

Office of the President: The Challenge for Excellence: A Plan for Team-Based Accountability 2006-07

Mission Statement: The University of Louisville shall be a premier, nationally recognized metropolitan research university with a commitment to advance the intellectual, social, and economic development of our diverse communities and citizens

Goal No.	Description of Goal Proposal	FY06 Data	Good Performance	Better Performance	Best Performance	Goal Progress
UNIVERSITY-WIDE TEAM GOALS: PRESIDENT, EVPs, SVP						
1	Enhance the educational experience: Student Success—Create a responsive, challenging and supportive educational environment characterized by high standards, commitment to quality, and student success A. Increase retention rate for first- time Freshmen in Fall 2004 cohort*	A: 75.7	A: 76	A: 76.3	A: 76.5	A: 77.2%
2	B. Increase retention rate of fall 2003 cohort (second- to third-year students)*	B: 63.6	B: 63.8	B: 64.0	B: 64.1	B: 64.1%
3	C. Increase retention rate of fall 2002 cohort (third-to-fourth year students)*	C: 58.3	C: 59.4	C: 60.5	C: 61.6	C: 58.7%*
4	D. Increase Graduation Rates	D: 36.8	D: 37.7	D: 38.6	D: 40.0	(see below) D: 41%
5	E. Increase the number of doctoral degrees *includes full and part-time students	E: 144	E: 120	E: 125	E: 130	D. COMPLETED; BEST LEVEL E: Aug. = 35 Dec. = 34 May: = 66 Total =135 E. COMPLETED; BEST LEVEL *progress with goal #3 showed an increase but was below the goal set.
	Research, Creative and Scholarly Activities: Focus energy and resources to enhance the scholarly agenda and advance to national prominence areas of programmatic					

6	<p>strength:</p> <ul style="list-style-type: none"> Advance the research agenda by increasing total research grants and contracts funding 	\$107M	\$108M for Research \$150M for total grants & contract funding	\$114M (Increase by 7%)	\$122M (Increase by 14%)	\$108M COMPLETED: GOOD LEVEL
7	<p>Accessibility, Diversity, Equity, and Communication—Develop a seamless system of access and intercultural understanding that promotes and supports race and gender diversity, inclusiveness, equity, and open communication:</p> <ul style="list-style-type: none"> Meeting the goals of the Kentucky Plan 	8 of 8	6 of 8	7 of 8	8 of 8	8 of 8 COMPLETED; BEST LEVEL
8	<ul style="list-style-type: none"> Achieving annual goals specified in the University's Diversity Plan 	86%	87%	90%	92%	87% COMPLETED: GOOD LEVEL
9	<p>Partnerships and Collaborations—Implement Signature Partnership Initiative that integrates interdisciplinary activities associated with teaching, research, and service. Support existing partnerships and engage new partners to contribute to the educational, social, and economic progress of the region and state</p>		Implement at least 5 major collaborations as pilot for signature partnership strategy	Develop at least 3 QEP proposals and connect to the Signature Partnership Initiative	Secure \$1 million dollars in matching funds from external sources for Signature Partnership Initiative collaborations	Five collaborations were implemented as follows: <ol style="list-style-type: none"> Assigned 100 pre-service students to 5 targeted schools; Implemented the TCP Scholars Program at Western Middle School; Launched the use of Mobile Health Van at targeted schools; Initiated Study Circle Project with parents, teachers, and community residents; Launched the Business Opportunity and Workforce Development Center

