

Strategic Direction

2020 Annual Report

next
lives
here



Platform & Path



 BEARCAT PROMISE

 PLATFORM
Academic
Excellence

 FACULTY INVESTMENT

 STAFF ENRICHMENT

URBAN FUTURES 

 PLATFORM
Urban
Impact

URBAN HEALTH 

 CPS STRONG



forms nways



The Next Lives Here Strategic Direction is a blueprint—realized in concrete partnerships and initiatives—to revolutionize how UC approaches education, research, healthcare, and service.

It is comprised of three platforms and nine pathways—each of which is designed to enrich and reinforce the others. In fact, we believe the biggest breakthroughs are likely to occur at the intersections of these pathways.

At the highest level, we're striving to create a mature ecosystem for innovation, inclusion and impact.

Dear Colleague,

The past academic year was unlike any other. We began with much excitement to advance the initiatives of **Next Lives Here** and see what problems we would solve and how we would positively affect the lives of our students, our community, and even our world. At that time, we were unaware we would face such a demanding year that would require us to alter nearly every aspect of our institution.

The COVID-19 pandemic illustrated just how important it is to focus on the success of our students; to support faculty in their teaching, research, and scholarship activities; to partner with staff and enable them to work remotely while safeguarding our operations; and to understand each individual's unique needs for health and wellness.

It is without a doubt that **Next Lives Here** remained our North Star.

We found both obligation and opportunity in being the only Research 1 institution in Cincinnati's urban core. Our medical faculty served patients on the front lines, researchers worked to find treatments for the novel coronavirus, staff manufactured face shields, and students stitched facial coverings, delivered virtual performances, and worked alongside professionals to develop low-cost ventilators. We also began digital upskilling programs to aid members of the workforce affected by the economic downturn. Few areas of our institution were left untouched.

It is the innovative nature of **Next** and our desire for an inclusive environment that guided our pathways, colleges, and organizational units. Despite the pandemic, we met 78% of our goals. Nearly 900 students found remote or project-based co-op placements and over 2800 faculty engaged in Faculty Enrichment Center programming. Faculty earned more than 1300 grants and staff found creative ways to support remote work and assist students who faced unanticipated personal hardships. We provided critical on-campus services for those who couldn't go home and support for our international students who couldn't come back. It is clear our **Next Lives Here** Strategic Direction is not a plan sitting on a shelf. It lives. We are diffusing it in our priorities, actions, and the impact we have within our community.

This report highlights our efforts and the measures by which we call success. We will continue to build on the foundation laid and adapt our pursuits to solve future challenges. I am incredibly proud of the diligence and ingenuity put forth by everyone at UC and the accomplishments we achieved.

Let's keep moving forward towards what's **Next**.

Warm regards,

Kristi A. Nelson

Executive Vice President for Academic Affairs and Provost



Table of Contents

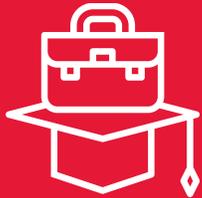
Photography:

Lisa Britton
Joseph Fuqua II
Andrew Higley
Colleen Kelley
Ravenna Rutledge
Jay Yocis

Contributors:

David Adams
Bob Ambach
Michelle Clare
Chris Collins
Dena Cranley
Jessica Donovan
Kasey Drennen
Gigi Escoe
Josie Evans-Phillips
Andy Filak
Jason Heikenfeld
Jennifer Krivickas
Chris Lewis
Patrick Limbach
Keisha Love
Tina Mahle
Bleuzette Marshall
Kathie Maynard
Jack Miner
Kristi Nelson
Shelly Sherman
Tara Warden

Impact at a Glance	1
Bearcat Promise	3
Faculty Investment	5
Staff Enrichment	7
Urban Futures	9
Urban Health	11
CPS Strong	13
1819 Innovation Hub	15
Co-op 2.0	17
Inclusive Excellence	19
Metrics	21



1,665
graduation
plans formed

3,293
appointments at
the Career Studio

7,720
co-op, internship,
and part-time
employment
applications

4.43/5
satisfaction with Faculty
Enrichment Center
programming

11
strategic
hires made



2,800+
faculty served
through the Faculty
Enrichment Center

**PIONEERING NEW WAYS OF
THINKING, MAKING, AND DOING**

800
participants in
the performance
management system pilot

9,900+
Staff Success Center
course completions

established
staff excellence
awards to recognize
exceptional performance



16
internally-funded
research teams with
external engagement



\$180k
Digital Futures research
facility design complete and
construction underway

100
NGOs identified to match
faculty for executive
board service

42
promising Digital Futures
research consortium
partners identified

**SOLVING
PROBLEMS
THAT
MATTER**

IMPACT at a glance

PUSHING LIMITS AND CHALLENGING MINDS



5
interdisciplinary research teams focused on building cultural competence in the healthcare workforce

