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**UC2019** ▶

*Accelerating Our Transformation*

UNIVERSITY OF   
Cincinnati



## INTRODUCTION & CONTEXT

During 2009-2010, *US News* placed UC on its “up and coming university” and Best National Universities lists. *The Chronicle of Higher Education* called UC a “research heavyweight,” *Forbes* magazine named UC one of the world’s most beautiful campuses, and UC became the only public institution in Ohio named a “green university” by *Princeton Review*. As we approach the milestone of our university’s 200th anniversary in 2019, we have a unique opportunity...and a responsibility...to build not only on these accomplishments but also on all of the strengths of our past and present, to create a future that places our university among the best in the world.

This document sets the agenda of the University of Cincinnati for the near future as we build toward our bicentennial celebration. It unveils **UC2019** ▶.

The **UC2019** ▶ plan reflects the consultation of many people. This plan took shape through extensive discussions with UC’s vast array of stakeholders, including our Board of Trustees, President’s Cabinet, deans, faculty, students, staff, alumni, donors and friends of the university.

Many who contributed to this plan will remember that its predecessor, UC|21, emerged from a process that was massive and historic. It is too soon to justify such a time- and resource-consuming process again. We all recognize that the old plan, after six years, needed some work. In developing this new plan, our process was more streamlined and cost-effective.

The university community will recognize the themes presented here because we have been discussing them since President Williams arrived. The goals presented here take us in a new direction. They reflect that we, as a community, know how UC measures up and where it needs more energy.


We have made many great strides in recent years, but we must accelerate our advancement. We need focused, ambitious, achievable and measurable goals.

UC|21 was about “defining.” **UC2019** ▶ is about “achieving.” We are ready to take our place among the elite institutions of this nation. We can and will be more competitive, on measurable metrics, with appropriate benchmark institutions. We will measure ourselves against the premier group known as the Association of American Universities and against the Top American Research Universities as defined in the “Lombardi report.” We will set objectives that will move us up these ladders.

To become a truly global university, we will achieve greater success in world-wide education and outreach. If students come to UC and never have the chance to venture outside the United States, we are failing them miserably. Similarly, if we want our students to thrive in a global environment, we must be open and committed to attracting students from around the world. To educate tomorrow’s citizens, we must expand opportunities for global engagement in our curriculum.

In our role as a global university, we also commit ourselves to enhancing our diversity. The *Princeton Review* has ranked us among America’s 20 most diverse campuses. But we can do better. We must maintain and improve our record on inclusiveness.

Concerns about the environment, the global climate and our carbon footprint are real. In our role as a good citizen, UC will now count sustainability among our measures of success. We are proud to be part of the American College and University Presidents’ Climate Commitment. Named a “green university” by *Princeton Review* and the only public institution in Ohio to achieve that status, we have a great track record in the careful and responsible approach to our environment and resources. We will stay committed to this issue, not only because it is good for future generations, but because careful use of resources is important now.



Excellent health care and patient services represent much of who we are as a university. Approximately half the university's resources are applied to the excellent health care we provide, improving the quality of life and the general well-being of people everywhere. UC will create one of America's great academic health centers, where new discoveries and research breakthroughs are developed and shared worldwide.

Our collective success will be measured by our ability to meet the goals set forth here. Our individual performances will be measured by the responsibility we take in contributing to collective success. The goals attached here offer a map of how we will move from a period of definition into a period of focus and achievement.



## **VISION**

We commit to the University of Cincinnati becoming a first-choice destination for students, patients, faculty and staff. Excellence pervades our research, learning, campus, collaborations, opportunities, athletics, support, health care and diversity. We stand ready to accomplish a transformation that achieves prominence.

- We will measure our success against the elite set of peers represented by the Association of American Universities and The Top American Research Universities.
- We will prioritize and target our resources on those areas in which we excel.

## **MISSION**

The University of Cincinnati serves the people of Ohio, the nation, and the world as a premier, public, urban research university dedicated to undergraduate, graduate, and professional education, experience-based learning, and research. We are committed to excellence and diversity in our students, faculty, staff and all of our activities. We provide an inclusive environment where innovation and freedom of intellectual inquiry flourish. Through scholarship, service, partnerships, and leadership, we create opportunity, develop educated and engaged citizens, enhance the economy and enrich our University, city, state and global community.

