and discoveries.	ACTION 3: Expand innovation and translational research support including clinical research and clinical trials.

CONNECT

<p>CONNECT Strategic Goal: The University of Louisville is a great place with which to CONNECT because of its impact on community and the economic, social, and cultural health and well-being of Louisville, the Commonwealth, and beyond. We accomplish this through principled leadership, responsible stewardship, and engaged partnerships.</p>		
<p>Strategy C1: Improve awareness, accessibility, value, and impact of community, industry, government, and alumni partnerships.</p>		
<p>ACTION 1: Recognize and celebrate works that Empower Our Communities through research and enhanced cultural contributions to our community and partnerships.</p>	<p>ACTION 2: Expand and strengthen partnerships that support professional development to Advance the Health of our community.</p>	<p>ACTION 3: Engineer Our Future Economy by developing creative ideas and technologies that facilitate workforce opportunities through engagement with industry, non-profit, community and government entities.</p>
<p>Strategy C2: Increase Community and Alumni Engagement</p>		
<p>ACTION 1: Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) by leveraging clinician, faculty, staff, and student expertise and talent.</p>	<p>ACTION 2: Develop a comprehensive alumni engagement platform to integrate university, alumni, and friends shared interests, expertise, and achievements.</p>	

WORK

<p>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.</p>		
<p>Strategy W1: Foster a culture of care, trust, accountability, equity, and transparency.</p>		
<p>ACTION 1: Implement and incentivize programs to cultivate effective leaders and to hold them accountable for improving climate and culture outcomes as well as understanding the university's identity, vision and values including Cardinal Principles and the Cardinal Anti-Racism Agenda.</p>	<p>ACTION 2: Continue to establish transparent operational policies and procedures through Shared Governance and to increase effective communication strategies across campus.</p>	
<p>Strategy W2: 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</p>		
<p>ACTION 1: Prioritize faculty and staff retention by providing professional development opportunities.</p>	<p>ACTION 2: Informed by 2021-23 compensation study, develop plans to redress identified equity issues.</p>	<p>ACTION 3: Develop and provide formal university and unit/department on-boarding and exit interviews for faculty and staff.</p>

Our Focus Areas & Goals

LEARN

We unleash students' potential and prepare them for the careers, workplaces and complex challenges of tomorrow. We are committed to closing the opportunity gap for all students and radically altering the paths of generations to come. We expand learning beyond the classroom by collaborating with campus, community and industry partners to provide students engaged learning experiences.

LEARN	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Peer Comparisons/Rankings, when applicable</i>
Overarching Goal: Learn			
Increase number of degrees awarded from 3,000	2,975 Undergraduate Degrees 2,049 Graduate Degrees (2020-2021) Peer Institution Comparisons (2020-2021): UCin – UG: 6,213 ; GRAD: 3,386 USF – UG: 10,225 ; GRAD: 4,256 VCU – UG: 5,314 ; GRAD: 2,069 UIC – UG: 5,052 ; GRAD: 3,618	3,549 Undergraduate degrees 2,490 Graduate degrees	4,238 undergraduate degrees 3,000 Graduate degrees

LEARN	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Peer Comparisons/Rankings, when applicable</i>
Goals in support of the Overarching Goal: Learn			
Increase our 6-year student graduation rate	62% Peer Institution Comparisons: UCin – 73% USF – 75% VCU – 68% UIC – 62%	65%	70%
Eliminate the student graduation gaps (vs overall population)	First Generation gap: 10% points PELL gap: 11% points URM gap: 8% points Peer Institution Comparisons for Underfunded Students: UCin – 10% points USF – 3% points VCU – 5% points UIC – 1% points	Decrease the gaps to: First Generation gap: 5% points PELL gap: 6% points URM gap: 4% points	Eliminate Gaps: First Generation gap: 0% points PELL gap: 0% points URM gap: 0% points
Increase total student financial aid awards through philanthropy	Current total student financial aid: \$ 128.58 M Peer Institution Comparisons: UCin – \$122.80 M USF – \$250.46 M VCU – \$174.15 M UIC – \$180.60 M	Increase by 10%	Increase by 20%
Ensure all undergraduate students participate in experiential learning	2,700 undergraduate students currently have an experiential learning experience	Ensure all students have at least one experiential learning opportunity	Ensure all students have at least two experiential learning opportunities

