

AS PREPARED FOR DELIVERY
State of the University Address
President Gregory H. Williams
October 25, 2011

Thank you, Dr. Harknett. Once again this year, I owe a tremendous debt of gratitude to Faculty Chair Richard Harknett for the tremendous amount of time and leadership he is devoting to his role as chair. He is truly helping our institution to live up to its shared governance principles and once again today he has demonstrated his commitment by planning an extra session for our faculty, which follows my speech. The topic is technology and interdisciplinary, and I encourage our UC faculty to stay and participate after this meeting ends.

To all of the faculty, staff, and students ...both those here today in person and those watching on the Web...hello and thank you for taking the time to be part of this gathering this afternoon.

We have in the room with us a hard-working group of volunteers...several members of our UC Board of Trustees. I invite them to stand and be recognized so that we can show them our appreciation with a round of applause. I am also pleased to have my wife, Sara, here as we come upon our second anniversary here at the University of Cincinnati, a place she come to love as much as I have.

I deeply appreciate the opportunity to report once a year on the State of our University and I am grateful to the Faculty Senate for making arrangements for our All-University Faculty Meeting and allowing all members of the university community to participate as well.

This year no doubt is proving to be a bit more demanding for the faculty as the University of Cincinnati enters the final year of the quarter calendar, and we prepare to launch the new semester calendar in August.

This conversion to the new calendar has been years in the making, and I want to commend our faculty for the heavy lifting they have been doing to revise and re-invigorate courses. This transition will make an impact well beyond a mere calendar switch...Our change to semesters truly marks a curricular renewal.

Many thanks also to the scores of academic administrators, advisors and other staff members who have devoted so much time in planning the semester shift to ensure that all goes smoothly when our next academic year opens. Fall classes will open on August 27.

It has been a little over one year since we launched our new strategic plan, UC2019, at my investiture ceremony. I could not help but notice a column that appeared in the Chronicle of Higher Education over the summer that called strategic plans a “waste of time.” The column was based on a book titled, “The Fall of the Faculty: The Rise of the All-Administrative University and Why It Matters.” The author, Benjamin Ginsberg, suggested that: “The college president’s first commandment seems to be, ‘Thou shall have no other plan before mine.’” And that all plans prior to the current president’s get thrown out the window.

Ginsberg also suggests that “the precise content of most colleges’ strategic plans is pretty much irrelevant. Plans are usually forgotten soon after they are promulgated.”

I have to admit that sometimes I wish they were...then we would not have to be held accountable.

But, with our UC2019 strategic plan, we do not seem to match with Professor Ginsberg’s thesis. In fact, my experience has been pretty much the opposite UC2019 builds very much on the previous strategic plan.

Far from being forgotten, UC2019 has been remembered and embraced. Sometimes the level of knowledge and support in the community is even a little scary. United Way leaders did not fail to notice our United Way and Community Shares goals under “Collaboration,” and they came to my office quizzing me how I intended to live up to those goals. This month is the United Way/Community Shares campaign, so I hope you will help to keep me out of hot water on that one.

Yes, UC2019 is quoted back to me on a regular basis. Cincinnatians and our alumni across the nation are aware of the high bar of achievement we have set for ourselves. Although sometimes scary, that is a good thing!

At the UC2019 unveiling in September 2010, I tapped on the shoulder perhaps most heavily of Provost Santa Ono. Dr. Ono has taken that tap to heart, and worked shoulder to shoulder with many people across our campus to create an Academic Master Plan. I want to commend our Provost for his tremendous response and leadership in keeping the UC2019 agenda moving forward.

As a result of these efforts, a visioning document was unveiled in April, and in November the Provost will present an action plan for the Academic Master Plan. The result will be a comprehensive plan that will drive us to the attainment of our UC2019 aspirations.

Dr. Ono also is leading our development of UC Forward, a concept that will take our cooperative education strengths and create new, collaborative education approaches. UC Forward will truly bring about a fundamental change in the way we prepare our students.

UC, as the founder of the co-op concept once considered an experiment and now over 100 years old, is uniquely positioned to lead the way on this as we create more opportunities to promote innovation as a core strength in our UC educational experience. Currently, hundreds of students participate in UC Forward courses each year; it is our goal to make it available to the majority of UC students.

