

Final Report for Tactical Goals for the Office of the President for 2011-12

No.	Goal	Baseline	Good (1/3) Performance	Better (2/3) Performance	Best (3/3) Performance	Progress Achieved
President						
	<p>Increase revenue streams to protect the University from the impact of economic downturns and declining state support</p>		<p>Increase income from clinical; rental from the University of Louisville Foundation research and office park assets; investments in faculty-related commercial projects; and other revenue producing initiatives</p>	<p>Implement fully the agreements evolving from the merged relationship among CHI, JHSM, UH, and UofL; represent UofL on the CHI national board of directors</p>	<p>Pursue TIF strategy for Shelby Campus public infrastructure according to the new law; use approved procedures and process for HSC TIF capitalization to leverage funding for HSC buildings; pursue capitalization for Belknap Campus TIF</p>	<p>Clinical income was budgeted at \$358,005,496 and expected to be reached or exceed as of 6/30/2012.</p> <p>The Office Park strategy expects approximately \$1M (gross) annually from Cardinal Station; 600 North at ShelbyHurst is projected to have positive income by the end of 2012 (over the decade, the projection is nearly \$18M gross for this one building). Moving forward with 500 and 700 North buildings to implement the building strategy. Strong interest for corporate headquarters for 500 North; discussions with another corporation for 700 North as a co-tenant.</p> <p>The Belknap Engineering and Applied Sciences Research Park will be launched by a road system funded by KYTC. The ULF will provide \$6.2M as a match for the KYTC \$24.8M to create a road fund of \$31M. The system provides access to the 39 acre research park with entrances and exits over the CSX and Norfolk Southern railroads. The connector project will join Third Street to I-65 and provide a backbone system through the park. Already there is interest from two potential tenants. Nucleus has an 8 story building going up on the Haymarket location, has selected NTS as its leasing agent for the additional space; projects leases for ½ of the building; and expects to have an opening by the end of 2012 or early 2013. The business park strategic task was completed in 2011-12 and provides the foundation for successive tasks for 2012-13.</p> <p>Foundation investment in faculty-related commercial projects has reached \$4.45M with current valuation at nearly \$6M, and several of the companies are looking to clinical trials in humans; ULF is expanding its direct investment strategy from life sciences to engineering and applied sciences;</p> <p>Merger discussions proceeded to the Governor where the decision not to merge was made. The preparations and discussions continued through 2011 to revise the merger to accommodate gubernatorial objections, but in the end, the merger was not approved by the Governor. This was not completed.</p> <p>TIF for the HSC has been activated as of December 2011 with projection to generate \$1.3M per year; preliminary discussions</p>

					<p>have begun to leverage TIF funds to raise capital for HSC capital plan.</p> <p>Belknap Campus TIF waiting final approval by KEDFA on June 28, 2012; capitalization of Belknap TIF to follow approval; to date nearly \$50M toward the \$200M threshold. Pursuing capitalization is goal in 2012-13.</p> <p>We have begun preliminary analysis on strategy to use for TIF for Shelby Campus development. Blighted area criteria will not apply. Deliberately waited, based upon counsel from the state, until the Belknap TIF approved by KEDFA.</p> <p>The goal was completed at the BETTER level. The merger goal was incomplete and beyond UofL’s control. The TIF goal was moved as far as possible within the state procedural processes. Substantial progress made.</p>	
	Implement the Capital Campaign and recruit milestone/capstone gifts from the friends of the University		Pursue campaign prospects to increase capital giving to 67% of campaign	Establish new giving recognition levels and induct major donors into those new programs.	Consider feasibility of increasing the goal and timeline for the campaign.	<p>Trustees increased goal to \$1B; Prospects were identified to reach new strategic goal of \$1B; current capital giving reached 73% before campaign goal was extended; new recognition levels of “million dollar” groups, e.g., Conn Society, etc., have been developed and presentation will be part of new university boulevard construction. This goal has been completed at the BEST level.</p>
	Statewide leadership initiatives		Work with the General Assembly to reinstitute programs to enhance research (e.g., Bucks) and philanthropic support of academic programs	Initiate discussions with the new president of the University of Kentucky to enhance effective collaboration in targeted research, clinical services, and public policy initiatives	Establish an MOU with the leadership of Ft. Knox to engage the U.S. Army in collaborative agreements with the University for clinical research, exercise physiology, expanded educational programming, etc.	<p>The Legislature did not approve funding for Bucks for Brains but could do so as general receipts increase for the state. The new \$31M multi-modal connector road project will provide the infrastructure for the Belknap Research Park. We had several meetings with Eli Capilouto to reach out for greater collaboration—response has been good—working with Capilouto on BEAM project; MOU signed with Ft. Knox in August to focus on collaboration in TBI/PTSD, energy sustainability, and educational initiatives—MOU signed with Kentucky National Guard (KYNG) in February 2012. White paper on TBI with Ft. Knox Ireland and KYNG in preparation. Ft. Knox has offered Speed Engineering \$25,000 for pilot “energy island” strategy for the post. Could be expanded if successful and applied to all military installations. Discussions with Congressman Rogers to keep informed about potential funding from Department of Defense. Ft. Knox MOU signed in January for 5 MS candidates per year in JAG corps, HR, management—discussions with KYNG for similar arrangement; first ever jobs-career fair for veterans hosted by UofL; 25 initiatives completed in first year. This goal achieved at the BEST level.</p>

