Q 1. WHAT IS YOUR VISION OF UC’S LEADERSHIP ROLE IN 21ST CENTURY SOCIETY?

School of Social Work

- maintain leadership from diverse ethnic, racial, and geographical backgrounds
- increase access to higher education
- increase offsite education (dominate SE Ohio area)
- active university role in dealing with community social problems
- use of applied knowledge
- equality of global (research, patents, etc.) and local (educational) mission (both supported, balanced, and equally valued)
- create peace in university, Cincinnati, and world
- leveraging status as major employer to address educational, economic, and social problems

CAS

- We need to create a place people want to come
  - Affordability
  - Prestige
  - Customer service
  - Mentorship
  - Degrees that industry wants
  - Multiple access points
  - Outreach to students and community
  - Marketing
- Excellence in teaching, research, and service
- Academic Excellence- higher standards and goals. How much can we raise our standards as a public institution
- Service- students come first to give to community, faculty should be close to students in mentoring
- Facilities need to be excellent
- University should foster lifelong learning
- Become a democratic model
- Center for technical training
- Communicating excellence and what and where a student goes
- Clear message to incoming students
- Treat all students- making access to UC inviting, small college in a large university
- When good things happen UC is a part of it
- Leader in technology in the tri-state
- Perception change so people have a positive view of CAS
• UC needs to commit to open admission and its role as a public institution
• Academic leadership
• Midway in leadership - not falling behind or accelerated
• Technology needs to be updated
• Concentrate on full time faculty for students
• Think about areas to concentrate on future
• Priority on teaching not research concentrate on both
• Graduate studies need to be implemented
• CAS leads applied education
• Make student friendly, a lot of services are not there for students they are there to make money. Must try to make students lives easier. This comes first. Example: parking.
• Must also foster education. Be at the front of progress for higher education.
• Mission statement does not mention students until the 2nd paragraph.
• Leadership, dealing with the community, service to the community.
• Expand instate tuition to Indiana – be more regional, not just looking at Kentucky. Also expand all reciprocal agreements, more inclusive. Be regional.
• Leading edge of technology – be at the top.
• Providing leadership to corporations, offer employees evening programs, our ability to provide programs for employees, partnership with business in offering programs. Keep focus on co-op education.
• Set educational and social standards for other universities, in higher education

CECH

Be both a leader and partner in the community; UC is an urban college which has some great plusses, this is who we are, our community is urban, being an institution that puts students at the center of the academic mission, the money is more important than I am as a student, we need more money…. not what can we do for you, how can we help you grow. UC has an opportunity to be a champion for handling diversity and culture change…model how we deal with the challenge of difference

• Be a leader of culture change – embrace diversity; be a champion of diversity – nationally; internationally
• Method of delivery
• Be an institution that puts students at the center of its academic mission
• Leader and partner in the community; highlight our urban experience as well; it is who we are as a university
• A place of research excellence and of use to people connected to social justice
• Establish sense of community through service learning in all academic programs; expect a commitment to service and community
• Every program should be expect to be academically rigorous
• Embrace technology; be a national model for technology use
• Build connections among people.
We need to be a model community, model human interactions, justice, what we do has an impact that changes their reaction to us, affect and effect change.

- Quit turf crap/don’t forget about students and community
- Encourage vision/unified purpose to guide decisions, actions, behavior
- We need to be a model community; model human interactions, ecological perspective, justice, trans-active in nature, effecting change
- Recommitment to urban renewal
- Provide opportunities for high school students to come to UC
- Break the mold of how we offer courses and programs; flexibility of course offerings, formats, supports to provide opportunities (e.g. provide Head Start our own center is ½ time center)
- Provide stronger internal supports for students who might need them
- Take leadership in community dialogue on issues (police-community relations); issues of respect for differences; not just study but take action.
- Model of community planning (capitalize on architecture school- CJ research & projects) Take a systems approach to environmental sustainability (e.g. Recycling), be a model of urban education; be a model of “come back to the city” our students need to be engaged in using the resources of the city.

We should be a people-centered organization; the heart of the university is the people, then the people who are here will want to be here and consequently the ambassadors of UC.

- **React to changes in student body** (average age increasing; 7 times change career in life; continual education; Responsive to student professional and degree needs; Expand: online degree programs; management tools; resources for support; Coordinated plan for professional development – interdisciplinary
- **Regional Focus:** need a marketing plan that differentiates our context; cooperative agreements/community linkages; research influencing practice; pragmatic community linkage; historical themes.
- **People Centered:** demonstrate obvious concern for people, those who make up the place – faculty – staff- need to change culture so it values people; people who work here need to be valued; need good information systems so ping-pong treatment stops.
- **Build reputation for quality:** we have pockets of excellence – we need generalized excellence; need to create global positive feeling about UC; hassle factor is too great; leadership in state – in higher ed.

UC should be the best, it should not offer anything that isn’t the best, and this will help recruit better students, faculty, and resources. The best in the world. UC is a place to go. We need to be ahead of the curve…not constantly responding to things we see, but anticipating.

- Diversity – different backgrounds and cultures
• H.S. recruitment; 2-3 hour workshops – interest levels with going to college – highlight programs
• Retrospective look at enrollment trends – decisions based on changes in data – funding decisions – indicators that exemplify leadership.
• Clearer vision: research vs. teaching – what are priorities – what is mission
• Collaboration across programs, colleges, campuses – closing gaps in knowledge – elimination of “Turf Wars”
• Learn from successful programs
• Identify programs with potential – let them do what they need to do.
• Do not measure the university – measure their units as indicators of success – we have individual units that rank high
• Program potentially to come up with own metric/indicator of success
• Tooting our own horns when we rank high – disseminate information advertise and market to the broader public
• University tries to do too many things – we cannot be everything
• Invest in areas that are up and coming – invest in innovations
• Being best is knowing where trends are going
• Improve administrative support – programs; college; university – eliminate bureaucracy.
• Success of CJ –
  o Empowers faculty
  o Scholarly development within general constraints
  o Similarity of vision by facilities
  o Common decisions within program – stick together on issues
  o What brings in money? Faculty Lines? Pragmatic approach
  o Distance learning program – collaboration with private companies for recruitment
  o Idea – based – move forward on ideas
  o Wide range of specialties within the department – applied / science based
  o Do you contribute and how?

Students and serving students, the kinds of students we have, need for more diversity in terms of every sense (talent, geography), need more challenge for students, and recruiting…need for serious recruiting and getting students more serious involvements.

  o Need to provide programs for weak and poor academic students
  o Who are our UG students? – Answer: Suburban white female / 1000 SATs
  o More diverse Med programs
  o Doctoral students somewhat more heterogeneous
  o How are minority candidates served? We don’t recruit and need to retain; issue – we don’t have a program to help them be successful – and, our academic programs may be too challenging
  o Need to cultivate counselors
  o Need to recruit
Doctoral students – we don’t recruit. Ideas: look at good masters students around the country and go after them; need to have financial aid laid out before; need to train T.A.s to be effective teachers (quality of T.A.s is an issue)

Need to improve advising

Need to have orientation to teaching for our student in their A&S work

Need to do something to make students more part of the community – …

Issue is our students work schedules

Build activities into their programs to increase sense of community

Hoxworth Blood Center

- Academic excellence that makes UC a nationally sought-out institution of higher education
- A customer service focused organization
- An environment that fosters learning, personal growth, and safety
- An institution that is fully integrated into the city and the community
- An institution that serves as a catalyst for cultural diversity and collegiality
- Economic and fiscal leadership

Administrative and Business Services

- Flavor of international and global. Foster an international flavor with a global perspective
- Provide lifelong learning opportunities
- Becoming a recognized leader in medical research. Leverage strengths; focus on being the best in those categories.
- Financial independence
- Higher standards of ethics
- More student centered
- Improve communications
- Prioritize programs
- Take adv of urban setting
- More accessible technologies
- Cater to pluralistic societies
- Cutting edge technology
- 20 yr target for
- Resources for infrastructure
- Build our OCAS 2 year programs, training of technical people
- First choice school for local students rather than safety net
- Improved public image
- Optimized student experience
- Affordability
- Emphasis on leadership development for academic and employees
- Nontraditional students
- Research
- Role in well-being of state economy
• Leadership in City of Cincinnati, marketing, diversity problems
• Expand into other areas (Warren Co.) – branch campuses more a part of University of Cincinnati
• Premier univ – recognition for all programs
• Cobb more with businesses in city to train next set of leaders
• Change leader, changes for the better
• Considerate and passionate
• Multi-cultured and multi-lingual
• Recognized in all fields
• World renowned in technology
• Health care and services
• Major employer
• Model diverse leadership, diverse students and staff
• Clear understanding of cultural diversity
• Univ of choice in Ohio and nation
• Marketing what univ can offer
• Leader in research
• Co-op program
• Patents
• Partnerships
• Building trust and relationships
• Voice in the government
• Renowned graduates
• Be a change maker
• Make changes for the better
• Be considerate and compassionate
• Be a benefactor
• Be a prominent leader
• Be multi-cultural and multi-lingual
• Make UC a destination for medicine and law
• Become a recognized leader in all fields
• Keep excitement in learning
• Higher standard of ethics, take the high road
• Student centered, more student friendly
• Improve communications re: success, image, perceptions
• Prioritize academic programs, what to improve, what to maintain, what to discard
• Take advantage of urban setting, capitalize on changing demographic
• Improve relationship/cooperate with regional educational institutions
• Accessible, standardized technology systems
• Cater to pluralistic society, in the classroom and workplace
• Cutting edge technology
• Twenty-year target for curriculum development
• Maintain/develop resources for infrastructure (UC/Community/Industry), Infrastructure training (OCAS, 2-year programs)
• Focus resources on strengths
• Definite niches
• Local/Area/National/International areas of study and problem solving
• Energy Management programs/conservation/outreach
• Develop on-site training
• Virtual delivery
• Distance learning
• Encompass diverse learning processes
• Incorporate broader team building learning
• Emphasize/Expand co-op learning
• Fostering an international flavor with global perspective
• Become a leader in the preparation of student as a citizen
• Provide life-long learning opportunities
• Become a recognized global leader in medical research
• Leverage strengths to become category killers-applied knowledge, co-op
• Achieve financial independence-market driven programs
• Leading researcher
• UC will have an important role in the well-being of the State economy by producing trained professionals and future leaders
• UC needs to be more involved in the leadership of the City of Cincinnati. Be a little “think” tank and help market the city
• UC should take the lead or engage in collaboration efforts to minimize differences in cultures and build stronger relationships among people of different ethnicities
• UC should be the premier university in the Midwest Region (100 mile radius at least)
• UC needs to get the top rated recognition that some of its programs already have (e.g. CCM, DAAP) (e.g. having all programs respected)
• UC should include more satellite areas in its complement
• Branch campuses more a part of UC. UC should consider naming branch campuses differently to incorporate the UC part-not RWC but University of Cincinnati-RWC or University of Cincinnati-Clermont. Naming them otherwise dilutes the UC name.
• Expand into other areas (Warren County)
• Collaborate more with businesses in the city; this will help focus attention on classes or programs needed as well as open avenues for revenue.
• “First choice” school, not “safety” school, especially for Cincinnati residents. Limit accessibility?
• Perceived opportunity to succeed – students and employees
• Improve public image, strengthen academic standards, excellence - research, academics
• Optimize total student experience for those who want it. Re: younger, more traditional students – will yield more support and loyalty from alumni to generate revenue, e.g. OSU, Mich St.
• Affordability
• Emphasis on leadership development - strengthen faculty, academics
• Focus on serving needs of nontraditional student. Capitalize ROI of nontraditional student - funded by local industry, strong alumni grow out
• Strengthen A&S foundation, well-rounded student sought by employers/industry
• Evaluate needs of local community
• Region-specific programs
• Employers should look to UC as resource for potential employees
• Partnership with schools and community
• Prominent, respected institution as employer and student
• Define target market, cannot be everything to everyone
• Awareness of population trends-open-minded, multi-cultural, diverse, flexible
• Assessing student needs
• Technology - must be leader, “lead by example”, ahead in some areas, but years behind in others, serves as resource (i.e. communication)
• Lack of cooperation and communication and standardization across divisions
• Alignment of priorities
• Capitalize on size and location, “big”-more resources
• Build upon strengths
• World renowned for technology
• Leader in Health Care and Services
• Leader as a major employer as well as community involvement
• UC model diverse leadership to enhance the diverse (student/staff/faculty) population
• Understanding cultural diversity
• University of choice for Ohio (local, state, and regional) and nation
• Marketing of what the university can offer in all areas
• Fundraising/Capital campaign
• Leadership must provide the willingness to give resources
• Leader in research/major cures
• Leader in co-op program
• Leader in patents
• Take a leading role in building and managing successful partnerships
• Leadership in building trusting relationships
• Voice in the government (locally, regionally, nationally) internationally
• Leader in producing renowned graduates

CBA

• To become and be recognized as the premier institution in the State of Ohio
  o 1st choice of students
  o 1st choice of employers to hire
  o 1st in research funding
• Build upon and market existing strength
• Get the university out of the image of being a potential safety net. If I don’t get into my 1st choice I can always go here.
• Identify stakeholders
• To participate in community building and problem solving will help UC become a unique public institution
• Create and disseminate knowledge
• Redefine dissemination and revolve around transformation
• Get involved with community
• Develop the ability to transfer skills and content to students
• Retain good minds within the community
• Become people and community changers beyond simply knowledge (character building, leadership exercises, etc.)
• Change and fill the leadership vacuum in the community
• Be a solution provider
  o Position ourselves to do this- globalization
  o Develop new knowledge, disseminate existing knowledge
  o Co-op
• Be able to implement the solution
• Nature of business always changes so flexibility is necessary
• Must develop original knowledge
• Top 40 school
• Number one choice for high school students (undergraduate recruiting)
• Use co-op to link with the community
• Share best practices across colleges
• Cross school articulation
• Become a focal point of the city- not just a parking problem
• Can we impact the city positively with leadership
• Become the premiere teaching/learning institution in the state
• Life long connection to the university for alumni
• Become global- attract a diverse population
• Become a leader at retaining students
• Reconnect with alumni throughout their life
• Be Stanford
• Create a virtuous cycle- aspire to be the best we can be
• We don’t need to duplicate community college roles
• Continuing education
• I disagree with the argument that corporate support isn’t needed…don’t accept solutions without knowing how to judge the quality of the solution
• The relationship between corporations and the universities is bothersome- student must have work but abstract knowledge gets lost in the burden to train future employees
• A wall between corporations and academics- corporations want practical, universities want theoretical
• We need to ask corporations to understand what type of integration is needed
College of Nursing

- Centers for excellence, creativity, and interdisciplinary efforts
- Sets standard for higher learning
- Lifelong learning
- Classroom without walls
- Creative-interdisciplinary
- Centers of excellence as point of whole unify east/west campus
- Strength of alumni relations
- Maximize individual learning
- Equipping a marketable workforce
- Research
  - Set direction
  - College specific
  - Knowledge repository
- Remedial help for students (accessibility)
- Community connection (relation)
- Collaboration
- Visibility
- Accountability
- Faculty as resource
- Partnership—need community to teach our students
- Champion of problem solving—solutions (i.e., political, econ, obviously healthcare)
- Community responsibility and cooperation with community;
- Decide on areas for leadership and communicate these areas to the community (e.g., 1 member of group didn’t know about UC’s coop program)
- Decide areas of leadership (can’t be all things)
- Partnerships as well as leadership
- Community responsibility—collaborative relations
- Affordable, quality education
- Scholarships to attract brightest students
- UC leaders integrated in the community that is where partnerships will be developed
- Scholarships that will make a difference (more money to students)
- UC needs to be good corporate partner—Co op programs and corporate
- Support
- Research relevant to community needs and assets
- Integrate main campuses and all branches
- Build up interdisciplinary communications
- Build on areas in which doing well acquire faculty
- Programs responding to head of populations
- Innovative teaching/learning
- UC to be recognized as a leader in education, nursing education
- Leader in a diverse community
• leadership and collaborative community
• UC to be recognized as a leader in Education (Nursing education)
• To be a leader in healthcare research
• Be responsive to community needs and diverse populations
• Leadership in community collaborations
• Social entrepreneurship
• Breaking through common barriers (i.e. paper work, etc.)
• to be seen as risk takers (e.g., UC ad with girl blowing square bubbles); professionalism in university and college (e.g., promptness to class; high ethical standards; being accountable)
• to support healthy life-styles as a community
• Promoting professionalism
• socialization process
• Community culture
• being on time
• respectful
• dress
• use e-mail appropriately
• Risk Takers
• recognize and act on
• high ethical standards
• up accountability
• Innovative/Creative
• global
• Leader in technology
• awareness of changes
• tech congruent with reality and future
• Service learning/partnership
• Keep up with changes
• -be a nimble organization
• be a nimble society
• Support healthy lifestyle (health disparities)
• leaders at UC in helping to expand our communities—global visual in preparing grads to be ready for challenges in 21st C.; understanding disparities and diverse pop
  - understanding economic context
• model for equality and justice
• leaders in promotion of excellence in verbal and written communication
• Assisting our community to move beyond its present boundaries (global vision)
• Helping other to become knowledgeable about disparities
• Preparation of graduates for 21st century realities, e.g. technology, economic fluctuations, population demographic changes, etc.
• Prepare graduates to adjust to societal changes through continued learning (flexibility)
• Demonstrate leadership and be a model for justice and equality for all people
• Move to the top 20!!
• Be leaders in new models for healthcare
• Be leaders in promotion of excellence in verbal and written communication
• lead the country in increased # of nurses we can educate; aging nursing faculty, waiting list to get into the program; not much is being done
• community involvement; UC as preferred university for people in this city because it is the place to be; get high school students involved in learning what the opportunities are in the University of Cincinnati
• Shortage of nurses must be addressed and UC con’s role in that
• doctorate and working simultaneously possible?
• Changing the stereotype
• Raise perception of nursing to the worldwide need
• Emphasize the interdisciplinary aspect of healthcare professional to gain
• Appreciation among each other and for the community “partnerships”
• Facilitate education/learning opportunities for community
• Work on real outreach/mentor programs to H.S. students to expose and
• Press on the need and the profession (boy scouts) “scout/explorers”

Open Session: 02-09-04

• admission/recruitment locally; we don’t know what the policy is (seems like more recruitment outside of 50 mile radius); don’t assume local students will come; make sure
• once student is here, what do we do with them; interact/serve them on a daily basis as if they are #1 everyday
• university is an entire entity; [need] bridges in between each college so that we are all one
• Vision-Marketing University as a whole
• Local-city/county/tri-state
• Regional-Midwest
• National
• Global
• Local
• Largest employer (economic leverage)
• More involvement (expansion) with community; i.e. political, social svcs.- would communicate/tie-in with UC’s theme
• Enhanced marketing
• Accountability for all actions at all levels
• MORE unity
• Regional
• More influential at state level
• Admissions: admission policies
• Higher/increased marketing strategies
• Distance learning programs
• Evening & weekend programs
• National
• Promotion of academics/research/athletics
• International
• Create solutions at state level—financial and fiscal solutions
• Community-dichotomy: (1) Dev UC as a model “city”; (2) eliminate perception that UC is its own separate entity; reach fingers into community; develop relationships
• Involved in Cincinnati leadership/decision making
• Employer, research center (model employer)
• Responsibility to raise standard of living within city
• Inspire community engagement; inspire leadership among the community by showing what we are doing
• Communicate benefits/impact of the work that we are doing
• Be more active in city/state legislature/government
• Developing new resources for the challenges of the 21st century (i.e. health care, aging, etc)
• Provide opportunities for lifelong learning—variety of programs/resources
• Help create solutions, not just lobby for change (i.e. financial modeling, etc.)
• Analogy of UC to “its own city”–use this experimental model to help broader community/city, let UC community “bleed” into local community (blur borders), change perception that we are separate from the rest of the city
• proactive vs. reactive working with/for community; get out into the existing community and satellite campuses, so we know how their needs are
• Community development—encourage community participation in decisions
• More employee participation—UC folks more engaged in the community –Greater Cincinnati
• Align academics with emerging professions
• More involved in public school education
• Proactive vs. reactive approach
• Communication—adapt to speakers of languages besides English
• Access to higher education for greater community—underrepresented populations
• Create access to higher education—job corps—community programs
• More entry points
• Behave like public vs. private institution
• Maintain open door policy
• Selective colleges add strategies for open admissions (e.g. part-time programs, distance learning)
• Push community to embrace higher education—take active role, prepare public school kids for higher education
• Adapt “criteria” for admission, not “standards”
• Health care issues—work with health department in addressing major health issues
• Assist with solutions for drug problem
• UC education as incentive for recovering addicts
• give to community graduates who are more trained and knowledgeable about problems in the community; graduates with skills that they can lead society
• cutting edge focused on issues of the day and issues yet to come; research foundational to solving these issues
• Teaching vs. Learning
• Teaching vs. Research-balance
• Teaching teachers to teach
• Define standards of education in society
• Teaching technical skills vs. broad-based knowledge, university should provide both
• Focus on why students come to UC
• Focus on notion of “students as customers”
• Autonomous colleges make it difficult to forge identity for university. Transition between colleges is difficult
• Our vision is to give back to the community students (graduates) who are well-trained (educated) and more aware of the problems and issues facing the community
• Responsibility to undertake research that is cutting edge, and focused on relevant and impactful issues
• use our strengths to partner with other universities, corporate community, and alumni
• public higher ed has to operate more like private (cash strapped); work more closely at state/national level to help legislators know what it takes to be a state institution these days
• Source of innovative models of university funding
• “Practice Plan” model
• Run UC as business
• More opportunities for partnerships with not only revenue impact, but social issues
• Addressing community’s “problems” i.e. utilizing resources and collaborating-dialogue, space, minds, investment plan, business plan
• Alumni-use more as resource, aside from money
• Fill in as expertise RE no city planning office, Input needed right now
• Largest employer
• Peers-who are national/international leaders? What do we share with them? Our best programs
• Be good business partners
• Engage other institutions
• Known for our core competencies-how these can make a difference. Continue research, medical competencies, co-op education university wide
• National, what about cost of higher education caps? Explain legislators the realities. Influencing legislation, funding models
• Think more entrepreneurial
• develop an outside marketing/involvement/engagement in the community-that we are a community resource to the state and nation
• influence state/local government such that they see the relevance of education accompanied by appropriate funding (private and public) a world class institution
• Medical Research
Co-op tied into social relevance and service learning also ties into outreach with community
Academics-attracting world renowned faculty
Development and marketing, outreach, with outside community, including high schools, statewide and nationally
What techniques to attract students? Using our own resources to inventory those resources
Institution without boundaries including distant learning and increased use of technology
What is UC’s role in preparation of under prepared students?
Need to have stronger teaching emphasis
Corporate sponsorships and partnerships
Lobbying for higher education funding (using alumni support network), legislative support
Positive media exposure, UC is more than just basketball
UC is known for lifelong learning opportunities
work to be a model university; focus on morale of students (more enthusiasm) and of employees (break down barriers between departments)
partner with community, business, other universities; market resources to create revenue streams; create new initiatives with those partners
Innovative HR practices-relocation SVCS
Positive PR to counter negative image (advertise our products)-more information re: main street, more information for students
Recruitment at high schools-representatives to high schools
Increase morale of staff-more money in salaries, ask staff for input
Create new products and SVCS-develop more partnerships with the corporate world, ask businesses what skills training graduates need to have to be their future employee
Partner with corporations for research. We become their vender to save costs
Incentive program for employee ideas that generate revenue
A&S has core colleges for all majors-standardize classes, house them in one college (A&S) increasing their FTEs reduces duplication and costs for same classes
Be a model for internal process for larger organizations-quit interdepartmental fighting
Division of undergrad vs. grad-improve social skills in the undergrads, increase technical skills that we’ve lost to CTC and RWC. Ex. Business correspondent
Morale of students needs to be increased-leadership to increase students
Morale of students needs to be increased-leadership to increase students
Morale of students needs to be increased-leadership to increase students
Morale of students needs to be increased-leadership to increase students
Morale of students needs to be increased-leadership to increase students
Morale of students needs to be increased-leadership to increase students
Morale of students needs to be increased-leadership to increase students
Research – build dollars; focus on what brings in revenue
Define who we are and set expectations that entire UC community is behind-same identity as those outside of Cincinnati-better than we think
• Prioritization is problem—can’t be all things to all people—can’t have all programs—where is potential to be great? Where can resources are used?
• Research—bring in revenue/PR, part of identity—elevates image=prestige=students=revenue, etc
• Community
• DAAP/Law—Programs for community
• Medical clinics—not known that UC is involved
• Honor students—community service required but do those being served realize UC is involved?
• Need to be proud as a university—not just colleges or programs
• Need to let public know what’s going on
• Regional focus for identity
• Diversity—key, need to step up, board, students, faculty, etc.
• Be leader for community—educate the community as target employer, “just community” needs promoting, work
• Identity/Self image—same
• Diversity
• Importance of research—be a leader regionally and nationally; there are challenges that go with that—it effects experience of students in the classroom; should be various definitions of faculty (research vs. teaching as primary responsibility)
• Social leadership—move away from medieval delivery of higher education; develop resources that help students and community (e.g., after school care, summer programs); eventual benefit to the university due to positive experience
• Focus on research—money, scholars, effect on classroom environment—researcher/scholar/teacher, juggling/balancing roles effectively, advertise/promote faculty teaching undergrad classes (highest in state)
• Improve relationships between faculty/students—mentoring programs, concentration on co-curricular activities for credit, faculty increased involvement
• Social Leadership within community—Arlitt Center (A model) helps students and community, dispel scary urban myth of local area, community service required for scholarships, collaborative summer programs, partnerships
• Evening classes—what do our students look like today, do we need to provide more flexibility?
• Financial Collaborations with corporate partners—with national focus, expand marketing and recruitment, springboard off our strong co-op program, leading edge programs
• Additional resources needed for institutional marketing and alumni, national focus
• Leadership in community; improve and rebuild relationship with community around the UC area (political and education approaches)
• Leader at the local level—foster improved current partnerships; forge new partnerships with branch campuses and in other countries
• Research and Inclusivity—basic and applied (#1 patent-granting institution in region)
• Open for discussion, all ideas welcome
• Actively involved in community—impacting politics (just community—diversity issues—race and sex), neighborhood improvement
Input Session 1: Question 1 – Vision
Page 17 of 136

- New Coeducation approaches-technology, distance learning, influence local schools (K-12) in types of education
- Co-op program-#1 in US (Branding)
- Interior design/Architecture-#1 is US
- Making higher education affordable
- ‘Slimfast UC’-quality vs. size (less redundancy)
- Global partnerships (engineering-India/Asia)
- Can we be all things to all people? Restrictive admission policies in some colleges, not all. Explore open admission all.
- Partner with local schools; prepare them to be good students when they come
- Role of expertise
- Leadership role in open admission, bac outreach, research role, medical responsibility to community, strength in all areas from leadership (arts and sciences, medical, educational, research, architecture, engineering/education and training, nursing) open admission-will it maintain strength?, community involvement-what is UC’s role? Discharge our expertise in community schools in K-12. Medical center is involved in community, Community involvement-purchase areas around UC and get involved in community
- Is there an assumption we cannot lead in all areas? But, how do we pay for this leadership? Global context of vision. What about quality to all area? Spread too thin-Keep “quality” to maintain “leadership”
- university to work on helping improve the image of the city itself
- Strengthen the image of the city of Cincinnati by the University working with city leaders Make the University more accessible to the general community, not just to the students.
- Examples-Social functions other than athletics, continuing education, use of facilities by community.
- Provide services to the general community-offer catering, forums to address community
- Issues, education.
- Improve communication about University activities to the general public—TV, radio,
- Clinical studies. One University phone line to answer general questions
- Academics-Communication to city of what is going on at the University regarding academics. (other than just new buildings, other than athletics, academic student of the month).
- How excel academically, what do for community.
- More human interest about the students.
- Recruitment-all students have chance for college-students in our city/community (rural-outlying areas).
- More services for the learning disabled
- Retention of students and residents in Ohio
- Unite East and West campuses as one-geographically and philosophically.
- Faculty recruitment/retention
- Summary
- UC serves the community
• More accessibility to the general
• Community
• Can’t forget the educational mission; university can be an education leader for non-
  traditional and under-prepared students; consider flexible schedules
• Educational opportunities for non-traditional, under prepared students with flexible
  schedules
• Leader in community (i.e. economic/community development job training)
• Medical research in solving society ills
• Establishing think tank in assisting in providing solutions to societal ills (i.e.
  racism, economic deprivation, crime, child abuse, etc.)
• More volunteer involvement at the board level
• partnerships; partner among ourselves (east campus), then west campus, then
  community ( service learning model), then out to the world (e.g., exchange student
  and faculty programs; medical)
• Service learning model
• -Partner with businesses and organizations in the community.
• -Outreach to produce revenue producing business ventures.
• -Better able to achieve a better student and global citizen which equals our desired
  outcome.
• Reaching out to underserved segments of our community with partnering
  opportunities (i.e. expansion of educational opportunities for example a extension
  branch in Over the Rhine, Downtown, etc.)
• Be global (beyond Ohio), International
• Educational and Research opportunities
• Faculty and student exchange programs
• Be on the cusp change in other countries
• Improving telemedicine exchange opportunities and other advanced technologies
• Better communication between campuses-producing better partnerships
• -beginning with one’s own campus and then spreading to the rest of the university
  communicate inside and out; focus on strengths
• allocate resources to focus on those strengths
• Increased emphasis on research
• Increased communications: inter-college, inter-department, cross-disciplines,
  institutions, beyond UC (community)
• Identify and build on strengths; reallocate resources according to strategic plan
• More emphasis on removing walls between specific colleges/departments: move
  toward disciplines
• Tell the world who we are and what we do-greater emphasis on PR
• Greater emphasis and expectations on fund-raising
• Capitalize on relationships developed by non-fundraisers with “prospects”
• Communication inside/outside and focus on our strengths and reallocate resources to
  achieve specific excellence areas
• more business like
• promote winning programs and push and build those
• Increase collaboration/partnerships between departments, between colleges, with industry/businesses, locally/nationally, internationally, and between universities
• Increase cost effectiveness/more business like-promote and support “best products”, must make decisions about “losers”, we can’t support everything
• focus on what we do well; get into top 10 of universities—this can be a goal and can guide performance
• be more businesslike/entrepreneurial; we can do this as well as teach this
• Top 10 of public universities in 25 years in academics and funding
• Sell and teach expertise globally entrepreneurial
• Bring in leaders as part of the academic community
• Be seen locally as a world class leader
• communication
• main issue: we have top physicians in the city on our faculty
• on east campus, focus on compliance from the top down with right support from institution
• Communication between UC and between UC and Cincinnati Metro Area
• Education-keep staff trained
• Education-national recognition for all colleges
• Evening/distance learning availability
• Increase/expand existing leading roles-bio-tech, successes we still need to hear about
• Compliance-top down, support: staff, resources, education
• Medical Center image-market our success, our wealth of top physicians (Cincinnati’s best kept secrets)