Do not let the academic emphasis behind UC2019 mislead you into thinking that our goals have nothing to do with the administrative side of the institution... We are, of course, first and foremost an academic institution. Each and every one of us, whether we hold an academic or administrative position, plays a role in meeting our UC2019 goals Everyone here at the University of Cincinnati... from Athletics to X-rays... serves a very central and key role in supporting our academic purpose.

At the same time that the academic planning process has been under way, some of our UC2019 targets have already been reached, among them the growth in library volumes and in our institutional liquidity.

The Provost's Office also has been hard at work, with the help of Robert Zierolf, the Interim Vice Provost and Dean of the Graduate School and the help of outside reviewers, to conduct a

thorough review of the university's graduate programs... 52 doctoral programs in all are being reviewed in the Strategy for Excellence in the Doctoral Education initiative.

Recommendations from this process, which has truly been a shared effort involving faculty, administration and external expertise, will be forwarded to Provost Ono by January 15. Programs that display excellence or show potential for excellence will be slated for enhancement. This initiative marks a significant step forward in our commitment to invest in excellence.

Despite the challenging economic climate, the University of Cincinnati remains in a strong position to manage its way through these difficult times. The steps our university has taken in recent years to transform our budget process and to pursue academic and fiscal efficiencies has left us in a better position than we might have been otherwise. Given the loss of federal stimulus funds, we have taken steps to create a reserve, and we closed Fiscal Year 2011 with a \$17.5 million surplus that will help us through Fiscal 2012 when the loss of the stimulus funds really hits home.

Thanks to Governor Kasich and the General Assembly's support of higher education, we weathered the state budget cuts for the current fiscal year in better shape than we anticipated. It was a relief that the state came through with the 12th month payment for higher education in June, so that we did not have to dip into that reserve last fiscal year.

For Fiscal Year 2012, we had originally estimated a state budget reduction of 25%, and it turned out to be closer to 14%. In addition to that state subsidy reduction, there are other lines primarily within the medical and clinical areas that were reduced by 15%.

For next fiscal year, we will continue to build on our past practice of a financial planning process that is continuous, efficient and effective. Our preliminary budget discussions for FY 2013 include building a pool of permanent funding to support the implementation of UC2019 and the Academic Master Plan as well as a reserve to weather any unforeseen changes in state support.

Among the question marks we face is the state's Enterprise University proposal. We await more details from the governor and the General Assembly to determine if this designation will prove to be desirable for UC or not.

Despite the financial challenges, beginning this year, we have been able to allocate \$500,000 toward our goal of doubling the number of students who study abroad.

The increased funding allows for more financial assistance to students for travel overseas as well as the hiring of a program manager to assist faculty in developing and running new international education programs. Likewise, we have allocated an additional \$500,000 that is bolstering the scholarship assistance for academically talented students, students with financial need and first-generation college students.

While Dr. Ono was hard at work on the master plan, I also put another committee to work over the summer...I asked the Metrics Committee, chaired by Dean Larry Johnson, to examine the many indicators we are using to measure our performance and to help me identify which ones are most important to our aspirations and which ones might best point to our unique strengths – perhaps even indicators that others are not even measuring.

As you know, we have a UC2019 Report Card...which now includes more than 70 measures. The UC2019 plan calls for a shorter dashboard of indicators and the Metrics Committee has obliged by proposing a focused group of indicators...25 measures covering 10 topics.