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Executive Vice President and University Provost						
	Improve Graduation Rates		Implement an undergraduate student-engagement transcript	Implement the “out-in-four” Flight Plan for academic programs (including an academic/career alignment element [requirement]) in four (4) undergraduate units	Plan the implementation of all recommendations in the Persistence to Graduation Report	<p>--Student Engagement Transcript (aka Student Involvement Record-SIR): The SIR project is being headed by VPSA staff. Throughout summer and fall 2011, work was done on development of the SIR IT processes in conjunction with the VPIT staff. In December 2011, testing of phase 1 occurred and feedback gathered. In spring 2012, development of the process has been tested. The University will be invited to submit information to be included in the SIR and a web site and awareness campaign will be developed. The SIR project will be open for student participation by fall 2012, as scheduled.</p> <p>--“Out-in-Four”: Entering undergraduates are now offered the election of a 4-year plan toward a major. Proposal for the academic/career alignment element is in hand; funding for this element may be sought through a student fee, to be proposed for 2012-13. All units are working on this project; four units or more should be completed in this academic year.</p> <p>--Persistence to Graduation: Persistence core team proposal was presented to the provost on 1/3/12. Sole source justification has been presented to Department of Purchasing to engage AACRAO Consulting to develop a comprehensive strategic enrollment management plan. Completed at BEST level.</p>
	Improve the graduate and undergraduate experience		Begin construction of the new Student Recreational Center	Develop four new undergraduate and/or graduate degree programs	Approve a strategic plan for International Affairs, including broad goals and measurable outcomes for achieving study abroad goals and recruitment of international students and scholars	<p>--Student Recreational Center: Construction on the Student Recreational Center has begun and on schedule for a Fall of 2013 completion.</p> <p>--Degree Programs: The interdisciplinary Ph.D.-Bioinformatics track was approved as were the Justice Administration PhD and Pan African Studies PhD in fall 2011 and presented to the Board in November 2011 and January 2012. The BA in Latin American Studies and the Master’s in Dentistry were approved by the faculty senate in June, 2012.</p> <p>The International Affairs Strategic Plan was presented to the provost on June 7, 2012. Completed at BEST level.</p>
	Implement new initiatives to make UofL a		Develop methodology for a faculty salary	Develop a performance-based evaluation system for	Implement new faculty and staff grievance procedures	<p><u>New Initiatives-GPTW:</u></p>