**Notes:** Bio-engineering, bio-tech, leaders that understand federal regulations/compliance, education for compliance, effective communication, education community (Cincinnati Metro Area) of what’s available/direction UC is going/what support is needed from community (i.e. land, buildings) to grow, entrepreneurship, Evening/on-line education availability for local teachers/local workers to increase education opportunities, colleges within university should accept own/each others credits, faculty take leadership roles/notify community of leadership roles already in place-market successes, compliance-from top down-with support: staff, financial, get rid of “old General Hospital” image and obtain good image of talented MDs (like Mayo Clinic)-image, market good physician successes/top physicians

• focus on how ideas are implemented; today is a prime example of streamlining processes; save man hours, save time; consider how everything we do ripples through the university; lead in excelling at this
• Improve health outcome/improve disparities in the community (direct Cincinnati area)
• Leader in distance learning/explore alternative education venues (not follower)
• Example of effective administration (possibly use new/different tools) and efficient, decisions based on efficiency
• Partnerships with school-age K-12 and pre-school institutions/programs/schools
• Leader in employee investment (through education, child care, health care, work/life balance)
• Leader in employee technology training/employee development
• Co-op program for employees (like a staff sabbatical)
• Leader in business partnerships to minimize dependence on state funding
• Leader in promoting ourselves through public information, less general advertising
• Focus on students—how we treat students. Only half of our entering students graduate (vs. 90% in premier institutions); beneath this are many layers for lack of good experience (how treated, service experience, support needed to graduate); those we lose will not support the institution
• Education-1st priority
• Commitment to Community-leadership roles city’s issues (i.e. racial issues-be at table for discussions, etc.), service on boards, partner with public schools (i.e. role models, mentors, “room parent”)
• Internal-service to students-retention/graduation of students, improve “service” to start internal-move to external
• Improve rankings-can’t be third tier
• Internal perception, “Image”, must believe we deserve roles ourselves
• National recognition
• Role-environmentally responsible
• Maintenance/upkeep of real estate
• President become active leader in policy setting-national and local business, education, and political
• Partnering and diversifying-getting rid of dinosaur products-things that provide revenue-center for talent
  Worldwide resources for new/unique partnerships with other learning institutions, societal entities and business leaders. This will require UC to expand our “produce” offering which are manifested in our faculty, staff, and partner activities
• Success will be measured by a diversification of partners/customers, ability to attract new and greater sources of funding, ability to discard tradition activities that don’t contribute, and be a magnet for talent
• Notes: Resource/Adaptable-Innovator, entrepreneurial, instigator, model/magnet/motivation, communication, responsive, plugged in, partner/share risk/reward, listen, non-tradition learning, build new products, willingness to discard “old” ones, diversification of market, self-sustaining
• University is one of top research institutions, but needs mgmt of all research; super council to examine research and get real outcomes for affordable health care
• Hire top notch administrators to look at that good guys, top thinkers, people want to come for post-grad
• Focused research for real outcomes (i.e. affordable health care)
• Hire top-notch research administrators to promote and unify research efforts
• Redirect funds to better usage
• Need to present a user-friendlier face to students and public
• Need to make community children feel involved with UC
• Employer of choice; draw people nationally, regionally, locally
• Same with students
• Same with patients – place of choice local, regional, national
• Nationally recognized in education (many fields)-international
• Free speech-haven for diversity of ideas
• Top ten schools
• More international
• Employer of choice-health care provider, education provider
• Present base of excellence
• Eliminate silos mentality-improve internal corporation
• Discovering of knowledge
• Partner with the community and the city
• promote and market self as global leaders; call community to higher standard; provide high quality education in a diverse setting to develop students to reach potential
• Promote and market ourselves a global leader based on global needs (not just local and state). We are a data based world, we need to call community to an excellence as a leader
• Market ourselves as a global leader based on global needs
• To provide high quality, affordable education in a place where people come to develop and realize their potential

Finance
• Bring in outside elements to solve problems
• Build diverse bridges with private industry and community
• View research as a product to generate revenue
• Lead all institutes of higher education in the area/state
• Develop co-op programs in non-technical academic areas
• Define what we are good at
• Lead in providing effective access to higher education that results in students graduating and becoming productive members of society
• The research leader of the tri-state area. More than Cincinnati - should be the 3C triangle (Columbus, Cincinnati, Cleveland) along with Kentucky and Indiana.
• Must play a larger role in the community - Get Cincinnati back where it once was. We're now the #1 employer in the city, with a new president who is community oriented. We need to use that to have a larger impact on the surrounding neighborhoods as well as Cincinnati as a whole - inclusion on Boards, participants in planning, business partnerships, etc.

Clermont
• University of Cincinnati must be a “University” not just a confederation of colleges. Areas that need work - increase communication, streamline admission & communication process, ensure credit transfers, and share information.
• Increase partnerships with local governments and businesses (let them know our expertise, how we can help them, what resources we can provide to them). Faculty & staff at UC should be known as experts and called on to help community.
• Strengthen & grow the research base especially with declining state funding. Cannot keep raising tuition all the time. Job is not just to educate but also to do research.
• Need to study university processes and eliminate waste in the organizational system.
• UC needs to become a student’s first choice in colleges, not just the only choice or last.
• Make UC more user-friendly. Administrative offices scattered all over the campus, lots of walking, not convenient, big, confusing. Many students do not like the main campus.
• Help ensure social justice – make college accessible to all who want it and are qualified, regardless of finances.
• Must make sure that students who enter college are ready, that they have the needed skills, and can succeed. Advise high schools and get involved in the community more. Need to connect the UC faculty to High School faculty, work together.
• Must provide an educated workforce for the region. Make sure university is training students for jobs that actually exist. Talk with business to see what they need for the future. Possibly other training opportunities outside the degree programs. Make sure have basic knowledge of Math, language/writing, and science. Be sure that prepare students for jobs.
• Must be innovative in urban issues (e.g., transportation & light rail)
• Should/Do we give everyone the same educational opportunity (e.g., High Schools teach to the lowest common denominator, college does not). Do universities need to do this?
• Keep an outreach to the second career or first generation college students
• Continue to push and support the satellite locations
• Increase access to certain demographic groups, disadvantaged, those over age 60+.

Medicine- Faculty Forum

• C: Leader in research that fulfills the research mission will also be leader in education
• C: Where does UC fit in clinical care? Does the public think of UC in terms of personal care? We need a leader in clinical care.
• C: Community role – UC should take a lead in solving some of the problems in the city. UC is pretty much in isolation – need moral leadership and “think tank” [for community issues]
• C: UC should think ahead to grab the leadership of the future in virtual education and step out of the box and lead many colleges and universities in Ohio. Be first to develop virtual curriculum with innovative education curriculum
• C: Leader in research to whom – state funding, NIH? Comprehensive medical school will be more encompassing. Including activity in local political scene
• C: Not everyone understands research the same way – East campus is biomedical research
• C: Want to be seen as the THE university of the state of Ohio. THE research intensive university in Ohio (as opposed to OSU or CWR).
• C: Advanced training in medicine and biomedical science
• C: Advanced training nursing
• C: Interactive medical research: university has other fields with other opportunities. The COM will be stronger working with other people – collaborative biomedical research
• C: Translational research; symposia, marketing, regional, national and international
• C: Academic mission is tripartite – what specific areas do we focus on?
• C: Practical achievement of goals will build on current strengths. Need to evaluate current strengths – neuroscience, pediatrics, environmental health – and build on them.
• C: UC should be seen as the place for education of professionals – postgraduate training for community physicians
• C: Clinical care for the poor – in the community we live and connect with the city – offer superb care for the poor
• C: Economic medical care especially for the elderly including new innovative programs for geriatric care.
• C: UC needs a much more effective public relations mechanism, which we don’t have at all now.
• C: Medical safety – deliver good care economically
• C: Develop a catch word – ‘gene based therapy’ and ‘gene based diagnostics’ – build wave of the future and we need to get in it.
• C: UC could have a major impact on the health of the community outreach
• C: Partner with community, give back
• C: Population research – world population increases
• C: School of Public Health for the medical center
• C: Local and national leadership
• C: UC should invest in providing national leadership. In an area that affects everyone: aging, bioterrorism, nanotechnology, computerization of care, bioinformatics. Excel in an area so that everyone thinks of UC when they hear of that area.
• C: 40% not covered by insurance – keeping medical care affordable. COB, COL and COM could collaborate on solution to healthcare problem or by addressing major health policy issues, healthcare reform or healthcare delivery in US.
• C: Develop track in COM with a track with MBA, MD, -- specialty track in medical school.
• C: Durable education – looking at graduates what is effect of our teaching 5 or 10 years down the line?
• C: Leverage strengths on both campuses for IT to be a national leader on a focused area of bioinformatics, library services, information transfer, or knowledge management.
• C: Dissemination of medical knowledge via computer systems. Patient doctor interaction – distance
• C: Capitalize on the halo effect to be good/excellent in ONE area with clear visible leadership to spill over in another area

Raymond Walters
• UC should be a community resource that is responsible for:
  - resolving issues
  - consultative role: to be seen by community as the first place to seek help
- knowledge brokers
- clarifying who is the immediate community and what their needs and goals are
- utilizing technology effectively as an educational tool

- Create ownership; need to help everyone become invested in UC once again
- Develop clear goals for the institution
- Become a more cohesive institution; be a more cohesive “whole” while still recognizing the unique diversity occurring within the university
- Become a healthy, functioning organization
- Balance “cream of crop” with under prepared
- Respect excellence and access to affordable education
- Scholarship/creating new knowledge
- First-class academic institution
- Serving the community via our expertise
  - Applied knowledge throughout the community via:
    - Conceptualizing issues and problems and solutions to those problems
    - Connecting to urban initiatives
- Determine “What will Cincinnati be?” What does it see as its identify (manufacturing, research and development, service)
- Determine the various municipalities that we impact or should be concerned with
- Ties between Raymond Walters College/Clifton campus made much closer
- Leaders of the university should assure that there is an inclusive feeling on all campuses
- Continuing concern for access to the university via financial resources (university education that is affordable)
  - Attracting more students
  - Ensure funding by collaboration with other universities
- Determine commitment of the state to higher education and funding it
- Focus on Cincinnati as a community
  - Ability to identify with Cincinnati community
  - Ability to identify the political issues (e.g. race relations, etc.)
  - Ability to look at entire population of Cincinnati and help citizens figure out where they will most likely be successful
  - Responsibility in community to push high schools to get students better prepared for college
    - Should be preparing everyone, not just AP, college prep
    - Currently there is disconnect between K-12 and 13-16
- Operate as a successful business
  - Need to recognize the decrease of funding
  - Need to be increase ability to work as successful business
- Become a collective university where all campuses are seen as one
- Become a bridge from high school to college
- Develop students as true “citizens”
  - Just having a mission statement on this point “doesn’t cut it”
  - Incorporate more service learning, getting students involved
• Provide programs that assure we are giving students what they need to be successful in corporate world
  - Change students’ perspectives as to what education is (not just job training)
  - Vision of future should be larger than “just getting a job”
    ♦ However, some concern that through this particular process with UC, Raymond Walters College will be lowered in status even further
• Seek out and incorporate student feedback
  - Some students do not believe they fit in at UC, that 4-year programs do not reflect their needs
• The business community welcomes university service in expert custom programs for employees that come with college credit in a flexible format
  - Online classes
  - Workshops- expert come to the company
  - Telecourses/distance learning
  - Flexible assessment
  - Learning beyond “bricks and mortar”
• Partnerships of all sorts are established. University relationship maintain a statewide linkage such as through Ohio-Link; expand statewide network
  - Increasing literacy outreach to the community
  - Maintaining leadership in statewide networks to:
    ♦ Improve scope of services
    ♦ Share with local community
• Language instruction for multi-lingual literacy becomes a priority
  - Educate the community about its benefits
  - More ESL support – not just for students but also for the community – Intensive English Program
  - Better opportunities for supporting study abroad to support English speakers in learning other languages
• UC takes a strong lead in the Cincinnati Peace Movement
  - More community outreach
  - Hosting community conversations – more support for making this happen
  - Have UC be a model for a tolerant multi-cultural community
  - Offer our resources to the community to continue the peace effort
  - Involve Peace Studies in our own curriculum
  - Explicitly acknowledge that the difficulties of the community affect the college community
• UC should take an increased focus on Pedagogy and faculty development at a local and national level
  - Local and national participation in large scale studies such as the Ohio Teaching Enhancement Program and the National Survey on Student Engagement
  - More institutional support of teaching to enhance reputation of teaching excellence
  - Recognition of the value of the scholarship of teaching and learning as a scholarly and supportive pursuit
University Libraries

- Leader in the Cincinnati community, academic leader, world class university
- Active in community service areas, volunteer roles
- Research powerhouse
- Prepare students to prosper in a diverse environment
- Outstanding retention rate
- Model for open access
- Political activism on the state and local level
- Engender enthusiasm for learning
- Fulfill the vision of Main Street, a 24 hour community
- Realize the potential of technology, be a technology leader,
- Realize individual potential (student, faculty, staff)
- Increase collaboration between UC and local businesses/organizations, be more involved in corporate partnerships and be more responsive to corporate needs.
- Currently a research institution in the top 50, need to strive to be in the top 30 (UK is striving for the top 20).
- Increase enrollment
- Seek additional research funding opportunities
- Responsiveness to diverse student population
- Expand strong programs / eliminate weak ones (more focused academically)
- Involve UC alumni in fundraising
- Be more visible to state and federal legislature
- Broaden faculty and student recruitment
- More promotions from within UC
- Push athletic programs into the top 10, this increases funding & enrollment
- Marketing, improve image of UC
- Improve medical program/ all academic programs
- Leadership role in distance learning, innovative, focus on commuter and non-traditional students
- Go to the students, more branches or partnerships, look to the north and the west, limited growth for the Clifton campus
- Forging of bonds with local community – meet the educational needs of the community, have certificate programs, technical skills, degrees to match needs of community
- Financial freedom from the state, better funding model
- Leadership role beyond the city – go to the state
- Need better transit system, commuter campus, need parking and transit system
- Strengthen general education programs – Gen. ed. Utilized as a “bridge” to other programs
- More community/university interaction
- Comprehensive, on going staff/students/faculty support programs
- ***Innovative programs responsive to current trends
- Students must be adaptable to university, university must be adaptable to students
- More professional development/continued learning programs
- Annual “target” programs slated for standards increase
- Strengthen specific programs within university
  - Target program
  - Set improvement goals
  - Set deadline for improvement goals
  - Provide resources to target program (faculty, top tier student recruitment)
- Strong visionary leadership
- Strong community partnership (includes business, industry, public schools)
- Strong partnership with schools – public, private
- Embrace and incorporate diversity
- Encourage/reward faculty involvement in community awareness and student retention
- Highlight success stories
- More positive active public relations
- Higher standards for education
- Commitment to cutting edge technology
- Effective leader in the neighborhoods
- Consultation area business - Provide expertise
- Partnership business community
- Researching societal issues
- **Flexible Distance education (3 comments) notice union institute, Antioch
- ESL – life skills
- **Youth programs, latch key
- Senior citizen involvement
- Student centered university
- Better student support (e.g. streamline curricula and process, academic advising process)
- Go beyond local – think more globally
- Research excellence
- Opportunities for non-standard students (e.g. flexibility/on-line – distance learning, patents)
- Comprehensive degree orienting
- More support for A&S programs
- Support and opportunities for diversity
- Transitional programs (e.g. adult remedial, immigrant orientation – multilingual classes, etc.
- Non-traditional funding opportunities for students/tuition
- Embracing technology
- Community involvement (e.g. community as a lab for UC, reinvent UC community image
- Learning communities
- Assume leadership in the state in our areas of strength
- Need model where UC is shown in cooperative light with other institutions
• UC identify with other strong institutions to partner with could be international in scope
• As UC is ‘teaming’ internally – must also do this globally
• Do more funneling programs like the culinary arts, OCAS/Cincinnati State
• UC must compete with NKU for local enrollment, especially with eye to population demographics
• Need more focus on local and national recognition for what UC does – criminal justice program works city – business faculty help P&G
• Use expertise at UC to solve local problems

College of Medicine- Students

• Are we talking about Main Campus or the College of Medicine? A: both. The COM per se or the picture of the university as a whole
• Better integration between East and West campus. A better way to take advantage of their resources: exercise facilities, library (finding resources could be on one of 4 campuses). Centralized laboratory resources/research areas.
• Difficult to park on West Campus. Eden parking passes do not work on West campus.
• Easier access both ways – from West to East and East to West. Bus service stops at 8 pm
• From a UC undergrad: West campus has good scientific researchers and medical and experimental things going on at West campus. Rieveshal should be part of East campus. Scientific cross talk – sharing of knowledge both directions.
• Access to undergraduates who might be interested in medicine. What is the barrier: no resource person on main campus. Only one person in pre-med to represent East campus.
• We can be an access to the undergrad students who are interested in medical school
• West campus does a poor job in pre-med reps – they are hard to find.
• Low numbers of pre-med students at UC. Few outstanding pre-med students.
• Create preceptor opportunities for pre-med students. Doesn’t seem to be easier for pre-med to join the medical school.
• Model other universities and how they connect with the pre-med students and classes.

UC Foundation Meeting 02-11-04 and 02-19-04

• Why do we refer to ourself as a Research Institute? Has teaching gone done the ladder?
  • it is a function of the environment
  • research dollars drive ranking (NIH and NSF)
  • there are ~62 institutions in the American Association of Institutions; we are one inch away from there.
  • Want integration of Research, Teaching and Service
- Student centered Focus
  - Financially, we had 70% of our money from state subsidy and now we get 20% from state subsidy
  - All Ohio Universities are in the same boat.
- How do we get students from Matriculation to graduation?
  - Changing workforce in OH
  - Good teaching is a function of good research in the upper classes and graduate school
  - Look at the populations – who is entering our school
  - Need more money into Gen Ed Program
- Revenue – Need other revenue sources
- Be clear about what us best at the University and focus on it (Leading to stronger overall Undergraduate program)
- Currently, there is a downward trend in Student Enrollment
  - Need to model ideal enrollment by program (financial plan)
  - Understand differences between undergraduate and graduate populations
- There is a lot of competition between local colleges.
- For UC main campus we need to think about “creature comforts” at Clifton. Think about what is here.
- Discussion of Ucollege (students entered but were not graduating; now, we want students to be a part of a College earlier; scale up with advising and access to your major
- UC is a Urban Campus – play to our strengths – local and regional competition
- (Discussed article send to participants prior to the meeting.)
- Want to stay in the City –
  - use our capacity to contribute to these issues
  - historically urban Universities have been considered “second”
  - We should be Urban serving (UC will lead if we pay attention to Cities
- TENSIONS in Summary –
  - What is our value base? Research or Teaching
  - Are we ACCESS or ELITE? Student-focus should be a blend of both.
  - Do we declare UC an Urban University?
- Raise the stature of UC
  - Enrollment
  - Research
- Integration of East and West Campus
  - East is medical; has research
  - West has research in Engineering, Business and bench sciences
  - Examples of successful integration
    - DAAP’s line of attire for Cancer patients
    - Use Dance to Represent the Heart Muscle
- CCM brings in the community via performances
- Have been very neglectful of A&S
• Our Best Chance of Success is A&S
  o Want more identity
  o Attract faculty
  o Needs links to other colleges for grant capacities
  o Think of College of A&S as the quality of the entire University

• Issue – Success at University is not teaching
• Are the best researchers the best educators?
  o Access to lab instructional activity is desired
  o Integration of teaching and research
    ▪ Need to have a strategy to reward, given incentives for Teaching
  o How do you give incentives to tenured faculty?
    ▪ Be more flexible
    ▪ Interdisciplinary hiring
    ▪ Range of expertise should be broader
    ▪ Discussed B. Gleason’s rule of “1/3”; go with the ones who want to move

• Why don’t we want to be in the TOP group of Universities?
  o Need to look at the students we attract and the faculty we have

• Students who are entering
  o Join with CPS to better prepare students; starting with 7th grade
  o Need to be much more intentional in student preparation.
  o Should we be more like OSU and use the branch campuses as Open Access and then transfer to the main campus

• UC has an Urban Traditon
  o Example is Dental Center opening at the Medical School
  o We have a 100 or more projects at CPS – need to plan strategy for interaction

• Be Intentional
  o Things will happen one way or another

• Want UC to cater to “middle group” and “bottom group” (we do a good job now but …)

• UC has to improve how it handles transfers and articulation
  o We need to get this right

• Freshman – we have 4500
  o Do we want to have smaller classes, seminars, etc.
  o Make the enrollment bubble Junior year (via transfers)

• Columbus is important
• The 3C’s (Case-Western, OSU and UC)
• Applaud CAPP process
  o It is making an Impact (coming out – talking – asking – giving us ideas)

• What community are you serving? (regionally vs. nationally vs. internationally)
• Want to look outside ➔ if serve cities and if believe cities drive the world ➔
  don’t limit to city
  o How do you get into the NY times?
UC has a unique opportunity to become a leader of Cincinnati
Business leaders have changed - families are not running businesses, out of town professionals are.
Largest employer with great resources to help uptown and public schools
Leader and active - not an ivory tower anymore
UC has been too much of a secret we need more self-esteem
Engineering - Competition here and other schools
Outside Cincinnati the first thing that comes to mind is sports and the city’s racial issues which limits the university
Household names which people will fight to get into
Access vs. Selective - graduation and retention
Commitment to community and its commitment to public schools
Diverse University, more than our competition
Academics will come out of this
Be the best at access
UC experience who is better prepared for the bigger world
Need to attract better students

UC Student Alumni Committee

- Number 1 in every category
- All colleges = top ties
- Diversity in education and population
- Leader in the community – re-build Over-the-Rhine
- Leader in research – patent designs, grants
- Equal opportunities for admission
- Make it a top choice school for potential students
- More scholarships
- Number 1 nationally for student involvement on campus
- All-around athletics
- Growth in Greek community
- Knock down the commuter rates
- Become a reliable source for the city
- Need to inform the city of issues
- Where is programming for diversity?
- More restrictive or should be selective?
- Create a better persona in the community
- Revamp selection process
- Good to get rid of U College
- Unify colleges
- More quality faculty and student relations
- Focus on quality students not the quantity of students
- Selection process
- UC needs to build leaders
• Staff, Faculty need to be leaders in the community
• UC needs top notch programs in all areas and highly respected faculty in all fields
• Continue to conduct top-notch research
• Taking advantage of interdisciplinary opportunities on the campus
• Known for practical experience
• Recognized for specialized programs
• Students going out into the workforce – Co-op
• Destination campus – place to come to …
• More than just a basketball team
• State of the art buildings
• Qualified faculty in and outside of the university
• We want a brand for UC – gear everything to our brand
• Culminate the different colleges and programs
• A place to discover dreams
• A place to get an education
• Partnership with the city to improve the downtown area – create jobs
• Links to the community – reach out to the alumni
• Similar to NYU – world class institution – more diverse
• A better sense of community – not just for students but for alumni
• Better promotion – strengthen image – especially locally
• Improve reputation with companies – more on-campus recruitment
• Consolidate and unify image
• Strengthen relationships with the branch campuses
• Partner with the city to improve downtown
• Continue building research programs
• Become known for research and development
• Increase admission standards
• Better TAs who can be understood
• Communication
• Accountability
• National prestige – be on the forefront of research and development
• Be there – quality as well as quantity
• Innovation
• Motivation
• Empowerment
• Participation as a school of excellence
• Tougher admission standards
• Bridge between faculty, staff, and students
• Experience
• Community relations – become more involved in the downtown areas and in the state
• Economically – employment – student holding
• Research – share knowledge nationally and internationally
1. UC's leadership role in 21st Century society should be that of creating future business leaders, engineers, researchers, teachers, artists, designers and performers that take their respective fields/disciplines to new heights as a result of the unparallel education, experience and opportunity for growth that they receive while at the University of Cincinnati. It is important the every graduate of this University realizes the prestige that lies within the degree they receive on graduation day and the potential that they have already demonstrated in themselves during their tenure as undergraduate, graduate or doctoral students at UC. It is equally important that they take these ideals with them and use them to promote the University of Cincinnati through their accomplishments and actions in their respective fields.

UC should also continue the role it has in promoting research and development. I feel research and the opportunities to do research that is "state of the art" or "cutting edge" will bring the greatest minds available to our University to do research in our name and teach those students who also aspire to achieve greatness in their fields.

It is also the direct responsibility of the University to be a leader in the Cincinnati Community through whatever means the University has available.

2. For the 21st century I believe UC should become one of the top 50(?) public universities in the U.S., with a large number of top-ten programs within UC. UC should have strong partnerships with many businesses in the Cincinnati/Northern KY area. UC should participate in some way with the Cincinnati City Council to help make Cincinnati a beacon for a diverse group of people, which will also help UC to attract more and more creative, brilliant and accomplished faculty, staff and students.

3. The key role for the University still seems to be the education of individuals of all ages to be more productive members of society. This education includes; 1) Providing people with the skills required to excel in their chosen vocation, 2) Providing a well rounded education that includes skill sets transferable between vocations, 3) Instilling a set of core values as a “life compass”, and 4) Challenging students with varying opinions and theories to foster and encourage creativity and a “thinking outside the box” mentality. A close connection to the business community is essential to make sure the University’s mission is in alignment with the needs of business and society in general.

4. UC has made great strides but, like most colleges and universities, still needs to move beyond a private enclave to a vital force in driving the region's cultural and economic vision. As an urban university, UC can utilize its knowledge base and intellectual resources to lead city/county government in addressing the critical issues: continuing economic and cultural decline, a public education crisis, fragmentation of political leadership, lack of a vision and a plan, and a general malaise among the population. In doing so, UC becomes one of the region's most visible and valued assets -- possibly even our greatest hope for the future. The basis for capitalization then becomes not one of funding the University but one of enabling this dynamic force to lead the way in arresting the decline and crafting a return to prosperity.
5. For all colleges within the University to be ranked in the top 10 nationally. Grow the endowment fund to $2 Billion by the year 2015. To be ranked in the top 10 nationally for research grants for all "specialty" colleges, where appropriate.

6. Vision of UC’s leadership role...The University of Cincinnati will become a superior regional university; recognized nationally for excellent academic rigor, research programming, performing arts, athletic activities, and business relationships.

