

**UC2019** ▶ *Accelerating Our Transformation*

# **Academic Master Plan** **Phase 2: Action Steps**

[www.uc.edu/uc2019/amp](http://www.uc.edu/uc2019/amp)

UNIVERSITY OF   
Cincinnati



May 2012

Dear University Community:

Ever since President Williams used his investiture in September 2010 to unveil the university's strategic plan – **UC2019** ▶ **Accelerating our Transformation** – the Provost Office has been coordinating a major effort to develop one important component of the President's overarching plan: the Academic Master Plan (AMP).

We have worked closely with well over a hundred individuals across the campus to systematically discuss the strategic plan's nine operational goals. Together, we sought to generate a road map that would guide our academic endeavors towards an accelerated transformation. As an academic community, we needed to articulate a vision that understands and preserves the best of UC's past while also looking steadily to the future.

The present document does just that, by laying out a series of action steps that will guide us as we transform lives, education, and knowledge and that will help us reach our **UC2019** ▶ targets. We believe, with President Williams, that education is action and that it is transformative. Through our extensive conversations with campus leaders representing all of our diverse community members, we listened to a broad and fair set of perspectives on UC's ambitions, concerns, barriers, strengths, and resources.

Back in autumn 2011, the AMP Coordinating Team vetted a draft set of action steps, resulting in further feedback and advice and further discussions towards revisions of the AMP. The results of those discussions are now presented in this document: 45 recommendations, 180 action steps, and 120 sub-action steps organized by operational principle. Implementing these action steps will help us achieve the **UC2019** ▶ targets. The accompanying funding plan, as well, further defines those projects in key foundational areas that we can already begin to develop.

We are now ready to begin implementation. We are moving from ideas to actions, accelerating from a strategic vision towards a better tomorrow.

I am very excited about the future of UC and I hope you will join me in moving us closer to realizing the goals laid out in **UC2019** ▶.

Best wishes,



Santa J. Ono  
Senior Vice President for Academic Affairs and Provost



Santa J. Ono  
Senior Vice President and Provost  
for Academic Affairs



## PRINCIPLE #1: LEARNING

**Transformative Goal:** Provide an innovative curriculum for the 21st century that will develop students as active, critical-minded participants in the workforce and in civic life.

Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<p><b>Optimize enrollment targets to enhance quality, diversity, and access.</b></p>	<ol style="list-style-type: none"> <li>Continually refine the admissions process to improve the profile of our entering class and strengthen access pathways for underrepresented groups.               <ol style="list-style-type: none"> <li>Grow the applicant pool at the upper end through more clearly communicated curricular and co-curricular opportunities.</li> <li>Hire dedicated staff for recruitment of National Merit Scholars and Honors students.</li> <li>Clearly articulate career and graduate school placement results.</li> <li>Develop integrated curricular and co-curricular programs (e.g., living-learning communities) to attract and retain high-achieving students.</li> <li>Modify current rolling admissions practices to maximize the yield of targeted students.</li> <li>Expand use of holistic admissions criteria to address access and diversity.</li> <li>Provide underrepresented groups with the skills and support to succeed at UC.</li> <li>Assess institutional aid distribution for targeted effectiveness and yield.                   <ol style="list-style-type: none"> <li>Review average aid awards in colleges to maximize effectiveness.</li> <li>Increase transfer from non-UC schools and universities by enhancing strategies to become a transfer destination.</li> <li>Increase out-of-state enrollment by strategically deploying regional recruiters starting in the Chicago market and expanding to Texas, Florida, Georgia and NY/NJ.                       <ol style="list-style-type: none"> <li>Work with colleges to strategically grow metro and reciprocity agreements.</li> <li>Develop a global recruiting strategy targeted to the unique opportunities in our colleges.</li> </ol> </li> </ol> </li> <li>Enhance and expand scholarships to maximize the yield and graduation of targeted students.                   <ol style="list-style-type: none"> <li>Review utilization of current funding sources for student scholarships to determine if they are being used in the most effective manner.</li> <li>Build on FY12 investment in scholarships for students in Gen-1, Honors, and National Merit programs.</li> <li>Grow scholarships and grants for unmet need.</li> <li>Grow Choose Ohio First STEM Grant possibilities.</li> <li>Create more scholarship opportunities for students from UC regional campuses and community colleges.</li> <li>Create more on-campus student employment opportunities.</li> </ol> </li> <li>Develop more robust retention and graduation strategies.                   <ol style="list-style-type: none"> <li>Maintain appropriate advising ratios and assure professional development of professional and faculty advisors.</li> <li>Expand resources for learning assistance (e.g., new writing and math centers).</li> <li>Expand opportunities for faculty-student interaction outside the classroom (e.g., field-based activities and living-learning environments).</li> <li>Create more small classes (25 students or fewer) in the first year.</li> <li>Create more Honors-like opportunities for qualified students who are not part of the University Honors Program (UHP).</li> <li>Establish system to ensure and project course availability freshman year through graduation (e.g. pre-requisite, gateway, and capstone courses).</li> </ol> </li> <li>Build on the FY12 investment in the UHP and implement the Honors strategic plan.</li> </ol> </li></ol>	<p>Sr. Associate VP, Enrollment Management</p> <p>Deans</p> <p>Chief Diversity Officer</p> <p>Vice Provost, Undergraduate Affairs</p> <p>Vice Provost, International Affairs</p> <p>VP, Student Affairs &amp; Services</p> <p>University Communications</p>	<p>1-5 years</p>	<p>Improve first-year retention from 85% to 90%.</p> <p>Improve six-year graduation from 56% to 75%.</p> <p>Increase articulation and transfer from UC regional campuses from 840 to 1,500.</p> <p>Increase transfer from non-UC schools and universities from 1,727 to 2,500.</p> <p>Grow total number of National Merit Scholars from 135 to 200.</p> <p>Increase number of new National Merit Scholars from 45 to 60.</p>

\*Not necessarily in priority order

\*\*1-3 years: July 2012-July 2015, 1-5 years: July 2012-July 2017, 1-7 years: July 2012-2019