	<p>“great place to work”</p>		<p>equity study</p>	<p>staff</p>	<p><u>Faculty Salary Equity Study Design: Completed</u></p> <p>Staff from Institutional Research & Planning (IRP) have worked with the Faculty Equity Salary Study workgroup and have developed the methodology for the study. It will be tested in Fall, 2012 and the proposed methodology has been approved by the deans and faculty senate. It’s being reviewed by COSW and CODRE next week.</p> <p><u>Staff Evaluation System: Completed</u></p> <p>With the concurrence of the Human Resources Advisory Committee, the Staff Senate, and Vice Presidents & Deans, the Office of Human Resources developed a new performance evaluation form for staff employees in Fall 2011. Campus wide training ensued in Fall-Winter 2011-2012 with over 1200 supervisors and employees receiving training in the new performance evaluation tool.</p> <p>The new performance evaluation system was introduced to employees in annual performance evaluations for 2011 performance evaluations and form the basis for 2012 work plans.</p> <p><u>Faculty & Staff Grievance Procedures: Completed</u></p> <p>Faculty Grievance Policy:</p> <p>President Ramsey chose Melissa Laning and Neal Nixon to co-chair the committee. All or almost all tenured members have been chosen by the units (some will hold elections soon.) Most have also chosen a term faculty to run in a university-wide election later this fall semester. When all committee members are identified, staggered terms of office will be determined to ensure continuity of service. Neal and Melissa have held four training sessions to-date, two on each campus. They plan to hold one more this summer and to schedule more sessions early in the fall semester. Tony Belak, Enid Trucio-Haynes, and Tracy Eells will attend some of the upcoming training sessions. The chairs would also like to meet with Tony, Enid and Tracy to discuss implementation of the new grievance policy. They have created an orientation PowerPoint and begun a committee manual that will be available to all committee members through a SharePoint site we’re building. This site will also include other related documents. They plan to address the following additional issues soon: e.g., criteria for facilitators, grievances against persons no longer at the university. No faculty grievances have been filed under the new procedures.</p>
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					<p><u>Staff Disciplinary, Grievance & Appeal Policies:</u></p> <p>With the concurrence of the Human Resources Advisory Committee, the Staff Senate, and Vice Presidents and Deans, the Office of Human Resources completed a full revision of staff disciplinary, grievance, and appeal policies effective November 1, 2011.</p> <p>This package of performance management polices was designed to promote individual performance accountability for staff employees – providing supervisors and managers with appropriate tools to engage employees in constructive ways whose performance does not meet expectations, while preserving employees’ due process rights to seek redress for management decisions that appear arbitrary or capricious.</p> <ul style="list-style-type: none"> a) Flexible scheduling guidelines developed to facilitate work-family balance. b) Elder care workshop series implemented to provide information and referral sources for employees who have elder care responsibilities. c) Community-wide distribution and assessment of campus climate survey results, in collaboration with Faculty Senate, Staff Senate, CODRE, and COSW. d) Publication of 1st “Great Places / Great Strides” newsletter in March 2012, highlighting the value of University benefit programs as told by employees who have benefited from our many salary, benefit, health & wellness, and safety net programs. e) Increased participation in the Chronicle of Higher Education’s Great Colleges to Work For Survey from 38%t 43% -- with survey results to be available in August 2012. <p>Completed at BEST level.</p>	
	Support strategic university-wide initiatives		Advancement: Develop plans and funding sources for Center for Creative Studies	Finance/Budget: Develop models for university-wide budget “rebasng” process (year one of a three-year process)	Diversity: Develop and begin implementation of initiatives to meet the University’s Diversity Plan 2011-2015 to align with the new state-wide diversity plan	<p>--Center for Creative Studies: An internal group consisting of the Provost and representatives from Business Affairs, Planning Design & Construction, and Advancement have worked up a plan for fundraising and construction of the center. The university has contracted with an external project director who has been involved in all phases of the planning. The Provost and Advancement representatives have made two out of town trips to visit with prospective donors and have consulted with and continue to entertain the local champions of this project. The Frederick Hart Foundation agreed to fund the hiring of an architect to work up preliminary drawings and numbers for actual costs for the Center for Creative Studies. An architectural firm has been hired. JRA Architects, a local firm, will take the lead on the project in conjunction with Gund Architects in Boston. The architectural team presented a preliminary</p>

