

# **DRAFT STRATEGIC PLAN**

**FALL 2022-SUMMER 2025**

**2<sup>ND</sup> DRAFT**

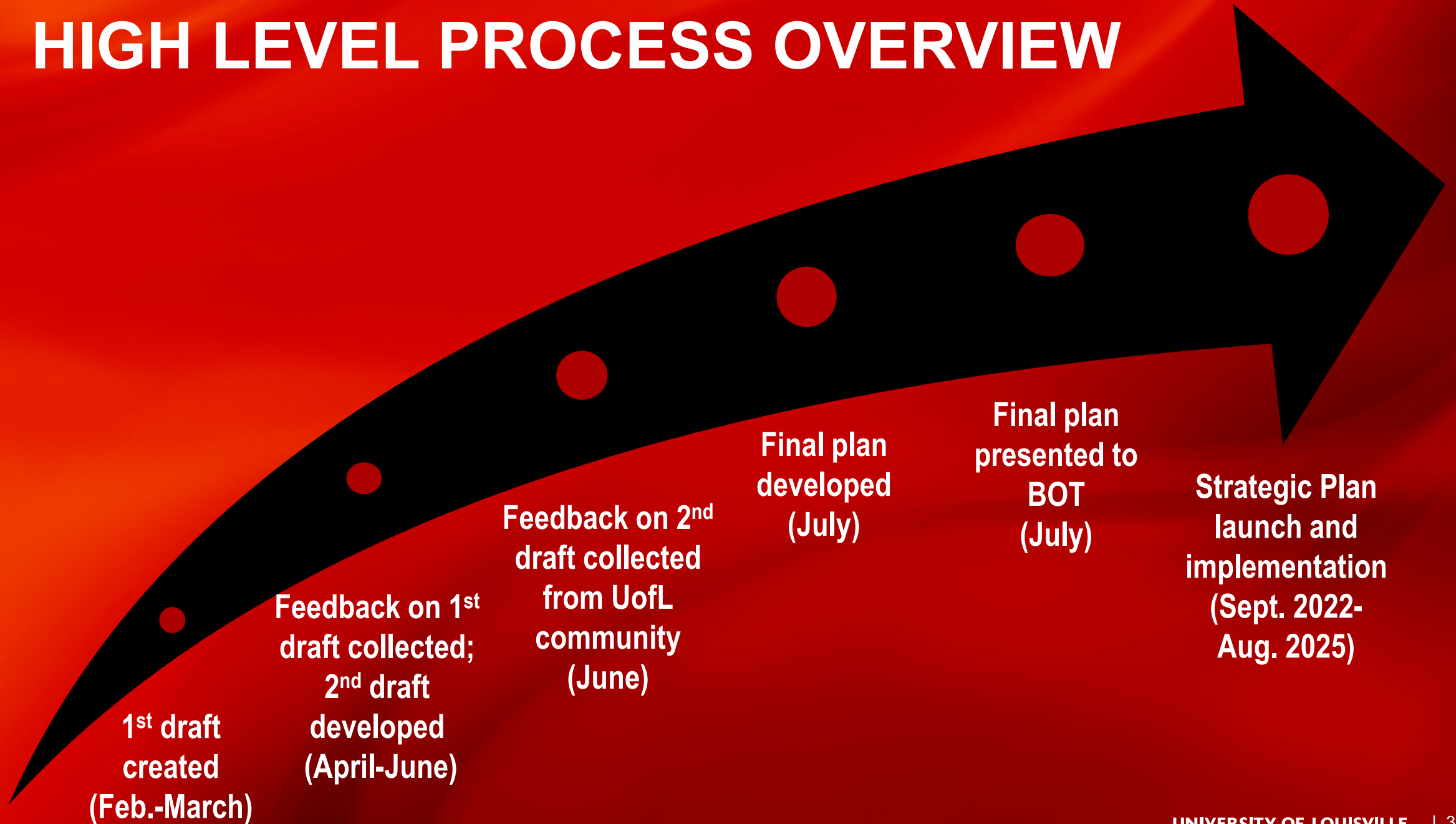
**JUNE 23, 2022**

# SUMMARY OF ACCOMPLISHMENTS

## 2019-22 STRATEGIC PLAN

- All-time high graduation rate of 60.4 percent in 2020
- A record \$201.5 million in FY21 to support groundbreaking research — an increase of more than \$30 million over the previous record set a year earlier
- Established the new Employee Success Center
- 40 percent growth in online learning programs
- Higher Education Excellence in Diversity Award from *INSIGHT Into Diversity* magazine
- Launched and staffed the UofL Digital Transformation Center
- Created the Center for Engaged Learning
- Rolled out UofL's new "Here and Beyond" brand framework

# HIGH LEVEL PROCESS OVERVIEW



# KEY CHANGES

FALL 2019- SUMMER 2022  
STRATEGIC PLAN

**vs.**

FALL 2022- SUMMER 2025  
STRATEGIC PLAN

- Replaced INVEST with CONNECT and DISCOVER
- Focused on high-level, big-picture concepts
  - Decreased strategies and actions
  - Removed detailed targets

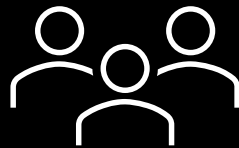


# A GREAT PLACE TO...

**LEARN**



**WORK**



**DISCOVER**



**CONNECT**





# LEARN OVERVIEW



- Prepare and support the whole student
- Offer transformative, purpose-driven and engaged learning
- Attract, retain, and graduate a talented, diverse student body
- Ensure access for ALL
- Commit to student success, remove barriers
- Create critical thinkers, lifelong learners, global citizens

# WORK OVERVIEW



- Ensure our workplace is dedicated to personal growth and professional development
- Live our institutional values
- Foster a culture of care, trust, accountability, equity, and transparency
- Become an employer of choice
- Attract and retain the most talented and diverse faculty and staff
- Continue our commitment to employee success



# DISCOVER

## OVERVIEW



- Create knowledge that improves lives
- Develop strong translational research, innovation, and entrepreneurship programs
- Support high impact scholarship, research and creative activity
- Enhance institutional infrastructure
- Engage historically underrepresented communities

