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August 11, 2016

Commissioner Bob Bowlsby
Big 12 Conference
400 East John Carpenter Freeway
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The University of Cincinnati is soaring into our third century. Our academic profile has never been stronger. Our athletic program is poised to compete at the highest level. Our City is increasingly recognized as a destination for innovation, corporate leadership, college grads, economic growth, sports and recreation. In short, we're ready for a bigger, bolder tomorrow that starts today. Here's why, we believe, UC is the right choice for the Big 12.

Our Fit

First, there's no better geographical solution. UC's central Midwest location makes us a perfect travel partner for West Virginia. Plus, given our history with and close proximity to the Mountaineers, rest assured that a classic rivalry would resume, sparking an upswing in ticket sales, media interest and market penetration. Additionally, since Ohio ranks among the top recruiting areas for NCAA talent, the Big 12's reputation and reach would gain a critical foothold in the Big 10's backyard.

Second, there's no question about our readiness. More than \$300 million has been invested in our athletic facilities over the past decade. "One of the gems of college football" is how ESPN's Scott Van Pelt described our historic Nippert Stadium. Meanwhile, our athletics budget has grown by 124% since 2005. Equally important is our ability to make every dollar count. For two years running, Forbes has ranked UC the "Best College Football Team for the Money." The upshot is simple: no missing pieces to the puzzle; no concerns about the standards of our programs; and no worries about the willingness or wherewithal of our senior leadership to invest even more in our future. We're ready now, not later.

Third, there's no overestimating the importance of culture. At UC, we're driven by our bedrock principles of hard work, humility, integrity and "we before me." These unmistakable Midwest values align squarely with the Big 12's identity and impact. And while the notion of cultural fit may be difficult to measure in numbers, we think it's easy to see in practice. Our players take responsibility and give respect. Our coaches care as much about building character as winning championships. Our fans always motivate us to aim higher and reach farther. And our senior leadership is passionate about elevating UC to unprecedented heights, academically and athletically. Given the opportunity, we won't disappoint.

Finally, there's no place quite like Cincinnati. Big 12 fans can come for a game and stay for the weekend given all that The Queen City has to offer. From enjoying one of our multiple professional sports teams to taking advantage of the great golfing, shopping and shows, Cincinnati is a vibrant setting that attracts nearly 25 million visitors each year. Recently, more than \$2.6 billion has been invested in revitalizing Cincinnati's urban core, including a highly celebrated development along the banks of the Ohio River.

Our Academic Profile

Founded in 1819, and ranked among the nation's Top 30 public research universities, UC has become one of the most recognized and respected institutions in the nation. UC's upward trajectory over the past 10 years has been so impressive that the American Council of Education invited us to recount our meteoric rise in their flagship publication in 2015. In addition to inventing cooperative education in 1906, UC remains a worldwide leader in experiential learning by partnering with over 1,500 companies and helping our students to attain more than \$63 million in co-op earnings last year alone. With 45,000 students (another record-breaking enrollment), 15,000 faculty and staff, 300,000 alumni, 14 colleges, a nationally ranked Medical School and an economic impact of \$5 billion, UC is one of the biggest and best assets in the Midwest when it comes to research, innovation, healthcare, economic growth, workforce-ready graduates, architecture, design, performing arts, and so much more. No doubt joining the Big 12 would only further enhance and expand UC's academic profile, research portfolio and inter-institutional partnerships.

Additional highlights:

- \$423 million in research expenditures
- 51 programs rank in the top 50 and 24 rank in the top 10 (U.S. News & World Report)
- 200% growth in National Merit Scholars since 2005

Our Athletic Success

What do Oscar Robertson and Sandy Koufax have in common? Beyond being the all-time best at their respective positions, both are Bearcats. UC athletics has a long, storied history. Our football program ranks among the 10 oldest in the country, while our playing field is second only to Penn in terms of historical significance. More recently, UC football made headlines by playing in two straight BCS Bowl games (2009 Orange Bowl and 2010 Sugar Bowl) and outselling our opponents in ticket sales each time. In fact, UC has played in 9 Bowl games in the last 10 years. Even so, USA Today Sports ranked UC the most underrated college football program of the last decade. Coach Tuberville has multiple Coach of the Year awards to his name. Coach Cronin enters the 2016-2017 season as the nation's winningest active coach age 45 or younger. In the classroom, our student athletes are leading the pack. In 2014-2015, 10 of our 17 athletic teams earned perfect APR scores. Last year, our student athletes achieved a record 3.21 cumulative grade point average (16th consecutive semester their GPA exceeded 3.0) and 196 of them made the Dean's List.