						<p>(BOWD) QEP Proposals have been developed to connect 3 academic course curricula to the Signature Partnership as pilots:</p> <ol style="list-style-type: none"> 1) Dental Hygiene community dentistry course; 2) Kent School Social Welfare Institutions and Policies course and issues in Social Services Delivery course; 3) Speed Engineering School brownfields project. <p>Secure \$1 Million in matching funds from external sources:</p> <ol style="list-style-type: none"> 1) Signed agreement with Kentucky Department of Transportation to partner in the operation of the BOWD Center for \$1.3 Million <p>COMPLETED: BEST LEVEL</p>
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<p>10</p> <p>11</p>	<p>Institutional Effectiveness of Programs and Services—Improve the effectiveness and accountability of programs and services in fulfilling the mission and vision of the university</p> <p>A. Increase total philanthropic support in outright gifts and pledges</p> <p>B. Secure leadership gifts in mini-campaigns</p>		<p>A: \$55M</p> <p>B: \$1M for STAR (Autism)</p>	<p>A: \$57M</p> <p>B: \$1.5M for Glass</p>	<p>A: \$60M</p> <p>B: \$2.5M for Heart</p>	<p>A: Philanthropic Support is projected, based upon commitments due 6/30/07, at \$51 Million</p> <p>NOT COMPLETED (see explanation at end of goal report)</p> <p>B: STAR: \$887K (\$239K over last year); Glass: \$1M (\$105K over last year); Heart: \$6.9M (\$650K over last year)</p> <p>COMPLETED: GOOD LEVEL</p>
<p>12</p>	<p>Implement the planning for a new Strategic/Business Plan to succeed the Challenge for Excellence and to set the University's direction to 2020 (the state target for achievement).</p>		<p>Celebrate the successes of the strategic/business plan (launched in 1998 in response to legislative mandate to become Kentucky's premier metropolitan research university) with the University family and the local and statewide communities. Use this platform of success to bring the Challenge for Excellence to closure, build upon</p>	<p>Design and launch the process of building the strategic/business plan with the essential constituencies and stake-holders to gather the information and support needed to move the University toward its ultimate vision of a premier metropolitan research university.</p>	<p>Finalize a plan using the information and support gathered through the process for the next phase of achieving the state's goals for its premier metropolitan research university according to the mandate by 2020.</p>	<p>Celebrated success throughout the university community with picnic for faculty, staff, & students, banners across campus, visits to all academic units to talk about successes, media coverage of numerous events & messages; key messages were included in President's communications delivered to multiple publics across the state.</p> <p>President & Provost visited each unit to elicit ideas for new strategic plan and to outline process.</p>

			the achievements in the Challenge, and begin planning for the next phase of the Board's vision to be executed in specific terms to take UofL to 2020			Strategic Planning Steering Committee (SPSC) created. SPSC visited with deans, vice presidents, key campus groups (CODRE, COSW, Planning & Budget Committee, Senates), as well as key externals, e.g., Mayor, GLI, CPE, and JC legislative delegation. Reported results to Trustees Ad Hoc Committee. Reviewed multiple iterations with President's leadership group and Executive Cabinet. Final Plan to be presented to Board of Trustees at July Retreat. COMPLETED: BEST LEVEL
PRESIDENT ONLY						
13	Recruit key leadership personnel		Identify and interview 6 or more top candidates for the EVP for Research and VP for University Advancement	Identify and interview top candidates for Economic Development Assistant	Hire best candidates for EVP/Research, VP University Advancement, and Special Assistant to President for Economic Development positions	Search Committee identified and interviewed 6-8 top candidates for both the EVP for Research and the VP for University Advancement. Both positions filled with first choices: Dr. Martinez-Maldonado as EVP/R and Mr. Inman as VP for University Advancement Mr. Steve Gailar was hired as Special Assistant for Economic Development. COMPLETED: BEST LEVEL

14	Working with the Louisville Arena Authority and other appropriate groups, move the University forward as the primary tenant for the new riverfront arena		Ensure the University's programmatic and financial interests are protected in any lease agreement with the Arena Authority	Communicate to the University's fan base and community constituencies the important elements of the agreement between the Arena Authority and the University.	Design and plan the new arena to meet the needs of the University and its fan base.	Arena MOU approved and signed by Trustees and Athletic Association in August, 2006; it protects the University's position and creates a more attractive lease arrangement. Athletics carried out a direct mail and a media program to assure the patrons of Cardinal Athletics that the new arena benefits UofL significantly; the Louisville Arena Authority selected architects for the design/plan phase; Marketing firm on board to promote funding. Jim Host will brief Trustees at their July Retreat on the status of the Louisville Arena. COMPLETED: BEST LEVEL.
15	Advance the Development of Shelby Campus		Create an appropriate organizational structure; appoint the board; and hire master developer	Continue to advance the construction of the BSL-3 to meet the targeted groundbreaking in 2007	Secure initial tenant for the Shelby Campus development	The advisory board met in October, March, and June. A comprehensive file on the Shelby Campus development initiatives is on web site. The group hired Vernon George, a nationally respected consultant in economic development and research/technology parks. After discussing potential master developers, the advisory board recommended it become a single-purpose entity (501c3) as the master

