

**Regular Meeting of the Board of Trustees  
September 26, 2006**

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# UNIVERSITY OF CINCINNATI

## Official Proceedings of the

### Two Hundred and Sixty-Fifth Meeting of the Board of Trustees

#### (A Regular Meeting)

September 26, 2006

The Two Hundred and Sixty-Fifth Session of the Board of Trustees of the University of Cincinnati was opened at 8:32 a.m. on Tuesday, September 26, 2006, in the Russell C. Myers Alumni Center of the University of Cincinnati. Notice of this meeting was given in accordance with Section 121.22 of the Ohio Revised Code. The proceedings of the Board, when not otherwise provided for by its bylaws, are governed by *Robert's Rules of Order*.

Jeffrey L. Wyler, Chairperson of the Board of Trustees, presided. Mr. Wyler asked that roll be called.

#### **BOARD MEMBERS PRESENT:**

Thomas H. Humes, Phillip R. Cox,  
Anant R. Bhati, Jeffrey L. Wyler,  
H. C. Buck Niehoff, Sandra W. Heimann,  
C. Francis Barrett, and  
Margaret E. Buchanan

#### **BOARD MEMBERS ABSENT:**

Gary Heiman

#### **ALSO PRESENT:**

Nancy L. Zimpher, President;  
Jane E. Henney, Senior Vice President  
and Provost for Health Affairs;  
Anthony J. Perzigian, Senior Vice President  
and Provost for Baccalaureate and  
Graduate Education;  
Sandra J. Degen, Vice President for  
Research;

**UNIVERSITY OF CINCINNATI**  
**TWO HUNDRED AND SIXTY-FIFTH MEETING OF THE BOARD OF TRUSTEES**  
**SEPTEMBER THE TWENTY-SIXTH TWO THOUSAND AND SIX**

Michael W. Carroll, Vice President of  
 Development and Alumni Affairs  
 and President of the UC Foundation;  
 Mitchel D. Livingston, Vice President for  
 Student Affairs and Services;  
 Monica Rimai, Interim Senior Vice  
 President of Finance and Operations  
 Frederick H. Siff, Vice President and  
 Chief Information Officer;  
 James R. Tucker, Vice President for  
 Administrative and Business  
 Services;  
 Gregoroy J. Vehr, Vice President for  
 Governmental Relations and  
 University Communications;  
 James E. Wesner, Interim Vice President for  
 Legal Affairs and General Counsel;  
 James D. Plummer, Executive Chief  
 Financial Officer;  
 Greg Hand, University of Cincinnati  
 Spokesperson;  
 Nick Furtwengler, Undergraduate Student  
 Trustee;  
 Daisy-Malloy Hamburg, Graduate Student  
 Trustee;  
 Robert Dobbs, Alumni Representative;  
 Stephen Thompson, Alumni Representative;  
 Lynn K. Davis, Faculty Representative;  
 Robert Faaborg, Faculty Representative;  
 Ann Welsh, Faculty Representative;  
 Jerry Tsai, Student Representative;  
 Heather A. Huff, Executive Assistant to the  
 President & Board of Trustees;  
 and the public

(Prior to the Board Committee Meetings and the Regular Board Meeting,  
 Chairperson Jeffrey L. Wyler began the proceedings at approximately 8:32 a.m.)

Mr. Wyler:

We will call the meeting to order. The first thing we want to do this morning is give a special award to the immediate past Chairman, Phil Cox. I want to say that when I joined this board five years ago, I did not know Phil very well. He and I have worked

together now for five years and he helped me on the search committee. For the last two years I have been his Vice Chairman. I received a lot of telephone calls and sometimes we overlook the fact that the people who sit on this board are volunteers. They are human beings just like we all are and Phil went through a particularly difficult time over the last two years as many of you know. He did it with a great deal of integrity and a great deal of admiration on my part. It was a tough time for all of us but Phil, you just were incredibly good at it and I am so pleased to be able to give to you a small gift. You probably recognize the box and I am sure those ladies out there do also.

Mr. Cox:

Thank you.

Mr. Wyler:

I would like to call on President Zimpher who will make some introductions.

President Zimpher:

Thank you, Chairman Wyler. We have several introductions. We have new people on our leadership team and I am going to call forward Mike Carroll. I want you to see who our new leadership is and one by one they will come forward.

It is my pleasure to introduce our new Vice President for Development and Alumni Relations and President of the UC Foundation, Mike Carroll. Mike assumed his responsibilities on August 14 and comes to UC from the University of New Mexico where he had been Vice President of Institutional Advancement and President of the UNM Foundation since 2004. Mike is a graduate of North Carolina State University and Ohio University and worked in fund raising at Virginia Tech, we will let that pass for the moment, Rutgers and the State University of New Jersey. We are truly delighted to have Mike with us. He comes with his wife, Victoria, and his five year old daughter, Emma.

Mr. Carroll:

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President Zimpher, thank you very much for this opportunity to address this board. I just want to tell you how really fortunate I feel to be here. This is a wonderful institution and I am so very pleased to have a chance to contribute to it in some small way and look forward to working with all of you, President Zimpher and the Foundation President, Jeff Williams. I feel like I have two wonderful people with whom to work very closely and help this university achieve its goals by increasing private support and I look forward to doing that.

President Zimpher:

Thank you, Mike. Welcome.

As Neville Pinto approaches the table, I will give the honors to Tony.

Dr. Perzigian:

Last summer we conducted a search for our new Vice Provost and Dean of the Graduate School position and the new appointee is Dr. Neville Pinto. Dr. Pinto came to UC in 1985 after receiving his Ph.D. from Penn State University and Neville rapidly rolled through the ranks and became Professor of Chemical Engineering and has been the recipient of the College of Engineering's most coveted teaching awards. During his career at UC, as a faculty member, he has been continuously funded through very competitive federal and state agencies.

In addition, he has held numerous administrative posts, including Head of the Department of Chemical Engineering and, most recently, Interim Associate Dean of the Graduate School and Assistant Dean of Graduate Education in the College of Engineering.

Dr. Pinto's charge will be to raise our standing in graduate education and research and make sure that UC is a prominent destination for the best Graduate School here and abroad.

Dr. Pinto:

Thank you, Board, Provost Perzigian and President Zimpher. I am glad to be here. I have been on the job for three weeks and it has been a lot of fun and I expect it to get even better!

President Zimpher:

Thank you, Neville.

I will call forward Gary Dent and give the honors to Monica Rimai.

Ms. Rimai:

Thank you, President Zimpher. I am pleased to introduce to you Gary K. Dent who joined UC on August 3 to run the University's Human Resources operations. Gary joins us, having served distinguishly at Wayne State University, also running Human Resources. Prior to his higher education experience, Gary had an impressive career in the private sector, working for General Motors and he was also in charge of Human Resources for the City of Detroit. Both Gary and I agree that you really test your metal in employment and personnel when you work for a complex municipality, so we have been exchanging war stories about that.

Mr. Dent earned his Bachelor of Science from Norfolk University in Special Education and a Masters from Central Michigan in Management Supervision He also served his country with great distinction in the US Army as a member of the Special Forces. I am also extremely pleased to report that in the short time that Gary has been with the university, he has made a positive impact, particularly in the area of our enterprise system, and in generating a great deal of confidence around our human resource policy. So, I am very pleased to welcome Gary to the University of Cincinnati.

Mr. Dent:

Good morning. Thank you, Monica, President Zimpher, Chairman Wyler and Board of Trustees. I am very pleased to be here at UC. I have learned that (gestured "U")



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“C”) is a very important thing to learn. I intend to create a huge human presence here on campus, through having a very positive and forward-thinking workforce. Thank you.

President Zimpher:

Welcome, Gary.

It is my privilege to call forward Ann Welsh. As Ann is joining us, I want to thank John Cuppoletti for his hard work as Chair of the Faculty Senate and welcome in his seat, Ann Welsh, as the new Chair of our faculty. It is a pleasure to have worked with John and we look forward very much, Ann, to your new role. Ann is a professor of Management in the College of Business and in the spring was one of the awardees of our coveted Cohen Award for Excellence in teaching. Ann, we are delighted to have you here.

Dr. Welsh:

I would just like to say that I am pleased to be here and I would like to echo your thanks to John Cuppoletti. I think he advanced the interest of faculty greatly while he was here and I certainly hope to continue in that tradition.

President Zimpher:

Welcome, Ann.

Mr. Wyler:

Well, now that we have had all the welcoming, it is time to say, in a sense, au revoir, that is French, to a couple of very special people. The first person I would like to call up is Dale McGirr. Dale, would you please come forward?

Dale, I want to limit your speaking time. You know I have worked with Dale now for a lot of years, twenty plus, through two administrations and Dale's vision and effort on this campus, is seen every day. He is the one that has worked through two administrations to help create the environment that we now live in here. It has been a

great honor to work with him. He has done a tremendous job for this institution. We will never be able to say thank you in the proper way, but thank you.

Mr. McGirr:

Thanks, Jeff. I am saving the speech for this afternoon.

Mr. Wyler:

Those of you who are going better get there early and plan to stay over night. Just kidding.

Second of all, we also have the retirement of Jim Tucker. Jim, would you come up please? Inside these boxes, by the way, in addition to the \$50 coupon, are engraved vases. Jim is also retiring after thirty years. I was a student. Jim has done a remarkable job and he has come through a lot of chairs here. Jim, we are grateful to you and we wish you the very best in your retirement.

Mr. Tucker:

I want to thank you for the recognition, as well as the opportunity you have given me for the last thirty years. It has been great. It has been the biggest chunk of my life and I will never forget it.

Mr. Wyler:

I am now going to call on President Zimpher and she is going to give us the President's Annual Report Card.

*(Nancy L. Zimpher, Ph.D., President of the University of Cincinnati, gave the following presentation on the President's Annual Report Card. A handout consisting of information regarding the six goals was distributed to the members of the Board and others seated at the meeting table. A copy of the handout is on file in the Office of the Board of Trustees.)*

President Zimpher:

Thank you and good morning. I direct your attention to the slides that will coincide with this presentation. I first wanted to thank the Board of Trustees for our Annual Board Appreciation Dinner last week, co-hosted by our Cincinnati State Partners. It was a great event and we were privileged to have you with us and, once again, want to say thank you to our Board of Trustees.

I remind you that management guru Tom Peters says, “what gets measured, gets done.” I hope you accept that reminder with the caveat that not all things can be measured but, periodically, we issue a Report Card on UC|21 to see how things stand. What can be measured gets measured, I guess I could say. Recall that we do this annually. Our first one was last year in June of 2005, but we thought we could be more conclusive and comprehensive if we moved our Report Card to September. So this is our second annual Report Card and it even looks like a Report Card. As you pull it from the envelope, you see a hard copy. These will become a part of antiquity as the Report Card is obviously on our website and has thirty or forty pages of text but by the time you click to more in depth coverage of many of these measures, you probably could chalk up hundreds of pages of information. We do this to give you a real tactile feel of what the Report Card looks like.

