

Our goals

UC|21 lays out an ambitious set of six goals that emerged from our massive consultation process. Each plays a vital role in our efforts to **define the new urban research university**, building on our capacity to serve and lead. Outlined below is each of these objectives, along with highlights of actions so far and plans for moving forward.

Goal 1: Place Students at the Center

Become a **university of choice**, a destination campus, by keeping students at our core.

ACTION '05

TL²C – New **Transfer and Lifelong Learning Center** offers adult and transfer students a smooth transition to UC at any age.

A&T – Over 38 Transfer Assurance Guides (TAGs), part of Ohio's new articulation and transfer policies, create easy and convenient credit transfer pathways for students.



UCART – New **UC Alumni Recruitment Teams** tap alumni representatives from around Ohio and across the country to create a diverse UC student body.

FORECAST '06

National Merit Scholars – New **UC|21** scholarships for National Merit scholars attract more academically talented students.

The NSSE Metric – Student evaluations of their college experience via the **National Survey of Student Engagement** inform UC planning and decision making.

Raising the Bar – **New Academic Success Criteria** create minimum admission standards for student success.

Winning with Diversity – Procter & Gamble and UC team up to attract, retain and place more females and students of color.

Goal 2: Grow our Research Excellence

Build on UC's greatness as a **major research university** to benefit society, have meaningful economic impact and enhance the quality of life for all.

ACTION '05

Where East Meets West – Restructuring the Office of Research integrates Uptown campus research services and grant opportunities.

Traversing the NIH Road Map – Major new center in nanoscale science and major grant in cardiovascular research are just two ways UC is "locating" itself on the big science Road Map of the National Institutes of Health.

Creating Master Agreements – Research partnerships with major corporations enhance research collaborations, open new doors and create new opportunities.

FORECAST '06

Scaling Up Our Research Aspirations – New **Research Investment Master Plan** takes a university-wide look at where we want to go and creates new interdisciplinary centers.

UC Advantage – Recruiting and retaining top faculty and staff require a portfolio of **competitive advantages** to meet relocation, insurance and financial planning needs.

Entrepreneurial Launch Pad – Bright ideas and cutting-edge inventions for the Cincinnati USA region "lift off" with new initiative to pool expertise and resources.

Goal 3: Achieve Academic Excellence

Encourage an environment of **high-quality learning and world-renowned scholarship**.

ACTION '05

Strategic Enrollment Management – Integrated enrollment planning links recruitment and retention efforts and employs collaborative approaches to setting and achieving enrollment targets.

CAT – More than 38 percent of first-year students entering UC with learning deficits get up to speed and transfer into baccalaureate colleges within two quarters through our new **Center for Access and Transition**.

Scholarship Boost – Millions more in Cincinnati Pride grants, Cincinnati scholarships and other scholarships make college possible for more deserving students.

FORECAST '06

Academy of Teaching and Learning – New academy, with Teaching Fellows, works to ensure students have great and effective teachers.

Reinvesting in the Learning Core – Bold re-visioning strengthens foundational disciplines, which are even more important in a world of accelerating change.

Selective Excellence – New budget management philosophy strategically invests in top priorities.

Co-op Goes Experiential – A century of co-op leadership leads to expanded experiential learning opportunities.

Goal 4: Forge Key Relationships and Partnerships

Establish and nurture relationships and partnerships, with our colleagues within the university and with local and global communities. **UC|21** underscores a **true commitment** to community engagement.

ACTION '05

Triple Forces – UC, Xavier University and Northern Kentucky University discuss possible collaborations to better serve the region, including a successful tsunami relief campaign.

3C Collaboration – Ohio's three major research universities – UC, Case Western Reserve and Ohio State – meet to explore possible alliance to advance the state's standing and competitiveness.

ROEI – Ohio's public and private two- and four-year colleges and universities join forces on a **Return on Educational Investment** plan to grow Ohio's talent pool.

On-Target Partnerships – Major new Taft Center, Niehoff Studio and Community Research Collaborative (an Institute for Policy Research and United Way partnership) match UC strengths to community issues.

FORECAST '06

Center for the City – New portal to community partnerships provides easy access to UC expertise for organizations seeking solutions to real-world problems.

CCAP – New P-16 coalition called the **Cincinnati USA College Access Partnership** brings the educational, business, foundation and civic forces to bear on graduation rates.

CLEAR – New **Center for Leadership in Educational Advancement and Reform** becomes national force in education reform through cutting-edge research.

Goal 5: Establish a Sense of Place

Develop an environment where members of the campus community and the community at large want to spend time – **learning, living, playing and staying**; provide long-term support to build a better Uptown in our neighboring communities.

ACTION '05

Uptown Consortium – Partnership with Cincinnati Children's Hospital Medical Center, The Health Alliance, Tri-Health and Cincinnati Zoo and Botanical Gardens works to improve the quality of life in neighboring communities.

