INTRODUCTION

The University of Louisville is Kentucky’s premier metropolitan research university and the educational center of the city of Louisville. Serving more than 23,000 students in undergraduate, graduate and professional programs and employing more than 7,000 faculty and staff, UofL is a great place to learn, work, discover and connect.

With three unique campuses and a regional health care system, UofL offers endless opportunities to our students and our community.

Belknap Campus
Located just south of the heart of Kentucky’s largest city, UofL’s Belknap Campus is home to eight of the university’s 12 academic schools and colleges: the College of Arts and Sciences, the College of Business, the College of Education and Human Development, the J.B. Speed School of Engineering, the Graduate School, the Brandeis School of Law, the School of Music and the Kent School of Social Work and Family Science.

Health Sciences Center
The Health Sciences Center is located in downtown Louisville’s medical complex and is home to the schools of Medicine, Nursing, Dentistry and Public Health and Information Sciences, along with University of Louisville Hospital and UofL Health – Jewish Hospital. The UofL Health enterprise includes an additional three hospitals, four medical centers, the Frazier Rehab Institute, Brown Cancer Center and nearly 200 physician practice locations.

ShelbyHurst Campus
The parklike ShelbyHurst campus, located in eastern Louisville, is home to several centers and programs including the Center for Predictive Medicine (a Level 3 biosafety facility), the Information Technology Resource Center for the U.S. Department of Homeland Security and the Delphi Center for Teaching and Learning. It also serves as an office park for business and technology endeavors.
MISSION, VISION & VALUES

UofL’s expression of self goes beyond that of just a school. UofL is a vital ecosystem that creates thriving futures for students, our community and society. It is a place that invests in the whole student to unleash their potential and fully prepare them for life after graduation. As a research and innovation powerhouse, the university creates and applies knowledge that improves lives. Furthermore, UofL is dynamically connected to the local and global community, making it a premier metropolitan university. In how we learn, how we work and how we live, the Cardinal Community is resilient, passionate, dynamic, welcoming, real and innovative. We are what we do and how we do it. We are UofL, here and beyond.

A Mission for Our Time
The University of Louisville pursues excellence and inclusiveness in its work to educate and serve its community through:

1. teaching diverse undergraduate, graduate and professional students in order to develop engaged citizens, leaders and scholars;
2. practicing and applying research, scholarship and creative activity; and
3. providing engaged service and outreach that improve the quality of life for local and global communities.

The university is committed to achieving preeminence as a nationally recognized anti-racist metropolitan research university.

A Vision for Our Future
The University of Louisville will be recognized as a great place to learn, a great place to work, a great place to discover and a great place to connect because we celebrate diversity, foster equity and strive for inclusion.

OUR CARDINAL PRINCIPLES

The University of Louisville follows a set of guiding principles that shape our community and our actions. Every member of the Cardinal Community is expected to follow these Cardinal Principles.

COMMUNITY OF CARE
We advocate for care for self, care for one another and care for the community we serve.

ACCOUNTABILITY
We keep our promises. We own our mistakes. We are accountable to the team.

RESPECT
We respect one another’s humanity and dignity, regardless of our positions in the organization. We respect our right to differing and conflicting opinions on issues. We will be a place that prepares students for ideas, not protects students from ideas.

DIVERSITY & INCLUSION
We celebrate diversity of thought, perspectives and life experiences. We want everyone, in the richness of all their many unique and intersecting identities to feel included in the Cardinal Community.

INTEGRITY & TRANSPARENCY
We make decisions with the best interests of our university in mind and to share the decision-making rationale and the outcomes.

NOBLE PURPOSE
We identify and leverage the ways in which each of us make a difference, address the needs of access to and affordability of higher education and provide the opportunity for everyone to find and pursue their own noble purpose.

AGILITY
We recognize and adapt to the ever-changing landscape of higher education.

LEADERSHIP
We recognize that management is a position but leadership is an activity. We will all behave as owners of the University of Louisville because we are. “We are UofL” is not just a hashtag or a slogan. It is our declaration of leadership and ownership.
THE OPPORTUNITY

The Board of Trustees of the University of Louisville (UofL) is seeking nominations and applications for the position of President.

The University of Louisville was founded in 1798 and was one of the first universities chartered west of the Allegheny Mountains. The university enrolls over 23,000 students (approximately 17,000 undergraduates and 6,000 graduates), employs more than 7,000 faculty and staff, and has an annual operating budget of more than $1.3 billion. The University has more than 150,000 living alumni.

The university is a state assisted research university located in Kentucky’s largest metropolitan area. UofL has three campuses. The 287-acre Belknap Campus is three miles from downtown Louisville and houses eight of the university’s 12 colleges and schools. The Health Sciences Center is situated in downtown Louisville’s medical complex and houses the university’s health related programs and the University of Louisville Hospital. The 243-acre Shelby Campus is located in eastern Jefferson County. The new UofL Christina Lee Brown Envirome Institute – New Vision of Health Campus will be located in downtown Louisville.