I am reminded, as well, when we did the ribbon cutting for Varsity Village and, particularly, the Lindner Center, architect Bernard Tschumi commented that a building speaks for itself and, indeed, that one does. Over the last fifteen years, our physical master plan has been a very tangible and visible measure of our progress building by building, ribbon cutting by ribbon cutting. When it comes to our strategic vision of UC’s future, it is not quite as easy to visualize. So, we have prepared this Report Card with a set of symbols around the six goals. An arrow up means we are making progress, a C-paw means we have finished and met that goal and we are moving on to a host of other things that we need to accomplish, and a sideways arrow simply means that we are evolving or emerging and not quite making the progress we really want to make. But, overall, I am sure you will agree from this brief report that we are making progress. I

think you will be gratified, particularly by the results of our student surveys. Satisfaction is up, even with parking; they said it could not be true, rising graduation rates and rankings.

We will start with Goal 1, Placing Students at the Center, which we often call our first among equal. You will see on these slides some blue. That means that there is a complete link to this item on the website. So, if we were actively perusing the website, we could go to deeper, and we will do that with “what students say”, as just one example. We participate in a couple of surveys and, in particular, one we call the NSSE, the National Survey of Student Engagement. It is a student satisfaction inventory that is used nationally. So not only do we know what our results are, but we can also look at our rankings with our competitors.

The first graph shows overall satisfaction, and we are here; just shy of the mean for public institutions that we consider to be our partners. We had a question that I think you will love because it is kind of historic: “I seldom get the run around when seeking information at UC.” There again, we made considerable headway and are reaching for our peers in this regard as well. There is another question about the quality of comfort of our students and we have invested a lot in the physicality and the comfort. You will be very pleased to know that with the addition of the Tangeman University Center and MainStreet, we have surpassed our peers in rating students comfort on our campus. That is really a good thing.

I also want you to know that we measure a supportive campus environment and we are making increasing progress in this regard. I think what is interesting about this one is that the freshmen results were really at NSSE’s national norm. We can expect that as freshmen to sophomore, junior to senior, because our seniors did not have this crane free campus environment that our freshmen are now experiencing. And, then, student faculty interaction which is a very important measure, here again, we are above the national mean in terms of students’ interaction with our faculty.

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So, overall, using this national survey of the student experience, we are at 49.0 on a one to seven scale and we are just under the national norm and, of course, by next year you will hear that we exceed the national norm.

Looking next at Growing our Research Excellence, Goal 2, we have a sideways arrow for National Science Foundation Rankings and I want to take a minute to explain that. The very tight budgetary climate for federal funding is causing a slowdown in the growth of research budgets across the country. But the good news is that in this flattening period, UC is holding its peer placement. The University of Cincinnati remains, as we have for the past three years, in the top 50 research universities in the United States and among the top 25 public research universities in the country. This is not moving right now at the pace that we have moved but we are staying stable with our peers. I am pleased to report that at our November meeting, Vice President Sandra Degen will give you a full report of our research activities.

Under Goal 3, Achieving Academic Excellence, we have a number of important developments. Again, I am just cherry picking from the many items that are on our Report Card. Relative to moving the needle, UC jumped six more spots to 139 on the *US News & World Report* rankings. We are still not quite in the top 100, but as I say to numerous audiences, you know that the top 100 includes 126 universities so we are getting ever closer. In fact, in the last two years, coming up 21 slots, more than any other university has done in the history of this survey, save for North Eastern University, which has actually been working on this for about ten years, we are moving at quite a clip. I say this, as well, because we know that parents and perspective students do attend to this ranking system even though we believe we could make some considerable improvements on the criteria used for this ranking.

Very significantly, the best prepared class is another item I wanted to touch on briefly. With our new admissions criteria and our UC|21 stretch goals, we have welcomed this fall our most academically qualified freshmen class ever. I should say present company excluded.

Our first chart shows how we have doubled the number of National Merit Finalists in our entering class this year from 19 to 39 and the total has doubled over the past two years, as well. Another chart shows the average ACT score is up to 24. We do not have time to show them now but we also have charts reflecting the number of our freshmen who are using advanced placement credits and we have more entering students from the top 10% of their class than ever before. And, I know that you know the reason we are placing increased emphasis on our entering class is because they become our retained sophomore, junior, and senior class and they are more likely to graduate. We do look at graduation rates and we are moving. It takes a long time to move this dial; it is a six year average or an average of six year graduation rates and we continue to move upward. If you look at the next slide, you will understand how we intend to move our graduation rates up even more substantially. That is because we are retaining more freshmen to the sophomore year and we are working very diligently on retention and we are going to move into the 80% retention rate very shortly.

Under Goal 4 which is Forging Key Relationships and Partnerships, it is an equally difficult thing to measure but we can pull some statistics that are very reassuring to us, particularly with our partnership with the Uptown Consortium and our own safety division, we are looking at partnering for safety and you can see that we have built, as well, a strong collaboration with the Cincinnati Police which has resulted in a 35% decrease in on-campus crime and a 25% drop in neighborhood crime over the past two years.

I have been talking about graduation rates, retention rates, admission standards and most of you know that on August 16 we announced a comprehensive regional partnership amongst many education and civic and business organizations relative to a thing we call Strive. We have a link to our web site, where we launched this initiative, to get more kids, in fact, every student graduated from high school, matriculating to some kind of post secondary experience in which they reach success through an Associate Degree or a Bachelor's Degree.

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Under Goal 5, Establishing a Sense of Place, I just want to mention two things: our MainStreet Stride, which was an innovation of the past year, a parade of red and black down MainStreet that attracted 900 participants, the celebration of the opening of our Campus Rec Center and the Richard E. Lindner Varsity Village. This fall marks the first time in fifteen years, at least for the students on West Campus, not having to circumvent major construction and cranes.

Under Goal 6, Creating Opportunity, I would simply like to highlight our faculty/staff campaign. We will be celebrating “We’re All UC” at an upcoming faculty senate meeting but you can see increases in dollars and increases in participation. I also want to mention that in terms of creating opportunity this year, Ohio State, Case Western and UC participated in an economic impact study in which it was determined that together the three of us add \$6.2 billion in annual financial economic impact for the state of Ohio.

Well, I can say lots more, but I hope I have given you a flavor. I truly hope that you will spend a little time with our Report Card. We have lots of variables that we are tracking. They come up through a tracking station, personed by Peg Allensworth and Lee Mortimer. Then, they come to Marianne Kunnen-Jones and they get tabulated, printed and recorded on our website and I invite you to peruse it at your leisure and I thank you for your attention. Chairman Wyler ---

Mr. Wyler:

Any questions?

I would like to call on Jeffrey Williams who is the Chairman of the University of Cincinnati Foundation Board of Trustees. I think most of you know Jeff. He came in from New York yesterday to come to this meeting.

*(Jeffrey P. Williams, Chairman, UC Foundation Board of Trustees, gave the following presentation on the UC Foundation Report on the Progress of UC's Fund-Raising Program.)*

Mr. Williams:

I want to give an annual report. We have a commitment to this Board of Trustees that our Board of Trustees will report annually on the progress that we made, in particular, against our fund raising goals but we also expand our report card to include some of the organizational and personnel development issues that we are dealing with every day. I want to thank you all for the opportunity to report to the Board of Trustees today, especially Dr. Zimpher for your on-going commitment to the Foundation's efforts and truly a true partnership with you and that is the only way we can describe it.

Through its fund raising and fiscal administration of gifts, the Foundation supports UC's mission of teaching, research and service. To do this effectively, we must continue to develop strong partnerships with the academic leadership, faculty and staff and, quite frankly, over the five years that I have been deeply involved here, the Foundation has done a very good job at that.

We want to thank each vice president, dean and faculty member whose devotion to students gives us a wealth of opportunities to involve the alumni and donors in the university's future. Finally, I want to thank all the UC board members who have personally given and enabled significant gifts to UC from others.

Since our last report to the board, a number of exciting and important activities have occurred at the Foundation. First, I want to talk about meeting our financial goals. In the fiscal year of 2006 ending in June, our goal was to raise \$61.5 million of private support. I am pleased to report that our goal was exceeded and our results for the year were \$70.8 million. A grand total of \$84 million in overall private support, which includes \$13.3 million in non-governmental research dollars, made 2006 a truly exceptional year. As I said, this goal was achieved in partnership with the president, with the cabinet members, the deans, the faculty and staff. I am going to part from the script a little bit and say that we do not raise money. We facilitate the raising of money by this board, by the deans, by the provosts and by the faculty and it is a true privilege to be able to do that. It is a true privilege to be as successful as we have been able to be this year.



Our goal for the 2006-2007 fiscal year is \$72 million and Mr. Carroll reminds me that I must say that that is before any increment related to a campaign. I am also very pleased to report, and this was one of our principal goals for this year, that for the fifth straight year, our donor count rose yet again. Up 4% in fiscal year 2006, we had 25,826 donors to UC's needs and initiatives. That is a lot of people to contact and a lot of people to be contacted by to facilitate their gifts to the university. As Dr. Zimpher said, we were very happy to highlight the second annual "We're All UC" faculty/staff campaign and I want to take one more minute and say that we were deeply involved in this. The people who really pulled the laboring oar were Dr.'s Nancy Hamant, Don Harrison and Henry Winkler with major support by the then chair, John Cuppoletti, and of course Kathryn St. Clair, Chief of Staff in the President's Office.

As we experienced last year, the program was very successful and met all its objectives. Specific results will be shared at the October Faculty Senate Meeting and they asked that I not trump that announcement. Also an important highlight for the year is building our team. After a nation wide search led by our fellow trustee, Doloris Learmonth, who was joined on the search committee by UC Foundation Trustees Dan Earley, Jim Schwab, Steven Wilson, and by Dean Doug Lowry, Mike Carroll, who was introduced a little bit earlier, joined us in August as the Vice President for Development and Alumni Relations and President of the UC Foundation. I have come to understand Mike's intelligence about what he is going about and his tenacity in making things happen. He is quickly assimilating into the life of the university and, Mike, we want to extend our welcome to you.

One of our principal goals for the last year has been, yet again, extending and improving our external communications. As I check on the performance of the professionals of the Foundation, the staff who works closely with university communications, frequently comments come up as to their positive impact. Dr. Zimpher mentioned that the University Alumni magazine has doubled in its circulation and that is with a great deal of help from Mark Jorgensen and his people who are our professionals

in communication who work closely with the university communications people, both in helping with the evolution of the look and feel of the magazine and also figuring out a way to appeal it to afford the extension of its subscription.

Small things help, as well, small things but as you all know about electronic mail – if you do not have it, you do not hear about what is going on in the world. The electronic mail system has been extended to alumni and donors throughout the world. By actual count, we had nearly a million electronic messages go out on behalf of the university and to our partners within the university community. We also collect e-mail addresses. We have about 78,000 e-mail addresses right now and it is our goal – we set pretty high goals here – to add another 38,000 e-mail addresses during the coming year.

We are continuing to upgrade and streamline our system. We maintain the e-mail systems to all the alumni but it is used by each of the colleges and the units within the university. It is with a great deal of pride that we have taken on what was a challenge and it feels to me like we are surmounting the challenge.

A brief mention in Dr. Zimpher's report that we are in the process of implementing our campaign planning leadership, including Dr. Zimpher, in advancing efforts in preparation for a major fund raising effort. Focus groups of both university professionals and volunteers have worked with our marketing team at the Foundation to identify potential campaign themes so that we can move ahead with the development of a campaign statement, as well as planning for graphic identity. Foundation officers continue to work with identifying potential volunteer leaders, as well as prospective donors.

With all of that, we have a lot more to do. I thank you again for allowing me to report and I thank you for letting us serve you and the university community in this very important endeavor. Thank you very much.

