





University of Louisville Strategic Plan 2008-2020 Scorecard*
 University-Wide

Outcomes		2009-2010 Goals	2010-2011 Goals	2011-2012 Goals	2012-2013 Goals	2013-2014 Goals	2014-2015 Goals	2020-2021 Goals
	Educational Excellence							
1.1	Increase number baccalaureate degrees awarded annually	2,451	2,468	2,486	2,549	2,612	2,675	3,074
1.1a	Increase the number of first-time, degree-seeking freshmen by attracting the 'best' students to UofL	2,589	2,634	2,679	2,724	2,770	2,815	3,085
1.1b	Increase the number of entering first-time transfers (including adult learners and US veterans) by targeted goal each year through 2020	1,004	1,023	1,042	1,061	1,081	1,101	1,207
1.1c	Decrease student to faculty ratio (student headcount/tenure and tenure-track faculty)	20.1	20.1	19.7	19.4	19.0	18 to 1	15 to 1
1.1d	Increase institutional need-based financial aid for all eligible students and merit-based financial aid for transfer students	\$2.9M	\$3.4M	\$3.9M	\$4.4M	\$4.9M	\$5.4M	\$7.2M
1.1e	Increase the number of staff to support student growth	4,067	4,083	4,100	4,117	4,133	4,150	4,250
1.1f	Increase student satisfaction (using NSSE criteria) ¹	Progress	Progress	1 for 4	1 for 4	1 for 4	2 for 4	4 for 4
1.1g	Increase percentage of full-time students living in university affiliated housing	22%	23%	25%	26%	27%	28%	32%
1.1h	Improve critical thinking skills (achieve goals in Ideas to Action Plan)							
1.1(h1)	Increase percentage of sophomores averaging at least a 3 out of 4 on critical thinking dimensions within general education rubric	23.5%	25%	27.5%	30%	32.5%	35%	50%
1.1(h2)	Increase percentage of graduating seniors averaging at least 3 out of 4 on critical thinking dimension in culminating experience rubric	Progress	Progress	Progress	30%	32.5%	35%	50%
1.1i	Implement STEM initiatives leading to more graduates with:							
1.1(i1)	Increase number of baccalaureate degrees in science, technology, and mathematics	380	389	397	406	415	424	483
1.1(i2)	Increase number of baccalaureate degrees in engineering	194	198	203	207	212	217	247
1.1(i3)	Increase number of baccalaureate and graduate degrees in science/math teacher preparation	25	26	30	35	41	44	60
1.2	Increase the baccalaureate graduation rate	47.9%	49.1%	49.6%	50.2%	51.3%	52.4%	60.0%
1.2a	Continued high academic performance by student athletes:							
1.2(a1)	Achieve an institutional average GPA of 3.0 among all university student athletes participating in the 23 conference sports (including football)	Progress	Progress	Progress	Progress	Progress	Achieved	Achieved
1.2(a2)	Achieve a 6-year graduation rate ≥ 65% for all university student athletes participating in the 23 sports	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
1.2(a3)	Achieve or exceed exceed the annual median of the average APR rate of other Big East schools	Progress	Progress	Progress	Progress	Progress	Achieved	Achieved
1.3	Increase doctorate degrees awarded annually	160	160	194	217	240	270	350
1.4	Improve job placement and enrollment in graduate/professional programs for alumni	76%	77%	77%	78%	79%	80%	85%
1.5	Enhance national recognition	Progress	Progress	Progress	Progress	Progress	Progress	Progress
1.5a	Increase the number of distinguished international/national student scholar awards (i.e. Rhodes, Fulbrights, etc.) [baseline is 8]	Progress	Progress	Progress	Progress	Progress	Progress	Progress
1.5b	Phi Beta Kappa Chapter	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
1.5c	Association of American Universities Membership	Progress	Progress	Progress	Progress	Progress	Achieved	Achieved
1.5d	Association of Research Libraries (ARL) Membership	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved


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	Research, Scholarship, and Creative Activity							
2.1	Increase total grants and contracts							
2.1a	Increase total grant and contract expenditures	\$161.5M	\$165.3M	\$190.2M	\$206.4M	\$228.0M	\$254.3M	\$493.5M
2.1b	Increase federal research grant and contract expenditures	\$78.0M	\$84.5M	\$96.3M	\$109.5M	\$122.6M	\$135.7M	\$199.2M
2.1c	Increase total grant and contract awards	\$130.9M	\$140.6M	\$154.2M	\$167.3M	\$184.8M	\$256.0M	\$400.0M
2.2	Increase the number of investigators and scholars ²							
2.2a	Recruitment and appointment of principal investigators and co-investigators (hired from new budget lines) who bring significant grant funding	6	8	19	26	33	40	120
2.2b	Recruitment and appointment of nationally-recognized faculty (hired from new budget lines) who provide professional scholarship or original/creative work that enhances the university's national and international prominence	2	3	8	12	16	20	60
2.2c	Recruitment and appointment of tenure-track and tenured faculty scholars (hired from new budget lines) who enhance the university's academic and clinical programs	12	12	47	83	118	153	283
2.3	National Cancer Center (NCI) Cancer Center designation³	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
2.3a	Increase the number of NCI federal grants	18	21	22	23	24	24	34