A number of the university’s academic programs are nationally prominent, and its Health Sciences Center is widely recognized as a pioneer in artificial heart transplant surgery, hand transplantation, and research programs in neurology, melanoma as
well as spinal cord injury. The university’s research productivity has earned the selective designation as a Research 1 Institution. The university has a rich and storied tradition in intercollegiate athletics and is a member of the Atlantic Coast Conference (ACC).

Reporting directly to the Board of Trustees, the President is the chief executive officer of the university and is responsible for its effective strategic administration. The university seeks a President who is a proven leader and visionary who can inspire the university community. The next President will have impeccable integrity, extraordinary management abilities, a clear understanding of the mission of a major metropolitan research university with a significant health sciences component and a passion for educating and preparing students for successful lives and careers.

The University of Louisville has enjoyed an exciting period of transition and growth and has elevated aspirations for its future. The new President will be expected to strategically build upon the university’s momentum toward a distinct and distinguished member of the nation’s most prominent public research universities. The University of Louisville is among about 75 universities in the United States to earn recognition by the Carnegie Foundation as both a Research 1 and Community Engaged university.

The Board of Trustees is seeking an experienced, forward-looking and progressive leader who will make a long-term personal and professional commitment to this role.

UofL’s next President will be presented with the following opportunities for fulfillment:

• Serve as the leader of a university “on the move” which has made exciting gains in enrollment, programs, facilities and reputation;

• Collaborate regularly with an exceptional team of administrators, faculty and staff in perfecting UofL’s value proposition: deliver the highest quality of academic programs at continually affordable costs;

• Interact regularly with highly diverse, engaged and caring students who are thriving in UofL’s academic and co-curricular programs and eager to apply these resources to their own growth and development;

• Work closely with the region’s leaders—government, private sector, industry, academic, media and community—in conveying UofL’s commitment to improving the quality of life and economic well-being of its citizens; and

• Work and reside in a vibrant metropolitan area that provides for the highest quality of life and a diversity of people, resources and activities.
ABOUT UOFL

Founded in 1798 as one of the nation’s first city-owned, public universities, the University of Louisville (UofL) is a vital ecosystem that creates thriving futures for students, our community and society.

As one of only 79 universities in the United States to earn recognition by the Carnegie Foundation as both a Research 1 and a Community Engaged university, we are uniquely positioned to impact lives in areas of student success and research and innovation, while our dynamic connection with our local and global communities provides unparalleled opportunities for students and citizens.

Redefining student success

At UofL, we prepare today’s students to be tomorrow’s leaders, whatever their passions may be. UofL’s more than 23,000 students study in 12 schools and colleges offering undergraduate degrees in more than 50 fields, master’s degrees in over 75 areas, and doctoral and professional degrees in more than 35 disciplines. Proudly, UofL is a producer of top scholars, including over 150 Fulbright scholarships awarded since 2003—more than all other Kentucky public institutions combined.

A diverse and active student body enriches the educational experience at UofL. As of 2021, students of color represent over 28% of student enrollment. Kentucky residents account for a majority of UofL’s student population; however more than 20%
of our students are from all other U.S. states and territories, and we have a growing population of international students. This dynamic tapestry of perspectives helps our Cardinal Community fuel positive change.

Beyond academics, UofL invests in the whole student, providing support and resources that allow for transformative, purpose-driven and engaged learning. We are committed to ensuring access to higher education for all, including increasing the availability of financial aid for low-income and first-generation college students and providing additional support and resources for underrepresented populations. UofL is recognized among the nation’s best institutions for African American, LatinX and LGBTQ+ students.

We have also been repeatedly designated a military friendly school. By striving for a more equitable and accessible campus community, UofL aims to change the course of future generations while preparing students for the careers, workplaces and complex challenges of tomorrow.

**Research and innovation powerhouse**

At UofL, we don’t only push for progress among our students. We also harness the power of innovation to better our community and beyond. The university has centered research around solving three Grand Challenges of our time, aiming to advance health, empower communities and engineer the future economy through discoveries that will build a better world. In 2021, the university generated its highest research funding ever, totaling more than $200 million.

Research has long been a cornerstone of UofL, where undergraduates and graduate students work side by side with experts in their fields. The university is a leader in manufacturing and technology, and it has earned international acclaim for breakthroughs in medicine, including transplantation, cancer research, cardiac care and spinal cord research. Across our three campuses, faculty and student researchers are aided by leading-edge computer systems and laboratories, focusing on high-demand fields including bioengineering, nanotechnology, additive manufacturing and artificial intelligence. With the
belief that it takes only one spark to ignite world-changing innovation, we are not only creating, but applying knowledge that improves lives.

**Premier metropolitan university**

With an alumni network more than 150,000 strong, the magnitude of Cardinal achievements is felt across the world. At home, the university is one of Louisville’s largest employers and contributes significantly to the cultural and intellectual life of the community. The city serves as a classroom for UofL students, who benefit from internships and co-ops with businesses including local startups and global corporations. Access to powerful partnerships with GE, Yum! Brands, UPS, IBM, Adobe, Humana and other top employers improves students’ educational experience, giving them the opportunity to apply their knowledge toward real-world projects and issues. Our students, faculty and staff also engage in service with a purpose, setting out to impact the economic, social and cultural health and well-being of communities while empowering students to make a difference. University members give back by participating in more than 540,000 service hours each year. For more than a decade, UofL’s Signature Partnership initiative has worked to enhance historically underserved areas of the city and is recognized as a national model for community engagement.