Mr. Wyler:

Thank you, Jeff.

Dr. Zimpher is going to talk about The Decade Ahead.

*(Nancy L. Zimpher, Ph.D., President of the University of Cincinnati, gave the following presentation on UC|21: The Decade Ahead, utilizing PowerPoint slides. A handout consisting of copies of the slides was distributed to the members of the Board and others seated at the meeting table. A copy of the handout is on file in the Office of the Board of Trustees.)*

President Zimpher:

An audacious title, but this is really our anchor item today. Since we have the benefit of a lighter board working agenda, it gives us a little bit of time to share what we have been working on since last spring. It takes a team to tell this story. Do not be overwhelmed, they are not all twenty minute speeches. We are actually right on time. You have before you a little menu of what we will be talking about under UC|21: The Decade Ahead. We are really going to look at the future. We call this Integrated Planning at UC, including governance and reorganization.

In the first section, we will be hearing from Provost Tony Perzigian about Academic Priorities and the Academic Priorities Council. Monica Rimai, Interim Vice President for Finance and Operations with the help of a full cabaret of committees will tell us about fiscal planning and oversight and, then, I will give an overview of some of the work that we have been doing on the question of UC's shared governance and decision-making. Then Monica will be back up, joined by the transition team co-chairs Jim Plummer, Peg Allensworth and Gary Dent, to talk about reorganization of the former administrative and business services division and finance.

Then, to conclude The Decade Ahead, Chairman Wyler will talk about some of the reorganization issues for the Board of Trustees. So, as you can see, there is something in this for everybody.

Now, that having been said, I would like to talk a minute about integrated planning and say to you that last spring we told you that we were going to engage in a process of academic priority setting across the university and a fiscal planning process that would be both transparent and integrated to planning of UC's future. We not only told you about this, Jeff Williams will recall that we made a presentation to the UC Foundation as well, but we did launch that activity after we finished a process of discovery and a plan for closing our budgetary gap for this upcoming year.

So, the goal is not only greater efficiencies and cost savings but, most important, a more integrated approach to academic planning and budgeting. So, I want to emphasize that a lot of people have been at work. I think the standard here has been as much transparency as possible. As universities do their work, they tend to do it in committees and councils and town hall meetings and forums and then we put everything on the web. We talk electronically and I am very proud of the fact that this has been, in my view, and I think in most people's view who are present in this room today, a very open and transparent process. With that, I will now turn to Tony Perzigian to update us on the UC|21 academic priorities.

Dr. Perzigian:

Good morning. As you know, President Zimpher has been the catalyst behind the planning process, playing out over the last three years. Under the banner of UC|21, the university has been pursuing an ambitious agenda to align itself under the now very familiar six goals of UC|21. This past year alone, literally twenty-one UC|21 action teams were forging ahead, both developing, as well as implementing, various plans for achieving those six goals. In addition, all of the units at the university, both academic and administrative, have continued to align their planning and goal setting under the banner of UC|21. As you just heard from the President, from the Report Card, this is a

broad-based comprehensive process and there has been notable progress over the last two years.

Last spring ushered in a new phase of UC|21 Strategic Planning. At the direction of the president, a new UC|21 Strategic Planning Council was appointed and operated under a vision that captured both the essence of UC and the guiding motif of UC|21. The points in this slide describe that vision. They are virtually self-evident truths. UC is a comprehensive institution, seeking to have a strong impact on its students and through its research, while addressing 21<sup>st</sup> Century problems and 21<sup>st</sup> Century methodologies and pedagogies. All in a context, and underscore urban environment, that presents our students and faculty with a laboratory of boundless opportunities and limitless possibilities. The important sense, Mike, Jeff, the city is the university's endowment – an endowment that continuously replenishes UC with opportunities to fulfill its mission of teaching, research, and service.

The present specific charge to the new council last spring is seen in this slide. In a nutshell, the president directed the council to identify a set of university level academic priorities that would drive resource allocation and define priorities for fundraising. The newly constituted council included the past and present chairs of the Faculty Senate, the student body president, the president of the Graduate Student Governance Association, one vice president, four deans, three department heads and several distinguished faculty representatives who were both elected and appointed. My staff served as a support team for the council.

After receiving its charge from the president, the council pursued an exceptionally ambitious time line. It divided itself into three task forces in order to manage the analysis and the integration of a vast database as revealed in the next two slides. The blue bubbles give you a flavor of the comprehensiveness of the task and the amount of information that was processed and analyzed by the council. Indeed each college and all twenty-one UC action team reports, alignment reports, all of this is integrated and analyzed again

with the goals of drilling down and identifying priorities for internal university investment and fundraising.

The next slide further reinforces the extent of the council's database, a database that also included evaluation of external assessments, including national program rankings and institutional research data and Jerry, thank you for your outstanding effort on behalf of the students to drill down and do an extensive analysis of the NSSE data that President Zimpher addressed a few minutes ago. All of this richly supplemented extensive college budget hearings and interviews with the deans and, in sum, the council assembled and had at its command an extraordinary volume of data and documents never before collected let alone analyzed by a single dedicated group.

The council rose to the occasion and through its extraordinary efforts was up to the challenge of managing this extraordinary volume of data and documents. By now, I imagine the suspense must be driving you mad, so Marianne, the envelope please.

The academic priorities recommended by the council are captured, contained under the five themes before you. While seductively simple at first blush, they actually creatively categorized UC's vast and variegated academic strengths and programs and priorities. One for creating the best possible learning experience for a 21<sup>st</sup> century urban research university, for ensuring good health in the 21<sup>st</sup> century, for ensuring the nation's global leadership position in the 21<sup>st</sup> century science and technology, for strengthening the university's world class programs in the visual and performing arts and humanities, and for revitalizing our urban environment through diverse programs, spanning education, law, social behavioral sciences.

Not shown, of course, in this slide are the specific recommendations under those themes, specific recommendations for internal investments and for fundraising. We do not have the time to drill down on that, perhaps later, during Q&A Provost Henney and I can elaborate a bit more. But, for now, the council believes that it has crafted an

academic blueprint under the banner of UC|21, a blueprint that will advance the university's standing among public research universities.

Ms. Rimai:

Good morning everyone. Thank you very much for your time. Fiscal Planning really is the critical partner to setting academic priorities as it is the method by which we will develop the tools and the policies to fund our academic ambitions. Over the course of this past summer, the university has created an open and transparent, as well as integrated, system for fiscal planning that will allow the development, vetting and approval of academically driven fiscal policy.

The key to this system is the creation of an oversight body known as the Fiscal Planning Oversight Committee. Its membership includes all the key constituencies on campus. From the faculty, Dr.'s Welsh and Sen, from the Dean's Council, Dean Stern and Lowry, and our undergraduate student body is being graciously represented by Jerry Tsai. We look forward to getting a nomination and representation from the Graduate Student Association. Because enrollment and the issues related to enrollment are so critical to the decisions that we make around fiscal policies, Caroline Miller is part of our team, representing enrollment management. Kristi Nelson and Vicki Montavon are on our committee as liaisons to the academic priorities committee and, finally, the fiscal oversight body is hosted by the President's Budget Advisory Committee.

Our mission is to assess and make recommendations regarding policies and initiatives from a budget and planning perspective according to the academic priorities that Tony has outlined and that will be flushed out in the future. Some work that we will do will come directly from the administration, but the bulk of the oversight work will be done through a series of task forces that have already been formed that are working on some very critical policies around performance-based budgeting, tuition policy, our capital budget and a faculty retirement incentive program. As individual issues arise, we anticipate the potential of forming additional task forces and we also anticipate that some

of these groups, particularly performance-based budgeting and our tuition policy task force, will eventually become institutionalized.

I am going to let the chairs talk about the work of the task forces themselves but I think it is important to note that this truly is integrative planning; not only from a membership perspective and in terms of how decisions will be made that is issues coming from academic priorities to the oversight body, as well as our mission, but I also think from just the nature of human contact. Yesterday we had our second meeting. It is a terrific group, and I think the bringing together of the students, faculty, academic leadership and administration requires us to listen to each other.

Dr. Johnson:

Jerry is here in the audience and there are many other members of our task force in the audience here today. This is not too big of a task force. You can see that it has representation from administrators, faculty, and people from both the east and west side of the campus.

Here is what we are trying to accomplish. I do not want to understate this as this is one of the most important things that we could undertake. It is about changing how we do business here. It is about linking accomplishments to funding and, more importantly, it is about articulating in a public way what we stand for, what are the key benchmarks that we do that relate to the mission of the university and the missions of the individual colleges and how do we link our allocations to that mission and what people are accomplishing.

And, finally, not to underestimate that it will give us a language to talk to legislators and other policy makers because we can talk about what we are accomplishing and how we put our money where the accomplishments are and what we are doing. This is a very dramatic way of changing how we do business here.



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Here is what we have done today. Bill and I have been very busy over the summer. There have been task forces that have worked before us who we have met with some of those task forces to find out the work that we have done. One of the first things that we did was to create a document, and if any of you would like to see that we would be glad to share it with you. It lays out the principals of performance-based budgeting, just exactly what we are talking about, where we are going with it, what we are doing and we are using that as a document to educate the faculty and other constituencies.

We surveyed deans already and have that data and are distributing that data and we are in the process now of surveying other key administrators. Deans are looking for a system that is fair, that is transparent, that is not mindless, that has one set of formulas that can have multiple indicators that can cut across the various units but then yet targets specific indicators and also looking for the whole institution not just the academic side of the house to move to a performance-based orientation.

We have targeted some key resources. There is a Delaware study that allows us to benchmark how we compare to other colleges like us. We have begun to do that work to see how we have done. We have identified some key consultants. There is a business professor at Stanford that has been a consultant to the University of Dayton and places like Georgetown and Temple and we are making a trip to Dayton to see how they are using that individual and that may be somebody that we want to use.

We have scheduled visits to three institutions within Ohio that have a performance-based system: Ohio State, University of Akron went to a performance-based system and has walked away from it and they have agreed to talk with us about why that did not work out. We think that is a real important place and, finally, we are going up to talk to Dayton to see what they are doing and how they use this business professor from Stanford in their work.

I swear we are going to get this done by the end of fall quarter and everybody on the committee is committed to it and we are going to have some recommendations about

what are the key components, how do we phase in this system and, most importantly, how will we evaluate this system. Thank you.

Mrs. Faaborg:

Good morning, Karen Gould is out of town and I am here to represent the committee. As you will see in the next slide, the committee that was formed in early August, the task force to study the feasibility and the efficacy of a Retirement Incentive Program for faculty consists of people representing two deans, one from each of the campuses, there are two members of the provosts' office staff, Kathy Robbins and me representing those provosts. There is expertise from HR, including Deborah Degroot-Osswald, who is a benefits specialist and, of course, Bill Johnson, who is the Director of Employee and Labor Relations.

We have our charge which is to develop some recommendations for a comprehensive faculty retirement incentive program. We have done a great deal of background work even though a short month had passed and many of us have been out of town in the interim. We have looked at programs across the country and other schools, looking at ones that seem to be working well and achieving the goal of cutting financial resources. The retirement and health care costs are a major consideration, of course, for all faculty. We need to offer some kind of way to address this and that has been one of the key considerations of our committee.