100%
UC Blue Ash freshmen with a success coach

3
crosscutting research projects to improve mental health and wellness

10.4%
improvement in UC Blue Ash CPS students' fall-to-spring retention



7.6%
improvement in Arts & Sciences fall-to-spring retention for students with a College Possible coach

LINKING TALENT IN TRANSFORMATIVE WAYS

unveiled
the Cincinnati Innovation District

5
new corporate partners at 1819



300+
students employed by 1819 partners

Top 100
worldwide universities granted US utility patents

\$75M
in co-op student earnings

\$12M
Department of Labor grant to develop Next Apprenticeship Program

1050+
students placed in flexible co-op models in response to COVID-19



330
workshops and trainings for 22 UC colleges and units

conducted
the UC Community Experience Survey

developed
a universal course evaluation

created
the Equal Opportunity Academy

Bearcat Promise

The Bearcat Promise pathway is focused on creating an ecosystem that proactively helps students identify their goals and obtain the skills, knowledge, and experiences they need to achieve them. We want every student to walk across the graduation stage with a diploma AND a plan for their career along with skills and competencies to launch a lifetime of careers.



3,293 students in the 2019 cohort used My Graduation Plan, a degree planning tool for students and advisors.

92% of the Fall 2019 cohort activated their Handshake account, and 32,692 student log-ins were recorded. Handshake is a college-to-career technology platform for co-op and career placements.

96.6% of 2018-19 graduates are employed or continuing their education.

5.4% increase in Black and African American student enrollment in Summer 2020 compared to Summer 2019.

1,665 student appointments in the newly launched Career Studio, where peers work together on career-related services, such as resume review, networking, and mock interviews. In addition, 1,784 students attended events and workshops.

8.3% increase in Hispanic and Latino student enrollment in Summer 2020 compared to Summer 2019.

86% of 2020 graduating seniors rate their experience at UC as "Excellent" or "Good".





Bearcat Promise

Inclusion

Spearheaded a one-year National Science Foundation-backed pilot, entitled MyMajors, with a special focus on incoming Cincinnati Public Schools students. **MyMajors recommends UC majors in ranked order** for students and provides relevant career information, helping to improve retention and graduation rates.

Developed a tracking process in collaboration with Cincinnati Public Schools counselors to **assist students with enrollment at and transition to UC**. The success of this effort led to a similar process for all incoming students.

Innovation

Launched the Career Studio which provides comprehensive career and employment services in the heart of campus. All studio services were delivered virtually spring semester and hybrid services are available during the 2021 academic year.

Continued the use of My Graduation Plan and proactive advising to **enable students to plan their path to graduation, evaluate how changes in their plan effects time to completion, and understand how their academic path will lead to a career after graduation**. These tools and methodologies proved useful when the university transitioned to remote advising.

Rolled out a new Bearcats Bound Orientation portal in both web and mobile formats to **provide students a tailored experience** during their virtual sessions.

What's *Next?*

Expand the **MyMajors pilot** to all students with special focus on exploratory, transfer, and transition students.

Connect the academic planning and career planning technology tools to allow **more collaboration and comprehensive planning** for students' future goals.

Deploy **Inspire, an integrated student success platform**, able to streamline collaboration between all of a student's advisors across campus (e.g.; academic, career, co-op, honors, etc.). Students' professional development plans will be embedded within Inspire to further connect academic and career planning.

Leverage partnership with JobsOhio to **create a talent pipeline in Ohio** by increasing graduates in STEM and technology-related fields.

Pilot a "Digital Core" course that introduces students to **basic digital skills needed for successful participation in the workplace of the future**. The Arts and Sciences English course incorporates transferable soft skills and hard skills of basic data analysis and reasoning using data. These skills provide a pathway to inquiry, innovation, and careers by offering students a foundational digital literacy.

Enlist Accenture's assistance to **evaluate campus friction points** to create a smoother onboarding process for incoming students—from the time they are admitted to their first day in class.

Faculty Investment

Greater investment in our faculty creates opportunities to enhance student success, pursue and retain high-caliber talent, advance the trajectory of our scholarly output, and increase our impact on the region and beyond. By working together in creative and strategic ways we can fuel discovery and learning that leads to social transformation.

Impact

160 faculty hired, including 28 tenure-track and 132 non-tenure track.

\$1M+ devoted to strategic hires to diversify the faculty body.

\$1.2M invested in faculty development.

\$112,224 deployed to advance group, collaborative, or interdisciplinary faculty work.

