Principles of Effective Governance

This proposed framework for integrated policy decision-making respects the principles for effective governance as outlined by the Faculty Senate ad hoc Governance Committee in their report, *Recommendations for Shared Governance at the University of Cincinnati* (October 2005, p. 5). The report recommended that governance of the University of Cincinnati should adhere to the following principles:

**Legitimate.** Governance should be—and should be perceived as being—legitimate. A system of shared governance must meet three conditions to achieve legitimacy: First, faculty in positions to participate in decision-making must gain those positions through legitimate means, generally through election by their peers or through selection based on their expertise or on their representation of important constituencies. Second, faculty and administrators must have the same access to information necessary for informed deliberation. Third, both faculty and administrators’ influence on decision-making must be real; any perception that the real decisions are being scripted beforehand by any participants in the process will undercut legitimacy.

**Transparent.** Virtually all processes and products of governance should be transparent. The university should frame issues of governance clearly and completely and in a useful and timely manner such that all affected constituencies have the opportunity to be informed and to be heard before decisions are made. Once decisions are made, their rationales should be articulated clearly for a diverse public audience and the group or individuals responsible for the decisions should be clearly identified.

**Accountable.** Those people responsible for making governance decisions—both faculty and administrators—should be accountable to the university and its constituents. Such accountability should be tailored to fit the identity and purposes of the individual units to which it applies.

**Flexible.** The structure and processes of governance should be flexible, permitting the university to move nimbly in a rapidly changing environment. Generally, few standing committees should exist; instead, workgroups should convene only as necessary to achieve specific goals and then dissolve.

**Inclusive.** Those people making decisions should include representatives of the stakeholders affected by the decisions being made. For their inclusion to be meaningful, their roles, rights and responsibilities in decision making should be clearly articulated.

**Aligned with Mission.** Decision-making should seek to align policies and outcomes with the university’s mission. To do so, those people with the authority to influence decisions must place institutional interests ahead of self-interest and must favor long-term over short-term institutional benefits.
Framework for Integrated Decision-Making

"The variety and complexity of tasks performed by institutions of higher education produce an interdependence among constituent elements of the University. Adequate communication is therefore essential, and there must be full opportunity for appropriate joint planning and effort..."

(Article 27.1 Collective Bargaining Agreement between the University of Cincinnati and the American Association of University Professors, University of Cincinnati Chapter)

1. Integrated Decision-Making Committees

2. University Advisory Committees

Other University Advisory Committees Include:

- Athletics Advisory Council
- Commencement Committee
- Deans Council
- Diversity Council
- Graduate Student Governance Association
- Intellectual Property Committee
- Just Community Steering Committee
- President's Advisory Council on Environment and Sustainability (PACES)
- Standing Committee on Conflicts of Interest
- Undergraduate Student Government
- University Honors Committee
- University Naming Committee
The diagram above presents the flow of university policy decision-making. University policy decisions are first considered by one or more of the all-university governance committees whose membership includes multiple stakeholders, including (as appropriate) representatives appointed or elected by faculty and student governance bodies. From the all-university governance committees recommendations flow to the University Academic Committee (AC) and/or the University Budget Committee (BC) for further consideration. Interface between the two committees is on-going and expected and includes the advisory Fiscal Coordinating Committee as appropriate. Decisions proceed from there to the Provost, who seeks input and advice from the Academic Operations Committee and the Faculty Senate as priorities are established to take to the President. The President in turn seeks input and advice from the Executive Committee and President's Cabinet as final decisions are made. Decisions are presented to the Board of Trustees for approval when appropriate.

**All University Governance Committees**: All-University Governance Committees are those whose activities influence university policy broadly and whose membership include multiple constituencies, including faculty, administrators, and students (as appropriate). Terms of service, rotation of members, and the inclusion of ex officio members are specified. All-University Governance Committees make recommendations to higher university authorities where final policy decisions are made.

- Academic Operations Committee
- Athletics Advisory Council
- Board of Trustees
- Capital Advisory Committee
- Commencement Committee
- Deans Council
- Diversity Council
- Executive Committee
- Faculty Senate
- Financial Policy Development Committee (FPDC)
- Fiscal Coordinating Committee (FCC)
- Graduate Student Governance Association
- Intellectual Property Committee
- Just Community Steering Committee
- President's Advisory Council on Environment and Sustainability (PACES)
- President's Cabinet
- Standing Committee on Conflicts of Interest
- Strategic Enrollment Management Policy Council (SEM)
- Undergraduate Academic Affairs Committee
- Undergraduate Student Government
- University Academic Committee (AC)
- University Budget Committee (BC)
- University Graduate Council
- University Honors Committee
- University IT Committee (forthcoming)
- University Naming Committee
# 2012-2013 FACULTY SENTATE ROSTER

**CHAIR:** Richard Miller  
**DEPARTMENT:** CEAS, Schl. Adv. Structures  
**PHONE:** 556-3744

**VICE-CHAIR:** Tracy Herrmann  
**DEPARTMENT:** UC-Blue Ash, Reading  
**PHONE:** 745-5689

**PAST CHAIR:** Richard Harknett  
**DEPARTMENT:** A&S Political Science  
**PHONE:** 556-3314

**SECRETARY:** Wanda McCarthy  
**DEPARTMENT:** Clermont, Humanities & Soc. Sci.  
**PHONE:** 558-7404

**PARLIAMENTARIAN:** Deborah Page  
**DEPARTMENT:** UC-Blue Ash, Foreign Language  
**PHONE:** 745-5679

**EX-OFFICIO:** Santa Ono  
**DEPARTMENT:** President  
**PHONE:** 556-2201

**BOARD OF TRUSTEES REPRESENTATIVES:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Department</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-13</td>
<td>Marla Hall</td>
<td>A&amp;S, Psychology</td>
<td>556-5332</td>
</tr>
<tr>
<td>2012-14</td>
<td>Peter Stambrook</td>
<td>College of Medicine</td>
<td>558-6151</td>
</tr>
</tbody>
</table>