Additionally, college budgets, of course, have been cut. We are looking very seriously at the possibility of needing to get some help from central resources to make this possible for deans to affect. We also realize that we have to create a short window for this kind of retirement incentive program if, in fact, we are going to achieve the maximum benefit for the university at this time.

Finally and, most importantly, we need to look at, and this has been our chief topic of conversation, what are the kinds of options that we can present to the faculty that will make this offer attractive. In addition to an immediate buy-out, meaning cash at the

time of leaving the faculty, we are looking also, and this is a complex issue, at the possibility of some phase-out options. Faculty who have been at this university for thirty and forty years and have devoted their lives to it and care deeply about what is happening in their labs and in their classrooms and their departments, find it difficult, of course, as we all do, to let go.

We are hoping to put together a meaningful way for people to stay in touch and continue to make contributions on a part-time basis over a period of a couple of years as they phase into retirement. Our deliverables include a final report and recommendations by mid October, a short month from now, and a university-wide plan that will be announced to the faculty by the end of this quarter. Thank you.

Dr. Miller:

I am representing the Tuition, Discounting and Remission Committee. I would like to acknowledge my co-chair, Mitch Leventhal, from UC International, the three deans who are working with us on this project, representatives from both our graduate and undergraduate student government, and others close to the scholarship and purse-strings watching of the awarding process.

This committee, I think, is the true intersection of integrated planning. We are working collaboratively with the Strategic Enrollment Management Policy Council, the Crafting the Class UC|21 Project, the Performance-based Budgeting Task Force and the deans, through integrated enrollment planning have been charged to develop a set of recommendations for a comprehensive approach to setting tuitions, discounts and remission policies.

We will, by December, review the tuition rate structure, analyze the impact of recent changes in tuition on in-state, out-of-state and international students, assess the effectiveness of our current discounting and scholarship strategies on retention and recruitment, especially yield and review our current tuition, remission practices - a large

charge. We have met three times. We plan to meet every other week until we get it done in December.

We have a set of key observations to date. In comparison to peer institutions (large publics), we rank sixth or seventh in terms of our tuition structure for undergraduate students. Current remission is generous and has room for improvement in its administration. Our high tuition levels results in challenges in terms of recruiting out-of-state students and international students, in particular. And, it is not just about scholarships, the resolution requires a careful analysis of “sticker” as compared to “discount” in setting and accomplishing these strategies. Because discounting is a very slippery slope, we must improve the balance of gift and grant as opposed to general fund scholarships for both undergraduate and graduate students. Efforts like Strive will succeed in raising the numbers and percentages of high school graduates coming to our campuses, but these students will also have higher levels of need and that will complicate the affordability challenge that we face.

As deliverables, we are prepared, because we want to make a difference for the class that enters in 2007, to make recommendations relative to our out-of-state tuition levels and, particular, recommendations that are sensitive to our markets and to our costs. Based on input from the deans, we plan to identify several strategic areas where we can target populations, our other program targets as pilots to make a difference next year. Finally, specific improvements to the policy and administration of our tuition remission benefits for employees is on our docket. Thank you.

Ms. McGrew:

Good morning. While you do not see as many cranes on campus, in fact I think there is only one, there is always work to be done. The Capital Advisory Committee is co-chaired by Kristi Nelson and Laura Fidler and there are members across the academic and university community so we have representatives from academics, athletics, student affairs and facilities. The role of Campus Planning and Design Construction

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Management and Renovations is to provide technical data to this committee so that they can make good decisions.

The charge of this committee is to provide advice and feedback on the development of UC's capital priorities and in the formulation of our capital budget. There are all kinds of things that go into studying priorities that this committee will have to consider, most importantly, UC|21 goals, academic priorities and the condition of our existing facilities and our campus. So, this group has a lot of work to do and a lot to learn.

To date, we have looked at the Faculty Center which was vacated when the Faculty Club moved over to Varsity Village. We have spent some time educating the group on how we actually put together our capital budget and we have spent some time looking at the campus plan. Thank you.

President Zimpher:

So, you have heard now that we have set these academic priorities and we have a fiscal oversight process to make sure that we have the fiscal resources to meet our academic ambitions. So now, as promised, we would also, this fall, give you some glimpse into our review of shared decision-making and also proposals around reorganization. I think it has become apparent to all of us that we could benefit from a review of our shared decision-making processes. When we probed deeper, we found out we had too many committees or a lot of committees that made it difficult for us to follow the decision-making path. We had some key All-University Committees without faculty representation. We even had some committees that had faculty representation but did not meet. We had others that met without faculty representation or student or staff representation. So we have sort of set out to fix a number of these things and, as a consequence, create a clear path for how decisions are made at the University of Cincinnati.

So, we did an inventory of all of our committees. This was a massive task and it was largely fed through the work of Kathryn St. Clair, gathering committee after committee, checking with people who created the committee, some who are still here on our campus, others who, quite frankly, created committees and now they are long gone, to see if we could not get a big overview of all of the committees.

As well, we benefited from a committee formed by the Faculty Senate. The Faculty Senate Governance Committee who labored over a definition of an All-University Committee. We have lots of committees. Some help us with just administrative functioning and others that clearly meet this definition of something more universal that influences broad university policy and should include multiple constituencies and feed recommendations to higher levels of decision-making. So, I really think we are indebted to the Faculty Senate for struggling with what an all-university committee is.

So, we went back to the Vice Presidents and the President's office, the Provosts to say, well, give us an example of what you think is an All-University Committee. Now this is not the total list but by the end of this fall term, we think, we can get there. These are in each of the Vice Presidential areas or some of them, some of what they consider to be All-University Committees and the bottom one, strategic enrollment management is a committee that is shared by several Vice Presidents. So, we are really trying to overlay that definition of an All-University Committee with just exactly which ones they are.

Now, we also had the help I referred to earlier of the Faculty Senate Governance Committee which worked long and hard on a charge given to them by John Cuppoletti on what they thought might be the parameters of an ideal shared governance process for the University of Cincinnati and see who helped with that. I would say, at the same time, the Executive Branch of the University was trying to fare it out which of these committees were really helping us get the work done and which could be dissolved or reinvented.

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To bring all of this to bear, we created an Ad hoc Working Group on Improved Decision-Making at UC. I am indebted to George Vredeveld, the Director of our Economics Center for Education & Research who led this group and you can see that, once again, we had a number of constituencies helping us fair it out. The report that was prepared by the governance committee at the senate and the flip-side, all of these data that Kathryn had collected about all the committees that exist in the world of UC, and asked them to make some recommendations to us.

They had a charge and I visited with them early on to ask them to help give us some recommendations on how to fair it out, decision-making and the pathways of decision-making and just what their thoughts were about appropriate governance structures. I asked them to complete that work by August. This report was ultimately conveyed to us in August, so they did meet their deadline and I want to thank the committee for everything they discussed with us. Then, it fell to the President's Office, I guess, to my Executive Committee to try to integrate what this Ad hoc Committee was saying about governance with what we thought were some of our academic needs.

Let me remind you that the Faculty Senate has a whole host of committees and these are they and they do change over time as the Faculty Senate has different needs. So looking at all of this, we have had to take into account how the Senate does its work. I remind you that Student Government has a set of committees and organizational structure. This is the Undergraduate Student Government structure. We also have a similar structure for graduate students so I hope you can understand how complex it gets when you are trying to figure out decision-making at a university as big and as complex as ours.

So, let me just go through some of the understandings that we are now going to try to put into place. From the Ad hoc Working Group, things like: fewer are better than more, let's reduce, let's streamline, let's stagger, rotation. This is not a life sentence when you get on a committee; we need to rotate the talent pool. We need to relate this to our academic and financial planning. So we really embraced, I think, all of the

recommendations at a more conceptual level of the Ad hoc Working Group of governance.

Of course, we looked at Article 27 of our Governance Report on the AAUP contract because we wanted to build this new decision-making process in line with Article 27 and I think that we have. The principals from the Governance Committee, both the Faculty Senate and the Ad hoc Committee, are recognizable as you think of your board experiences and your management of an oversight of corporate organizations, as well as non profit organizations like the university. Legitimate, transparent, accountable, flexible – these are high and important goals.

And, what we have been able to say, as early as today, is that we are getting close to a flow, a pathway for decision-making that is both academic and fiscal. It builds on the work of the Academic Planning Council that Tony talked about, the Fiscal Oversight Committee that Monica talked about, and as you would expect, the Academic Operations Council that is chaired by the two provosts, the Academic Operations Committee as you see there and how the graduate school and strategic enrollment planning and compliance and other issues will feed into the academic side. Then you have heard about the kinds of committees that will feed in on the fiscal side, move to the President's Budget Advisory Committee, on to the Cabinet, and the President's Executive Committee, to the President and the Board of Trustees.

We thank the Ad hoc Governance Committee for showing us a way to create flow that is more horizontal than hierarchical, but I think it is going to be good for everybody to know how decisions are made and how to track them. What we have not decided exclusively is exactly which committees feed to academic planning and fiscal planning, but it is our goal, this fall, to get that done.

So, I want to thank the members of the Faculty Senate and the Ad hoc Governance Committee for really showing the way. I think we have streamlined our committee structure and in the next few weeks, hopefully, surely by the end of this



quarter, we will really have a template for decision-making at the University of Cincinnati that, I think, is new, streamlined, transparent, flexible and will meet our needs.

I turn now to organizational issues. We could have shown you the organization chart in its entirety, but then you would not have been able to read it. So, what we decided to settle for, is the existing organization chart which is essentially the line of reports directly to the President and then on to the Board of Trustees. Then, a new chart follows which decreases the number of direct reports to the President by 30% from 10 to 7. Also, as you will hear in a few minutes, creates an organization chart where those who might have historically reported directly to the President now report up through Senior Vice Presidents. That is not all of the Vice Presidents but it is several. Then, you will hear from Monica Rimai, along with the chairs of her transition team, and our new Vice President for Human Resources, how we intend to reorganize in order to create this organization chart. So, we will look now specifically at the integration, if you will, of administrative and business services and finance and Monica and her team will carry that explanation. We are getting really close to the final sentence of this presentation and your comments and questions.

Ms. Rimai:

Let me just say to start with that from time to time organizations like ours have an opportunity to take some time and be a little introspective about the way we are organized. And, if there is a silver lining, with the retirement announcement of Dale McGirr and Jim Tucker, it was an opportunity for us to step back and ask, at least from an administrative perspective, if we could organize ourselves in a way to better support our academic mission and to pursue greater efficiency as discussed this past June when we took on the 2007 budget. Because this was that opportunity, President Zimpher asked me to oversee a merger of finance and operations with administrative and business services with these two goals in mind: better supporting academic mission and greater efficiency.

To shepherd this reorganization process, I assembled a transition team, co-chaired by Peg Allensworth from Administrative and Business Services and Jim

Plummer from Finance and also including Larry Caras from Finance, Gary Dent from A&BS, Steve Sayers from A&BS, Karen Sullivan from Finance, Jamie Toran from A&BS, Annmarie Thurnquist from Finance, Rick Wiggins from A&BS and staffed by Cathy Hiles from A&BS. I list these folks because they had an enormous task to do in a very short period of time.

I charged them really with three tasks. First, to design the organization in a manner that would promote nimble, refined and informed decision-making; that would promote the efficient use of our university resources and that was defined by appropriate checks and balances in the way we managed our decision-making. The second task was to establish a divisional mission statement and, finally, to name the division. I asked this transition team to undertake these three tasks in an open and transparent manner that sought the advice and council of everybody who worked in these two divisions and to do all of this by October 1, 2006.

