



Creating a Culture of Philanthropy at the University of Cincinnati

A Strategic Plan for Development

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Strategic Planning Committee

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Strategic Planning Committee

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Mission & Vision of the UC Foundation for University of Cincinnati Development

Mission: *To support UC's aspirations through philanthropy* by collaborating with the colleges, Academic Health Center and other units to maximize private support. Our advancement efforts promote the development of productive, enduring relationships with alumni, friends, colleagues, students, foundations and corporations.

Vision: *To serve as a catalyst* to inspire, unite and enlist the support of alumni, friends, colleagues, students, foundations and corporations in the mission of the University of Cincinnati to transform the lives, health and well being of the city, state, nation and global community.

Values



Dedication to the Mission of the University – Development efforts at the University of Cincinnati will be greatly enhanced through a collective understanding that the university's mission is paramount to the missions of individual colleges and units. The university's advancement will result in equal advancement for the colleges and programs that comprise the university as a whole.

Ethics & Professionalism – The impact our students, faculty and alumni have on the community will be guided by the principled standards of the university and those same high standards will guide our interaction with donors.

Fidelity to Donor Intent – It is our duty to ensure that the funds donors entrust to the university are utilized to achieve the greatest impact and make contributing to the university an experience of pride and fulfillment.

Stewardship – Understanding that a strong sense of connection for donors will yield the most rewarding and enduring relationships, we must instill a sense of value through our engagement, communication and expressions of gratitude with donors.

Teamwork – The success of this plan relies upon collaboration; a **culture of philanthropy** will not occur in the absence of teamwork.

Accountable & Goal-directed – The necessity of a new funding model requires new standards and goals with assertive metrics that clearly define expectations for success.

Executive Summary

1. Institute a More Focused Fundraising Effort

Learnings

- We have a solid group of identified, untapped prospects and potential prospects to be able to raise at least \$125 million annually in private support and sponsored research.
- Many of our major gift donors have interests across multiple initiatives.

Recommendations

- 1.1 Focus on donors with the greatest potential and center efforts on specific interests of donors as well as the interests of colleges and units.
- 1.2 Develop an enhanced donor touch strategy that differentiates both quantity and quality of touch with significantly more identified prospects.
- 1.3 Build rewarding donor relationships that endure through personnel transitions.

2. Expand University-wide Philanthropic Understanding & Participation

Learnings

- Including the scholarship, research and alumni and friend connections of faculty, staff and students vastly increases the potential web of support.
- Philanthropic education can provide benefits for all and increase the philanthropic activity throughout the university.
- Expanding the understanding of participation across the university transforms philanthropy and creates a true university-wide effort and outcome.

Recommendations

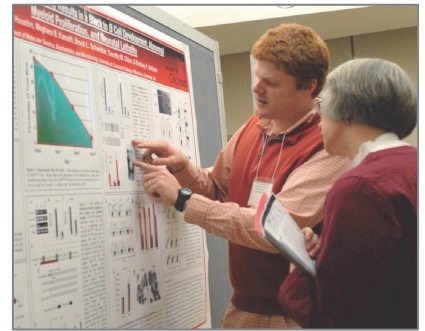
- 2.1 Develop curricula to educate faculty, staff, students and volunteers about the role of philanthropy, and the avenues open to fostering and securing additional philanthropic resources from a variety of possible prospects.
- 2.2 Collaborate within and across colleges and programs to align the interests of potential donors with university initiatives, as well as college and program initiatives.



3. Create and Foster Strong, Enduring Productive Relationships

Learnings

- A more robust alumni relations effort and a focused, vibrant UC Alumni Association are keys to success in building meaningful, productive, enduring relationships with alumni.
- Identifiable pathways for volunteer recruitment, training and evaluation are important.
- Donor engagement needs to reflect and be built around donor interest.
- Clearly defined roles for volunteer leadership for UCF Board of Trustees and other college and unit advisory (leadership) boards are important.
- Faculty, staff, students & volunteers are needed to play important roles in university fundraising.