**AT-LARGE SENATORS:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Department</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-13</td>
<td>Adrianne Lane</td>
<td>Nursing</td>
<td>558-5211</td>
</tr>
<tr>
<td>2011-13</td>
<td>Tracy Herrmann</td>
<td>UC-Blue Ash, Radiologic Technology</td>
<td>745-5689</td>
</tr>
<tr>
<td>2011-13</td>
<td>Ann Witham</td>
<td>UC-Blue Ash, Biology</td>
<td>745-5607</td>
</tr>
<tr>
<td>2011-13</td>
<td>Jeff Tilman</td>
<td>DAAP, Arch &amp; Interior Design</td>
<td>556-0239</td>
</tr>
<tr>
<td>2012-14</td>
<td>Daniel Langmeyer</td>
<td>A&amp;S, Psychology</td>
<td>556-5546</td>
</tr>
<tr>
<td>2012-14</td>
<td>Janine Hartman</td>
<td>A&amp;S Romance Lang &amp; Lit</td>
<td>556-1596</td>
</tr>
<tr>
<td>2012-14</td>
<td>Rina Williams</td>
<td>A&amp;S Women’s Gender Sxty Study</td>
<td>556-3558</td>
</tr>
<tr>
<td>2012-14</td>
<td>Jason Heikenfeld</td>
<td>CEAS, School Elec &amp; Computing Sys</td>
<td>556-4763</td>
</tr>
</tbody>
</table>

**PART-TIME FACULTY:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Department</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-13</td>
<td>Michael Sharp</td>
<td>Professional Practice</td>
<td>556-1553</td>
</tr>
<tr>
<td>2011-13</td>
<td>Melanie Swick</td>
<td>DAAP, Arch &amp; Interior Design</td>
<td>556-6426</td>
</tr>
</tbody>
</table>

**EMERITUS:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Department</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-12</td>
<td>Nancy Hamant</td>
<td>Teachers</td>
<td>931-6819</td>
</tr>
</tbody>
</table>
### 2012-2013
### FACULTY SENTATE ROSTER

| COLLEGE SENATORS: |  |  |  |
|-------------------|-----------------|-----------------|
| **Allied Health** | 2011-2013 Carol Wheeler-Strother School of Social Work 556-4635 | 2012-2014 Rebecca Leugers Rehabilitation Services 558-7480 |
| **CCM** | 2011-2013 Sam Ng Composition, Musicology 556-9502 | 2012-2014 John Owens Electronic Media 556-9493 |
| **CECH** | 2011-2013 Ann Millacci Educational Studies 556-5232 | 2012-2014 Russ McMahon Information Technology 556-4873 |
| **Clermont** | 2011-2013 Jeff Bauer Mgmt & Mktg 732-5257 | 2012-2014 Darrell Hawkins Criminal Justice 732-5339 |
| **DAAP** | 2011-2013 Oscar Fernandez School of Design 556-3267 | 2012-2014 David Varady School of Planning 556-0762 |
| **Law** | 2011-2013 Michele Bradley Law 556-0177 | 2012-2014 Sean Mangan Law 556-4361 |
| **Libraries** | 2011-2013 Arlene Johnson Circulation Services 556-1417 | 2012-2014 Kevin Grace Archives & Rare Books 556-1417 |
| **Medicine** | 2011-2013 Robert Krikorian Psychiatry 558-4224 | 2012-2014 Caleb Adler Psychiatry 558-3362 |
| **Nursing** | 2011-2013 Bonnie Brehm Nursing 558-7502 | 2012-2014 Yvette Pryse Research Team 558-5500 |
| **Pharmacy** | 2011-2013 Pamela Heaton Pharmacy 558-4177 | 2012-2014 Yuhang Zhang Pharmacy 558-0740 |
| **Prof. Practice** | 2011-2013 Datina Juran Professional Practice 556-0328 | 2012-2014 Maureen Schomaker Professional Practice 556-6048 |
## 2012-2013
### FACULTY SENATE CABINET

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Department</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>VICE-CHAIR</td>
<td>Tracy Herrmann</td>
<td>UC-Blue Ash, Radiology</td>
<td>745-5689</td>
</tr>
<tr>
<td>PAST CHAIR</td>
<td>Richard Harknett</td>
<td>A&amp;S Political Science</td>
<td>556-3314</td>
</tr>
<tr>
<td>SECRETARY</td>
<td>Wanda McCarthy</td>
<td>Clermont, Humanities &amp; Soc. Sci.</td>
<td>558-7404</td>
</tr>
<tr>
<td>PARLIAMENTARIAN</td>
<td>Deborah Page</td>
<td>UC-Blue Ash, Foreign Language</td>
<td>745-5679</td>
</tr>
<tr>
<td>ACADEMIC AFFAIRS</td>
<td>Adrianne Lane</td>
<td>Nursing</td>
<td>558-5211</td>
</tr>
<tr>
<td>BUDGET &amp; PRIORITIES</td>
<td>Daniel Langmeyer</td>
<td>A&amp;S Psychology</td>
<td>556-5546</td>
</tr>
<tr>
<td>COMMITTEE ON COMMITTEE</td>
<td>Marla Hall</td>
<td>A&amp;S Psychology</td>
<td>556-5332</td>
</tr>
<tr>
<td>GOVERNANCE</td>
<td>Pamela Heaton</td>
<td>Winkler College of Pharmacy</td>
<td>558-4177</td>
</tr>
<tr>
<td>HUMAN RELATIONS</td>
<td>Datina Juran</td>
<td>Professional Practice</td>
<td>556-0328</td>
</tr>
<tr>
<td>INFO TECHNOLOGY</td>
<td>Robert Rokey</td>
<td>Linder, College of Business</td>
<td>556-7058</td>
</tr>
<tr>
<td>PLANNING</td>
<td>Jeff Tilman</td>
<td>DAAP, Arch &amp; Interior Design</td>
<td>556-0239</td>
</tr>
<tr>
<td>RESEARCH &amp; SCHOLAR</td>
<td>Kumar Vemaganti</td>
<td>CEAS, Dynamic Systems</td>
<td>556-2728</td>
</tr>
<tr>
<td>BOT REP 2013</td>
<td>Marla Hall</td>
<td>A&amp;S Psychology</td>
<td>556-5332</td>
</tr>
<tr>
<td>BOT REP 2014</td>
<td>Peter Stambrook</td>
<td>College of Medicine</td>
<td>556-6151</td>
</tr>
</tbody>
</table>
2012-2013

FACULTY SENATE STANDING COMMITTEES

ACADEMIC AFFAIRS:
The charge of the committee is to make investigations and recommendations for Faculty Senate action on educational or academic policy or practice.