					<p>design concept to both the internal and external stakeholders on April 10. After receiving feedback, they have refined the desired components of the building and are now working on the next iteration of the building's design. In addition, the university has contracted with an external consultant who will be working on a vision for the university and the community in the arts, humanities and music. The Center for Creative Studies is one piece of that vision.</p> <p>Budget Rebasings: Given the budget cuts, which were not anticipated this year, this was not done. We did move forward with further implementation of "tuition" sharing model for new programs, adding several graduate programs in A&S. We also implemented differential tuition in the School of Nursing. We have done considerable reading/research on alternative models, including zero based budgeting, which is the one that makes the most sense for us, but have not moved forward with implementation</p> <p>--Diversity Plan:</p> <ul style="list-style-type: none">• Michael Anthony and Brian Buford are working with the unit diversity committees to ensure that all units have diversity plans with goals that are aligned with the University's Diversity Plan goals.• An assessment tool has been developed with quantitative measures to assess the progress units are making in reaching their goals. The assessment will take place in May of 2013.• The deans and vice presidents have been made aware of how reaching unit diversity goals impact the University's Diversity Plan goals.• Because the Hispanic/Latino population is one of the underserved groups targeted in the university diversity plan, the following initiatives support the recruitment and retention of Hispanic/Latino students, faculty and staff:<ul style="list-style-type: none">• The Office of Admissions has made special efforts to recruit Hispanic/Latino students, and held a special reception for students admitted for Fall 2012 and their families• The Vice Provost for Diversity and International Affairs has established a Hispanic/Latino Faculty and Staff Association, and this organization will assist with the recruitment and retention of students, faculty and staff• The University has partnered with Bluegrass Community Technical College on the Lumina
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						Foundation grant to support the expansion of efforts to facilitate Latino student success through college enrollment and degree attainment.
						Completed at BETTER level.

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Executive Vice President for Health Affairs

3	Ensure Implementation of KSN Merger		Participate and effectively engage in KSN Oversight and Transaction Process Leader meetings.	Establish affiliation with Baptist East in the area of Women's Health. Craft transportation policy for indigent women treated at Baptist East. Impanel and launch KSN Academic Medical Center Committee.	Establish RFP process for Academic Medical Center Committee and deliver \$200 million investment plan to KSN Board of Directors. Ensure closure of KSN merger transaction.	<p>Proposed goals accomplished at BETTER Performance. Gubernatorial decision (circumstance beyond our control) to halt the merger rendered below work effort moot and led to return of \$11 M to UMC and placed this academic funding source at risk going forward.</p> <p>Kentucky Statewide Network (KSN) Academic Health Center Committee (AHCC) appointed and Request for Business Proposals (RFBP) process finalized and initiated.</p> <p>Successfully negotiated encumbrance of \$200 M investment at the time of merger close and allowance for a strategic planning process to proceed with a drop dead date of June 30, 2012 to refine \$200 million investment metrics and establish milestones.</p> <p>Successfully negotiated creation of a committee consisting of the KSN CEO, CHI COO, EVPHA, and EVPHA designate to review and endorse business plans and present to the KSN BOD for final approval.</p> <p>Successfully negotiated floor of \$96 M in ongoing annual support from KSN to UofL Academic Health Center (AHC).</p> <p>Successfully negotiated floor of 94 K sf academic space donated by KSN to UofL AHC in perpetuity.</p> <p>Successfully negotiated reconciliation of \$11 M annual payment from UMC to UofL AHC such that payments previously a year in arrears will be current as of calendar year end 2011.</p> <p>Successfully negotiated transfer of \$15 M to fund indigent patient care services that will no longer be performed at UMC per contractual agreements to UofL Foundation as philanthropy</p>
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	<p>Separate Key Administrative Functions of the Office of the EVPHA and Dean, School of Medicine, and Create Brand Recognition of UofL Academic Health Center.</p>		<p>Evaluate all administrative roles and responsibilities related to the Office of the EVPHA and Office of the Dean, School of Medicine, respectively.</p>	<p>Create strategic management plan to separate administrative roles and responsibilities related to Office of the EVPHA and Office of the Dean, School of Medicine, respectively, to better serve the entire UofL Academic Health Center.</p>	<p>Rebrand Academic Medical Center, currently University Medical Center and medical school centric, to an Academic Health Center and hire Chief Financial Officer and other personnel to serve broader interests of the UofL Academic Health Center.</p> <p>Tie these activities into KSN merger activities in relation to consolidation of downtown teaching hospitals.</p>	<p>Worked closely with consultants to complete evaluation process.</p> <p>Restructuring plan finalized and ready for dissemination.</p> <p>Chief Financial Officer recruited and hired.</p> <p>Executive Assistant to the EVPHA position restructured and reclassified.</p> <p>Chief of Staff to EVPHA position created and hired 5/1/2012.</p> <p>Louisville Academic Health Center (LAHC) brand gaining significant traction, differentiated from the former proposed consolidation of University Medical Center, James Graham Brown Cancer Center, Jewish Hospital, and Frazier Rehab Institute under the umbrella of the Louisville Academic Medical Center as the hospital components of the LAHC.</p> <p>Accomplished at BEST level</p>
	<p>Strategically Invest in UofL AHC Academic Programs</p>		<p>Maintain current levels of subsidies to UofL AHC decanal units and institutes/centers.</p>	<p>Provide funding to recruit and retain selected key faculty in all four UofL AHC schools.</p>	<p>Review, analyze and if necessary modify and/or enhance hiring plans in all AHC decanal units and deploy resources to implement in order to achieve long term academic growth.</p> <p>Analyze, modify and implement financial investment plan to normalize School of Nursing faculty salaries to preclude predatory recruitment of faculty to peer institutions (e.g. UK).</p> <p>Analyze, modify and implement financial investment plan to academically enhance the School of Public Health and Information Sciences Department of Biostatistics and create synergies with the KSN HIT investment and implementation plan.</p>	<p>Hiring plans in all LAHC decanal units reviewed, approved, and appropriately resourced.</p> <p>Recruitment and hire of finalist for Chair of Biostatistics approved and resourced.</p> <p>Biostatistics cluster hire being considered.</p> <p>Until January KSN AHCC evaluating \$22 M proposal to fund Biostatistics, Clinical Trials, and Informatics infrastructure.</p> <p>Accomplished at Best Performance Level.</p>