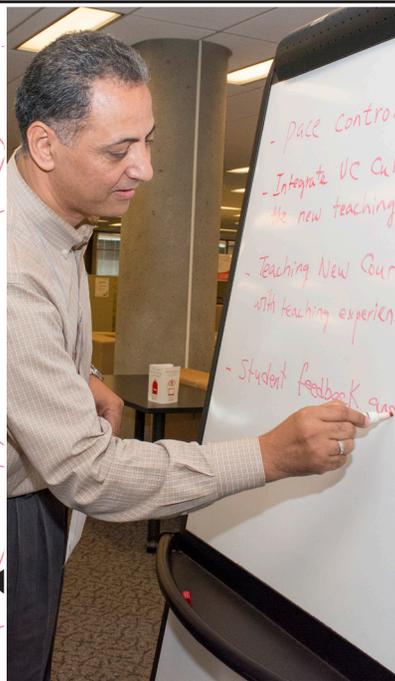
11 strategic hires committed to UC.

116 newly tenured and promoted faculty.

4.4 average satisfaction rating with Faculty Enrichment Center Programs and Events (5-point scale).

4.29 average satisfaction rating with Faculty Enrichment Center inclusion efforts (5-point scale).

2,875 faculty participated in Faculty Enrichment Center programming.





Faculty Investment

Inclusion

Formed a **grass roots, faculty-driven group entitled, Building Racial Awareness and Insight through Dialogue and Education (BRIDGE)**, to tackle racial inequities and improve communication between white and Black women faculty.

Administered the UC Experience Survey to faculty, staff, and students to **gather data on perceptions** of our strengths and opportunities for growth as it relates to creating an inclusive climate.

Improved the experience of faculty engaging with the Faculty Enrichment Center based on an inclusion survey distributed each month to faculty who have taken part in programming or visited the center.

Served full-time and part-time faculty from all titles, ranks, and demographic backgrounds at the Faculty Enrichment Center, and **collaborated with the Staff Success Center** to align professional development opportunities and create efficiencies.

Engaged the faculty affinity groups (the Black Faculty Association, Latino Faculty Association, & LGBTQ+ Faculty and Staff Association) in **pivotal recruitment and retention efforts for underrepresented faculty**, culturally relevant professional development opportunities, and outreach to the UC community.

Honored underrepresented faculty members, Ibrahim Amidou, Flavia Bastos, Littisha Bates, Maria Espinola, Anna Gudmundsdottir, María Ortiz, and Alvaro Puga at the annual faculty awards celebration.

Innovation

Launched a series of signature programs through the The Faculty Enrichment Center to address feedback from the COACHE Faculty Job Satisfaction Survey. Programs included new faculty mentoring and a variety of topics for faculty of color, women, and mid-career faculty.

Converted to an **electronic annual performance review system** in four colleges to optimize performance and enhance efficiency.

Collaborated with other units to **create resources to support faculty** with online instruction, working remotely, and wellness.

What's *Next?*

Continued investment in **faculty members' professional development** through the delivery of strategic initiatives and programs.

Creation of resources to support **best-practices in online instruction, working remotely, and wellness**.

Ongoing **diversification of the faculty body** through the recruitment of Strategic Hires.

Expansion of the **electronic annual performance review** system.

Increase in **faculty mentoring and support of underrepresented faculty**.

Staff Enrichment

It is vital we foster a workplace environment that enables staff to be key contributors to UC's successes. Through investments in the personal and professional growth of our employees, we can ensure employee fulfillment, an effective organization, and quality student experience.

Impact

800 staff in 20 units

piloted the new university-wide performance management system entitled GPS (Goals, Performance, Success) to transform the annual staff review process.

53 suggestions submitted to and considered by Staff Senate. Twenty-seven were resolved through direct employee outreach and two, regarding transparency for the equity review process and a volunteer time-off policy, are under further discussion.

2,237 unique participants utilized Staff Success Center resources.

9,900+ courses completed and 122 custom courses conducted by the Staff Success Center for staff and faculty groups across all three campuses.

250+ special request projects completed by the Staff Success Center that involved design, development, implementation, and project management for students, faculty, and staff audiences across all campuses. Projects included customized team enrichment, online education solutions, and resource development.





Staff Enrichment

Inclusion

Introduced **live captioning** of all Staff Senate meetings.

Submitted a proposal to create a **Staff Senate Diversity, Equity, & Inclusion Committee** to collaborate with campus partners in finding the best solutions to address diversity issues across campus.

Partnered with the Diversity, Equity, and Inclusion office to design and facilitate **Standing in Solidarity** sessions. The sessions provided a space to discuss topics of racial equity and identify opportunities for engagement and improvements within communities.

Formed a **UC Employee Education Roundtable** and offered a **wellness series** through Staff Success Center collaboration with various units from across campus.

Conducted the **UC Experience Survey** in partnership with other pathways. The response rate for faculty and staff was 25.3%.

Innovation

Transitioned all **Staff Senate meetings online** to encourage staff participation in governance.

Introduced online **Staff Senate Office Hours** every Wednesday at noon to address staff needs and concerns.

Used a **new consultation process** in the Staff Success Center to tailor

traditional course content to meet the needs of individual units or areas. Teams that engaged in the class together were more likely to apply the concepts in their day-to-day work.