UC2019 Dashboard

- 1. Research**
 - Federal Research Expenditures
 - Industrial Funding
- 2. Natl. Academy Members**
- 3. Scholarly Productivity**
 - Number of Citations – AAU measure
 - SCOPUS
- 4. Faculty Awards**
 - AAU
 - Academic Analytics
- 5. Doctoral Degrees Awarded**
- 6. Number of Post-Docs**
- 7. Fac & Student Diversity**
 - Diversity Index Overall
 - % of African-Americans
- 8. Student Satisfaction**
 - NSSE Overall
 - SSI Overall
 - SSI – Institutional Effectiveness
- 9. Entering Student Profile**
 - ACT scores
 - GRE scores
- 10. Student Learning Outcomes**
 - 1st-Yr. Retention Rate
 - 6-Yr. Graduation Rate
 - Graduation Rate Performance
 - Success Rate on Licensure Exams
 - Number of Students - Experiential Learning
 - Undergrad Student Research
 - Service Learning
 - Study Abroad
 - UC Forward Studios & Courses
 - Internships & Co-ops

UNIVERSITY OF CINCINNATI

This slide shows the new Dashboard Metrics that have been selected to put a laser-focus on the measures that matter most in the context of our aspirations to move up the ranks. I will not read everything on the slide, but the indicators cover Research Expenditures, Faculty Scholarship, Faculty Awards, Doctoral Degrees Awarded, Post-Doctoral Appointees, Faculty and Student

Diversity, Student Satisfaction, the Profile of Entering Students, and Student Learning Outcomes and Opportunities.

My office will be working with the Provost to further discuss this very solid dashboard list and how to track and use these measures to tell our story to wider audiences and constituents.

Now that I have reviewed the chief points in our UC2019 progress of the past year, I would like to focus the rest of my remarks on one of the concepts that sits at the very core of our plan... The concept that we will measure ourselves against the best – the Association of American Universities and the Top American Research Universities.

But first, what are the AAU and the Top American Research Universities? Those outside of higher education may not even recognize these terms.

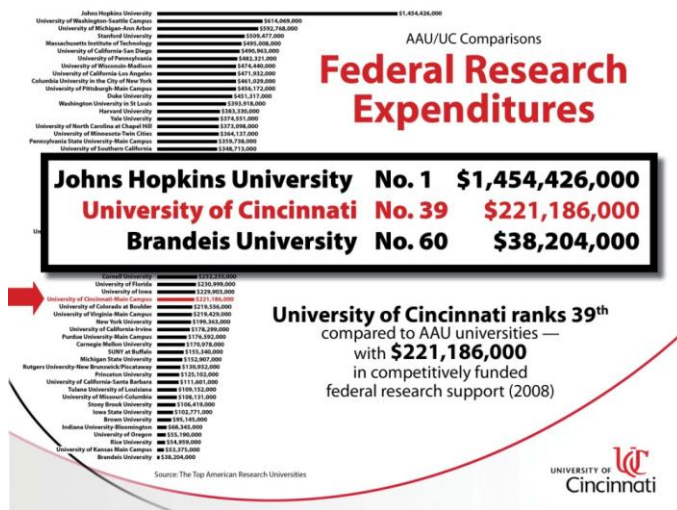
But for academia, these are two highly-watched and highly-esteemed lists of major research universities. The AAU is an invitation-only association; the Top American Research Universities is a report once known as the Lombardi report and is produced by the Center for Measuring University Performance. It was first developed as a guide for improvement at the University of Florida during the 1990s. On an annual basis, the report now determines the Top American Research Universities based on their ranking on nine different measures.

Because we have indicated that we will measure UC against these two groupings, this afternoon I would like to share some of the data that does just that, and show how we measure up. Our Office of Institutional Research keeps thousands of pages of data, and among those pages are many comparing us to the 59 members of the AAU. Many of the numbers comparing us to the AAU, by the way, are based on what is published in the Top American Research Universities Report.