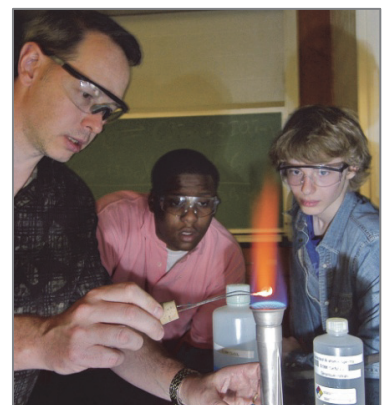
Recommendations

- 3.1 Expand the UC Foundation's existing relationship with UC at all levels, especially within the leadership, academic, alumni and student ranks.
- 3.2 Make development a team approach, involving the entire university community.
- 3.3 Publicly position the Foundation as UC's preeminent volunteer organization and a community "board of choice" to drive volunteer engagement.
- 3.4 Develop a student-centric stewardship plan to connect donors with students on a regular basis through events, communications and other vehicles.
- 3.5 Build and reinforce a sense of tradition within the student experience.

4. Improve and Leverage Strategic Fundraising Communications & Engagement

Learnings

- Communication gaps and role clarification across the entire fundraising enterprise (Foundation and University) present opportunities for improvement.
- Strategic marketing and communications is a vital component of fundraising for the university.
- **One Community, One Voice, One Brand** will drive success.
- Improved communication between all volunteer groups supporting advancement is important.



Recommendations

- 4.1 Inform and inspire internal and external stakeholders through strategic and meaningful communications.
- 4.2 Listen to constituent perspectives and act as an important conduit of information regarding the University's and Foundation's achievements and challenges.

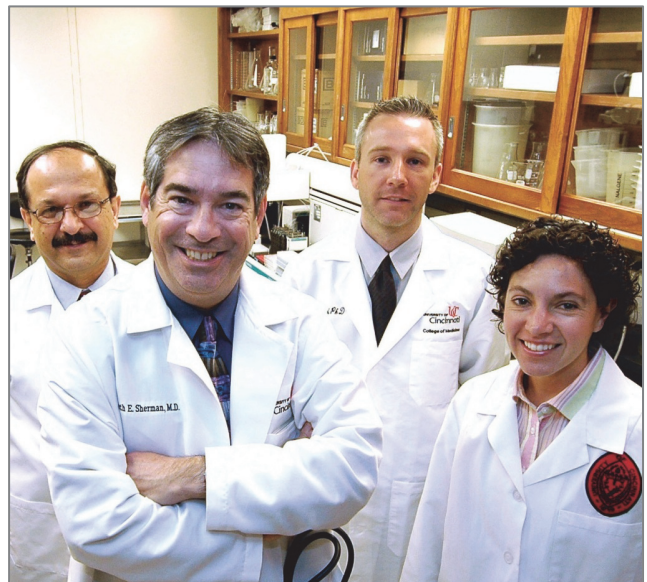
5. Secure the Necessary Human & Fiscal Resources

Learnings

- Touches matter. Consistency, frequency, weight and value of touches help us develop and sustain the enduring relationships with alumni and donors on which UC's future depends.
- The more depth and personal the interaction with prospective donors, the greater the likelihood for increasing the average size and number of gifts.
- Increasing donor touches matters potentially as much, if not more, than increasing percentage of giving.
- There is a progressive return on investment for increased staff size.

Recommendations

- 5.1 Develop multi-year funding models that will ensure the resources necessary to fuel increased fundraising activity and results driven by **UC2019** ▶, academic priorities and donor interests.
- 5.2 Develop a near-term organizational/re-organizational plan to guide the thoughtful expansion of UC's advancement capabilities, including a rigorous performance and data-driven culture with continuous improvement and metrics.
- 5.3 Analyze the current state of development to ensure system-wide efficiency throughout the university.
- 5.4 Assess and develop a revised committee structure to focus the Foundation's time, attention and resources on those roles of greatest importance to UC.
- 5.5 Focus on revenue generation as an outcome.



Creating A Culture of Philanthropy at the University of Cincinnati

Background

The *Strategic Plan for Development* at the University of Cincinnati aims to build a **culture of philanthropy** at UC, one that fundamentally shifts the way its members invest themselves and the way we collectively approach advancement and deepen engagement with the broader community.