I am pleased to report that the team accomplished their task well before the deadline and before asking our co-chairs and Gary Dent to describe the results of their work and how they went about doing it, I would like to take a moment to thank this incredible team for a job well done. Each of these individuals brought their best to the effort. They demonstrated tremendous leadership and vision and, ultimately as a result, did their work in a manner that furthers the best interest of the university as a whole. And, I would ask that transition team to meet me after this meeting very briefly in the hallway so that I can more appropriately acknowledge their work.

With that, I will turn it over to the Chairs and Gary and they will talk about what they did and how they did it.

Ms. Allensworth:

The transition team worked in that spirit of inclusiveness and transparency that you have heard so much about this morning and it has really marked a lot of strategic initiatives at the university over the past several years. The first thing we did was to host

a series of town hall meetings and we invited all of the staff in administrative and business services and in finance to come to those town hall meetings. At those meetings, in small groups and they had facilitators, they could talk about what their concerns were about the change because there was a huge change. They could also talk about what the possibilities were; what are some of the advantages of merging those two divisions. We asked them to give us their ideas about the structure and the name and the governing principles, and it was great stuff. We got a lot of good stuff from these people. We had people from the frontline; we had mid-level managers. These are people who do the business every day; so they had great stuff to tell us.

We also established an e-mail address transition team at UC.edu so people could give us their two cents whenever they wanted to give us their two cents and we took all of that information into consideration. But you know there are a lot of people who are in those two divisions who are not that interested in using e-mail or who do not have access to it every day, so we just had a regular form to fill out on the old technology pen and paper and had them send it to us. So, we gathered all that information and we studied it. We really went through every piece of information.

Another thing that we did is that we studied, in some amount of detail, the organizational structures of twelve other universities. We learned a lot in that exercise. One of the things that we found was that what we were proposing to do, in fact, had served other institutions quite well. So we deliberated on all of this. We had some very heated debates but, finally, we came to a decision and Gary and Jim are here with the envelope.

Mr. Plummer:

As you can imagine, when you that many ways for people to get information to you, you get a lot of information. Not only – you see the other one down there that said “other models.” The other model was that you walked across campus and someone would say, oh, Jim, I have a suggestion and you would take the suggestion on the spot and you did make sure that it got to the rest of the committee. The amazing thing about

all of this was that in the end, we did come up with three good results, I believe, and the amazing thing was that it was a unanimous decision by the whole committee. You do not get many committees where you get a unanimous decision but this was a unanimous decision.

The first thing that we came up is a new name, Administration and Finance. A lot of people thought that we should take all of the names from the past and do away with them. We did not agree with that because when you see the organization chart, which Gary will walk through here shortly, you will see that the top line really is a lot of the administration of this campus. It is not just finance; it is not just administration but it is the administration of a lot of the campus with an emphasis in most of those offices on finance. So, we thought that Administration and Finance was the right name.

The mission which I will read “The Division of Administration and Finance provides excellent service and stewardship of our university resources to advance and support the mission of the University of Cincinnati”. We felt like there were some key words in there that had to be there. The one word that I felt belonged, was most key and was the one thing that more people said when we got information from people, was the word “service”. That is what we are committed to as a new division - to service and to serve everyone on this campus. I think that is the key of what we are about; that is what we do; that is what we do best and that is what we want to do for the university.

With that, we will go to the final result. These two would not be very important without this final one - the organization chart. I will turn it over to Gary Dent, who is the Chief Human Resources Officer at the University, and we felt like he was the right person to do this because it does deal a lot with human resources. Gary is going to lead you through the organization chart.

Mr. Dent:

After ten days on the job, I was asked to join the transition team and I have given a lot of thought to orientation over my thirty years in human resources and this is one

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way to do it. Well, what you will see as you look at the organization chart is a lot of good effort by a lot of good people. I really appreciate my peers and the transition team who sought to educate me quickly about what was going on, hold my coat tail and say do not go this way, give thought to what is going on at other universities and what is going well here at the University of Cincinnati and areas for change. My ears are still ringing with all of the feedback and I appreciate it so much.

You will see at the top of the organization that there is a singular Vice President for Administration and Finance. That is important. You will see that this position along with the other two senior vice presidents will make up core leadership of the university. According to this position, there is a Business Affairs office that will manage finance, personnel and budget responsibilities for this new position.

You will see also that there is a dotted line reporting relationships from the General Counsel's office to the President and also the Internal Audit Department will have a dotted line reporting relationship to the Board of Trustees Audit Committee. UCit, the Chief Investment Officer and Community Development are already reporting to the Interim Senior Vice President position. Those will continue and we felt that was a good model. Human Resources will report to the Senior Vice President because we believe in the strategic nature of people in any organization and so that will be an important change and not just because I am in that role. The Public Safety Department will also report to the Senior Vice President because of the importance of safety on the campus and around the campus. We felt that we needed to assure everyone that that is a priority for this organization.

The Vice President for Finance will have oversight for Business Core Systems, (many of you folks know that as UCFlex), Financial Services, Facilities and Construction Services, Capital Planning and Design, Campus Services and the University Office of Budget. Some important notes: the Business Core Systems will focus today on finance and human resources and those projects are underway in being implemented and will be the home of future related enterprise systems related to the SAT or the UCFlex system.

Financial Services will include all of the financial functions, the Controller, the Treasurer, and the Bursar's Office. Facilities and Construction Services will bring together all of the areas concerned with buildings, grounds, renovation, new construction, as well as our utility operation. And, as the name suggests, Capital Planning and Design will be responsible for the planning and design of the university's physical environment. Campus Services will manage all of the auxiliary functions with the exception of parking which will remain with Public Safety. And, an important change for us is the University Office of Budget. We will bring together in a single office our budget planning and forecasting experts for the university.

This is the organizational chart and I will tell you that a lot of good thought went into this chart and the departments in it. Our future is to continue planning and drilling down into these departments as we move forward.

Mr. Wyler:

I might say as we begin when I first met President Zimpher, after some reluctance on her part to discuss the presidency here at the University of Cincinnati, we met one morning at 7:30 at the Milwaukee airport, clandestinely, because if you are a sitting president, you do not want the press to know that you might even be thinking about another job. We sat down and had a cup of coffee and she said to me, "I checked your website last night, where is your Academic Strategic Plan?" I said that is why we are looking for a new president because we have the buildings in place; we need an academic strategic plan. I think we have seen one here this morning that is absolutely incredible. Now that you are coming to your third anniversary here at the university next week, I think that is a remarkable job, Nancy, to you and your entire staff.

Meanwhile, Nancy and I have been discussing all summer the annual appointments to our committees and the board and we realize that the efficiency and engagement of our trustees could be enhanced if we considered a new organizational model for the board also. So today, we are proposing for your consideration, four

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changes in the way we operate as a board. These changes would be voted on in November after all of you have had a chance to review them and discuss them.

I would like to briefly review the changes. Currently we have the seven standing committees consisting of the Academic and Student Affairs, Board-Administration, Finance, Audit, Medical Affairs, Physical Plant and University House. Our Investment Committee meets separately. The proposal would be four committees – Academic and Student Affairs, Finance and Administration, Governance and Audit, and Investment. Currently how the organization works, as you know, we come to the board meetings and we have the committee meetings in the morning and we whistle through those fairly quickly and then we vote on them. We have an Executive Committee, a chairperson, a vice chairperson, and the secretary. These committees that we are suggesting would meet on Monday prior to the regular board meeting. They would have an opportunity to vet and discuss the issues in front of them considerably more thoroughly and we would have a better opportunity to interact with the staff that works to put this stuff together.

Following the meetings, we would have a dinner with the group. Then on Tuesday morning, as we have, we would have a full board meeting. The Committee Chairs would then deliver what took place on Monday. For those of you who are in the press, those would all be open meetings and we would meet here as we have currently done.

All these changes, I believe, would make us more efficient in our roles as trustees. We will be providing the proposed language and the by-law changes to you all. And, we will discuss the proposed changes in the meeting of the Board-Administration Committee to which all trustees will be invited to in November.

A lot of change here this morning but as a person who runs a business, change is essential, as you all know. So, Nancy, I call on you to finish it up.

President Zimpher:

Well, I just want to remind you that we have taken you through an academic priorities process that is part of UC|21. We talked about the fiscal oversight that is required to generate the resources to meet our academic priorities, talked about governance and decision making with input from lots and lots of people and, perhaps, the most input around the reorganization of our administrative structure on the campus and the concomitant proposed reorganization of the work of the Board of Trustees. We realize that we would not have been able to do that if we had not devoted the last four months to the intensive work of many, many people on our campus and I, personally, want to thank everyone who has been involved. I think when we started UC|21, we thought we could not top 25,000 website hits and all kinds of committees and town hall meetings, but we have eclipsed that and we continue in the spirit of transparency in making progress. So, Jeff, I thank you for your leadership and the patience of everyone to participate and hear us out and people may have questions.

Mr. Wyler:

Questions or comments at this point?

Mr. Humes:

Congratulations on a phenomenally complex and very significant project.

Mr. Wyler:

I think that congratulations goes to the entire staff out here and many, many other people who are not here. The way that you have put all of this script together is awesome to me. We, lay people, if you will call us that, recognize the brain power that really resides on this campus and to harness it the way you are doing is extremely satisfying to us.

Before we begin the committee meetings, I need to announce that Mr. Niehoff will chair the Physical Plant Committee in Mr. Heiman's absence. Mrs. Heimann will chair the Finance Committee and as in our last meeting, Mr. Barrett will remain a



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temporary member of the Finance Committee and Mr. Cox, I am going to appoint you as a temporary member of the Board-Administration Committee today.

So, let's commence with the Committee Meetings.

**THE BOARD COMMITTEE MEETINGS**

(Proceedings of the board committee meetings are contained in the respective committee meeting minutes, which are on file in the Office of the Board of Trustees.)

The committee meetings began at 9:58 a.m.; the meetings concluded at 10:22 a.m.

**THE REGULAR MEETING OF THE BOARD OF TRUSTEES**

The Regular Meeting of the Board of Trustees was convened at 10:23 a.m. and, as noted on the first page (page 333) of these minutes, roll call was taken.

**Approval of the Minutes of the June 27, 2006 Regular Meeting**

Mr. Wyler called for additions, corrections, or deletions to the minutes of the June 27, 2006, Regular Meeting of the Board of Trustees. Upon motion of Dr. Bhati, seconded by Mrs. Heimann, the minutes were approved as distributed.

Mr. Wyler:

I would like to say at this point we have another little change that I did not recognize before the meeting but I thought I would wait until now. You notice that Ginny Steiner is not here today. Ginny has taken an early retirement; she has had some health issues and she has served this board for a dozen years. I got to know Ginny very, very carefully and closely when we were doing the presidential search. Every chairman that I have worked with over the years has relied on her a great deal. She has been very

efficient; she has been a wonderful person to work with and we are going to miss her tremendously. I hope that we can appropriately give her an honor at some point in the future when she gets through this other issue that she has. Having said that, before we get into my first meeting as Chairman, I have a couple of comments that I would like to make to the Board.