- Utilize experts within the university community for projects outside of their “normal” activities: create an internal visiting professor program across colleges
- Establish a comprehensive faculty development program across the university

**Student Affairs (SAS)**

- To maintain a central mission of problem-solving for the metroplex.
- The world view of UC may tend to be people’s view of the city and vice versa
- As the largest employer, we should consider how we reflect on the city
- What people know about the city may be based on what they know about the University – some surprises to us were: What local HS students know about UC
- UC needs to work to become a single university rather than a conglomeration of multiple functions replicated among various colleges.
- Help to provide life-long learning opportunities
- Take time to identify our strengths do we promote ourselves at the brains of the state rather than the party university or the “football” university.
- Need to understand the job market so that students are brought into and advised about programs that will steer them to fields where they will have jobs
- To be a more integral part of the city and to be perceived by the city as a leader particularly in social issues.
- To have more pride
- To overcome institutional personality disorder
- UC should not compare itself to other universities but just be what we decide to be.
- Unity: rather than having preeminent college identities have a UC identity
- Include students in decisions that are “for” students. Include student ideas.
- For UC to be a university to aspire to not to settle for.
- To look at the overall picture and include interdisciplinary planning to integrate courses from various colleges/fields to complements other degree programs
- Become the flagship university of Ohio
- Become a more selective while maintaining open access
- Put Cincinnati back into the Univ of Cinci
- Increase diversity
- Renew Latin connection
- Use assets we have rather than looking outside the state for resources
- Liberal Arts should be the core
- We need to be well-prepare for the millennium student
• Help guide students out of the “less-than” OSU mentality
• Create institutional pride and passion
• Need a breadth of disciplines across the university
• Must maintain our real world emphasis
• UC will be a leader in furthering knowledge and access to that knowledge and improve the human condition
• UC is an outward expression of who we are
• What access means is an important component: Not just access to the institution but also support in acquiring knowledge.

College of Law

• “Point people”
• Focus on alumni: cont., seminars
• Community service programs: funding-UC does not have a presence, encourage student involvement
• Increase student identity with university as a whole-keeping students on campus and in activities, difficult commute, parking
• Graduation levels of athletes, whole student body
• More user friendly-be involved
• Attract/keep students here
• ? physical ? that is competitive-classroom technology, safe, attractive (new village), better student life (cohesive)
• Academic plan itself-impress
• More recognition from the state
• Excellence in all academic areas without ?
• Community outreach-events to bring in/integrate members of the community in the ? of the university
• Flexible scheduling and programs/more ?
• Better community outreach
• Building improvements-technologies, student ? space (most recently renovated in 1980s), security
• Opportunities of academic progress vs. physical growth
• Great law school coincides with a perception of a great university
• Excellence in law graduates
• Name recognition
• High distinction in various academic programs/colleges-academic image-national recognition
• Does UC’s strengths lie in its professional programs?
• Who are the university’s peers?
• Relationship between university and the city of Cincinnati-improving quality as the city; making Cincinnati a better place to live
• Learn to make UC not a community only school; bring students into Clifton, improve the area around the school and the city
• Upgrade reputation locally
• Forward thinking objectives-concrete
• Why don’t all the collective firsts (DAAP, CCM, etc) add up to a better national reputation
• Disconnect between undergrad and graduate programs: can we be all things to all people? More selective or very inclusive but better marketing, relevance to the real world

CAHS
• As the largest employer, UC should increase level of education. UC should take a leadership role. A leader in improving and increasing the level of education in society. Sell higher education to the citizens of Ohio and graduates to help voters choose legislatures who will vote to increase funding from Ohio - placement of 23% in funding. That will increase the level of education.
• Get involved in K-12
• Stress more foreign language learning
• Partnering with City of Cincinnati developing strong global partners.
• Standards should be considered throughout our organization about our behavior and social responsibility.
• UC should incorporate into our curricula aspect of cultural, gender, professional diversity.
• Sell higher education to the citizens of Ohio to help voters choose legislatures who will vote to send dollars to higher education.
• Percentage of college educated of citizenry vs. the percentage of high school graduates that didn’t go to college.
• Given the demographics and the environment, make higher education accessible to everyone interested in pursuing an education.
• Partner with communities, organizations, stakeholders to assist interested parties/students pursuing education to prepare for college education. Students are under prepared for college.
• A leadership role questions with “Leadership” itself as a “word.” Many roles, etc. encompasses a lot.
• Thinking beyond disciplinary training collaboration with other disciplines.
• Develop curriculum units that review and develop curriculum that crosses over the other disciplines, eliminate duplicity.
• Focus on global and local society improvements. Building collaborative relationships with colleges within UC and be more intellect driven; not economic driven. It seems to be economic driven.
• Starting at local community, become more of a partner.
• Become a premier institution of higher education (beyond Bob).
• Develop stronger ties (academic, research, service, economic) with other cities world wide.
• Develop on-line education ties UC, Cincinnati and larger global communities. Consider access to programs (Human Element).
• Building collaborative relationships between colleges within UC.
• Intellectually (pursuit of new intellectual topics) based relationships not just economic driven relationships.

Honors Plus Program

1. **UC will be a leader in the education of talented undergraduate students, attracting increasing numbers of top-flight students**

UC lags top schools at the 75th percentile of student test scores: UC students have a 26 on the ACT, while students at top schools have a 31.

Benefits of a higher-quality student body:

- **Society:**
  - better quality graduates serving the economy and society

- **Financial:**
  - good students have better retention rates and provide tuition on a long-term basis
  - top students are more likely to be alumni donors

- **Educational:**
  - good students raise the quality of the class by asking better questions, stimulating more discussion
  - bright students act as mentors to others

- **Faculty:**
  - better place to work if students are bright and challenge the faculty

- **University**
  - Would raise academic reputation and rankings
  - Would help recruitment
  - Would help UC shed its parochial image
  - Would become a cutting-edge institution
  - Students would be the lifeblood of a transformed institution

2. **UC will be a leader in developing future leaders**

Respondents hope that UC will develop leaders with a global mindset. The Honors Program’s Leadership Certificate is seen as part of the foundation for enhanced leadership development on campus since it was felt that it is out of the honors students that future leaders will emerge.

Benefits of enhanced leadership development:

- **Society:**
  - Society in all its dimensions benefits from more qualified leadership

- **University:**
  - Leadership development is attractive to prospective students

3. **UC will be a leader in undergraduate research opportunities and accomplishments**
Benefits of undergraduate research:
- **Society:**
  - benefits from the product of research (or creative work)
  - more students might remain in Ohio for graduate study
- **University:**
  - Undergraduate research is an attraction for some prospective students
- **Faculty:**
  - Benefit from undergraduate research assistance
  - More stimulating environment for faculty

4. **UC will be a leader in student engagement with the University’s communities**

There was a sense that more needs to be done than require service hours for the continuation of Cincinnatus scholarships, and that service should benefit internal and external communities:

Benefits of community engagement:
- **Society:**
  - Free labor for non-profit organizations
- **University:**
  - Tutoring and mentoring for other students

**West Campus Provost**

Our **vision of UC’s leadership role** for the 21st century centers around the very concept of **leadership itself**. We seek to produce civically engaged people – whether students, faculty, or staff – by valuing and developing intellect in the individual towards the goal of leadership in the society. UC will distinguish itself by serving today’s society and by preparing tomorrow’s leaders.

UC will dedicate itself to producing **graduates who will become leaders**, CEO’s, voters, board members, elected officials, teachers/educators, community activists, promoters of justice and of cultural life in the community. Through formal programs and through a campus ethos, through the creation of new knowledge and a dedication to lifelong learning, we will cultivate our students – whether graduate or undergraduate, domestic or international, adult or traditional – to be civically engaged and socially responsible citizens.

UC cannot accomplish this unless the **University itself becomes a leader in the community, the region, the state, and the world**. We must dedicate ourselves and the institution to be that place where the community looks for problem solving, analysis, knowledge, and vision. We need both to harness and to foster our intellectual capital and become a “force for intellect” in the community, helping to shape its economic growth and to influence its status as a progressive, just, and diverse place to live and work.
In that way, the University seeks to become a more influential citizen of society as well as a citizen of the world, supporting, serving, and shaping the public good. In meeting its potential for service in such a context, UC can become “the go-to place for leadership.”

College of Medicine Department of Surgery

- Leader in biomedical research
- Be the best known and best funded university in the state – to establish us as the state’s best & first university
- When people get sick in the state of Ohio and need specialized care they want to come to UC – transplantation, specialized trauma care, specialized pulmonary.
- List services and innovations UC provides and look at outcomes and patient care. Measure outcomes and have data to show we are the best.
- Relationship between having the best standard of care and having the best research. Value and prominence in leading research programs.
- Incorporate leadership in translational research
- NIH Roadmap translational and clinical research is now emphasized. With new NIH leadership, UC should position itself to capitalize on this (e.g. K12 grant proposal)
- Where should UC be in NIH rankings? COM should be in the top 10 for public universities in biomedical research.
- Should be in top 10% of GME programs in the country. Areas: dermatology, and other leader departments. Strong programs beget strong programs.
- Institution should not try and be top ten in ‘everything’. It should be selective. However, it should be known for being progressive. E.g. graduate biomedical education. Compete with schools in Midwest: Michigan, etc.
- Clinical excellence: regional leader in cancer care and cancer research. US population will age and will see higher impact of cancer in the population.
- Comprehensive Cancer Center is the model for more than cancer – take an area and develop the research side with the clinical side.
- Biointelligence may be the next “age” and other universities are putting money in this. Biomedical engineering should have a high importance along with medicine. Look for opportunities to link colleges – integration of programs, excellent programs that bridge colleges. Links should be at the student level and the faculty level.
- Leader in training surgery leaders of tomorrow. Looking at education and training of surgical leaders worldwide
- Opportunity to train the leaders of yesterday, e.g. continuing surgical education for advanced techniques. Bring in junior and advanced surgeons. Links to the community.
- Marketing at UC could be much better
- Ongoing surgical education center. Leader in ongoing medical education for Cincinnati and the region.
- We may already be there, but don’t have the perception. We don’t have the word out.
- Safety net hospital for public health in the community.
- Interact more efficiently with pharmaceuticals and other industries outside of traditional NIH sources of funding.
• In era of limited resources, need structural changes in the institution.
• Cincinnati has taken major hits in national media, and economically and socially we have suffered damage in the past 10 years. There could be tremendous value in Cincinnati with the reinvigoration of links with the community.
• Effort for the university to be an engine of economic growth. Research programs on campus have positive impact on the community. Other areas of the country have translated these programs into products and new processes to make spin-offs that can help develop the economy in the region and locally. UC would play in increasing role as a driver of economic impact in the region.
• Leveraging Intellectual capital to drive economy
• UC would be leading university in intellectual property momentum.
• War chest of resources and great minds and the talents are inside the walls and don’t go much farther.
• UC is known for co-op system and the ultimate co-op system is graduate medical education (GME).
• Translational and clinical research – there is a dearth of clinical research training in U.S. for scientists and we should be leader in the state and nation.
• We need to be more multidisciplinary. Bring different disciplines together in training students and beyond.

College of Engineering

1. UC will be the leader in "experience empowered education," aka co-op.

2. UC, like other institutions, will be more responsive/agile: in accommodating students; in building interdisciplinary teams to conduct research; in providing ways for students to learn the multiple skills they need to become life-long learners.

3. UC will adapt to meet educational needs resulting from changes in the student body and the development of technology. The College will need to address the changing scope of the student population, i.e., the fact that students will be more varied in terms of age, ethnicity and gender; and that many of today's college graduates will need to be re-educated more than once during their careers.

4. UC will address the complex issues created by the global economy.

College of Medicine Faculty Council

• Question: what is the definition of ‘leadership’? Answer: this refers to the university as a leader
• UC should be a leader in research and be the leading academic institution for teaching in the country
• Measured by trainees: leader in training in doctors and post docs, both in academics and research
• Connect with community: development of city and region. Strong and broad connections with community leadership. Politically: much stronger now. Help
with recruitment of undergraduate students. Involvement in community for the clinical enterprise which gives personal contact with people. May be the only connection with the university. In terms of branding, we do extraordinary things at the Medical Center that can be marketed to get the word out.

- UC should lead well beyond this community and develop a national reputation in research
- Need to move beyond the community of Cincinnati as well. Important driving force of 21st century is a global focus. UC should reach out globally on other continents. Train from a distance learner point of view and become a leader.
- Programs in the COM in basic science and clinical science and music and engineering that are recognized – use centers of excellence and pull others along. Lead with strengths.
- Be the preferred choice of students for Cincinnati and Ohio and even nationally.
- Strategic steps outcomes, set measurable outcomes -- number of Ohio HS students who are applying to UC. Look at medical students the same way and increase number of UC undergrads who apply to COM.
- Quadruple endowments
- Use general financial resources to independently craft centers of excellence that would attract the ‘best and brightest’ which would enhance our reputation to have the highest reputation.
- To get the best and brightest which leads to the kind of reputation where leading efforts in medicine are made in research and science.
- Be a leader in promoting ‘health in the public’. As an academic health center other areas of the university should contribute input to the public health. Includes research that will allow us to predict risk and respond to that, including information systems and education (next generation to project on that level). Be a leader in improving the health of the public.
- Leader in inter-institutional collaboration.
- Innovation
- Leader in mechanisms of communication – we are more computer literate as an institution and nation (with high speed computers, artificial intelligence applied to medicine, music, art)
- Leader in transfer of knowledge and ideas
- Innovation, research, health and clinical service
- Excellence in medical education, research training
- UC should have a leadership role in improving public education (primary and secondary level)
- Create a pipeline to create the downstream effect
- Leader in research
- Vision of improving the health of our public in our community. Take responsibility for improving the health of the community
- Leader in city, regional area, state, nation, and internationally
- Focus on research that links to the ‘health of the public’ – basic research and translational research to enhance our reputation. Come to UC because that’s where the best care of a disease takes place
• International ties are important and should be utilized more
• Research should be the primary focus, or at least secondary.
• Learn research – every student graduate should be able to learn, disseminate and teach – every graduate
• Translation of research into practice. Take what we know and translate it to patients
• Part of UC is the co-op experience. That practical application should

Institute for Global Studies

• UC will be known for educating the “global citizen.”
• All students will have at least one educational or service experience with another culture.
• Cultural experiences will be achieved in a variety of ways, including education abroad, distance education, community service, curricular components, and international visitors and classmates

Pathology

• We want to attract the same high quality graduate students as east coast schools do.
• UC needs to find alternate ways to fund active collaborations with businesses.
• We need to provide information via the Internet for our students, residents, fellows and citizens such as Net Wellness “Ask-a-Doc”
• We need to better educate our medical students, residents, physicians and community on laboratory testing. Laboratory testing is vitally important in medical school teaching and to patients.
• We need to figure out how we cope with less money from the state and federal governments. Do we create winners and losers or big and little losers?
• Adopt the Educational – “Outcome Project”, that is a federally funded outcome based project
• We need to improve medical education and graduate student education.
• Need improved resources for brain cutting and neuropath
• We need to provide better teaching – need to fulfill the reasons we say we are here. Should strive to be in top 25 medical schools.
• We need to have an NCI designated Cancer Center
• We need to be in the top 10% of medical schools in teaching, research and clinical care
• Need to improve entrepreneurial research
• Need to improve didactic teaching
• We need to improve patient care excellence
• We need to work to reduce health disparities in the community
• **Improve our competitiveness with other graduate programs**
• We need to improve our minority recruiting for graduate programs.
• We need to improve our minority recruiting for faculty.
• We need to improve our minority recruiting for post docs.
• Improve our community relationships with other teaching institutions to increase our pool of graduate students
• We need to improve the applicant pool for research assistants/associates
• There needs to be better integration of efforts between campuses and between colleges.
• There needs to be better communication about what is going on in each of the colleges – both within the UC community and with the Cincinnati community
• Find ways to overcome personnel availability from overseas, Find ways to work with Homeland Security and INS to avoid “brain drain” to other countries for students, residents, post-docs and faculty.
• We need to find ways to be able to recruit excellent people who trained in this country who have J-1 visas for faculty positions
• We need to improve our ranking from 28th in the State of Ohio for biomedical research?  Cleveland is 1st, Columbus is 2nd UC needs to be more facilitative, have a realistic competitive approach to work with outside contractors. Overhead percentage of 54% for contracts is too high. Collaborators go elsewhere.
• UC needs to exhibit more flexibility and creativeness to enhance our success rate in dealing with industry and competitiveness for contracts.
• We need to do a better job of working with community groups/advocates i.e. for funding opportunities.
• We need to do a better job of working with community groups/advocates i.e. for health screening initiatives – what do we (UC) offer the community?  This may mean that we have to provide transportation to the facility.
• We need to improve Women’s services.
• We need to improve the work environment at University hospital and the Barrett Cancer Center so that we can provide critical services such as OB/Gyn, or mammography.
• We need to recruit physicians in areas of clinical weakness or shortage, ie gastroenterology, mammography
• We need to improve the patient care environments
• We have expertise but we do a lousy job of marketing ourselves to the community or to anyone.
• Lab Animal Medicine (LAMS) needs to be made user friendly.  Service is so bad researchers refuse to house animals there.
• There needs to be better internal integration of research groups across departmental/institutional lines.
• Pricing for university services needs to be reviewed and some service could probably be outsourced.  For example.  Cost to provide UC police for Genome Research Institute (GRI) estimated at approx. $800,000.  Outside contracting estimated at $175,000.
• Need to provide additional support to service areas i.e. Environmental Health and Safety.  Dr. Utrecht is alone trying to deal with increasing governmental regulations from Homeland Security.  Backlog continues to increase which affects research efforts throughout the university.
• “It’s All UC’ advertising campaign is frivolous. Rather we need to advertise to businesses not to employees.
• We need to promote the intellectual environment to local and national industry.
• To be competitive with Yale and Harvard UC policies and processes need to be more enabling. If resources are not available to operate service areas at a higher level these inefficiencies cannot be dumped back on the researchers for resolution.
• Need to use Dr. Henney’s FDA relationships and contacts with Washington politicians to our advantage to promote our scientists, physicians and overall expertise.
• University has the means and needs to us it in making business and intellectual contacts to encourage collaborations.
• We need to sell our expertise to community leaders.
• We need to create career paths for our post-docs. They are looking for jobs. Local businesses need to know about them. We need to provide assistance in matching them up with local/regional businesses.
• We need fewer administrators, asst and assoc dean, especially when they don’t have clear idea of what their role is in the organization. We need to become lean and mean at that top. Do more with less in non federally mandated administrative positions.
• Need to consolidate core facilities for better efficiency. Medical center has 4 biostatistic cores and several proteomics cores. Too much duplication. The statistics core in Env Hlth is costly and not responsive to researchers. They charge researchers to talk on the phone.
• Need for more coherent coordination of teaching including learning objectives, right size courses with proper emphasis on subject matter.
• There needs to be adequate funding for teachers. Many feel that there is no payment for their teaching efforts.
• What are general funds used for? There needs to be more transparency in this area.
• Teaching needs to be recognized for promotion or salary increases. Teaching needs to be incentivized. Clinicians don’t want to teach in graduate programs because there is no incentive and it takes away from their clinical time, which is billable.

Learning Communities

• UC is a national model for offering innovative, signature educational experiences to students that are made possible only because UC is a research extensive University with a strong tradition for real-world learning applications:
  o All courses at all levels, from freshmen through graduate level courses, are taught using inquiry/discovery based approaches that engage students in “learning by doing” in close association with their instructors
  o Inquiry/discovery-based approaches to learning and teaching are inextricably shaped by the synergies of teaching, research, and service
  o Infusing the curriculum are cross-disciplinary or integrative approaches to learning that complement inquiry/discovery based approaches
Inquiry/discovery-based and integrative approaches to learning are reinforced through world-wide, community-based experiential learning requirements: service-learning, internships, practicum, co-op, etc.

All students are part of smaller networks or communities of learners that help them to connect with each other, their faculty, and the many resources available to them because they are part of this large, research university.

Learning is offered and undertaken as an opportunity to acquire life-long skills for building a career and contributing to the advancement of society.

Professional Practice

Community Development • Improving community • Safety Integrating UC with community • Ex: Fashion students sell wares National leader in industry partnership

Involving our students in city development UC needs to be able to work better with ethnic students. Advising needs to be important. Faculty should be advocates for students. UC should be more selective. Emphasis needs to be on attracting quality students. Respond to market needs for expanded or new majors and programs. Attract immigrants with training to fill US needs. • Train immigrants to meet US needs. • UC to serve as a resource to assist immigrants with language and culture barriers UC to attract students nationwide Develop active partners between UC and Community Colleges. Be the premier co-op school. Be a leader in initiating advancements in co-op education. Expand co-op into new majors where a market can be established. Involve students on – Less “commuter campus” modality. Creating graduates who are the most productive & highest valued by the market place. Improve all major UC colleges’ academic rankings. Creating community-minded students Leaders in the Arts Take leadership in meeting increasing needs for updating post-grad skills Strategic Steps Make Co-op Centennial a commitment and high-profile Celebration. Establish a Work-integrated learning center. Establish a Business Resource Center to provide two-way knowledge transfer. Get more individuals involved. Have students with fluent language skills help teach, tutor & serve in the community. Better parking Create a student-run business or market. Ex: with Findlay Market Develop a business incubator for community. Creating a greater pool of Scholarships, funding for students. Reappointment, Promotion, and Tenure (RPT) criteria to encourage new emphasis of this academic plan Outcomes Increasing Recruitment of higher scored students Increasing student Retention rates Increasing co-op majors Increasing underrepresented students in majors Increasing geographic diversity Increasing community involvement

What is your Vision of UC’s Leadership roll in 21st Century Society?

Must prepare students for 21st Century (build leaders). Strengthen leadership in co-op by establishing School of Co-op. Strengthen our position as an academic institution that is a role model for bridging the gap between academic & industry. Use our institutional research capabilities to document benefits and learning through co-op. Strength, identify (co-op and UC) nationally and internationally Work with K-12 to explain benefits of UC.
and co-op education and prepare via math, science, etc. lecture and demonstration.
Recognize achievements of co-op. Call attention to accessibility (via finances) of UC.
Work with community colleges to ensure transition to 4-year colleges. Increase
partnerships with industry Emphasize role of industry in educating students. Support
growth of research centers, centers of excellence UC to establish Chair for Research in
Co-op Emphasis on service across campus and motivate employers to provide

Academic Master Plan
• UC is a national model for offering innovative, signature educational experiences
to students that are made possible only because UC is a research extensive
University with a strong tradition for real-world learning applications:
  o All courses at all levels, from freshmen through graduate level courses, are
taught using inquiry/discovery based approaches that engage students in
“learning by doing” in close association with their instructors
  o Inquiry/discovery-based approaches to learning and teaching are
  inextricably shaped by the synergies of teaching, research, and service
  o Infusing the curriculum are cross-disciplinary or integrative approaches to
  learning that complement inquiry/discovery based approaches
  o Inquiry/discovery-based and integrative approaches to learning are
reinforced through world-wide, community-based experiential learning
requirements: service-learning, internships, practicum, co-op, etc
  o All students are part of smaller networks or communities of learners that
help them to connect with each other, their faculty, and the many
resources available to them because they are part of this large, research
university
  o Learning is offered and undertaken as an opportunity to acquire life-long
skills for building a career and contributing to the advancement of society

DAAP

★ Being a place that demonstrates “quality of life” to our students and our
community by capitalizing on our rich resources; that is, the campus itself,
DAAP, CCM, the Medical School, etc.
★ Being ahead of the trends by identifying how students of the 21st century will
want (and need) to learn; that is, what is the right mixture of technology (distance
learning opportunities) and human interaction?
★ Allowing ourselves to think big; that is, not limit ourselves to the status quo
★ Taking a leadership role in the issues related to sustainability
★ Continuing to integrate the University with the Community - collaborating with
our community’s rich cultural resources; that is, Cincinnati Art Museum,
Contemporary Arts Center, Underground Railroad Freedom Center
★ Physically demonstrating what we do to the public so that UC becomes the only
institution that a legislator never hesitates to fund
★ Being as bold with our academic planning as we have been with our building plan
★ Becoming a place where people want to go to learn about things – thinking about
non-degree alternatives
Building beyond co-operative education by increasing real interaction with industry

Becoming increasingly globalized

**Genome Research Institute**

UC will attain national leadership for innovative programs in research and education which actively link the University to the private sector, government and the community.

- This vision builds on UC’s historical preeminence as a co-op University.
- This positioning is consistent with UC’s commitment to research and education which improves the lives of the citizens of the community and nation.
- This supports UC’s goal of significant economic impact and the creation of new jobs and companies.
- The University will become a national leader and model for public-private partnerships.
- UC will be viewed as the pre-eminent Midwestern University.
- UC will focus on Interdisciplinary research and education in biology, chemistry and the physical sciences.
- UC will be a pacesetter in developing new technologies which can be applied to biomedical research.
- UC will be a top 25 institution in research funding.

**Research and Advanced Studies**

Agreement on important points that should be considered included:

- staying abreast of technology advances (in service and curriculum)
- staying attuned to employers’ needs
- being open to new academic structures and management models
- expanding services and programming in response to increasing interest in quality of life issues
- offering a dynamic curriculum that is relevant to interdisciplinary and globalization interests both here and abroad
- incorporating more delivery systems and schedules that accommodate long-distance and workplace students
- accommodating changing student profiles and demographics
- recognizing every aspect of the UC experience as an integral part of the University’s educational mission.

More effective marketing of what UC has to offer so that our audience can relate to it was seen as crucial to improving access, particularly among minority and local populations. (Offering our websites in foreign languages was one strategy that emerged from this exchange.)

In this broad context of American society, we asked ourselves to whom is UC accountable, then considered what our responsibilities are to these constituents.
Recognizing accountability to an array of constituents with varied and sometimes conflicting interests, we were reminded not to lose sight of our responsibility to ourselves as an institution – the students, faculty, staff, and Board of Directors – and ultimately, to the public good and future generations. We readily achieved consensus that our academic plan and strategic initiatives should be guided by our responsibilities to these constituents – specifically:

- delivery of and accessibility to quality and relevant education
- innovative research
- quality service
- integrity and ethical behavior
- fair and consistent adherence to law and policies.

Collectively, fulfillment of these responsibilities should lead to the outcome of a higher quality of life and production of future leaders across society.

This discussion culminated in an exchange of perceptions of UC now and visions of what UC should strive to be. Our vision of the University of Cincinnati of the future is that of a comprehensive, ethnically diverse, accessible, student-friendly, service-oriented institution that produces the top leaders, decision makers, and scholars of the future. The programs we offer will be strong and relevant to current societal needs. We will be global-minded, without sacrificing our mission to serve the Ohio population. We will be a magnet for the brightest and best undergraduates from Ohio as well as from outside the State, and our graduate programs will be sought after as fertile training grounds for the top researchers and professors of tomorrow. We will continue to be a leader in cutting-edge research that contributes to the quality of life throughout the world and provides the foundation for pivotal decision making by top professionals and administrators. Our resources and efforts will be focused on nurturing students and helping them to attain their goals, yet we will serve as a valuable resource to the local community.

We envision these goals driven by the University’s mission which might be summarized as follows:

- Quality Education
- Innovative Research
- Community Service
- Entrepreneurship Access

Research and Scholarly Activities Committee

- Basic science departments (Chemistry, Biology, Physics and Math) need to be strengthened (money, higher level of faculty and students)
- What makes UC unique is Research
- Where has research been moving to in the last ten years?
  - Amounts and types of grants have increased in MULTIDISCIPLINARY research.
  - Undergraduate education needs to reflect where areas of research are going.
• Exciting projects are at the Interfaces
  o UC has a strong tradition in this area
  o needs to continue or improve past record
• The different departments will use each others resources.
  o For example, Philosophy Department is ranked “top 10” in the country in Philosophy of Science and they are ready to help in interdisciplinary areas.
• Need to attack the Teaching versus Research duality
• Faculty and Facilities are resource driven – need to have resources
• Students will come here because there are faculty leaders in their field here and great facilities
• What about the master plan – Columbia and U of Chicago are in bad neighborhoods and they are leading Universities
• If UC wants to be known Regionally and Nationally, we need to have faculty who are known.
• RESEARCH IS CENTRAL TO UC’s MISSION and HIGHLY INTEGRATED WITH TEACHING MISSION AND CRITICAL TO RECRUITMENT OF STUDENTS AND CRITICAL TO THE IMAGE OF UC
• WE EXIST BECAUSE OF RESEARCH
• UC’s UNIQUE IDENTITY IN THE AREA IS RESEARCH \( \rightarrow \) value added part of Education
• RESEARCH SHOULD BE OUR HIGHEST PRIORITY
• RESEARCH IS GRADUATE EDUCATION TEACHING

Arts and Sciences Humanities

• Humanities are not in the top 50. We need to strengthen our rankings. What do we need to raise our ranking in Humanities? Is this a goal we should go toward with?
  o Is our ranking a function of the faculty or the students?
  o Does the college want to limit admissions for performance?
  o If we want to be nationally ranked, we need to have a lot of Faculty (30+).
  o We need Research.
  o
• How big should A&S be – student numbers?
  o Does more mean more efforts for retention?
  o Do we have a limit?
  o Do we need to limit the number of students?
• We need to plan teaching loads around research.
  o Need to adjust teaching loads to equal 2-2-2
• We have students that need to be taught and graduate. We need to help students finish and be responsible for the students’ ability to take classes.
• Conversion to semesters instead of quarters
  o this will help us teach and do research. (most faculty present agree)
• Teach all courses no matter how few students are enrolled
  o Especially upper-level Undergraduate and Graduate courses
Q 2. WHAT STRATEGIC STEPS AND RESOURCES ARE REQUIRED TO REALIZE THE FUTURE?