LEARN	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Peer Comparisons/Rankings, when applicable</i>
Increase total enrollment	Current total enrollment is 23,194 students (Fall 2021) Peer Institutions Comparisons: UCin – 40,281 USF – 49,867 VCU –28,919 UIC –34,199	Increase to 26,000 total students	Increase to 30,000 total students
Create an Honors College	Of our 17 CPE benchmarks, 12 have an Honors College Of our 14 ACC benchmarks, 3 have an Honors College	Enroll first Honors College class	Maintain Honors College enrollments
Build a health science facility, including simulation, study space, classrooms, and labs	N/A	Secure funding from the state for capital project	X
Establish Phi Beta Kappa chapter in the College of Arts & Sciences	Of the 17 CPE benchmarks, 15 have Phi Beta Kappa Of our 14 ACC benchmarks, 13 have Phi Beta Kappa	Growth program and college reorganization in place	PBK application process complete and chapter launches

DISCOVER

The University of Louisville excels in research and innovation that drive the economic development of the city and Commonwealth by creating new businesses, greater employment, and greater prosperity for all of our citizens.

DISCOVER	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Potential Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Potential Peer Comparisons/Rankings, when applicable</i>
Overarching Goal: Discover			
Increase research expenditures and rankings	FY 2021 research expenditures were \$201 million. (FY22 data pending) Our Blue Ridge ranking for school of medicine research expenditures is 69 (2021) out of 143 institutions.	Increase to \$250 million Improve Blue Ridge ranking to 59	Increase research expenditures to \$325 million Improve Blue Ridge ranking to the top 50
Goals in Support of Overarching Goal: Discover			
Increase the number and success of startups and licenses of UofL technology	UofL has averaged 10 licenses per year and 5 startups. License income average is \$958,000. (5 year averages are used here).	Double the number of startups to 10 per year Increase the license income to \$2 million annually.	20 startups per year \$5 million in license income annually
Improve health outcomes for the region and increase quality of our affiliated healthcare organization	Number of active clinical trials at UofL was 318, and 70 were sponsored by UofL. (snapshot data, 7/6/22).	Double the volume of clinical trials at UofL (numbers needed) Double the number of UofL investigator-initiated clinical trials	X

DISCOVER	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Potential Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Potential Peer Comparisons/Rankings, when applicable</i>
Increase the number of doctoral graduates across all disciplines	593 doctoral graduates Peer Institution Comparisons: UCin – 778 USF – 717 VCU – 795 UIC – 1,425	700 doctoral graduates	900 doctoral graduates
Increase the number of publications and citation counts for UofL publications	We currently don't have a research information system to be able to gather these data	Implement research information system and set appropriate targets	

CONNECT

We are not just located in Louisville; we are of Louisville. As we succeed so does our city, our state and our world. We encourage a purpose-driven, service mindset and we make a positive impact on the economic, social and cultural health of our community.

CONNECT	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Potential Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Potential Peer Comparisons/Rankings, when applicable</i>
Overarching Goal: Connect (Community Engagement)			
Increase the total number of reported Community Engagement activities	1400 Community Engagement activities	2,500 Community Engagement activities	3,500 Community Engagement activities Establish Center for Community Based Partnerships
Goals in Support of Overarching Goal: Connect (Community Engagement)			
Increase the total number of Signature Partnership activities ¹	142	175	175
Increase the amount of community engaged scholarly grants	\$27.4M ²	\$30M	\$45M

¹ Activities can fall under multiple categories. The Signature Partnership Initiative is UofL's place-based initiative working in collaboration with residents and organizations serving west Louisville