# CONNECT OVERVIEW



- Improve awareness, accessibility, value, and impact
- Impact on the economic, social, and cultural health and well-being of Louisville, the Commonwealth, and beyond
- Ensure principled leadership
- Continue responsible stewardship
- Create engaged partnerships
- Increase alumni engagement

# QUESTIONS? FEEDBACK?

*Web feedback form: [louisville.edu/strategic-plan](https://louisville.edu/strategic-plan)*



# LEARN

## STRATEGIC GOAL:

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

# LEARN STRATEGY 1

Attract, retain, and graduate a talented, diverse student body through meaningful and structured commitment to student success.

## ACTION 1:

Create interdisciplinary degrees and credentials driven by community, society, and workforce needs.

## ACTION 2:

Increase and support non-traditional student populations including adult, commuter, online, transfer, international, etc.

## ACTION 3:

Continue to identify and remove barriers to improve retention and persistence to graduation and ensure progress towards equal outcomes for underrepresented, underprepared, low-income student sub-populations.



# LEARN STRATEGY 2

Prepare critical thinking, global citizens capable of lifelong, self-directed learning to lead, serve and shape the future.

## ACTION 1:

Every student will complete an engaged learning experience such as internship, community-based learning project, UG research, creative activity presentation/performance, practicum, study abroad, etc.

## ACTION 2:

All students will be provided with a foundation of essential skills that each recognizes as translational to career, professional and life opportunities.

# 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.

# WORK STRATEGY 1

Foster a culture of care, trust, accountability, equity, and transparency.

## ACTION 1:

Implement and incentivize programs to cultivate effective leaders and to hold them accountable for improving climate and culture outcomes as well as understanding the university's identity, vision and values including Cardinal Principles and the Cardinal Anti-Racism Agenda.