Through UofL’s approach to education, innovation and connection, Cardinals make impacts that make a difference, shaping a better future for all.
ACADEMICS DEFINE STUDENT SUCCESS

The University of Louisville defines student success as more than academic prowess. We invest in the whole student—academically, professionally and personally—to best prepare them for promising futures in a world filled with many challenges and many opportunities.

- One of only 79 universities in the United States to earn recognition by the Carnegie Foundation as both a Research 1 and Community Engaged university.
- UofL’s faculty include nationally and internationally renowned teachers and researchers who are innovators in the classroom, pioneers in research and leaders in their respective fields and professional associations.
- The Center for Engaged Learning (CEL) provides a coordinated effort around experiential learning and undergraduate research and high-impact practices that enhance students’ employability skills. Engaged learning opportunities are provided to all interested undergraduate students, particularly Pell-eligible, underrepresented minority and first-generation college students.
• UofL is one of the nation’s top producers of Fulbright scholars, one of the most prestigious prizes in academia. Since 2003, the university has produced more than 150 Fulbright scholars, ahead of many of the nation’s prestigious universities and more than all other Kentucky public institutions combined.

• The undergraduate graduation rate increased from 43% to 61.6% in the last 15 years, culminating in a record class in 2021.

• The UofL Student Success Center includes programs, advisors, peer mentors, coordinators and other resources committed to providing a quality university experience for more than 23,000 students. Additionally, the center awards small grants to help students who have financial barriers preventing them from graduating or registering for the next semester.

• A $2.4 million gift from the James Graham Brown Foundation funds in-class peer support to improve student performance in math and science courses needed to pursue degree programs in science, technology, engineering, math and health (STEM+H).

• UofL’s student-athletes achieved a 91% graduation rate, matching the Cardinals’ best mark in the Graduation Success Rate report developed 17 years ago by the NCAA.

• Since 2014, UofL has been named a recipient of the Higher Education Excellence in Diversity Award from INSIGHT Into Diversity magazine.

• Online program enrollment has increased by approximately 23% compared to fall 2020 enrollment.
RESEARCH & INNOVATION—FOCUS ON THE FUTURE

The University of Louisville addresses and solves grand challenges which impact humanity. Entrepreneurial focus, advancing human health and harnessing technical advances combined with translational research means breakthroughs get to market faster so positive impacts are realized quickly.

• Fiscal year 2021 brought the university a record $201.5 million to support groundbreaking research—an increase of more than $30 million over the previous record set a year earlier—$26.7 million in licensing and other innovation income—also our best year on record—and 80 new patents awarded to researchers for innovations born at UofL. The research supported work to address some of the most pressing global problems of our time, including climate change and battling the COVID-19 pandemic.

• Thanks to a $47 million gift—the single largest philanthropic gift in the
university’s history—development of a new campus in downtown Louisville is currently underway. The UofL Christina Lee Brown Envirome Institute New Vision of Health Campus will engage researchers and community members to learn how natural, cultural and personal environments impact health and discover how to build healthier cities around the world.

• Since 1982, Kosair Charities has donated a total of $50.4 million to support programs in pediatric forensic medicine, neurorecovery and cancer research along with the Center for Women & Infants at UofL Hospital.

• UofL’s pharmacology and toxicology department received $6.7 million over eight years from the National Institute of Environmental Health Sciences through the Revolutionizing Innovative, Visionary Environmental Health Research (RIVER) program to investigate how chromosome instability resulting from exposure to metals leads to lung cancer.

• UofL is developing a curriculum to increase cybersecurity talent specifically focused on health care thanks to $6 million in funding from the National Security Agency. The pilot phase of the Healthcare Cybersecurity Workforce Certificate initially will provide the training for 200 first responders and military veterans.

• UofL is one of a handful of schools selected by Microsoft to explore how artificial intelligence can be used to help researchers. The university is one of seven Microsoft Academic Research Consultants that will study how researchers might leverage the technology, for example, to sift through large data sets and glean insights. The goal is to understand needs and develop next-generation tools and training that could generate more groundbreaking research here and around the world.

• UofL also is home to many centers and institutes committed to interdisciplinary research and scholarship, including the Kentucky State Data Center, the Center for Asian Democracy, the Center for Geographic Information Systems, the Institute for Intercultural Communication and the Cooperative Consortium for Transdisciplinary Social Justice Research.

• UofL’s status as a top research university attracts industry collaborations such as FirstBuild from GE Appliances and HIVE from Kindred Healthcare. These programs bring creative new products to the marketplace and enable students to work and learn in cutting-edge R&D facilities.

• UofL also has secured awards from prestigious innovation grant programs such as the Wallace H. Coulter Foundation, the National Institutes of Health and the National Science Foundation. These programs move UofL innovations out of the lab and into the marketplace more quickly, advance economic development and improve the quality of life for Kentuckians.
COMMUNITY ENGAGEMENT: COLLABORATING FOR SUCCESS

Classified as a Carnegie Foundation Community Engagement Institution, the University of Louisville is a premier metropolitan university dynamically connected to the local and global community. The university draws upon the expertise and energy of faculty, staff and students to deal with the quality-of-life issues affecting the community.