² 2019 – 2020 baseline year (pre-covid)

CONNECT	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Potential Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Potential Peer Comparisons/Rankings, when applicable</i>
Secure Carnegie and related classifications	Carnegie Community Engagement classification UCin – No USF – Yes VCU – Yes UIC – No APLU Innovation and Prosperity classification	Attain recertification of Carnegie Community Engagement classification Successful application of Carnegie Social and Economic Mobility classification Maintain APLU Innovation and Prosperity classification	Maintain Carnegie Community Engagement classification and Carnegie Social and Economic Mobility classification
Overarching Goal: Connect (Philanthropy)			
Increase total philanthropy dollars raised	\$97.15M in FY22 ³	\$114M (cohort median of peers) ⁴	\$140M (above median of peers)
Goals in Support of Overarching Goal: Connect (Philanthropy)			
Increase the percentage of undergraduate alumni donors	10.47% in FY22 National average Alumni Participation giving: 8%	11% (cohort median of peers)	13% (above median of peers)
Increase the number of unique donors	20,817 in FY22 ⁵	25,000 (cohort median of peers)	30,000 (above median of peers)

³ \$68.5M Academic giving + \$28.6M Athletic giving

⁴ Philanthropy benchmark peers: *Clemson University; George Mason University; Kansas State University; Mississippi State University; University of Alabama at Birmingham; University of California, Santa Cruz; University of Delaware; University of Memphis; University of Oklahoma; University of Texas at Dallas*

⁵ This includes alumni and non-alumni

CONNECT	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Potential Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Potential Peer Comparisons/Rankings, when applicable</i>
Establish percentage of board giving across university wide boards	BOT: 60% in FY22 President Council: 48.4% in FY22 Alumni Assoc.: 100% in FY22	100%	100%
Initiate a fundraising feasibility study in preparation for a university wide comprehensive campaign.	No comprehensive campaign planning underway	Complete the quiet phase and publicly launch a university wide comprehensive campaign	Conclude a university wide fundraising comprehensive campaign

WORK

Our people are the lifeblood of our shared higher purpose, driving our institution forward by living our Cardinal Principles and transforming our mission into reality. We provide opportunities for professional development and career growth, and offer a generous, competitive benefits package.

WORK	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Potential Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Potential Peer Comparisons/Rankings, when applicable</i>
Overarching Goal			
Achieve ModernThink <i>Great Colleges to Work For</i> recognition status	UofL currently not ranked in 2022 (5/77 combined peer groups ranked; 4/5 honor roll status)	Earn ≥4 Recognition Categories ⁶	Earn and maintain Honor Roll ⁷ status for ≥2 years
Goals in Support of Overarching Goal			
Define and maintain market equivalent and competitive pay ranges to align with established peer groups	N/A	Midpoints of pay ranges remain aligned with market	Midpoints of pay ranges remain aligned with market

⁶ Compensation & Benefits, Confidence in Senior Leadership, DEI, Faculty & Staff Well-being, Faculty Experience, Job Satisfaction & Support, Mission & Pride, Professional Development, Shared Governance, Supervisor/Dept Chair Effectiveness

⁷ Earn at least 5 Recognition Categories

WORK	Current Status <i>Peer Comparisons/Rankings, when applicable</i>	Goal in 5 years <i>Potential Peer Comparisons/Rankings, when applicable</i>	Goal in 10 years <i>Potential Peer Comparisons/Rankings, when applicable</i>
Make meaningful investments in base salaries annually to close pay gaps and develop new funding model ⁸ to align compensation with appropriate placement relative to market	Early projections in compensation study indicate more than 50% staff pay positioning ≤ 25 th percentile (Faculty data will not be available until the end of Q1 2023)	Move overall pay positioning to 50 th percentile	Maintain overall pay positioning at 50 th percentile
Make meaningful investments in base salaries annually, that when combined with robust and diverse benefits places UofL in the top quartile among established peer groups	Total Rewards survey results will not be available until Q2 2023	TBD	TBD
Earn recognition as Forbes America’s Best Large Employer	UofL currently not ranked in 2022 (14/77 combined peer groups ranked in 2022) ⁹	Earn recognition	Maintain recognition
Enable employees to reach full potential by increasing professional development and career ladders opportunities	N/A	Increase participation by 50%	Increase participation by 75%
Align or surpass COACHE survey faculty satisfaction scores with established peer institutions	TBD, additional research required	Align with established peer institutions	Maintain or surpass alignment with established peer institutions
Increase number of diverse faculty	N/A	Increase by 50%	Increase by 100%