MainStreet Momentum – Key programming turns new student union and pedestrian-friendly corridor into a great place for fun, food and intellectual pursuit.

Live and Learn – Neighborhood redevelopment construction projects – Stratford Heights, University Park Apartments on Calhoun and the Village at Stetson Square – transform communities around campus.

FORECAST '06

Let's Make It a Date – Enhanced calendaring system improves events coordination and management.

Explore UC Card – Targeted visitors enjoy discounts or free admission to Uptown Campus events and services, and at participating neighborhood businesses.

Varsity Village – New **Richard E. Lindner Varsity Village** offers more exciting reasons to play on campus.

Goal 6: Create Opportunity

Develop **potential**, not just in our students, but in our local and global communities.

ACTION '05

We're All UC – New annual faculty/staff campaign helps raise funds for scholarships, UC|21 initiatives and more.

50 in 5 – New task force forms to increase revenues by 50 percent in five years through strategic enrollment planning and entrepreneurial growth, resulting in nine new programs with more opportunity for students.

Leadership Development – New speakers' series for faculty and staff leaders centers on the guiding principles.

FORECAST '06

Workforce Development – The **50 in 5 Task Force** devises new and more coordinated ways to meet the region's workforce development needs.

Showcase UC – Major exhibit and fair shine the spotlight on a wide spectrum of innovative UC research, scholarship and creative endeavors.

EdVenture Capital Program – New initiative unleashes the power of educational entrepreneurship to create learning programs that the marketplace demands.

World of Opportunity – Reorganization and expansion of global efforts raises UC's international profile.



it's all **uc**

Our vision, core values

UC|21 embraces a set of core values that are essential for the new urban research university in meeting the challenges of the 21st century. These ideals keep our strategic vision focused and true to our aspirations and dreams.

Our vision builds on UC's Just Community Initiative, endorsed by the university in 2000 to promote community, justice and responsibility. UC|21 identifies six guiding principles that build on our rich heritage as an agent of transformation and discovery, while underscoring our commitment to serve a rapidly changing world and local Cincinnati community. These principles are:

Scholarship
Citizenship
Stewardship
Leadership
Partnership
Cultural Competence



New approaches

Our aspiration to define the new urban research university calls on UC to be a **true innovator**, adopting new ways of pursuing the academic enterprise. UC|21 is developing our capacity for change and commits us to go about the business of higher education more strategically. Our vision is driven by a number of strategic engines, including a budget reorganization tied to our six goals, performance-based budgeting, administrative actions, an exhaustive implementation proposal process, and college and unit alignment efforts. UC|21 also involves a challenging set of stretch goals set by President Zimpher, a *50 in 5* plan to increase our revenues by 50 percent in five years through strategic enrollment planning and entrepreneurial growth, as well as a profound commitment to assessment, accountability, and data-driven decision making. In conjunction with the Faculty Senate, UC|21 has begun a full review of the university's governance and committee structures.



UC|21: A new day

UC|21: **Defining the New Urban Research University** is the University of Cincinnati's strategic vision for charting its academic course. The "21" is shorthand for UC's aspiration to be a leader in the 21st century. Our **bold, new vision** intends to reshape the university academically as certainly as the campus master plan has reshaped UC's physical landscape. This unfolding and dynamic new century requires new approaches to meet the demands of our rapidly changing world, and our vision speaks directly to these trends.



At the hands of many

UC|21 resulted from months of discussion and consultation at **an unprecedented level of participation**. A wide range of UC stakeholders, including students, faculty, staff, emeriti, alumni, corporate partners, donors, neighbors, and civic and social service leaders, were invited to take part. Called together by President Nancy L. Zimpher, more than 240 people worked in a series of Town Hall meetings focusing on the university's future. Additional insight came from over 2,400 people who participated in more than 90 input sessions hosted by UC colleges and units. Another 300 people also voiced opinions via the academic planning Web site, which accrued literally thousands of visits. Drawing upon these collaborative efforts, President Zimpher unveiled UC|21 on May 21, 2004, when she was installed as UC's 25th president.

Report card

Taking our vow to be **accountable** to heart, UC|21 will launch an annual report card to the community, beginning with a presentation to the Board of Trustees in June 2005. This report will provide us with crucial indicators of our progress. UC|21, after all, represents a set of high expectations that we have gathered from a wide range of stakeholder groups, both internal and external. We will meet these expectations only if we hold ourselves accountable in an open and candid way.

On the Web

Full details of our consultation process leading up to UC|21 can be found in our Technical Report on the academic planning Web site. In addition, students, parents, alumni and other members of the community can look for more details on our future plans in a user-friendly report to be posted online beginning in September 2005:

www.uc.edu/uc21

UNIVERSITY OF
UC
Cincinnati

University of Cincinnati
An affirmative action/equal opportunity institution

UC2051

UC
|
21
forecast
2006

UNIVERSITY OF
UC
Cincinnati