Moved most Staff Success Center offerings to **virtual platforms to overcome barriers** that slowed growth and development of staff and

faculty. This led to new offerings, such as *Quick Development Tools* and *Virtual Conversations*.

What's *Next?*

Use the UC Experience Survey and exit survey data to prioritize areas of focus and develop strategies to **improve the campus climate and professional opportunities** for staff as well as increase staff retention, amplify staff engagement, and facilitate staff growth.

Introduce **"lab mindset" professional and technical courses** that center on skill-building and practice for immediate application in real UC work environments.

Collaborate to **re-imagine remote staff work** at urban public universities by leveraging UC's experience with remote operations as a result of the COVID-19 pandemic.

Launch the GPS (Goals, Performance, Success) **performance management system campus-wide** for all staff.

Roll out a new **customized on-boarding process** designed to increase productivity of new hires and retain talent.

Develop a **Lean/Six Sigma certification program** through the Staff Success Center.

Introduce a career lattice/ladder process designed to **create intentional career paths** for team members.

Urban Futures

Urban Futures is focused on partnering to overcome barriers and apply innovative, scalable solutions to the challenges that urbanization poses to our globe. As part of a research-intensive university, faculty and students are working with external partners to solve some of today's—and tomorrow's—most complex problems. Only through our collective knowledge, expertise, and creativity can we create a better future for all.

Impact

#1 ranking in research per capita among the 19 research intensive university members of the APLU Coalition for Public Urban Serving Universities.

1,624 total grant proposals submitted across the university.

\$947M requested in grant funding.

423 collaborative cross-department or cross-college grant proposals submitted.

\$200M+ awarded in total sponsored research.

16 internally funded pilot projects engaged with external collaborators.

1,372 total grants received, eclipsing the 900 grant goal.





Inclusion

Identified **43 strategic partner prospects for Digital Futures research teams**, including the Urban Consultate-Cincinnati.

Worked with the Lindner College of Business Economic Institute to determine the **top 100 non-governmental organizations across the region** where faculty may have impactful service on executive boards.

Rebranded the “Urban Futures Institute” as the **Community Change Collaborative (C3)**, to drive outcomes of **community-engaged research** across UC. The hub-and-spoke model enables UC to become a national leader in community-engaged research that is equitable, inclusive, solution-minded, and socially impactful.

What's *Next?*

Invest in 12 high-potential, inclusive and interdisciplinary research teams as they **target funding opportunities to advance research** with scalable impact.

Partner with the Uptown Consortium and the five neighborhoods of uptown to **co-design an inclusive, public engagement strategy for Digital Futures**.

Collaborate with the 1819 Innovation Hub and the UC Foundation to **accelerate transformative research** through support and strategic partnerships in government and industry.

Innovation

Aligned the mission of the **Urban Futures Pathway with UC's Research2030 plan and its objectives of increasing national prominence and research with impact**. Urban Futures research and scholarly activities continue to address urbanization and advance UC's role in regional economic development and social innovation.

Focused pathway efforts to correspond with the state's interests and **partnered with the state to address Ohio's most looming problems**. This unified approach is reflected in the state's support of the UC Cyber Range, the Cincinnati Innovation District investment, and the appointment of Digital Futures faculty member J.C. Barnes on the Governor's Task Force for School Safety.

Redeployed seed funding programs to **stimulate research collaborations** that will generate new knowledge, applied solutions, and increased extramural funding.



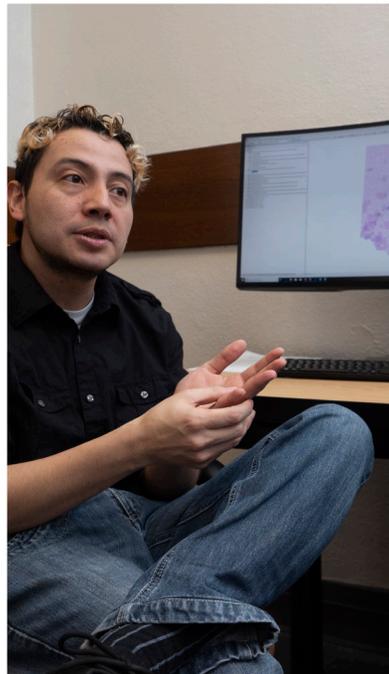
Urban Health

The Urban Health pathway is leveraging and aligning the research expertise of the university to address issues related to the health and well-being of our region and beyond. Through interdisciplinary research approaches we are co-creating solutions and working together to develop an inclusive, diverse, and culturally competent healthcare workforce.

Impact

5 cultural competency research projects funded to focus on interdisciplinary approaches to educating and preparing a diverse healthcare workforce.

3 mental health and wellness research projects funded to focus on improving mental health and wellness on campus and in our urban community.