The University of Cincinnati has proven to be an institution of considerable agility and adaptability through various phases of organizational transformation. The transition from municipal school to state university in the 1970s presented a unique set of challenges that the university met to achieve considerable growth. That growth set in motion UC's Master Plan in the 1980s, which challenged students and faculty to achieve their educational and research goals amidst a state of seemingly endless construction. The result was a campus landscape that has earned UC accolades as one of the world's most beautiful and a new sense of school pride amongst our students and alumni. Our physical transformation set the stage for new heights in academics, research and programmatic offerings. Under President Gregory H. Williams, the aspirations set forth previously found clarity, vision and direction when **UC2019 ▶ Accelerating Our Transformation** was unveiled to the university and broader community. As UC became invigorated around this new roadmap of ambitious goals, the state of our world's economy called for a dramatic shift in the way we raise and allocate resources. Once again, the University of Cincinnati faces a significant challenge.

When the University of Cincinnati embarked upon the most ambitious fundraising campaign in school history more than 6 years ago, the entire university community made a collective commitment to achieve a new level of prominence. Reaching \$1 billion will mark a significant milestone for the university and place us in the company of public institutions like Michigan, Virginia, Washington, Texas A&M and UCLA, which have each completed capital campaigns in excess of \$1 billion. The early results from the shift from state support to private support saw Michigan raising \$1.5 billion, followed by \$3.2 billion, with plans on the horizon of raising \$5 billion. Following 30% declines in philanthropic support of public education in the depths of the Great Recession, giving levels recently returned and surpassed 2007 levels. Large capital campaigns are underway or being planned at University of Texas, Austin (\$3 billion), Texas A&M (\$3 billion), SUNY System, Ohio State University, Cal Berkeley, Florida, Arizona, Pittsburgh, Temple and virtually every mature state and land-grant institution across the country.



The ***Proudly Cincinnati*** campaign was not launched merely to hit a fundraising target. Rather, ***Proudly Cincinnati*** was launched to support the vision for UC to become one of the top research universities in the United States. The fact that ***Proudly Cincinnati*** stands at \$890,213,656 (as of April 19, 2012), on pace to reach our \$1 billion goal, is all the more impressive when considering that this amount has been raised during one of the worst economic climates in our country's history and in the face of declining state support. While our success to date certainly speaks to our institutional capacity for development and responsive flexibility, we must recognize that these same

factors will impact the university's advancement in the foreseeable future and continue to impact the way we develop resources. Cuts in direct state support of higher education have been rampant. The politics of taxes and the realities of declining tax revenues during high unemployment times make a return to old funding models less likely. Tax support of education has declined significantly over the past 10 years; when combined with increasing out-of-state tuition and private philanthropy fueled by large capital campaigns, the likes of the universities of Michigan and Virginia begin to look as private as Harvard and Stanford.

Professional staffs are being doubled and tripled as institutions realize there are few better returns than those invested with a philanthropic return in mind. Time and time again, \$0.25 invested returns \$1.00. Time is required for a suitable return, but experience shows **nearly all public institutions, willing to invest significantly over time, achieve returns that resemble private universities** that entered the quest for philanthropic support. Necessity is indeed the mother of invention.

Experience has also shown that excellence matters, that the intellectual and research enterprises matter, that Americans are willing to support giving students a chance to enter the life of the mind, to make something more of themselves. Indeed, it is mainly with the mind that competition is met across the country and around the world. Philanthropic support of public education, only 25 years in significant and growing practice, has shown the generosity and intent of individuals, corporations and foundations from Maine to Hawaii. In an era of declining government support, public higher education has recognized the likely irreversible trends and continued on a course to fulfill its mission of public education, research and creating better local, state, national and international communities.

The plan outlined herein not only considers the necessity of increased private support but establishes a strategy to ensure we leverage every aspect of the university to generate resources needed to achieve our institutional goals in this new economic reality. Specifically, this strategic plan aligns the university's existing strengths with our shared aspirations and identifies the success factors, goals and objectives that will determine the future of UC. With **UC2019**►, President Williams established a framework for UC's collective pursuit of excellence. This plan forges a cultural shift in which every member of the UC community plays a role in development and generation of the resources needed to achieve the goals set forth by President Williams in charting our course to national prominence.