- Working closely with community residents, Jefferson County Public Schools, Louisville Metro Government, Metro United Way, Louisville Urban League, faith-based organizations and many others, UofL has coordinated and enhanced existing programs and launched new programs designed to eliminate or reduce disparities that West Louisville residents experience in education, health, economic and social conditions.
- UofL’s Additive Manufacturing Institute of Science & Technology, housed in the J.B. Speed School of
Engineering, supports training for minority-owned businesses in West Louisville.

• UofL and the Louisville Muhammad Ali International Airport (SDF) are collaborating on research that will enhance travelers’ experience and airport operations through innovation. This is the first agreement of its kind for SDF, which will allow the airport campus—including all facilities, terminal and airfield—to serve as an innovation lab for UofL-led research projects.

• The UofL Digital Transformation Center integrates industry and academic institution relationships to create a modern workforce and advance research that expands our ability to create and implement solutions to issues that will impact the human condition for generations to come.

• Veteran-owned media company Military Friendly designated UofL a “Gold” ranking for 2022-23. This designation recognizes our commitment to serving the military and veteran community, from hiring and career advancement to customer service and charitable investment.

• UofL and Yum! Brands Inc. recently launched the Yum! Center for Global Franchise Excellence. The center features the first business program of its kind at a public university to provide existing and potential franchisees multiple levels of online education focused on the franchising model across industries. In addition, the center focuses on recruiting and educating underrepresented people of color and women on the possibilities of franchising as a pathway to entrepreneurship.
HEALTH SCIENCES CENTER & UOFL HEALTH

The University of Louisville Health Sciences Center in downtown Louisville is the city’s only academic medical center and home to more than 800 medical and dental residents; 3,400 students pursuing degrees in health-related fields within the schools of Dentistry, Medicine, Nursing and Public Health and Information Sciences, as well as more than 20 interdisciplinary centers and institutes.

Downtown Louisville is also the heart of the UofL Health enterprise. UofL Health is a fully integrated regional academic health system with more than 12,000 team members, six hospitals, four medical centers, 200+ physician practice locations, 700+ providers, Frazier Rehab Institute, Brown Cancer Center and the Eye Institute. Through UofL Health’s affiliation with the School of Medicine, practitioners are developing future technologies, better processes and more advanced treatments that ensure patients receive the highest levels of care.
CAMPUS LIFE

UofL’s more than 23,000 students discover their passions in and out of the classroom.

The university recently launched the Center for Engaged Learning, a dynamic resource designed to improve students’ educational experience and prepare them for the complex challenges and careers of tomorrow. The CEL focuses on experiential learning opportunities that complement the classroom experience, enabling students to apply their knowledge toward real-world projects and issues.

Each year, about 500 freshmen join UofL’s Honors Program where they can push themselves academically, working alongside faculty on research
projects, traveling through study abroad or serving the local community. The university also has four career centers on campus to help students find success.

The university is home to 400 registered student organizations (RSOs) including academic groups, faith-based organizations, social clubs, cultural organizations and intramural sports clubs. Greek Life on campus involves 33 sororities and fraternities, including all “Divine Nine” Black fraternities and sororities.

The park-like Belknap Campus includes 12 residence halls, allowing students to live at the epicenter of a vibrant campus experience. Students can choose from a variety of housing options, including two state-of-the-art residence halls (for first-year students only) built within the past three years. Living-Learning and Themed Community options are available for first-year and upper-level Cardinals. Students with a shared major or interest live and take classes together while receiving specialized academic and staff support, leadership and social opportunities and more.

Our location in Louisville also provides the Cardinal Community with access to region’s finest arts and cultural activities, as well as shopping, restaurants, concert venues, parks and outdoor recreation activities.
ATHLETICS

A proud member of the Atlantic Coast Conference (ACC) since 2014, UofL has 23 men’s and women’s sports and boasts several national champion teams and athletes, Final Four appearances and conference titles.

In 2020-21, UofL earned four ACC championships, the most in a single season since 2014; had national champions in men’s swimming and track and field; ranked 40th in the nation in the final Learfield IMG College Director’s Cup Division I national all-sports standings; and had eight ACC players of the year. Four Cardinal athletes have been No. 1 picks in the NBA, WNBA, MLB and MLS drafts and, in 2016, Lamar Jackson earned the university’s first Heisman Trophy. UofL also holds the distinction of being the first university to win a BCS bowl game, appear in the men’s and women’s basketball Final Fours and appear in the College World Series in the same school year.

Student-athlete accolades are earned in the classroom as well. Cardinal sports teams achieved an impressive 3.256 combined grade point average for the 2020-
21 academic year, and UofL student-athletes matched a record 91% graduation rate in the latest Graduation Success Rate (GSR) Report, most recently reported for freshmen who entered in the 2013-14 academic year. UofL Athletics has ranked in the top 10 nationally in service hours for seven years of the NCAA Team Works Service Challenge, including winning the service award twice and finishing second in the nation in 2021.