## **CORE PRINCIPLES**

All people benefit from the creation, understanding and dissemination of knowledge. That concept lies at the core of the University of Cincinnati's mission and vision. The university's mission is centered on people in a variety of manifestations. We are committed to:

### ***Transforming lives through***

- education of our students, preparing emerging generations for lives of ongoing discovery and full engagement as they shape an evolving world
- excellent health care we provide to all, building the quality of life and the general well-being of people everywhere
- economic development capacity based on a capable workforce of prepared and dedicated alumni
- marketable discoveries generated by innovative faculty, and unmatched intellectual resources
- service defined by quality and effectiveness, applying the benefits of knowledge to the betterment of all

### ***Transforming education through***

- continually improved quality of the academic enterprise, driven toward measurable outcomes and assessment
- a commitment to integrated academic experiences emphasizing purposeful student development, rich in contextual learning such as research, co-op, study abroad, industrial collaboratives, service learning, internships, practicum experiences, all leading to rigorous assessment
- aggressively inclusive pathways of access to affordable university programs and resources
- alignment with state initiatives to guarantee a return on public investment
- maintaining access to an increasingly diverse student population to cultivate future generations of scholars and researchers who will ensure our long-term competitiveness
- a rich campus life, including nationally competitive athletic programs and recreational sports

### ***Transforming knowledge through***

- ongoing discovery in an environment of intellectual freedom that promotes and rewards inquiry, analysis and the generation of new knowledge
- collaboration in various contexts to encourage the real-world application of ground-breaking innovation
- leveraging resources as a complex, comprehensive urban research university to fully support the acquisition, discovery and application of knowledge
- innovation in multidisciplinary collaborative education and research, leveraging UC's relationships with the business, civic, cultural, educational, health care and professional communities composing our urban environment



## **OPERATIONAL PRINCIPLES**

**In achieving its strategic goals, the University of Cincinnati will be guided by the following operational principles:**

### **LEARNING** ▶

The University of Cincinnati as a community is dedicated to learning and scholarship, and to creating an environment where freedom of inquiry and discourse may occur in a climate of inclusiveness and civility. Through experiential education and research, we will build rigorous learning experiences that will integrate theory and practice, produce a sense of contextual complexity and community engagement, and create learning that is exceptionally self-directed, integrative and transformational.

### **DISCOVERY** ▶

A university must be more than a repository of information or a conduit for transmitting information. A university must be a place where knowledge is created, where research, creativity and scholarship produce new ways of understanding and changing the world. Innovation and entrepreneurship are necessary for stimulating new ideas and for taking our research into the public domain. The university will pursue public and private support for innovation initiatives, and focus resources through an infrastructure designed to support innovation.

### **COMMUNITY** ▶

The University is committed to creating a vibrant campus community, while also participating fully with the people of our Uptown neighborhood, Greater Cincinnati, and beyond. The university's understanding of community will be guided by open communication, personal safety, sustainable operations, responsible development, quality service, competitive and respected sports programs, willing partnership and a climate of inclusion.

### **ECONOMY** ▶

We recognize that this university exists through the generosity of many, the protection of our representative government, the will of Ohio's taxpayers, and the support of our community. In order to achieve its goals, the University of Cincinnati must exercise responsibility by maintaining strong fiscal stewardship, achieving financial stability, creating opportunity for sustainable growth, and building real value for the citizens of our city and state.

## **SUSTAINABILITY** ▶

In all operations, the University of Cincinnati will understand and respect the needs of future generations and the limits of natural systems within which humanity is necessarily embedded and dependent. Our careful and responsible approach to our environment and resources will ensure that they are sustainable over time.

## **GLOBAL ENGAGEMENT** ▶

The University of Cincinnati will realize its global influence through a genuinely international awareness and experience. We will identify, develop and integrate the knowledge and skills that each person needs in order to live successfully within our world-wide community and to contribute to human advancement in meaningful ways. Our students will understand and be able to succeed throughout the ever-evolving modern world.

## **DIVERSITY** ▶

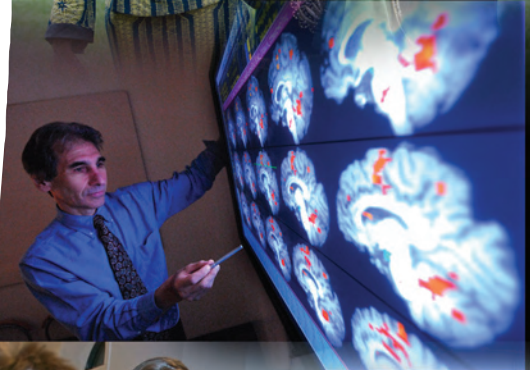
The University of Cincinnati is committed to creating and maintaining a community that is broadly diverse and inclusive. In all aspects of university operations, the university will promote full participation and access without regard to race, ethnicity, gender, age, disability status, socioeconomic status, gender identity, sexual orientation, religion and regional or national origin.