Urban Health

Inclusion

Partnered with student and faculty preceptors to **provide care for underserved populations** in Student-Run Free Clinics (the Healing Center and UC Open School).

Involved over 200 Academic Health Center students who **provided health screenings in African American communities** at a city-wide event.

Celebrated UC's College of Allied Health Sciences, College of Nursing, and James L. Winkle College of Pharmacy reception of the **2019 Higher Education Excellence in Diversity (HEED) Health Professions Award** from *INSIGHT Into Diversity* magazine. HEED recognizes colleges that demonstrate an outstanding commitment to diversity and inclusion.

Innovation

Held the first **Mental Health Action Summit** for university and community attendees that focused on evidence-based research, education, and creative solutions to mental health challenges in our region.

Hosted a **Social Determinants of Health Innovation Workshop** for the Coalition of Urban Serving Universities. Attendees were introduced to systematic inventive thinking to tackle the health care issues in their communities.

Invested **\$116k in interdisciplinary pilot projects** centered on mental health, healthcare workforce, and cultural competency.

What's *Next?*

Establish a **Collaborative for Addiction Research and Education** with a focus on opioid research.

Host **Opioid Action and Mental Health Action Summits**.

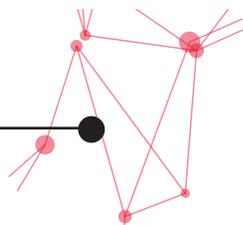
Leverage and continue to fund **interdisciplinary pilot projects** to advance Urban Health research and programs.

Develop and launch an **Urban Health Virtual Coordination Hub**.

Recruit and retain **diverse and culturally competent healthcare students**, trainees, faculty, and professionals in our region.

Integrate the **Public Health education programs** with the Urban Health pathway.

Collaborate with the University's response to the **Coronavirus Pandemic**.



CPS Strong

CPS Strong is a partnership across UC, Cincinnati Public Schools, and the broader community to support readiness, create access, and foster success for CPS students by aligning and co-designing programs and services to facilitate a more robust, system-wide network of support—with the students at the center.

Impact

100% of twelfth grade UC Scholars applied to and were accepted into college. Seventy-five percent of program alumni meet monthly during their first-year at UC to discuss their experiences, family relationships, housing, financial aid, majors, and career paths.

252 CPS students active in the UC Scholars Academy, an increase of 12%.

85% of Breakthrough Cincinnati participants in grades 6-9 return to UC for four consecutive years of college-prep experiences and 93% graduate high school on time and enroll in college.

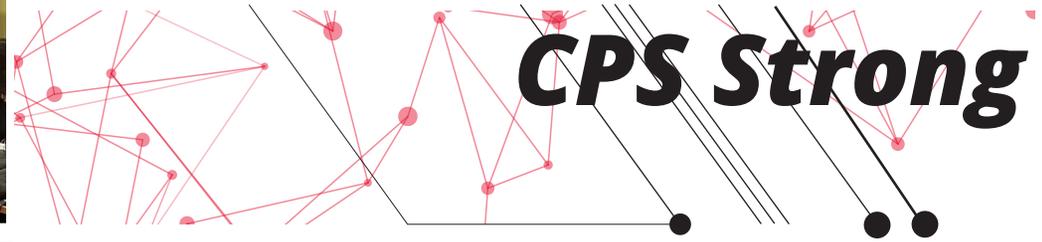
11% reduction in summer melt of CPS students enrolling at UC Blue Ash, credited to the efforts of dedicated staff and student ambassadors.

10.4% increase in UC Blue Ash Fall-to-Spring retention of former CPS students, attributed largely to success coaching.

7.6% improvement in Arts & Sciences Fall-to-Spring retention of former CPS students with a College Possible coach.

3% increase in course completion at UC Blue Ash, attributed largely to success coaching.





Inclusion

Crosslinked the Bearcats Tracker with the Equity & Inclusion app to help Cincinnati Public Schools (CPS), and other high school, students navigate their college admission and first year experiences.

Strengthened community ties through a partnership of UC faculty and students working with CPS administration and elementary students at the Clifton Area Neighborhood School. UC partners sit on the local school decision-making committee and offered Spanish lessons and speech language pathology services.

Enrolled every UC Blue Ash student who graduated from a CPS high school in the **Success Coaches program**. Success coaches essentially serve as mentors and discuss a variety of topics with students, such as financial aid, time management, study habits, and talking to professors, as well as challenges and opportunities outside the classroom that could impact academic performance.

Innovation

Added the **Bearcats Academy and UC Scholars Alumni programs** to the umbrella of the UC Scholars Academy. Programs now support CPS students from 5th grade through graduation from UC.

Created and implemented **all readiness programs as remote experiences** due to the COVID-19 pandemic to support more than 300 CPS students.