Over the past 18 months, deans, faculty, directors, staff and trustees from the University of Cincinnati, the University of Cincinnati Foundation and the University of Cincinnati Alumni Association have invested their time and energy to arrive at the most effective, tactical approach for building upon our existing assets. The Strategic Planning Committee was formed to utilize benchmarking and best practices to create strategies that build upon our distinct institutional strengths and determine the actionable steps toward:

- ▶ Building lasting, meaningful relationships between, and among, the university's various stakeholders and the partners capable of impacting UC's progress;
- ▶ Positioning UC to raise at least \$125 million annually in private support and sponsored research; and

- ▶ Enhancing alumni participation to elevate the university's reputation among its peers and strengthen the sense of connection among alumni throughout the world.

A broad group of internal stakeholders engaged in many collaborative and directed conversations regarding where the university stands currently, where we need to be in the future and how we will get there. More than 100 volunteers composed of deans, faculty, directors, staff, and trustees from the University of Cincinnati Foundation and the University of Cincinnati Alumni Association [see *appendix*] have committed their time and energy to serving on one of eight strategic planning subcommittees. Each subcommittee is distinct in scope yet equally integral to our institutional advancement. The deliberative consensus of these subcommittees directs the organized process for defining strategy, setting institutional direction and guiding decisions regarding the allocation and generation of university resources, both human and fiscal.

The action steps set forth in this plan will complement, support and help fund the Academic Master Plan, organized around the nine operational principles outlined in **UC2019**▶ :

- ❖ **Learning** – world-class experiences both inside and outside the classroom are critical to educating the whole student.
- ❖ **Discovery** – transformational output as a goal, effectively and comprehensively measured through results and research dollars.
- ❖ **Community** – our active involvement with the state, region, nation and world is central to our identity and aspirations.
- ❖ **Economy** – increased efficiency, development and exploration of new resources to achieve financial health amidst a new climate of fundraising.
- ❖ **Sustainability** – design, programs and curricula that affect the imprint of our students, faculty and staff in both our shared environment and our place in the larger global environment.
- ❖ **Global Engagement** – expanding the student experience through culturally diverse interactions, global projects and education abroad.
- ❖ **Diversity** – creating an environment that supports differences and affirms each individual's value, potential and contributions.



- ✧ **Mission-based Health Care** – supporting health-care goals through extension of our innovative research and health education to all aspects of the university.
- ✧ **Collaboration** – emphasizing an interdisciplinary approach to education, as well as the way we work with community partners.

Resource development is most effective when assets are leveraged in an atmosphere of transparency. This plan is the first step in achieving such an atmosphere at the University of Cincinnati.

Purpose

The UC strategic plan for development will build enduring, productive relationships with donors, alumni, friends, colleagues, students, foundations and corporations. The strategic plan aims to achieve a fundamental shift in the way UC community members invest of themselves to collectively advance the university and deepen engagement with the broader community. By fostering a **culture of philanthropy**, UC will be a community of individuals who are motivated by the best outcomes possible – best outcomes for patient care, best research outcomes, best academic standards, best exposure to cultures other than our own, and best impact on humanity through research, discovery and innovation.

The University of Cincinnati must operate in response to our new reality. The trend of diminishing state funds will not reverse itself, and the generation of new revenue sources is an operational truth that guides our future. Achieving a **culture of philanthropy** will present initial challenges, but there is tremendous opportunity. As an institution that values innovation, discovery and new ways of thinking, we have an opportunity to approach our respective roles with new perspective. UC has proven itself to be an institution of considerable agility throughout its storied history. In front of us is an opportunity to take university-wide ownership of our shared success.

This cultural shift will provide every member of the university community not only the opportunity to play an instrumental role in the university's advancement, but the opportunity to reap equal rewards of those efforts. The careers of our employees, the discovery of our researchers and teaching of our faculty are all enhanced through the university's success and growth. Guided by the vision and direction of **UC2019** ▶, this plan will strategically leverage the university's existing assets to achieve new institutional goals. Now is the time to align all of our resources – fiscal, human, intellectual, technological – in a way that achieves optimal outcomes for everyone at the university.

Optimal outcomes require optimal resources and by achieving the best outcomes, we will draw the greatest interest from those outside our immediate university community to invest where they see value. Productive, enduring relationships with corporations, foundations and donors will broaden opportunity for academic exploration and strengthen our engagement with the local and global community. The result will be facilities, professorships and expansion of knowledge creation in which faculty, researchers and students can thrive.