⁸ Funding model which supports merit-based pay (supplements COLA)

⁹ <https://www.forbes.com/lists/best-large-employers/?sh=7c9557417b66> (previous years not available)

Operational Definitions

LEARN

1. 6-Year Graduation Rate (Integrated Postsecondary Education Data System [[IPEDS](#)] Definition)

Graduation rates are the calculated percentages of students who graduate or complete their program within a specified timeframe. **IPEDS graduation rates (GR) are reflective of full-time, first-time, baccalaureate degree-seeking students who started and finished at the same institution.** Students included in graduation rates do not represent all of the students at an institution (e.g., GR excludes part-time and transfer students). Institutions are allowed three types of exclusions for this population: deceased students, students who leave the institution to join the military or Peace Corps, and students who leave the institution to engage in official church missions work.

2. Student Graduation Gap

The gap between student groups. For example, the difference in 6-year graduation rates for Pell-Eligible and non-Pell-Eligible students.

3. Experiential Learning

Students apply their knowledge to concrete experiences through reflecting, perspective taking, critical thinking, and learning through active exploration. The experiential learning process includes the integration of: Knowledge, Activity and Reflection. Examples include: internships, co-ops, apprenticeships, undergraduate research, and study abroad.

4. Honors College

Honors programs and honors colleges are designed to provide academically talented students with challenges and unique learning opportunities. Many universities have honors colleges and students can apply upon admission or as upperclassmen. Hallmarks of an honors college include selective admissions, smaller classes, an enriched accelerated curriculum, and thesis projects. While UofL has a strong honors program, a honors college would be more visible to students and their families and would give the institution a competitive advantage.

5. “Simulation education is a bridge between classroom learning and real-life clinical experience. Novices – and patients - may learn how to do injections by practicing on an orange with a real needle and syringe. Much more complex simulation exercises – similar to aviation curricula that provided the basis for healthcare – may rely on computerized mannequins that perform dozens of human functions realistically in a healthcare setting such as an operating room or critical care unit that is indistinguishable from the real thing. Whether training in a “full mission environment” or working with a desk top virtual reality machine that copies the features of a risky procedure, training simulations do not put actual patients at risk. Healthcare workers are subject to unique risks in real settings too, from such things as infected needles, knife blades and other sharps as well as electrical equipment, and they are also protected during simulations that allow them to perfect their craft.” Source: [ssih.org](#)

6. Phi Beta Kappa

“Since our founding in 1776, Phi Beta Kappa has celebrated excellence in the liberal arts and sciences and championed freedom of thought. As America’s most prestigious academic honor society, we are uniquely equipped to advocate for the value and benefits of liberal arts and sciences education. 10% of U.S. colleges and universities have Phi Beta Kappa chapters. These chapters select only about 10 percent of their arts and sciences graduates to join.” Source: [pbk.org](#)

DISCOVER

1. Research Expenditures

“The amount of money spent on research and experimental development”

Source: <https://www.oecd-ilibrary.org/docserver/9789264239012-6-en.pdf?expires=1670800709&id=id&accname=guest&checksum=E4FC66F319529BFA4045694295C3073B>

2. Blue Ridge Ranking

The Blue Ridge Institute for Medical Research provides rankings for Schools and Departments of Medicine based on NIH funding.