## **MISSION-BASED HEALTH CARE** ▶

The University of Cincinnati ensures that our region will have access to the highest-quality care. We will achieve medical advances and research breakthroughs that are only possible at a comprehensive research university. We are committed to innovation and discovery in medical care and knowledge.

## **COLLABORATION** ▶

The University of Cincinnati must maintain vigorous collaborative engagement within our urban environment and throughout our global community. As a contributing citizen of the City of Cincinnati, the State of Ohio, the United States of America, and the global community, the University of Cincinnati will act as a willing partner for initiatives that advance the common good. In particular, the university will work with the State of Ohio to create a fully functional University System of Ohio, with the private sector to foster real-world experiences for students and faculty and with international resources to maintain a global perspective for all university endeavors.



## GOALS

Guided by our Vision, Core Principles and Operating Principles the University of Cincinnati will achieve specific, objective and measurable goals. Our goals are aspirational and, where possible, connected to external benchmarks. We will monitor our progress through an annual report card, as well as a continually updated institutional dashboard.

While the **UC2019** plan uses our bicentennial as both the compass and beacon for momentum, we will aim to achieve most of these goals within five years and will measure our success against the elite set of peers represented by the Association of American Universities and *The Top American Research Universities*. We will focus our resources on those areas where we can excel, particularly where we can help our students go farther, further, faster.

<b>Learning</b>	<b>Target</b>
First-Year Retention Rate	90%
Six-Year Graduation Rate	75%
Articulation & Transfers from UC Regionals	1500
Transfers from Non-UC Colleges and Universities	2,500
National Merit Scholars ( <i>Total Enrolled</i> )	200
National Merit Scholars ( <i>New</i> )	60
U.S. News Ranking	Top 100
SSI Measure ( <i>Overall Satisfaction</i> )	5.55
NSSE Measure – Freshmen	53
NSSE Measure – Seniors	54
Graduate Student Satisfaction Survey ( <i>Master's</i> )	95%
Graduate Student Satisfaction Survey ( <i>Doctoral</i> )	97%
ACT Scores of Entering Class	27
Academic Progress Rate	1.000
E-Classrooms ( <i>% of Centrally Controlled Classrooms</i> )	100%
Libraries ( <i>Number of Volumes</i> )	4 M
Libraries – National Ranking ( <i>ARL</i> )	45
Out of State Enrollment	18%
Wireless Coverage	100%

<b>Discovery</b>	<b>Target</b>
Total Research Funding	\$500 million
Total Research Expenditures	\$500 million
Total Research Expenditures – Rank Among Publics	20
Federal Research Expenditures	\$350 million
Federal Research Expenditures – Rank Among Publics	20
Corporate Research Investment	\$20 million
Number of Patent Applications	100
Number of Patents Issued	20
Number of Invention Disclosures	160
National Academies Members	15
Faculty Awards	14
Doctoral Degrees Awarded	425
Post-Doctoral Fellowships Awarded	350
% of Undergraduate Students Involved in Research	<i>(forthcoming after semester conversion)</i>



<b>Community ▶</b>	<i>Target</i>
MainStreet Visitors ( <i>TUC and CRC</i> )	3,000,000
Attendance at Campus Venues	500,000
Students Participating in Volunteer Activities	9000
Participation in Fine Arts Fund Campaign*	10%
Participation in United Way/Community Shares Campaign*	15%
University Athletics Winning Percentage ( <i>Big East</i> )	.575
% of FTE Students Taking Service Learning Courses	(forthcoming after semester conversion)

*\*These two workplace giving efforts are included here because they are historically the two community-based fundraising programs monitored by the university.*

<b>Economy ▶</b>	<i>Target</i>
OBR Financial Health Composite Score	3.4
Institutional Liquidity*	25% of total expenditures and transfers
Annual Giving	\$125 M
Annual Giving – Rank Among Publics	20
Overall Alumni Giving Participation Rate	18%
Faculty/Staff Campaign Participation	50%
Endowment Assets	\$1.104 B
Endowment Assets – Rank Among Publics	20