The extraordinary cannot and will not occur out of circumstance. Remarkable achievements are never the result of status quo, and our future relies on our ability to embrace this powerful, new

perspective. True progress can only be motivated by change. The strategic plan charts a path for the university's future, a future where collaboration drives achievement and fuels true organizational advancement and growth.

The *Strategic Plan for Development* at the University of Cincinnati is intended to make philanthropy an integral component of the university's collective DNA. The purpose of this plan is to foster a **culture of philanthropy** that influences the way university community members approach their role as employees, as advocates and as ambassadors who invest in the university's mission, communicate our challenges and champion our accomplishments. Under this plan, we will take a collective approach to university advancement and generation of the resources needed to realize the goals articulated in **UC2019**▶. This plan will mobilize internal and external stakeholders to make an impact through their contributions and value their relationship with the university.

Success Factors

There are still many discussions on the horizon to work through the complexities of university-wide implementation, but a solid framework has been established around the consensus of our distinct subcommittees.

The goal of \$125 million or more in annual funding will require ***Focused Fundraising***. Through university-wide collaboration among deans, program directors, department chairs, volunteers and development officers, development activities will be established around current academic priorities as well as near future objectives. An annual operational plan for development will include enhanced performance metrics and exploration of under-utilized and under-developed markets and opportunities. There is extraordinary potential in our alumni, faculty, staff and students if they are enlightened and empowered to fulfill their role in the university's advancement.

Strong, productive relationships are the nucleus of development. We will achieve profound donor connections and ensure seamless and meaningful donor interaction through a multiple touch approach. The continuity essential to meaningful and rewarding donor engagement efforts must not fall victim to personnel transitions. By engaging as many facets of the university as possible in a coordinated effort for donor engagement and stewardship, we will increase the quantity and improve the quality of interaction to leave donors feeling valued and fulfilled through their relationships with the university.

We need the entire University of Cincinnati to recognize that a cohesive **culture of philanthropy** is the single most important component for continued and future success. Through ***Strategic Communications***, we will arrive at one community, one voice and one brand for the university. By establishing a consistent tone in the daily marketing and communications of our respective colleges, we will broaden awareness of the achievements and challenges of the university as a whole. When we as a university embrace the strength we have as a unified whole over the sum of our parts, growth and prosperity will flourish.

A successful strategic plan will secure and structure human, fiscal, systematic, technological and intellectual resources to achieve the most effective return on investment. ***Resource Allocation***

must be structured to achieve a balance between efficiency and effectiveness. Public universities are finding success where only private universities succeeded before the Great Recession. As necessity finds many more public universities pursuing private support, competition is increasing. In this competitive climate of higher education fundraising, the University of Cincinnati must invest resources based on return rather than savings. With industry standards showing a \$1.00 rate of return for every \$0.25 invested, we must view every current day cut of \$1.00 as a \$0.75 reduction in the university's revenue. Failure to approach resource allocation accordingly will result in a tremendous missed opportunity. We must augment support of areas with demonstrated merit and expand development capacity according to **UC2019** ► priorities and increase our focus on principal gifts that pose the greatest possible return for the university.

Fostering a **culture of philanthropy** is not a means by which to achieve a university community comprised of fundraisers, but rather a community of people who are motivated by the best outcomes possible. Philanthropy revolves around humanity – caring for, nourishing, developing and enhancing the lives of others to reach their full human potential. This strategic plan is the most effective, tactical approach to build upon our existing assets so that we may achieve the best outcomes for patient care, the best research outcomes, the best academic standards, the best exposure to cultures other than our own, and the best impact on humanity. Achievement of that sense of impact and worth will not only support our commitment to becoming a first-choice destination, it will make the University of Cincinnati a center of inspiration for those who work on our campus, those who study on our campus and those who wish to connect with our campus.



