

## **CAPP Input Session – UC Foundation, 2/11/04, Queen City Club**

### **Welcome from Dan Grafner:**

He introduced President Zimpher

Academic Planning Process just began

The President plans talk with Foundation Board, City officials and others around the nation.

### **President Zimpher framed planning process:**

Thank you

Huge opportunity

Massive accomplishments but many opportunities

Plan for our Financial future

Future reconstruction of campus;

stabilizing budget

growth of academic ranking

revenue

Discussed – grants and programs

Why is UC not as prominent in the National Rankings as some of the individual programs?

Want to be out there in the community

Need Strategies

This is the first Breakfast. Please give all ideas.

### **Question 1. What is your vision of UC's Leadership in the 21<sup>st</sup> Century?**

Why do we refer to ourselves as a Research Institute? Has teaching gone down 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 we are 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
  - Want more identity
  - Attract faculty
  - Needs links to other colleges for grant capacities
  - 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?
  - Access to lab instructional activity is desired
  - Integration of teaching and research
    - Need to have a strategy to reward, given incentives for Teaching
  - 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?
  - Need to look at the students we attract and the faculty we have

- Students who are entering
  - Join with CPS to better prepare students; starting with 7<sup>th</sup> grade
  - Need to be much more intentional in student preparation.
  - 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 Tradition
  - Example is Dental Center opening at the Medical School
  - We have a 100 or more projects at CPS – need to plan strategy for interaction
- Be Intentional
  - 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
  - We need to get this right
- Freshman – we have 4500
  - Do we want to have smaller classes, seminars, etc.
  - Make the enrollment bubble Junior year (via transfers)
- Columbus is important
- The 3C’s (Case-Western, OSU and UC)
- Applaud CAPP process
  - 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
  - How do you get into the NY times?

## Question 2. Strategies and Resources

- 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

### **Question 3. Outcomes**

- UC becomes Cincinnati's face to the world
  - Represents the best of this area
- Look at the Press UC gets
  - 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?
  - U Pitt and UCLA

**2/19/04 UC Foundation Breakfast**

Welcome and introductions: Dan Grafner

NZ – This is the perfect time to review our academic aspirations. We now have a marvelous infrastructure, buildings, faculty, and students are outstanding. There is incredible potential for UC to go that next step.

Q1: What is your vision of the University of Cincinnati's leadership role in 21<sup>st</sup> Century society?

- UC has a unique opportunity to become a leader in/of Cincinnati. Leaders (i.e., CEO's) have changed. Families are not running companies anymore, professionals (out-of-towners) are. UC is largest employer with great resources to help uptown and the public schools.
- Must be leaders and active, not an Ivory Tower. UC has been too much of a secret and we need more self-esteem.
- Engineering – We offer a lot of competition here and have many other quality schools. Old perceptions die-hard. Need to keep selling this to students, continuously marketing, we think we are a small city school but we are not.
- New academic program must get this out to all high school guidance counselors.
- UC needs to be the first choice of students.
- Outside of Cincinnati, first thing that comes to mind about UC is sports; about the City of Cincinnati it is racial issues. This limits us. Academically we are very good at a lot of things but we are not great. Need to zero in on no more than three things, programs UC is known for and that people will fight to get into. CCM and DAPP – need to push the reputation of both outside the mid-west. Compete on a national level. Tension issues – access vs. selectiveness, graduation and retention.
  - Schools who have made this transition: West Virginia, U Pitt, UI Chicago
- Need to attend, be involved in community, societal issues. Need to look at other models (e.g., OSU College of Business, students go for the honors program 5000 admissions for Fall, Winter, and Spring, now they go to the branch campuses). This is a great tension. Go with your values and goals.
- 13<sup>th</sup> year to get students into college with CPS, high school readiness (9-10<sup>th</sup> grade), Partnerships between industry and CPS, career paths, need building blocks of education, adds a richness to education. Increase high school student's aspirations. Test market partner schools with UC. Issues of articulation. Can we/Do we have the capacity? Are students coming from Raymond Walters and Clermont to Main Campus? Need to find efficiencies.
- NZ – There is a tension between Academic Excellence and Community Leaders. Promotion and Tenure model needs to change – Publication Teaching and Service. With all new hires – we need to have a commitment to community but peers need to agree.
- We need incentives for the faculty. Remember that you are the biggest employer. Make it part of the culture to be a leader in the community. Looking forward to UC being part of the community. Prepare students to be and work in the community. Want others think about UC like I do
  - Academics
  - Be part of our community