	<p>Strategically Invest in the UofL Clinical Enterprise to Enhance Clinical Revenue Generation</p>		<p>Maintain current levels of investment in UPA/ULP infrastructure to foster economies of scale, revenue growth, and consolidation of clinical practice plans into a single enterprise.</p>	<p>Evaluate clinical service line activity at all ULP practice sites, particularly in relation to post KSN merger close states.</p> <p>Monitor and provide guidance regarding the ULP-Humana negotiations.</p>	<p>Act as conduit for information regarding UPA/ULP to UofL Senior Leadership Team, coordinate strategic planning, execution of same, and messaging and communication strategies across the UofL/UPA/ULP platform.</p> <p>Engage in and provide oversight and guidance in relation to technical aspects of the not-for-profit [501(c)3] incorporation process of ULP (e.g. 1023 filing), and then provide input and guidance in operationalizing the consolidation process (e.g. valuation of assets and liabilities, sequencing the wind down and ramp up of various clinical practices, implementation of new benefits programs, IT EHR, billing, and referral systems).</p> <p>Evaluate current AHC compliance program in collaboration with UofL Audits and Compliance and ULP and, if necessary, restructure to assure adherence to best practices.</p> <p>Strategically invest in the ULP HIT platform (infrastructure, training, achieve meaningful use) to ensure capture of ARRA HITECH funding to enhance clinical</p>	<p>Unanticipated loss of state safety net funds via Passport to UPA now replaced by UPL/IGT funds via Passport to UPA. Metrics to deploy the latter funds under development.</p> <p>Accomplished at BEST Performance Level. ULP consolidation on track and appropriately resourced (\$4 M).</p> <p>Consultants engaged in conjunction with UofL central compliance office. Work effort has commenced and will continue throughout the first quarter of 2012.</p> <p>ULP plan pending, but until January largely superseded by KSN AHCC request to fund Informatics/Clinical Trials Infrastructure (\$22 M).</p>
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				<p>revenue generation, coupled with long term goal of enhanced support for clinical trial activity.</p> <p>Strategically invest in the ULP Primary Care platform, ideally in collaboration with KSN, to enhance primary care referrals to clinical practice plans incorporated into ULP. This presupposes that the Departments of Family Medicine and Medicine will roll enter into ULP early on.</p> <p>Enhance access to Cardinal Care providers by UofL faculty and staff.</p>	<p>ULP plan pending, but until January largely superseded by KSN AHCC request to fund Primary Care/Geriatrics/Expanded Access/Nursing/Women's Health (\$34 M).</p> <p>Discussions with UofL and ULP HR will continue in 2012, also linked to KSN AHCC evaluation of request to fund Primary Care/Geriatrics/Expanded Access/Nursing/Women's Health (\$34 M).</p>
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No.	Goal	Baseline	Good (1/3) Performance	Better (2/3) Performance	Best (3/3) Performance	Progress
Executive Vice President for Research and Innovation						
	<p align="center">Integrate research and innovation goals with other UofL Strategic Plan 2020 goals</p>		<p>Perform a comprehensive review and rewriting of the research strategic plan, along with an update of the UofL Research Handbook. Integrate the efforts of the research enterprise with Educational Excellence; Community Engagement; Diversity, Opportunity and Social Justice and Creative and Responsible Stewardship with specific tactics and metrics for analysis.</p>	<p>Support development of interdisciplinary research and new Interdisciplinary Ph.D. tracks in key areas of opportunity for research development (e.g., bioinformatics, neurosciences.)</p>	<p>Perform comprehensive analysis of programs and outcomes in hiring and retention of research intensive faculty since 1997. Identify changes, gaps and needs, then develop strategy for another surge.</p>	<p>ACHIEVED (1/1/2012)</p> <ul style="list-style-type: none"> • Strategic Plan 2020 has been examined and <u>research & innovation</u> interactions in all categories have been reduced to tactical level in draft form. • Plan has been devised to carry initial draft to campus research community for input / discussion and development of further tactics and metrics • EVPRI office is working with EVPHA to develop opportunities in informatics in conjunction with clinical research • Initial analysis of hiring and success (as measured by funding and other success measures) of research intensive faculty since 1997. • Review has been accomplished, with VPUA, concerning use of philanthropy for hiring research intensive faculty. • Analysis accomplished for retention of research intensive faculty. • Promotion of renewed CPE and General Assembly support of “Bucks for Brains” faculty hiring. <p>ANTICIPATED (by 6/30/2012)</p> <ul style="list-style-type: none"> • Strategic Plan 2020 has been examined and <u>research & innovation</u> interactions in all categories have been reduced to tactical level. Will carry initial draft to campus research community for input / discussion and development of further tactics and metrics – develop campus buy-in. • Research Policy Handbook will be revised. • EVPRI office working with Dean of SIGS to provide support for Ph.D. programs in Informatics and Neurosciences <p>Goal Completed at BEST level as of 6/30/2012</p>