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2.4 Increase national faculty recognition/awards	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
2.4a National academies memberships	4	4	5	6	6	8	15
2.4b National faculty awards in arts, humanities, science, engineering, and health ⁴	7	7	8	9	9	10	20
2.4c Increase number of faculty peer-reviewed publications (articles in high impact journals, university presses, academic publishing houses, or other outlets for peer-reviewed scholarship)	1024	1063	1109	1147	1194	1232	1896
2.4d Increase the number of faculty creative activities in premier venues	36	38	40	41	43	44	68
 Community Engagement							
3.1 Increase collaborative partnerships with the community	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
3.1a Increase university presence (number of activities) throughout Kentucky (e.g., City Solutions Institute, HSC outreach)	201	210	222	239	261	287	344
3.1b Achieve goals of Signature Partnership Initiative (demonstrated progress on 13 programmatic goals)	20%	30%	40%	50%	60%	70%	100%
3.1c Achieve Carnegie Classification for Community Engagement designation	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
3.1d Achieve overall sports ranking of #30 or higher in annual Director's Cup Rankings (Division 1)	Progress	Progress	Progress	Progress	Progress	Progress	Achieved
3.2 Increase economic development/entrepreneurial activities	Progress	Progress	Progress	Progress	Progress	Progress	Progress
3.2a License income received	\$152K	\$157.6K	\$162K	\$167K	\$172K	\$178K	\$213K
3.2b Invention disclosures received and processed	90	97	96	99	102	105	126
3.2c Licenses/options agreements	5	15	17	20	22	25	44
3.2d Patent awards	8	9	9	10	10	11	13
3.2e Business start-ups (total)	23	25	26	27	28	28	34
 Diversity, Opportunity, and Social Justice							
4.1 Achieve Kentucky Plan Goals	7 for 8	7 for 8	7 for 8	7 for 8	7 for 8	8 for 8	8 for 8
4.2 Achieve annual goals specified in the University Diversity Plan	86%	87%	87%	88%	89%	90%	95%
4.2a Increase faculty teaching, studying, and conducting research outside the United States	208	217	225	233	242	250	300
4.2b Increase students studying and conducting research outside the United States	457	515	574	632	690	750	1500
4.2c Meet all three prongs of the goals for female athletic participation based on the OCR Title IX standards, (at least one prong must be met to be in compliance)	2 of 3	2 of 3	2 of 3	2 of 3	2 of 3	3 of 3	3 of 3

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 Creative and Responsible Stewardship							
5.1 Increase endowment	\$850M	\$980M	\$1.11B	\$1.24B	\$1.4B	\$1.5B	\$3B
5.1a Total philanthropy (development dollars) received towards endowment	Advancement office will track	Advancement office will track	Advancement office will track	Advancement office will track	Advancement office will track	Advancement office will track	Advancement office will track
5.1b Total philanthropy (development dollars) received	\$96M	\$100M	pending	pending	pending	pending	pending
5.2 Participate in the Association for the Advancement of Sustainability in Higher Education	Progress	Bronze	Bronze	Bronze	Silver	Silver	Gold
5.2a Education and Research	15 pts.	22 pts.	29 pts.	36 pts.	43 pts.	50 pts.	73 pts.
5.2b Operations	12 pts.	22 pts.	25 pts.	28 pts.	31 pts.	35 pts.	50 pts.
5.2c Administration and Finance	38 pts.	44 pts.	50 pts.	56 pts.	62 pts.	68 pts.	88 pts.
5.2d Sustainable Endowments Institute - College Sustainability Report Card	B+	B+	B+	A-	A-	A	A
5.3 Increase amount of fully-updated space							
5.3a Percentage of replacement value of facilities budgeted for capital renewal	0.57%	0.76%	0.94%	1.13%	1.31%	1.50%	2.00%

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	5.3b Increase space (assignable square feet) to reduce identified space deficit	0.21M asf	0.42M asf	0.63M asf	0.84M asf	1.05M asf	1.25M asf	2.5M asf
	5.3c Increase energy efficiency -- reduce energy used per gross square foot	0.5% increase	1% increase	2% increase	3% increase	4% increase	5% increase	10% increase
5.4	Spur Economic Development by Implementing:							
	5.4a Belknap Campus Master Plan	Progress	Progress	Progress	Progress	Progress	On Target	Fully Implemented
	5.4b Shelby Campus Master Plan	Progress	Progress	Progress	Progress	Progress	On Target	Fully Implemented
	5.4c Life Sciences Innovation and Commercialization	Progress	Progress	Progress	Progress	Progress	Progress	Progress
	5.4(c1) Health Science Campus Master Plan	Progress	Progress	Progress	Progress	Progress	On Target	Fully Implemented
	5.4(c2) Haymarket TIF	Progress	Progress	Progress	Progress	Progress	Achieve signature TIF threshold--\$200M cap. exp. and issued bonds to finance project	Project 80% complete
5.5	Increase clinical operations							
	5.5a Increase Medical School Fund, Inc. (private practice plan)	\$103.8M	\$107M	pending	pending	pending	\$114M	\$152M
	5.5b Increase Clinical Component of UofL Research Foundation (non-private practice)	\$96.4M	\$99.5M	\$101.3M	\$106.2M	\$111.1M	\$116M	\$155M
	5.6 Increase institutional survey average score on The Chronicle's annual 'Great Colleges to Work For' survey to 75% or higher	66%	67%	68%	68%	69%	70%	75%
	5.6a Increase compensation for faculty as compared to benchmark medians	91%	92%	92%	93%	94%	95%	100%
	5.6b Increase compensation for staff as compared to benchmark medians	91%	92%	92%	93%	94%	95%	100%
5.7	Continued self-assessment of NCAA compliance	No major infractions	No major infractions	No major infractions	Recertification achieved	No major infractions	No major infractions	No major infractions

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¹ Higher composite scores than comparison institutions on (a) student evaluation of their entire education experience and (b) likelihood they would choose UofL if they could start over again (first-year students and seniors)

² These include researchers who will bring significant grant funding as well as scholars doing work to enhance the university's national and international prominence

³ P30 Submission in 2019

⁴ Prestigious academic memberships and faculty awards as identified by the Lombardi Program or Measuring University Performance