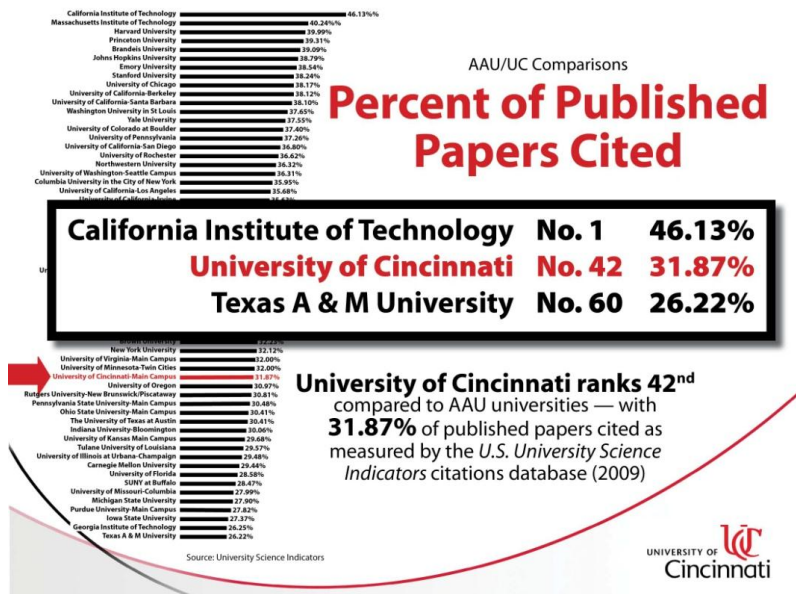
One caveat to keep in mind is that the lists I will be showing to you do not include the many other universities that are not members of the AAU. Our lists today compare ourselves only to those institutions that are AAU members.

Obviously, I cannot show you all of the data in the time that we have today. But I will showcase several measures covering research, faculty and students. Some of these are actual indicators that

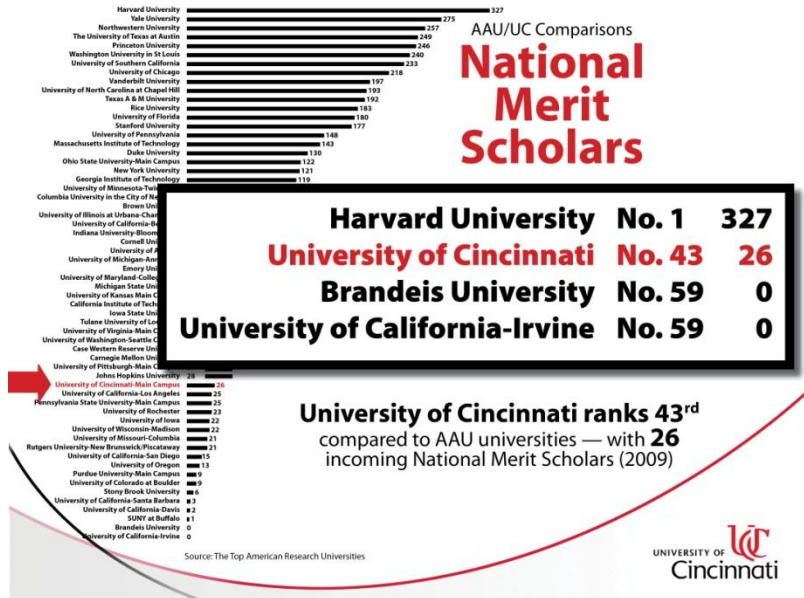
the AAU uses; others are just indicators that are important to us as an institution. I will go through them quickly.



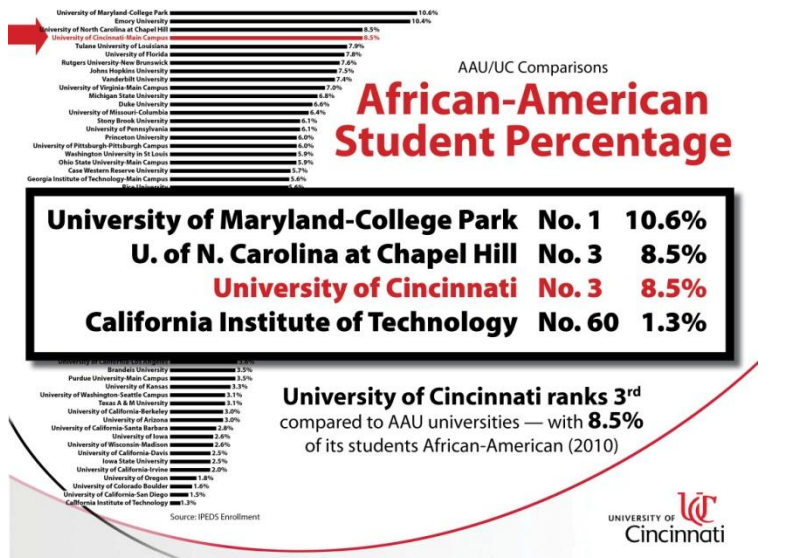
- Federal Research Expenditures – UC stands at No. 39 out of 60.