Adrianne Lane, Chair (Nursing)  
Julia Gill (UCBA)  
Linda Graeter (CAHS)  
Teresa Roig-Torres (UCBA)  
Michael Magazine (CoB)  
Colleen McTague (A&S)  
Jun Ying (Med)  
Adrianne.Lane@uc.edu  
Julia.Gill@uc.edu  
Linda.Graeter@uc.edu  
Teresa_Roig-Torres@uc.edu  
Mike.Magazine@uc.edu  
Colleen.Mctague@uc.edu  
yingi@ucmail.uc.edu  
558-5211  
745-5600  
558-2018  
745-8306  
556-7191  
556-3249  
558-2767

BUDGET & PRIORITIES:
The charge of the committee is to examine financial matters of the university and recommend to the Faculty Senate ordering of priorities.

Daniel Langmeyer, Chair (A&S)  
Lawrence Gilligan (A&S)  
Tim Hodges (A&S)  
Hazem Said (CEAS)  
Jason Shearn (CEAS)  
Steven Boyce  
Kent Lutz  
Daniel.Langmeyer@uc.edu  
Lawrence.Gilligan@uc.edu  
Timothy.Hodges@uc.edu  
hazem.Said@uc.edu  
Jason_Shearn@uc.edu  
Steven.Boyce@uc.edu  
Kent.Lutz@uc.edu  
556-5546  
556-4869  
556-4040  
556-5092  
556-4175  
558-4748  
936-1750

GOVERNANCE & BY-LAWS:
The Governance Committee shall be responsible for on-going review of and revisions to the by-laws, clarifying and strengthening the involvement of faculty on university committees, assuring training for faculty serving on Faculty Senate and other university committees, monitoring governance policies and practices and recommending new policies and practices to ensure effective involvement of faculty in university decision making. In addition, the Governance Committee shall be available to assist faculty with governance issues occurring within their college or unit.

Pamela Heaton, Chair (WCPhR)  
Carlee Escue (CECH)  
Stephanie King (Nursing)  
Kathryn Lorenz (A&S)  
Linda Quinlin (Nursing)  
Joni Torsella (CEAS)  
Sean Mangan (Law)  
Pam.Heaton@uc.edu  
Carlee.Escue@uc.edu  
Stephanie.King@uc.edu  
Kathryn.Lorenz@uc.edu  
Linda.Quinlin@uc.edu  
Joni.Torsella@uc.edu  
Sean.Mangan@uc.edu  
558-4177  
556-2006  
558-0012  
556-1845  
558-5207  
556-1224  
556-4361

HUMAN RELATIONS:
The charge of the committee is to monitor existing practices and policies and recommend new policies and practices to ensure a supportive environment for women and minority faculty and students.

Datina Juran, Chair(Prof Prac)  
Rita Kumar (UCBA)  
Manoj Sharma (CECH)  
Angie Woods (UCBA)  
Amy Beegle (CCM)  
Anita Todd (Prof.Prac)  
Natalia Darling (UCBA)  
Datina.Juran@uc.edu  
Rita.Kumar@uc.edu  
Manoj.Sharma@uc.edu  
Woodsai@uc.edu  
beegleay@ucmail.uc.edu  
Anita.Tood@uc.edu  
ardlinnp@ucmail.uc.edu  
556-0328  
745-5655  
556-3878  
745-5600  
556-9505  
556-0323  
745-5763
INFORMATION TECHNOLOGY:
This committee is to formulate and express faculty views on information technology issues.

Robert Rokey, Chair  
Robert.Rokey@uc.edu  
556-7058
Lisa Beckelhimer (A&S)  
Lisa.Beckelhimer@uc.edu  
556-3955
Michelle Conda (CCM)  
Michelle.Conda@uc.edu  
556-9525
Andy Curran (Cler.)  
Andy.Curran@uc.edu  
732-8971
Anton Harffmann (DAAP)  
Anton.Harffmann@uc.edu  
556-4933
Ken Hirsh (Law)  
Ken.Hirsh@uc.edu  
556-0159
Pamela Greenstone (CAHS)  
Pamela.Greenstone@uc.edu  
558-2413
Russ McMahon (CECH)  
Russ.McMahon@uc.edu  
556-4873
Susan Banoun (UCL)  
Susan.Banoun@uc.edu  
556-1440

PLANNING:
The charge of the Planning Committee is to consider all aspects of planning, both curricular and physical.

Jeff Tilman, Chair (DAAP)  
Jeff.Tilman@uc.edu  
556-0239
Jeff Bauer (Cler.)  
Jeff.Bauer@uc.edu  
732-5257
Michele Bradley (Law)  
Michele.Bradley@uc.edu  
556-0177
Heather Moore (UCBA)  
Heather.Moore@uc.edu  
936-7121
Kevin Grace (LIB)  
Kevin.Grace@uc.edu  
556-1959
Rose Smith (CAHS)  
Rose.l.smith@uc.edu  
558-7484
Rina Williams (A&S)  
Rina.Williams@uc.edu  
556-3558

RESEARCH & SCHOLARSHIP:
The Research and Scholarship Committee shall consider all aspects of research and recommend policies, processes, or procedures designed to enhance the role of research and scholarship in the university. The committee shall make recommendations concerning the development and implementation of problems designed to support and reward research and scholarly activity. In addition, the committee shall examine, review, and make recommendations about proposals initiated by the administration and other parties.