3. Start Ups and Licensing

A license in an agreement for use of UofL-owned intellectual property and is between the UofL Research Foundation and a separate legal entity. A startup refers to a new company founded in order to bring a technology to the market. In this case, a license agreement is made with the new company, giving them rights to the technology owned by UofL.

4. Clinical trials

“**Clinical trials** are research studies performed in people that are aimed at evaluating a medical, surgical, or behavioral intervention. They are the primary way that researchers find out if a new treatment, like a new drug or diet or medical device (for example, a pacemaker) is safe and effective in people. Often a clinical trial is used to learn if a new treatment is more effective and/or has less harmful [side effects](#) than the standard treatment.” Source: <https://www.nia.nih.gov/health/what-are-clinical-trials-and-studies>

5. Citations

'Publication citations' refers to **the number of times that a publication has been cited by other publications**. (Publications here includes more than just research articles, but also books/chapters, monographs, preprints, and conference proceedings). Source: <https://dimensions.freshdesk.com/support/solutions/articles/23000018845-what-are-publication-citations->

CONNECT

1. Community Engagement Activities

- **Partnerships:** Ongoing collaboration with community partners for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.
- **Outreach:** Providing direct services, time, or resources to benefit a community or its institutions. This includes instances of public intellectualism such as talks, lectures, presentations, performances, etc.
- **Curricular Engagement:** Describes the teaching, learning, and scholarship that engages students, and community in mutually beneficial and respectful collaboration through course work.
- **Engaged Scholarship:** Scholarly work done in full partnership with the community. It consists of research, teaching, and the application of scholarship for the mutual benefit of the institution and community partner.

2. Signature Partnerships

Partners in west Louisville: Partners in UofL's place-based Signature Partnership, working in collaboration with residents and organizations serving west Louisville to enhance the quality of life and opportunity for residents of west Louisville. The goal is to work with a wide range of community collaborators to improve the education, health, quality of life, and social status of individuals and families living in our urban core.

3. Carnegie Community Engagement Classification

The collaboration between U of L and the community (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching, and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

4. Carnegie Social and Economic Mobility Classification

New measures that evaluate schools' ability to provide better access to higher education, increase student retention and success, help students obtain post-graduate employment, and assist graduates in managing student debt

5. **APLU Innovation and Prosperity Classification:** The IEP designation program recognizes institutions that have demonstrated a substantive, sustainable, and institution-wide commitment to and strategy for regional economic engagement, growth, and economic opportunity.

6. Capital Campaign (Comprehensive campaign)

"Capital campaigns are intense fundraising efforts designed to raise a specific amount of money within a defined time period to build an organization's assets and capacity. They typically raise much more than an organization has ever raised in a single campaign." Source: <https://capitalcampaigntoolkit.com/set-capital-campaign-goal/>

WORK

1. Chronicle Great Colleges to Work For

[Chronicle Great Colleges to Work For survey](#)

Administered by Modern Think. The “Great Colleges to Work For” program consists of two parts:

1. An institutional assessment survey (known as the ModernThink Institutional Questionnaire or “IQ”) that asks about policies, procedures, practices, demographics, and benefits/infrastructure; and
2. A survey administered to faculty/staff (known as the ModernThink Higher Education Insight Survey). A representative sample from all faculty and staff is selected for participation in this component.

UofL participated in the “Great Colleges to Work For” survey seven times since 2008 (2008, 2009, 2010, 2011, 2012, 2014, and 2020). Participation in the actual program is free to institutions and UofL typically pays for oversampling of certain populations (such as those in physical plant) to ensure a representative response rate. Costs are only incurred for oversampling and the library of reports. In 2020, UofL’s participation cost \$9,868. This cost included the oversampling of 600 employees and a library of reports that compared UofL’s 2020 results to the university’s 2010, 2012, and 2014 results.