School of Social Work

- recruitment and retention of diverse administration and staff
- increase scholarship aid to economically disadvantaged
- work with high schools and community colleges to prepare under prepared students for entrance into baccalaureate programs and/or increased financial aid
- elimination of competition for instructional resources, and planning that eliminates redundancy that results from duplication
- 10-year commitment of resources targeted toward peace
- development of research center for social and economic justice, and an endowment for it
- reinstitute discontinued programs that added diversity to the university
- re-evaluate and revise tenure and promotion process to increase value of community service
- (?) provide strategies for successful access, retention, and program completion for diverse student populations
- build up coop, practicum, service learning, and foreign exchange programs

CAS

- Multiple formats for learning process
- Full and part time faculty ability to teach all students
- Money and resources for facilities
- Change industry
- Market programs
- Choose a path that is market driven
- Encourage industry sponsored education
- Commitment to a series of priorities
  - Allocate resources to faculty and facilities
- Life long learning- distance learning- get it down. Require at least 1 distance course and service learning course
- Implement the ideas
- Recruit the best students by improving the social support structure- study tables, food, café
- Recruit qualified faculty with more funds…teaching loads reevaluated
- Separate advising structure
- CAS gets dropped in marketing
- Commitment of resources for facilities
- Bottom up process
- Relationship with business community
- Abolish negative internal competition and duplicate services
- New building or added space for CAS
- Latest technology
• Update labs on a regular basis
• Endow facilities
• Continuously improved curriculum
• To be more student friendly - focus on hire and train people who want to help and interact with students. Have student friendly resources but not with regard to people. Lack of customer service. Develop a motto dealing with student service, engrain in the minds of employees. People need to be reminded that without students there is no university.
• Advising, professors, student services all need to serve students, be accessible to them, look at the students as customers.
• UC is a commuter campus and must have services that help with this.
• Thinks UC relies too much on the Internet, sometime people need to talk to people.
• Administrative – look at structure, are divided into colleges and department, too fragmented, to give full student services. Discourage territorial disputes, increase collaboration between schools and colleges, don’t try to only protect own program
• Provide resources for most promising ventures in education, but maintain current successful programs. Need to do both.
• Provide support to faculty to be able to help the students. Training, to help with areas, such as academic advising, can train for more things that we think. Train faculty from different colleges together. Collaboration.
• Sometimes research can get in the way of student focus. Must have the proper mix.
• Embrace all education, not just one or own discipline. Need both breadth and depth. Must have a broad education. Need to see how different courses help, relate to each other, importance of each and how fit together. Need basic skills, technical, social, and basic humanities. All are important. Need to understand the overall culture.
• Develop new paradigms for faculty, need to start thinking outside the box. Work with degree programs for and to improve student success. Be innovative in providing success for students, be flexible, develop the professions and disciplines beyond what we already know, don’t always do things like we have always done.

CECH

Parking – short term, lack of adequate parking, safety issue parking in neighborhoods, cleanliness of the campus, align systems, 0 day start, we don’t have integrated systems…. true incentive programs that work and stay in place, wireless campus,

• Parking – lack of adequate and affordable parking; safety concerns parking in various neighborhoods
• Cleanliness of campus
• Welcoming attitude from faculty, staff, and students
• Invest in technology that works and is helpful (i.e. – Bearcat Card)
• Medical and insurance problems need to be fixed – automatic billing of medical insurance
• Equal access to benefits for all employees and significant others.
• Targeted programs to change programs and increase diversity (faculty and staff)
• Align support systems – Zero day start
• Align resources with program goals
• Initiate “true” incentive programs (use incentive return to further programs; ex. Summer school)
• Equity in GA stipends
• Cultivate political support for UC higher Ed
• Make funds available for social justice
• Fix classrooms – shortage of quality rooms
• Fix unfriendly, uncooperative offices.
• Build connections/partnerships with community
• Wireless campus
• Invest in student support services – especially advising and financial aid
• Increase funding to ethnic student services
• Decentralize decision making

Schedule driven by what scheduling says…that no one can get to…must offer classes when people can take them and offer support; every decision that’s made by the university should consider how it effects the students, the faculty and staff, the community.

• Recycling in all buildings
• Put supp/Info. Forms on line – all forms
• Implement degree progress audit for advising
• Break mold when we offer courses. What drives scheduling is when scheduling folks set up schedule on availability of rooms. Idea: 4-6:20 classes for teachers is hard for parents – what about available child care for people trying to go to school at night; too much of a hassle to get here by 4 pm
• Parking is too expensive for students
• Periodic review of faculty (incompetence is protected)
• Study why students drop out to identify issues of retention
• When students ask a question, help them find answer – not pass them on to someone else
• Do away with all phone trees to be responsive to students and prospective students
• Advising, student support, faculty support later than 5pm
• Conduct a needs assessment with students to see what would improve students’ quality of life at UC.
• Work to change the perception that UC is a “safety” school (where you go when you don’t get in anywhere else) – ties in with idea of quality programs, quality services;
• Mission statement should include commitment to e/affecting change; embracing respect for differences (diversity)
• Every decision should be made based on how it effects the students, then staff and faculty; then university community; then Cincinnati community
• Promote programs that encourage people to live in the city
• University should be a leader in promoting a regional view (oh, ky, in) for collaboration, development, economic resources.
• Communicate that UC is not this huge impersonal place – communicate student-centeredness of colleges, programs.

Create a single answer point for students, faculty and staff…. no run around. Create a faculty/staff committee that creates stupid rules and process committee and then changes. Create a marketing plan that differentiates from competition, make responsive to flexible scheduling. Create a demand driven curriculum and eliminate weak demand curriculum

• **Change now:** Human Resources/Student Services; no cost incentive programs (ex. Pay exchange for available vacation days; concentrate on accurate information; Single point answer service for students and faculty/staff; create online submit-able forms for all UC forms; create an early retirement incentive program; make parking part of a benefit package; all central administrators get annual evaluations – include ability to evaluate new options for doing things

• **Short term:** Eliminate overlap and kingdom building (ex. FDRC & STRC); create strategy and plan for distance ed./professional development; marketing plan that differentiates UC from its competition (ex. Regional, community connection); make university systems responsible to flexible scheduling – offer both quarter and semester credits; finish what we-re building and stop for a while – concentrate on renovation.

• **Long term:** create demand driven curriculum – provide support for redirection of human resources as weak demand programs are eliminated; incentive based financial plan for academics; coordinate and integrate graduate studies with Provost’s office – all academic planning interdisciplinary;

Foster cross –collaboration, web-site to publish other’s skills to facilitate collaboration; identify points of contact that the public interacts with…when they call, they should get a helpful voice with people-friendly skills; stick ups in the bathrooms, the facilities are embarrassing; more entrepreneurial types of work that moves away from reliance on state funding; plan for future cuts by seizing opportunities to work with other businesses. Start firing people as a motivator.

  o Recruitment
  o Administrative support – support is too tied into the union – union is too protected – understand union better- raising the bar
  o Lack of professionalism and personable people – employee guidelines – identify “incoming modes” (switchboard/admissions) that the public/students come into contact with
  o Speed in terms of advertisements and marketing – continuing to be behind the 8 ball
  o Fix bathrooms – focus on anything that the public/students come into contact with
o Appeal to parent/student
o Decentralize decision making at university level- reduce authority of central administration – reduce bureaucracy – cut central administration
o Entrepreneurial Spirit: Become financially independent from state; Financial independence at program level; Get rid of bad programs; Be capitalistic in approach – pursue state and federal grants – other ways of surviving that is not tied into the state
o Website for cross-collaboration: Potential for cross-collaborative work – tap into individual levels of expertise; Website forum that highlights faculty interests/ideas that is searchable – a way to link faculty based on common interests
o Performance measurement – measure performance and make decision based on measurements
o More diverse student body
o Doing more for students, the academically needy and talented
o More recruiting/involvement

Parking – need for more ways to communicate with the students…more of a service orientation is needed, need for faculty to want to be involved, must understand the issues/budget/revenue driven/…everyone needs to feel that they own the issues.

o Parking: contract with metro? Off site parking and buses to campus.
o Everyone take on more of a service orientation – only 2 choices on phone trees
o Include service to schools as part of work statement- required once a year?
o More ways to communicate – we have email, paper, hear it; posters; multiple means – kiosks
o Work with counselors – nice event – cultivate them
o No reinstatement fee for students for a year
o Need clear sense of what counts for faculty, to get faculty buy-in; need decision on what’s most important – teach-research-services; faculty don’t feel valued-trying to do all 3 well makes all same – so what to emphasize? Customize expectations to faculty members’ strengths – need to have criteria for what represents quality in each of the three
o Sense of commitment by all university faculty
o Budget issues should be handled apart from faculty i.e., revenue generating – grants are a part of faculty responsibilities

Faculty understanding of financial issues – fairness an issue – budget reporting needs to be clearer.

Hoxworth Blood Center

- A thorough evaluation of where money is spent. This institution must minimize waste and maximize efficiencies.
- There must be a business focus for all operations
• Make the campus mirror what the strategic plan becomes, i.e.: commuter vs. campus environment; establishment of other campuses that are expansion campuses for 4-year programs; enhance branch campuses to be more collegiate.
• Focus on comprehensive 4-year programs with a core curriculum aligned with community, marketability and research potential.
• Minimize the bureaucratic abyss that exists at UC.
• Unions and civil-service employee issues can be an impediment
• Promote and market UC nationally
• Enhance partnership with business and industry
• Explore privatization and other unique governance models

Administrative and Business Services

• Different parts of u work together more, break down silos I looking at resources
• More marketing
• More uc people on community boards
• Frequency of fund-raising campaigns – increase
• Additional ways to generate revenue
• Structure – efficiency and effectiveness
• Align resources with priorities
• Greater community involvement
• Recruit faculty …
• Market our achievements and accomplishments
• Competitive in employment, etc
• All stakeholders involved in planning processes
• Change culture to support student needs
• Encourage participation in local and global concerns
• Capital campaigns
• Evaluating needs
• Leader in technology and lead by example\attract best students, more scholarships
• Hire best administrators and staff
• Set standard for best business standards
• Customer service permeate entire institution
• Table
• Beat XU every once in a while in BBball
• Complete campus plan
• Integrate academic plan in master plan
• Grant-writing and grant development
• Community outreach forums
• Evaluate current successes to figure out what they did to become best
• Partners with businesses
• SWOT
• Establish culture the matches resources and
• Offer to share resources in community
• Recruiting inside and outside
• Marketing to specific audiences
• Marketing UC as one

• PEG: Clear that this division understands that higher ed is a business.
• Integrate around UC community-offer and share our resources
• Recruit inside and outside
• Marketing to specific audiences (adults-high schools)
• Properly allocate funding
• Market UC as ONE
• Academics and Administration become one (on the same page) within the university
• Partner with business on grant, funding sources, services, programs
• Enterprise-wide assessment of SWOT
• Strategic communications for stakeholders-progress, marketing/image
• Examine resources necessary to improve our programs
• Evaluate our successes-what practices made our best programs?
• Complete Master Plan
• Integrate academic programs with Master Plan
• Grant writing/Grant development to match money use-manage O.H. (overhead?)
• Industry sponsored curricula development
• Community outreach forums
• Consolidate resources
• Advertise strong points of UC
• Communicate technology/research
• Host industry forums
• Co-op develop through business incubators
• Culture that matches resources to priorities
• Common/core education
• Effective leadership that unifies strategic visions
• Recruit/attract best faculty
• Different parts of UC will have to work together, team building; break down silos in looking at resources
• Marketing about things we have changed
• UC people need to participate on community boards, etc., be visible
• Enhance development of leaders in weaker areas
• Fundraising, increase frequency of campaigns and expand target audience; raise more awareness
• Look at additional ways to generate revenue e.g. UC build condos for students to buy, partner with business for ways to provide service or products with a cut for UC
• Look at university structure relative to efficiency and effectiveness to streamline processes and improve programs. This may lead to reallocation of resources
• Put right people in right jobs

• Hire the best faculty, administrators, and staff - grants generate money
• Communicate plan to alumni and everyone - fund
• Attract “best” students - fund more scholarships
• Hire best faculty, administrators and staff
• A&BS - set business (operational) standard for process excellence, six sigma mentality, best practices in all aspects - driven by keeping costs down, wasteful/inefficient
• Require “buy in” from front-line staff
• Establish leadership development program for staff
• Customer service must permeate entire institution, alignment of priorities and resources
• Evaluate needs
• Leader in technology and lead by example
• Align adequate resources with priorities
• Support development and training that leads to greater community involvement
• Recruit and retain renowned faculty
• Market our achievements/accomplishments
• Be competitive in employment, housing, tuition, etc.
• All stakeholders’ involvement in planning
• Change culture to support the students’ needs
• Encourage participation as a stakeholder in government (local/global)
• Capital Campaign
• Positive/open relationship including volunteering

**CBA**

• Understand stakeholders
  o Who they are
  o What they need
  o What they expect
  o What our capabilities are
• Invest in infrastructure
  o Promotes and supports community involvement I educational experience
• Align support and reward systems with the plan
• $5 million budget for marketing state wide
• Needs to be market or demand driven.
• What do the constituencies need- parents, faculty, students
• Shared goals vs. silos
• What does success look like
• Make tough decisions because we can’t be everything to everybody
• As the university follow a business model
• Don’t become bottom feeders by not giving people what they want but what they need
• Start with zero base budgeting- some colleges and programs shouldn’t exist
• Resources are shrinking become a leaner and more efficient institution
• Encourage collaboration between colleges
  Better resources to bring in corporate
• We need facilities
• Every capital project is oriented around athletics
• We should be the most up to date institution do to co-op.
• Take advantage of the co-op program
• Leadership at all levels
• Leverage the talent at UC in ways that will pay off
• Service quality must matter
• Resources in place to fund good initiatives
• Encourage people to get on board for the third frontier
• Disincentives for leadership needs to be abolished
• Need flexibility to capture opportunities
• More efficient resources

College of Nursing
• develop partnerships with community in creating centers of excellence and interdisciplinary efforts
• market our successes
• resources - harness technology to maximize use of our financial resources
• Excellent/diverse (continued) faculty; teaching methodology
• Money
• Develop partnership
  o identify common needs/goals
  o university tapped as if put resource for community
  o service component for faculty
• Market
  o make one stop really one stop
  o establish pride
  o make programs attractive to student and family (incentives/family support)
    i.e. offer to spouse as well
  o market city as well-evidence of support of city
  o cultivate social/retail campus
  o continue master plan of campus renewal
• Technology
  o communication
  o PDA
  o Web
  o Access points
  o Teleconferencing
  o Equip customers with standard hardware/software
  o Student has a name
  o Support Learning---continued
• need for recruitment of new, younger, diverse faculty; support of current faculty
• change infrastructure of funding; use 20th c funding methods for 21st c programming; reevaluate structure as it currently exists
• Need faculty-recruitment of new and support of current faculty (aging)
• Younger diverse
• Salaries must be competitive with business/private practice
• Recruit brightest students (scholarships)
• Change infrastructure for funding/administration
• Support students after recruited-environment for students
• Non-traditional students (moms)
• day care for children (personal touch)
• Student friendly
• Online/distant leaning
• Follow Dr. Simper’s lead in preparing for the 21st century
• Decided who UC is-can’t continue with money cuts, no salary increases
• For faculty/staff
• Learning village-housing for students and faculty
• eliminate varsity athletics and redirect $ to academics; increase amt of publicity about university accomplishments
• provide a venue for CON to provide quality health care across the community; establish multiple faculty/student-run clinics as models
• Eliminate varsity athletics and re-direct the money to academics
• Increase the amount of publicity related to university accomplishments (regional)
• Provide incentives for interdisciplinary collaborative research
• Provide a venue for the college of nursing (CON) deliver quality healthcare across community (i.e. establish multiple faculties/student run clinics) (models)
• what do we want to be when we grow up? Look at places other than academia to find a model; look in small places and large organization
• market our successes; capitalize on nursing shortage and the wonderful things going on here
• Create a community that is nurturing, warm, connected, pride
• Create a university customary
• Who do we want to be when we grow up-look beyond academics
• Explore internally
• Idea/incentive program
• Market nursing success
• Up distance learning
• Resources
• Qualified faculty
• Other organizations
  o corporate
• All colleges
• More external funds
  o -guidance from corporate world
• Money
  o fund-raising
• have excellent faculty, excellent students, and financial resources to be successful; support faculty development; create a university vision for this
• increase support from our graduates; utilize stories of graduates who had an experience at UC that was exciting; Nancy Z. is not as well known as Bob Huggins; all of the university should be known
• Recruit diverse, well-prepared faculty and students
• Create a University Vision for faculty development
• Look at alternative venues including entrepreneurial activities that promote a sound economic base
• Increased support from graduates
• Promotion of all University achievements, academic as well as others
• Offering more educational experiences using technology
• Foster an exciting challenging and positive learning environment
• Offer an education to all who want one, not just those who are able to be here.
• Develop partnerships and collaborations with communities, schools, businesses, other institutions of higher learning….not bound by geography.
• Portability of credit and life experience
• resources – we have resources, but need to focus them differently or do things differently
• elevate status of nursing; promote better understand of nursing in medical school and vice versa
• get into the high schools; tell counselors what kinds of things are available here at UC and what courses are needed for entry
• Integrate education tools at University level (and high school) “partnership”
• “Bridging” the various colleges so we can share
• Developing interdisciplinary experiences between students and faculty
• Devise a dual benefit between hospitals/schools to form teachers and students (no requirement for clinicals)
• Show off our (CON) “stuff”
• use nursing students to speak to high school students
• Work with family education to expose nursing

Open Session
• Enhance distance learning, part-time programs, accountability of all employees; bring back human touch
• Utilize university expertise (e.g., marketing, planning, business) to promote new image after the self analysis (student experiences)
• Dismissal/removal of non-productive, ineffective resources
  • Strategies
    • Distance learning programs enhanced
    • Technological advancements
    • Part-time programs
    • Accountability of all University employees
• Mandatory professional development at all levels
• Bring back “human” touch balanced with technologies
• Utilization of university expertise i.e. marketing, law, arch.
  o engrg
• Promotion of new image after self-analysis, i.e., student experience

  ▪ Resources
  • Dismissal/removal of non-productive resources
  • Early retirement incentive programs
  • Benefactors & stakeholders (ownership)
  • Lobbyists (local & state)
  • Centralization of services

• Identify intellectual capital/resources/people that can be helpful to communities
• UC as largest employer should be a model employer; high economic impact in local community; recruit and retain local talent
• Become a model employer (economic impact)-recruiting (retaining local students in Cincinnati, keeping non-local students here after graduation)
• Build partnership with local corporations to help enhance point #1-identify these partnerships, make more visible
• Graduate students that local companies want-prepared students
• Get involved with local social issues-merge community and corporate, impact the greater good
• Identify intellectual capital that can be useful in community-make sure the public knows what these are, establishing who community can contact and how to contact them
• Identify and make known person/people to be in contact to state leg. (this should be different than someone focusing on the local community)
• breaking down barriers between colleges (e.g., making it easier to go from Clermont to main campus; transition into daap or engineering; major engineering and minor in business—making that easier)
• Holding the department accountable for making that easier; word of mouth from student will attract local students (e.g., we can help you with your career goals)
• Consistent employee input (vs. outside consultants). Employees are your experts, especially frontline employees who interact with students on a day-to-day basis
• Breakdown walls between colleges
• Adopt student-focused approach to structure of programs and administration systems at UC. Student=a consumer/customer
• Assessment models at college level for academics, diversity, etc.
• Money allocations to proven success (vs. across the board cuts)
• Convenience for students-scheduling, billing, web/real time transactions
• Allocate resources for strategic initiatives, short and long term
• Qualitative research among UC students re: satisfaction and factors that lead to success
• More interdisciplinary/cross-college programs
• have a vision and implement it; institution not segmented by dept, college
• efficiencies: going back to justify everything we are spending; recalibrating; working on what is needed from starting at zero--not how much more is needed for this year
• Shared vision and/or identity of institution-If were not “all things to all people”, we should define which people we’re going to be “something” to
• Advocacy of informed, aware, and energized alumni base
• Recalibrate rewards and recognition among faculty, staff, students, etc
• Support from unions
• Increase admission standards
• Improve safety standards for campus and neighborhoods
• [capitalize on] strengths of core competencies and knowledge base of staff/students; fill in holes/gaps in the community
• make sure messages are consistent between colleges and central recruiting activities; (bring back information about international student cooperation experiences; increase number of students in coop program)
• Define strengths UC brings to partnerships
• Institutional competencies from faculty, staff, students’ technology
• Where there are “holes,” can UC fill in with knowledge, i.e. city “no” planning department?
• Bring back from co-op international and national experiences to UC
• Recruitment strategy for more international students
• Review tenure requirements re: involvement/engagement with students, with community
• Assessment of our current resources
• Development of partnerships with larger community
• Develop and marketing plan for recruitment and retention including surveys, best use of our own resources, cost effective strategies, streamline admission policies including
• Market the new CAT admission policies for students transitioning to baccalaureate colleges
• Partnerships with high schools (counselors) on admission requirements at UC
• Review of tenure requirements with better balance with emphasis on teaching verses research (involvement outside of classroom)
• partnership vision: improve and enhance connections with alumni;
• president to set monetary goals for each college to generate revenue
• communication external: design a media plan to get the word out that we want to get out: internal communication: periodic letters and meetings with the president’s involvement; model leadership
  Reach out to corp.-partner with alumni that are in our target corps
• Strengthen relationships with alumni such as the College of Business
• Development office such as College of Engineering as the model
• Being the vender to corps for research-develop the plan (target companies) that need UC research
• Set money goal (set by President) that each college is responsible for bring in-such as 1 million revenue goal set for College of Business
• Communication (internal and external)
• Develop/design communication plan to increase positive media coverage
• Honest self-evaluation; outreach to students; what services are beneficial; what are the struggles
• Communication at all levels; to become a model employer need to know for selves and students who to go to and who to direct to if
• Make difficult choices; have actionable steps
  Hard choices need to be made-can’t be all things to all people
• Communication with corporate world to meet their needs-what is needed/skills of students/future employees. Open doors to facilitate communication equipment, etc, what kind of training
• Communication between programs/colleges as well as alumni
• Communication to community as well
• Student Input-current problems/issues-retention is the problem, what is the effect of specific actions? Eliminate hassles that can be eliminated-need advocate for real change
• Need for education/training on impact on changing demographics (e.g., delivery of products/classes); identify id needs of this population
• Benchmark at an aspirational—at the level of funding of peer institutions so we know what is ideal and identify small # of regional markets to serve as a beginning to a national campaign
• Educate UC community on changing UC demographics
• Develop formalized mentoring programs-required for faculty for tenure/promotion
• Bring in partnering offices to assist UC marketing (with unified message)-foundation of Alumni Association and Admissions
• Annual student satisfaction surveys
• More money for national marketing plans-benchmark at a ????? level for funding
• Market specialization/segmentation regionally
• Educational delivery system-classes can’t just be ‘daytime’
• Globalization – give UC more global perspective; more opportunities to study abroad, bring in international undergrads [onsite, distance learning]
• Play to strengths; draw on available resources of strong programs (design, planning, just community)
• Market UC globally, keeping UC’s strongest programs in mind (e.g. DAAP, Engineering, Medical, CCM)
• Actively recruit ??? undergrads
• Co-op program-unique to UC
• Global studies programs-more of this for UC students, send them overseas
• Incorporate ideas from other countries into UC academic programs
• Strategic goals-encourage each college/department to establish globalization goals/initiatives appropriate for them
• Community issues-physical/social planning-DAAP urban design programs, college of Edu-CJ, Architect’s office-neighborhood upgrades, just community-continue, transportation planning
• People as best resources, including students
• market through meaningful relationships and involvement with student culture of volunteerism and meaningful student involvement in University
• Work with alumni-improve relationships with those folks both in donating and acting in the community on half of UC Mentors. Talk to students about their careers.
• Alumni attend college night to talk about their experiences
• College clubs. Mentor and recruit.
• Resources are money, people, ideas, community participation, volunteers, etc. Not just cash
• Relationship with community is not just money. Relationship is strategic factor. Step to get to leadership is to “partner” with the community
• UC is expert in an area, Community group is an expert in their area-partner with groups
• Encourage community involvement earlier
• Encourage alumni to stay involved from graduation day. Don’t wait for 30 years to pass before contacting them for help. Stay in touch, stay active.
• Need more PR on UC and its involvement in the community. Ex. UC helped save Union Terminal several years ago. Toot our own horn-more often and in all areas.
• News events/current events-Miami professors comment on their events more so than UC professors. Why is that? Get our voice out.
• Seeking resources-not traditional avenues. Think outside the big box. Service component as faculty member. Tenure research and service. Make it public what is done.
• Ability or goal of university to improve image of city: resources, individuals working with city council, going to city council; bring city leaders to university; make university resources open to community (e.g., town hall meetings held here)
• Selling academic nature of university - improve public relations; public advertising of our academic programs; feature students monthly in a specific program to see students as focus of University of Cincinnati
• Make it easier to hire new faculty-asked to hire new researchers, but no commitment from University for laboratory space—these are not compatible.
• A University staff assigned to attend city council meetings and invite city leaders to UC for open forum. Invite press to attend.
• Open up use of UC facilities to the community for after hours. Must plan programs and Advertise to the community.
• Improve Public Relations Department
• Public presentations of our academic programs and presentation of students
• More personalized programs for beginning students to aide in retention-so they don’t feel lost in the university and leave.
• One stop shop for faculty recruitment-commit resources per college. Consistent recruitment process—include centralized information-city, housing, UC, etc
• Hiring and retention
• re: compliance issues related to salary; do we reward teaching as well as research; in research-continuation of dollars depend on following requirements of funding
• Address compliance issues-salary, research
• Define and improve efficiencies
• Treat people right (students, staff/faculty, and community)
• Get buy-in of our commitment to really being a leader
• Devote resources to faculty development
• Examine whole institutions to identify any barriers and resolve
• Value assigned equally to teaching track and research track
• Offer incentives
• Increase retention
• alumni as resource; involve them in partnerships; involve them in helping us grow and recruit – life long partnership
• whole campus involved in reaching those alumni – outreach mechanism
• Re-engage the alumni
• Mentoring, co-oping
• Have alumni be positive about their experience at UC
• Structured department or approach for businesses/alumni to contact UC and initiate partnerships
• Structured mechanism to reel alumni back in for a lifelong partnership
• Get committee from all UC departments to act as an advisory capacity for alumni activities
• Be more active in seeking more detailed feedback from the UC alumni
• Reach out for students beyond Cincinnati
• Better marketing
• Into more diverse segments of the world [i.e. race, socioeconomic (i.e. Appalachia)]
• hiring more stars to build national reputation
• spread good story more widely about UC
• increasing revenue from private sector
• id negatives and deal with them
• we are a part of Cincinnati and that affects the University of Cincinnati
• be bold; eliminate traditional college structure; replace with interdisciplinary and centers of excellence; identify with UC not A&S
• Hire more “stars” to help build reputation
• Tell the good story more widely
• Increase revenue from private sector
• Identify the negatives (re: reputation) deal with them
• Be bold: start over defining disciplines by removing silos and other walls
• diversity of income sources; increase grant funds; increase industry funding; better coordination of clinical trials; increase in funding from distance learning; leveraging internal successes; metrics adopted; reward those doing a good job; weed out others
• Diversity of income sources-increase reliance on state funding, increase grants, patents, development (recruitment of senior researchers to develop faculty), increase industry funding (clinical trials), increase clinical income, increase distance learning (tuition)
• Become more cost effective-leverage internal successes and resources, more effective use of employees metrics, improved
• Slash and burn; get rid of dead wood
• Centers of excellence; world class advertising and infrastructure for those strong programs (daap, engr, ccm)
  
  Eliminate deadwood/duplication programs, processes, people
• Promote centers of excellence while operating as a cohesive institution
• World class advertising
• Re-evaluate and develop infrastructures to support the centers of excellence
• Attract investors and business partners
• people resources—more training for staff and faculty
• different entities on east campus—better communication; unification among entities
• Knowledge-based decisions (rather than lowest bid) and accountability for quality investments and design (i.e. functionality)
• Invest in faculty, staff training, education
• Communication/Define roles/Unify among entities: UC, UA, CHMC, Practice Plans, MCFC, THA-especially information technology sector unification task force

**Notes:** Get rid of dead weight faculty (tenured faculty who don’t care), faculty/staff training—mandatory, checks and balances for business deals, not all notoriety will be a good business decisions/financially beneficial, learn where to cut losses/decide where to spend money, accountability for proficiency, consult leaders in field—don’t just take lowest bid, knowledge based decisions, make sure quality decisions/design/investments (use ability), committees for guidance—don’t override by upper management with input/justification, define roles within infrastructure and committees, communication between Health Alliance/entities-web resources, consolidate where possible, resolve fire wall issues between institutions (UA, UC, SHC, etc), create task force for sector unification, charge industry sponsored research studies for more than initial review—they are willing to pay for modifications and continuing reviews
• resources-employees are most important
• we and others must understand what employees do and how what employees do effects university and its plans
• trained leadership – support employees in going the extra mile
• use external and internal business partners to help us create this
• Money and people
• A vision-idea creators
• Life morale-give people a reason to go the extra step, create the right environment
• Reorganize for efficiency
• Leadership that understands what employees do—so they value
• Better communication between management and employees/between units-employees are connected to the mission (i.e. you long on and UC news pops up on your PC screen)
• Clear tables of organization/trained leaders who develop/support staff mentoring
• An identity needs to be created by PR so community knows what we have to offer
• Abolish unions
• Get back to service orientation
• Improve academic presentation/increased faculty training so they are also leaders for students/faculty/staff
• people resources—greatest power we have is leveraging this
• aligning responsibility and authority to make change necessary
• clear vision and mission, and achievable goals in period of limited resources
• we are not a business, we are here to educate students, but can use good business practice
• Clear vision and mission and “do-able” achievable
• Fiscal responsibility
• Leaders to implement communication
• People to carry out need responsibly and with authority (align responsibility with authority)
• Measurable outcomes
• Reachable goals
• “Celebration” of success
• More open-mindedness
• Embrace “out of the box” thinkers-non-traditional though
• Resources
• Commitment
• Focus less on buildings, more on what goes on in buildings
• True resource-people
• Pride
• Clinical expertise
• Political savvy
• Facilities
• Look at where get monies
• Business side; partnering/diversifying products; can’t count on state support; can’t wait 60 yrs for someone to die and bestow us money – SWOT analysis identify potential partners; develop new revenue streams with partners
• Inventory potential business opportunities-establish business development office; invest dollars; discontinue old, not viable programs and re-direct funds
• Perform SWOT analysis to identify current areas to build upon
• Start to inventory potential new business opportunities
• Implement business develop offices at university and college level
• Invest new money into new ventures from discontinuation of old programs, new grants, endowments, business partnerships, grants, state/federal funds

• **Notes:** Strategic steps-develop partnerships, eliminate services that don’t contribute, build upon strengths, inventory needs of traditional and non-traditional students, SWOT, objs-set priorities, identify competition, business development, increase influence upon state legislators and fed, market/communicate. Resources-business development office university and college, money fund raising-alumni, grants, investments, new business, ventures, state money.
• Center to coordinate all UC research activity; hire big hitter; eventual partnering with business
• focus on 5 areas of expertise and focus fund-raising on that
• poor interface with our students; promote and have mechanisms so that folks deal with students in better way (e.g., help people find way from one building to another)
• Center for excellence  
• Coordinated research effort  
• Hire research administrators to focus effort  
• Decision making by teams  
• Partner with industry for real outcomes  
• Private donors raise money through benefits  
• More promotional fund-raisers  
• More unrestricted funds  
• Better training for people who interface with students to make experience pleasurable  
• eliminate silos that exist around university – depart from departmental/fiefdom mentality; create centers of excellence  
• Improve internal/external communications  
• Partner with industry, community  
• Determine the criteria to be the top 10-school  
• Do things in a timely manner, flexible, permission  
• Leadership that empowers the staff to accomplish the goals  
• aim to graduate 100% of our students  
• sell ourselves to ourselves  
• flexible opportunities for scheduling including distance learning  
• Active partnership with community, government, corporations, etc  
• Change image of commuter college-recruit nationally  
• Proactive leader and offer our expertise  
• Corporate presence by sitting on boards with other city corporate leaders  
• Aim for 100% graduation of students  
• Why faculty, employers, and alumni do not send their kids (dependents to UC?  
• Sell ourselves from within  
• More on-line offering courses to both traditional and non-traditional students

Finance
• Gain credibility and respect of community as a leader  
• Create an environment with appropriate buffers to make UC a pleasant place to be  
• Empower local communities  
• Privatization of selective support functions and maybe some mainline functions  
• Legislative reform  
• Technological advancement  
• Procedural reviews  
• Push down decision making  
• Increase sources of revenue  
• Educate the state and educate the public so everyone is aware of the impact funding or a lack of funding has on everyone else (example: why a bond issue is on the ballot and what that means)  
• Need to improve reputation right here at home - nobody seems happy (faculty, students, employees). Need to get financially solvent so we don't have to go through
cuts every year. Work on media relations. No matter how wonderful we are, nobody knows if we don't brag about it. We need to "court" the media.