	<p>Develop research support and infrastructure</p>		<p>Develop, within the EVPRI office, increased service culture, tools, personnel and processes to enable and facilitate research, from inception to completion.</p>	<p>Develop and implement a comprehensive Federal Strategy for attraction of federal research funding. Maximize effectiveness of current contacts and cultivate new contacts with executive branch agencies.</p>	<p>Develop and support research excellence in traditional disciplines with a special emphasis on synergistic interactions of opportunity. These include fostering interdisciplinary research (e.g. centers and institutes), regional research foci (e.g. long term care) and new partnerships and opportunities (e.g. health care merger.)</p>	<p>ACHIEVED (1/1/2012)</p> <ul style="list-style-type: none"> • All steps for research and selection of appropriate software (iMedris) with extensive plans for funding and implementation have been achieved. • Consultants evaluated for analysis and subsequent coaching for increased service culture and processes to enable and facilitate research. • Plan is being devised to carry initial draft to campus research community for input / discussion and development of further tactics and metrics for future efforts. • EVPRI office working with EVPHA to develop opportunities in informatics in conjunction with clinical research. • Strategy in place to engage UofL faculty with connections to Federal agencies to attract funding and develop future strategic planning. • A new research facilitator in the College of A&S is being recruited to increase funded research efforts in areas of arts, humanities and social sciences. • Memoranda of Understanding and integration with research teams in the areas of long term care are being developed. <p>ANTICIPATED (by 6/30/2012)</p> <ul style="list-style-type: none"> • Implementation of appropriate software (iMedris) will begin with a 12-18 month plan in place, working with VPIT. • Consultants to be retained for analysis and coaching for increased service culture and processes to enable and facilitate research. • Opportunities for use of research capacity in Centers and Institutes to be developed. • EVPRI office working with EVPHA to develop opportunities for research-clinical interactions related to hospital merger. <p>Goal achieved as of 6/30/2012 at BEST level</p>
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	<p align="center">Lead initiatives in translation and innovation derived from UofL research</p>	<p align="center">Hire an Associate VP for Commercialization charged with (1) final analysis of the Barker report and current practice, (2) analysis of benchmark institutions, best practices and national data base of university technology transfer and (3) appropriate changes in operational structure and function.</p>	<p align="center">Identify gaps in the research-development-commercialization continuum. Develop and implement programs to bridge these gaps. Develop strategic plan for translation and commercialization that is congruent with UofL Strategic Plan 2020.</p>	<p>Assist faculty in establishment of research-development-translation partnerships with the private sector and with state and local economic development initiatives.</p>	<p>ACHIEVED (1/1/2012)</p> <ul style="list-style-type: none"> • In conjunction with local commercialization consultants, an expert has been retained for examination of innovation strategies for integration of UofL research and innovation delivery. • Strategic Plan 2020 has been examined and <u>research & innovation</u> interactions in all categories have been reduced to tactical level • Plan is being devised to carry initial draft to campus research community for input / discussion and development of further tactics and metrics • Integration with public and private sector partners for innovation and commercialization is underway. These include: <ul style="list-style-type: none"> ○ Innovate LTC ○ Battelle Laboratories ○ Wright-Patterson AFB ○ General Electric ○ Raytheon <p>ANTICIPATED (6/30/2012)</p> <ul style="list-style-type: none"> • Development of public and private sector partners for innovation and commercialization is underway to support core and service center activities. • Develop comprehensive plan for research-innovation continuum. <p>Goal completed as of 6/30/2012 at BEST level.</p>
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Goal Summary