\*\*\*Based on progress as of 2010



Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Transform learning with real-world experiences.</b>	<ol style="list-style-type: none"> <li>Aim for 100% of graduates to have participated in experiential learning (e.g., internships, co-op, service learning, study abroad, undergraduate research, conference participation, etc.).                             <ol style="list-style-type: none"> <li>Define, catalogue, and track experiential learning opportunities.</li> <li>Review and address financial policies to facilitate student participation in experiential learning opportunities (e.g. student health insurance fee, recreation center membership, student travel funding, etc.).</li> <li>Increase the number of students engaged in multi-/inter-disciplinary capstones with study abroad components (e.g., UHP pilot program).</li> <li>Publish the results of experiential learning activities in media and scholarly outlets.</li> </ol> </li> <li>Ensure that liberal arts education serves as a foundation for experiential learning opportunities.</li> <li>Improve external recognition of UC's applied learning expertise and achievements.                             <ol style="list-style-type: none"> <li>Capitalize on UC's <i>US News and World Report</i> ranking as a top cooperative education school.</li> <li>Build on UC's Carnegie designation as a community-engaged institution.</li> <li>Establish more robust mechanisms to identify national and international awards, institutional and individual, for application and nomination (e.g., Truman, Marshall, etc.).</li> <li>Identify and invest in key programs to improve national reputation.</li> <li>Ensure that existing models of experiential learning are of the highest quality by developing metrics that are nationally recognized.</li> </ol> </li> </ol>	Vice Provost, Undergraduate Affairs  University Communications	1-7 years	Improve US News ranking to top 100.  Improve SSI (overall satisfaction) from 5.24 to 5.55.  Improve NSSE – Freshmen from 44.3 to 47.8.  Improve NSSE – Seniors from 48.6 to 51.3.
<b>Determine right mix of online, hybrid, and face-to-face offerings by college.</b>	<ol style="list-style-type: none"> <li>Conduct an environmental assessment (internal audit and external benchmarks).</li> <li>Engage university community to develop a plan.</li> </ol>	Sr. Vice Provost, Academic Planning  Sr. Associate VP, Enrollment Management	1-3 years	Improve Graduate Student Satisfaction – Masters from 90% to 95%.
<b>Ensure excellent teaching throughout the university.</b>	<ol style="list-style-type: none"> <li>Foster and incentivize excellent teaching.                             <ol style="list-style-type: none"> <li>Create mechanisms to support faculty in the development of teaching portfolios that can be used for RPT and other purposes (e.g., Bernstein's model).</li> <li>Build a professional development program for new faculty, during their first two years, to promote excellence in teaching.</li> <li>Seek to expand RPT documents to emphasize teaching (e.g., Boyer's model of scholarship) as a major criterion.</li> <li>Create more internal awards and celebrations for excellent teaching across colleges and the university.</li> <li>Nominate faculty for national teaching awards and recognitions.</li> </ol> </li> <li>Ensure that all courses have challenging learning outcomes.                             <ol style="list-style-type: none"> <li>Assist faculty in the design and implementation of high-quality, innovative courses.</li> <li>Align resources and enrollments to support best practices in teaching (e.g., class size, classroom design, program enrollment caps, registration processes, experiential learning support, support for faculty-student out-of-class interactions, learning communities, etc.).</li> </ol> </li> <li>Create one-stop model for faculty development and support, utilizing such resources as CET&amp;L, FTTC, and University Libraries.</li> <li>Develop innovative and cutting-edge, online course evaluation systems to track evaluation data.                             <ol style="list-style-type: none"> <li>Develop centralized but flexible course-evaluation mechanisms.</li> <li>Develop mid-term course evaluations as a routine feature of all courses.</li> <li>Conduct student evaluations for all classes and systematize the use and dissemination of results.</li> </ol> </li> <li>Identify areas for improvement in teaching, provide appropriate resources for support, and use assessment results for continuous quality improvement.</li> </ol>	Vice Provost, Faculty Development  Vice Provost, Academic Personnel  Sr. Vice Provost, Academic Planning	1-5 years	Improve Graduate Student Satisfaction – Doc from 93% to 97%.  Increase mean ACT scores of entering class from 25 to 27.  Improve University Athletics Academic Progress Rate (Multi-Year) from .958 to 1.000.

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Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Develop innovative pedagogical techniques.</b>	<ol style="list-style-type: none"> <li>1. Become recognized as a national leader in the promotion of innovative pedagogies.               <ol style="list-style-type: none"> <li>a. Develop mechanisms to recognize and consistently pursue the most forward-thinking, innovative pedagogical techniques.</li> <li>b. Expand funding to aid in the promotion of innovative instructional technologies and to provide professional development and assistance for faculty.</li> <li>c. Create more efficient programmatic resources for faculty and graduate students teaching online courses.</li> <li>d. Expand student learning communities to engage students in innovative learning environments and pedagogies (e.g., UC Forward, Choose Ohio First cohorts, UC<sup>3</sup>, civically-engaged learning).</li> </ol> </li> <li>2. Become recognized as a leader in the application of technology within and beyond the classroom.               <ol style="list-style-type: none"> <li>a. Document and showcase best-practices approaches to uses of technology.</li> <li>b. Expand the use of hybrid models for technology use throughout the curriculum.</li> <li>c. Expand access to academic computing resources such as electronic classrooms, wireless coverage, and course management systems along the lines of recommendations in the Blue Ribbon AIT Report.</li> </ol> </li> <li>3. Fully integrate UC Libraries into the curricular-planning and course-development process.</li> </ol>	Vice Provost, Faculty Development  Dean, University Libraries  CIO	1-5 years	Increase % of centrally scheduled E-classrooms from 83% to 100%.  Increase library holdings to 4,000,000 volumes.
<b>Provide students with 21st-century learning tools.</b>	<ol style="list-style-type: none"> <li>1. Use cutting-edge technologies to expand students' abilities to engage in problem solving and critical thinking.               <ol style="list-style-type: none"> <li>a. Expand, improve, and integrate learning support services (e.g., university writing and math centers, supplemental instruction, tutoring, peer education, career counseling, and leadership programs).</li> <li>b. Provide a variety of classroom environments to facilitate diverse teaching and learning styles and continuously assess base technology standards.</li> <li>c. Ensure that students are equipped with information literacy research skills that enable them to evaluate and interpret information effectively.</li> <li>d. Provide students with opportunities to acquire and practice technology skills.</li> <li>e. Increase library holdings and improve national ranking in the Association of Research Libraries.</li> </ol> </li> <li>2. Strategically determine how, when, and where online learning offerings best meet students' needs.               <ol style="list-style-type: none"> <li>a. Expand online course offerings and programs in areas where there are market opportunities consistent with academic priorities.</li> <li>b. Use Quality Matters (QM) and other guidelines to ensure online offerings are of the highest quality.</li> <li>c. Share best practices in online teaching and learning across colleges.</li> </ol> </li> <li>3. Convert all centrally scheduled classrooms to electronic classrooms, using ITIE fees and other funding sources.</li> <li>4. Maintain existing classroom inventory and convert additional classrooms to central scheduling as needed, using ITIE fees and other funding sources.</li> <li>5. Apply new funding model to expand wireless coverage to 100%.</li> </ol>	Vice Provost, Undergraduate Affairs  Dean, University Libraries  CIO  Sr. Vice Provost, Academic Planning  Sr. VP, Administration & Finance	1-3 years	Improve library national ranking from 69 to 45 in the Association of Research Libraries.  Increase out-of-state enrollment from 16.8% to 18%.  Expand wireless coverage (estimated) from 57% to 100%.
<b>Achieve greater integration in university curricula.</b>	<ol style="list-style-type: none"> <li>1. Fully achieve and assess integration of Integrated Core Learning (ICL) in undergraduate curricula.</li> <li>2. Explore ways to integrate ICL into graduate curricula.</li> <li>3. Develop a plan to implement and resource UC Forward.</li> </ol>	Vice Provost, Undergraduate Affairs  Deans	1-3 years	