Kumar Vemaganti, Chair  
Kumar.vemaganti@uc.edu  
556-2728
Jim Ball (Med.)  
William.Ball@uc.edu  
558-2388
Patrick Limbach (A&S)  
Pat.Limbach@uc.edu  
556-1871
Nicasio Urbina (A&S)  
Nicasio.urbina@uc.edu  
556-1838
Peng Zhang (A&S)  
Peng.Zhang@uc.edu  
556-9222
COMMITTEE ON COMMITTEES:
This committee is to provide to the Faculty Senate lists of nominees for designation as faculty representative for all university committees when faculty interests are involved or, if so desired by the Faculty Senate, to make those designations directly. It shall be the committee’s responsibility to select nominees who will reflect the diverse interest and viewpoints of the university faculty.

Marla Hall, Chair,  
Marla.Hall@uc.edu  556-5332
Carol Wheeler Strother  
Carol.Wheeler-strother@uc.edu  556-4635
Robert Rokey  
Robert.Rokey@uc.edu  556-7058
Sam Ng  
Sam.Ng@uc.edu  556-9502
Kumar Vemaganti  
Kumar.Vemaganti@uc.edu  556-2728
Ann Millacci  
Ann.Millacci@uc.edu  556-5232
Jeff Bauer  
Jeff.Bauer@uc.edu  732-5257
Oscar Fernandez  
Oscar.Fernandez@uc.edu  556-3267
Michele Bradley  
Michele.Bradley@uc.edu  556-0177
Arlene Johnson  
Arlene.Johnson@uc.edu  556-1417
Robert Krikorian  
Robert.Krikorian@uc.edu  558-4224
Bonnie Brehm  
Bonnie.Brehm@uc.edu  558-7502
Pamela Heaton  
Pamela.Heaton@uc.edu  558-4177
Datina Juran  
Datina.Juran@uc.edu  556-0328
Eric Anderson  
Eric.Anderson@uc.edu  936-1618
Dennis O’Neill  
Dennis.ONeill@uc.edu  556-9313
2012-2013
All University Committees

ACADEMIC COORDINATING COMMITTEE:
As recommending body to the Academic Operations Committee (AOC), the Academic Coordinating Committee (ACC) serves as a university-level governance committee charged to generate and to review newly-proposed policies, procedures, and programs that bear on the University’s teaching, research, and service missions. The committee interfaces with the Fiscal Coordinating Committee and is also responsible for advising the AOC and the Provost regarding the University’s UC|21 academic priorities and monitoring the next re-accreditation visit by the Higher Learning Commission of NCA.

Rich Miller (CEAS)  Richard.miller@uc.edu  556-3744
Adrianne Lane (Nursing)  Adrianne.Lane@uc.edu  558-5211

ACADEMIC COORDINATING COMMITTEE (REGIONAL CAMPUS):
As recommending body to the Academic Operations Committee (AOC), the Academic Coordinating Committee (ACC) serves as a university-level governance committee charged to generate and to review newly-proposed policies, procedures, and programs that bear on the University’s teaching, research, and service missions. The committee interfaces with the Fiscal Coordinating Committee and is also responsible for advising the AOC and the Provost regarding the University’s UC|21 academic priorities and monitoring the next re-accreditation visit by the Higher Learning Commission of NCA.

Janice Denton (UCBA)  Janice.Denton@uc.edu  745-5795

ATHLETICS ADVISORY COMMITTEE:
The Athletics Advisory Council advises the president and director of athletics on all matters relating to intercollegiate athletics to insure the alignment of intercollegiate athletics with the values and goals of the University.

Lisa Beckelhimer (A&S)  Lisa.beckelhimer@uc.edu  556-3955

BOARD OF TRUSTEES:
The government of the University of Cincinnati is vested in a board of eleven trustees appointed by the Governor with the advice and consent of the Senate.

Richard Miller (A&S)  Richard.Miller@uc.edu  556-3744
Marla Hall (Honors Program)  Marla.Hall@uc.edu  556-5332
Peter Stambrook (College of Med)  Peter.Stambrook@uc.edu  558-6151

CAPITAL ADVISORY COMMITTEE:
The Capital Advisory Committee is to make recommendations to the President’s Budget Advisory Committee (PBAC) on the capital budget by reviewing and recommending capital projects for priority and funding. The recommendations flow through the PBAC and the Fiscal Coordinating Committee to the President’s Executive Committee and on to the Board of Trustees.

Jeff Tilman (DAAP)  Jeff.Tilman@uc.edu  556-0239
Richard Harknett (A&S)  Richard.Harknett@uc.edu  556-3314
DIVERSITY COUNCIL:
The Diversity Council serves as the All-University Governance Committee charged with building an institution-wide capacity to meet the needs of an increasingly diverse campus that embraces diversity as one of our core values, infusing every aspect of campus life and purpose, and every measure of success. The Council recognizes a very broad and inclusive concept of diversity that includes commonly recognized considerations such as race, ethnicity, gender, age, disability status, socioeconomic status, sexual identity, sexual orientation, religion and regional or national origin. It will guide the University’s efforts to conceptualize, define assess, nurture and cultivate diversity and inclusion as institutional and educational resources at the University.

Ana Vamadeva (UCBA)  
vamadeg@ucmail.uc.edu  
936-1684
Rebecca Lee (Nursing)  
lee2rc@ucmail.uc.edu  
558-5498
Natalia Darling (UCBA)  
darlinnp@ucmail.uc.edu  
745-5763

ENVIRONMENTAL OVERSIGHT COMMITTEE
The Environmental Oversight Committee addresses and brings forward to the President of the University, environmental issues which are not resolved through normal line functions.

Ron Jones (LIB/LAW)  
ronald.jones@uc.edu  
556-0158
Margo Lambert (UCBA)  
margo.lambert@uc.edu  
936-7124

FACILITIES & ADMINISTRATIVE DISTRIBUTION COMMITTEE:
The charge of this committee is to make recommendations on the distribution formula for indirect costs associated with extramural grant support.