- A place that makes a difference in this community. Right now not immediately associated the community.
- What does UC do for the community, not what it puts on?
- UC has the opportunity to define what a great Urban University is. Remember our first mission is as a municipal university. Historically, an urban university attends to urban needs as defined by access. We don't know how to define access. By definition a TRUE Urban University includes how we deliver our classes,
- Idea: Approach CPS to establish a new high school that is run by UC
  - Academic grading to succeed
  - Theme of urban betterment
  - Kids who go there will work with faculty to address issues to reach potentials
  - Guaranteed access to UC
- UC wants to work with CPS systemic
  - Want a plan that is iterative
  - Want a plan that "sings"
  - Drill down to lower levels in K12 – One course; if you stick with this, you will be able to join UC
- UC's commitment to community and its commitment to public schools.
  - We are a diverse University, more than our competition. Academics will come out of this "higher calling". Let's be best at access. UC has the experience. Who is better prepared for the bigger world?
- Need to attract better students
- Timeline: Ends May 2004
- Moving people in a general direction.
  - Want something to happen to establish a shared value. With that UC has a front door that is open and available front doors to people. Entry points are literal and figurative front door.
- Discussion of Place will occur at the next town hall meeting. Gateways in all directions – UC has 4 of them.

Q2: What strategic steps and resources are required to realize that future?

Q3: What outcomes should we hold ourselves accountable for in realizing this vision for the University of Cincinnati?

**3/15/04 UCF Breakfast**

- People in the community need to touch UC connections with community
- Applaud Nancy for doing this, strategic
- Real commitment to modify/condense programs
  - ➔ wade into this via action team
  
- Is access state mandated? Not really
  - Tier of urban access universities
  - How do we manage that?
  - How do we get students better prepared to meet college?  
RWC, Clermont, CAS: if these, access colleges... don't report into
- Housing is so important...  
1560 new beds on campus to free up local apartments for 1-2 family homes...
- UC & Community
  - Redefining leadership in Cincinnati
  - Consistency of UC being a community leader
  - Absolutely necessary  
UC as an asset
  
- UC, OSU, Case Western
  - ➔ Research I Universities with Urban ...
  
- Integrate Balance between Access ↔ Selectivity
  
- AAU – Club
  - Potential achieve high recognition as a research/teaching university with commitment to the community
  - Need to talk about this ...
  - We are free standing with an independent board
- Internal look
  - Why cannot be both ...
  - Undergraduate ↔ Graduate
  
  - Example: UPenn.  
Urban Serving – don't have selectivity, medical complex  
UC is unique – commitment to city = comprehensive research tower  
UC – urban challenges
  
- Student Enrollment
  - Undergraduate very local except CCM & DAPP
  - Graduate more diverse
  
- Does state mind if we are more out of state?
  - Blend?
    1. Don't blend them undergraduate

## 2. Graduate may need to worry about this

- US news & world report ...
  - 25% reputation
  - Student criteria
- Have to turn our attention to access and graduation rates
- Look at CPS
  - \* Better students
- Advising – get students into majors
- Use Co-op system to our advantage
- Concerned about faculty reward system
  - Reward System
    - Access research in past
    - need to also think about how to access teaching
- UC can't desert city
  - As to be concerned about and involved with city – public schools needs
- Research – Partnerships with University talent working well so much
- Recent meeting with children's Doctors and PhD's
  - Connections with A&S and other colleges
- 2-sides of the street
  - patient care, teaching and research
  - medical side – no as much connections with “other side”
- Children to Medical Campus to the rest of the University ...
  - Need to be better
- May 3<sup>rd</sup>, OSU, Case Western, and UC, working together

Great opportunity with states ...