On average, over 1,000 institutions participate in the “Great Colleges to Work For” program allowing for benchmark analysis across varying dimensions which include Carnegie Classification, region, and institution size. In response to UofL’s participation, an internal “Great Colleges to Work For” Steering Committee (GPTW) was formed in 2012-2013. The GPTW Steering Committee includes representation from Human Resources, Faculty Affairs, Diversity and International Affairs, Faculty Senate, Staff Senate, COSW, CODRE, and Institutional Research. The charge of the Steering Committee was to develop policies and procedures to address identified issues with work life of faculty and staff.

Additional details about each component of the program are below.

Institutional Questionnaire (taken from the Great Colleges to Work For survey website):

The IQ captures important demographic data as well as details regarding institution policies and practices. This information enables us to examine which benefits and programs are most effective, identify best practices and compile benchmark data based on different categorizations of the program participants. The information collected through the Institution Questionnaire© is reviewed and analyzed to support both the recognition analysis and our continuing research.

Faculty/staff survey (taken from the Great Colleges to Work For survey website):

The ModernThink Higher Education Insight Survey© is a faculty/staff survey derived in part from the ModernThink Insight Survey©, an assessment tool that has been used in over 55 “Best Place to Work” programs with more than 4,000 organizations. The survey measures the extent to which employees are involved and engaged in the organization and ultimately, the quality of the workplace experience.

The survey measures 10 core dimensions reflecting managerial and organizational competencies. The survey also includes a Faculty Experience dimension, comprising statements posed to Faculty and Adjuncts only. Benchmark data is compiled across Carnegie Classification, Region, Enrollment Size and Public/Private status.

The core survey contains 55 statements, plus an additional 5 Faculty Experience statements for Faculty and Adjuncts only. The instrument utilizes a five-point agreement scale (Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree), along with a Not Applicable response option. The survey instrument also includes a 20-item benefits satisfaction component and two open-ended questions.

2. Forbes America's Best Large Employer

Forbes, owned by Whale Media Investments and the Forbes family, is a well-known American business magazine that is published eight times a year. Forbes publications include topics such as finance, industry, investing, and marketing, technology, communications, science, politics, and law. It also is known for its lists and rankings, such as "America's Best Large Employer" ranking list.

Forbes partnered with market research firm Statista to compile our list by surveying 60,000 Americans working for businesses with at least 1,000 employees. Participants were asked to rate their willingness to recommend their own employers to friends and family, and to nominate organizations other than their own. The final list ranks the 500 large employers that received the most recommendations.

3. Career Ladder Opportunities

Shared responsibility between employees and leaders; employees participate in their growth and development with the support and encouragement of UofL. The university is responsible for providing clarity and opportunities for development. The Compensation & Total Rewards Study results will include job architecture which outlines clear paths for career progression.

4. COACHE Survey

[COACHE Survey](#)

The Collaborative on Academic Careers in Higher Education (COACHE) survey is administered by Harvard University. The COACHE survey is uniquely designed to measure job satisfaction among full-time faculty. UofL participated in the COACHE survey administered in fall 2019 as part of the NSF ATHENA grant. Details of UofL's participation and the survey results are located at <https://louisville.edu/oapa/coache/>. Dr. Olfa Nasraoui in the JB Speed School of Engineering is the principal investigator (PI) on the ATHENA grant. The cost of UofL's participation was funded by grants. The survey allows UofL's results to be compared to faculty at peer institutions. Institutions can add up to 15 custom questions. Institutional Research and Planning team provided the faculty sample for the COACHE survey, and the university conducted inferential analyses of the survey results comparing subpopulations.

RECOMMENDATION TO BOARD OF TRUSTEES
REGARDING PERSONNEL MATTERS

Board of Trustees – January 19, 2023

The President recommends that the following personnel recommendations be approved by the Board of Trustees.

Business

Kim Schatzel, PhD (Michigan State University); appointment as Professor (Tenured) of Marketing and President of the University, February 1, 2023.

