



WELCOME

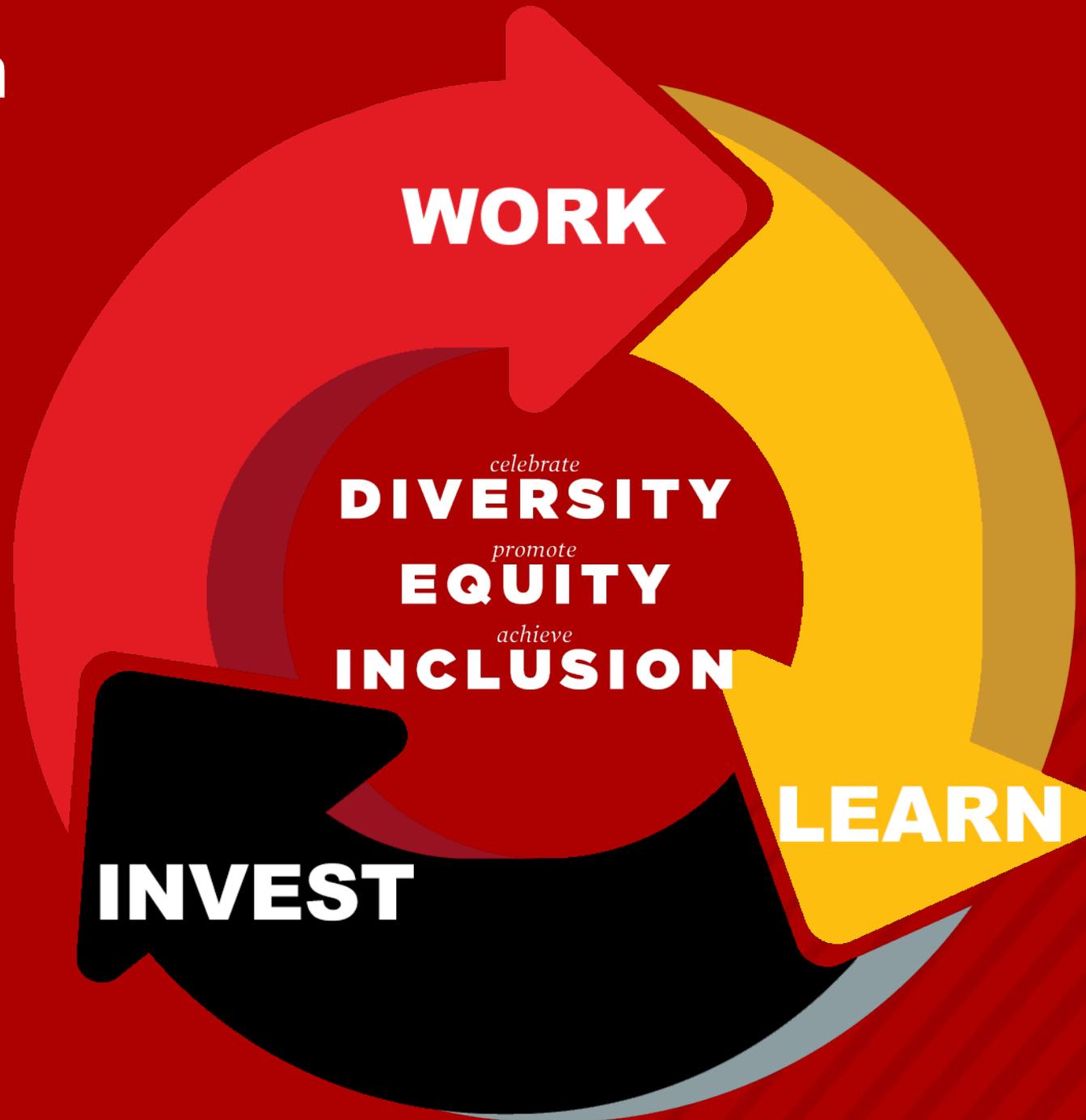
Two 3-year Plans

2019 – 2022

2022 - 2025



UofL Vision



UofL Values - “CARDINAL Principles”

- C** Let us be a university that is a **Community of Care**. Care for self, care for one another as the Cardinals Family, and care for the community beyond as the human family. We are a community—not just a collection of individuals. We are a community—not just buildings connected by an HVAC system.
- A** **Accountability to the Team**. We keep our promises. We own mistakes. We are accountable to the team.
- R** **Respect, irrespective of position**. We respect each other’s humanity and dignity, no matter what our positions in the organization are. We also respect our right to differing and conflicting positions on issues. To quote, “We will be a place that prepares students for ideas, not protects students from ideas.”
- D** **Diversity and Inclusion**. We celebrate diversity of thought, of life experiences, of perspectives. We know as the Kentucky motto states, United We Stand. We want everyone, in the richness of all of their many unique and intersecting identities to feel included in the Cardinal fold.
- I** **Integrity and Transparency**. We will be true to our mission of an urban research university to create, disseminate and apply knowledge. Integrity is our collective commitment to make decisions with the best interests of our university in mind and to share the decision-making rationale and the outcomes transparently.
- N** **Noble Purpose**. We will identify for ourselves the ways in which we make a difference. We know we must solve the problems of access and affordability to give everyone the opportunity to find and pursue their own noble purpose.
- A** **Agility**. We will recognize that things change and when they do, we must change things. We know that when adaptation in an organization does not keep pace with adaptation in the environment, the organization will not survive.
- L** **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 U of L is not just a hashtag or a slogan. It is our declaration of leadership and ownership.