## ACTION 2:

Continue to establish transparent operational policies and procedures through Shared Governance and to increase effective communication strategies across campus.

# WORK STRATEGY 2

Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success.

## **ACTION 1:**

Prioritize faculty and staff retention by providing professional development opportunities.

## **ACTION 2:**

Informed by 2021-23 compensation study, develop plans to redress identified equity issues.

## **ACTION 3:**

Develop and provide formal university and unit/department on-boarding and exit interviews for faculty and staff.

# DISCOVER

## STRATEGIC GOAL:

The University of Louisville is a great place to DISCOVER new knowledge that improves lives. We accomplish this through impactful research, innovation, scholarship, and creative activity.



# DISCOVER STRATEGY 1

Increase efforts and support in innovation, research, scholarship, and creative activities.

## ACTION 1:

Build and enhance institutional infrastructure to support UofL research, scholarship, and creative activities.

## ACTION 2:

Invest in the recruitment, development, and retention of top researchers: faculty, staff, postdocs and graduate students.

## ACTION 3:

Engage historically underrepresented communities in the university's scholarly contributions and research activities.

# DISCOVER STRATEGY 2

Develop strong translational research, innovation, and entrepreneurship programs to maximize societal impact of university research.

## **ACTION 1:**

Develop and support a culture that celebrates innovation and impact.

## **ACTION 2:**

Develop the capacity to successfully start and launch companies from UofL technology and discoveries.

## **ACTION 3:**

Expand innovation and translational research support including clinical research and clinical trials.

# CONNECT

## STRATEGIC GOAL:

The University of Louisville is a great place with which to CONNECT because of its impact on community and the economic, social, and cultural health and well-being of Louisville, the Commonwealth, and beyond. We accomplish this through principled leadership, responsible stewardship, and engaged partnerships.

# CONNECT STRATEGY 1

Improve awareness, accessibility, value, and impact of community, industry, government, and alumni partnerships.

## ACTION 1:

Recognize and celebrate works that ***Empower Our Communities*** through enhanced cultural contributions to our community and partnerships.

## ACTION 2:

Expand and strengthen partnerships that support professional development to ***Advance the Health*** of our community.

## ACTION 3:

***Engineer Our Future Economy*** by developing creative ideas and technologies that facilitate workforce opportunities through engagement with industry, non-profit, community and government entities.

# CONNECT STRATEGY 2

Increase community and alumni engagement.

## ACTION 1:

Create social, cultural, and learning opportunities that bring people to campus or bring the campus to people (virtual and external partnerships) by leveraging clinician, faculty, staff, and student expertise and talent.

## ACTION 2:

Develop a comprehensive alumni engagement platform to integrate university, alumni, and friends shared interests, expertise, and achievements.



# LEARN METRICS

Metric	
Scholarship Awards (Undergraduate)	% of need-based aid for first-time freshmen
	% of scholarship award dollars to STEM+H students
Enrollment	Undergraduate Enrollment (total)
	· URM
	· First Generation
	· STEM + H
	· Adult Students (25+ degree seeking only)
	· Online Students
	· International Students
	Graduate Enrollment (total)
	· URM
	· Online Students
	Professional Enrollment (total Medicine, Dentistry, and Law only)

# LEARN METRICS

Metric	
Retention (Undergraduate)	<i>First-to-Second-Year (total)</i>
	· URM
	· Low Income
	<i>First-to-Third-Year (total)</i>
	· URM
	· Low Income
Graduation rates (undergraduate)	<i>Four-Year (GRS Cohort)</i>
	· URM
	· Low Income
	<i>Six-Year (GRS Cohort)</i>
	· URM
	· Low Income

# LEARN METRICS

Metric	
Degrees Awarded	<i>Bachelor</i>
	· URM
	· Low Income
	· STEM + H
	· Online Only Program
	<i>Master</i>
	· URM
	· Online Only Program
	<i>Doctoral (Research)</i>
	· URM
	<i>Professional</i>
	· URM

