DESTINATION UNIVERSITY
FOR HIGH-QUALITY STUDENTS

- **44,783**
  - TOTAL ENROLLMENT
  - (UP 6.7%)

- **FIRST-TIME BACC UPTOWN**
  - AVERAGE ACT
  - **25.7**
  - (UP 60 BASIS POINTS)

- **70**
  - NATIONAL MERIT/NATIONAL HISPANIC FINALISTS
  - (UP 100%)
UNDERGRADUATE STUDENT SUCCESS

- Retention rate: 88% (up 2%)
- 6-year graduation rate: 68% (up 4.4%)
- Undergraduate degrees conferred: 7,012 (up 17.1%)
- Total dollars in scholarships: $103.9M (up 4%)
- Companies recruiting grads: 2,500

100% experience-based learning participation
GRADUATE EDUCATION PROFILE

PHD (RESEARCH) ENROLLMENT
2,044 (DOWN 1.5%)

PHD (RESEARCH) DEGREES CONFERRED
233 (UP 1.3%)

PHD (RESEARCH) AVG YRS TO DEGREE
5.4 (10 BASIS PTS FASTER)

MASTER’S ENROLLMENT
6,227 (UP 1.6%)

MASTER’S DEGREES CONFERRED
3,147 (UP 18.8%)

MASTER’S AVG YRS TO DEGREE
1.8 (30 BASIS PTS FASTER)
GRADUATE EDUCATION PROFILE

DOCTORAL (PROFESSIONAL) ENROLLMENT
1,390 (DOWN 2.9%)

DOCTORAL (PROFESSIONAL) DEGREES CONFERRED
425 (DOWN 17.5%)

DOCTORAL (PROFESSIONAL) AVG YRS TO DEGREE
3.5 (80 BASIS PTS FASTER)
FACULTY PROFILE & PRODUCTIVITY

TOTAL FULL-TIME FACULTY
2,610 (UP 13.3%)

PUBLICATIONS (INCITES)
3,511 (UP 4.3%)

PATENTS
19 (UP 11.7%)

TOTAL AWARDS (INCLUDING AFFILIATES)
$429M (UP 6%)

NFS RANKING (PUBLICS, ALL SOURCES)
34 (DOWN 7 SPOTS)
## DEFINING A NEW ACTION PARADIGM

<table>
<thead>
<tr>
<th></th>
<th>STRATEGIC PLAN</th>
<th>STRATEGIC DIRECTION</th>
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<tr>
<td>frame</td>
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<td>explanation</td>
<td>implementation</td>
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<td>net result</td>
<td>activities</td>
<td>impact</td>
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UNLOCKING OUR MISSION

2ND CENTURY
STUDENT-CENTERED

URBAN-BASED

FACULTY-DRIVEN

STAFF-SUPPORTED

3RD CENTURY
STUDENT-CENTERED

URBAN-BASED

FACULTY-DRIVEN

STAFF-SUPPORTED

COMPREHENSIVE
PUBLIC RESEARCH UNIVERSITY
UNLEASHING OUR VISION

LEADING URBAN PUBLIC UNIVERSITIES INTO A NEW ERA OF IMPACT
PLATFORMS & PATHWAYS

ACADEMIC EXCELLENCE

Faculty Investment  Bearcat Promise  Staff Enrichment
PLATFORMS & PATHWAYS

URBAN IMPACT

Urban Health
Urban Futures
CPS Strong

ACADEMIC EXCELLENCE

Faculty Investment
Bearcat Promise
Staff Enrichment
PLATFOMS & PATHWAYS

- Urban Health
- Urban Futures
- CPS Strong
- Faculty Investment
- Bearcat Promise
- Staff Enrichment
- Innovation District
- Co-op 2.0
- Inclusive Excellence
- URBAN IMPACT
- ACADEMIC EXCELLENCE
- INNOVATION AGENDA
ORGANIZATIONAL CULTURE

What values should define our campus culture?

How can our culture advance our strategic direction?

How can each of us take ownership of this change?

Every person counts
People over process
Excellence to impact
<table>
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<td>2PM</td>
<td>Krueger Auditorium, UCC</td>
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<td>November 2</td>
<td>West Campus</td>
<td>10AM</td>
<td>Annie Laws, CECH</td>
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</table>
BUILDING OUR RESOURCE BASE

- Efficiencies
- Budget Model
- Corporate Buy-In
- Athletics
- Public-Private Partnerships
- Philanthropy
- Strategic Sizing
- Government Relations
SUBMIT IDEAS & INPUT

uc.edu/strategicdirection