Granted summer physics credit to 11 CPS high school students through a new online course. The College of Engineering and Applied Science partnered with Messer Construction Co. and structural engineering firm Schaefer to conduct the pilot program. Schaefer committed to sponsor the course for the next four years.

What's *Next?*

Create a **cross-university leadership table** to guide the next phase of the CPS Strong strategic plan.

Align CPS pathway work with existing university committees and structures to **create greater synergy and support** for students.

Improve **student persistence, retention, graduation, and transition** from UC Blue Ash to Clifton campus.

Reduce the summer melt of incoming CPS students.

Develop and implement **remote supports** during this time of the COVID-19 pandemic.



1819 Innovation Hub

The 1819 Innovation Hub brings university talent, industry, and the community together in a space free from barriers that hinder innovation—allowing ideas to be unleashed and curated. It's a one-stop destination for the university, the city, and world beyond to co-locate, bring ideas to life, and solve today's most complex problems.

Impact

5 new corporate partners in the 1819 Innovation Hub: Fifth Third Bank, Kao Brands, FIS Financial Solutions, Hillman Accelerator, and Include Health, bringing the 1819 Innovation Hub to near capacity.

20 startups launched during the 2019-2020 academic year.

2,300 memberships in the Maker-space + Microfactory.

300+ students employed by 1819 Innovation Hub partners.

Top 100 ranking for Worldwide Universities Granted U.S. Utility Patents in 2019 by the National Academy of Inventors, attributed to frictionless intellectual property processes.





1819 Innovation Hub

Inclusion

Welcomed **new corporate partners Hillman Accelerator and IncludeHealth**. Hillman is a national destination for underrepresented tech entrepreneurs and IncludeHealth is a recognized provider of inclusive digital health and performance technologies whose core mission is "fitness for all".

Formed a first-of-its-kind **multi-university partnership for startups** with Wright State University, University of Dayton, Cincinnati State Technical and Community College, and Xavier University, establishing the 1819 Innovation Hub and the Cincinnati Innovation District as an epicenter for new ideas from across the region.

Launched the **first cohort of Kable Academy**, a coding and cybersecurity academy focused on the digital skilling of underrepresented talent.

What's *Next?*

Develop the **Cincinnati Innovation District**, a global destination for top talent and companies that seek to access that talent.

Generate **new strategic corporate partners** nationwide.

Increase **UC Venture Lab pre-accelerator cohorts** to meet the growing demand of turning innovative faculty, staff, and student ideas into startups.

Implement **blended virtual/on-site mechanisms** for corporate partners to connect to talent (i.e.; student, research and education) and each other.

Innovation

Re-imagined the talent model for the state and region. Governor Mike DeWine and Lt. Governor John Husted unveiled the **Cincinnati Innovation District (CID)**, anchored by the University of Cincinnati.

Received **\$100 million Innovation District investment from JobsOhio**. The funding supports increasing STEM graduates by 15,000, accelerating research by \$2 billion, and creating 20,000+ new jobs and generating \$3 billion in annual economic impact in the Cincinnati Innovation District over the next ten years.

Developed a **frictionless intellectual property process** to drive forward Bearcats' inventions. Ohio's Lieutenant Governor points to UC as gold standard for Innovate Ohio's "Ohio IP Promise".

Maintained **virtual operations for Venture Lab and Tech Transfer** during the remote spring semester, resulting in a record-breaking year for both units.

Created **7,500 face shields in the 1819 Makerspace** during the COVID Stay Safe Ohio Order. A partnership with Easterseals advanced delivery to UC Health and Cincinnati Children's Hospital Medical Center by several weeks.

Co-op 2.0

Co-op 2.0 builds on UC's historic co-op experience and expands the reach of experiential learning beyond signature programs to all corners of the university. Now, all baccalaureate students can have a paid experiences that are career-oriented, transcribed, and compensated to meet the needs of our global workforce.

Impact

\$75M amassed in student earnings.

1,200 non-mandatory co-op students enrolled in professional development courses.

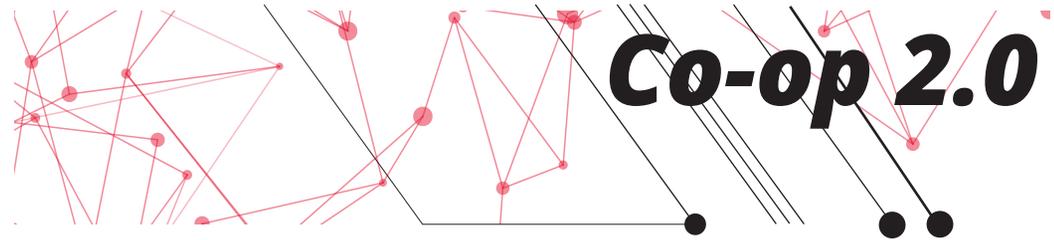
1,050+ students placed in flexible co-op models in response to COVID-19, including upskilling, project-based work, and service learning experiences.