# LEARN METRICS

Metric	
<b>Student Participation in High-impact Practices (Undergraduates)</b>	Learning Communities (LLCs, LCs, TCs)
	Experiential Learning (e.g. internships, co-ops, field experience, student teaching, clinical placement, service-learning)
	Research
	Study Abroad (receiving credit at UofL)
<b>Post-graduation Outcomes</b>	% of graduates who have accepted placement at employer, graduate school, or military within 3 months of graduation
	% of graduates in past 15 years with trackable career information

# WORK METRICS

Metric	
<b>Employee Success Center/Professional Development</b>	# of Professional Development Opportunities provided through the Employee Success Center
	<i>Employee participation in professional development</i>
	· On-campus
	· Other
	Employee satisfaction with professional development opportunities



# WORK METRICS

Metric	
UofL Climate	Employee participation in Climate Surveys (Chronicle Great Places to Work/Internal Campus Climate and Diversity Survey)
	Overall employee perception on Climate Surveys (Chronicle Great Places to Work/Internal Campus Climate and Diversity Survey)
	Employee perception of compensation and benefits
	Employee perception of diversity/inclusion
	Employee perception of work/life balance
	Employee perception of work environment
	Employee perception of leadership

# WORK METRICS

Metric	
Employee Compensation Gap (decrease compared to market)	<i>Faculty</i>
	· Female
	· African American
	· Hispanic/Latinx
	· Asian
	· Native Hawaiian or Other Pacific Islander
	· American Indian or Native Alaskan
	<i>Staff</i>
	· Female
	· African American
	· Hispanic/Latinx
	· Asian
	· Native Hawaiian or Other Pacific Islander
	· American Indian or Native Alaskan
	<i>Administrators</i>
	· Female
	· African American
	· Hispanic/Latinx
	· Asian
	· Native Hawaiian or Other Pacific Islander
	· American Indian or Native Alaskan

# DISCOVER METRICS

Metric	
Total Research Dollars	Annual research expenditures
	Annual research awards
Scholarly Activity	# of intellectual property disclosures
	# of patents applications
	# of endowed professorships
	# of active licenses and options of UofL Intellectual Property
	# active clinical trials at UofL
	# active clinical trials sponsored by UofL

# DISCOVER METRICS

Metric	
Research Active Personnel	# of doctoral and professional degrees awarded in STEM + H fields
	# of doctoral and professional degrees awarded in humanities, social sciences and other fields (e.g. business, education, social work, law)
	# of postdoctoral scholars
	# of research staff with doctoral and/or professional degrees
	URM representation in internal grants
	# of NIH diversity supplements
	URM representation in Ascending Stars Fellowship program

# CONNECT METRICS

Metric	
Programming for Community	<i>On-campus</i>
	· # of events
	· Average satisfaction score of attendees
	<i>Off-campus</i>
	· # of events
	· Average satisfaction score of attendees
Donor Engagement	<i>Amount of donations (annual)</i>
	· Academic gifts
	· Athletic gifts
	% of alumni giving annually to the university
	# of donors



# CONNECT METRICS

Metric	
Alumni Engagement	# of events
	Average satisfaction score of attendees
Business Engagement	# of SBIRs granted
	# of NDAs executed
	Research and development expenditures from businesses



# 2022-25 Strategic Plan Co-Chairs



**GAIL DEPUY**

*Interim senior vice provost,  
professor of industrial engineering*



**DAVID SCHULTZ**

*Professor, biology, college of  
arts and sciences*



**KRISTA WALLACE-BOAZ**

*Associate dean and professor of piano and  
pedagogy, school of music*



**SARA ROBERTSON**

*Assistant dean for the DNP programs,  
Associate Professor of Nursing*



**NAKIA STRICKLAND**

*Associate director, alumni relations,  
office of advancement*

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