William Ball (CCHMC)  
William.S.Ball@uc.edu  
558-0026
Kenneth Clark (Med.)  
Kenneth.Clark@uc.edu  
558-6552

FACULTY DEVELOPMENT COUNCIL:
The charge of the Faculty Development Council is to distribute faculty development funds defined under Article 24 and the Memorandum of Understanding (M.5) in the Collective Bargaining Agreement between UC and the AAUP.

Ana Vamadeva (UCBA)  
vamadeg@ucmail.uc.edu  
936-1684
Nikki Taylor (A&S)  
Nikki.Taylor@uc.edu  
556-2561
Virginia Russell (DAAP)  
Virginia.russell@uc.edu  
556-1135
Susan Boland (LIB/LAW)  
Susan.Boland@uc.edu  
556-4407

FISCAL COORDINATING COMMITTEE:
The Fiscal Coordinating Committee is to help facilitate integrated decisions around fiscal planning and priorities. Participatory task forces are convened and report to the Fiscal Coordinating Committee. This committee interfaces with the Academic Coordinating Committee.

Daniel Langmeyer, Chair (A&S)  
Daniel.Langmeyer@uc.edu  
556-5546
Richard Miller (CEAS)  
Richard.Miller@uc.edu  
556-3744
INTEGRATED CORE LEARNING COMMITTEE:
The charge of this committee is to provide advice and guidance to the Provost Office (and specifically to the Vice Provost for Assessment & Student Learning) of a range of issues that relate to the University's Integrated Core Learning Initiative.

Gigi Escoe, chair (Vice Provost)  Gisela.Escoe@uc.edu  556-9193
Richard Harknett (A&S)  Richard.Harknett@uc.edu  556-3314
Marianne Lewis (CoB)  Marianne.Lewis@uc.edu  556-7124
Jennifer Pollock (Library)  Jennifer.Pollock@uc.edu  556-1319
Afsaneh Ardehali (CEAS)  Afsanreh.Aerdehali@uc.edu  556-5517
Marla Hall (Honors Program)  Marla.Hall@uc.edu  556-5332

INTELLECTUAL PROPERTY COMMITTEE:
The charge of this committee is to provide advice, as requested, to the Vice President for Research, regarding intellectual property including patent and copyright policies.

Christy K. Holland, chair (Med.)  Christy.Holland@uc.edu  558-5675
Gary E. Dean (Med.)  Gary.Dean@uc.edu  558-0065
B.J. Zirger (CoB)  Bj.zirger@uc.edu  556-7148
Mary Beth Privitera (CEAS)  privitmb@uc.edu  556-0647

INTERNATIONAL AFFAIRS:
The charge of the committee is to focus on all areas of international affairs. For more information go to http://www.uc.edu/president/decisionmaking/intl.html.

Ron Cushing, co-chair (Dir. ISSO)  Ronald.Cushing@uc.edu  556-2879
Kurt Olausen, co-chair (Dir. IP)  Kurt.Olausen@uc.edu  556-4278
Ana Vamadeva, (UCBA)  vamadevg@ucmail.uc.edu  936-1684
Kevin Grace (Library)  Kevin.Grace@uc.edu  556-1959

PRESIDENT’S CABINET:
The President’s Cabinet serves as an advisory committee to the President and is composed of the President, Senior Vice Presidents, General Counsel, Director of Athletics, Faculty Senate Chair, Deans’ Council Chair, University Spokesperson, President of Student Government, and Graduate Student Governance Association Chair.

Richard Miller (CEAS)  Richard.Miller@uc.edu  556-3744

PRESIDENT’S ADVISORY COUNCIL ON THE ENVIRONMENT & SUSTAINABILITY:
This committee is charged with the oversight of the University’s efforts in removing hazardous and unhealthy conditions from the work environment. Meetings of the committee will be held at least on a quarterly basis. The committee will establish its meeting times and administrative procedures. (See UC/AAUP Collective Bargaining Agreement, M.4 on p. 139 for additional details.)

Jerry Lingrel, chair (Med.)  jerry.lingrel@uc.edu  558-0114
George Sorial (CEAS)  george.sorial@uc.edu  556-2987
W. Keith Jones (Med.)  joneswk@uc.edu  558-6573
Nelson Horsemann (Med.)  nelson.horsemann@uc.edu  558-3019
Jodi Shann (A&S)  jodi.shann@uc.edu  556-8265
Mary Justice (UCBA)  mary.justice@uc.edu  745-5600
Rieveschl Award for Creative and/or Scholarly Works:
The charge of this committee is to select the annual award recipients for the George Rieveschl Award for Creative and/or Scholarly works.

Armando Romero, chair (A&S)  Armando.Romero@uc.edu  556-1831
Flavia M.C. Bastos (DAAP)  Flavia.Bastos@uc.edu  556-2120
Jana Braziel (A&S)  Jana.Braziel@uc.edu  556-0834
Jintai Ding (A&S)  Jintai.Ding@uc.edu  556-4024
James Evans (CoB)  James.Evans@uc.edu  556-7152
Miguel Roig-Francoli (CCM)  roigfrma@uc.edu  556-1821
Gill Hageman (CAHS)  Gilbert.Hageman@uc.edu  558-7499
Caryl Mayo (UCBA)  Caryl.Mayo@uc.edu  745-5665
Cynthia Nitz Ris (A&S)  Cynthia.Ris@uc.edu  556-6667
Barbara Ramusack (A&S)  Barbara.Ramusack@uc.edu  556-2144

Standing Committee on Conflicts of Interest:
This committee is charged with providing guidance in the management of conflicts of interest arising from the activities of the University and its employees, and ensures that relationships between the University, its employees, and outside entities have been examined and will be conducted in a manner consistent with institutional guidelines and all applicable law.

Jerry Lingrel, Chair (COM)  Jerry.Lingrel@uc.edu  558-0114
Valerie Krugh (CoB)  Valerie.Krugh@uc.edu  556-2949
Jintai Ding (A&S)  Jintai.Ding@uc.edu  556-4024

Strategic Enrollment Management Policy Council:
Strategic Enrollment Management is a comprehensive process designed to help this institution achieve and maintain the optimum recruitment, retention, and graduation rates of students, where “optimum” is defined within the academic context of the institution. SEM is an institution-wide process that embraces virtually every aspect of the institution’s function and culture.

