Affordability

Transitions

Success

Equity

Talent

Value

HIGHER EDUCATION *Matters*

**A Campus Action Plan for
University of Louisville**

2022-2024

AFFORDABILITY
Objectives, Strategies & Targets

1. Reduce financial barriers to college enrollment and completion.

1a. Dependent on the availability of additional funding, expand or continue student persistence grants (proposed budget increase from $350,000 to $570,000 per year).

1b. Fully implement TRIO Student Support Services (SSS) with funding from the U.S. Department of Education to increase retention and graduation rates by offering financial and other related personal support to first-generation and low-income students.

1c. Maintain READY mentoring for first-generation and low-income students, with participants receiving up to $800 in grant support.

1d. Maintain the student emergency fund with both institutional and external philanthropic support.

1e. Implement a robust, single-entry system that streamlines the process for students applying for grants/ scholarships by minimizing application and search barriers and maximizing access to funding from all sources, both internal (campus-wide) and external (vetted).

2. Improve the public's understanding of how to pay for college.

2a. Educate students and families about financial aid and other resources to meet college costs through a multi-faceted and targeted approach to resource allocation in support of campus, community and state partners.

2b. Implement corporate, partner-focused campus visits and learning cafés to provide resources on funding opportunities and other sources to assist with paying for college.

2c. Schedule and organize presentations with community organizations to emphasize the importance of investing in their workforce and demonstrate the impact of this investment on employee retention, morale and development. Employers are strongly encouraged to provide tuition assistance as a benefit, with UofL offering a reciprocal tuition discount benefit to the employees and dependents of corporate partners who provide educational aid.

TRANSITIONS
Objectives, Strategies & Targets

3. Increase students' readiness to enter postsecondary education.

3a. Grow number of dual credit offerings and partnerships with public and private school districts across the state and begin the process of becoming NACEP accredited (note: no four-year public in KY is currently NACEP accredited).

3b. Expand access to the mathematics summer bridge program that addresses college readiness concerns and fosters belongingness (with demonstrated impacts on course pass rates and retention rates from fall to spring).

3c. Expand partnership with JB Speed School of Engineering to offer summer bridge programs (Calculus Preview Program and Brown Forman Engineering Academy) to address concerns about mathematics proficiency and student self-confidence within strategic underrepresented populations (e.g., minoritized students and female students in STEM).

4. Increase enrollment in postsecondary education.

4a. Centralize adult learner recruitment to ensure all academic and student support staff are conveying the same information and focusing on student success goals.

4b. Hire student success coaches experienced in and focused on the unique set of needs, priorities and obstacles adult students face.

4c. Partner with the online and instructional design teams within the Delphi Center for Teaching & Learning and the academic units to develop more online degree programs consistent with student and market demand data and explore how stackable certificates might be applied toward degrees.

4d. Work with education providers to streamline and simplify postsecondary admission processes.

4e. Increase the number and the type of recruitment programming and outreach activities of the Office of Undergraduate Admissions by sponsoring varied workshops and informational tours, as well as making admissions counselors available in person or by virtual appointments: https://louisville.edu/admissions/visit

5. Increase persistence in and timely completion of postsecondary programs.

5a. Actively participate in the CPE Student Success Cooperative, the APLU Powered by Publics Initiative and the SACSCOC Insight Data Equity Academy/Postsecondary Data Partnership/National Student Clearinghouse, all initiatives geared toward effectively using data to address the intersectionality of equity gaps through best practices shared among institutions with similar profiles or concerns. Additionally, engage with the EAB academic consultants through our Global Strategic Research Initiative.

5b. With the use of EAB Navigate (CardSmart), enhance on-time completion through targeted outreach to students who fail to register on time. Use mid-semester progress reports to identify students who need extra help by providing students with timely feedback on their progress during the first 5 weeks of class, with ample time to make thoughtful decisions before the last day to withdraw.

5c. Continue to address any achievement gaps through targeted programs such as TRIO and the Porter Scholars, as well as a newly renovated cultural center with dedicated counselors and programming committed to creating a welcoming and inclusive space on campus.

5d. Identify opportunities to expand REACH robust tutoring, peer assisted learning and academic coaching to support the diverse co-curricular/academic needs of undergraduate students, which has shown statistically significant differences in course grades and GPAs, 3-year retention rates and 4- and 6-year graduation rates for participants.

5e. Assign all students a student success coordinator to provide assistance with navigating institutional and personal barriers, as well as peer coaching to guide students through the decision-making process. Student Success Coordinators are trained to understand financial aid and paying for college to help students develop sustainable financial plans while also assisting them with obtaining persistence grants when they encounter unexpected financial barriers.