First of all, I want to say thank you for electing me to this position. I am not one who gets emotional very much but as I look back over my tenure here at the university and now, I am Chairman, and following people like Phil, George Schaefer, Ben Gettler, and Bill Keating, George Strike, Odell Owens, Stan Chesley, I did not know Mike Barrett, Fran's brother was chairperson for a while; his father was chairperson – Fran, I did not know your father but I understand he was an incredible human being, and I find it totally ironic that I am sitting here today. When I graduated from this institution I went through graduation and I rented the cap and gown that you youngsters – Daisy, I think you have already done it once – look forward to and I took it back to the book store and I kept that little tassel. They said, “you owe me ten bucks”. I was outraged because differently than many students, I had no parental support to go here. I had to pay 100% of my own financing and I used to walk from here over to Peeble's Corner after school because I could not afford a bus, and they said we want ten bucks for you to graduate to keep that little momentum. I said I will never come on this campus again and you can bet I am not going to give you any money. I find that to be a little ironic. That is a true story.

I thought I would share with the board my philosophy of how I perceive us to be. Our role is to see that this institution is well managed. We are not here to micro-manage it; we are not here to manage it. That is what we hire a president and our staff for. We are here to give her some guidance, philosophy, approve the policies but we do not need to micro-manage and we will not and it has not happened in the past. We are going to be a lot more inclusive because I know back, particularly, when Fran's dad was the chairman, he made the rules and that was it. Thank you very much; you are all welcome, get out of here. That is not the way we are going to be. We presented the committee

reorganization earlier, and over the next couple of months I hope you will each talk to me about what your interests are and what you would like to do. So, that is my speech. I appreciate so much the ability to sit here and be able to work with this institution, and the brain power that sits out there throughout this entire campus. It is an exciting time and I am looking forward to it.

### **Report of Summer Powers Actions**

Mr. Wyler:

I would also like to report the Summer Powers Actions. The report of the Summer Powers is in your board meeting materials under tab so named. The six recommendations were approved by the President and the appropriate Board Committee Chairperson, pursuant to authority delegated under university rules which provide for approval of such actions during the summer recess of the board.

### **Academic and Student Affairs Committee Recommendations**

#### **06.8.21.1 DEAN APPOINTMENT EXTENSION**

It is recommended that the Board of Trustees approve the extension of Judith Koroscik's term as Dean of the College of Design, Architecture, Art, and Planning through July 31, 2007.

#### **06.8.21.2 HEAD APPOINTMENT**

It is recommended that the Board of Trustees approve the appointment of Steve L. Slezak as Head of the Department of Finance in the College of Business effective September 1, 2006, through August 31, 2010.

Professor Slezak serves as the Academic Director for the MBA programs at the College of Business. Prior to joining the College of Business in 2002, Professor Slezak was in the finance departments of the Kenan-Flagler Business School of the University of North Carolina at Chapel Hill and the University of Michigan Business School. Attesting to his dedication to MBA education, he received the Weatherspoon Award for Excellence in MBA teaching while at Kenan-Flagler. His current research examines strategic issues in financial decision-making, including security pricing under asymmetric information, managerial incentives to manipulate information, and corporate governance. He has published in *The Review of Financial Studies*, *The Journal of Finance*, *The Journal of Financial Economics*, *The Journal of Financial and Quantitative Analysis*, and *The Journal of Economics and Management Strategy*. His article on Delegated Portfolio Management and Rational Prolonged Mispricing was nominated for the 2003 Smith-

Breeden Prize for the best article in the Journal of Finance, the leading journal in his field.

**06.8.21.3 DEPARTMENT HEAD REAPPOINTMENT**

It is recommended that the Board of Trustees approve the reappointment of Anne Runyan as Department Head of the Department of Women's Studies in the McMicken College of Arts and Sciences effective September 1, 2006, through August 31, 2010.

Dr. Runyan holds a Ph.D. in International Relations from American University. She previously founded and directed Women's Studies programs at the State University of New York at Potsdam and Wright State University where she also held appointments in Political Science, and has taught in Canada and Europe as well as studied and guest lectured in many parts of the U.S. and the world. She is the co-author of *Global Gender Issues*, the co-editor of *Gender and Global Restructuring*, has published widely in the field of feminist world politics, and is working on a book on global feminist theory. As head she is responsible for the overall leadership of the department, its relationship and activities with the Friends of Women's Studies, and its role in the development of the field of Women's Studies.

**06.8.21.4 TENURE APPOINTMENT**

It is recommended that the Board of Trustees approve the appointment of Miriam B. Raider-Roth as Associate Professor with Tenure in the Educational Foundations Program of the College of Education, Criminal Justice, and Human Services effective September 1, 2006.

Dr. Raider-Roth received her Ph.D. from the Harvard University Graduate School of Education. Her area of expertise focuses on the relational context of teaching and learning, children's and teachers' conception of their relationships in school, authentic assessment, and feminist qualitative research methods. Her current research focuses on teachers' understandings of their relationships with boys in school and how these connections shape the learning process. Dr. Raider-Roth is author of *Trusting What You Know: The High Stakes of Classroom Relationships* (Jossey-Bass Publishers) and co-editor of *The Plough Woman: Records of the Pioneer Women of Palestine, A Critical Edition*. Her work has been supported and recognized by awards from the American Association of University Women (AAUW), Phi Delta Kappa, Harvard University, the SUNY – Albany SUNY, and the New England Educational Research Organization.

**06.8.21.5 RECOMMENDATION FOR TENURE AND PROMOTION**

It is recommended that the Board of Trustees approve granting of tenure and promotion for the following faculty members effective September 1, 2006. This recommendation has been approved through the process of progression through the departments, colleges and the Senior Vice President and Provost.

**FROM ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR**

College of Applied Science

Frank Davis

Humanities, Media, and

With Tenure

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Cultural Studies

College of Education, Criminal Justice, and Human Services

Mihaela Poplicher                      Mathematical Science                      With Tenure

**06.8.21.06                      EMERITUS STATUS FOR FACULTY MEMBER**

It is recommended that the Board of Trustees approve the following emeritus status for the faculty member listed, effective upon the date of his retirement from the University. The nomination has been reviewed and positively recommended by his faculty colleagues and dean.

Calvert H. Smith, Professor Emeritus of Education, College of Education, Criminal Justice, and Human Services

**Approval of the Items Recommended by the Board Committees**

Listed below are the items recommended to the Board of Trustees for approval by the Academic and Student Affairs Committee, the Board-Administration Committee, the Physical Plant Committee, and the Finance Committee at their respective meetings held on September 26, 2006, prior to the Regular Meeting of the Board of Trustees.

**Academic and Student Affairs Committee Recommendations**

**06.9.26.01                      APPOINTMENT OF MANOOCHER SOLEIMANI, M.D. TO  
THE JAMES F. HEADY ENDOWED CHAIR IN MEDICINE  
EFFECTIVE SEPTEMBER 1, 2006**

It is recommended that the Board of Trustees approve the appointment of Manoocher Soleimani, M.D. as the James F. Heady Endowed Chair in Medicine effective September 1, 2006 in the Department of Internal Medicine, College of Medicine; Academic Health Center.

Dr. Soleimani is an accomplished administrator, teacher, clinician and researcher. Dr. Soleimani is a leading scholar in the fields of acid base physiology and ischemia reperfusion injury and is internationally recognized for his pioneering research in nephrology. He has published over one hundred articles in very prestigious journals and has been on the editorial board of the American Journal of Physiology; Renal Physiology.

Dr. Soleimani is considered to be an excellent nephrologist and a very caring and devoted physician. He is very well liked by patients and is respected by students, residents and fellows for his ability as a clinical teacher.

**06.9.26.02 DEPARTMENT HEAD APPOINTMENT**

It is recommended that the Board of Trustees approve the appointment of Hazem A. Said as Department Head of the Department of Information Technology in the College of Applied Science effective September 1, 2006 through August 31, 2010.

Dr. Said is an Associate Professor of Information Technology in the College of Applied Science where he has held an appointment since September 2001. He worked as the Assistant Department Head for the Mathematics, Physics and Computing Technology Department from 2002-2004, where he chaired the transition of the computing technology programs from CECE, University College and CAS and its merger into a new and modified Information Technology program. Dr. Said is the founding director of the Center for Information Technology and Community Development, the Programming Learning Center, and the Cincinnati Programming Challenge. Dr. Said teaches courses in Software & Web Development as well as basic computer programming. His areas of interest are Information Technology (Software Development, Web Development, Systems' Design and Architecture, Database Development), Community Development, Pedagogy, Students' Retention, and Distance Learning. He received the College of Applied Science Tau Alpha Pi Distinguished Faculty Award in 2004.

**06.9.26.03 HEAD APPOINTMENT**

It is recommended that the Board of Trustees approve the appointment of Steven R. Howe as Head of the Department of Psychology in the McMicken College of Arts and Sciences effective September 1, 2006, through August 31, 2011.

Dr. Howe has served on the faculty in the Department of Psychology since being appointed as an Associate Professor in 1993. Earlier, between 1980 and 1993, he served on the research staff at the UC Institute for Policy Research. He is a community and social psychologist specializing in policy research and evaluation research. He often conducts program planning for nonprofit organizations and government agencies. His primary research interest focuses on the causes and consequences of urban poverty. Dr. Howe teaches statistics at the undergraduate and graduate levels and has been active in university-wide efforts to promote effective use of instructional technology.

**06.9.26.04 MARY KNIGHT ASBURY CHAIR IN OPHTHALMIC  
PATHOLOGY, DEPARTMENT OF OPHTHALMOLOGY**

It is recommended that Zelia M. Corrêa, M.D. be appointed the Mary Knight Asbury Chair in Ophthalmic Pathology with the Department of Ophthalmology, College of Medicine, effective July 1, 2006. Documentation to support this recommendation is attached.\*

Dr. Corrêa is an accomplished physician/scientist who currently serves as our Director of Ophthalmic Pathology. She has an international reputation for her work in histopathology particularly as it relates to tumors of the eye.

**06.9.26.05 EXTENSION OF APPOINTMENT FOR DEPARTMENT  
CHAIR, DEPARTMENT OF CELL & CANCER BIOLOGY,  
COLLEGE OF MEDICINE**

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It is recommended that Peter J. Stambrook, Ph.D.'s appointment as Director of the Department of Cell & Cancer Biology, College of Medicine, be extended from September 1, 2006 until a new director has been recruited. Documentation to support this recommendation is attached.

**06.9.26.06 EXTENSION OF APPOINTMENT FOR DEPARTMENT CHAIR, DEPARTMENT OF MOLECULAR GENETICS, BIOCHEMISTRY & MICROBIOLOGY, COLLEGE OF MEDICINE**

It is recommended that Jerry B. Lingrel, Ph.D.'s appointment as Director of the Department of Molecular Genetics, Biochemistry & Microbiology, College of Medicine, be extended from September 1, 2006 until a new director has been recruited. Documentation to support this recommendation is attached.

**06.9.26.07 DIVISION HEAD REAPPOINTMENT**

It is recommended that the Board of Trustees approve the reappointment of Earl G. Rivers as Division Head of the Ensembles and Conducting Division in the College-Conservatory of Music effective September 1, 2006, through August 31, 2009.