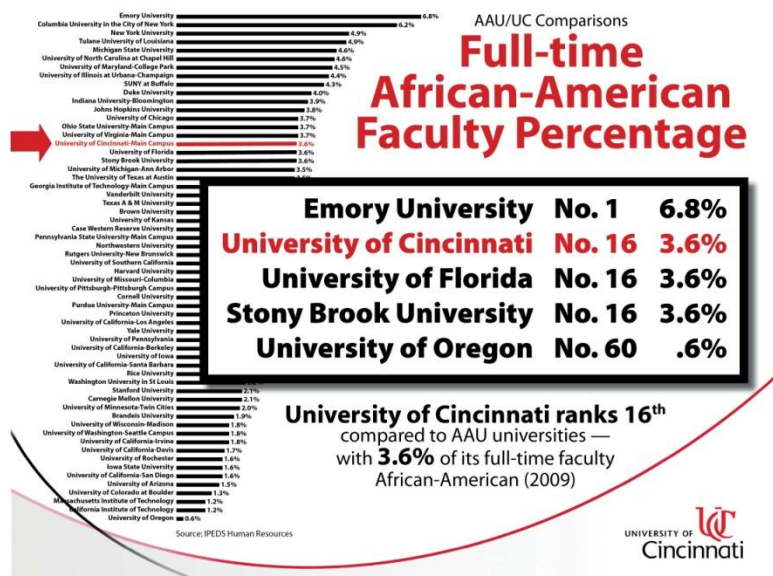
- Percent of Published Papers Cited – UC lands at No. 42 on the list of 60.



- National Merit Scholars – UC stands at No. 43 out of 60. That position is based on our 2009 data. And I am thrilled to add that this fall we welcomed 45 new Merit scholars, tying our record last autumn. In a ranking published earlier this year on this measure, UC stood at No. 21 among all public universities. Let’s give our University, in particular our admissions office, a round of applause for the great work!



- African American Students – UC is tied at No. 3 on the list of 60.



- African American Faculty – UC comes in a No. 16 on list of 60. I should add that there are all kinds of ways to measure diversity. But our focus at UC is on underrepresented groups. This fall, we have launched a new five-year diversity plan to focus on this.

We owe a great deal of thanks to Vice President Mitchel Livingston, Diversity Council Chair and Dean Lou Bilonis and the entire Diversity Council for their leadership on this and for producing a plan that includes measurable goals. This is not a plan that will sit on a shelf and collect dust.

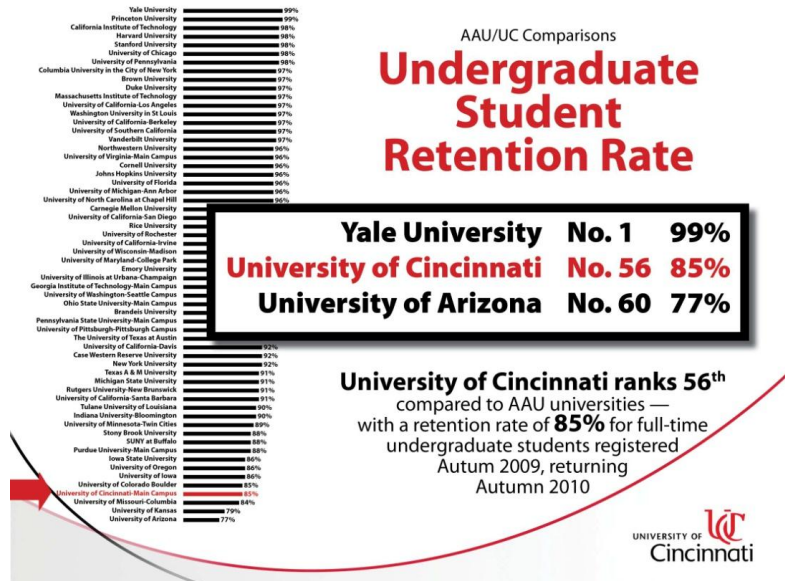
Our new diversity plan and our UC2019 plans are complementary to one another. Diversity and excellence do go hand in hand. The University of Cincinnati is committed to maintaining a diverse and multi-cultural enrollment while at the same time enhancing our academic quality. We have shown the academic community that we have been able to do both, and we don't plan on retreating from this deep commitment.