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APPENDIX

Subcommittees of the Strategic Planning Committee

Board of Trustees/Volunteers Subcommittee

Michael J. Paxton, President & CEO, Chamilia
Karen K. Faaborg, Esq., UC Exec. VP, President's Office
Peter J. Stern, MD, UC Dir. Academic Medicine
James E. Bushman, Dir., Chairman, CEO CAST-FAB Technologies, Inc.
Clark E. Beck, Sr., PE, CEBEC Associates
Bleuzette Marshall, UCF Sr. Dir. of Development, Provost & Student Affairs
Susan Dunlap, UCF Assoc. Dir., Foundation & Corporate Relations
Dean Elizabeth King, CAHS
Robert Ambach, UC Sr. VP Administration & Finance
Ronald Millard, UC Prof., MED Pharmacol/Cell Bio
Bill Henrich, UCF Sr. VP & CFO

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Louis H. Lauch, Jr., President, KBM, Inc.
Eugene R. Allspach, E. R. Allspach & Associates, LLC
Carrie K. Hayden, UCF Trustee
Steve Rosfeld, UCF Director of Development, Lindner CoB
Mike Zenz, UCF Exec. Dir., CoM
Dean Gregory Sojka, Clermont College
Dean Daniel Acosta, Winkle College of Pharmacy
Gila Naveh, Prof, A&S Judaic Studies
Judy See, UCF Director of Annual Giving
John Lagow, UCF Sr. Dir. Development, CEAS

Incentives vs. Disincentives Subcommittee

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Dean David Szymanski, Lindner CoB
Dean Carlo Montemagno, CEAS
Robert L. Fealy, Pres & COO, The Duchossois Group, Inc., Elmhurst, IL
Bonnie Fisher, UC Prof., CECH, Criminal Justice
Craig Kahn, UCF Sr. Director of Research
Gina Weitzel, UCF Sr. Director of Development, Neuroscience
Teik Lim, UC School Dir., CEAS Dynamic Systems
Tony Shipley, Chairman, Queen City Angels

John Gillespie, UCF Vice Pres., Alumni Affairs and AHC

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Meredith Delaney, UCF Dir. of Development Clermont College
Robin Dreisigacker, former UC Asst. VP, Gov. Relations & Communication – Strategic Initiatives
Karen Faaborg, UC Executive VP, President's Office
Gail Fairhurst, UC Prof, A&S Communications
Lisa Holstrom, UC Asst. Dean, CECH Enrollment Management
Patty Klingbiel, Connell & Associates
Karen Machleit, UC Dept. Head Lindner CoB, Marketing
Eva Maddox, Principal, Perkins & Will Branded Environment
Jeff Smith, Assoc. Dir., UCATS
Kevin Stealey, Associate Marketing Director, P&G
Kathy Wolf, UCF VP Marketing, Communications & Employee Relations

Mission and Core Values Subcommittee

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Dean Larry Johnson, CECH
Dean Lou Bilionis, College of Law
Sherry Hopper, Sr. Dir. Communications, UCF
Howard Jackson, UC Professor, A&S Physics
Jerry Lingrel, UC Prof., MED Molecular Genetics
Thomas E. Mischell, Sr. Vice President, American Financial Group
Kobie Smith, former UCF Assoc. Director of Development, A&S
Patty Ragio, former UCF Sr. Director of Development, Lindner CoB

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Phil D. Collins, Managing Director, Orchard Holdings Group, LLC
Sally W. Cuni, Pension Actuary, Cuni, Rust, Strenk, Inc.
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Kathy Qualls, UC Assoc. Sr. VP, Assoc Provost, Financial Affairs
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Margaret Reed, UC Assoc. Prof., Lindner CoB Accounting
Karl Scheer, UC Chief Investment Officer
Mark Bricker, UCF VP & Chief Accounting Officer
Linda Bledsoe, UCF Director, Human Resources

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Doloris F. Learmonth, Esq., Peck, Shaffer & Williams
Nancy Creaghead, UC College of Allied Health Sciences
Mark Gibson, UC College-Conservatory of Music
Brian Hurst, UC Academic Health Center Development
Mike Hogan, UC College of Law Development
Terry Kershaw, UC McMicken College of Arts & Sciences
Margaret K. Valentine, Valentine Research
Marihelen Millar, UC College of Education, Criminal Justice & Human Services Development

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Gigi Escoe, University of Cincinnati/Vice Provost's Office
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Caroline Miller, University of Cincinnati Enrollment Management
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