\$12M grant received from the Department of Labor to develop the Next Apprenticeship program to help close the tech talent gap.

270+ students placed in on-campus co-op positions.

1,000 Arts & Sciences students attended career fairs.





Inclusion

Formed the **COVID-19 Recovery Training Program** to provide tech training and certification in tech careers for individuals laid off or furloughed.

Placed into professional IT positions, the first cohort of high school students enrolled in the Early IT Program.

Established **dedicated support for underserved student populations**, including a designated faculty member, collaboration with other units, and formation of job development targets for minority-owned businesses.

Collaborated with Bearcat Promise to launch the **Bearcat Promise Career Studio** that serves all UC students.

Leveraged the Department of Labor grant to **provide over 200 Chromebooks for underprivileged students** when the university transitioned to remote learning spring semester.

Innovation

Served over 1,400 students and provided \$300,000 in employer wage support in the **Next Apprenticeship Program**.

Launched the **Remote Work Lab** which provided nearly 900 remote work experiences and employer training for over 500 individuals.

What's *Next?*

Develop additional strategies to **keep students engaged** and developing professionally during COVID.

Offer ongoing development of **upskilling opportunities**.

Provide training for students that addresses **navigating the difficult job market**.

Continue to **cultivate flexible co-op experiences**.

Leverage our **understanding of workforce** for COVID-19 recovery of the community.

Seek **funding and grants** to continue to be a leader in career education.

Add a Career Education attribute in e-Curriculum to **track career education touch points** in the general education requirements.



Inclusive Excellence

Inclusive Excellence works to bring out the best in our students, faculty, and staff by valuing their unique backgrounds, experiences, and perspectives. By leading with courage and compassion and leveraging individual contributions we can instill in our community a sense of belonging, a sense of agency, enhanced cultural competency, and a culture of accountability.

Impact

1 of 16 universities nationally to receive the 2019 Higher Education Excellence in Diversity Award and earn a Diversity Champion designation by INSIGHT Into Diversity. UC has been the recipient of this award the past seven years.

4.5 of 5 rating from the Campus Pride Index, a national non-profit which benchmarks colleges and universities according LGBTQ-friendly campus climate and policies and academic experience.

13 listening sessions for Bearcats to engage in dialogue around policing, protests, and calls for social justice.

72% of students feel they belong at UC, per the 2020 UC Experience Survey.

96% of staff who responded to the 2020 UC Experience Survey feel they have the necessary cultural competence skills to work effectively with colleagues from various backgrounds.

72% of faculty reported a sense of agency and intervention if they overhear negative comments based on a person's identity, according to the 2020 UC Experience Survey.

76% of 2020 UC Experience Survey faculty and staff participants feel their manager does not tolerate behavior that discriminates against people based on their identity.





Inclusive Excellence

Inclusion

Worked with the Provost Office, IT@UC, and Faculty Senate to create and pilot a **universal course evaluation**.

Partnered with other pathways to create and launch the **UC Community Experience Survey** to gather baseline information on belonging, agency, cultural competence, accountability, and career satisfaction.

Invested **\$106k of support** in the professional development of 90 employees and students, sponsorship of 44 programs, and 8 incentive grants.

Held over **330 workshops and trainings** for 22 colleges and units and 12 community partners.

Provided **617 consultations and complaint resolution services** for the university community.

What's *Next?*

Host **Community Experience Survey report out sessions** for colleges, units, and affinity groups.

Work with campus units to develop and deploy strategies to **improve belonging, agency, cultural competence, and accountability**.

Socialize the university's **Title IX Sexual Harassment Policy**.

Publish an **inclusion resource guide** with strategies to assist in the recruitment, retention and advancement of talent.

Innovation

Created the **Equal Opportunity Academy** to enhance the equity leadership development of colleagues who support the recruiting, hiring and retention efforts in their colleges and units.

Expanded the Equity & Inclusion App to include the Global Diversity & Inclusion Benchmarks; multiple channels for our colleges, units, and affinity groups; a tip of the week, an inclusion quiz of the week; and videos.



Metrics

Progress isn't achieved by simply placing activities into action. To advance our institution, we must set high expectations and hold ourselves accountable for results. It's only when we examine our efforts we know our impact and are better equipped to keep moving forward towards what's Next.