Richard Miller  Richard.Miller@uc.edu  556-3744

Undergraduate Academic Affairs Committee:

Dennis O’Neill (A&S)  Dennis.ONeill@uc.edu  556-9313
Daniel Langmeyer (A&S)  Daniel.Langmeyer@uc.edu  556-5546

University Branding Committee:
The charge of this committee is to monitor brand compliance; offer branding/design consultation; encourage deeper brand adoption (extend beyond high-profile communication); make decisions regarding brand policy and rule exceptions; identify branding opportunities; and celebrate/congratulate branding successes. The committee meets once per month and at other various times during the year. The committee is asked to respond via email.

Angela Klocke, chair (Gov. Rel. & Comm.)  Angela.Klocke@uc.edu  556-3237
Ric Sweeney (CoB)  Ric.Sweeney@uc.edu  556-3561
UNIVERSITY CALENDAR COMMITTEE:
The University of Cincinnati Calendar and Examinations Committee (C&E) is responsible for developing the university’s annual per-term academic calendar and examination schedule. The calendar created by the C&E Committee becomes official once approved by the UC Board of Trustees. The C&E Committee reports to the Senior Vice President and Provost. The calendar created by the C&E Committee does not apply to the academic activities of the College of Law and the College of Medicine (M.D. programs). Academic calendars governing the College of Law and the College of Medicine are developed independently by those units.

Doug Burgess, chair (Registrar) burgesds@ucmail.uc.edu 556-9930
Jeff Tilman (DAAP) Jeff.Tilman@uc.edu 556-0239

UNIVERSITY GRADUATE COUNCIL:
The University Graduate Council is to consider matters pertaining to the policy of the Graduate School and presents recommendations to the graduate faculty. The Council, through the Dean of the Graduate School, enforces the rules and regulations of the graduate faculty. It proposes and considers measures and policies for the improvement of graduate education. It assists the Dean of the Graduate School, as needed, with issues of discipline and in deciding on petitions of the students and staff. It evaluates new graduate programs and recommends to the graduate faculty their approval or disapproval. Members of the Council are responsible for keeping the groups they represent informed of the policies considered and business transacted by the Council.

Robert Zierolf, chair (Dean, Grad.) Robert.Zierolf@uc.edu 556-4343
Marla Hall (A&S) Marla.Hall@uc.edu 556-5332
Raj Bhatnagar (CEAS) raj.bhatnagar@uc.edu 556-4932

UNIVERSITY LIBRARY COMMITTEE:
The University Library Committee shall advise and assist the Dean and University Librarian in the establishment of library policies, acquisitions, services, and facilities as they affect the library user. All faculty are eligible to serve on this committee except for those from Clermont College, College of Law, and Raymond Walters College. Those libraries report to their respective deans and have their own separate library committees.

Chair
Stephanie King (Nursing) Stephanie.King@uc.edu 558-0012
Lisa Beckelhimer (A&S) Lisa.Beckelhimer@uc.edu 556-3955
Mikiko Hirayama (DAAP) Miki.Hirayama@uc.edu 556-0245
Ratee Apana (CoB) Ratee.Apana@uc.edu 556-7074
Pamela Greenstone (CAHS) Pamela.greenstone@uc.edu 558-2413
Janine Hartman (A&S) Janine@hartman@uc.edu 556-1596
Eric Inglert (CEAS) eric.inglert@uc.edu 556-3639
Ann Witham (UCBA) ann.witham@uc.edu 745-5607

UNIVERSITY NAMING COMMITTEE (2 year term):

Jim Knippling (A&S) james.knippling@uc.edu 556-0939
Ann Witham (UCBA) ann.witham@uc.edu 745-5607
2012-2013

All University Committees (continued)

UNIVERSITY RESEARCH COUNCIL

ARTS & HUMANITIES:
This committee is to advise the Vice President for Research on funding decisions made for several university programs that sponsor faculty and student scholarship and creative activities in the area of arts and humanities.

Robert Zierolf, chair (Dean Grad)  Robert.Zierolf@uc.edu  556-4343
Maura O’Connor (A&S)  oconnorma@uc.edu  556-2198
Kevin Grace (LIB)  Kevin.grace@uc.edu  556-1959

PHYSICAL SCIENCE & ENGINEERING:
This committee is to advise the Vice President for Research on funding decisions made for several University programs that sponsor faculty and student scholarship and creative activities in the area of physical sciences and engineering.

David Smithrud, Chair (A&S)  david.smithrud@uc.edu  556-9254
Bahram Shahrooz (CEAS)  Bahram.Shahrooz@uc.edu  556-3677
Kevin Li (PHARM)  Kevin.li@uc.edu  558-0977

LIFE SCIENCES:
This committee is to advise the Vice President for Research on funding decisions made for several University programs that sponsor faculty and student scholarship and creative activities in the area of life sciences.

Mary Beth Genter, Chair (Med.)  Marybeth.genter@uc.edu  558-6266
Jing-Huei Lee (Med.)  Jing-huei.Lee@uc.edu  558-5676

BEHAVIORAL & SOCIAL SCIENCE:
This committee is to advise the Vice President for Research on funding decisions made for several University programs that sponsor faculty and student scholarship and creative activities in the area of behavioral and social sciences.

Sarah Couch, Chair (CAHS)  sarah.couch@uc.edu  558-7504
Heidi Kloos (A&S)  Heidi.Kloos@uc.edu  556-5525
Calendar & Meeting Schedule

Our goal is to create an information flow from Standing Senate Committees and All-University Committees that allows for wide dissemination, reflection, and prioritization prior to meetings and deliberation and action during meetings. Thus, implementing Senate Resolutions related to reporting the following schedule has been adopted.

<table>
<thead>
<tr>
<th>Reporting Deadline (by noon)</th>
<th>Faculty Senate Cabinet One Edwards 3120G 2:30 – 5pm</th>
<th>Faculty Senate TUC Room 400ABC 3:30 – 5:30pm</th>
<th>All-University Faculty TUC Great Hall</th>
</tr>
</thead>
</table>

* These Cabinet meetings are tentatively reserved for cases where Cabinet business requires more time than the standard one meeting per month.