Additional highlights:

- 1 of 3 schools (Wisconsin, Michigan State) to play in 6 straight NCAA tournaments and 5 Bowl games
- .701 winning percentage in football since 2007—which ranks UC among the top 16 teams in the NCAA FBS
- 20 NCAA men's basketball tournaments in the past 25 seasons; 6 straight appearances (1 of only 8 schools)

Our Fanbase

With 300,000 living alumni spanning all 50 states and 125 countries, UC's brand is only getting bigger. Closer to home, our attendance figures remain on the rise. Football season ticket sales increased by 164% over the past ten years. Since 2008, student attendance for men's basketball increased by 190%. A combined view of football and men's basketball reveals a 92% increase in season ticket sales and a 60% increase in attendance over the past ten years. Loyal, ambitious and willing to travel, our fanbase is ready to see explosive growth on all fronts—from attendance to donor engagement to purchasing licensed products.

Additional highlights:

- Set a single-season football attendance record in 2015
- Cincinnati ranks among the nation's Top-20 Sports Towns (Sporting News)
- Licensing revenue ranks among the Top 45 in the CLC consortium, with UC's most recent total of \$ 978,430 setting a new school record for the fourth straight year

Our Media Market

The dynamic growth of businesses and communities along the Interstate 75 corridor between Cincinnati and Dayton is developing so rapidly that many are calling the area a metroplex similar to Dallas-Fort Worth or Minneapolis-Saint Paul. With a combined population of more than 3 million, Cincinnati-Dayton represents the 15th largest region in the country. This fast-developing super region will only broaden and deepen the footprint of UC's media market.

Additional highlights:

- Top-20 TV and radio market (Cincinnati-Dayton)
- 4.5 million TV households in Ohio could increase Big 12 viewership by 30%
- Nearly half of the Cincinnati media market watches college football on TV

Our Reputation

Great cities are propelled by great universities and vice versa. At UC, we invested more than \$2 billion in our campus master plan, leading Forbes to deem UC "one of the world's most beautiful campuses." Thanks to an endowment in excess of \$1.2 billion, and another record-breaking year of annual fundraising, UC has the resources to do even more, including: hiring more distinguished faculty; enrolling more students in our Honors program; funding breakthrough cancer research in our Academic Health Center; and collaborating with our corporate partners to develop a new innovation corridor near campus. At the same time, the City is making all of the right moves when it comes to attracting talent, growing the innovation ecosystem and driving economic growth. SmartAsset.com named Cincinnati the "Best City for New College Grads." KPMG regularly ranks Cincinnati Number 1 in the nation for the least-costly location for doing business. Lastly, The Huffington Post deemed Cincinnati one of the hottest cities in the Midwest for startup companies.

Additional highlights:

- Public University of the Year in 2013 (Washington Center)
- Fastest-growing economy in the Midwest (U.S. Bureau of Economic Analysis)
- Home to more Fortune 500 companies per capita than New York City or Los Angeles

With 20 years of history, 57 team national championships, 625 individual national championships and more than 600 Academic All-America recipients, the Big 12 delivers that perfect blend of tradition and excellence, scholarship and sportsmanship, vision and vitality. Though other conferences are equally relevant, rest assured that none are more respected. Every year the Big 12 proves that world-class universities need not choose between strong athletics and stellar academics. Your members excel at both, showcasing the extent to which each pursuit activates and amplifies the other.

UC shares this same drive for competitive excellence, on and off the field. More pointedly, we believe Big 12 membership will be a total game changer for UC. In doing so, we could greatly advance and accelerate our research profile and partnerships; share expertise across grand challenges in cancer, water, data analytics and commercialization; explore new student exchange programs and international opportunities; expand corporate connections; and fundamentally re-energize our alumni and development efforts in Big 12 states. In the end, we envision a long-term partnership with the Big 12 that will make all of our futures even brighter.