Notable Accomplishments:

Dr. Schatzel has served as president of Towson University since January 2016, where she is touted as advancing Maryland's second largest and fastest growing university. She began her academic career as an assistant professor of Marketing for the College of Business at the University of Michigan-Dearborn, where she later served as the college's associate dean (2005-2008) and dean (2008-2012). From 2012 to 2016, Dr. Schatzel served as interim president, provost and executive vice president of academic and student affairs at Eastern Michigan University. In 2020, she was honored with the Whitney M. Young Jr., Award, an award given in memory of the civil rights leader and former head of the National Urban League, honoring members of the Baltimore community committed to advancing diversity, equity and inclusion in the region and in the state.

Selection Process:

Selected by the Board of Trustees, with the assistance of the search firm, WittKieffer.

Salary Data:

Incumbent base salary: \$828,200
Incumbent total salary: \$828,200

Proposed base salary: \$925,000
Proposed total salary: \$925,000

Budget impact: \$ 97,000

Median benchmark comparison: \$662,755
Benchmark position title: Chief Executive Officer, Single Institution
Doctoral Institutions by Expense Quartile: Quartile 4, > \$1.3 Billion
Median benchmark source: CUPA Administrators in Higher Education
Year of benchmark data: 2021-2022
Benchmark data number of incumbents: 190
Benchmark data number of institutions: 187

RECOMMENDATION TO THE UNIVERSITY OF LOUISVILLE BOARD OF TRUSTEES
REGARDING A PERFORMANCE BONUS FOR DR. LORI STEWART GONZALEZ FOR
SERVICE AS INTERIM UNIVERSITY PRESIDENT

Board of Trustees – January 19, 2023

RECOMMENDATION:

The Chair recommends that the Board of Trustees approve a performance-based bonus in the amount of \$100,000.00 for Dr. Lori Stewart Gonzalez in recognition to her service to the university as Interim President, pursuant to her appointment letter dated December 13, 2021.

BACKGROUND:

Dr. Gonzalez's appointment letter is attached.

BOARD ACTION:

Passed X

Did Not Pass

Other

 Dr Signature on file
Assistant Secretary

December 13, 2021

Lori Stewart Gonzalez, Ph.D.
Executive Vice President & University Provost
University of Louisville
2301 S Third Street
Louisville, KY 40292

Dear Dr. Gonzalez:

The purpose of this appointment letter is to memorialize the terms on which you agree to serve as Interim President of the University of Louisville. The Board of Trustees of the University of Louisville approved your selection as Interim President on December 13, 2021 and approved this appointment letter on December 13, 2021. Your appointment as Interim President shall be subject to the terms and conditions detailed below. If acceptable to you, the terms and conditions contained in this letter shall be considered in all respects to be effective as of the Effective Date (as defined below). The University community appreciates your leadership, energy, and strategic vision. We are confident you have the experience, competence, and capacity to continue moving the University forward, and we all look forward to working with you.

While serving as Interim President, the following terms will be in effect:

1. Appointment and Salary. You have agreed to assume the responsibilities of Interim President of the University of Louisville effective December 13, 2021 (the "Effective Date"). Your total annual salary during your term as Interim President shall be \$800,000. During the term of your service as Interim President, you will be eligible for a performance-based bonus in an amount not to exceed \$100,000 annually, to be awarded at the discretion of the Board of Trustees as part of the annual evaluation process described in paragraph 2.
2. Service as Interim President. Your appointment as Interim President is at the pleasure of the Board of Trustees and may be terminated at the discretion of the Board of Trustees and in accordance with Kentucky law. It is anticipated that you will serve in the role of Interim President until a permanent University President is appointed by the Board of Trustees. Your responsibilities as Interim President will be those outlined in Section 2.1.2 of the Redbook, together with such other responsibilities as may be assigned by the Board of Trustees from time to time.
As Interim President, you will serve on the boards of several corporations affiliated with or related to the University.
 - a. You will have control of the University's fund-raising activities and will serve as an ex-officio, voting member of the board of directors of the University of Louisville Foundation, Inc.
 - b. You will serve as President and a voting member of the board of directors of the University of Louisville Research Foundation, Inc., a non-profit corporation organized for the

purpose of promoting, supporting and carrying out research projects and other activities related to the educational, scientific, literary, artistic, health care and public service missions of the University of Louisville.