The Governance Reporting template is due via email no later than noon on each of the noted reporting deadline to be considered for placement on the nearest Faculty Senate or All-University Faculty meetings.

If substantive developments occur between the period in which the report is submitted and the holding of the Faculty Senate or All-University meeting, those reporting should communicate with the Faculty Chair, so that updated information might be disseminated.

Senators and faculty recognized by the Chair may introduce items not reported by deadline and not specified as a meeting agenda item, under New Business during Senate and All-University Faculty meetings.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Name &amp; Web link</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAC</td>
<td>Athletics Advisory Council <a href="http://www.uc.edu/president/decisionmaking/athletics_advisory_council.html">http://www.uc.edu/president/decisionmaking/athletics_advisory_council.html</a></td>
</tr>
<tr>
<td>AAU</td>
<td>Association of American Universities <a href="http://www.aaau.edu/">http://www.aaau.edu/</a></td>
</tr>
<tr>
<td>AAUP</td>
<td>American Association of University Professors <a href="http://www.uc.edu/hr/lrpd/collective_bargaining.html">http://www.uc.edu/hr/lrpd/collective_bargaining.html</a></td>
</tr>
<tr>
<td>ACC</td>
<td>Academic Coordinating Committee <a href="http://www.uc.edu/president/decisionmaking/academic_coordinating_committee.html">http://www.uc.edu/president/decisionmaking/academic_coordinating_committee.html</a></td>
</tr>
<tr>
<td>AD</td>
<td>Athletic Director <a href="http://www.gobearcats.com/">http://www.gobearcats.com/</a></td>
</tr>
<tr>
<td>A&amp;F</td>
<td>Administration &amp; Finance, Division of <a href="http://www.uc.edu/af.html">http://www.uc.edu/af.html</a></td>
</tr>
<tr>
<td>AFB</td>
<td>All Funds Budgeting</td>
</tr>
<tr>
<td>AFTL</td>
<td>Academy of Fellows for Teaching &amp; Learning <a href="http://www.uc.edu/cetl/about/aftl.html">http://www.uc.edu/cetl/about/aftl.html</a></td>
</tr>
<tr>
<td>AHC</td>
<td>Academic Health Center <a href="http://health.uc.edu/">http://health.uc.edu/</a></td>
</tr>
<tr>
<td>AHCFA</td>
<td>Academic Health Center Finance &amp; Administration</td>
</tr>
<tr>
<td>AOC</td>
<td>Academic Operations Committee <a href="http://www.uc.edu/provost/committees/academic_operations_committee.html">http://www.uc.edu/provost/committees/academic_operations_committee.html</a></td>
</tr>
<tr>
<td>A&amp;S</td>
<td>College of Arts and Sciences <a href="http://www.artsci.uc.edu/">http://www.artsci.uc.edu/</a></td>
</tr>
<tr>
<td>ATPC</td>
<td>Academic Technology Planning Committee <a href="http://www.uc.edu/ucit/about/committees/atpc.html">http://www.uc.edu/ucit/about/committees/atpc.html</a></td>
</tr>
<tr>
<td>AUF</td>
<td>All University Faculty</td>
</tr>
<tr>
<td>BA</td>
<td>Business Administrator</td>
</tr>
<tr>
<td>BOT</td>
<td>Board of Trustees <a href="http://www.uc.edu/trustees.html">http://www.uc.edu/trustees.html</a></td>
</tr>
<tr>
<td>CAC</td>
<td>Capital Advisory Committee <a href="http://www.uc.edu/president/decisionmaking/capital_advisory_committee.html">http://www.uc.edu/president/decisionmaking/capital_advisory_committee.html</a></td>
</tr>
<tr>
<td>CAHS</td>
<td>College of Allied Health Sciences <a href="http://www.caahs.uc.edu/">http://www.caahs.uc.edu/</a></td>
</tr>
<tr>
<td>CAS</td>
<td>Compliance Advisory Subcommittee <a href="http://www.uc.edu/president/decisionmaking/compliance_board.html">http://www.uc.edu/president/decisionmaking/compliance_board.html</a></td>
</tr>
<tr>
<td>CAT</td>
<td>Center for Access &amp; Transition</td>
</tr>
<tr>
<td>CCM</td>
<td>College Conservatory of Music <a href="http://ccm.uc.edu/">http://ccm.uc.edu/</a></td>
</tr>
<tr>
<td>CCTST</td>
<td>Center for Clinical and Translational Science and Training <a href="http://cctst.uc.edu/">http://cctst.uc.edu/</a></td>
</tr>
<tr>
<td>CEAS</td>
<td>College of Engineering &amp; Applied Sciences <a href="http://www.ceas.uc.edu/">http://www.ceas.uc.edu/</a></td>
</tr>
<tr>
<td>CECH</td>
<td>College of Education, Criminal Justice, &amp; Human Services <a href="http://www.cech.uc.edu/">http://www.cech.uc.edu/</a></td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>CER</td>
<td>Comparative Effectiveness Research</td>
</tr>
<tr>
<td>CETL</td>
<td>Center for the Enhancement of Teaching &amp; Learning <a href="http://www.uc.edu/cetl.html">http://www.uc.edu/cetl.html</a></td>
</tr>
<tr>
<td>CoB</td>
<td>College of Business <a href="http://business.uc.edu/">http://business.uc.edu/</a></td>
</tr>
<tr>
<td>COD</td>
<td>Council of Deans <a href="http://www.uc.edu/academics/deans.html">http://www.uc.edu/academics/deans.html</a></td>