What Have We Done So Far?

- **Consideration and Review**

- Funding model
- Benchmarks
- Financial status
- Best practices

- **Strategic Planning emails**

- Survey of students, staff, and faculty
- Survey of alumni, donor, and friends
- Incorporated submitted feedback

- **Strategic Planning Retreat**

- **Workgroup Co-Chairs selected**

- **Workgroups populated**

- **Established goals**

- **Developed timelines**

- **Created defined deliverables:**

- Strategy
 - What we want to do
- Action
 - How we intend to do it
- Targets
 - Intended outcome narratives
- Measures
 - Factors by which success will be judged

- **Learn, Work, Invest workgroups**

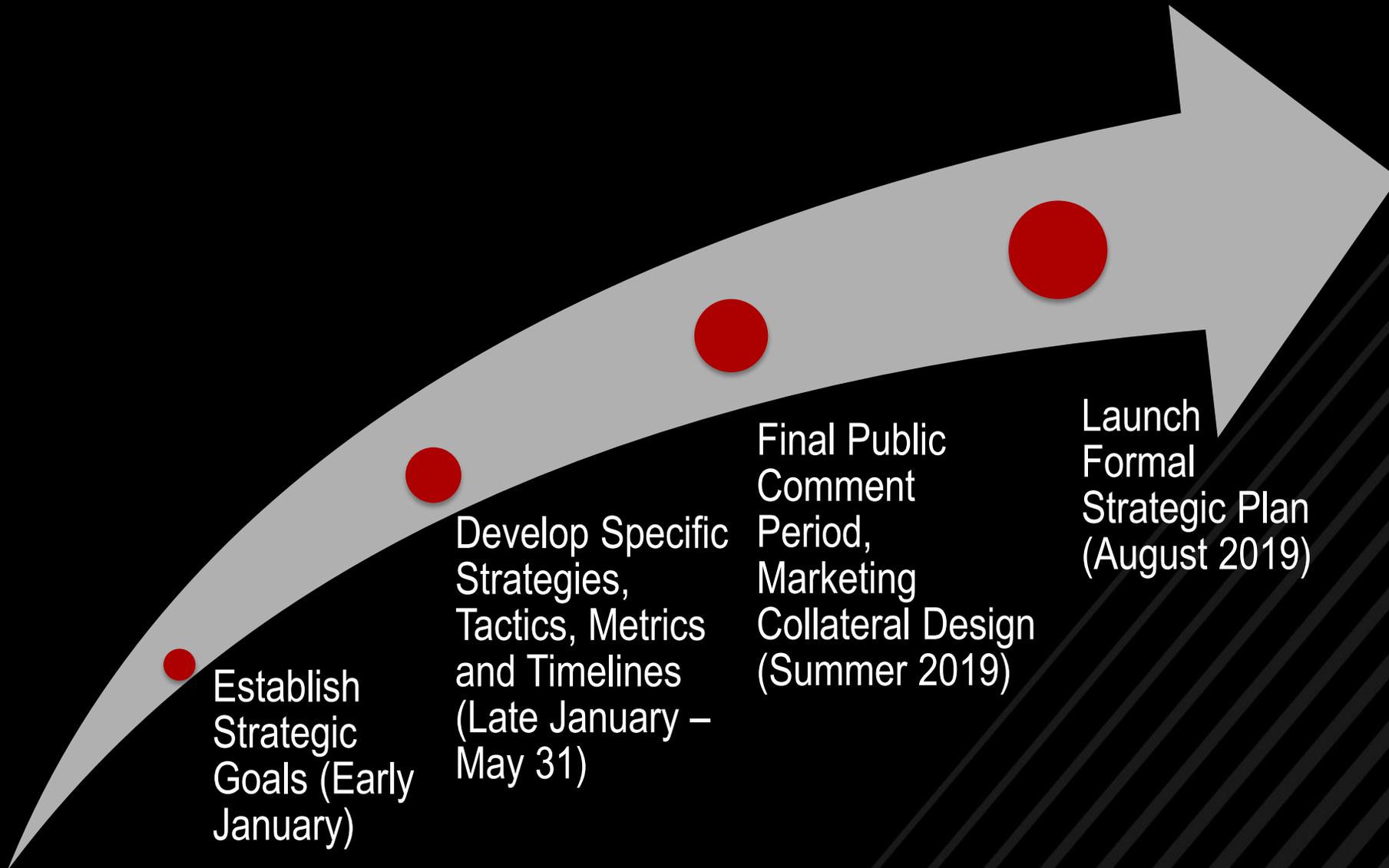
- Collected data in open forums
- Met with constituencies and subject-matter experts
- Developed initial draft strategies