*\*The target for institutional liquidity is not tied to a five-year timeline. Institutional liquidity goals are based on Board policy enacted in 2006.*

<b>Sustainability ▶</b>	<i>Target</i>
Carbon Footprint ( <i>Total Metric Tons of Carbon</i> )	Reduction
Recycling as a Percentage of Waste Stream	70%
Grade – The College Sustainability Report Card	A-
Attendance at Sustainability Programming & Outreach	15,870

<b>Global Engagement ▶</b>	<i>Target</i>
Number of Students Studying Abroad	1,500
International Student Enrollment – Percentage	8%
% of FTE Students Taking Globally Engaged Courses	(forthcoming after semester conversion)

<b>Diversity ▶</b>	<i>Target</i>
See University Diversity Plan ( <i>In Process</i> )	

<b>Mission-Based Health Care ▶</b>	<i>Target</i>
Metrics to be determined	

<b>Collaboration ▶</b>	<i>Target</i>
Students Engaged in Internships and Co-ops	6500
Master Agreements with Companies	20

## **BY REFERENCE**

The University of Cincinnati is a diverse and multi-faceted institution with global reach and transformative power. In our efforts to achieve the goals outlined in this plan, the University of Cincinnati will adopt a number of strategies. The strategies necessary to achieve our goals are largely presented specifically in affiliated documents that will be incorporated into this plan by reference.

- University Mission Statement  
[www.uc.edu/about/ucfactsheet.html#mission](http://www.uc.edu/about/ucfactsheet.html#mission)
- Statement of Just Community Principles  
[www.uc.edu/justcommunity/Just\\_Community\\_principles.html](http://www.uc.edu/justcommunity/Just_Community_principles.html)
- HLC/NCA Institutional Self-Study  
[www.uc.edu/hlccreditation/](http://www.uc.edu/hlccreditation/)
- University System of Ohio Strategic Plan for Higher Education  
[www.uso.edu/strategicplan/downloads/documents/strategicPlan/USOStrategicPlan.pdf](http://www.uso.edu/strategicplan/downloads/documents/strategicPlan/USOStrategicPlan.pdf)
- Catapult Plan for Athletics  
[www.gobearcats.com/ot/catapult.html](http://www.gobearcats.com/ot/catapult.html)
- UC Branding Standards  
[www.uc.edu/ucomm/documents/UCBrandingStandards.pdf](http://www.uc.edu/ucomm/documents/UCBrandingStandards.pdf)
- American College & University Presidents' Climate Commitment  
[www.presidentsclimatecommitment.org/](http://www.presidentsclimatecommitment.org/)
- Sustainability Plan  
[www.uc.edu/af/sustainability/inventory%26action\\_plan.html](http://www.uc.edu/af/sustainability/inventory%26action_plan.html)
- Case Statement of the Proudly Cincinnati Campaign  
[www.uc.edu/proudlycincinnati/priorities/](http://www.uc.edu/proudlycincinnati/priorities/)
- Semester Task Force Report and Resources and data from eCurriculum  
[www.uc.edu/conversion.html](http://www.uc.edu/conversion.html)
- Integrated Core Learning Vision  
[www.uc.edu/icl/icl\\_vision/default.html](http://www.uc.edu/icl/icl_vision/default.html)
- General Education Guidelines  
[www.uc.edu/gened/documents/Semester\\_GenEd\\_Core\\_9-09.doc](http://www.uc.edu/gened/documents/Semester_GenEd_Core_9-09.doc)
- University System of Ohio Centers of Excellence  
[www.uc.edu/provost/documents/University\\_of\\_Cincinnati\\_USO\\_CoEx\\_Report\\_2009.pdf](http://www.uc.edu/provost/documents/University_of_Cincinnati_USO_CoEx_Report_2009.pdf)
- UCit Strategic Plan  
[www.uc.edu/ucit/documents/STPlan\\_09-10.pdf](http://www.uc.edu/ucit/documents/STPlan_09-10.pdf)
- Research Strategic Plan  
[www.uc.edu/ucResearch/documents/Research\\_Strategic\\_Plan\\_2009.pdf](http://www.uc.edu/ucResearch/documents/Research_Strategic_Plan_2009.pdf)
- Emergency Operations Plan (and Annexes)  
[www.uc.edu/pubsafety/emergency\\_services/Emergency\\_Prepare.html](http://www.uc.edu/pubsafety/emergency_services/Emergency_Prepare.html)
- Diversity Plan  
In process
- Five-Year Enrollment Plan  
In process