While the number of our African American students remains level this year, it is important to note respectable gains within our highly selective colleges including DAAP, CCM, and Nursing.

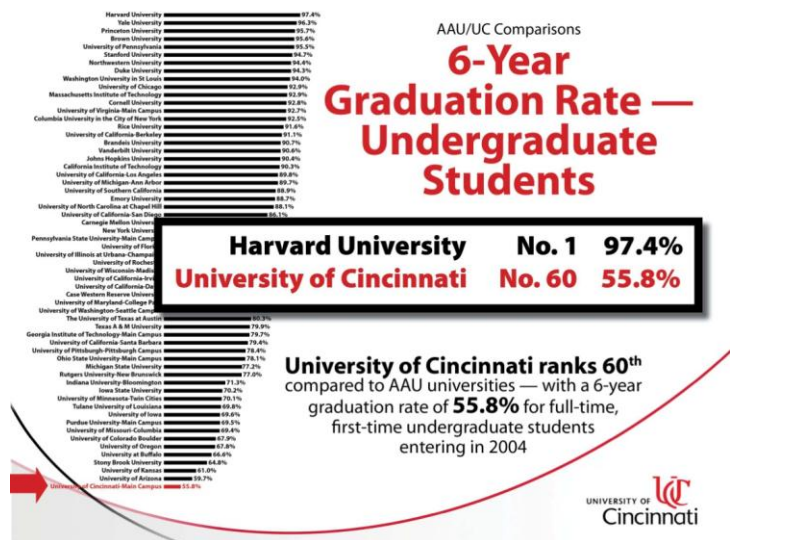
As you can see from the highlights I have shown, we have great news... On nearly every front, UC demonstrates that it can stand shoulder to shoulder with the highest-ranked universities in our nation.

In other words, it is realistic for us to have big dreams...the strides we are seeking in UC2019 are not as far a reach as some might think.

There are two indicators that will always be our focus, given our role as an institution of higher learning whose primary purpose is to serve students.



One is the first-year retention rate. UC stands at No. 56 out of 60 compared to the AAU list.



The other is the six-year graduation rate. UC is No. 60 compared to the AAU list.

In recent years, our university, including many of the faculty and staff members in this room today, has done a lot of work to bring about substantial progress on these two all-important indicators.

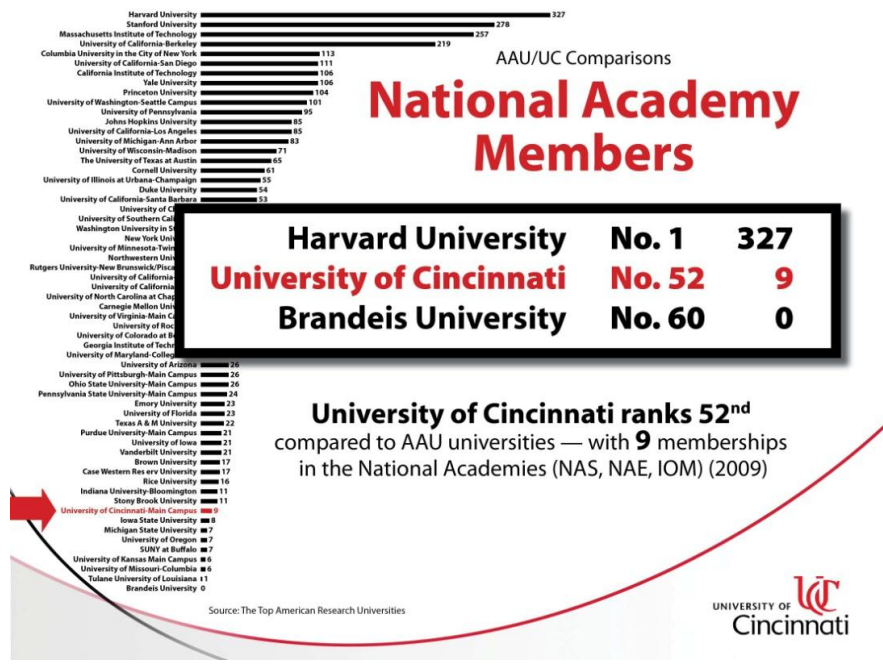
While the appearance of these last two charts may look discouraging, our efforts in recent years have made a huge difference, closing the ground that separates us from the rest of the pack.