<u>Goal</u>	<u>Initiatives Completed</u>	<u>Not Completed</u>	<u>Circumstances Beyond Control</u>
#1 Goal:	4 out of 4 @ Best		
#2 Goal:	2 out of 3 @ Better	1 Not Achieved (to be discussed)	
#3 Goal:	2 out of 2 @ Best		
#4 Goal:	1 out of 2 @ Better		1 Not applicable because CPE changed criteria
#5 Goal:	1 out of 3 @ Good	1 Not Achieved (to be discussed)	1 Not applicable because the year measured is FY13
#6 Goal:	2 out of 3 @ Better		1 Not applicable because Governor vetoed merger
#7 Goal:	3 out of 3 @ Best		
#8 Goal:	3 out of 3 @ Best		
#9 Goal:	3 out of 3 @ Best		
#10 Goal:	3 out of 3 @ Best		
#11 Goal:	3 out of 3 @ Best		
#12 Goal:	2 out of 3 @ Better	1 Not Achieved	
#13 Goal:	3 out of 3 @ Better		1 Not applicable because Governor vetoed merger
#14 Goal:	3 out of 3 @ Best		
#15 Goal:	3 out of 3 @ Best		
#16 Goal:	3 out of 3 @ Best		
#17 Goal:	3 out of 3 @ Best		
#18 Goal:	3 out of 3 @ Best		
#19 Goal:	3 out of 3 @ Best		

Total:

19 Goals	49 out of 56 completed	19 achieved	3 Not Achieved	4 Not applicable; circumstances beyond control
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