Administratively, UofL Athletics received seven donations of seven figures in the 2020 calendar year. Since 2016, support from donors has allowed Athletics to add to or upgrade its elite facilities including the state-of-the-art Thorntons Academic Center of Excellence and its football, field hockey, tennis, baseball, basketball and track and field venues.
THE ROLE OF THE PRESIDENT

The next President of the University of Louisville will be an engaged, inspiring leader with a demonstrated commitment to UofL’s heritage, mission and core values. The President will advance these values by building on the university’s traditions and strengths, actively seeking consensus among all its constituencies, and exercising superb management and decision-making skills. The President will communicate effectively with both internal and external constituencies, articulating clearly and passionately UofL’s mission, brand and strategic aspirations. The President will work effectively with the Board Chair and Trustees in pursuit of the strategic initiatives that will further strengthen the university and the community.

The President will embrace the faculty’s long-standing commitment to excellence in teaching, underscored by increasing quality of scholarship and research, and display understanding of the essential synergy between the two. The President will foster a vibrant and diverse community of students, faculty and staff, enhancing relationships with alumni, parents, community leaders, elected officials and others closely associated with the university. Finally, the President will lead by modeling character, passion, integrity as well as a firm belief in the pursuit of knowledge and academic excellence.

THE PRESIDENT’S PRINCIPAL DUTIES ARE TO:

• Articulate the mission and core values of the University of Louisville;
• Ensure that the university pursues and achieves excellence in its academic endeavors, including but not limited to quality undergraduate and graduate academic offerings, regional and national recognition of scholarly and creative activities of the faculty and the achievement and success of its students;
• Work closely and collaboratively with the leadership and governance units of UofL—including shared governance entities—in regularly reviewing and refining UofL’s strategies for continued success;
• Appoint such executive officers and administrative leaders as deemed necessary;
• Cultivate relationships with local, regional and state elected officials in a manner that furthers their appreciation for the value that the University of Louisville provides to the citizens of the region and the Commonwealth of Kentucky and secures the appropriate state support as a leading public urban research university;
• Strengthen partnerships with area school districts and other institutions of education, the business community and residents of the local and regional communities, with an entrepreneurial spirit that helps build new revenue streams and increases student enrollment and achievement;
• Build coalitions and partnerships with the business community in a manner that makes the urban core of the City of Louisville an extension of the UofL’s research community;
• Engage alumni and encourage their involvement in the university and its activities;
• Lead aggressive efforts to raise funds from individual donors, private and non-profit sources, government grants, corporations and foundations. The President’s principal role in this regard is to ensure that donors recognize the significance of their potential gifts and how those gifts will help the university accomplish its goals.
The impressive gains that UofL has made over the past decade in enrollment, facilities, programs, research, athletics and reputation have dramatically strengthened its profile as a national public research university. To position the university for continued growth, the President of the University of Louisville will place particular emphasis on the following core initiatives:

1. **Build out UofL’s strategic plan and vision for the future.**
   
   Guided by thoughtful strategic planning and strong leadership, the University of Louisville has been positively transformed over the past decade. The current strategic road map is a plan developed for the period of 2019-2022. Work is underway to refresh this plan for the next three years, and an initial draft of the 2022-2025 plan is currently being reviewed. A new President arriving on campus will be expected to provide a “fresh look” at what the next chapters of UofL’s success will look like—using this strategic plan refresh as a starting point. The President will ideally influence better clarity on:
   
   - Who are we?
   - What is our vision and destination?
   - How will we get there?

   The next President will lead the implementation of the vision for what the future could bring for UofL, drawing on a knowledge of best academic practices nationally, an understanding of and engagement with the issues facing institutions of higher education in these volatile times, a global perspective and a clear understanding of the keys to institutional and student success in a foreseeable future.

   In short, the President must be able to galvanize UofL’s key constituencies around a shared vision for the university and must then provide the leadership necessary to make that vision a reality. At the same time, the President must be vigilant in responding to external and internal changes in the environment (not the least of which are the implications of the current global pandemic) that might necessitate a modified or even new strategy, and be prepared to lead the development and execution of such changes.

2. **Refine and communicate a distinctive identity for the University of Louisville.**
   
   UofL has been transformed from a local commuter university into an impressive national research university offering robust academic programs with a distinguished professoriate and enriching experiences to a student body drawn from all over the country.

   This transformation has led to an enhanced image that is celebrated by its core stakeholders (faculty, students, staff, alumni and its immediate community partners) but needs to further penetrate broader constituencies in the interest of continued growth in enrollment, philanthropic fundraising, public support and regional/statewide/national recognition. While most stakeholders acknowledge UofL’s size and prominence within Kentucky, the university’s brand
recognition does not match its current strengths, which puts UofL at a disadvantage for its proper recognition in the national academic landscape.

As an extension of the strategic planning initiative, a brand campaign is currently underway with the goal of positioning the university more distinctively for its prominence in research, student success and community engagement. This effort will also enhance UofL’s standing with its key external constituents and funders, such as the Governor and Kentucky legislature. The next President should embrace this effort and work to ensure that a comprehensive communications strategy is in place to use all assets to bolster the university’s image and impact.