- Make us a friendlier campus - someplace people WANT to come AND STAY. Faculty did not participate in QSI and badmouthed the University in classes. Many employees thought QSI a joke because no one held anyone responsible after the fact. If QSI is working, then communicate that.
- Break down the silos, not just the colleges but between campuses and departments and administration and faculty. We need to be thought of as ONE university.
- MUST make transferring from branches a priority. We are loosing students almost daily to NKU because they are willing to work with our students, advise them, give them scholarships, allow all their credits to transfer. We have this problem not only with the branches, but between colleges here on the Clifton campus.
- Stay on top of technology.

Clermont

- Extend 4-year degree programs to more outlying campuses. Many students do not like to travel to main campus, too far away.
- Create a comprehensive outreach office that will strengthen UC’s relationship/collaboration with local businesses and governments. Try to pool all resources in the community to improve education.
- SWOT analysis of organization
- Have a university wide speaker list that will tell all of the experts at UC and what they specialize in. Lets public as well as others at the university know what resources are available and whom they need to contact.
- Increase marketing efforts – Not just the logo and publicity. Formal and informal recruiting at High Schools (offer grants, give credit for prior learning and life experience).
- Talk to students, business, and community to see what they need in regards to the workforce, how can the university better train graduates for jobs that are available in Cincinnati area.
- Money – need to remove the financial barriers that prohibit access to college, affordability.
- Need to develop effective processes for placement, mentoring, and have development courses.
- Need to partner with High Schools. Help them teach what is required for college, review current practices and try to improve.
- Motivate students – community service/life experience.
- Ability to track students over time, get to know students better, their goals, get more information on students, both attending and transfers, try to find out why leave/stay at UC, try to track students who “fall between the cracks”.
- Develop an English as a second language program
- Utilize the “stay in school fund”
- Make better use of satellite locations, offer programs and multiple delivery systems (online, over the Internet)
- Support systems for students with disabilities
Medicine- Faculty Forum

- C: Philanthropy
- C: Next step to a higher level requires a major input – through philanthropy, partnerships, leveraging.
- C: Partnership with existing businesses or industry.
- C: Attract new business – take some current resources to invest in new areas. Bring in other groups to partner with us as incubator of biotech
- C: Source of philanthropy: emeriti and alumni
- C: Alumni should give more
- C: How to engender loyalty to the institution. Give out of a sense of debt and belonging. UC does not generate a high sense of belonging and sense of attachment and a sense of pride.
- C: Continue to raise research funding dollars from NIH
- C: That’s a goal, what’s the strategy? Can’t bring in more ourselves. Need top flight, focused research recruiting. Need to recruit research stars.
- C: Define star: Championship recruiting is a Nobel in medicine and science.
- C: National Academy member
- C: 40 years ago MIT had no Nobel prize winners and now they do. “National championship” will bring in more donations. A winner in science is a Nobel winner or a National Academy winner.
- C: National championship winner will build success around itself
- C: Make the place bigger with high numbers of research recruits, or build around 1-2 stars
- C: Build XYZ institute and non-departmental structure that would allow development of new programs and new stars.
- C: Genomics – physicists, molecular biologists, mathematician
- C: Plans for building: facilities and utilities
- C: Resources are buildings and research space
- C: Need more research space
- C: How to build clinical faculty to assist Cincinnati, and research faculty? Need to focus on one goal and not overcommitment.
- C: Not enough time for MDs or PhDs – who looks at the horizon?
- C: How to free people’s time to address these issues.
- C: Need a reward system – incentive-based program to reward excellence
- C: Redefine ourselves once we decide on a mission – with constant redefinition. We should be strategic planning ourselves outside of the UC process.
- C: Clinical efficiency – if practices existed as a coordinated salary-based group. Integrated group practice
- C: Bricks – how to put mortar between the bricks to connect COM with COL, etc. Facilitates the interdependence. Mechanisms to connect the thoughts and continue to connect until the stable unit is formed.
- C: DAAP is another possible partner, as well as Engineering
- C: National University at Cincinnati – name change to change image of the city
Raymond Walters

- Develop partnerships
- Develop respect and trust within UC for the individual colleges and for the university as a whole
- Increase importance/value of community involvement in the RPT process
- Put a working technical infrastructure in place to provide the data about students that we need to make decisions about programs and services
  - Our current technical infrastructure stinks
- Review organizational structure; conduct internal re-examination
- Re-examine mission and redefine purpose and then recommit to mission
- Improve data collection efforts
- Build strong leadership
- Partner with business community to help us get more resources we need
- Increase customer service; it’s hard to see UC as an appropriate consultant for community relations when we don’t even have quality relationship with our own students
- Unify UC to reduce internal competition and to maximize resources
- The entire college/university community should be better organized to the end that we can more effectively raise resources, especially from the state
- We should examine the privatization issues – Is it profitable and if so, how profitable?
- We want people (faculty and staff) who are committed to the institution
  - To attract and retain them, the institution should be committed to them in terms of pay, benefits, and security
- The institution should create and expand incentives that will ensure long term commitment to the university
- To serve our community, we must make the college accessible by keeping tuition down, among other things
- Put political organization/pressure on state government (OBR perhaps) for funding in certain areas such as disability services
- Increase contact with our lobbyist; explore the institution’s connection to that lobbyist
  - If our resources and interests were better organized and articulated, our lobbyist may be more effective
  - Ask for resources/funding in a more effective, organized way
- Determine if there is a more effective way to use the resources of the faculty and community to advance the interest of the university at the state government level
- Determine how profitable privatization efforts have been, especially long term
  - Also examine whether privatization contributes to our mission, and to what degree
- UC needs to improve its customer service (advising, answering questions, etc.); customer service needs to be maintained at a centralized location
  - Needs to be more responsive and respectful of students and faculty
  - UC is getting a bit better at recruitment, but this still needs to improve
  - UC needs to operate as a business so that it takes better care of its customers
- Needs better service at accepting courses from all UC colleges
- Focus is moving away from education to research, but our consumers are students who want an education, not to be part of research
- May need to look outside to upgrade our services (e.g. registration)

- Pull in innovative, creative leaders at the top to run the institution
- Need innovative leaders to look at full-time vs. part-time faculty issues

- Faculty need to be valued and viewed as a resource
  - Increase pay for good faculty, regardless of full-time vs. part-time status
  - Take a closer look at hiring practices; Need more quality people to run certain services
    - It’s better to have three great people being paid well than to have seven lousy people being paid poorly

- Create a talent resource bank
  - Collaboration is needed for developing this
  - Even many faculty and staff don’t even know who to contact for certain information within the university, and that’s embarrassing
  - Need university-wide, as well as campus-wide talent resource banks

- Need collective approach to representing UC in state, national, international conferences
- The university must find stable funding for initiatives so students don’t bear the burden; must realize that the state is becoming a less reasonable source of funding
- The University must unify so that resources can be more effectively utilized; currently, each unit is out for themselves

- Outsourcing technology requirements can be useful
  - We focus on our core competencies and outsource issues that are not central to our mission
    - The university may downsize as a result
    - Outsourcing faculty may not be a good idea
  - If one of our core competencies is teaching and learning, then we need to compensate all university employees equally and reasonably as well as reduce the reliance on adjuncts

- Involve local business or townships in Study Abroad and English Language studies
  - The Foundation needs to be more productive and responsive in creating these partnerships toward financial support

- Greater participation in national projects (NEH, NIH, etc.) could bring more support for teaching and learning as the university participates in more pedagogical initiatives
  - Build strength of individual competencies and pool groups so they are not in competition with each other

- Faculty and student affairs need to work together more closely to provide more comprehensive support to students

University Libraries
• Get fiscal house in order, find more sources of revenue, city, state, federal, grants, endowments, city/business, expand funding sources,
• Identify strengths
• Review academic programs
• Increase marketing at all levels
• Maintain excellent facilities
• Excellent leadership at all levels
• Marketing, marketing, marketing, improve image of UC and Cincinnati, make UC a university of Choice, attract, promote, publicize,
• Continue using staff involvement
• Involve UC alumni and local corporations in fund raising
• Expand strong programs and eliminate weak ones.
• Use students to promote UC
• Make it fun (campus activities)
• Improve athletic program (Big 10)
• Mass transit system
• Increased political role, take part in city business, develop ties to local, state, and regional governments, UC needs a seat at the table.
• Lobby area voters
• Stronger alliances - K-12 schools, immigrant groups, others…
• Audit curriculum of other universities
• Student feedback
• Community feedback – business organizations
• Faster establishment of new programs
• Increase certificate professional education
• Assessment of program strengths
• Strategic planning
• Increase our use of technology
• Develop/increase marketing
• **Model best practices of high profile programs (DAPP, CCM, etc)
• **Utilize our strengths
• Really put quality service into practice
• Alumni
• Interested UC students willing to reach out to community – credit/community service/student job/ co-op job
• **Develop marketing plan further to recruit students
• **Earn while you learn program
• University – wide standardized core curriculum for first year students
• More cyclical scheduling for course offerings
• Non-traditional course settings
• Parking and transportation (e.g. UC neighborhood shuttle
• Tutoring programs
• Offer emerging technologies
• Non-traditional funding
• Community involvement
• Store front classes – expand outreach
• Supporting technology infrastructure
• Weekend College of Education, UC more comprehensive student support
• Create a formal office to coordinate community relations
  o Ombudsman for community
  o Get corporate support for this office and federal money and grants
• Identify and focus on strengths (strong programs) and eliminate the weak / borderline programs (those that fall in and out of good accreditation)
• Some of our programs are SOOO good they stand alone and are not associated with UC
• Build/increase faculty support in the really strong programs – less adjuncts, visiting professors/more fulltime faculty teaching
• Strengthen the libraries as an information and research gateway
• Make sure library is included in all grant requests of faculty
• Make sure library is notified (better yet consulted) when new programs are introduced/considered

College of Medicine- Students

• Tuition free medical school, improvement in scholarship funding to attract the very best candidates.
• Major capital funding drive to support medical students.
• Model University of Michigan and other state schools
• Better/more comprehensive financial underpinnings to allow for increased scholarship endowment.
• Build up research side of the institution. Continue increased research funding.
• Recruit better faculty to build up national and international reputation.
• Integrate clinical and research programs.
• UC has great architectural structures, but the interior needs work – structurally and programmatically
• Publicity: a lot goes on here that the general population does not know about. Marketing and PR should show what UC does for the region
• UC receives more patent money in the three state area – not publicized.
• No feeling of drive and push for the students who are not interested in research and what you can look at for outcome statistics. What percentage of medical students are placing in one of their top 3 match choices? How many students match in academic health centers or in the “top” programs?
• % of students happy where they are placed.
• Survey results from R1s and their perception of their education here.
• External PR needs to be significantly improved.
• At UC, CCM, COM and DAAP are in rankings, but other things fall off the radar. Investment is high in the three colleges. Biomedical engineering program and others could benefit from capitalizing on the halo effect. The university should be as strong in all respects and not just a few.
UC Foundation Meeting 02-11-04 and 02--19-04

- Strategy is easy -- Execution will be harder – Do you have the resources to do this?
- UC needs to capitalize on their opportunities
- How to make sure ideas are good for the University?
- Collection of Colleges versus University
- Build a case for a Campaign
  - Outcome of CAPP may be a platform with 6-7 planks which are overarching goals
  - Need funding to get things started
  - Public disclosure
  - We have a great foundation
- If access ➔ quality access so the students can get on with their life
  - We’ll help you get to the finish line if you work hard.
- If repositioning, need to spend because word of mouth may not work; need investment
- Need to sustain competitiveness in Faculty recruitment
- Support Strategies
  - UC faculty into High Schools (very powerful message)
  - Encouraged to do this – become Institutionalized (All cities are struggling and no Universities are doing this yet)
  - Don’t underestimate the students’ voices
- Old perceptions die hard
- Need to sell that to the kids
- Message on a continuous basis
- We think we are a small city school- and we are not
- Get new academic programs out to guidance counselors
- Marketing needs to be continuous
- UC is very good in many things but not great in any one thing. We need to zero in on no more than three
- CCM and DAAP need to extend their reputation basis outside the Midwest
- Do we want to compete on a national level? Co-op program
- Bring up all programs then pick 3-5 programs to be the best
- Have any universities gone from regional to stellar national programs? West Virginia, U. of Pitt, UI Chicago, Washington University
- Follow strategies that have worked- buy merit scholars
- Attend to community, societal issues
- Look at models
- OSU College of Business (Dan Grafner) students go to OSU for honors program and made a decision to go to Admissions program—5,000 admissions fall, winter, and spring
- Go to branch campuses
• Go with values and goals
• Add a 13th year to High schools for college preparation
• HS readiness for grades 9 and 10- Partner with industry and CPS
• Career paths
• Building blocks of education add richness to education
• Increase HS students aspirations
• Test Market- partner schools with UC
• Issues of Articulation pipeline ideas
• Are students coming to main campus from RWC or Clermont
• P and T model needs to change- Publication, Service, Teaching
• With all new hires, commitment to community but peers need to agree
• Incentives to faculty
• Remember that you are the biggest employer
• Culture: make it part of the culture to be a leader in community
• Looking forward to UC being part of the community
• Prepare students to be/work in the community
• Want others to think about UC as academics, be part of the community, a place that makes a difference in this community, not what it puts on
• UC; opportunity to define what a great Urban university is
• Our first mission is as a municipal university
• Historically urban universities are defined by access
• We don’t know how to define this
• Approach CPS to establish a new HS that is run by UC
  o Academic grounding to succeed
  o Theme of urban ‘betterment’
  o Kids who go there will work with faculty to address issues to reach potentials
  o Guaranteed access to UC
• UC wants to work with CPS systematic
• Want a plan that is iterative

UC Student Alumni Committee

• Continue to develop – Cincinnatus scholarship
• Higher standards for students and faculty
• Utilize alumni – show achievement to students
• Better recruitment – top 10% - a higher national image
• Improve the image of the campus
• More non-Ohio scholarships
• Honors in all colleges
• Go to high schools to recruit students – not just sports players
• Collaborate programs at Cin. Convention Center
• Finish Mainstreet
• Grandfather tuition – tuition does not effect current students
• Career fair should be larger
• A national college, not just a local and commuter College
• Improve image with larger events – UC and city participation
• Higher standards for admissions
• Legacy scholarships for in-state tuition
• More opportunities provided to students through scholarships and aid
• Make UC known on a national, not just a regional level
• UC needs to improve its image – make more positive
• Higher admission standards for students and faculty
• Improve the area – shut down Over-The-Rhine
• Stop being lazy – work with community officials
• Decrease out-of-state tuition if possible
• Pass on success stories with Co-Op, etc.
• Talk to area schools
• Display our accomplishments to the masses
• More, more, more recruitment
• Better communication across campus
• Alumni – reaching out and engaging them
• Get more involved with the city administration
• Encourage faculty and staff to have more of a community presence
• Let students showcase their talents off-campus – work with theaters and arts venues
• Be seen as a community partner – a place to go to get problems solved
• Evaluation and assessment period
• Acceptance and implementation of the ability to both hire staff/faculty and fire staff/faculty
• Better utilization of financial resources
• Consistency in tuition
• We want to see the results of our tuition
• Influence the city council – community service
• Image – work on marketing/PR nationwide
• Scholarships and grants – need more – use to bring in top students
• Business investment – redevelopment

UC Alumni Association

1. Stronger and stronger efforts toward enlarging UC’s endowment, including seeking funds for endowed chairs in various disciplines. This will help to attract top-flight faculty, which in turn will help UC to have more and more top-ten programs. Strong leadership in UC’s outreach activities, e.g., a very strong individual to liaise with the City of Cincinnati as well as the state, businesses, etc.

2. Relationship building with industry, to foster a “partnership” approach which mutually benefits the University and industry. The co-op program and research alliances are two valuable and visible examples of such partnerships. Another example, which I am
personally involved with, is the Real Estate Program’s Real Estate Center, which includes the REEAC and Roundtable programs. These relationships not only foster the sharing of information and academic direction for the University, but provide economic resources and funding sources for such programs.

3. First, there must be a focus made and a concerted effort put forth in making academics a priority at the University and I feel this planning process is the first step. All the new facilities we are receiving on campus are great and will help to improve campus life, but I feel the concentration that is necessary to improve academics has been put on the back burner.

Second, there needs to be a balance between doing everything to create this vision of UC and doing it all in an affordable manner. I am not sure on the exact numbers but I know tuition has increased dramatically over the last year or so, obviously this needs to be brought under control.

Third, there are numerous outstanding programs at the University of Cincinnati, but it seems to me they are all almost or completely autonomous from one another. There is one example that I know of where different colleges are working together to form a new curriculum. This program consists of the College of Business, DAAP, and Biomedical engineering working together to form a program related to medical product development. I applaud these three colleges on finding a way of combining the resources of all these schools to create a practical, new educational program. I feel this cross-college collaboration should be done across all disciplines in order to open new doors in many of this Universities Students fields of study.

Fourth, I feel there needs to be continued support of the incredible scholarship opportunities that are offered here at UC. I know of no other school that offers such an extensive opportunity for academic scholarships through the Cincinnatus Scholarship Competition. I am sure that UC has received innumerable amounts of outstanding students that would have chosen to go to other schools had it not been for the generous scholarship offers they received as a direct result of this competition. I for one would not be here at all if it were not for the scholarship I received from Honors PLUS and Cincinnatus.

4. At its core, UC still remains too internalized in its thinking. Community outreach occurs primarily for funding purposes. Boards and committees are comprised of donors. Nationally, and even regionally, the University, like the city, has no clear image. It is another large urban university that is all things to all people. The community knows little about UC.

A missing link in UC's current plan is a communications vision and strategy. The components are in place -- i.e. a department and a set of objectives and even a strategy. But it lacks vision and passion -- and is primarily focused on "promoting" the University's name in the community.

The focus needs to be on informing and educating the community on why U.C. is "our greatest hope.” So the Strategic Steps needs to include the formation of a communications coalition that addresses this issue.
5. Increase the number and overall quality of corporate partners for student considerations and research grant and endowment considerations. Must grow the endowment fund to throw off income necessary to support faculty and programs. Expand the research capabilities of the university to attract the grants and faculty necessary to be considered a top 10 school. Encourage alumni to participate in university events as well as contribute financially to their programs of choice.

6. Strategic steps and resources...
   - Recruit highly qualified faculty who are committed to improving the university through hard work in the classroom, on the research front, in the community, and with students
   - Raise expectations for faculty and staff performance and allegiance to the pursuits of the university
   - Develop more rigorous academic standards for admission, matriculation, and graduation
   - Become a considerable power in the Greater Cincinnati business and government community
   - Take action to improve the city’s image...as goes Cincinnati, so goes the university
   - Put in place a long term marketing and media plan for improving the university’s image across the country in all areas: academia, research, athletics, community, business
   - Become data driven for decision making in all endeavors
   - Aggressively seek to involve alumni in all aspects of the university
   - Become a benchmark for other universities in areas such as honors programs, faculty development, fiscal accountability, government relations, alumni involvement

Student Affairs (SAS)

- Need an exercise to understand who we are prior to seeing who we can be.
- Need to be clear about the resources we have available
- Need to be efficient in using time, money and people resources
- We have our “real” jobs to do and don’t have the luxury of time to think bigger
- Need to stabilize relationship with funds holders
- Evaluate and eliminate programs as grant funds come in to add new programs
- Disseminate information
- Faculty may need to engage other educators in what students need to become successful
- Resources: We need to eliminate redundancies of Career Development, Academic Advisors
- Get rid of separate commencement activities
- Let our leaders lead
- Respect resources we have: Turn off lights at night and pick up trash
- Utilize human resources: Why hire an outside resource to create logo when we have DAAP
• Make an effort toward Staff retention
• Complete the construction projects and clean up the campus
• Get rid of college perception – get people to say my child attends UC
• Don’t let the $6mm budget stop us
• Interact with HS
• Celebrate student and faculty success
• Build partnerships by having students interact with the community
• Build institutions memories by building partnerships internally
• Build fire and sparks among employees
• Create a vision that emphasizes that all are important and all are valued
• Focus less on traditional forms of education and address the millennium student
• Need to engage in self reflection beyond this CAPP session
• Include and affirm our value of learning
• Make staff, faculty and other employees accountable for values of the institution:
  Reward those who do and eliminate those who do not.
• Capture and leverage our own expertise.

College of Law
• Monitoring retention rates-hold departments/administration accountable
• Student satisfaction survey-hold departments/administration accountable
• Develop department goals
• Raising graduation rates
• Making information more accessible-website for student resources, website for student surveys/evaluations, information bring about acct.
• How do you address dead weight-incentive programs
• Community engagement
• Image/branding was a start-toot our own horn (beyond basketball)
• Reputation for excellence in all schools/departments
• Culturate/Ownership/Stakeholders-alumni strong network with active involvement in activities and promoting school
• ? ? for student’s respect-treat students well-faculty interact with student-“personalize,” “?”
• Get the word out-we already have ? events, activities, ?-newspaper, ?-carefully complied and ? calendar events
• Physical ?-extension of university
• Marketing campaign-the university is greater than its resources
• Endowment-utilization as alumni-not just money, use skills
• Cultivating students to want to give back
• Better historical treating of students
• Use resources to best utilize certain colleges or departments-return as investment-strategic investment
• Possible internal merge inside the university-strengthen stronger programs, eliminate weak, dying programs, merge to combine resources
• Identify obstacles we can fix (UC shuffle), focus groups
• Local marketing to guidance counselors, etc., bring them on campus
• Go to semester system
• Honors program-increase visibility
• Decentralize administration functions (like we have)
• Engender employee pride (cleanliness, physical plant)
• Twig art/set priorities better

CAHS
• Opportunity to adopt a school (sister school) – UC and elementary and/or high school. Develop sister schools for a stronger, long lasting relationship and involvement in the community. Each college should network and take responsibility.
• UC, as largest employer in Cincinnati, should assume leadership role in State of Ohio by selling higher education to voters/citizenry in order to:
  o Increase level of education among citizen and
  o Increase level of funding
• Make commercials at UC and get donated TV time to air it. Plugging classes/education/UC to general population
  o Young married – will improve K-12 (their children)
  o Middle age – attract job/careers and changes
  o Older (55-90) to increase enjoyment of retirement years as well as 2nd and 3rd careers.
• Expand hours when classes are offered – evenings, weekends, in order to accommodate larger number of potential students.
• More degree opportunities, more choices on-line and on-site classes.
• Expansion of on-line learning throughout university.
• Work in partnership with libraries to increase computer access to general community.
• Develop sister schools (liaison, lecture UC & elementary and/or high schools)
• Strategy is to be willing to change and take a risk and take an entrepreneurial approach.
• Think like an entrepreneur.
• Money $ Budget
• Utilize community resources “people” etc. Politics
• Expand our boundaries – A University without walls (computer accessed)
• Strategies require resources. Funds are the issue. Establish academic ambassadors to represent UC as a premier institution of higher education. Partnering with organizations and corporations etc. can help with funding.
• High profile academic ambassadors could endorse UC as premier academic institution.
• Promote successes to increase enrollment

Honors Plus Program
1. Increased financial support of the Honors mission
More resources are needed to
• offer courses in colleges where the $1800 payment is not sufficient to induce the offering of Honors sections
• fund more scholarships
• allow the hiring of more staff are needed to service Honors students. However, as important is a change in attitude to recognize that Honors is important, and that it should be encouraged.

2. **A change in mind-set regarding Honors education**

Honors education should be regarded
• as a fundamental part of what we do, not an add-on
• a privilege, not a burden, by colleges and faculty
• a sign of distinction
• a luxury UC cannot afford not to have

3. **Transform the Honors Program into an Honors College**

Resources and a change in mind-set could be forthcoming if the national trend toward an Honors College were copied locally:
• More attractive to potential hi-po students: explicit in plans of USF, ASU, Penn State, for example
• Honors Program would be an equal player in resource allocation, and would have “a seat at the table”: explicit at ASU
• More attractive to donors

4. **Create a university infrastructure aligned with these priorities**

• Redesign RPT and merit pay to reward teaching Honors students
• Create offices to provide more experiential opportunities in research, leadership and service
• Enhance marketing of UC to top-end students

West Campus Provost

UC will educate students for life in a changing world as well as prepare them for a career; it will improve and enhance all who enroll and will help them to realize their full potential as leaders and contributors to the 21st century.

UC will lead higher education by reinventing its system for the creation and dissemination of knowledge at all levels. This knowledge, in turn, will contribute to the development of society at all levels, whether health, education, the environment, energy, urban development, international relationships, space, economic competitiveness, defense, government, or the arts.