Bearcat Promise

Metric		AY20 Target	AY20 Actuals
1	Post-Graduation Outcomes (Outcome Rate)	86%	96.6% ●
2	Students with a Professional Development Plan	22%	15% ●
3	Quality Student Experience	86%	86% ●
4	Regional Graduation Rate (FTFT 3yr)	20%	17.2% ●
5	Undergraduate Graduation Rate (FTFT 6yr)	72%	71.3% ●

Faculty Investment

Metric		AY20 Target	AY20 Actuals
1	Satisfaction with FEC Programs and Events (5-pt scale)	3.5	4.4 ●
2	Satisfaction with FEC Inclusion efforts (5-pt scale)	3.5	4.29 ●
3	Program Participation (# faculty)	2,750	2,875 ●
4	Program Attendance Rate	50%	70% ●
5	Grant proposals submitted	1	1 ●

Staff Enrichment

Metric		AY20 Target	AY20 Actuals
1	Satisfaction with resources to do one's job well	Establish Baseline	55.5% ●
2	Agreement that the annual review process accurately measures job performance	Establish Baseline	43.1% ●
3	Satisfaction with Opportunities to Optimize Skills, Knowledge and Abilities	Establish Baseline	61.2% ●
4	Staff Understand the Necessary Requirements to Advance Their Careers.	Establish Baseline	44.3% ●
5	Satisfaction with Total Compensation	Establish Baseline	Baseline Not Established ●
6	Adoption of Staff-driven Improvements to Policies and Procedures.	Establish Baseline	0% ●
7	Percentage of Leadership Search Committees or University Governance Committees with a Representative Appointed by Staff Senate.	Establish Baseline	Baseline Not Established ●
8	Percent of Staff Participating in Staff Senate Initiatives	Establish Baseline	26.5% ●

- Achieved or exceeded targeted goals for AY20.
- Came within 10% of meeting targets for AY20.
- Did not achieve targeted goals for AY20.
- Results are forthcoming or no longer applicable.

Urban Futures

1	Digital Futures Research Consortium Partners	25 Prospects Identified	42 Identified	●
2	Urban Futures Regional Leadership (Board Appointments)	25 Orgs Identified	100 Identified	●
3	Internally Funded Teams with External Engagement	Establish Baseline	16 Teams	●
4	Urban Serving Public University Ranking	Establish Baseline	#1 of 19	●
5	Internal Funding Programs Supporting Inclusive Teams	Establish Baseline	50% of Programs	●
6	Inclusive Teams Funded by Internal Programs	Establish Baseline	50% of Teams	●
7	Internal Funding Programs for Collaboration	Establish Baseline	50% of Programs	●
8	Collaborative Cross-Department Proposals	200	286	●
9	Collaborative Cross-College Proposals	150	137	●
10	Collaborative Awards Received	TBD	228	●

Urban Health

1	Community Partners	3	3	●
2	Student Participants	10	*N/A	○
3	College Participants	4	5	●
4	Patient Encounters	150	*N/A	○
5	Participant Satisfaction	High	*N/A	○
6	Virtual Coordination Hub Engagement	Hub Established	Hub Not Established	●
7	Faculty Pilot Grants	8	8	●

CPS Strong

1	UC Readiness Programs	2	4	●
2	UC Readiness Program Participation	230	252	●
3	Applicants from Students in UC Readiness Programs	100%	100%	●
4	Confirmations from Students in UC Readiness Programs	100%	70%	●
5	UC Attendance Melt	6%	8%	●
6	Six-year Graduation Rate	62%	62%	●
7	Retention Gap Between CPS and Non-CPS Students	<.03%	22%	●

1819 Innovation Hub

	Metric	AY20 Target	AY20 Actuals	
1	Startup Cohort Teams Graduated	5	5	●
2	Startups	8	20	●
3	Upskilling Classes/Cohorts	18	36	●
4	1819 Partners	16	17	●
5	Events at 1819	300	570	●
6	Building Visitors	50,000	59,000	●
7	Qualitative Feedback	TBD	N/A	○
8	Makerspace Memberships	1,600	2,300	●

Co-op 2.0

	Metric	AY20 Target	AY20 Actuals	
1	Academic Program/Major Maps with Career Education Plans	100%	100%	●
2	Majors with First-year Career Education Experiences	80%	100%	●
3	Non-mandatory Co-op Professional Development Course Enrollment (First-year Students)	1,600	1,200	●
4	Experiential Learning Participation	100%	100%	●
5	Student Earnings	\$73,000,000	\$75,000,000	●
6	Industry Partners (Partners who Posted Positions + Partners who Hired a Co-op)	2,300	2,200	●
7	Remote and Project Co-op Placements	120	897	●
8	Service Learning Co-op Placements	50	134	●
9	On-campus Co-op Placements	250	270	●
10	Work-study Co-op Placements	10	25	●
11	Arts & Sciences Co-op Placements	Establish Baseline	350	●
12	Undergraduate Post-Graduation Outcomes	86%	96.6%	●

Inclusive Excellence

	Metric	AY20 Target	AY20 Actuals	
1	Faculty, Staff, and Student Belonging, Agency, Cultural Competence, and Accountability	Collect Baseline Data	Collected Baseline Data	●
2	Equal Opportunity Academy Participants (2019 Pilot)	25	25	●
3	Alumni Philanthropy	Collect Baseline Data	Forthcoming	○