Committee and Work Group Membership

Executive Committee (EC) +	Work Group Co-Chairs
Neeli Bendapudi	Jasmine Farrier (Learn)
Gail DePuy	Jeff Sun (Learn)
Jeff Bumpous	Nat Irvin (Learn)
Beth Boehm	Crystal Collins-Camargo (Work)
Rob Keynton	Karan Chavis (Work)
Toni Ganzel	Brian Buford (Work)
Brad Shafer	Enid Trucios-Haynes (Invest)
Krista Wallace-Boaz	Kimcherie Lloyd (Invest)
John Smith	Jon Klein (Invest)
Jonathan Fuller	
John Drees	
Bob Goldstein	
Madison Pumphrey	
Michael Wade Smith	
Steering Committee is comprised of EC + Work Group Co-Chairs	

High Level Process Overview



LEARN Strategic Goal

The University of Louisville is a great place to **LEARN** because it prepares students for success now, next, and beyond. We accomplish this by supporting the whole student through transformative, purpose-driven, and engaged learning.

What we've done so far...

- **Reviewed current activities of:**
 - Enrollment Management Advisory Committee
 - Retention and Persistence Committee
 - CPE Performance Funding Model Metrics
- **Divided into Teams:**
 - Recruiting Aspiring Cards (& Retaining "Cards" Holding Members)
 - Academic Development & Experience
 - Whole Student Support & Success
 - Building Skills & Resumes



LEARN Emerging Areas of Focus

- **Strategic Enrollment Management**

- Diverse Student Body

- **Student Success**

- Comprehensive Retention → Persistence → Graduation

- **Experiential Learning Opportunities**

- **Disciplinary Spanning, Inquiry and Learning**

- Faculty Development

- **Logistics, Operations, Mindset**

- Student-ready Culture

WORK Strategic Goal

The University of Louisville is a great place to **WORK** because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff, and administration live our institutional values.

What we've done so far...

- Reviewed recent survey, focus group and other data related to factors impacting making UofL a great place to work
- Workgroup members prioritized strategy topics which must be addressed in the plan
- Divided into teams focused on each of the five topical areas
 - **Culture and Climate**
 - **Professional Development and Advancement**
 - **Transparency, Leadership and Accountability**
 - **Retention, Hiring, Onboarding and Performance Management**
 - **Compensation, Salary and Benefits**

WORK Emerging Areas of Focus

– **Compensation and Benefits**

– **Recruitment and Retention**

- Focus on Diversity, Equity, and Inclusion

– **Professional Development**

– **Accountability and Transparency**

- Create Organizational Culture using CARDINAL Principles to guide leaders' and decisions

– **Improve Campus Climate**

INVEST Strategic Goal

The University of Louisville is a great place in which to **INVEST** because of its demonstrated impact on the economic, social, and cultural health and well-being of Louisville, the Commonwealth, and beyond. We accomplish this through innovative teaching, research, scholarship and creative activity, principled leadership, responsible stewardship, and engaged partnerships.

What we've done so far...

- Create Principles / Framework and Action Plan
 - **Valued Investments at the University of Louisville**
 1. Promote transdisciplinary/multidisciplinary education, research, and service
 2. Incorporate community-engaged partnerships and services
 3. Are student-centered to advance educational excellence
 4. Have a demonstrated economic, social, and/or cultural impact for local to global communities
 5. Serve the community as a whole by advancing diversity, equity, and inclusion including the interests of URMs/historically marginalized communities
 6. Demonstrate principled leadership and responsible stewardship

INVEST Emerging Areas of Focus

- **Create a “front door” to grow UofL collaborations with industry, government, community, and neighborhood**
 - Leverage the knowledge and expertise of the university’s talent
- **Advance innovation and elevate UofL to be a top R1 university**
 - Cultivate internal research, scholarship, and creative collaborations
- **Establish partnerships that support student success, faculty/staff development, and improve quality of life**
 - Local industry partnerships, alumni business connections, government partnerships
- **Establish UofL as one of the city’s top 3 cultural and social centers**
 - On-campus and virtual experiences
- **Grow investment supporting representational growth from marginalized communities**
 - Scholarships, faculty recruitment and retention, and infrastructure

**WE VALUE YOUR
INPUT AND FEEDBACK**

How To Be A Part of the Process

- **Stay Informed**
 - Regular updates to the Strategic Planning website (<http://louisville.edu/discover/strategicplan>)
 - Periodic campus-wide emails with updates on process and developing strategies
- **Get Engaged**
 - Participate in Work Group feedback sessions, focus groups, and other engagement opportunities
- **Share Your Questions, Comments, and Concerns**
 - Feedback form on strategic planning website
 - Openly engage members of the Steering Committee and Work Groups