This new system will include increased emphasis on the following:
• Grounding in the liberal arts
• Integrative/interdisciplinary instruction and research
• Globalization across the curriculum
• Experiential learning components in all programs
• Research and creative activity by students and faculty through inquiry- and discovery-based learning
• Educating for leadership through infusing leadership opportunities and studies throughout the curriculum
• Use of technology for enhanced instructional delivery and interaction with students

In order to **be agile and nimble enough to lead and accommodate to societal change**, UC will

• Revise its organizational structure to encourage and facilitate integrative/interdisciplinary instruction and research
• Redesign reward systems for faculty, staff and students
• Redefine the concept of “faculty” to encompass all instructors
• Place more emphasis on faculty training and professional development
• Develop a more flexible academic calendar to allow for year-round learning and for courses of varying lengths
• Employ a variety of tuition structures to accommodate specific markets (such as distance learning, Metro, or professional education)
• Develop niche-related strategies and programs, including attention to resources that enable career changes and other professional development within the workforce
• Gather continuous feedback from the community about the educational needs for business, industry, government, public service, or economic growth

**UC will be a leader among research universities in partnering with its communities to effect economic and social change to preserve and protect democratic institutions.**

It will

• Become a leader in designing new systems to achieve the creation and dissemination of knowledge (as the University did in the last century through the birth of cooperative education) in order to embed itself within the community
• Take the initiative in working with the local and metro area. Engage with the community to address specific issues; e.g. Cincinnati as a destination for the arts and for tourism
• Collaborate with other Ohio universities so as to pool resources, maximize assets, and offer compelling solutions to the Ohio Legislature
• Become a facilitator for societal change through the exercise of national and international leadership

**College of Medicine Department of Surgery**
• With basic science department: needs restructuring. Currently the system is haphazard for research and education. It obstructs interaction and graduate education. Consolidate into one single graduate medical. Could save money. Tremendous duplication of effort in graduate programs. Mundane and subaverage curriculum and programs because it is not coordinated. Enhance centers of excellence would consolidate and cut across silos.
• Committee structures would track this better
• Research track has to be rationalized and consolidate more.
• More investment in cores is needed and investment in new technology, equipment, and facilities.
• In terms of how the community views the university – the vision should be that we are progressive university, should be to modernize the university – investment in the physical plant. Would help develop and leverage the university economic impact on the region to bring regional funds back to the university.
• Alignment of the funding with the strategic plan. The Millennium Plan to recruit research faculty without research space – you can’t recruit faculty without space. The vision is not aligned with the plan.
• Millennium plan as constituted is a disaster. Empty laboratory space in the last 3 years which could have been used for recruiting investigators because of misjudgment of strategy in the institution. Strategic use of space and funds should be in line with growth plans.
• Support for basic science is the same for clinical and translational research. Support for is sparse and minimal. Need training for … resources for administrative cores. Coordinator pools: available to investigators and students, statistical cores are needed and sample handling and laboratory cores – to process sample, label and archive.
• There are 3 statistical cores here that are not known about, don’t interact. There is multiplication and duplication of effort, time and money when funding is scarce.
• Resources and support needed for clinical mission.
• Resources are available, but at a high cost.
• Clinical Leader: malpractice environment is threatening our practice and we need help. Need to maintain revenue streams because of accelerating costs.
• Clinical: need data about clinical care. Resources are needed for monitoring clinical outcomes.
• Outcomes can limit the vision of the university to the taxpayers. Tieing outcomes and clinical research and basic science are things that can market and sell the idea that we are best at doing this.
• Physical plant: support in resources and marketing to promote University Hospital as premier hospital in THA to get care. More promotion of UC as an institution
• Interaction of The Health Alliance
• What is the benefit for UC for taking care of THA patients?
• CME to be developed as a revenue source.
• Intercollegiate cooperation: UC sponsored programs as organized is a roadblock. Much easier to coordinate with other institutions than to work with west campus. Reduce bureaucracy.
• Compared to other institutions sponsored programs it is painfully slow. The groups that exist are not helpful. They make you jump hurdles as opposed to offering help. Would also reduce expenditures.
• Duplication of efforts on West and East campus is a bureaucratic snafu.
• Investment in IT. Maximize use of IT so that we know what is going on inside East and West campus. Better utilization of information and more accessible would recognize duplications
• IT support can now be computerized for medical services – enhances patient care and teaching and reduces nonproductive time. More investment for research COM and clinical side can do this.
• Clinical material: research is limited because of a lack of clinical material. Medical outcomes and prospective patients are not looking at the same thing. Wait time in ER and patient friendliness need to be addressed

College of Engineering

1. This is an issue of building on an already existing strength. Faculty also suggested expanding the idea of co-op to graduate students and to faculty.

2. UC will need many ways to be more responsive: by means of distance learning, because there will be a global audience for our classes; by breaking down the barriers between departments in order to provide flexibility in the curriculum, and by providing greater breadth as well as depth in engineering subjects; by employing distance learning tools in parallel with live teaching to improve learning and (asynchronous modules that go at the student's pace and tools to assess the learning process). UC will need to focus on basic concepts and thinking skills; to teach students the skills they need to learn on their own; to provide them some knowledge of areas such as project management, business practice, the legal environment, and environmental issues. Research will no longer be carried out in single areas, so administrative practices will have to become more flexible to adapt to this reality (e.g. collaborative centers).

3. Students will come to the university with much more experience in using technology, and classroom work must incorporate computing skills to reflect this increased level of sophistication. Programs will offer classes to accommodate the needs of workers who will be retrained as the economy shifts. Educational costs must be controlled so that students can afford college, and those who are supporting families are able to afford the benefits of retraining. Distance learning can be used to make classes more accessible and affordable, and students will be familiar with what it takes to be successful in distance learning because they have experienced the technology in their on-campus classes.

UC graduates will have some understanding of foreign languages and cultures, and the communication issues inherent in them; the international co-op program will be expanded to additional countries such as China, India and Eastern European countries.

• Endowments – more money and development
• Bold idea – Millennium plan, novel funding with risk taking; use percent of endowments to take big bold steps in research; creation of a new research institute in a new area (I71 corridor); choose 2-3 focus areas that will take UC to a new higher level.
• Develop or recruit Academy level members in biomedical science and other disciplines
• Public Relations should be improved to change the ‘perception’ to make it a ‘reality’. Marketing will make us become what we already are. Invest in Public Relations. Companies spend millions of dollars on PR and universities should follow.
• Public/private partnerships should be developed. Strategic partners in the private and government sectors should be increased.
• Focus on strengths: computational medical, bioinformatics, neuroscience
• Faculty development, continuous development
• Strategies – consolidate, restructure and eliminate to gain new resources to focus on strengths.
• Destroy silos, one disciplinary institute or center
• School of Public Health if it is part of the overall vision. Public health and health f the public are not the same.
• Leader in community health – having a School of Public Health is perception of health of the public
• Strengths: neuroscience, environmental health, pediatrics, as well as the broad categories of life sciences, biomedical sciences.
• Strengths change over time.
• Resources: talented people, better students, more students, new faculty, new ideas, cross fertilization between departments. Structure of university re: RPT are inhibitory.
• Restructure university to promote interdisciplinary education and research.
• Take better advantage of the Engineering School – this interaction would be important.
• Bureaucracy restrains people from working together
• Cultures are different on the two campuses and that makes it difficult to collaborate.
• Monorail to connect both campuses as an institutional goal
• ‘Intellectual monorail’
• We cannot be great unless Cincinnati as a city is great, since Cincinnati is part of our name.

Institute for Global Studies

• We will have a broad implementation of the “Diversity and Culture” component of the General Education plan so that it is integrated into a wide range of courses.
• We will increase the number of collaborative courses through distance education with international partner universities.
• We will have one staff person whose duties include seeking external funding opportunities and working with faculty on grant applications involving an international component.
• We will include internationalization as part of the RPT review to reward faculty efforts.
• We will provide financial support for faculty planning courses with an abroad component and accompanying students.
• We will increase the number of students receiving support for study abroad.
• We will create and implement a plan for recruiting and supporting international undergraduate students.
• We will establish an intensive ESL program for incoming international students.
• We will centralize education abroad and international students on campus so that all students apply, have advising and transcript evaluation through one office.
• We will have a staff of one adviser for every 300 students served.
• We will work with UC Admissions to integrate information about the variety of international options available to UC students into recruitment activities.
• We will utilize our alumni to expand and enhance the quality of our international programs.

Pathology
Not Directly Addressed

Learning Communities

• Experiential learning and community engagement requirements structured similarly to Co-op but with allowances for other forms of learning such as service-learning and internships.
• Re-structure tenure and promotion requirements in teaching, research, and service to better integrate these aspects of faculty responsibility and to elevate or hold people accountable to high quality performance in all arenas.
• Re-structure institutional policies and practices in hiring, promoting, and training faculty to emphasize the importance of and hold people accountable for teaching effectively.
• Offer strong professional development programs for faculty at all levels/classifications as well as staff that encourage instructional innovation, that assist instructors to acquire successful strategies for engaging students in inquiry/discovery based learning, integrative learning, and other learning strategies that focus on the synergies of teaching, research, and service.
• Provide teaching grants to faculty to improve their course design, teaching, and to document student learning.
• Restructure the academic calendar to allow for time for active learning.
• Reaffirm and ensure policies and practices reinforce our value for engagement in learning.
• Ensure all first year students have the opportunity to enroll in small first year classes; reverse size trend of larger to smaller classes as students progress through undergraduate programs.
• Institute opportunities for smaller group work (e.g. recitation sections) for all large classes when large classes must be taught
• Institute and/or expand undergraduate research programs
• Establish an Uptown transportation system that revolves around access to/from/around the university
• Stronger community leadership role
  o Create a more peaceful environment for the city
  o Create better economic conditions (jobs) for the city
  o Bigger presence as a leader in Cincinnati
  o Create a university and city environment that draws students to Cincinnati as a destination of choice

Professional Practice

Strategic Steps
1. Become the University of Choice! a. Identity & support: i. Programs that are of choice ii. Programs that could be of choice iii. Clarify multiple missions iv. Eliminate b. Stabilize Economics c. Create “Pride” i. Campus ii. People Internal < --re-orientation—service—helpful iii. In programs iv. Retirees v. Student support—Retention support—Relationship building d. Create opportunities to build pride Outcomes 1. Dynamic high-quality co-op program (University of choice) Support college efforts to be “programs of choice” (co-op advantage)
2. Create pride Feel good about ourselves <-- Internally: Faculty & Staff So constituents <--Externally: Students & Employers can feel good
3. Financial Stability Identify Programs of excellence and promote Faculty and Staff leave here better! PRIDE – recognize good work Capture this energy through formation of a “former employee group” who can serve as ambassadors—out-read—outing—newsletter
4. Promote Raymond Walters, Clermont

What strategic steps and resources are required to realize that future?
Significant resource development efforts such as partnering, fundraising, etc. Creative and innovative strategies for resource development Can’t continue to do more with less Eliminate programs and put money toward key programs. Eliminate redundancy Identify areas of excellence and potential new revenue streams Partner with related disciplines to establish co-op leadership positions (i.e. psychology, education, sociology, etc.) Create programs to utilize employers in new ways to benefit students Increase rewards for excellence and penalty consequences for mediocrity—accountability Develop more support structures for students (i.e. advising, mentoring) More support to help students decide upon discipline and career within discipline Encourage admissions based upon quality of students not first come first serve Prepare students to be ready for and adaptable to change without losing ability to follow a direction Strategic alliances with employers and other universities Increase/improve student options for independent majors/curriculum options Provide support for and encouragement of faculty development Advertise strengths Faculty must keep current Find out what students want and what business/industry needs What outcomes should we hold ourselves accountable
for in realizing this vision? Hold accountable only for things in our control Evaluation of programs on an ongoing basis—constant feedback for continuous improvement. Keep current with technology. Documentation of learning outcomes. Keep current with field(s). Provide excellence in teaching/learning. Leadership in co-op, promote best practices to field (Seminars). Achieve recognition for research centers and centers of excellence. Set an example, be role models. Knowing our limits with current resources including time. Dedication to our profession. Foundation and President Office for increasing unrestricted funding streams. Look at multiple perspectives in Academic Master Plan. Recognize that UC is an important part of Cincinnati and we have an obligation to help Cincinnati.

**Academic Master Plan**

- Experiential learning and community engagement requirements structured similarly to Co-op but with allowances for other forms of learning such as service-learning and internships.
- Re-structure tenure and promotion requirements in teaching, research, and service to better integrate these aspects of faculty responsibility and to elevate or hold people accountable to high quality performance in all arenas.
- Re-structure institutional policies and practices in hiring, promoting, and training faculty to emphasize the importance of and hold people accountable for teaching effectively.
- Offer strong professional development programs for faculty at all levels/classifications as well as staff that encourage instructional innovation, that assist instructors to acquire successful strategies for engaging students in inquiry/discovery based learning, integrative learning, and other learning strategies that focus on the synergies of teaching, research, and service.
- Provide teaching grants to faculty to improve their course design, teaching, and to document student learning.
- Restructure the academic calendar to allow for time for active learning.
- Reaffirm and ensure policies and practices reinforce our value for engagement in learning.
- Ensure all first year students have the opportunity to enroll in small first year classes; reverse size trend of larger to smaller classes as students progress through undergraduate programs.
- Institute opportunities for smaller group work (e.g. recitation sections) for all large classes when large classes must be taught.
- Institute and/or expand undergraduate research programs.
- Establish an Uptown transportation system that revolves around access to/from/around the university.
- Stronger community leadership role
  - Create a more peaceful environment for the city.
  - Create better economic conditions (jobs) for the city.
  - Bigger presence as a leader in Cincinnati.
  - Create a university and city environment that draws students to Cincinnati as a destination of choice.
DAAP

- Streamline the RPT process
- Present the University as a think-tank
- Continue the rich exchange between historians and practitioners
- Expand international co-op
- Provide incubators for increased learning; that is, one example may be to provide ways to do research while co-oping
- Provide real experiences like co-op in disciplines where co-operative education isn’t viable; that is, service learning, internships, etc.
- Find the right niches by identifying and maximizing strengths – exploit those unique qualities that are special to UC
- Re-think the faculty structure – consider positions between adjunct and tenure track
- Assure that the plan is really created by the constituents, evolved through the students and faculty – not just by “signature” people
- Provide adequate funding for marketing the plan to the public in a dynamic way

Genome Research Institute

UC will focus on the creation of innovative, worldclass programs with a leadership strategy for each. For the biomedical focus area these include:

- Create interdisciplinary research programs across the biological, chemical and physical sciences.
- Develop public-private partnerships that focus on the translation of basic scientific research to the discovery of new health therapeutics.
- Develop partnerships with the national labs and key government laboratories
- Recruit more high profile senior scientists and scholars; use these individuals as the base for expanded training and development of junior faculty and students.
- Fund productive programs; prune unproductive and out-of-date ones.
- Expand NIH funding and develop new sources of government, industry and private funding. Co-ordinate program and project proposal submissions across departmental and discipline lines.
- Expand research into the human genome at GRI for the development of novel disease insights and translate them into new therapies.
- Build the new, modern facilities for research and education which will be required to attract new faculty and retain current top performers.

Research and Advanced Studies

Brainstorming about what UC might do to meet these responsibilities within current budgetary constraints elicited the following ideas:

- Provide undergraduate civic experiences and graduate civic engagement.
- Partner students with local professions, businesses, educational institutions, and alumni.
• Develop specific fundraising activities using staff resources of these groups.
• Create virtual campuses and more off-campus programs (with other institutions?).
• Use technology to gain efficiencies.
• Foster cross-campus and cross-departmental projects and programs.
• Develop comprehensive mentorship programs for faculty and staff, capitalizing on existing human resources.
• Benchmark successful programs and cultures.
• Improve on-campus housing opportunities to engage students, improve alumni loyalty, and increase donors.
• Implement major initiative to improve staff morale and attitude so they will serve as advocates externally and provide better service internally.
• Prioritize the development and support of academic and research programs.
• Capitalize on existing alliances.
• Build on UC’s existing strengths, i.e.:
  o outstanding academic programs (i.e., graduate DAAP, Medicine, CCM, Environmental Health, etc.)
  o professional reputation of faculty
  o research contributions to community and society
  o regional reputation
  o opportunities for interdisciplinary programs
  o entrepreneurial programs (benchmark College of Business)
  o co-op program (benchmark DAAP).
  o broad research base – undergraduate contact and involvement with research activity – co-op opportunities
  o energy, activities, opportunities offered by our urban environment
  o diversity of programs and colleges

Research and Scholarly Activities Committee

• To increase scholarly activities we need to increase interactions between Graduate and Undergraduate students
• Strategically, we need to think about things differently. We need to coalesce pools of excellence within each discipline.
  o Do not supply a smorgasbord in each department.
• Bring in Junior faculty to change the politics of “that’s the way it has always been”
• For undergraduates, give them a more in depth research experience
• Need focused Faculty-hires between Colleges (joint appointments)
• Need leadership in the highest level of the University.
  o The notion of critical mass implies leaders who can make hard decisions about where the money goes.
• Continue the policy of matching resources generated in Interdisciplinary Centers
  o like those in Engineering – they are Inter-College Centers
• UC needs to support success
  o Indirect costs are being confiscated
Increase the amount of indirect costs returned to the Unit and Principle Investigator

- Want excellent faculty
- Create a mechanism to reward success – value scholarship that generates money and scholarship that does not generate money
- Plan faculty hires
  - In Humanities, need to get enough faculty – critical mass of hiring
  - Teaching + is the expectation
- Need to think comprehensively about research as both quantitative and qualitative research
- Collaboration across disciplines and between faculty and students (working with students)
- What is objective of Student Enrollment (enhanced research ➔ enhanced teaching of good students)
- Need to communicate that efforts to increase research will be aided if increased student enrollment criteria
  - Easy in ➔ easy out policy for access colleges which do not do much research
  - Need to find students who come in with skills or who can get skills
- Graduate faculty is anyone who is hired and can teach graduate students – should this be the minimum requirement? The minimum standard is that the faculty should be advising students who are getting a MS/MA or Doctorate

**Arts and Sciences- Humanities**

- Build in a maintenance budget whenever you accept/build a new building.
- Petition the Administration about effects of Budget Cuts
  - We need to come up with a Business Plan and make the case why Humanities should become part of the University’s Strategic Plan.
  - How do we make the next 15 years a good place to be for the Humanities?
  - We do have a new President and we need to give our Dean something to fight with when she goes to the President.
- We care – we should speak as a collective college – we should care about what is happening in Chemistry, etc. We should be united as a College.
- A&S has been treated terribly for years.
- We need to come up with our own vision – these are our goals. We need to plan.
  - Forward our goals and our successes
- Our greatest ammunition is that we can stop doing what they ask us to do without resources.
- We need to learn how to toot our own horns.
- We could use a little help getting grants and put this stuff on UC’s web site.
- University needs a policy to reward a people who get grants. We are not given the credit when we get the grants.
The University does not have matching funds. You should have the policy. You need to yell and scream to get resources from the faculty

Obstacles: Lack of faculty professional development plan that gives incentives to people who are doing research and getting grants.

They need to understand what we do. How many faculty have gotten these resources?

- We need to think more about how we raise the visibility of our departments.
- College’s goal to Recruit, Retain and Reward Faculty – this is good
  - STAR faculty – in selected departments versus hiring from the bottom.
    - STAR faculty will affect graduate areas and undergraduate departments not undergraduate programs
  - We need a plan for hiring to compete. If you are talking top 25, this is correct. If you want to be rise quickly, we can do this in a specific area.
- It’s not just UC – what we don’t do well is communicate what we really want.
  - Bring it down a level – we need to sell ourselves to the community.
- We need to take a risk. We have a new President and we have to take this chance.
- We need finance people to fix UC’s financial problem.
Q 3. WHAT OUTCOMES SHOULD WE HOLD OURSELVES ACCOUNTABLE FOR IN REALIZING THIS VISION FOR UC?

School of Social Work

• physical presence in rural counties
• number of students involved in “real-life” experiences in world
• increased diversity in faculty and student body
• collaborative, joint venture between the different collages to work in center for research on community social and economic justice
• 10 years of programming level in peace
• student competency in peace-making skills
• every college has allocation of funds for peace foundation to create peace in the community
• peace book for every community member
• (?) significant increase in recruitment/retention of diverse student body
• every unit has adequate resources to meet educational goals
• strong connection between academic priorities, and university resources and policy support
• adopt a community
• (?) increased satisfaction in university community; increased alumni satisfaction and involvement
• scholarships with cover increasing cost of higher education for economically disadvantaged students
• scholarship resources for families that don’t qualify for financial aid but can’t afford college costs

CAS

• Increase enrollment and tuition income
• Maintain student graduates in the community
• Tracking students who graduates to
• Encourage students to be involved in politics
• Assessment of incoming and outgoing students
• Retain students- outcome to retain students in the university as a whole.
• Integrating educating and training all components of CAS
• Deliver on promises to students
• Evaluate what students want
• Address needs of diverse students by mentoring
• Higher visibility
• Student will be sought out by industry.
• Increase levels of donor support
• Track students
• Measure alumni feedback
• Capable to do the job
• Measure up to community and social background
• Quality mgmt.
• Community leader involvement
• We lack measurements to hold self-accountable. Must develop standards to measure these concepts. Do not yet know how to measure.
• Not just measure by student retention and other measures need to look at the student’s success at the end. What is the value that we are adding to the student’s education, not sure how to measure? How do measure success? How do you measure satisfaction and other concepts?
• Must make the best decision for the student, even if the transfer out of a college into another college, but they still are staying in the university. Collaboration in this is important, as long as the student benefits from this.

CECH

Celebrate our success…feel a lifelong commitment. Hear about the good things that we do in the community…sustaining positive energy…

• Increased enrollment
• Increased morale by employees and students
• Culture of pride
• Work on tangible outcomes
• Greater diversity in all employee areas and students
• An increase in demand for our programs
• Celebrate successes, not punish them
• Products of university are used world wide – research and development products
• Make UC the premiere university in the city
• Create lifelong attachment for UC from students and staff.

Satisfy the alums who return for further studies, bring their kids here. Change the political discourse to be more respectful…. take leadership and model.

• Satisfied alums who return for further study and send their kids here
• Increased retention and enrollment
• Increase in number of high quality programs and community partnerships
• Increased pride in being part of the UC community
• Improved appearance of the place
• Improvement of perception of UC by regional community
• Change in the political discourse (if UC provides positive model for engaging dialogue

Staff, faculty, and students should show satisfaction at being part of UC; recognized for outstanding programs.

• Staff, faculty, students show satisfaction being part of UC
• Student articulate responsive service from UC
• UC is known as community based regional center of excellence
• UC cares about and serves its people
• UC programs are recognized for excellence
• Increased enrollment – esp. in professional development and distance ed.
• Change design begins with and then satisfies the people who use that which is being designed. NO TOP DOWN.

Make central administration the smallest unit on campus; focus on individual rankings of programs; more focus on external grant funding; reduce time spent in meetings; find a credible metric for service; the people you deal with daily should be useful; Commitment to reduce use of jargon.

  o Central administration as smallest unit on campus; smaller overhead; reduction in central administration staff
  o Individual ranking of programs – if not ranked they should be service oriented (English)
  o External grant funding
  o Reduction in time spent in meetings – decline in unnecessary meetings/community
  o Publications (number)
  o Find a credible metric for service – if you do not measure it well – why have it (community services) – letters of recommendation, etc.
  o Program outcomes (division/unit) is more important than university outcomes
  o Commitment to reducing the use of jargon

Increase in student enrollment/retention; higher number of minorities; higher test scores.

  o Increase in student enrollment and retention
  o Higher number of minorities
  o Higher satisfaction scores
  o Students feel sense of community
  o Higher percentage of high SAT entrants
  o Better perceptions of UC within the community
  o Better local transportation –
  o Idea – more jobs for students on campus to help with issues of students needing to work – i.e. Day care.

Hoxworth Blood Center

• Increased matriculation
• Increased % of graduates vs. entrants
• Increased fiscal stability
• Growth in academic rank
• Increased diversity
• Customer and employee satisfaction
• Increased extramural dollars
• Improved operational efficiencies
• Graduate placement

Administrative and Business Services

• Recognition as a leader in our industry
• Priority funding
• Regional recognition by increasing programs with competitive admissions
• Success in relationships with businesses
• Financial independence
• Expanding enrollment
• Top US News and World Rpt
• Permeating internal vision and strategy
• First choice for students
• Increased dollars through fundraising research endowment
• Highly ranked research and graduates
• Increase student retention rates
• Higher rankings
• Public perception
• Increased student base
• Financial performance
• UC is known as a great school
• Environmental stewardship
• Customer satisfaction (students)
• Highly ranked educated students and graduates
• Regional recognition of success, value, utility of UC
• Rankings, exceed enrollment expectations, increase programs with competitive admissions
• Success from relationships with business
• Increase market share, decrease costs, patents, representation on corporate boards, leadership
• Higher quality of students
• Higher test scores (ACT, SAT), increased competition from graduate admissions
• Expanded enrollment
• Financial independence
• More competitive tuition
• Community recognition of UC leadership
• Make final four
• Industry recognition of UC programs
• Funding balances (State vs. alumni and industry)
• Increased number of grants, more money
• More patents
• Competitive enrollment like CCM
• Employee satisfaction (talented), retention of staff, faculty, and students
• Reduced administration cost/student
• Increase graduation rate
• Increase GPA’s
• More academic scholarships
• Reduced O.H./Student
• Increase employment rates of graduates
• Recognition as a leader in our industry
• The place to work - employer of choice
• More quality student applications than spaces
• Increased alumni and corporate support
• Community Leader
• Priorities are always funded
• Every parking space is free
• Higher ratings for UC in national college ratings
• Increased enrollments and retention
• Standards for admission will increase
• Increased revenue to balance the budget
• Increased dollars to UC through fundraising, research, royalties, and endowments
• UC is first choice for students
• Improved image for city and UC
• Students and alumni proud to be a Bearcat
• Aesthetically pleasing campuses
• Improved enrollment, retention, graduation rates, revenue -grant, competitive tuition, selectivity, ranking -“public image” - U.S. News and World Report- recognition as leader
• Provide excellent service levels, “top-notch”
• Reduce costs, maintain financial stability and security, streamline/standardize operations - reduce redundancy, knowledge sharing
• Proactive/anticipate needs, sensitivity to changing needs of students
• “Zero tolerance” - service, teaching
• Internalize vision/strategy - inherent feeling of accountability for success and failures of university, worker pride
• Student retention has increased and we are turning away students; UC as first choice for students
• Alumni designate monies to UC; alumni come back and give of their time and talents to support UC
• Higher national rankings in national publication
• Positive views from media on UC
• More research grants
• Increase patents
• More cooperative community (internal/external relationships)
• Positive perception from all stakeholders of the UC experience
Financial security
Everyone is more efficient/effective
Community and government support
Fostered open communication

CBA
• Revenue
• Butts in seats
• 1st choice of students and employers we want
• alumni satisfaction
• community impact
• new jobs and new business
• national reputation in quality of academic programs
• race to the top
• Stop doing what we do worse…stop doing the bottom 10% quality
• Nothing positive comes out of measuring accountability
• No transparent budget because people in charge have more flexibility and increases “turf battles”
• Are you measuring the right things
• Need to develop trust and allocate in a reasonable fashion
• Assign a budget to the strategic goals and have a budget linked to accountability
• Local level RPT needs to be aligned with college and university goals
• Local innovation
• Be a 3M where 20% of job is innovation reward innovation

College of Nursing
• outstanding research; increase in external funding
• beneficial partnerships with the community ; consultations for the community
• Outstanding research (awards)
• Increase in external funding and scholarship
• Happy and productive students, employable
• Increase in requests for consultations from the community
• Increase in viable, mutually beneficial partnerships
• Contribution to the vision and turn around of (city) Cincinnati
• Increase intra/disciplinary efforts
• Increase minority representation in student body and faculty
• Representation in city council; want to be politically active (citizenship)
• Growth in alumni commitment
• Younger Faculty
• students apply life long critical thinking and ethical behavior
• students identify UC as 1st choice
• increased diversity of faculty, students; collaboration among colleges; increased funding streams and thinking outside the box
• Increase external funding for research
• Students apply their learning and are alike to apply in life long-critical
• Thinking-ethical behavior
• UC will be identified as student’s first choice
• UC partnered with community institutions-both public and private
• Community identify UC as 1st choice for partnering
• Decrease streams of revenue for funding UC-using new model outside the Box
• Increase diversity of faculty and students
• Increase collaboration between colleges (all of them-campus and Community colleges)
• Increase in the number of masters and doctoral graduates
• Establish faculty-student collaboration
• Encourage citizenship; build philanthropy campus wide
• Increase in number of masters and doctoral graduates
• Establish of community collaborative research-involving faculty/student
• Run clinics (could involve business, pharmacy, nursing, DAAP,
• Education, anthology, ect.)
• Encourage citizenship building and philanthropy in more volunteer service
• Opportunities campus wide
• Be the preferred school; cream of the crop; corporations see UC as preferred place to hire from
• Increased education technology and innovation
• Become bilingual and trilingual
• Down faculty/student ratio
• To be the preferred school
  o cream of crop
  o diversity
• Positions held for UC graduates
• Work with more corporate sponsorship
• More co-op programs
• Up diversity
• Increased education technology and innovation
• Tri-lingual university
• More interdisciplinary projects
• Cincinnati is known for education vs. negative image in national press
• Flexible educational environment; world-wide recruitment
• Graduate could support the university financially and as ambassadors
• Move to top 20!!
• Up financial support
• Up quality of graduates
• Cincinnati will be known for educational excellence rather than current negative appearing in national press
• Flexible educational environment that prepares graduates who are sought world-wide and increase the global vision
• Graduates who contribute to the University in a number of ways-return as faculty, volunteers, sharing expertise, goodwill ambassadors for UF, mentors, role models
• Healthcare costs controlled and healthcare affordable for all
• UC is the 1st choice for faculty and students; measure that
• UC advertising budget decreases because of the lack of need due to our prestigious reputation; faculty outreach; community outreach—hold faculty accountable
• When UC is the 1st choice for both student and faculty
• President and Board Trustees be held accountable for reputation of University thru faculty and community outreach
• When advertising budget decreases because of lack of need