Professor Rivers began employment at the University of Cincinnati College-Conservatory of Music on September, 1973, as an Instructor in music. He progressed through the academic ranks of Assistant Professor, September, 1976; Associate Professor with tenure, September, 1979; and was awarded full Professor in September, 1985, when he also became the Division Head of Ensembles and Conducting. He has been a highly productive faculty member at CCM for 33 years.

**06.9.26.08 DIVISION HEAD REAPPOINTMENT**

It is recommended that the Board of Trustees approve the reappointment of Robert Zierolf as Division Head of the Composition, Musicology, and Theory Division in the College-Conservatory of Music effective September 1, 2006, through August 31, 2009.

Professor Zierolf began employment at the University of Cincinnati College-Conservatory of Music in September, 1974, as a Lecturer on Theory. He progressed through the academic ranks of Visiting Assistant Professor in September 1975, Instructor of Composition/Theory in September, 1977; Assistant Professor in September, 1983; and Associate Professor with tenure, September, 1988, and was awarded full Professor effective, September, 1991. He has been an outstanding member of our CCM faculty for 32 years.

**06.9.26.09 DEPARTMENT HEAD REAPPOINTMENT**

It is recommended that the Board of Trustees approve the reappointment of Muthar R. Al-Ubaidi as Department Head of the Department of Mechanical Engineering Technology in the College of Applied Science effective September 1, 2007, through August 31, 2012.

Dr. Al-Ubaidi is a Professor of Mechanical Engineering Technology. He has been a faculty member in the MET Department since 1984 and has served in the

department in many different capacities; evening coordinator, adjunct faculty coordinator, assistant department head, and interim department head. Dr. Al-UBaidi is one of the founders and the Chair of the Interamerican Council on Engineering and Technology Education. He is also a member of the American Society of Mechanical Engineers and Society of Manufacturing Engineering. Dr. Al-Ubaidi received a number of awards from CAS student groups, the college, professional organizations and the community, as well as three university awards; the Just Community Award, the Oscar Schmidt Public Service Award and the George B. Barbour Award for Faculty Student Relationships.

**06.9.26.10 DIVISION HEAD REAPPOINTMENT**

It is recommended that the Board of Trustees approve the reappointment of David Adams as Division Head of the Performance Studies Division in the College-Conservatory of Music effective September 1, 2006, through August 31, 2009.

Professor Adams began employment at the University of Cincinnati College-Conservatory of Music September, 1980, as an Assistant Professor of Voice in the Performance Studies Division. He progressed through the academic ranks of Associate Professor with tenure in September, 1986; Full Professor in September, 1996, and became the Division Head in the Performance Studies Division on September, 1987. He has been a prominent and productive member of our CCM faculty for 26 years.

**06.9.26.11 APPOINTMENT OF EMERITI – COLLEGE OF MEDICINE**

It is recommended that the Board of Trustees appoint Sonya G. Oppenheimer, M.D. as Professor of Clinical Emerita with the Department of Pediatrics effective July 1, 2006, Carl G. Fischer, M.D. as Professor of Clinical Emeritus with the Department of Anesthesiology effective December 1, 2006 and Jayant P. Patkar, M.D. as Associate Professor Emeritus with the Department of Anesthesiology effective July 8, 2006, College of Medicine. Documentation to support the recommendations is attached.

**06.9.26.12 APPOINTMENT OF EMERITA – COLLEGE OF NURSING**

It is recommended that the Board of Trustees appoint Evelyn L. Fitzwater, RN, DSN, Associate Professor Emerita, College of Nursing, University of Cincinnati effective January 1, 2006. Documentation to support the recommendation is attached.

During Dr. Fitzwater's 20 years of service to the College of Nursing, she gave of herself in the education of future professional nurses. During this time she enhanced the nursing curriculum in gerontology and was able to form a partnership with the Hartford Institute for Geriatric Nursing "Best Practices" division that was a significant help in assisting in faculty development in gerontology and useful as faculty integrate gerontology into their courses. She has served on multiple committees in the University, College and community settings. Dr. Fitzwater is also a member of the military as a reserve officer for 24 years, now holding the rank of Lieutenant Colonel and commanding a Medical Detachment, the 369<sup>th</sup> Medical Corps Detachment.

The entire College of Nursing has gained from knowing and working with Dr. Fitzwater. Her many years of loyalty and commitment to the College of Nursing's goals, visions and philosophy has enriched all of us.



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**06.9.26.13 ESTABLISHMENT OF THE STANLEY M. KAPLAN  
 ENDOWED CHAIR IN THE DEPARTMENT OF PSYCHIATRY,  
 COLLEGE OF MEDICINE, ACADEMIC HEALTH CENTER**

It is recommended that the Board of Trustees approve the establishment of the Stanley M. Kaplan Endowed Chair in the Department of Psychiatry, College of Medicine, Academic Health Center effective July 31, 2006.

**06.9.26.14 ESTABLISHMENT OF THE DEPARTMENT OF PUBLIC  
 HEALTH SCIENCES IN THE COLLEGE OF MEDICINE  
 AND APPOINTMENT OF DEPARTMENT CHAIR**

It is recommended that the Board of Trustees approve the proposal to create the new Department of Public Health Sciences in the College of Medicine and recommendation that Ronnie D. Horner, Ph.D. be appointed Director effective on or about September 1, 2006 through August 31, 2009. Documentation to support this recommendation is attached.

**06.9.26.15 CHANGE OF DEPARTMENT NAME TO THE  
 CENTER FOR HISTORY OF THE HEALTH PROFESSIONS  
 ACADEMIC HEALTH CENTER**

It is recommended that the name of the Cincinnati Medical Heritage Center be changed to the Center for the History of the Health Professions, Academic Health Center, effective August 1, 2006. Documentation to support this recommendation is attached.

**06.9.26.16 CREATION OF A DEPARTMENT OF COMPUTER SCIENCE  
 AND DEPARTMENT NAME CHANGE –  
 COLLEGE OF ENGINEERING**

It is recommended that the Board of Trustees approve the creation of a Department of Computer Science in the College of Engineering effective immediately, and consequently to change the department name.

From: Department of Electrical and Computer Engineering and  
 Computer Science

To: Department of Electrical and Computer Engineering

This request has been reviewed and approved by the appropriate authorities.

**Board-Administration Committee Recommendations**

**06.9.26.17 COLLECTIVE BARGAINING AGREEMENT BETWEEN  
 THE UNIVERSITY OF CINCINNATI AND LOCAL 20  
 OF THE INTERNATIONAL UNION OF OPERATING  
 ENGINEERS**

It is recommended that the Board of Trustees approve the Collective Bargaining Agreement between the University of Cincinnati and Local 20 of the International Union of Operating Engineers (IUOE). A summary of the Agreement and copies of the tentative agreements are attached.

**06.9.26.18 APPOINTMENTS AND REAPPOINTMENTS TO THE BOARD OF TRUSTEES OF TECHSOLVE, INC.**

It is recommended that the individuals named below be appointed to the Board of Trustees of TechSolve, Inc. effective September, 2006 through September, 2009.

Dr. Carlo Montemagno, Dean, College of Engineering  
University of Cincinnati

Dr. Will McIntosh, Dean, College of Business  
University of Cincinnati

In addition, it is recommended that the individuals named below be reappointed to the Board of Trustees of TechSolve, Inc. effective September, 2006 through September, 2009.

Mr. William E. Lower, Chairman  
Rotex, Inc.

Dr. Sandra J. Degen, Vice President for Research  
University of Cincinnati

Mr. Richard A. Curless, Vice President for Product & Technology  
Development – Cincinnati Technologies

Mr. Patrick J. Healey, Associate Director, Mechanical Systems  
Technology, Corporate Engineering,  
The Procter & Gamble Company

**Physical Plant Committee Recommendation**

**06.9.26.19 NAMING OF TRABERT-TALBERT TENNIS CENTER**

It is recommended that the Board of Trustees formally approve the naming of the Tennis Center the “Trabert-Talbert Tennis Center.”

This action would be in recognition and appreciation of the outstanding accomplishment and honor brought to the University of Cincinnati by Tony Trabert and Bill Talbert as student-athletes in the sport of tennis.

**Finance Committee Recommendation**

**06.9.26.20 REQUEST FOR CONTRACT CREATION AND SIGNATURE DELEGATION**

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It is recommended that the Board of Trustees approve creation of a master agreement and term contract for marketing, recruitment and student retention services for distance learning programs with Compass Knowledge Holdings (CKH). The Director of Purchasing will follow standard Purchasing processes to aggregate this service requirement and will use this signature delegation to execute the contract.

In March 2005 the Board approved establishment of a purchase agreement with CKH. A contract was entered into with CKH for services. The services have been successful and are now being utilized by several units of the university.

Board Rule 20-23-02 (Contracts: Purchasing, competitive bidding) requires purchases above one million nine hundred ninety-six thousand five hundred dollars to be submitted to the Board of Trustees for approval. Establishing a term contract will avoid the need to bring individual purchase agreements to the Board as individual spending thresholds are reached. University-wide annual expenditures with CKH are projected to be \$7.5M in fiscal year 2007, based on arrangements that generally call for the university to collect tuition and pay half of it to CKH. The other half of the collected tuition is revenue for the university.

The initial contract was not competitively bid. Consistent with the Board Rule, the Director of Purchasing and Materiel Management waived bidding on receipt of a sole source letter and investigation of the marketplace.

### **Action Items**

Mr. Wyler:

The Board members have been present at the committee meetings held today and have heard the recommendations of the Academic and Student Affairs, the Board-Administration, the Physical Plant, and the Finance Committees. The items reviewed and recommended by the Committees are named in the Action Items list at your place.

We would like to vote on all the items here today. May I have a motion to approve all of the items?

Upon motion of Mrs. Heimann, seconded by Dr. Bhati, the Board approved the items recommended by the Committees by the following roll call vote:

Mr. Wyler:

Thank you very much. All items are approved. One of the items just approved is the Collective Bargaining Agreement Between the University of Cincinnati and Local 20 of International Union of Operating Engineers. I would like to take a minute to thank

everyone involved with these negotiations. At this time, we would formally like to execute the agreement. President Zimpher and I will go to the end of the table here and we will meet with Bill Johnson, Gary Dent and Russ Stenger.

**Unfinished and New Business**

Mr. Wyler:

Hearing no unfinished business, we will move on to the new business. Ms. Welsh's first report of the Faculty Senate.

Ms. Welsh:

Good morning, Mr. Wyler, members of the Board, President Zimpher and guests. On behalf of the faculty I would like to thank John Cuppoletti for his service as faculty chair. Under his leadership, faculty participation in university governance increased significantly. He was also instrumental in developing the Ohio Faculty Council into a more effective advocacy group for higher education in Ohio. I am pleased to report that John will continue in this role with the Ohio Faculty Council.

Three University initiatives began under John's leadership are coming to fruition: as you have heard in great detail today the working group on governance which filed its report on August 18, the Academic Planning Council, and the diversity task force is scheduled to produce its final report at the end of the fall quarter. Faculty members have played significant roles in each of these initiatives.

It is my hope that the spirit of transparency, cooperation and collaboration that has characterized the past three years will continue. In particular, echoing Bob Faaborg's earlier comment, the faculty applauds the hard work of Vice President Rimai and the President's Budget Committee in their efforts to move us back onto the road of fiscal soundness.

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Looking forward, I hope that my tenure as chair will be characterized by greater and more visible accountability of faculty. Derek Bok concluded his most recent book, *Our Underachieving Colleges*, by calling on faculty to build “a culture of honest self-appraisal, continuing experimentation and constant improvement”. The faculty senate will certainly work to facilitate and accelerate that process. Thank you.