6. Maximize transfer of academic and experiential credit.

6a. Prioritize pathways with KCTCS campuses, especially JCTC, through the ULTra program, including housing UofL advisors on JCTC's campus. Improve effectiveness of UofL Transfer Services on the JCTC campus, particularly as it relates to Evolve502 Opportunity Grant students.

6b. Articulate reverse degree opportunities with KCTCS campuses as a stepping-stone to a BA/BFA/BS/BBA.

6c. Explore establishing pathways with Ivy Tech.

6d. Establish additional completer degree programs that offer maximum credit for transfer credits, prior and experiential learning.

6d. Advertise a new "completer" BS degree in General Studies, which includes the possibility of 24 hours earned through PLA.

SUCCESS
Objectives, Strategies & Targets

7. Ensure academic offerings are high-quality, relevant and inclusive.

7a. Modify institutional academic program review to include current student demand, market and graduate outcome data provided within the Gray Associates (PES+) platform.

7b. The Sr. Vice Provost, Vice Provost for UG Programs and Director of Career Services will lead a campus team to work with the Graduate Profile Academy through an environmental scan of sites where essential skills already exist in the curriculum. Then, they will design a campus-wide project to crosswalk Cardinal Core (general education) outcomes and essential skills.

7c. Conduct a thorough review of all Cardinal Core diversity competency classes and design a more accurate rubric for assessment.

TALENT
Objectives, Strategies & Targets

8. Improve the career outcomes of postsecondary graduates.

8a. In alignment with the university's "Great Place to Learn" pillar of the strategic plan, provide a coordinated effort around experiential learning and undergraduate research through the new Center for Engaged Learning (launched fall 2021). The center prioritizes underrepresented students and consists of two units: Office of Undergraduate Research and the Office of Experiential Learning.

8b. Within the required first-year experience course, lead students through a series of strength, majors, career and values assessments to help focus their academic and co-curricular choices to support the employability skills needed for their chosen career.

8c. Require all engineering students to complete 3 semesters of full-time employment in a cooperative education program. The new computer science program requires students to complete 2 semesters of full-time employment in an internship program.

8d. Establish scholarship programs with employers that include an internship component such as Metro College and Toyota Scholars.

9. Increase research and service to support strong communities and economies.

9a. Work with institutional stakeholders to utilize the program market data available in the Gray Associates PES+ platform to identify new academic strategic opportunities.

9b. Continue the university's community engaged scholarship and service foci on signature partnerships in high-need areas (e.g., outreach to west-end schools, outreach to medically and dentally underserved regions such as the Redbird Clinic, Home of the Innocents, etc. through a grant funded by Delta Dental).

9c. Develop new academic partnerships tied to the region, such as the BA in Business, Franchising (with YUM), a 3+3 in Pharmacy with Sullivan University.

9d. Further realize the university's "Three Grand Challenges" from our Strategic Plan: 1) Empowering our Communities; 2) Advancing our Health; and 3) Engineering our Future Economy by focusing our research on our community to foster equity and eliminate gaps in health, educational and economic attainment.

9e. Continue work to maintain our status as a Carnegie Community Engaged Institution. Next application submission is in 2025.

10. Increase public belief in the power of postsecondary education.

10a. Deploy the recently launched new branding campaign that stresses how UofL can prepare students for life after graduation through enhancing their success and mobility.

10b. Align strategic priorities to affirm full institutional commitment to the statewide higher education campaign to increase participation in and public perception of higher education.

11. Build support for greater investment in postsecondary education.

11a. Emphasize career exploration and its connections to academic achievement through all FYE experience classes (required for every incoming first-time student).

11b. Maximize several major grant awards from philanthropic organizations to support undergraduate student success. For example, the James Graham Brown Foundation awarded $2.5 million to enhance student success in STEM pathways classes, while the Gheens Foundation granted UofL $2 million to support the development of our strategic plan.

11c. Continue to offer the Math Xcelerator summer bridge program with a $75,000 investment from Canon Printing that will help fund summers 2022-2025.

Key Performance Indicator	Baseline	Target
Time to Degree	4.3	4.2
Undergraduate Enrollment	16,118	16,500
Undergraduate Degrees/Credentials	2,991	3,200
Graduate Degrees	2,077	2,150
Retention Rate	76.6%	83.0%
Graduation Rate	61.6%	63.0%

This document is the University of Louisville's Campus Action Plan, which details how the institution will carry out the objectives of the statewide strategic agenda, "Higher Education Matters." This plan also includes campus targets for key performance indicators.

March 2022