How can we better explain that this physical plan is contributing to academic agenda?

- Immense research potential?
- Immense potential for students
- Need to work with community CPS – strategically need focus

\* Dream: Unlock UC

- “institute” to galvanize our resources – draw an all resources to help with issues of the urban core
- go local for resources

Committed to Post-tenure Review associate Professors - trapped  
Full professor

\* Faculty Tenure System

Can't deal with this now (NZ)

- Put tension into the system need efforts into school readiness and what is realistic to have more attention

➔ Center for Access and transition

But ...

Need to know what our capacity is ...

UC → college readiness

UC → support system. Connected to other organizations

Promotion of Celebrate UC

- We need a coming out party
- Public access of this PLAN  
Inaugural (5/21)  
To press
- When tell it ...  
Committed ... to press  
Do it ...
- Top priority, Safety
- CCM – Hot Summer Nights
  - How to get message out to the community
- Need to talk about program, a way to talk about this

ALL, THANK YOU!

**3/23/04 UCF Breakfast**

- UC need to plan ... Academic Plan  
Access ↔ Selectivity  
Research ↔ Community Land of Dichotomy
- Interface between UC and Community Relationship  
Great Universities need Great Cities  
Great Cities need Great Universities
- Trick: How you define yourself  
Integration:
  - Research
  - Teaching
  - Scholarship
- UC resources for three states
  - Integrate aspirations of the whole area
  - In period of great change
  - New technology – less labor – worldwide  
Competition – employee skills changing
- UC needs a global outlook  
City → State → Global  
  
This will take a long time and wrenching change
- What is wrenching about global
- Should we focus on all things or just a few
- Most of UC's students  
Finest small cities in America, but UC not in a good area
- Gems → CCM, DAPP, maybe Engineering
- No traction for UC on East Coast
- UC is under-marketed ...
- Asset like small campus
- Start small Cincinnati → states → country → global; or go large immediately
- UC has done infra-structure  
Now need to think about academic plan
- Nancy should be congratulated on process
- Reestablish UC's market position
  - Already on target
  - Alumni in city need to put themselves forward positively
  - Stop being a university of "OR's"

- Find a way to position ourselves to do it all  
1<sup>st</sup> class → 1<sup>st</sup> tier
- Have infrastructure, have great programs, LET'S GO!
- Need to shed ivory of "Urban University"
- Don't market UC locally  
Take pride home  
Workers  
Volunteers  
Local...
- UC's attributes: (Association of American Universities)
  - Top 50 Universities in research
  - DAPP
  - CCM
  - Medicine

What to do it right...

Find a way to stay with access, with graduation...

- What to transform neighborhood
- Companies in Cincinnati become advocates of UC  
\* Need to frame our partnerships  
Under-developed: Business, A&S, and Nursing
- Need a distinctive vision  
Combination "Co-op – education with experience"
- Need UC faculty to comment as an expert
- Send Alumni Newsletter to All
- Compete  
Immigration → through research on east coast, Ohio think about OSU, Kennun, Case-Western
- Link colleges to companies  
Do more tie via Co-op
- In last 50 years, co-op didn't work because the world is changing
- Complex world – look at role of higher education
- Meet changes and have saying change
- Integration UC with
  - Cincinnati
  - Area
  - World
- Need imagination develop and inspire  
MIT'd engineering contests
- Do not give up on co-op  
Connect with business → learn what is current : where do we want to be ?
- Need cash cow's to fund other areas
- Connectivity \*
- Incubator \* new businesses

- Integration
  - Inside the university
  - Between disciplines
  - Example Carnegie Mellon
- Mission

Email from Nancy Zimpher dated 4/7/04 – Related to UC Foundation Breakfast Meetings