</tr>
<tr>
<td>COM or MED</td>
<td>College of Medicine <a href="http://www.med.uc.edu/Home.aspx">http://www.med.uc.edu/Home.aspx</a></td>
</tr>
<tr>
<td>COMFA</td>
<td>College of Medicine Faculty Affairs <a href="http://med.uc.edu/FacultyAffairs.aspx">http://med.uc.edu/FacultyAffairs.aspx</a></td>
</tr>
<tr>
<td>DAIR</td>
<td>Deregulation, Autonomy, &amp; Internal Restructuring</td>
</tr>
<tr>
<td>ESS</td>
<td>Employee Self-Service (HR) <a href="https://www.ucflex.uc.edu/irj/portal">https://www.ucflex.uc.edu/irj/portal</a></td>
</tr>
<tr>
<td>FCC</td>
<td>Fiscal Coordinating Committee <a href="http://www.uc.edu/af/fcc.html">http://www.uc.edu/af/fcc.html</a></td>
</tr>
<tr>
<td>FDA</td>
<td>Food &amp; Drug Administration <a href="http://www.fda.gov/">http://www.fda.gov/</a></td>
</tr>
<tr>
<td>FERPA</td>
<td>Federal Educational Rights &amp; Privacy Act <a href="http://www.uc.edu/registrar/FERPA_and_records_privacy.html">http://www.uc.edu/registrar/FERPA_and_records_privacy.html</a></td>
</tr>
<tr>
<td>FTRC</td>
<td>Faculty Technology Resources Center <a href="http://www.uc.edu/ucit/learningtools/ftrc.html">http://www.uc.edu/ucit/learningtools/ftrc.html</a></td>
</tr>
<tr>
<td>FYE</td>
<td>First Year Experience</td>
</tr>
<tr>
<td>GA</td>
<td>Graduate Assistant</td>
</tr>
<tr>
<td>GC</td>
<td>Graduate Council</td>
</tr>
<tr>
<td>GLG</td>
<td>Graduate Leadership Group</td>
</tr>
<tr>
<td>GRAAD Report</td>
<td>Graduate Student Recruitment Admissions &amp; Assistantship Data Report</td>
</tr>
<tr>
<td>GSGA</td>
<td>Graduate Student Governance Association <a href="http://www.uc.edu/gsga/">http://www.uc.edu/gsga/</a></td>
</tr>
<tr>
<td>GSHI</td>
<td>Graduate Student Health Insurance Award</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources <a href="http://www.uc.edu/hr.html">http://www.uc.edu/hr.html</a></td>
</tr>
<tr>
<td>ICL</td>
<td>Integrated Core Learning <a href="http://www.uc.edu/provost/offices/undergraduate-affairs/icl.html">http://www.uc.edu/provost/offices/undergraduate-affairs/icl.html</a></td>
</tr>
<tr>
<td>IDE</td>
<td>Investigational Device Exemption</td>
</tr>
<tr>
<td>IND</td>
<td>Investigational New Drug</td>
</tr>
<tr>
<td>InfoSec</td>
<td>Information Security, UC <a href="http://www.uc.edu/ucit/infosec.html">http://www.uc.edu/ucit/infosec.html</a></td>
</tr>
<tr>
<td>IPO</td>
<td>Intellectual Property Office <a href="http://www.ipo.uc.edu/">http://www.ipo.uc.edu/</a></td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>IR</td>
<td>Institutional Research</td>
</tr>
<tr>
<td>LAMS</td>
<td>Lab Animal Medical Services</td>
</tr>
<tr>
<td>LGBTQ</td>
<td>Lesbian, Gay, Bi-sexual, Transgender, Questioning/Queer</td>
</tr>
<tr>
<td>MSB</td>
<td>Medical Science Building</td>
</tr>
<tr>
<td>OAR</td>
<td>Outside Activity Reporting</td>
</tr>
<tr>
<td>OBR</td>
<td>Ohio Board of Regents</td>
</tr>
<tr>
<td>OGC</td>
<td>Office of General Counsel</td>
</tr>
<tr>
<td>PACES</td>
<td>President’s Advisory Council on Environmental and Sustainability</td>
</tr>
<tr>
<td>PBAC</td>
<td>President’s Budget Advisory Committee</td>
</tr>
<tr>
<td>PBB</td>
<td>Performance-Based Budgeting</td>
</tr>
<tr>
<td>PBF</td>
<td>Public Budget Formulation</td>
</tr>
<tr>
<td>PPC</td>
<td>Practice Plan Contribution</td>
</tr>
<tr>
<td>PPR</td>
<td>Practice Plan Reimbursement</td>
</tr>
<tr>
<td>PSS</td>
<td>Password Self-Service</td>
</tr>
<tr>
<td>RACGS</td>
<td>Regents Advisory Council for Graduate Education</td>
</tr>
<tr>
<td>RO</td>
<td>Registrar’s Office</td>
</tr>
<tr>
<td>RWC</td>
<td>Raymond Walters College (Blue Ash College)</td>
</tr>
<tr>
<td>SCOI</td>
<td>Standing Committee on Conflicts of Interest</td>
</tr>
<tr>
<td>SEM</td>
<td>Strategic Enrollment Management</td>
</tr>
<tr>
<td>SFA</td>
<td>Student Financial Aid</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>SRS</td>
<td>Sponsored Research Services</td>
</tr>
<tr>
<td>STEM</td>
<td>Science, Technology, Engineering, Math/Medicine</td>
</tr>
<tr>
<td>SVP, A&amp;F</td>
<td>Sr. VP Administration and Finance</td>
</tr>
<tr>
<td>UC2019</td>
<td>UC Strategic Plan</td>
</tr>
<tr>
<td>UCBA</td>
<td>UC Blue Ash College (formerly Raymond Walters College)</td>
</tr>
<tr>
<td>UCIT</td>
<td>UC Information Technologies</td>
</tr>
<tr>
<td>UCP</td>
<td>UC Physicians</td>
</tr>
<tr>
<td>UGA</td>
<td>University Graduate Assistantship</td>
</tr>
<tr>
<td>UGS</td>
<td>University Graduate Scholarship</td>
</tr>
<tr>
<td>UHS</td>
<td>UC Health Services</td>
</tr>
<tr>
<td>USO</td>
<td>University System of Ohio</td>
</tr>
<tr>
<td>VPHA/Dean COM</td>
<td>VP for Health Affairs/Dean of College of Medicine</td>
</tr>
</tbody>
</table>