3. **Leverage the synergies of the partnership with UofL Health.**

The creation of UofL Health through the acquisition of KentuckyOne Health in 2019 was a momentous decision with long and far-reaching implications for the university and its communities. UofL Health is a now a fully integrated regional academic health system with six hospitals, four medical centers, 200 physician practice locations, 700 providers, several specialized institutes and over 12,000 employees. The value of this partnership will be realized through enhanced healthcare and through its impact on the university’s reputation and resources. UofL’s next President must ensure that all is being done to drive a common culture and full alignment between the patient care, education and research missions of the respective enterprises.

4. **Serve as the University of Louisville’s “Champion” in outreach and advocacy.**

The President is the “face and voice” of the University of Louisville in representing its interests to external partners. The Commonwealth of Kentucky annually appropriates 10% ($140 million) of UofL’s budget. The City of Louisville shares many joint priorities with UofL. UofL’s success in building its reputation and resources is directly impacted by the effectiveness of its external advocacy and communications — with the legislature, the Governor and state administration, the private sector, donors and leaders in the City of Louisville as well as in key Kentucky communities. This outreach will need to be intensified, as public resources become tighter and the expectations of these internal and external stakeholders become sharper. The President must be able to navigate the Kentucky political landscape and build positive and advantageous working relationships with elected officials and community/business leaders.

The next President will need to convey to all stakeholders a clear and enthusiastic personal embrace of UofL. To succeed, the President must possess a thorough knowledge of the university’s strengths and potential, and have the ability to communicate these strengths to others.

5. **Prioritize student success initiatives and results.**

UofL has made steady progress over recent years in raising the caliber of its students while balancing its commitment to access. Investments have been made in academic and co-curricular programs to ensure the holistic development of students. However,
some of the core metrics of improvement are still lagging. The graduation rate is at 65%, and retention is below national averages—particularly for students of color and other underrepresented groups. With a campus comprised of 37% Pell-eligible and 33% first-generation students, a renewed emphasis on student success should be spearheaded by the next President. All university resources dedicated to these areas should be reviewed to ensure that they are fully integrated toward the common goal of more acceptable results in these areas. There is a financial imperative here, as the state’s performance funding formula is weighed using these goals.

6. **Sharpen the University of Louisville’s enrollment strategy.**

The university experienced record enrollment levels in the Fall of 2020 (FY21) of 23,246, and enrollment has remained stable since then. However, in light of intensifying competition from other universities in Kentucky and from surrounding states—and vastly complicated by the implications of the COVID pandemic—the new President will be expected to drive efforts to ensure sustainable enrollment levels (and associated revenues) through a focused enrollment management strategy. In support of this, the President must lead ongoing optimization of the university’s enrollment strategy that will align the Board of Trustees and senior leadership team in support of an enrollment plan that properly balances admission standards for student quality with an enrollment yield that provides tuition and housing revenues necessary to sustain the university’s budget.

7. **Build the University of Louisville’s resources.**

In light of declining state appropriations for public higher education and the desire to keep tuition increases at a minimum, the new President will be expected to work with the university community to identify and develop new, sustainable revenue streams that will be critical to the quality of UofL’s academic and co-curricular programs, the depth of its faculty and staff expertise and the attractiveness of its facilities. The university has been increasingly successful in fundraising over the past decade (its endowment has now reached $1 billion), and the time is right for an intensive effort to instill a more pervasive culture of philanthropy and raise increased levels of private funds.

The next President will support this goal by dedicating significant personal time and energy to cultivating and stewarding current and future donors. With an alumni base of nearly 150,000, there is untapped capacity among the University of Louisville “family.” The new President—in partnership with the University of Louisville Foundation—will lead the planning necessary to structure a capital campaign (its first in 10 years) and to increase annual giving. The UofL President will drive fundraising priorities, and as the “fundraiser in chief,” will be accountable for the university’s activities and results in this area.

Research is another area of resource opportunity for UofL. There has been steady growth in research funding (currently $30 million annually), yet great opportunity exists for expanded progress. The President must ensure that the research enterprise is properly resourced and that investments are made to
recruit and retain high-producing research faculty. Finally, the President should stimulate creative and entrepreneurial planning for new revenues beyond traditional sources. These could include online degree completion and other related academic offerings that could be provided to the region’s employers and employees.

8. **Serve as an effective steward of UofL’s finances.**

Significant progress has been made in recent years in stabilizing the university’s financial platform and positioning UofL to invest in new growth initiatives. The university’s current budget for the academic enterprise is $1.3 billion in addition to a $1.9 billion budget for its affiliated health care system. The university maintains a sound financial base with adequate revenues and assets to sustain its operations. The academic enterprise has generated increases in its net position of approximately 5% over the last three years.

Other highlights of financial strength include:

- The university implemented an RCM type budget model in FY20 that has better aligned expenses with revenues and encouraged academic units to be entrepreneurial.
- Sound budgeting and financial management has allowed the university to increase employee compensation for each of the past three years (including FY2023) while maintaining stable unit-based budgets.
- State support was significantly increased in FYs 2023 and 2024 with the addition of funding for deferred maintenance ($80 million), a new engineering building ($65 million) and operating funds of $14 million.