Mr. Wyler:

Thank you, Ann.

The Alumni Association, Mr. Dobbs.

Mr. Dobbs:

Thank you, Mr. Chairman. Well, in keeping with the spirit of change, I want to take this opportunity to welcome the Board and all of our distinguished guests back to the Russell C. Myers Alumni Center. We deeply appreciate the opportunity to continue to host these meetings.

Three weeks ago, President Zimpher hosted a special reception held in conjunction with the Labor Day fireworks. We thanked donors for our Demakes Legacy Scholarship Fund and honored its namesake, long-time Alumni Association Executive Director, Chris Demakes. A fundraising initiative this summer resulted in new donations totaling more than \$60,000. This means that we can award more scholarships to outstanding lineal descendants of UC Alumni. We also unveiled a portrait of Chris Demakes which now hangs down the hall in the Myers Alumni Center, honoring Chris’s lifetime of contributions to this university.

Three weeks from now, we will host a dinner here in the Myers Alumni center to recognize the newest class of Demakes Scholars. These students are truly the cream of the crop in terms of their academic achievements, community service, and loyalty to their university.

Recently, more than thirty UC MasterCard grants were awarded for the upcoming academic year. This totaled approximately \$300,000. Requests were assessed against the fund's central purpose – to help recruit and retain students and to engage alumni. The UC Alumni Association is the primary steward in this process and we find the ongoing responsibility both enlightening and rewarding.

Homecoming 2006 is set for Saturday, October 28. Get your calendars out and mark it down. The Bearcats will take on Syracuse at noon kickoff, meaning that all other traditional Homecoming festivities will run earlier than usual this year. The theme is “The Real World: UC” which pays homage to co-op's centennial and the university's tradition of exceptional learning.

I would like to say thank you to the UC Foundation for its heightened partnership with the UC Alumni Association in the area of membership. The Foundation staff has set a goal of raising membership levels within each college by 25% this year. Membership also increases UC's donor roles, which is helpful when the annual university rakings are done.

Lastly, we have finalized a system that enables alumni to have a permanent UC email address. This will let us communicate more effectively and efficiently with our alumni, and it will help them have a consistent email address no matter which email service they choose. The UC address simply forwards emails to the user's designated mailbox, and it also serves to further promote the UC name.

As we embark on our new academic year, we continue to be fully focused on developing an Alumni Association commensurate with UC's high ambitions. I thank the Board of Trustees for your continued support. Thank you very much.

Mr. Wyler:

Student Trustee Report – Daisy-Malloy Hamburg

Ms. Hamburg:

Thank you, Mr. Chairman. After a very transitional summer, the Graduate Student Governance Association is gearing up for a new year. There is only one returning officer, the new leaders of the GSGA are working with lots of new ideas including updating their mission. They are also planning on re-examining issues that are important to graduate students, by reviewing material collected several years ago in a survey, as well as reviewing information collected last year in focus group studies. One overwhelming concern of graduate students is the cost and quality of their health care insurance at UC. Last year, the initiative that covered one-third of graduate student's health insurance for the year was a really big step towards solving this issue. We really appreciate it. We hope that you will continue to support us in this initiative.

This quarter the GSGA is working to increase involvement with all of the graduate student associations across both campuses. Currently there are thirty-seven active Graduate Student Associations. The GSGA officers are planning on attending one meeting of each Graduate Student Association this quarter and they will also encourage graduate students to attend the monthly GSGA meetings and to get involved by joining committees both within the GSGA and across the university and to make a difference by getting involved in the issues they are interested in. Additionally, the officers are planning on reviewing their working constitution and bylaws to encompass updates that have occurred during the past few years. The main goal of the GSGA this year is to increase awareness and involvement with graduate students on both campuses.

The GSGA also hopes to continue working with the Get Up and Go program. The program that is involved with the Cincinnati Public Schools, where graduate students have an opportunity to tutor students in the Cincinnati area.

Also, this quarter, the National Association of Graduate and Professional Students (NAGPS) National Conference will be held this quarter on November 16 through the 19 at the University of Washington in Seattle. Dr. Laura Border from the University of Colorado-Boulder will give a TA Workshop to help graduate student TAs find their

learning style, their teaching style based on their learning style, and increase their effectiveness by branching out to reach students of other learning styles. This conference hopes to increase regional and specific interest involvement by having intensive regional and committee meetings. It is very important that we continue to have graduate students from UC attend this conference and represent our graduate school at the national level.

This concludes my report for today. Thank you.

Mr. Wyler:

Thank you, Daisy.

Nick Furtwengler –

Mr. Furtwengler:

Good morning. It is good to be back on campus, seeing all the new faces and enjoying all the new facilities. Speaking of new faces on campus, the College of Business is hosting forty French students from Audencia University in Nantes, France. We have a welcome event this evening for our exchange students who are eager to learn about UC, Cincinnati, and America. I spoke with a few of these exchange students this past weekend and they said they wanted to come to Cincinnati and UC primarily because they thought they would have a genuine “American” experience here, as opposed to New York or LA. I took that as quite a compliment.

This winter, UC’s Board of Trustees is hosting the third annual Ohio Student Trustee Conference as I have mentioned in the past. We are currently working with the Clifton Heights Community Urban Redevelopment Corporation, better known as CHCURC, to show off the neighborhood surrounding UC during the conference. In addition, this will be in conjunction with a tour of UC’s new campus with the University Architect’s Office. This part of the conference will showcase the “new” UC to Ohio students and Ohio universities and will demonstrate how beneficial a collaborative partnership with the university and the community can be.



In addition to showcasing UC's new exterior at the conference, we will also show off UC|21 and the impressive achievements made so far, as you saw earlier in the meeting, by things that have been accomplished by UC|21. Hopefully, university enrollment may increase after the conference.

Finally, I have spoken to roughly 500 freshmen in the College of Business this past week about how important it is to get involved on campus and in the community and what a difference it will make in your educational career. I am happy to say that they have been very receptive and enthusiastic. They seem like a great group of freshmen and they are really beginning to take advantage of the opportunities that are available to them here at UC. I am confident that they will not only excel in the classroom but in every aspect of the freshmen experience.

And, one last initiative I am working on, Mr. Wyler. We have been looking all over Europe for your daughter, but so far, no sign of her.

Mr. Wyler:

Student Government, President Jerry Tsai.

Mr. Tsai:

Thank you, Chairman Wyler. With the start of a new school year comes new energy, new excitement, and lots of new faces, nearly 4800 to be precise. And with all of these new students and new freshmen on campus, Jeremy Driscoll, the Student Body Vice President, and I are constantly reminded of how old we are getting. Many of you in this room would probably disagree with that. Nonetheless, seeing all of these new faces and youngsters, as many of us refer to them, around campus constantly reminds us that there is a new generation here at UC.

Speaking of Vice President Jeremy Driscoll, I would like to take a moment to formally introduce you to this gentleman (and my partner in crime, if you will). Jeremy

is seated in the gallery and is a fourth year Finance and Accounting major and from Cincinnati.

Also, in the gallery today is Aimee McLean, one of our Senators in Student Senate. Aimee has the distinct privilege and responsibility of representing one of our branch campuses, Raymond Walters College.

Though students like Jeremy and Aimee are returning and it may not seem like they would come back to UC with as much energy and excitement as incoming freshmen, but this definitely is not the case. Not only are students returning to a beautiful campus, now free of construction, they are also returning to UC where there are some great things happening to better serve them and here is what Student Government is doing to move UC forward.

BearCAT (Community Action Team), a student government led initiative in partnership with the Office of Judicial Affairs, you will recall is set up to get a better relationship between students and local residents that reside in the community surrounding UC. Well, they have been hard at work over the summer doing trainings and organizing for this upcoming year and they will be hosting their first event, a Community Clean Up and Cookout on Sunday, October 8 from 10:00 a.m. to 3:00 p.m. I know what you are thinking and do not worry, the Bengals are off that weekend.

You may also recall a few other student government initiatives Operation Light Up Clifton, also known as OLUC, and the Bearcat Transportation System. The first is the lighting initiative we have been working on with UCPD and the second is a bussing system that we have collaborated with A&BS, now known as Administration and Finance. Well, in the truest sense of “together we will”, we’ve made a significant step that affects both of these initiatives. With the help of the Governmental Relations Office, we were able to sit down with city officials and come to an agreement where the city would increase the lighting at six of our BTS stops. Four will go from 100 watt light bulbs to 150 watt light bulbs and two from 100 watt light bulbs to 250 watt light bulbs.

UNIVERSITY OF CINCINNATI  
TWO HUNDRED AND SIXTY-FIFTH MEETING OF THE BOARD OF TRUSTEES  
SEPTEMBER THE TWENTY-SIXTH TWO THOUSAND AND SIX

These safety improvements will obviously increase the lighting around the areas, and as a result, we will have better safety in our surrounding neighborhoods. So, we can check this off as a win, but our work has just begun. We will continue to collaborate with all of these entities to increase public safety in and around campus.

As Professor Ghee so gracefully reminded us at convocation, college is also about having fun. We definitely agree with that. Along those lines of having fun, Student Government is working diligently on putting together Fall Ball 2006. This is an annual event that Student Government is a primary sponsor for and it celebrates the beginning of Homecoming and is planned for Thursday evening before the Homecoming celebration. This year it falls on October 26 and we are bringing Bootsy Collins to campus to host the event. Something that we are doing new this year is that all of the proceeds that we get from this event will go to the UC General Scholarship Fund and the Cincinnati Boys & Girls Club.

As the fifth day of classes begins, the momentum continues to build here at UC and we, in Student Government, are ready and willing to work hard to best serve our fellow students and engage them on campus. I would like to thank and commend the administration for their tremendous efforts over this summer to best serve the students and improve our university. We look forward to working and collaborating with all of you this upcoming year to Move UC Forward!

Mr. Wyler:

Thank you, Jerry.

**Executive Session**

Mr. Wyler:

I will now call for an Executive Session. There will be no further business conducted at the conclusion of Executive Session.

Our next regular board meeting will be held here in the Russell C. Myers Alumni Center on November 28, 2006.

May I have a motion to enter Executive Session for the purpose of conferring with council concerning disputes involving the university and considering the appointment, employment, dismissal discipline promotion/demotion or compensation of public employees or official.

Upon motion of Dr. Bhati, seconded by Mr. Barrett, the Board voted to enter Executive Session by the following roll call vote:

**AYE:** Mr. Humes, Mr. Cox, Dr. Bhati, Mr. Wyler, Mr. Niehoff,  
Mrs. Heimann, Mr. Barrett and Mrs. Buchanan

**NAY:** None

**ABSENT:** Mr. Heiman

The Board prepared for, conducted, or reviewed collective bargaining strategy; conferred with counsel concerning disputes involving the university; and considered the appointment, employment, dismissal, discipline, promotion/demotion, or compensation of public employees or officials.

Mr. Wyler called for a motion to adjourn the Executive Session. Upon proper motion and second Executive Session adjourned at 10:50 a.m.

Upon proper motion and second, the meeting adjourned at 10:50 a.m.

### **Adjournment**

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JEFFREY L. WYLER, CHAIRPERSON

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ANANT R. BHATI, SECRETARY