						<p>developer, retaining the current advisory board members as directors. The UofL entity would target local or national developers as the projects warranted. The 501c3 could be affiliated with the UofL Foundation to expedite the business processes required for development of the property. This recommendation will go to Trustees in July. The BSL-3 groundbreaking occurred in April, 2007 and the initial tenant for the Shelby Campus development is the National (FBI) Forensics Laboratory, which leases a renovated wing in Burhans Hall.</p> <p>COMPLETED: BEST LEVEL.</p>
16	Working with the LMDC board, develop the Haymarket site for medical entrepreneurship		Secure state and private funding to launch the University's 35% ownership	Pursue management efficiencies to make the project more viable to investors	Break ground on facility (with Townsend Group)	<p>Actions have been taken to reduce overhead and to balance revenues and expenses. Discussions have occurred with the state on \$3-5 million for potential projects and ongoing with state for \$200M TIF district. Withdrawal agreement, which is key to future management efficiencies, was signed 6/29/07. With UofL as single management entity, new venture development will be facilitated.</p> <p>COMPLETED: GOOD LEVEL.</p>

UNIT GOALS: EVP / PROVOST

17	Implement Kentucky League of Cities (KLC) Partnership		Work with the New Cities Foundation to develop and offer professional management development programs	Create and launch co-branding program with KLC	Develop statewide leadership program with residential component	<p>In mid-July, the University will be announcing the creation of the Urban Solutions Center, a joint effort of the University of Louisville and the New Cities Foundation. The Center will provide research and services to governments, community groups, and citizens across the Commonwealth. Joan Riehm has been hired to prepare an organizational plan and to work with Leadership Louisville on arrangements for the first symposium offered under the auspices of the Center. The symposium will be for government officials who attend the statewide mayor's luncheon August 14. A director will be hired by December. As discussions (with Tom Prather, Sylvia Lovely, Jim Ramsey, and Shirley Willihnganz) unfolded over the past year, the scope and vision of the project changed from a management</p>
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						<p>development program to a fully designed center that would incorporate the “on the ground” knowledge of New Cities with the power of a major research university and would give a consulting “front door” to UofL’s role as the state’s major metropolitan university. Given how this project changed, it is difficult to judge “Best” achievement, but this is a very exciting project and has actually grown well beyond the original plan to include an educational partnership with KCTCS and a research and consulting partnership with New Cities.</p> <p>COMPLETED: BEST LEVEL</p>
18	Implement recommendations on faculty roles and rewards to align with mission and strategic/business plan		Develop unit-based evaluation criteria consistent with recommendations in ad hoc committee report (approved in FY06)	Communicate criteria to faculty for input and achieve Faculty Senate endorsement	Incorporate criteria into unit personnel guidelines/policies for implementation in 2007-08	<p>Unit-based evaluation criteria consistent with the direction emerging from the strategic planning document have been developed and discussed with the deans. This goal has been achieved at the “Good” level with ongoing work toward full implementation next year</p> <p>COMPLETED:</p>

						GOOD LEVEL
19	Implement the new university budget model and evaluate alternative models		Finalize new budget model with University Planning Committee and communicate new budget model to university community	Audit all university budgets including all sources of income and expenditure.	Rebase budgets; reallocate funding according to new model and new strategic plan, including incentive funding and start up funds.	<p>This project was deliberately slowed to trail—rather than lead—the strategic planning process, since there was a strong argument that the plan had to precede the budget. A Task Force on Budget Development recommended we move to a budgeting process that was more incentive-based, transparent, and closely tied to the strategic plan of the university. Based on that report which was shared with the Faculty Senate and the Planning and Budget Committee, it was determined there was support for a new budgeting model-- although there was no clear consensus on the model that should be adopted. Given the general agreement a new model was needed and the lack of agreement on what type as well as other elements of the committee report, it was decided outside expertise was needed to guide the rebudgeting process. Following an RFP</p>