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Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Improve the way we measure student learning.</b>	<ol style="list-style-type: none"> <li>1. Leverage e-portfolios to improve the quality of student learning.                             <ol style="list-style-type: none"> <li>a. Identify and implement an institutional e-portfolio platform.</li> <li>b. Create professional development for faculty using e-portfolios.</li> <li>c. Assess the impact of e-portfolios, including co-curricular activities.</li> </ol> </li> <li>2. Implement innovative assessment systems to improve student learning.                             <ol style="list-style-type: none"> <li>a. Provide resources and training for faculty to engage with assessment at course and curricular levels.</li> <li>b. Complete assessment and feedback loop from student learning to curriculum development to program reviews to resource allocations.</li> <li>c. Expand the use of peer review through best practices models.</li> </ol> </li> <li>3. Develop a system to measure and continually improve student experiences at the university.                             <ol style="list-style-type: none"> <li>a. Use data from national assessment providers (e.g., NSSE, SSI, etc.).</li> <li>b. Disseminate assessment results, internally and externally.</li> </ol> </li> </ol>	Vice Provost, Undergraduate Affairs  CIO	1-3 years	
<b>Improve support services for student athletes.</b>	<ol style="list-style-type: none"> <li>1. Provide optimum levels of academic support.</li> <li>2. Create more robust infrastructure to support the learning environment.</li> <li>3. Publicize success of student athletes.</li> </ol>	Athletics Director  Vice Provost, Undergraduate Affairs  University Communications	1-3 years	

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## PRINCIPLE #2: DISCOVERY

**Transformative Goal:** Produce new ways of understanding and transforming the world through our research and scholarship.

Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Enhance resources and support for faculty research.</b>	<ol style="list-style-type: none"> <li>Expand internal funding to match desired outcomes in research expansion.</li> <li>Expand funding for start-up packages.</li> <li>Review research leave proposals more strategically.</li> <li>Increase support for University Research Council Program for multi-/inter-disciplinary and entrepreneurial research.</li> <li>Enhance essential library collections, laboratories, and other core facilities to improve UC's research profile.</li> <li>Create more centrally managed and shared labs.</li> <li>Increase post-doc fellowships and Research Graduate Assistantships (RGA).</li> <li>Develop a mechanism to collect and report the publication and citation capacity of faculty (e.g., Academic Analytics).</li> </ol>	VP, Research  Deans	1-7 years	Increase total research funding to \$500 million.  Increase total research expenditures to \$500 million.
<b>Build more robust platforms for research.</b>	<ol style="list-style-type: none"> <li>Diversify research portfolio.               <ol style="list-style-type: none"> <li>Categorize current funded and non-funded research strengths.</li> <li>Target research based on individual faculty strengths and multi-/inter-disciplinary strengths.</li> <li>Facilitate research teams, particularly multi-/inter-disciplinary teams, through workshops/retreats to enhance connections across the campus.</li> <li>Sufficiently fund core research infrastructure with professional staff.</li> <li>Engage undergraduates and graduates in diversification efforts.</li> </ol> </li> <li>Expand the dissemination of our intellectual property through commercialization.               <ol style="list-style-type: none"> <li>Create a vibrant and self-sustaining commercialization infrastructure integrated within our research infrastructure (e.g., University of Cincinnati Research Institute – UCRI).</li> <li>Develop multi-/inter-disciplinary centers of innovation with seed funding and expertise resources to advance the commercial potential of early stage technologies.</li> <li>Develop business opportunities for multi-/inter-disciplinary centers as another revenue stream.</li> <li>Develop a unified strategy to attract industry.</li> <li>Determine UC's role in moving discoveries and concepts to market.</li> <li>Facilitate start-ups that involve faculty-created intellectual property.</li> </ol> </li> <li>Institutionalize a system for faculty to apply for National Academies and national awards.</li> <li>Build centers of excellence around multi-/inter-disciplinary models.</li> </ol>	VP, Research  Deans	1-7 years	Place UC in top-20 ranking among public institutions for total research expenditures.  Increase total federal research expenditures from \$262 million to \$350 million.  Place UC in the top-20 ranking among public institutions for total federal research expenditures (currently 25).
<b>Reward innovation in teaching, research, and service.</b>	<ol style="list-style-type: none"> <li>Expand faculty rewards and recognition.               <ol style="list-style-type: none"> <li>Encourage units to expand RPT documents to reward faculty members for being entrepreneurial (e.g., licensing income, patents, invention disclosures, etc.).</li> <li>Encourage units to expand RPT, merit, workload, and other faculty assessment documents to make them consistent with AMP goals.</li> <li>Reward faculty via tech transfer, patent facilitation, and invention disclosures.</li> <li>Identify funding to reward faculty research that enhances UC's reputation with national and international audiences.</li> </ol> </li> </ol>	Vice Provost, Academic Personnel  Deans  Vice Provost, Faculty Development	1-5 years	Increase corporate research investment in UC to \$20 million.