- c. You will serve as chair of the board of directors of the University of Louisville Athletics Association, Inc. and will have ultimate responsibility for – and appropriate administrative and fiscal control over – the University’s intercollegiate athletics program.
- d. You will serve as an ex-officio member of the Board of Directors of UofL Health, Inc., a non-profit corporation organized for the purpose of managing a healthcare system serving the Greater Louisville Region.

You shall devote your full time and attention and best efforts to your University responsibilities. Subject to Paragraph 3 below, your service as Interim President and Executive Vice President and University Provost will be your exclusive employment. All other external activities for pay will require the prior written approval of the Chair of the Board of Trustees. The Board of Trustees will annually evaluate your performance as Interim President within three months after the end of each academic year and will provide you with a written summary of that evaluation.

You may be removed from your Interim President responsibilities only by action of the Board of Trustees.

3. Continued Service as Executive Vice President and University Provost. In addition to your appointment as Interim President, you have agreed to continue to serve in your current role as Executive Vice President and University Provost of the University until such time as the Board of Trustees approves the appointment of an Interim Executive Vice President and University Provost to serve in that role. During such time, your responsibilities as Executive Vice President and University Provost shall remain unchanged.
4. Standard fringe benefits. During your appointment as Interim President you will receive the standard fringe benefits provided to University employees. Your compensation will not include any deferred compensation, leased automobile, or car allowance.
5. Reimbursement for spousal travel. So long as you continue to serve as Interim President, the University will reimburse you in accordance with normal policies and procedures for the reasonable travel expenses of your spouse when he attends events on behalf of the University where the predominant purpose of your spouse's participation is to serve the University's business purpose in a substantial manner.
6. Club membership. You will have membership in the University Club for business uses. The University will maintain your memberships and pay your dues, in addition to reimbursement of ordinary expenses for business entertainment there.
7. Use of Amelia Place. You will not reside at Amelia Place during your term as Interim President. However, the University will make arrangements with the University of Louisville Foundation, Inc. to ensure that the Foundation maintains Amelia Place and its grounds, 2515 Longest Avenue, in

good order and repair and provides you, as Interim President, with priority access for University business and entertainment purposes.

8. Retreat Rights. When your service as Interim President ends, you will return to your work as Executive Vice President & Provost at the salary currently in effect for you as Executive Vice President & Provost, inclusive of any merit and COLA increases, and on the terms set forth in the appointment letter dated November 25, 2020.
9. University Policies and Procedures. Your employment at the University is subject to all University policies and procedures, as they may be amended from time to time, including Board of Trustees Bylaws and policies, the Redbook, and University administrative policies and procedures. Such University policies and procedures are not incorporated into this agreement, but, rather, it is acknowledged and understood that they separately apply to and govern the employment of all University employees. Thus, as Interim President, you will comply with all University policies and procedures. This includes ensuring that your Attestation and Disclosure Form on file with the University's Conflict of Interest Program is up to date at all times.
10. General Provisions. This appointment letter constitutes the entire agreement between the University and you for the period during which you serve as Interim President. This agreement may be amended only in a writing signed by both parties. This agreement may be executed in counterparts.

If the above terms are acceptable to you, please sign a copy of this appointment letter below and return it to me.

The Board of Trustees thanks you for agreeing to serve as Interim President. The Board believes that your experience, enthusiasm, and vision for the University make you a wonderful fit to continue to guide the University forward at this time.

With high regard,


Signature on file

Mary R. Nixon
Chair, Board of Trustees

My signature below indicates acceptance of the offer described in this letter dated as of December 13, 2021.

Signature on file

Signature



12-13-21

Date