						<p>process, a contract for redesigning the current incremental budgeting model to a performance- and incentive-based budgeting model was awarded to Huron Consulting. The Huron contract covers the following scope of services: comparative analysis of leading higher education budgeting processes; comprehensive collection of campus input; recommended budget model and process for implementation; narrative report with major decisions and responsibilities; timeline for new budget model implementations; schematic of the recommended budget model and budgeting process; and recommended model and methodology for rebasing unit expense budgets. Budget/audit reviews are scheduled for summer 2007. With help from our budget staff and some members of the board of overseers, the project will also involve</p>
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						<p>auditing all university budgets to determine where and how current funds are being spent. This review will form the basis for rebasing budgets. This part of the process will begin as soon as the books close at year-end on June 30. This goal has been completed at the “Good” level with a good deal of planning toward “Better.” The new plan will be finalized by October 2007 in time for implementation with the new strategic plan in the 2008-09 budget year.</p> <p>COMPLETED: GOOD LEVEL.</p>
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UNIT GOALS: EVP/ HEALTH AFFAIRS

20	Align clinical operations with goals of university		Submit to President a plan to brand the clinical enterprises as part of UofL	Break ground for new Faculty Office Building	Finalize the plan for practice management and EMR systems	<p>EVP/PHA, UMC, UPA have engaged Horizon Research to develop preliminary branding plan for the HSC. Plan reviewed by parties in March and April and items will be discussed with the President July 9 ; Construction for the Faculty Office Building is underway; UPA has engaged GE Health Care Systems and Allscripts, Inc. in a 10-year contract for practice management and</p>
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						electronic medical record (EMR) systems. COMPLETED: BEST LEVEL
21	Advance joint space planning with University Hospital		Obtain Trustees approval for combined UofL, ULH 20 year master plan for the HSC campus	Complete plan for additional inpatient beds at University Hospital	Work with VP for Business Affairs to prepare five-year initial phase implementation plan (for HSC Master Plan), including business and funding models	Trustees approved HSC master plan at February Board meeting; Plan has gone as far as possible pending final discussions of UMC governance. Plan for in-patient beds contingent upon signing of withdrawal agreement by NHC and JHSMH (agreement signed 6/29/07). Final implementation master plan completed by Business Affairs and EVPHA staff COMPLETED BETTER LEVEL
22	Provide facilities to house growing research activity and services to support research		Open the CII Building; begin construction of Biomed III and IV Buildings	Develop new program and financial plan, in coordination with the EVP for Research, for animal laboratories and animal care	Pursue discussions with Jewish and Norton Hospitals about the relationship with the Health Sciences Center and specific mutual interests that promote UofL clinical and research programs	CII opened January 13, Biomed III/IV construction begun.. President, EVPHA, and EVPR agreed to incorporate animal laboratories/ animal care planning effort into the emerging Research Plan for the University. Discussions with JHSMH continue productively. COMPLETED: BETTER LEVEL
23	Recruit key leadership positions		Appoint and orient new Dean of Medicine	Complete search for Dean of Dentistry	Appoint and orient new Dean of Dentistry	New dean of medicine hired and off to an excellent start; new Dean of Dentistry selected and recommended to Board in July; he is read to begin transition immediately. COMPLETED: BEST LEVEL

UNIT GOALS: SENIOR VP FOR RESEARCH						
	Not available; will revisit when the position is filled by EVP/Research.					
INDIVIDUAL GOALS: PRESIDENT						
	Board discretion					

Goal Summary:

Specific Goals: 23

Goals Achieved: 21

Goals Missed: 2

Note for Goal 10: The University has a \$15 million philanthropy request before the Kosair Charities for pediatric cancer research conducted by our Department of Pediatrics in conjunction with the James Graham Brown Cancer Center. The Kosair board was to review and decide on the University’s proposal (all indicators were positive), but on the day preceding the meeting, NHC asked Kosair Charities leadership to postpone the decision and to remove the proposal from the Board’s consideration. UofL expects the Charities board to review this pending proposal in the fall, and indicators remain positive.