Our retention rate now stands at 85%, just 14 points shy of No. 1 Yale. I should add that our African American retention rate has also made substantial progress...now standing at 81% ...nearly equal to that of majority students. This is significantly better than the national average, which tends to lag the majority by about 10 percent.

But our progress on retention and graduation rates remains unfinished. We do have much work yet to do, and that is why our plan includes clear objectives for both of these critically important measures.

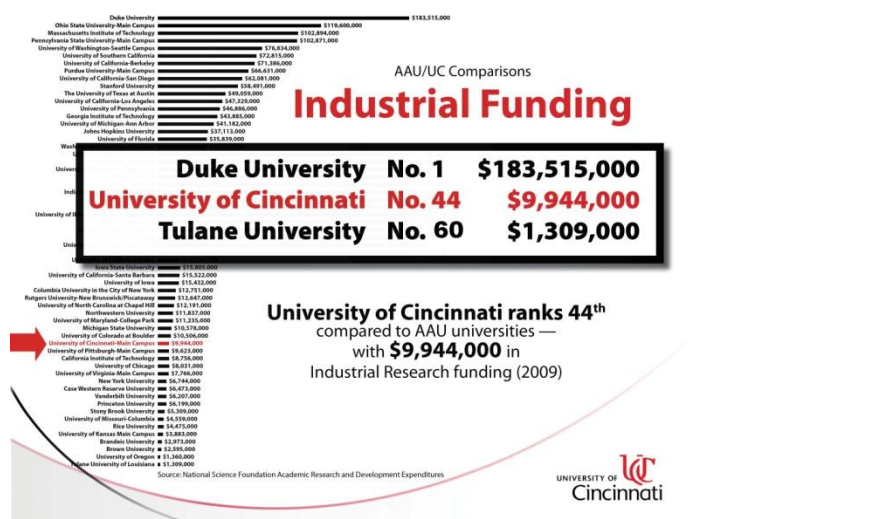
While our retention and graduation rates will always be our constant focus, the Metrics Committee that I mentioned earlier has helped me to identify three areas of special focus for the coming months... three measures that represent significant opportunities for growth for us.

Frankly these are areas we must address if we want to achieve our aspirations of being one of the finest universities on the nation.



- Opportunity Number One - National Academy members. UC stands at No. 52 compared to AAU members with 9 vs. Harvard's 327 and Brandeis' zero.

I realize National Academy members are elected – but it is clear to me that we have national academy-caliber faculty members here – we need to do a better job of promoting your work and your achievements.



- Opportunity Number Two - Industrial Funding. At No. 44 compared to the AAU members, we know that UC can do much better than \$9 million.