\*Not necessarily in priority order

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Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Support and promote research in the arts, humanities, and social sciences (AHSS).</b>	<ol style="list-style-type: none"> <li>Raise the visibility of arts, humanities, and social sciences (AHSS) role in the university's research agenda.                             <ol style="list-style-type: none"> <li>More fully leverage resources and programs of the Taft Research Center to make UC a leader in the humanities and social sciences.</li> <li>Increase fellowship support at all levels.</li> </ol> </li> <li>Provide additional resources for: publication subventions, matching funds for funded research, travel funds, RGA support, and replacement funds for visiting hires.</li> <li>Provide a research clearinghouse and dedicated support to strengthen internal coordination and linkages and increase visibility of AHSS research.</li> <li>Create mechanisms for sustaining and institutionalizing cross-college partnerships in AHSS research.</li> </ol>	VP, Research  Deans	1-5 years	<p>Increase number of patent applications from 50 to 100.</p> <p>Increase number of patents issued from 16 to 20.</p>
<b>Hire strategically to support developing areas of excellence, interdisciplinary research projects, inquiry-based learning, and other areas of critical need.</b>	<ol style="list-style-type: none"> <li>Establish mechanism for sharing faculty hiring plans across colleges.</li> <li>Develop strategies for cross-college and cross-department hires.</li> <li>Target members of the National Academies for hire.</li> <li>Conduct feasibility analysis for hiring junior faculty on trajectory for membership in the National Academies.</li> </ol>	Deans  Vice Provost, Academic Personnel	1-7 years	Increase number of invention disclosures from 82 to 160.
<b>Develop strategies for retaining the highest quality faculty and staff.</b>	<ol style="list-style-type: none"> <li>Conduct retention-related research on faculty and staff.</li> <li>Develop better proactive mechanisms to incentivize retention of excellent faculty and staff (e.g., merit pay, working conditions, professional development, access to resources and research support, leaves, etc.).</li> <li>Strengthen annual performance review processes (e.g., define clear goals for new hires, develop clear pathways for mid-career employees, promote collegiality, address institutional barriers, etc.).</li> <li>Develop an integrated university-wide plan for leadership development.</li> </ol>	Vice Provost, Academic Personnel  Sr. Assoc. VP, Human Resources-Administration	1-3 years	Increase number of National Academy memberships from 9 to 15.
<b>Further enhance and expand the graduate and professional student experience.</b>	<ol style="list-style-type: none"> <li>Bolster recruitment, admissions, and retention of graduate students.                             <ol style="list-style-type: none"> <li>Work with each graduate program director to target recruitment where a pipeline already exists.</li> <li>Engage HBCUs and other primarily minority undergraduate institutions for potential articulation agreements to increase applications.</li> <li>Increase the graduation rate of doctoral students (especially African-American males).</li> <li>Increase doctoral degrees awarded via new programs.</li> </ol> </li> <li>Increase University Graduate Assistantships (UGA) and make stipend amounts nationally competitive.</li> <li>Use federal funding to maximize competitive rates.</li> <li>Improve quality of life issues, including health insurance and on-campus housing.                             <ol style="list-style-type: none"> <li>Revisit state-wide proposal for health insurance to buy health insurance according to scale.</li> <li>Develop plan for affordable on-campus housing for graduate students.</li> </ol> </li> <li>Use assessment methods to assure the quality of graduate programs.                             <ol style="list-style-type: none"> <li>Complete Doctoral Strategy Review.</li> <li>Continue ongoing comprehensive program review on a seven-year cycle.</li> <li>Use SSI results to improve programs.</li> </ol> </li> </ol>	Dean, Graduate School	1-7 years	<p>Increase number of other national faculty awards from 9 to 14.</p> <p>Increase number of doctoral degrees awarded from 219 to 358.</p> <p>Increase post-doc fellowships from 268 to 350.</p>

\*Not necessarily in priority order

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Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Increase emphasis on undergraduate student research.</b>	<ol style="list-style-type: none"> <li>1. Enhance opportunities for all students to participate in undergraduate research.</li> <li>2. Launch a robust Office of Undergraduate Research.</li> <li>3. Create research-mentoring opportunities that pair graduate students with undergraduate students.</li> <li>4. Create a system to accurately monitor the formal and informal research activities of undergraduates.</li> <li>5. Create mechanisms to expose first-year students to research fields, similar to what is available in UHP and Professional Practice.</li> <li>6. Support sustainable undergraduate research publishing outlets.</li> </ol>	Vice Provost, Undergraduate Affairs  VP, Research	1-5 years	Increase % of undergraduate students involved in research (tbd).
<b>Partner with the community to solve real-world problems.</b>	<ol style="list-style-type: none"> <li>1. Create a student project incubator to foster entrepreneurship.</li> <li>2. Expand corporate research investment – tie investments to applied learning (e.g., Live Well Collaborative).</li> </ol>	VP, Research	1-3 years	

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## PRINCIPLE #3: COMMUNITY

**Transformative Goal:** Leverage our urban setting in ways that strengthen the vibrancy of our campus and advance our commitment to the broader community.

Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Build on our urban location and resources toward greater connection to and involvement in Cincinnati as well as national and international communities.</b>	<ol style="list-style-type: none"> <li>Increase the number of students participating in volunteer community activities.                             <ol style="list-style-type: none"> <li>Identify what constitutes a “volunteer activity.”</li> <li>Identify a system to track volunteerism (e.g., UGive).</li> </ol> </li> <li>Increase number of students participating in service-learning (SL) courses.                             <ol style="list-style-type: none"> <li>Build on existing SL structure and identify additional resources to expand capacity for all students, both domestic and international.</li> <li>Track SL courses in eCurriculum.</li> </ol> </li> <li>Make more lectures, seminars, and other learning events accessible to the wider community.                             <ol style="list-style-type: none"> <li>Better advertise existing opportunities.</li> <li>Use technology to make opportunities widely accessible.</li> </ol> </li> <li>Quantify faculty engagement with community members to solve real-world problems.                             <ol style="list-style-type: none"> <li>Create a method to track number of faculty participating, amount of dollars generated, number of hours contributed, and impact of activity.</li> <li>Improve systems to identify and connect community partners with faculty.</li> </ol> </li> <li>Coordinate the multiple messages that we communicate to the community (e.g., academic achievements, economic impacts, involvement with community partners) and create a sustained communication strategy between UC and the community.</li> <li>Create more opportunities for Alumni and community members to share their expertise on and off campus (e.g., presentations, consultations, seminars, recruitment, etc.).</li> <li>Build on community-based participatory research activities.</li> <li>Build on the emerging Graduates Assisting Public Scholarship (GAPS) program.</li> <li>Increase employee participation in ArtsWave and United Way/Community Shares.                             <ol style="list-style-type: none"> <li>Recruit enthusiastic campaign chairs who can provide leadership and engage the UC community.</li> <li>Increase participation in campaign by other members of the UC leadership team.</li> <li>Emphasize that every dollar donated counts and helps increase participation.</li> <li>Message the impact of the organization in our community and relevance to UC’s mission.</li> <li>Incentivize participation through drawings for valuable prizes (i.e., tickets to UC events, UC branded items, free parking, and other prizes meaningful to our employees).</li> </ol> </li> </ol>	Vice Provost, Undergraduate Affairs  Government Relations  University Communications  Deans  VP, Student Affairs & Services	1-3 years	Increase the number of Mainstreet visitors (TUC and CRC) to 3 million.  Increase attendance at UC events (football, men’s basketball and CCM) to 500,000.  Increase the number of students participating in volunteer activities to 9,000.  Achieve 10% participation for ArtsWave Campaign.  Achieve 15% participation for United Way/Community Shares Campaign.
	<b>Make UC’s campus a destination for the broader community.</b>	<ol style="list-style-type: none"> <li>Create a plan to better coordinate and market campus-wide events and activities (e.g. CCM productions, DAAP exhibitions, Mainstreet activities, athletics, speakers).</li> <li>Develop a comprehensive strategy for the Athletics Department (e.g., marketing, scheduling, Big East winning percentage, ticket sales, communications).</li> </ol>	University Communications  Athletics Director	1-3 years

\*Not necessarily in priority order

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\*\*\*Based on progress as of 2010



Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Eliminate internal barriers that inhibit cross-college conversations and internal collaborations.</b>	<ol style="list-style-type: none"> <li>Strengthen and increase number of multi-/inter-disciplinary programs and courses.               <ol style="list-style-type: none"> <li>Define “multi-/inter-disciplinary program” and “multi-/inter-disciplinary course.”</li> <li>Structure Performance-Based Budgeting (PBB) system to reward multi-/inter-disciplinary efforts and seek to expand RPT documents to reflect importance of multi-/inter-disciplinary courses and programs.</li> <li>Improve institutional support for multi-/inter-disciplinary programs.</li> </ol> </li> <li>Promote collaboration among colleges, academic service units, and student affairs units to promote student learning and life-skill development.</li> <li>Identify enterprise-wide systems and platforms to increase efficiency and effectiveness (e.g., eliminate duplication of resources, streamline services, increase collaboration, etc.).</li> </ol>	Deans  Vice Provost, Undergraduate Affairs  Sr. Vice Provost, Academic Planning  Sr. VP, Administration & Finance	1-5 years	Increase University Athletics winning percentage (Big East only) from 42% to 57.5%.  Increase percent of FTE students taking service learning courses (tbd).
<b>Fully integrate regional campuses into UC culture and practices.</b>	<ol style="list-style-type: none"> <li>Optimize articulation and transfer connections between uptown and regional campuses by enhancing and simplifying the processes.</li> <li>Increase the number of articulation and transfer students from UC regional campuses by enhancing and simplifying the transition process (e.g., facilitate seamless 2+2 or 2+3 student movement).</li> <li>Increase the number of international students that start on regional campuses.</li> <li>Identify ways to make it easier for students, faculty, and staff to move among our many campuses.</li> <li>Ensure that university-wide events (e.g., athletics, concerts, social, etc.) are promoted across the institution.</li> <li>Identify ways to fully integrate regional campuses into UC Forward, Study Abroad, UHP, faculty development, internships, SL, undergraduate research, sustainability, and health-related activities.</li> <li>Explore low-cost baccalaureate pathway options for students on regional campuses (e.g., UC East, Carver Woods).</li> </ol>	Deans  Sr. Associate VP, Enrollment Management  Sr. Vice Provost, Academic Planning  VP, Student Affairs & Services	1-3 years	
<b>Develop a strategy and structure to address compliance and risk management issues.</b>	<ol style="list-style-type: none"> <li>Establish a task force to review current practices, structures, and needs.</li> </ol>	Sr. VP, Administration & Finance  General Counsel  VP, Research	1-3 years	

\*Not necessarily in priority order

\*\*1-3 years: July 2012-July 2015, 1-5 years: July 2012-July 2017, 1-7 years: July 2012-2019

\*\*\*Based on progress as of 2010



**PRINCIPLE #4: ECONOMY**

**Transformative Goal:** Strengthen fiscal stewardship, achieve financial stability, create opportunity for sustainable growth, and build real value for the city and state.

Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Enhance support from alumni, faculty, and staff.</b>	<ol style="list-style-type: none"> <li>Promote best practices from recent Faculty/Staff Campaigns.</li> <li>Collaborate with the Foundation and Alumni Association to engage more alumni in institutional activities and to further integrate them into planning processes.</li> <li>Establish a multi-tiered training program for faculty, staff, and students to provide them with practical skills for building relationships, articulating needs, and fostering a culture of philanthropy across the institution.</li> <li>Develop a 'user-friendly' reporting tool for faculty and staff to register promising alumni connections, pathways for private support, etc.</li> <li>Offer recognition awards to faculty, staff, students, and alumni for outstanding contributions to UC's fundraising goals.</li> <li>Implement recommendations from the strategic review of the UC Foundation co-chaired by the Provost.</li> </ol>	Deans UC Foundation Alumni Association University Communications Student Government Faculty Senate	1-3 years	Improve OBR Financial Health Composite Score from 3.3 to 3.4. Increase Institutional Liquidity from 23.3% to 25% of total expenditures and transfers. Increase annual giving to \$125,000,000.
<b>Educate key constituents about the economic value and impact of UC.</b>	<ol style="list-style-type: none"> <li>Organize a yearly visit to Ohio legislators and the Ohio U.S. Congressional delegation.</li> <li>Work with the Inter-University Council of Ohio to establish an annual Higher Education Appreciation Day.</li> <li>Create regular economic reports detailing UC's economic impact on our city, state, and country (e.g., the impact of graduates, research by centers and labs, etc.) and disseminate these reports to local and national media.</li> <li>Establish connections to and/or communications with various external advisory boards both to solicit input as well as disseminate value of UC partnerships.</li> <li>Insure good communication between governmental offices and UC in terms of faculty accomplishments and other aspects of the impact of higher education in Ohio.</li> </ol>	Government Relations University Communications Provost Office Sr. Vice Provost, Academic Planning Faculty Senate	1-3 years	Improve annual giving rank among public research institutions to top-20. Increase overall alumni giving participation rate from 11.2% to 18%. Increase faculty/staff campaign participation from 32.5% to 50%.
<b>Establish UC as an economic driver through intellectual activity.</b>	<ol style="list-style-type: none"> <li>Catalyze UC's expertise in innovation to impact economic development (e.g., by working through organizations such as Hamilton County Development Corporation to promote commercialization, etc.).</li> <li>Expand UC's economic impact through multi-disciplinary efforts that interface with industry.</li> <li>Involve students in the creation of intellectual property and innovative content by introducing them to the university's process.</li> <li>Establish research co-ops as a vehicle for tech transfer between research labs and industry partners.</li> <li>Build on the UC Forward initiative to incorporate sponsored research into coursework.</li> <li>Require continuous assessment and improvement of practices in Intellectual Property Office (IPO) and Sponsored Research Services (SRS) with respect to industrial partnerships.</li> <li>Cultivate distance learning in targeted sectors to serve continuing professional development needs of industry.</li> </ol>	VP, Research Vice Provost, Undergraduate Affairs Vice Provost & Dean, Graduate School	1-3 years	Increase endowment assets to \$1.104 billion. Improve endowment assets rank among publics to top-20.

\*Not necessarily in priority order

\*\*1-3 years: July 2012-July 2015, 1-5 years: July 2012-July 2017, 1-7 years: July 2012-2019

\*\*\*Based on progress as of 2010



## PRINCIPLE #5: SUSTAINABILITY

**Transformative Goal:** Create a deliberate and responsible approach to our environment, resources, and operations.

Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Aim for a zero waste campus.</b>	<ol style="list-style-type: none"> <li>1. Adhere to HB 251 to reduce carbon footprint by 20% in 2014: energy sources, building-by-building focus and behavior change, transportation and operations.</li> <li>2. Implement the energy master plan.</li> <li>3. Create institutional partnerships to expand recycling efforts and to eliminate waste (e.g., going paperless).</li> <li>4. Target vendors committed to green design and life-cycle planning.</li> </ol>	Sr. VP, Administration & Finance  Deans	1-7 years	Reduce carbon footprint (total metric tons of carbon).
<b>Integrate sustainability into educational programs, research, reporting, and community outreach.</b>	<ol style="list-style-type: none"> <li>1. Assess awareness of and commitment to sustainability issues by administering a benchmark survey to campus community.</li> <li>2. Charge Presidents Advisory Council on Environment and Sustainability (PACES) to implement education programs and advance state-of-the-art methods and practices to sustainability, based on survey results.</li> <li>3. Advance educational outreach and programming (e.g., the <i>Climate 101</i> Lecture Series, student groups in sustainability, environmental literacy program, etc.).</li> <li>4. Pilot multi-/inter-disciplinary global courses with a sustainability focus in UHP.</li> <li>5. Create courses in the study of "sustainability," using various models and within multiple disciplines.</li> <li>6. Develop minors across the university in sustainability to include input and pedagogy from the US EPA.</li> <li>7. Join Sustainability, Tracking, Assessment, and Rating System (STARS) and demonstrate continued improvement.</li> <li>8. Establish a PACE's sub-committee to improve the "College Sustainability Report Card".</li> <li>9. Foster and track sustainability-related research.</li> </ol>	Sr. VP, Administration & Finance  Deans	1-3 years	Increase annual recycling as a percentage of waste stream from 65% to 70%.  Improve "College Sustainability Report Card" grade from B+ to A-.
<b>Promote and expand existing efforts and strengths around sustainability.</b>	<ol style="list-style-type: none"> <li>1. Create sustainable funding base for the Ohio Board of Regents Center of Excellence in Sustaining the Urban Environment (SUE) at U.C. (e.g., fund raising, research grants, etc.).</li> <li>2. Link the work of the SUE Center to the university, the city of Cincinnati, peer institutions, and the global community.</li> <li>3. Create a funding base for PACES.</li> <li>4. Develop a global strategy for commercialization efforts tied to the issue of sustainability.</li> </ol>	Dean, College of Engineering and Applied Science  Sr. VP, Administration & Finance	1-5 years	Increase attendance at sustainability programming and outreach from 12,435 to 15,870.

\*Not necessarily in priority order

\*\*1-3 years: July 2012-July 2015, 1-5 years: July 2012-July 2017, 1-7 years: July 2012-2019

\*\*\*Based on progress as of 2010



**PRINCIPLE #6: GLOBAL ENGAGEMENT**

**Transformative Goal:** Ensure students and faculty have the skills and knowledge to succeed within and influence the ever-evolving modern world.

Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Expand international partnerships, student opportunities, and faculty engagement.</b>	<ol style="list-style-type: none"> <li>Increase the number of international research partnerships and capture these partnerships in a system-wide database (e.g., UCosmic).</li> <li>Incentivize faculty and staff to fully utilize a system-wide database.</li> <li>Resource faculty advisors for their work as global experts (e.g., recruitment, research and scholarship, curriculum development, etc.).</li> <li>Establish a task force to study opportunities for establishing campuses abroad (e.g., Mainland China, Hong Kong).</li> </ol>	Vice Provost, International Affairs  Deans	1-5 years	Increase students studying abroad from 806 to 1,500.
<b>Increase the number of international students.</b>	<ol style="list-style-type: none"> <li>Develop a global village to cement UC's international brand (staff, housing, event space, Confucius Institute, etc.).</li> <li>Expand international admissions and create programs and scholarships that will attract international students (e.g., develop country-based offices, hire U.S. and foreign-based country coordinators and staff, etc.).</li> <li>Implement English as a Second Language (ESL) and academic support efforts to improve retention and success of international students via international co-op advisors, country-specific academic advisors, additional ESL classes, etc.</li> </ol>	Vice Provost, International Affairs  Sr. Associate VP, Enrollment Management  VP, Student Affairs & Services	1-5 years	Increase the number of international students from 5.0% to 8.0%.  Increase percent of FTE students taking globally engaged courses (tbd).
<b>Increase number of students studying abroad.</b>	<ol style="list-style-type: none"> <li>Increase funding to expand study abroad opportunities for students.</li> <li>Increase the number of faculty who lead study abroad programs and identify resources to support these programs.</li> <li>Build upon programs that successfully integrate study abroad as a part of their curriculum (e.g., SL, cross-college collaborations, etc.).</li> <li>Continue to support study abroad opportunities as outlined in the UHP strategic plan, increasing the % of UHP students studying abroad to 75% (presently 50%).</li> </ol>	Vice Provost, International Affairs  Sr. Associate VP, Enrollment Management	1-3 years	Increase percent of FTE students taking globally engaged courses (tbd).
<b>Encourage more foreign-language skills.</b>	<ol style="list-style-type: none"> <li>Create a sustainable funding model for diverse and robust language study.</li> <li>Expand the number of language-based study abroad programs.</li> <li>Establish support for cultural events, immersion opportunities, and international educational experiences focused on language study.</li> <li>Partner American students with international students to further develop language skills.</li> </ol>	Deans	1-5 years	
<b>Increase the number of students enrolled in globally-engaged courses.</b>	<ol style="list-style-type: none"> <li>Designate courses that have a global content and create a coordinated curriculum for globally-engaged students.</li> <li>Leverage interdisciplinary curricula to anchor more globally-engaged certificates and minors (e.g., International Affairs).</li> <li>Create opportunities for synchronized multinational classrooms.</li> <li>Link courses and projects across the globe through emerging technology.</li> </ol>	Deans	1-3 years	

\*Not necessarily in priority order

\*\*1-3 years: July 2012-July 2015, 1-5 years: July 2012-July 2017, 1-7 years: July 2012-2019

\*\*\*Based on progress as of 2010



## PRINCIPLE #7: DIVERSITY

**Transformative Goal:** Create and maintain a community that is broadly diverse and inclusive in all aspects of its operations.

Recommendations*	Action Steps*	Responsible Parties	Timeframe	Targets
<b>UC will attract, retain, and graduate academically prepared students who reflect a wide range of diversity.</b>	<ol style="list-style-type: none"> <li>1. Recruitment               <ol style="list-style-type: none"> <li>a. Invest in vigorous and effectively targeted outreach and recruitment to attract a sufficiently diverse applicant pool to undergraduate and graduate programs.</li> </ol> </li> <li>2. Admission               <ol style="list-style-type: none"> <li>a. Incorporate strategies and “best practices” into the current admissions process to increase diversity in the confirmed undergraduate and graduate student pool (e.g., Darwin T. Turner Scholars).</li> </ol> </li> <li>3. Retention and Graduation               <ol style="list-style-type: none"> <li>a. Undergraduate - Develop and implement a plan to move all undergraduates to retention and graduation targets stated in <b>UC2019</b> resulting in no performance gaps between underrepresented and majority students.</li> <li>b. Graduate - Develop and implement a plan to improve degree completion for underrepresented professional (law, medicine, and pharmacy) master’s and doctoral candidates.</li> </ol> </li> </ol>	Chief Diversity Officer  Sr. VP for Academic Affairs & Provost	See Diversity Plan	See Diversity Plan
<b>All colleges and departments at UC will attract, retain, and promote an increased number of historically underrepresented and other diverse faculty in tenure and clinical track positions, including faculty at advanced ranks.</b>	<ol style="list-style-type: none"> <li>1. In five years, every college will increase the percentage of African American, women, and other traditionally unrepresented faculty of color in tenure-track positions consistent with college goals established as part of the implementation of the UC Affirmative Action plan.</li> <li>2. Develop and implement strategies to retain a diverse faculty through the probationary period leading up to and beyond the tenure decision in colleges.</li> </ol>	Chief Diversity Officer  Sr. VP for Academic Affairs & Provost  Deans	See Diversity Plan	
<b>UC will create and support a learning and work environment that reflects the university’s mission, which includes a commitment to excellence and diversity.</b>	<ol style="list-style-type: none"> <li>1. Increase education and professional development related to diversity and inclusion for students, faculty, and staff.</li> <li>2. Improve quality and scope of communications plan regarding diversity initiatives.</li> <li>3. Develop and maintain systemic climate assessment processes and tools to monitor and improve departmental, college, and university climate.</li> </ol>	Chief Diversity Officer	See Diversity Plan	
<b>UC will develop and implement a comprehensive, integrated, university-wide system of accountability and assessment that will evaluate and quantify institutional performance in relation to diversity goals at all levels.</b>	<ol style="list-style-type: none"> <li>1. Report progress on established goals and objectives in all academic and administrative units.</li> </ol>	Chief Diversity Officer	See Diversity Plan	

\*Not necessarily in priority order





**PRINCIPLE #8: MISSION-BASED HEALTH CARE**

**Transformative Goal:** Ensure that our region has access to the highest quality health care via biomedical research, prevention initiatives, and patient-care advances.

Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Launch campus-wide global health themes.</b>	<ol style="list-style-type: none"> <li>1. Develop a process to identify and prioritize university-wide global health themes (i.e., cancer; chronic illness; diabetes and obesity; gerontology; health-related behaviors; informatics and safety; mental health; patient education; prevention and wellness; public health).</li> <li>2. Create a functional unit(s) to implement activities and measure outcomes related to global health.</li> <li>3. Identify funding for educational and research projects tied to global health themes.</li> </ol>	Academic Health Center Deans	1-3 years	Increase number of graduates from health-related programs from 1,426 to 2,050.
<b>Charge the Academic Health Center with building the university's brand for its health-care mission.</b>	<ol style="list-style-type: none"> <li>1. Develop clear and concise message that resonates with target audiences.</li> <li>2. Link health-care delivery to education and research missions.</li> <li>3. Coordinate multi-/inter-disciplinary initiatives to improve the effectiveness of patient care and provide education and research opportunities.</li> <li>4. Capitalize on innovative care and new models of health-care delivery.</li> <li>5. Create and sustain community-based initiatives.</li> <li>6. Incorporate student initiatives into overall health-care mission and activities.</li> </ol>	Academic Health Center University Communications	1-3 years	Increase number of students enrolled in health-related programs from 6,629 to 8,000.  Increase funding from Biomedical research grants and contracts (including Affiliates) to \$375 million.
<b>Embed multi-/inter-disciplinary programs and clinical activities within the Academic Health Center.</b>	<ol style="list-style-type: none"> <li>1. Develop joint educational programs in medicine, pharmacy, nursing, and allied health.</li> <li>2. Grow experiential learning opportunities.</li> <li>3. Promote interactions among instruction, clinical settings, facilities, and experiential learning.</li> <li>4. Meet the needs of adult learners in health education careers (e.g. distance learning, certificate programs, etc.).</li> </ol>	Academic Health Center	1-5 years	Increase number of Biomedical patent applications (including Affiliates) from 98 to 120.
<b>Promote scholarship in key health areas and engage students in research.</b>	<ol style="list-style-type: none"> <li>1. Refine the academic health center model of research and scholarship and extend to relevant non-health care disciplines.</li> <li>2. Advance multi-/inter-disciplinary training and research in clinical care settings.</li> <li>3. Integrate translational research into care delivery at clinical sites.</li> <li>4. Identify key research areas along with centers of excellence.</li> <li>5. Identify internal funding source to initiate research projects that further educational and clinical programs.</li> </ol>	VP, Research	1-5 years	Increase number of active clinical trials (including Affiliates) from 2,557 to 2,700.
<b>Promote and incentivize wellness within the UC community.</b>	<ol style="list-style-type: none"> <li>1. Create multiple health and wellness programs across the university supported by multi-/inter-disciplinary teams in medicine, pharmacy, nursing, and allied health.</li> <li>2. Capitalize on experiential learning opportunities to promote wellness programs.</li> <li>3. Conduct a comprehensive review of the university's health programs and develop appropriate incentives.</li> </ol>	Academic Health Center University Communications	1-3 years	Increase number of patient encounters (College of Medicine and UC Physicians) from 798,101 to 1,125,000.

\*Not necessarily in priority order

\*\*1-3 years: July 2012-July 2015, 1-5 years: July 2012-July 2017, 1-7 years: July 2012-2019

\*\*\*Based on progress as of 2010



## PRINCIPLE #9: COLLABORATION

**Transformative Goal:** Enhance and expand collaborative engagement with our urban environment and throughout our global community to advance the common good.

Recommendations*	Action Steps*	Responsible Parties	Timeframe**	Targets***
<b>Establish a campus-wide culture of collaboration based on an expanded definition of collaboration.</b>	<ol style="list-style-type: none"> <li>1. Aim for 100% of graduates to have participated in experiential learning (e.g., internships, co-op, service learning, study abroad, undergraduate research, conference participation, etc.).               <ol style="list-style-type: none"> <li>a. Define, catalogue, and track experiential learning opportunities.</li> <li>b. Review and address financial policies to facilitate student participation in experiential learning opportunities (e.g., student health insurance fee, recreation center membership, student travel funding, etc.).</li> <li>c. Increase the number of students engaged in multi-/inter-disciplinary capstones with study abroad components (e.g., UHP pilot program).</li> <li>d. Publish the results of experiential learning activities in media and scholarly outlets.</li> </ol> </li> <li>2. Recognize and reward collaboration.               <ol style="list-style-type: none"> <li>a. Identify and promote timely unifying themes that cross college lines to shape curricula, teaching, research, and other mission-based activities.</li> <li>b. Promote impact of on-campus collaboration fairs and industry symposia.</li> <li>c. Develop a database and assessment process for collecting and evaluating collaborative work among colleges.</li> </ol> </li> <li>3. Increase participation in UC Forward and related multi-/inter-disciplinary courses.</li> </ol>	VP, Research  Vice Provost, Undergraduate Affairs  Vice Provost, Graduate School  Deans  University Communications  VP, Student Affairs & Services	1-7 years	Increase number of students engaged in internships and co-ops from 5,714 to 6,500.  Increase master agreements from 12 to 20 with a wider range of companies in business and industry.
		VP, Research  Deans		
<b>Create opportunities for collaborative work with industry and non-industry research.</b>	<ol style="list-style-type: none"> <li>1. Increase opportunities and create institutional support mechanisms for collaboration with industry partners (e.g., incubators, accelerators, etc.).</li> <li>2. Increase opportunities for collaboration with non-industry research partners.</li> </ol>	VP, Research  Deans	1-3 years	

\*Not necessarily in priority order

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\*\*\*Based on progress as of 2010