**Summary of 45-minute conversation between UC's President and the CEO of a major Cincinnati company.**

1. What are your perceptions of UC? I don't deal in perceptions, only fact. The fact is that our company hires the most graduates from UC than any other institution world wide! So he's very high on our grads.
2. Do you think of UC as "local?" No, I think of UC as one of Ohio's great universities!!!
3. Do you think we are referred to as urban, or should be? I think urban is a good thing. I think of cities as laboratories and cities need universities to work with them on the challenges they face. Yes, a great opportunity for study.
4. We want to get in the club. Do you think that's an ambition we can meet? This sounds like what our company did. We decided that we wanted to be #1 or 2, and that we could beat the competition. Then we figured out which of our products could reach that level of excellence, and we phased out or down sized the others so that they wouldn't drain our resource base. (he's very interested at looking at the statistics that define AAU status, and how far we have to go to get there.)
5. What do you do with UC? My wife is a graduate, but I can't recall much of her experience there. I go to DAAP once a year, to a couple of CCM events and I've never been to a basketball game....I guess I should do that!
6. What do you think of our role in the city's development? UC has a huge role to play and he is very gratified that we are at play with the city, with Uptown and especially with CPS. He concurred with me that national reputation should not be at the expense of our local commitments.
7. In general, he thinks we're a lot like his company. In the US, people buy the product, and not necessarily the company brand. In developing countries, people buy the company, then the products.

## **UC Foundation 4/8/04**

5 people

- Nancy framed CAPP
- Building plan was planned
- Need academic plan
- How to balance access vs. selectivity – tension
- Impressive research university
  - Have distinguished faculty but need more
- Need your insights into UC currently and what is our aspirations

Regional institutions work with them

- Currently no strategic agenda but this will start
- K-12, urban renewal

How do sports affect what we are doing? Have thought about it...

Sports matters a lot...

- Good for women
- Football has 85% graduation rates
- One intervenes with the other
- Basketball isn't as good...

How do you manage UC issues?

- Some centers are better than others...the parts are better than the whole (UC)

How do we build the overall UC equity?

- Need to stop looking at all areas (programs)
- Important to prioritize programmatic initiatives

US News & World Report

- 6 in top graduate programs – professional areas
- Need more weight at the top
- UC is known so well outside here
- Communication of our “Best” - need to do this

How to manage opportunity

- Equal opportunity to college...

Created new CAT (access & technology)

- Learning plans
- Responsibilities by student & University

Paying a lot of attention to CPS

- Graduation rates need to increase

- This is our, and UC's, responsibility
- Repackage it...

How does Cincinnati State fit into it?

- As a "branch campus"
- Also Sinclair
- Also talking to technical schools

Need to look at articulation

- Courses transferred
- Accept all classes

Nancy Zimpher is chairing Articulation State Committee

UC is a business

- Efficient...
- Value for dollar...
  - Students are working, remove barriers for students
  - Opportunity for students who are really trying

Want higher retention rates...

Very good on administrative side

- Making money on Dining Cards
- Need to push into academic area...academic advising, transfers

Suffer from state subsidy decreases

- Take budget cuts this year and next year
- May lose faculty now, but...

Tuition Control

- We'd like it gone from state restrictions
- Market-driven tuition system

Community as a whole is so excited about the UC connections with the community – "a buzz"

- Uptown – quality of life
  - Will meet downtown
- Arts & Culture – UC is part of the solution
- Develop an academic plan which will mean money

Development

- Partnerships will be very important
- Renewing/relationships with alumni, current donors
- Will launch a plan for a campaign when we are ready

State subsidy – stabilize

Increase Federal grants

Creative programs – on-line campus and physical campus

Great board

Multiple options – access, reputable with integrity

U. College gone

Evening College –

- Wasn't goal-oriented, without good advice – gone

Co-op Program

- Foundation is very wonderful
- Expand co-op to all programs

Entry level college courses to neighborhood

- Confidence – students need this in themselves

Hughes & Aiken High Schools

- We are there...
- Working with CPS to close gap with students
- With knowledgeworks foundation today

Institute for Learning in Retirement

- Committed to UC

It's a different day...