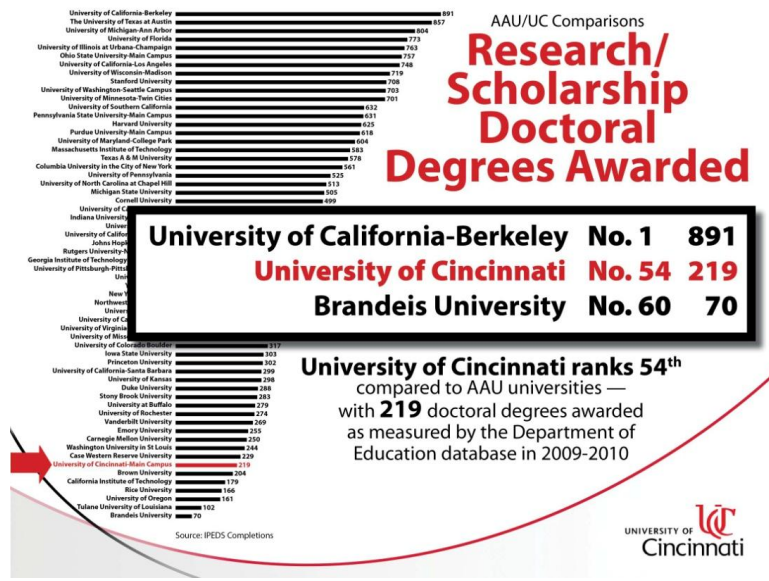
I serve on the Cincinnati Business Committee Task Force on Venture Capital Funding, and can tell you the entire city realizes UC has an important role to play in helping industry to develop new products – which will have a huge impact on our industrial funding.

As a co-op leader and worldwide founder of co-op, UC's relationships with the corporate world are deep and vast. We should be a leader on this measure, and we need to figure out why we are not. We must also find ways to promote and reward innovation by our faculty by taking advantage of the full range of intellectual property that this university has to offer.

One mechanism that will make a difference on this number is the new UC Research Institute.

Dr. William Ball, our interim vice president for research, is working very hard to create a process that will allow the UCRI to become fully functional. He hopes to have a UCRI process that can be used by all colleges across the entire university by the end of winter quarter.

In the meantime, the College of Engineering and Applied Science partnership with GE Aviation will be the first example of our research institute at work. As a result of efforts led by Dean Carlo Montemagno, GE has committed \$45 million and the Third Frontier has awarded \$5 million to an inaugural GE-UCRI partnership.



- Opportunity Number Three - Doctoral Degrees Awarded (as measured by the Department of Education database). UC stands at No. 54 out of 60.

This, of course, circles back and reinforces the importance of the current doctoral review initiative being undertaken.

As we look to the strategies for all three of these opportunities, the Vice President for Research and the Interim Dean of the Graduate School will both play critically important roles in each.

I look to them both to work more proactively and more closely together to move us forward But the responsibility does not just lie on their shoulders alone... Each of us has colleagues, relationships, partnerships and creative ideas that can be brought to bear on these windows for growth. I encourage you to share your ideas with me, the Provost, Dr. Ball or Dr. Zierolf.

As we continue to make progress this year on the Academic Master Plan and the other drivers behind our UC2019 aspirations, I caution you to not over-think or overanalyze how it all fits together. All of the UC2019 elements ... from the strategic plan itself... to the vision document ...to the Academic Master Plan and beyond...all fit together and build on one another. They are all necessary elements and each has a role in propelling our momentum.

While Professor Ginsberg, whom I mentioned at the beginning of my speech, might think a strategic plan is an empty and meaningless exercise; I do not. I hope you do not either.

Here at the University of Cincinnati in the late 1980s, a visionary set of leaders looked ahead to UC's future...They envisioned a better campus, with signature architecture, green spaces and a MainStreet corridor...a campus ready for the 21st century...Who would have imagined then the tremendous impact that their Campus Master Plan would have?

The outcomes have far exceeded all expectations...with record-breaking enrollment again this September and now three prominent publications, including Forbes, recognizing UC as one of the nation's and indeed one of the world's most beautiful campuses.

Likewise, at UC today, we have a vision for the future...one that is not so much focused on the physical side of our campus, but on academics, excellence, and national and international prominence.

Each of us has a role to play in meeting our objectives, and I encourage you to take a look at our goals and find yourself among them.

The numbers I have shared with you today tell the story of where we are and where we need to be. Your help is essential in reaching our objectives.

When it came to UC's physical transformation, I am told that the line from the movie, *Field of Dreams*, often became the mantra.... "If you build it, they will come.".... When it comes to our UC2019 transformation, a phrase from Walt Disney comes to mind instead: "*If you can dream it, you can do it.*"

We have set a great course to reach our dreams....And our UC2019 aspirations are not puffery or empty promises. They are clear and measurable goals that are well within our reach. And we will reach them.