The university has a reputation for excellent fiscal management, reflected by its current bond ratings, and has always been prudent with its resources. Nevertheless, the financial implications of the pandemic are yet to be calculated, and the President will need to be especially attentive to budget and performance matters in the immediate years ahead.

9. **Build a campus culture of shared values, commitment to diversity and alignment toward UofL’s continued success.**

While UofL has worked effectively in recent years to expand the diversity of its student population, the need for continued progress remains an important goal – especially in increasing the diversity of faculty and staff. The new President must lend personal authority and passion to efforts underway to increase diversity at all levels through targeted recruiting so that the campus profile is better aligned with that of the expanded Louisville region. The President should also promote a culture of diverse and progressive thought and expression and make appropriate and reflective comments about social issues impacting the university community. The President should apply interpersonal qualities that bring people together and cohesively unify the campus at a particularly stressful time in American society.

In terms of personal engagement and visibility, the President must be attentive to the university’s internal communities and convey a personal and visible commitment to building a holistic culture.
that unites students, faculty, staff, Trustees and other governance units (including collective bargaining units) in support of the common mission of ensuring UofL’s future success. In turn, the President should be sensitive to the needs of the university’s faculty and staff and create an environment that supports, rewards and empowers people.

The President should ensure that a culture is promoted at all levels of the academic and administrative organizations that embraces change and accepts accountability for the university’s performance and outcomes. This will be especially critical to reinforce among the senior leadership team (Cabinet and Deans).
The University of Louisville's President first and foremost embraces, embodies and champions the university's values. The ideal candidate for the position must therefore appreciate the history, culture and spirit of this distinctive institution. It is essential that the President convey a passion for UofL’s character and, as UofL’s “face and voice,” the willingness to enthusiastically communicate the university's strengths and priorities.

UofL’s President must demonstrate a servant-leader style and managerial approach that emphasizes clear and open communication, a team orientation as well as the ability and willingness to delegate authority and hold people accountable. The next President must combine these attributes with creativity, the ability to assess and undertake calculated risk, a tolerance for ambiguity and nuance, optimism and a sense of self-confidence, humility and humor. Like most effective leaders, UofL’s President must be able to balance the need to engage in appropriate levels of collaboration and consultation with the essential ability to make timely and informed decisions.

The President will expend considerable time and energy working with external constituencies to generate the resources the university needs to carry on and expand its operations and enhance its profile. This will include fundraising as well as interactions with print, broadcast and online media, and a sensitivity to the impact those interactions will have on the university. In building these external relationships, the President will also demonstrate considerable skill and experience as a communicator and negotiator, and will possess the diplomatic dexterity, political savvy, courage of convictions, self-awareness and exquisite judgment necessary for superb leadership. A high level of effectiveness in crisis management and communications will be valuable in managing increasingly unforeseen developments in higher education. The ideal candidates for UofL’s presidency will possess a majority of the following professional qualifications and personal characteristics:
PROFESSIONAL QUALIFICATIONS

**Academic credentials**
A Ph.D. or other terminal degree is strongly preferred. In lieu of a terminal degree, candidates should have a demonstrated record of successful executive leadership, credentials and/or experience sufficient to warrant the respect and complete confidence of the full academic community.

**Financial acumen**
Experience in managing the financial and budgeting operations of a complex organization is a prerequisite for this position. Prior financial management experience will provide the foundation for effectively managing all major business aspects of the university.

**Team building**
Demonstrated success in recruiting, developing and retaining a high-performing senior leadership team. The President should be skilled in developing a culture of accountability here, with the confidence to delegate wisely and follow up regularly to ensure the attainment of assigned goals and objectives.

**Health sciences fluency**
Ideally, the next President should bring experience working within a university with a major health sciences and academic medical enterprise. The complexities of an integrated academic medical center require knowledge of health care trends, finances, research and their potential impact on the university.

**Intercollegiate athletics**
The role of athletics at UofL has always been a prominent one, and the success of its athletic teams has enhanced the university’s reputation and resources. The next President must be very knowledgeable about the role of intercollegiate athletics (ideally at the Division I level) in raising the university’s profile and developing exceptional student athletes. The President will need to embrace and support the community’s passion for UofL’s athletic programs and ensure that the athletics enterprise shares the university’s core values and goals.

**Fundraising**
Raising resources is critical to the growth and progress of UofL, and the President must play a key role in this process as a significant portion of the President’s time will be spent in the fundraising arena. The President provides overall direction for the strategies to cultivate and raise necessary funds. The President will have demonstrated both a talent and an enthusiasm for fundraising, including the personal and social skills – and a passion for the UofL’s mission – to cultivate financial support and partnerships in the private sector.
Community involvement

UofL must constantly be sensitive to its community presence and image, and the President must have a high level of involvement and visibility in the economic and community development of that region of Kentucky. The President must be personally engaged in appropriate community organizations and causes. The President should also encourage faculty, staff and students to be similarly involved in community activities so that Louisville’s leaders and citizens further appreciate the university’s contributions.

Advocacy

As a public institution, UofL’s fortunes are regularly impacted by how its external stakeholders perceive its value to its immediate region and the Commonwealth of Kentucky. UofL’s President must present the political acumen and “street smarts” to position the university effectively and positively with political, business and civic leaders.