Open Session
• right-sized enrollment; maybe just deal with students we have now
• no budgetary surprises
• increased retention
• early warning about retention problems; advising to address this
• positive image/perception, internal and external
• positive influence in local and state-wide decision and policies
• Outcomes
  • Right-sized enrollment
  • No budgetary surprises (yrly., biennium)
  • Increase retention/graduation
  • “early warning” system for retention & intervention (faculty & staff)
  • Centralization of svcs., i.e. advising, academic support services
  • Positive image perception internally & externally
  • Positive influence in local & statewide decisions/policies
  • Increased community support & partnership
  • PROUD STUDENTS & EMPLOYEES

• national recognition in major national media publications for accomplishing our big dream; recognized fiscally; shared goals and objectives with community; alumni have positive experience and benefits; students choosing UC; companies and groups seek partnerships with UC; pride in UC on the part of faculty, staff, students, alumni Alumni believe that their UC experience was/is valuable and beneficial—“engaged alumni” (with university), high level of satisfaction with UC, desire to “sell” university after graduation
• Students choose UC, not attend by default
• Companies, groups, etc will seek partnerships with UC and can gain access with ease
• Faculty, staff have pride in UC
• Students and alumni have pride in UC
• National recognition (i.e. Wall Street Journal) for coming up with “big dream” and achieving it—we can’t be ignored for doing what we do
• Shared goals and objectives between UC and community
• Fiscal independence—have the funds and means that we need, no budget crisis
• positive rapport with graduates—graduates loved their experience; students will return because they had a warm experience; students will encourage other students
• serious commitment to construction; commit to education in the same way
• When the first words out of the mouths of recent UC grads are positive not negative “I loved my time at UC!”
• Increased enrollment of under-represented groups in bachelor colleges (not C.A.T.)
• Retention rates
• Funding stabilized in areas that work directly with students and impact retention—fund with hard money, not soft money
• Benchmark student satisfaction study
• We see budget that reflects and protects strategic goals of diversity (of students and faculty) and retention
• When we see students using the facilities we have build for them in the ways we expected (or better ways)
• national recognition as model for urban university; national ranking; community indicators; encourage fiscal responsibility in general funds and reward fiscal responsibility
• Becoming the “university of choice” for best students (gauged by choices provided to testing agencies)
• Improved public perception of university
• Improved national rankings
• Increased financial support from alumni and friends
• In general funds area, units that are fiscally responsible are not penalized
• Quality of life indicators in community improve
• UC becomes a nationally-recognized model for urban universities
• students destination of choice
• everyone at university gives the same message about what it means to be a part of UC
• Increased enrollment
• More private revenue (donations, research funds, grants)
• National/international reputation of excellence
• Students say good things about UC
• More institutional approaches
• When alumni from every college say they are UC grads
• When staff/faculty from each college gives consistent message about UC
• Alumni involvement increases—guest lectures, membership in A. Association, participation in UC events
• tracking out of state for ongoing students satisfaction/reporting
• positive link/incentive: if college gets more money, staff gets more money
• Is there a revised tenure track assessment?
• Graduation success rate
• Identify with your institution rather than your individual college
• Tracking of instate verses out of state recruitment, retention, and graduation
• Mechanism in place for ongoing student satisfaction and reporting
• Link positive morale incentives and resources for proven results for colleges and staff and reimplement a merit plan and provide consistency across the board with mechanisms in place
• Student retention, recruitment, graduation rates should increases and be tied to department funding
• 50% or more of students happy (effort to be involved in campus)
• Retention increase-outcome determines success of strategy
• FTE increase/decrease determines budget cut
• Recruitment numbers increase determines if strategy is successful throughout local, in-state
• Collaborative effort between colleges and departments will increase
• Donations increase if we’re on the mark
• Positive media feedback
• Student morale along with faculty and staff
• Communication between president and UC community-all UC employees know goals and what direction we’re going
• Understanding customer SVC
• Recruitment and retention as measurable outcomes
• External money
• Student retention-if stay, doing things right
• Recruitment-if come, doing things right
• Faculty research recruitment/retainment
• Increase fundraising dollars
• Increase alumni association membership
• Alumni say, “I’m a UC grad”, not CBA, AS
• Leadership-see themselves as UC employees not college/unit
• No negative attitudes about any part of UC
• Alumni initiate involvement
• Community partnership/identity
• News/PR positive
• top tier public institution in US News & World Report; leader in Midwest
• promotion and tenure revised to recognize community service and student advising
• Increased retention, enrollment, research money, rankings for non-ranked colleges – eliminate those that can’t become ranked as effective. Increase to top tier public (US News)
• Community Involvement-best ????? programs, make Clifton safe, lower perceived crime rate in surrounding communities, beautification/facilities???? Perception is reality, change perception
• Revised RPT criteria
• university and city to have a global reputation—positive, consistent, unified;
• we have dispelled myths associated with University of Cincinnati [what myths?]
• Globalization
• Track number of initial students
• Track number distance-learning courses (overseas)
• Track number exchange students-sent from/to UC
• Track number partnerships with institutions/cities overseas
• Track changes in funding to market UC globally
• Document global research initiatives (publications)
• Community Initiatives
  • Track image of UC/Cincinnati nationally/internationally (transformation of image from “city” college)
• Track (market) success in neighborhood upgrades
• Track improvements in perceptions of safety/incidents of crime (city, university, and surrounding neighborhoods)
• Exchange ideas-share them
• Track exchange of ideas between colleges/departments
  success will be measured by overall quality (e.g., student athletes increased pride and recognition, quantity of media coverage, community report cared, increased funding among members of the community)
• Be viewed as one place, united, uniform student quality in all programs, student body and teaching faculty
• Quality student body
• Community audit. Awareness of UC in community and vice versa. Students and departments know what each other is doing
• Community recognition of UC’s leadership role
• Community pride, city lost pride in us when we “went state”
• Internal audit for UC that UC publishes and allows city/community to comment on it. “Community Report Card”
• Allows city and businesses to join forces with UC and vice versa, UC negative image outside Cincinnati
• Academic quality of athletes would reflect the average student. Negative court associates images of athletic students, Winning seasons respond with more UC funds in all areas
• Recruit excellent athletes who are also excellent students, review recruitment policy
• Improve % of students graduating
• Health care delivery
• Patient outcome after being at the hospital
• **Improved percentage of students graduating**
• Higher percentage of faculty and residents retained at UC.
• Make Cincinnati desirable place to live and UC a desirable place to work to study.
• Improved healthcare delivery and patients’ health outcomes (Dream Big) while increasing reimbursement for physicians
• Smaller University bureaucracy strong departments equal strong colleges equal strong university.
• retention of students, staff, faculty - what will it take to have people come here and want to stay
• Retention (students, staff, faculty)
• Increased graduation rate
• Positive reputation
• Leader in research, academic and administrative
• Bench mark institution for best practices overall
• Increasing alumni involvement, feedback, and partnerships with UC
• Have a drastic increase in funds to do better marketing of UC
• Support our students better-study skills, holistically-more than just academics (traditional)
• Have an ongoing evaluation of this academic planning process (i.e. every three years)
• 100% graduation rate is the goal
• Measure funding/revenue achieved from partnering
• Co-op placement
• Career placement
• Increase demographic diversity of student population-also increase retention of these diverse students
• Increase in community-based programs
• Establish set goals (i.e. percentage) that need to be achieved
• Increase alumni involvement
• Increase partnerships which imply that they engaged with UC
• Increase positive feedback from alumni about their UC experience
• Graduate employability
• marker for others; higher enrollment of out-of-town students; this will contribute to national reputation
  - Graduate rate increase
  - N/H money, etc
  - Nobel prize winners
  - National media coverage-more
  - National rankings
  - Double fundraising results
  - National merit scholars
  - Higher number of more out-of-state students
  - Overall reputation
  - Reputation for good racial harmony
  - Innovation in teaching methods for underachieving students
  - Meaningful partnerships with community
  - Universal community service requirement
  - More non-traditional education opportunities for community
• shift in university from traditional campus to university without walls; shift in distance learning to different areas of country/other nations through internet and alternative means
• University without walls-international focus, distance learning, distance working, use of virtual reality tools
• increased funding
• retention
• knowledge generation
• winning football team
• Increased ranking
• Increased student enrollment and retention
• Increased funding externally—grants, endowments
• Increased employment
• Increased knowledge generation: research, publications, patents, etc
• Accreditation
• A winning football team
• big east pre-eminence
• Media recognition, peer recognition, community recognition
• Fiscal self-sufficiency
• Student Retention—national average
• Big East Preeminence (and not just athletics)
• UC is an appealing destination—aesthetics, safety, parking, traffic

World-class leadership, student services, at all campus locations (Clermont, Blue Ash)

• Notes: See national or global recognition—media, quotations, publications, peer recognition, respect, fiscal self-sufficiency, student retention better than national benchmark, changing to Big East Conference—pre-eminent in all areas, not just athletics, desirable destination—roads, physical, parking, aesthetics, amenities, security/safety, university of choice for research, education, filling faculty positions (i.e. department chairs, department heads, etc), increase graduation rates for athletes, world class leadership services for students, free parking for faculty and staff to increase staff moral, branch campuses—same level of service at all, accreditation
• improve efficiency of administration, increase morale—then the outcome can be anything we want it to be
• Better graduation rate
• More efficient operations
• Highly motivated employees (better morale)
• Effective management
• Everyone has a positive UC experience (students, staff, faculty)
• Excellent customer service
• More alumni involvement—give back
• Positive word of mouth—good PR—attracts students/staff/faculty
• National/International recognition
• Increased external funding
• Better administrative services—expanded/more in depth
• pride (institutional lack of self-esteem); if we are proud and carry that out of here to neighbors, friends and folks in community—it will be contagious
• should be in the top 100 institutions in US News & World Report
• US News top 100 universities
• Need to graduate 80% of students
• Develop NCI designated cancer center
• Become University of choice for locals (change current attitude)
• Recognize employees and they are accountable for changing negative attitude
• Communicate-improve who we are, what we are, and who from our graduates have succeeded/at the top of their field. Pride, pride, pride (workers, students, locals, etc)
• Hold accountable and provide leadership, especially from the top
• Increase reserves
• Self-sustaining programs
• Increased reserves
• Increased number of applicants, enrollment, graduation rate
• Increased number of business partners
• Greater diversity of revenue sources
• Increased research money, particularly NIH ranking
• Increase employee/faculty satisfaction, retention, diversity

Notes: Graduation rate, enrollment, number of applicants, money-diversify the revenue streams-clinical trials, state grants, federal grants, business ventures, employee/faculty/student retention, customer satisfaction-internal/external, reward good performance
• be pro-UC; all should be ambassadors for UC
• Improved retention
• Increase grant holding
• Increase student enrollment due to improved reputation
• Be pro-UC ambassadors and well-informed about UC
• Graduate students who are in demand
• Improving ranking
• UC to be in top 10 public universities in US News & World Report
• Measure the outcome of our goals and successes
• Waiting list for every program
• Graduates are in demand
• Strive to improve our national standings
• Be a regional leader-community development
• Retain students and faculty
• students and corporations think highly enough of us that corporations send people here to get degrees, fund us, and hire our graduates
• Graduate at least 75% of entering freshman
• Make customers happy and proud-they graduate, recommend, active in alumni program, get successful employment, if interested, can get into good graduate programs
• Corporations think highly of us (degree programs) by sending their employees here, funding our programs, hiring our graduates

Finance

• Balanced revenue and expense statement
• Improve academic statistics (admissions, enrollment, graduation, marketable & highly desired candidates)
• Increase in grant monies
• Increase level of empowerment and activity in the community (full corporate sponsorship) UC representation on more community boards and committees
• Reduced cost (per unit of service)
• Make UC one of the top 15 research universities in the country (5-7 years). Can be measured by awards/grants received, etc.
• Make UC the place people want to come AND STAY. Must hold departments/colleges/everyone accountable for their behavior whether that's what they say about the University or how they treat students. Must be a friendly, helpful campus. Have to make UC easier to get to - both from a transportation standpoint and by working with the branch campuses to assure that those 2 year students end up in Clifton for the rest of their education. We talk a lot about what needs to be done and do surveys, but nothing ever happens. We have to follow through.
• We can't say enough about the importance of working with the branch campuses to get students to come here after their two years there.

Clermont

• Need to increase faculty support, although need some part-time faculty, stop trying to save money by only trying to get an instructor in the classroom. Need to hire full-time faculty and not just rely on part-time. Need to set criteria when to hire full vs. part-time other than just looking at the economics.
• Better communication between the different colleges, be proactive, share information regarding admissions, transfer credits, etc…
• Increase involvement in groups that are working/focusing on problems (e.g., transportation issues and high school/preparedness for UC
• Improve financial aid opportunities
• Precisely measure retention and graduation rates of students. Must track our success, be data driven. Develop measures for all goals.

Medicine- Faculty Forum

• C: Buildings and turf – move east because there is room. Acquire land while land is available.
• C: Teaching: top tier medical student applicants and top tier residents, fellows and grad students. Research: triple, quadruple NIH grants, increase center, PPG grants, patents and increase entrepreneurship. Clinical: become a referral center where the name is known nationally and internationally. Define quantitative measures of success.
• C: Quantitative measure: Research: enhanced NIH ranking (top 20 or top 10). Clinical: private payment dollars increasing, USN&WR ranking, number of specialty rankings in the report, outside institution ranking (Leapfrog for safety), accreditation, national and international referral base, increased market share in local community.
• C: How to increase and measure reputation.
• C: What is the definition of star faculty? NA membership, IOM, editorship, Nobel, widely used textbook authors, grant holders.
• C: Promote our own faculty to gain recognition – need PR department.
• C: Outcome measure: # of times UC faculty mentioned in national and international news
• C: Need better PR department
• C: Outcome for education: where do the senior students go?
• C: Percentage of students going into academics
• C: How to measure perception of community: gifts? Board members with names in lead story, above-the-fold of the Enquirer. Number of hits in local media
• C: Outcome and strategy: annual celebration of important things that happened. How to be permitted, in the university context, to have the freedom to celebrate COM as a unique identity. Freedom to market and congratulate ourselves as a newsworthy event.
• C: Tell the world there are people worthy of praise here.
• C: The Dean’s List is good, but there needs to be a way to disseminate good information to outside sources using marketing and PR.
• C: Develop a Center in systems biology to have “one of the dozen centers nationally”.
• C: Once a year there would be a ball or event even bigger than the Heart Ball that all the ‘everybodies’ in Cincinnati attend: give big annual awards in basic science, community science, clinical science and innovation.
• C: Measure financial growth of the institution, growth in reserves, stability of finances
• C: Very little of COM funding comes from the state. What are financial measures to use to reflect growth?
• C: Think big. Raise $1 billion. Capital campaign with specific components for the COM to achieve the goals we’ve set – recruit a Nobel Prize winner, build two institutes, etc.

Raymond Walters

• Measure and plan using data; become more data-driven
• Improved articulation (seamless)
  - Make articulation for transfer students a priority
  - Make ease of transition for UC students from college to college
• Eliminate duplicate services
• Better communication
• Improved retention
• Better customer service = better reputation
• Make institution more accessible by lowering tuition and having facilities that are accessible
  - Determine if we are, in fact, serving a diverse community
• Determine if we have reclaimed our leadership role in higher education in the region
• Improve quality of students enrolled at UC, Raymond Walters College, etc.
• Increase positive publicity (actions by students, faculty, administration workers)
  - Self-promotion of positive aspects is needed
• Develop better functional systems
• Need city to be accountable to us as well
  - Collaborate on public service grants
• Non-UC community leaders begin turning to us for support
• Surveys, questionnaires to analyze programs to identify which ones are succeeding or dying
• Hold those who are high in administration to higher standards
  - Enact explicit guidelines for how they can keep their jobs
• Address budget issues; develop better budget process
• Stable funding
• Retention of students
• Alumni are supporting institution; capitalize on prestige of alumni
• Need quantitative and qualitative measures
• Survey students, alumni, community, employers
• Continuous evaluation – Evaluation needs to be ongoing
• Increase in degrees to non-traditional students
• Support the General Education assessment at the Undergraduate Capstone Program and Co-op
• Increase national/state/local reputation/recognition
  - View academics like sports (money, publicity, student support)
  - Tell the story so people know what’s going on
  - This should be done for research/graduate education/undergraduate education
• Track graduates to determine how many get quality jobs or go on to graduate/professional schools
• The university has in place to measure what it wants to be

University Libraries

• More students graduate
• Quality service throughout the University
• Increase in applications and enrollment
• Increase diversity of student population
• Higher number of Cincinnati Public Schools graduating from UC, attending UC, community involvement related to community enrollment,
• Greater involvement in student and community organizations by everyone
• Improve academic programs, including the libraries
• Higher student satisfaction on student surveys
• Increased collaboration with business and organizations
• Our ranking increase in national publications, media, better academic reputation among other universities
• Using adjunct faculty less and strength faculty
• Staff stays involved in the process
• Enrollment figures, retention, statistics of diversity in faculty, students and staff
• Increase cooperation between university departments
• New technology, keep ahead of the curve
• Dramatic improvement of UC image, locally, nationally, internationally
• Continue to streamline enrollment process
• Improve customer service
• Less dependence on state funds, have more external funding
• Have transit system in place
• Make sure that diversity of university keeps pace with diversity of the community, increase enrollment among immigrants and international citizens
• Increase distance learning; have it integrated into existing programs, not in a specialized department.
• Being able to turn applications down due to high number that receive, increased standards
• Increase graduation rate, better job placement
• Increased endowment
• Percentile increase in non-adjunct faculty – shows commitment
• Set goals for enrollment
• Improve community health and wealth
• ***Improve career placement data
• Utilize program assessment tools
• Ranking goals
• Allow community to assess goal outcomes
• **Image
• Increased enrollment and maintain
• Increased collaborations with community groups
• Increased positive image
• Increased faculty, student, staff morale
• Increased methods of feedback (easy, quick)
• Increased numbers of full time faculty and quality
• Well educated, functioning students
• **Enrollment and retention (2 comments)
• **Generation new revenues
• Aim for higher ranking
• Top notch faculty
• Minimized UC shuttle – where possible – central place for information
• **Increased enrollment – retention - global, traditional, non-traditional, off-site, on-site, diverse
• **Employable graduates – satisfied alumni who send their children and money to UC
• Increased diversity among students and employees – international outreach programs
• More co-op programs – paid interns
• Observable – measurable
• Benchmark annually on rankings and ratings – financially and academically
• Graduation rates - number of years it took to get there
• Get more money from alumni and more percentage from alumni
• Make undergraduate education more affordable
• Have effective coalition of universities lobbying the government of the state
• Accountability for top priorities – low priorities have to stay low and not compete for support
• Be more student friendly/helpful
• Real undergraduate academic advising
• Resident advisors who are adults and supportive advisors
• Need more nurturing/mentoring of undergraduates
• Support faculty and staff so that they will pass it on to students. There is a lot of focus on materials and buildings – need more on people
• Solve a community problem and get it recognized nationally – NPR, newspapers, TV

College of Medicine- Students

• UC should be in the top 20
• Top 10 of public institutions in primary care and research
• Requires marketing and PR to get the name out when USN&WR ranks are published.
• Highlight activities outside the classroom including outreach community activities.
• UC should create a better community connection as a resource for the city.
• No collective effort for the faculty to be noted for their community work
• Improve community perception of University Hospital
• Include local HS students as part of the focus group
• UC is still viewed as community college which is a negative perception locally.
• Undergrad recruitment at UC focuses on recruiting “all inclusive” versus “academic excellence” to a mutually exclusive result.
• UC to take a role in the enhancement of public education in Cincinnati.
• Bad elementary/HS education reflects on the university
• The inclusive nature of UC should influence the conservative nature and negative perception of Cincinnati including Corryville and Clifton.
• UC: strong athletic base generates funds. Compete with OSU in 5 years in football. The community is not aware of football – PR issues
• UC undergrad needs to build a strong arts and science program (especially biology)
• Access to university and community relations – not living in the area – integration with the neighborhood. General safety and lighting and patrol of the neighborhood.
• Thefts and break-in the garage and neighborhood housing. Patrols are ineffective even if they are physically present.
• Expect the best of what we do. Expect the best at all levels.
• Not a lot of people are proud of UC.
• UC has good business school and good medical school, but no integration of programs.
• UC needs to add a School of Public Health.
• UC should encourage educational diversity – MBA in ‘voice’ for an otolaryngologist.
• Focus on halo effect. Becoming a top 10 medical school will increase the reputation of the entire university.
• Alumni should be more involved with the students to encourage future activity after graduation. Programs may exist, but they are not publicized.
• ‘Meet and Greet’ session with alumni. List of alumni in cities to aid students when they are traveling. Hearing stories of alumni experience should be promoted e.g. informal alumni dinner.

UC Foundation Meeting 02-11-04 and 02-19-04

• UC becomes Cincinnati’s face to the world
  o Represents the best of this area
• Look at the Press UC gets
  o Need to celebrate success like Children’s Hospital
• Measures – grand strategy that is overreaching
• Theory of Institutional Change – Thematic – what is the end (not the means)
• Want a Tag-line ➔ strategy ➔ execution
• What 4 or 5 schools are our benchmarks?
  o U Pitt and UCLA
• UC to be the first choice of students
• Establish a shared value
• UC is open and findable

UC Student Alumni Committee

• Hold ourselves responsible as graduating leaders in the 21st century
• See rankings go up
• See community improvement
• Higher quality of admissions
• Graduating distinguished alum
• Higher graduation rate
• More bridge programs – biomedical engineering
• More non-traditional students
• Increased job placement and starting salaries
• Higher retention rates
• Measure student opinions of UC
• Lets see diversity (location, background, etc.
• See UC students active in the community and vice-versa
• Get recognized nationally for all programs
• More alumni involvement
• Increase graduate school admission rates – will lead to more research
• Increase in rank
• Increase involvement on campus – record the number of organizations and activities – the percent of the students involved
• Increased retention
• Increased positive attitudes toward UC
• Nationally ranked programs
• Increased quality of incoming students
• Increased job placements
• What are we doing (activities) with the community?
• More traditions besides just homecoming
• Clarify who the commuters are
• Increased admission and application numbers
• More scholarships
• Increased out-of-state enrollments
• Raise ACT/SAT thresholds
• Increase membership to AA
• Increase on-campus housing with alumni and students
• Lower crime rate
• More UC Alumni on the city council
• Change process of transition that takes time – take action
• A more informed student body
• Higher Research and Development grants
• Community – safety and cleanliness
• Economically – graduate student impact and grant impacts
• Increased scholarships
• Investments
• Students – GPA and Testing
• Image

UC Alumni Association

1. UC evolves from an isolated enclave promoting its own interests to our community's greatest hope in arresting its decline and returning to prosperity.  
UC becomes a centerpiece of pride and hope within the community, moving from its current fuzzy image to a clear identity. UC stands for something specific and important -- and is not just another large urban university.  
UC moves beyond its "all things to all people" mission. UC becomes a more specialized university that does fewer things but does them well -- instead of offering something average for everyone.
UC becomes more committed to quality than size.

2. We must be fiscally prudent to accomplish the above yet maintaining tuition costs at affordable levels. Attract and maintain a quality faculty. Make sure we don't lose high quality individuals. Attract the high quality students as measured by incoming entrance testing scores for all colleges within the university.

3. I may be going overboard, but I feel we should be held accountable for all the outcomes involved in realizing this vision for UC. We are all a part of this University in one way or another and are there for all a part of shaping its future. If the people planning the vision can't be held accountable, I don't know who can.

4. Outcomes can be measured on many levels, but primarily they are 1) Academic excellence – measured by job placement and employment opportunities for graduates, national rankings and long term alumni achievement (outstanding career achievements); 2) Research Excellence – measured by research funding, research outcomes, and national recognition; 3) Economic Excellence – measured by endowment funding and private support, public funding and public support, and maintenance of attractive tuition levels, and 4) Infrastructure Excellence – measured by the on-campus facilities, “cutting edge” technology, educational delivery systems (AV learning, distance learning, interactive educational opportunities).

5. Outcomes for which we should hold ourselves accountable: achieving top-ten status in one new program every other year. Attracting highly-recruited faculty - hiring one or more outstanding faculty members each year. Achieving a reputation for the City as well as the University that transcends regional boundaries, e.g., City of Cincinnati should achieve a top 10 place in America's most-livable cities.

6. Outcomes...
   
   · Establish thresholds for recruiting top students from Ohio, the tri-state, the region, nationally, and internationally. Increase these thresholds on an annual basis
   · Set an annual standard of expected increase in research dollars for each college
   · Consistently rank nationally in the top 25 universities for at least five programs each year
   · Consistently rank in the top ten universities for research funding and patents each year
   · Establish thresholds for media releases for each college on a quarterly basis
   · Develop a comparative analysis between colleges and programs regarding activities of faculty and students within their respective professional associations
   · Set appropriate levels of improvement in areas of fund raising, alumni development, community support, and business partnering
   · Set higher thresholds for performance measures: pass rates of licensing exams, graduate school placement exam results, job placement rates, etc
   · Become the university of choice for students...not a fall back school
   · Increase the number of qualified applicants for every student admission and job
Student Affairs (SAS)

- Identify measures for employment patterns for our students
- What type of a person do they become as a result of attending UC
- Are they becoming productive citizens
- Can we measure objective standards of excellence to give us a reference point
- Retention and graduation
- We would like students to leave UC feeling good about going here and what they have done
- Students should want to come back as Alumni and support UC
- We are UC
- We should step up to help solve some of the community issues
- Employees need to take a sense of ownership so students feel good about graduating from here
- Accept criticism constructively
- Internal services are personality driven
- Get rid of the unprofessional
- Determine what value we add to students
- Develop corporate
- Investigate what students are leaving UC and plug the dam
- Measure the location of the population of students
- Has UC become more seamless, ensuring and easy transition for students.
- Higher levels of faculty staff and students satisfaction
- Graduation rates
- Values
- General ed competencies
- Improve the human condition

College of Law

- University should lend the expertise of its faculty/experts to deal with problems in the community (i.e. VITA & TIP)-economic development, does school of medicine do anything to promote health services, “point person” from each college to the media, community to present leadership on community issues
- Establish alumni network to engage them in discussion on community issues and university as a focal point to engage them
- Associates between academic world and enterprise to develop new products, etc.-strong bonds with business community
- Increase academic standards and maintain quality over quantity-recruit top students, get visible on national level
- Community engagement-media “point persons” from each college
- Quality students
• Individual college/department responsible for our excellence (no silo effect)
• Greater ? for A&S-landing spot
• Greater ?
• Rankings-as benchmarks-affect perception of UC/? Life
• ?
• Establish concrete goals and accountability
• Don’t be distracted by the next fad; maintain the course/plan
• Community service-giving back times, skills, service
• Offering community services—programs and clinic for schools (Law, Med)
• Have strong specialized program to attract students
• Scholarship for out of state students
• Measurement-number of student who graduate in four years, number of applications
• Exit interviews or surveys
• Entrance survey—where else, why here, expectations
• Money—more alumni involvement, greater satisfaction
• Give grads one year free in alumni associate with an e-mail address

CAHS
• Evaluate other successful UC programs and adapt to other colleges. Look at the successes of other colleges at UC like CCM and the activities of students and alumni that participate and measure success after 3-5 years.
• Also, evaluate sister school adoption outcome of 3-5 year increase of % or number of students and high school grads brought through into our college and the impact of our work with them.
• Grad rates in high school and our own retention rates.
• Write and disseminate a survey among schools and the families to determine effectiveness of our activities.
• Indirect impact – increase cultural competency are part of faculty.
• Assess by looking at change in curricula and/or class content in 3–5 years.
• The major outcome we want is that both student population and graduate student population should be more representative of community demographics.
• Community give-backs what benefits “as result of their resources”
• Accountability – performance, job placements, versatility, flexibility

• Involvement in the City of Cincinnati - The image and reputation of the City of Cincinnati would be improved because of UC. As the number one employer, UC should be more involved in the City of Cincinnati. UC could elevate the cities image nationally/globally. UC will go from good to Great!
• Graduation of high caliber students
• Increased enrollment

Honors Plus Program
The metrics chosen would be a function of the particular aspect of the vision and the strategic steps taken. For instance, the achievement of the vision of being a leader in educating talented undergraduates and raising student quality might be measured by:

- average GPA/ACT/SAT of incoming Honors students
- number of incoming Honors students
- retention: % of Honors students with a GPA of over 3.2, 3.5 etc.
- number of students in Honors Societies
- placements
- teaching outcomes: courses offered and course evaluations

**West Campus Provost**

- UC is better able to respond to societal and environmental changes
- UC is more actively engaged in dialogues with civic leadership that produce the results that have been envisioned through such dialogues
- UC is viewed as primary resource for assisting and engaging with community problems
- The faculty is more engaged in K-12 systems and with other community organizations
- Corporate investments and endowments are up
- UC has established a presence in new learning markets
- Course scheduling and the academic calendar are more flexible and dynamic
- Course configurations are different
- Course credits are awarded differently and allow for alternate-learning credit
- Instructional strategies focus on active-learning and student-centered approaches
- The faculty conduct more of their work in teams, across disciplines, and within the community
- UC graduates, in far greater numbers, become corporate, civic, and social leaders at all levels and in all venues
- UC has far more out-of-state and international students

**College of Medicine Department of Surgery**

- Ability to recruit graduate students, post docs, and clinical fellows
- Research money
- Research funding
- Research money
- Clinical market share in defined areas
- Average GRE, grade points, geographical distribution of students
- Achievement of specific accreditation.
- Where students go when they leave – what kinds of institutions do students leave for when they are done?
- Diversity and attracting, recruit and retain in biomedical research
- Clinical volumes
• High match numbers
• Growth of high end quaternary care programs where outcomes can be measured
• Performance at academic meetings, national leadership
• Growth in local and regional economic impact
• Increase in number of interdisciplinary research programs among colleges
• Increase in clinical volume and market share
• New approaches are developed at universities. The next step is to market the new clinical research, basic research. New procedures, inventions, patents are good outcomes. Development of intellectual property
• Public perception should not be that we will ‘do anything’. Want to be a clinical leader and attract difficult cases.
• Faculty retention is key measure.
• Perception of revolving door for faculty who are leaving
• Recruit National Academy, Hughes Investigators on faculty

College of Engineering

1. Keeping the idea and the reality of co-op education strong and healthy throughout the century.

2. Students will be able to transfer credit from one entity to another within the university without difficulty. Departments will encourage shared programs, allow more flexibility in curricula, and teach concepts that cross disciplinary lines. Good teaching will be rewarded. The ability to get along with others, communicate with others and work on teams will be rewarded. Strong academic programs will be rewarded by being strengthened even further.