Research

To continue the momentum gained through the designation of UofL as a Research One university—and to gain access to new sources of extramural funding—the President should have a direct understanding of the value added of research productivity and a commitment to advancing faculty scholarship.

Higher education issues, economics and trends

The President should be fluent in the current and emerging topics in higher education, particularly those that are relevant to a national public university like UofL. This acumen should include a working knowledge of changing university financial models, enrollment trends, Division I intercollegiate athletics and instructional delivery technologies and methodologies.

Marketing and promotion experience

Much of the university’s future success will be based on its expanded brand image and self-promotion.

The new President must lead the charge to continue enhancing the university’s reputation not only locally, but nationally as well. A key part of driving the university’s strategic direction will be its external marketing efforts. Experience in overseeing a promotion or marketing campaign that propelled an organization forward would be beneficial to the new President.

University governance

Working knowledge of governance practices is essential, as is a personal commitment to shared governance. Having that experience in a university setting would be preferred, as would be direct experience leading within a shared governance and/or collective bargaining environment. Working with boards and understanding how they operate can be learned rapidly once in the position, but having that knowledge in advance would help the new President to quickly develop a collaborative partnership with UofL’s Board of Trustees.

The President should possess the ability to balance
the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the culture of shared governance, faculty tenure and academic freedom at UofL. This includes seeking appropriate input for major decisions; reaching out to faculty, staff and students and encouraging their engagement in campus matters; and conveying a collaborative leadership style.

**Information technology**
In today’s world of rapid technological advances and applications, a working knowledge of the direction and possibilities of information technology would be very useful in steering advances and shaping communications at UofL. While this is primarily at an oversight level, some personal knowledge of technology and social media applications and trends would be beneficial.
PERSONAL ATTRIBUTES

**Academic Excellence** – Commitment to an environment where teaching, learning and student success remain priorities, with a strong scholarship focus integrated into that agenda.

**Integrity** - Demonstrate the highest level of integrity and character. Be truly interested in the views of their constituents and always act in the best interests of the university. Through openness and honesty, including the courage to admit mistakes, the President must build a culture of trust and confidence in the leadership of UofL.

**Executive Disposition** – Conveying an image that is consistent with UofL’s values; demonstrating the qualities, traits, work ethic, high energy and demeanor that command leadership respect.

**Enhanced Communications** – Ability to present ideas and messages in a cogent fashion, whether in one-on-one, small group or large audience forums. Must inspire, energize and enthuse audiences. Also demonstrate thoughtful and reflective listening skills. Prioritizes transparency in communications.

**Progressive Thinking and Behavior** – Conveying an entrepreneurial outlook that encourages new ways of approaching problems and opportunities, and a willingness to foster and incent change in organizations, practices and culture. Able to implement change in a diplomatic fashion.

**Drive for Results** – Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goal attainment, and tenaciously working to meet or exceed those goals while deriving satisfaction from the process of goal achievement and continuous improvement.

**Valuing Diversity** – Commitment (in both word and deed) to diversity, inclusion, equity and the ability to articulate a strong rationale for their importance to effective learning at UofL. Encouraging a culture of diverse thought and comfortably participating in campus conversations about social issues that impact the university community.

**Change Management** – The capacity to identify new areas for transformation and to create a spirit of followership among UofL’s many constituents as new possibilities are explored and achieved.

**Student Orientation** – In harmony with the university’s emphasis on student success, a commitment to keeping students at the center of UofL’s programs and operations, with their academic and holistic development the ultimate goal.

**Authenticity** – A genuineness which engenders trust, encompasses integrity and self-confidence, but conveys humility. A person who takes their role but not themselves very seriously.

**Visibility and Approachability** – A willingness and interest in regularly being “out and about” through attendance at campus academic, cultural and athletic events, with an equal investment of time spent externally in the community. This visibility should also be extended to UofL’s Health Sciences Campus. A high level of comfort in encouraging—and accepting—insights, feedback, suggestions (and criticism!) from a myriad of UofL stakeholders.
Personal Values – A leader who exhibits and embodies collegiality, leadership development, support of scholarship and enthusiasm. A leader who values participating in a campus community that honors tradition, embraces intelligent growth and reflects the collegiality, respect, mutual support and warmth of a family. Above all, a leader who has the courage and conviction to make the necessary decisions in a compassionate way to ensure UofL’s long-term success.

PROCEDURE FOR CANDIDACY

Confidential inquiries, nominations and applications are invited. Review of applications will begin in Fall 2022 with the goal of announcing the new President in late Spring 2023. For fullest consideration, applicant materials should be received by Sept. 15, 2022. Candidates should provide a résumé or curriculum vitae and a letter of application that addresses the responsibilities and requirements described in this Leadership Profile. These materials should be sent electronically to the WittKieffer client portal at uofl.me/pres-candidate.

The search process provides confidentiality to all candidates throughout its entirety. References will not be contacted until after first round interviews and not without prior knowledge and approval of candidates.

Questions or nominations can be directed to UofL’s consultants at WittKieffer:

John K. Thornburgh, Ryan Crawford, and Sandra Chu at:
ULouisvillePresident@wittkieffer.com