3. UC will become an affordable source of education and training for people in the region; the ability to accomplish life-long learning will be a hallmark of the University.

4. UC graduates will be citizens of the world and able to function in a world economy; our graduates who are foreign citizens will return to their home countries with an understanding of American democracy, and hopefully some affection for the nation which provided them with an education.

• Number of National Academy winners
• Number of Nobel Price winners
• Number of research grants
• NIH grant research funding dollars
• Increase our national ranking for research, football, hospitals
• Number of patients, clinical volumes
• Number of applicants to the program
• Quality of applications
• Number of publications
• Per cent of offers to medial student applicants made that are accepted (yield), health status of people in community,
• Financially stable and financial growth
• Diversity – improving and measuring
• Better delivery of care – measured by population choosing UC.
• Increased market share of patients
• Higher patient preference to be seen at UC
• Grow clinical programs: international reputation reflected by patients, students and faculty who come to UC.
• Goal for clinical programs would be: Internationally: some reputation – National: lots of referrals – Locally: everything
• UC known as best trauma, psych trauma – how to measure: increase referrals and breadth of referral
• Improve employee and student retention over the long-term
• Alumni giving
• Endowment (usually through clinical relationship)
• Market share locally and regionally
• USNWR – although imperfect they are a measure
• Research outcomes: including clinical research outcomes
• Impact of manuscripts/publications
• Phase I trials
• Number of journal articles
• Move basic and clinical scientists graduates to other institutions – increase referrals
• Major discoveries that changed healthcare delivery
• Patent dollars

**Institute for Global Studies**

• The number of undergraduate students participating in Education Abroad will increase each year over the next five years to reach a level of 20% of the undergraduate body by the year 2010.
• The number of international undergraduate students will increase from the current 100 to 500 of the undergraduate student body by 2010.
• We will survey alumni on the benefit of their cultural experiences in their employment.

**Pathology**

• A survey of benchmarks should be made now and in 5 and 10 years.
• Do a survey of faculty and staff attitudes regarding UC as a place to work and other aspects of UC life and place in the community and state now and in 5 and 10 years to see if there is an improvement.
• Do a survey of what the public’s perception of UC is as a place to send their children, by college and campus now and in 5 and 10 years.
• Determine what the public (private and corporate) knows about UC’s programs now and in the future
• Are we listed favorably among the schools to go to in the US News and World Report
• Are we getting our fair share of the State’s investment?
• Make our basketball players ambassadors for the university. “Huggins Thugs” is not the way we want our school to be recognized
• What have we done to be more competitive?

Learning Communities

• Higher retention/graduation rates for undergraduate students
• High levels of student satisfaction
• High levels of alumni giving
• The general public is familiar with and appreciative of UC and its activity
• UC is the first-choice destination for the overwhelming majority of our students

Professional Practice

Academic Master Plan

• Higher retention/graduation rates for undergraduate students
• High levels of student satisfaction
• High levels of alumni giving
• The general public is familiar with and appreciative of UC and its activity
• UC is the first-choice destination for the overwhelming majority of our students

DAAP

Genome Research Institute

Become the top rated University in the Midwest and top 20 nationally.
• Become a top 10 University nationally in targeted programs, including biomedicine.
• Public-private partnerships.
• Recruitment of senior, highly rated (National Academy class) faculty.
• Increases in total faculty and student enrollment.
• Double research funding.
• Expansion of research and educational facilities.
• Jobs directly connected to University activities.
• New company formation and attraction of companies to Cincinnati based on University programs.
• Biotechnology in Cincinnati rated in the top 10 nationally (from #28 today).
• Produce healthcare and health research graduates who will support the growth of the biomedicine/biotech industry in Cincinnati and Ohio.
• GRI will be viewed as the leading edge of UC’s efforts in interdisciplinary biomedical research and education, in attraction of new faculty, development of scientific facilities and creation of public-private and University-government partnerships.

Research and Scholarly Activities Committee

• Increased applications of Undergraduates and Graduate Students to departments
• Increased productivity – more articles and more grants
• Increased collaboration with Medical School
• Increased collaboration with other departments
• Increased collaboration with local industry
• Increased funding from OBR and other funding agencies
• We attract graduate students in particular, identified, areas from around the country

Arts and Sciences- Humanities
Other Comments

CBA

What are the questions the university should be asking but isn’t asking?
- How do we get colleges to share information throughout the university?
- What does access mean?
- Do we want to be an open access institution?
- Buy in from unionized and tenured faculty
- Time dimension? Needs to be a sense of urgency?

Finance

- Work on student retention
- Stabilization of budget
- The community’s perception is not the same as our perception of our self. We need a clear and consistent message from top to bottom.
- Are we educating well? Are the students treated well? What should we do with our research?
- Where is the great faculty? (students being taught by graduate students)
- Maybe we should be contrary to what a traditional university is
- With a change in the Academic organization, won’t the University’s mission change?
- There needs to be more communication (not just the website) regarding the CAPP. Maybe email reminders to the University Community to check the web for recent updates.

CAHS

Following was a comment made by one of the participants:
What if we didn’t have associate degrees? The two year colleges could feed us students that want to continue their education and pursue bachelor degrees and higher.

College of Medicine Department of Surgery

- Main goal to make the UC system “providers of choice” so that the average citizen would look to this system as the place they want to come to have their medical care.
- People in the community like their practitioner who trained here but doesn’t practice here.
- User-friendly environment is important. University Pointe may address these issues. Being a leader in service assumes the outcomes are good. Drudgery of getting here is limiting e.g. parking.
- Faculty left the university because of the politics and difficult systems in the university. We need to embrace the outside community. Be viewed as a regional asset for the community – in both directions.
- Embrace and not alienate those who were trained here.
- Strategic planning: surgery is a good model of an environment of interdisciplinary
- Departments need restructuring to have disease-oriented, programmatic thinking.
- Mission should include being a community resource. This will reduce community
relations problems.

Pathology

What can we do better?
- Fund raising
- Advertise our successes to the community - Obesity Center – the community
doesn’t know anything about this.
- Indigent Care – advertise the good that we do. Most people do not know how
much we do for the community.
- How many UC physicians become Top Docs in the US?

UCIT

The following are the minutes from the first UCit listening session, as dictated by the
University's Academic Planning process:

Vice President and CIO Fred Siff began the meeting, giving attendees background on the
academic planning process activity to date. Two Town Hall meetings on the planning
process yielded issues such as:

- Focusing on long-term planning for the University vs. short-term planning
- Increasing University rankings among peer institutions by focusing on affecting
factors such as student performance and retention rates
- How to improve the University's profile while still serving its mission as an open
access institution of higher learning
- Improving the University's quality as an education destination
- How to support/feature the University's outstanding academic programs, maybe at
the expense of other programs

UCit staff received the three focus questions for the listening session via e-mail the week
before the session. The three questions are:

- What is your vision of UC's leadership role in 21st century society?
- What strategic steps and resources are required to realize that future?
- What outcomes should we hold ourselves accountable for in realizing this vision for
UC?

UCit staff raised the following issues at the start of the listening session:
· The role of distance learning in the University's future as geography becomes less important with the role technology plays in teaching and learning.

· How to address changing student demographics
  · As the academic landscape changes, would something like the quarter system disappear?
  · UC should explore increasing the availability of its graduate programs at multiple locations to offset competition from online schools such as the University of Phoenix or the University of Notre Dame's local M.B.A. program.

· Since state government continues to cut funding for state academic institutions, the University should evaluate operational inefficiencies.

· It is important for UC to stay current with technology and secure appropriate funding to maintain these systems
  · The University should be concerned with recurring tuition increases and increasing diversity.

The group broke down into smaller discussion groups to bring forward one or two issues of concern, resulting in the following as University concerns in the academic planning process:

· Keeping opportunities open to students, particularly non-traditional students, through expansion of non-degree and evening programs and relaxing restrictions on course offerings to non-majors. There is concern that the elimination of evening college will have an adverse effect on the University in the long term.

· Survey area high-school seniors on why they are attending or why they chose not to attend UC.
  · Evaluate peer institutions with better rankings and find out how those institutions handled similar challenges.
  · Address the silo mentality of large institutions
  · Easing transfer requirements for students within UC and coming in from other schools (already recognized at the Town Hall meetings as a serious challenge)

· Address needs of student interaction
  · Evaluating the tenure system and faculty union issues as barriers to the University's long-term growth
  · Recognizing Cincinnati's image both locally and nationally as meeting University challenges
  · Dividing degree programs into components with more emphasis on non-traditional programs
  · Partnering with other local schools, such as Cincinnati State, to address issues with entry-level students meeting certain requirements
The meeting concluded with plans to convene the second and final organizational listening session in March.

Learning Communities

- Are there public research extensive universities with low admissions requirements AND high retention/graduation rates?

Research and Advanced Studies

Members of the Office of Research and Advanced Studies held a retreat at the Kingsgate on February 3, 2004 to brainstorm about the development of the University’s academic plan. A productive and thought-provoking dialog ensued, inspired by three questions posed by President Zimpher. Several questions were distributed to participants beforehand which created a broadly participatory discussion and generated the following insights, thoughts, perceptions, and ideas.

The University’s relationship with society is dynamic, wherein society’s changing needs and demands impact the University’s role in meeting those demands and, conversely, the University is positioned to influence changes in society. Discussion about some of the major societal changes over the past 20 years led to some ideas of what it will take to be a successful university of the future and how UC might address current and future needs.

Agreement on important points that should be considered included:
- staying abreast of technology advances (in service and curriculum)
- staying attuned to employers’ needs
- being open to new academic structures and management models
- expanding services and programming in response to increasing interest in quality of life issues
- offering a dynamic curriculum that is relevant to interdisciplinary and globalization interests both here and abroad
- incorporating more delivery systems and schedules that accommodate long-distance and workplace students
- accommodating changing student profiles and demographics
- recognizing every aspect of the UC experience as an integral part of the University’s educational mission.

More effective marketing of what UC has to offer so that our audience can relate to it was seen as crucial to improving access, particularly among minority and local populations. (Offering our websites in foreign languages was one strategy that emerged from this exchange.)

In this broad context of American society, we asked ourselves to whom is UC accountable, then considered what our responsibilities are to these constituents. Recognizing accountability to an array of constituents with varied and sometimes conflicting interests, we were reminded not to lose sight of our responsibility to ourselves
as an institution – the students, faculty, staff, and Board of Directors – and ultimately, to the public good and future generations. We readily achieved consensus that our academic plan and strategic initiatives should be guided by our responsibilities to these constituents – specifically:

- delivery of and accessibility to quality and relevant education
- innovative research
- quality service
- integrity and ethical behavior
- fair and consistent adherence to law and policies.

Collectively, fulfillment of these responsibilities should lead to the outcome of a higher quality of life and production of future leaders across society.

Brainstorming about what UC might do to meet these responsibilities within current budgetary constraints elicited the following ideas:

- Provide undergraduate civic experiences and graduate civic engagement.
- Partner students with local professions, businesses, educational institutions, and alumni.
- Develop specific fundraising activities using staff resources of these groups.
- Create virtual campuses and more off-campus programs (with other institutions?).
- Use technology to gain efficiencies.
- Foster cross-campus and cross-departmental projects and programs.
- Develop comprehensive mentorship programs for faculty and staff, capitalizing on existing human resources.
- Benchmark successful programs and cultures.
- Improve on-campus housing opportunities to engage students, improve alumni loyalty, and increase donors.
- Implement major initiative to improve staff morale and attitude so they will serve as advocates externally and provide better service internally.
- Prioritize the development and support of academic and research programs.
- Capitalize on existing alliances.
- Build on UC’s existing strengths, i.e.:
  - outstanding academic programs (i.e., graduate DAAP, Medicine, CCM, Environmental Health, etc.)
  - professional reputation of faculty
  - research contributions to community and society
  - regional reputation
  - opportunities for interdisciplinary programs
  - entrepreneurial programs (benchmark College of Business)
  - co-op program (benchmark DAAP).
  - broad research base – undergraduate contact and involvement with research activity – co-op opportunities
  - energy, activities, opportunities offered by our urban environment
  - diversity of programs and colleges
This discussion culminated in an exchange of perceptions of UC now and visions of what UC should strive to be. Our vision of the University of Cincinnati of the future is that of a comprehensive, ethnically diverse, accessible, student-friendly, service-oriented institution that produces the top leaders, decision makers, and scholars of the future. The programs we offer will be strong and relevant to current societal needs. We will be global-minded, without sacrificing our mission to serve the Ohio population. We will be a magnet for the brightest and best undergraduates from Ohio as well as from outside the State, and our graduate programs will be sought after as fertile training grounds for the top researchers and professors of tomorrow. We will continue to be a leader in cutting-edge research that contributes to the quality of life throughout the world and provides the foundation for pivotal decision making by top professionals and administrators. Our resources and efforts will be focused on nurturing students and helping them to attain their goals, yet we will serve as a valuable resource to the local community.

We envision these goals driven by the University’s mission which might be summarized as follows:

- Quality Education
- Innovative Research
- Community Service
- Entrepreneurship Access

Professional Practice

ADDITIONALLY: UC must provide developmental opportunities for staff/front-line services Job rotations for staff Administrator development/training Involve Alumni Use former faculty/staff as community ambassadors Competitive pay to get and keep good people and get pride Recognize staff value Recognize faculty value

CCM – 021204

Why can’t we extend our programs to other campuses?
- Population is aging – Baby Boomers – Huge community of people need solutions to age problem
- Via graduate/adjuncts
- General education programs
- Open up space here
- Said before lacking community focus – seen as separate, naive, elite
- How do we in a curricular fashion lift ourselves out of this building?
- What do we already do on those campuses?

What is germane to this college and where do resources come from?
How do I fit in?
How do we support each other?

Two different traditions – Music and conservatory are butting heads
• What programs can be cut?
• As you bring more students on to campus, you as faculty need to decide what this college has to be before you answer and Before that need to look at what UC needs
• No such thing in this school as liberal arts
• Professional institution is going to get us in trouble

**Missing intellectual ethos**

How we can have this intellectual exchange with the university when we can’t do it within CCM?

We have not figured out a way to express via curriculum

**Coming back to same themes**

• Needs more connection within departments
• Needs more connection within community

Idea to have a small cluster of students take various kinds of artistic expressions to add to basic experience

Problem finding ways to collaborate because of schedule

• Grandon Festival – August vocal chamber music festival
• Best in summer when both time and money available

Have to find funding sources elsewhere

• Not depend on state dollars
• Fundraising
• Reach out and get students to come because effects bottom line
• Role in UC that we can impact – university image

**How can we be a change agent to the University at large?**

**One quarter of each year to change the rules – project collaboration and research**

• Quarter vs. semester system
• Semesters has interim term in which they can take a short break
• One quarter different rules might be interesting to engage university

**Are we just airing ideas or is this real?**

Incrementalism will lead us back to where we are today as opposed to big changes – we need to make big changes

We need leaders for the future – we would be remiss not to take into the major problem had had is lack of string, coral, etc., teachers across US

• Have obligation to develop teachers to prepare students for us to teach
• Our division has cap on the number of students we can take. Should we send those other students to music education?
• Nice thing about CCM is the energy in music education
• How do we generate leaders in music education and UC
• Develop and endowment fund for graduates to teach for Ohio. Instill in our graduates to give socially and develop in our youngsters a love of music
• Social responsibility
• Major theme - more collaboration

What is our mission learning or performing?
• Don’t see us bridging this dichotomy
• Mission of excellence – then vocationally thrusted without excellence and no reason to be part of UC
• Has to be a way to foster this kind of excellence, not in numbers but in the quality of students – highly selective but smaller number
• How do we balance performance and study?
• Have conflict in public face of the university and what we want to do privately

We have resources that aren’t going to grow and will be cut back
Have to make institutional bridges.

General Notes
1) Some of the issues we have require the whole faculty so we will table them for now.
   a) Philosophical issues for faculty meeting
      i) With a growing international population what is the effect on the school?
2) Question 1 How does CCM mission fit into UC?
   a) What is UC’s mission?
      i) Dean handed out notes from first town hall meeting
      ii) Different standard that us
      iii) UC is a research university
      iv) We are selective vs. open admission
   b) Dean listed 3 questions
      i) Because CCM problems – seems like are a model for UC vision
      ii) Could we hold the questions until after the mission is presented at the next faculty meeting?
      iii) At the moment how does the Mission fit into this?
      iv) In terms of looking at us as a model for the rest of the university
      v) Also our relationship to the rest of UC
      vi) Often think of CCM as separate and we will go away of the university will go away.
      vii) 90% of the attendees to programs offered by CCM are from off campus
      viii) Odd way not connected to UC
   C President must make hard decisions - we can behave as we always have survive this budget crisis then in 5 years do it again. We continue to recycle old behavior.
      i) Right now every dean for them self
ii) I am part of a larger window and we need to engage all

3) Majority of the population is aging baby boomers soon retiring
a) Huge communities of people - population that needs solutions to age problem
   i) Will come out in expression of arts.
   ii) Other campuses – Raymond Walters and Clermont
   iii) Why can’t we extend programs to these campuses
   iv) To reach out to these suburban communities
   v) Via graduates/adjuncts
   vi) General education programs
   vii) Open up space here
   viii) Community bands, coral programs, Amberly Village
   ix) Programs extend out to communities
   x) We are too attached to this building
   xi) Music education sites out of this facility
   xii) Consider extending ourselves to people
b) Lacking community focus – seen as separate, naive, elite – as to what’s going on around campus
   i) Are we trapped here?

c) How do we in a curricular fashion lift ourselves out of this building

d) What do we already have on those campuses
   i) Former students are already teaching there
   ii) They have run out of space
   iii) Majority of CCM faculty doesn’t know
   iv) Are you going to take time from your schedule to teach out there
   v) Funded separately from UC budget

4) Not sure the principal is valid – What is germane to college?
   a) Where do resources come from?
   b) How do I fit in?
   c) How do we support each other
   d) We have 2 different traditions – Music and Conservatory – butting heads
      i) What programs can be cut
      ii) Why can’t we bring more students on campus
      iii) You as faculty have to decide what this college has to be before you answer
      iv) But before that you must look at what UC needs

5) Not talking about details – more important is mission as a professional school
   a) If we went there we would be isolated
      i) No such thing as a school of liberal arts
      ii) History forced music/conservatory into being a professional institution
      iii) Going to get in trouble
      iv) Feel that UC is trying to present a more open liberal arts program
      v) As long as we remain elitist as we are, I am afraid we are in trouble because not part of UC
   b) Ranking of music – Performance vs. music scholar program

6) Missing intellectual ethos
   a) Gen ed – one of those initiatives
      i) Before we can have this kind of intellectual exchange with the university
ii) Can’t do in CCM – how can we do in university?
b) Chamber music program
c) Have to get our own house in order
   i) Figure out a way to express via curriculum
d) Challenge – reasons programs fail – CCM thinks in parts instead of whole
   i) Others outside CCM don’t think about educating whole audience

7) Coming back to same themes
   a) Needs more connection within departments
   b) Needs more connection with in community

8) New paradigm of what new conservatory is supposed to do
   a) Music interpreters –vocal, technical, run orchestras, etc
   b) Some assets in this space Peabody and Eastman don’t have
   c) Set up to address inevitable changes in performing arts that can be impacted by
electronic and other media
   d) Suggest that a small cluster of students take various kinds of artistic expressions
to add to basic experience
      i) Resources not available for this program
      ii) We must use resources available
      iii) So many areas to feed into jobs where not teaching students
      iv) All excited about collaboration in someway
      v) Must be a repeatable part of curriculum
      vi) Need to give up existing structure
      vii) Locked into same repetitive issues
      viii) Need to do less not more
      ix) We know 99% of students not changed 3 years from now. Might do a few
      students and see what happens
     x) Project oriented – here is budget show project
     xi) Would like to take to front edge of curve
     xii) Dance faculty – students locked into curriculum and some courses don’t exist
     anymore
     xiii) Problem finding ways to collaborate - almost impossible because of
     schedules
     xiv) Ways and resources to produce
     xv) OU dance technique is prime electron
e) Grandon Festival – August Vocal chamber music festival
      i) Much of the money available/stipends available
      ii) Example of collaboration/vision is collaboration
      iii) Best to do in summer with time and money
      iv) Write extensive program notes
      v) Why not release some faculty to collaborate
      vi) Can’t do - time and money

9) Have to find funding elsewhere – not depend on state money
   a) Sources
      i) Fundraising
   b) Internal matriculation problem – dean at Clermont find most friendly ally is NKU
   c) University is getting beaten in aggressive marketing programs
d) Reach out and get students to come because effects the bottom line
   i) Happy someone saying here we are

e) Role in university – we can impact
   i) 4% drop in enrollment
   ii) CCM can contribute to the image of the university
   iii)

10) University is being shaped by factors out of our control
    a) We have the opportunity to have some control
    b) How can we be an agent of change to the university at large
       i) Unless we are proactive we can’t have a say
       ii) Don’t want to change what we are doing but we have to participate in this process

11) 1 quarter of each year to change the rules
    a) Project/collaborate/ and research
       i) All projects could be planned
       ii) May provide breath of fresh air
    b) Quarter system vs. semester system
       i) Small breaks – interim session
       ii) Not an option but keep it – if OU changes we will
    c) One quarter to change rules might be interesting to engage the university
       i) Could build courses throughout the year to follow different rules
       ii) Still requires different curriculum
       iii) Are we just airing ideas or is this for real

12) My requirement as dean is to make a contribution to this process
    a) I had hoped we could talk about some of our issues
    b) To begin discussions to look seriously at changes we might want to look within CCM
    c) This was presented to whole faculty including part time
       i) Change the message
    d) Some aspects of CCM give us opportunities that are better than Eastman and Peabody
    e) Lets experiment with the core student idea
    f) Going down parallel tracks with the university
       i) Player university wide
    g) Incremental will lead us back to where we are today as opposed to big changes – need to make big changes
       i) Large complicated institution
       ii) Very exciting may be able to capitalize on it
       iii) University needs to do something sooner rather that later
       iv) Faculty driven initiative – is a risk getting involved
    h) At the end of 18months will have altered something

13) Institution to respond to preserve the arts
    a) Leaders for future - be remiss not to take into the major problems we have had
       i) Lack of string and coral teachers across the US
       ii) Have a severe shortage
iii) Many of students are not US citizens so don’t stay in the US or go into the educational system
iv) Remember if we don’t look at smaller area that effects us all – prepares teachers to prepare students for you to teach
v) Thrown out innovative programs
vi) 1 or 2 divisions within CCM
vii) What can we do to make that division known in the state/US?
viii) No one has to give anything up except to accept the fact we have an obligation to develop teachers to prepare students for you to teach
ix) We will interview 60 students and have 5 students out of those
x) Not because we don’t have the best but because not thinking of ourselves as a unit
xi) How we look nationally
xii) We need to come together to make decisions to help 1 part of selves to look better to US
xiii) Walk out with 5 because faculty doesn’t want to teach other 55
xiv) How are we going to work against each other
xv) Concerned with national reputation of qualified teachers in schools
xvi) Our division have cap on number of students we can take
xvii) Should we send those students to music education?
xxii) One of the strengths of US is the melting pot
xix) Part of the problem is pay – we need music education teachers in public schools
xx) Nice thing about CCM is the energy in music education
xi) Performance doesn’t believe some people need to generate in more than one direction

b) How to be a leader in music education and UC
   i) Think about something along the lines of developing and endowment fund for graduates to teach for Ohio
   ii) To give socially and develop in our youngsters a love of music
   iii) Social responsibility – community outreach
   iv) Say we need but not sure we have bought into
   v) Major theme collaboration
   vi) Don’t know what we are talking about except our own discipline

14) What is mission – learning or performing
   a) Don’t see us bridging that dichotomy
      i) Mission of excellence through vocationally thrusted
      ii) Without excellence no reason to be part of university
      iii) Has to be a way to foster this kind of excellence – not in numbers but in quality students
      iv) Highly selective/smaller numbers
   b) How do we balance performance and study
      i) Have a conflict in public face of university and what we want to do privately
      ii) 1 month interim session to do collaboration
      iii) Break would allow
   c) Fewer students
i) I want my students to be in the 8 to do weird stuff (talking about the cluster of students to do various artistic expressions)

d) Necessity of having public face

15) Have resources that aren’t going to grow/will cut back
   a) Ideas of drawing on population
   b) Rethinking the way we do business
   c) Won’t if we stay in our own box
   d) Have to make institutional bridges
   e) Change syllabus a little to take in collaboration

16) Closed meeting – handed out evaluation forms

Academic Master Plan

- Are there public research extensive universities with low admissions requirements AND high retention/graduation rates?

Research and Scholarly Activities

- What is the parallel between the physical plan and this academic plan?
- Should we rename the committee? Research is the same as Scholarship and visa versa.
- Objective of this committee – Research needs to be taken more seriously by Administration
- Broadly defined definition of Research – scholarly and creative productivity
- Does research need to be published?

- IDENTIFIED AREAS for FUTURE DISCUSSION/WORK
  
  o Interdisciplinary
  o Research importance in education
  o UC support for Research
    - Incentives
    - Faculty development = pedagogy
  o Establishing financial stability
  o Teaching loads versus Amount of Research
    - Needs to be cost
    - Costs of research (if high teaching, lower research availability)

  - Help people help themselves

Arts and Sciences- Humanities

- More publicity
- If a faculty member gets a Fulbright, why do they have to fight for the remaining part of their salary and benefits.
- For our students, foster students working in the community.
  - Good for students and good for UC – get UC out there.
• Make UC a valuable community member.
  o It can take a variety of forms – how can we get our students out dealing with topics in their area and mentoring/giving role in the community.
  o We should be able to come up with doable things.
• Faculty need to take leadership positions in the real world.
  o People are reading the Newspaper – Why isn’t someone from the History department talking about the Freedom Center issues?
• Make service and community service valued at UC.
• Increase the number of minority of students and faculty. It is very low versus the community.
  o This is negative and leads to a negative image.
  o Need a University wide commitment to hiring – Leadership commitment and budget support.
• Given lack of resources in next two weeks, think about links outside departments and colleges – especially during this time of limited resources.
• Have all the news come out of the Humanities instead of each department.
• Publicity – we are doing good work here but I am wondering if we should put structures in place to talk about our self-identity. Critically assess what we do well and what is not going well. Process to implement changes – department by department
• Fragmented assessment has always occurred. We need to look critically at self-assessment of programs.
• Empowerment Self-assessment – take inventory
• Idea: we should meet together more often.
• We need to have reading groups again. Collaborations – INSTITUTE FOR INTELLECTUAL DEVELOPMENT.
  o Steering Committee to set up Taft Center. We should do this internally.
• Budget should reward providing basic courses.
• Budgets and workloads -- making sure that they are equitably distributed.
• We need to follow up on some of these good suggestions. Something needs to come of this.
• Distribute GOOD NEWS and ARTICULATE SPECIFIC RECOMMENDATIONS