

**Regular Meeting of the Board of Trustees  
January 23, 2007**

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# UNIVERSITY OF CINCINNATI

## Official Proceedings of the

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

#### (A Regular Meeting)

January 23, 2007

The Two Hundred and Sixty-Eighth Session of the Board of Trustees of the University of Cincinnati was opened at 9:45 a.m. on Tuesday, January 23, 2007, 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:**

Phillip R. Cox, Anant R. Bhati,  
Jeffrey L. Wyler, H. C. Buck Niehoff,  
Sandra Heimann, Gary Heiman, and  
C. Francis Barrett

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

Thomas H. Humes and  
Margaret E. Buchanan

#### **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;  
Monica Rimai, Senior Vice President for  
Administration and Finance;  
Michael W. Carroll, Vice President of  
Development and Alumni Affairs  
and President of the UC Foundation;

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Sandra J. Degen, Vice President for  
 Research;  
 Mitchel D. Livingston, Vice President for  
 Student Affairs and Services;  
 James D. Plummer, Vice President for  
 Finance;  
 Frederick H. Siff, Vice President and  
 Chief Information Officer;  
 Gregroy J. Vehr, Vice President for  
 Governmental Relations and  
 University Communications;  
 Mitchell D. McCrate, Interim General  
 Counsel;  
 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;  
 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 8:34 a.m.)

Mr. Wyler:

Good morning, everyone. Nice to see your smiling faces this morning. I can't tell you how proud I am to be here. A special note that Margaret Buchanan will not be with us today. She has a previous commitment.

I would like to welcome to the table this morning, Mr. Mitchell McCrate. Mitch has been interim general counsel since December 1, 2006. He has actually served as Associate General Counsel since his arrival in October of 1993 so some of you students

were here in 1993, you were very young people. Mitch has been at the university for thirteen years and we welcome you to the table. Conversely, Jim Wesner. Jim Wesner has been our general counsel for longer than I can remember and I have worked with him on many, many occasions and he has served this institution with a great deal of zeal and faith and he is moving into retirement, sort of. Jim will continue to serve as Associate General Counsel for Special Projects and on behalf of the board and everyone sitting up here, Jim, we thank you very, very much for all of the years of service. There has been a lot of service there, Jim, I can tell you.

I would like to call on President Nancy Zimpher to give her remarks.

### **Report of the President**

President Zimpher:

Thank you, Jeff and welcome, Mitch, and thank you, Jim.

A number of significant items that happened on the legislative front since we last met. There are now 17 members of the Ohio General Assembly who are UC Alumni, up from 14. It is a good place to have the UC voice. Also, the Ohio Core Legislation are establishing a more rigorous high school curriculum was passed and this year's fifth-graders will be the first students affected by it. The legislation is very important in putting Ohio students on the right path to college and, quite frankly, very instrumental to a regional initiative which we are a part of it here in Cincinnati USA and Northern Kentucky called STRIVE, which is all about success in high school entry and enrollment into college, graduation from college and entry into career.

Yesterday, you may have read Governor Strickland convened the University Presidents of the State of Ohio, public, private, two-year, four-year, technical, arts, about 90 plus leaders of higher education. We discussed goals and the governor's leadership in really moving higher education forward and, also, discussed the instrumentality of higher education and the economic welfare of the State of Ohio. So, it was a very promising

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session and it lasted about five and a half hours and the Governor was there throughout, listening and contributing so it was a good session. Little mention actually of the structural proposal that the Chancellor of Ohio Higher Education become a Cabinet appointment. Nonetheless, I believe that is moving through the deliberative process as well.

On the ratings front, there are several good news items to report:

Our Real Estate Program in the College of Business recently placed fifth in a ranking of national real estate research universities and organizations. We were surpassed only by UC Berkley, MIT, Ohio State and Connecticut. The head of the real estate program is here with us this morning and I am sure Will McIntosh joins us in thanking Norm Miller. Norm, will you stand so that we can thank you? We really appreciate it. Thanks for coming this morning, Norm.

UC's interior design program has maintained, for the eighth straight year, its No. 1 ranking. Industrial design and graduate architecture are both ranked No. 2. So, once again, we are really on the top of the rankings in those areas.

A recent index for faculty scholarly productivity has rated UC among the Top 10 programs nationally in physiology and toxicology. We do keep book on a myriad of ratings and rankings and so we appreciate the good news in that regard.

The College of Medicine faculty member Likith Reddy was featured last week on the Discovery Channel. It was a series called "Surgery Saved My Life" and this assistant professor of surgery at UC was shown performing high-risk surgeries on indigent patients with severe and sometimes life-threatening facial conditions in his hometown in India.

Last month, UC and NIOSH (the National Institute of Occupational Safety and Health) which is becoming a household word in our discussions about its relocation here in Cincinnati - together UC and NIOSH hosted 460 scientists, business people, academics

and other allied health professionals for a gathering in Cincinnati to discuss health and safety implications of nanoparticles and nanomaterials, an emerging technology that scientists are just beginning to really understand.

UC and one of the world's largest measurement companies have teamed up to create a new center that will allow researchers to study how metals interact, change and function – in living things as well as in the ecology. This UC-Agilent Technologies Center of the Americas is now housed at the McMicken College of Arts & Sciences. It is directed by chemistry professor, Joe Caruso, who is here today. Joe, would you to stand so that we can recognize you now.

Two University of Cincinnati College of Law Professors, Mark Godsey and the Honorable Nathaniel Jones, have been named “2007 Inspiring Men” by *Inspire Magazine*. Professor Godsey and Judge Jones were among eight men selected to receive this honor. Professor Godsey is the Faculty Director of our Lois and Richard Rosenthal Institute for Justice/Ohio Innocence Project and, of course, Judge Jones is a distinguished lawyer, jurist, academic and public servant.

UC's co-op centennial book, authored by M. B. Reilly of our Public Relations staff, has been named the best external publication by a non-profit organization in a competition held by PR News. The award was presented at the National Press Club.

And UC's campus transformation continues to attract national attention. A recent *Chicago Tribune* article gave high praise to our Campus Recreation Center designed, of course, by Thom Mayne. We are constantly in the news and that article is in your packet.

This morning, we have two presentations, the first will focus on our MasterCard Grants Program. We will hear from Bob Dobbs, President of our Alumni Association and Tony Perzigian, Senior Vice President and Provost for Baccalaureate and Graduate

Education. And, then, we will follow with a second introduction. Bob and Tony, it is all yours.

*(Robert E. Dobbs, President of the UC Alumni Association and Anthony J. Perzigian, Senior Vice President and Provost for Baccalaureate and Graduate Education, gave the following presentation on the UC MasterCard Grants Program, 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.)*

Dr. Perzigian:

Good morning. I am very pleased to partner with Bob Dobbs, President of the UC Alumni Association and update the Board on the UC MasterCard Grants Program. The program is based on an Infinity Card Agreement between UC and the Alumni Association in conjunction with its current partner, Fifth Third Bank. This agreement makes available to our alumni UC branded credit cards that generate and turn a revenue stream to the university. Today's presentation will highlight the use of these revenues and emphasize their importance, especially in a milieu of budgetary constraints.

At the inception of the current agreement with Fifth Third in 2003, the UC Alumni Association was charged by President Steger to assume stewardship of the funds. The next three slides will show the distribution of the revenues. Thirteen percent is allocated annually to support marketing and advertising efforts by University Communications and I would underscore that these efforts do support our student recruitment efforts.

Thirty-four percent is allocated annually to the Alumni Association to support its operations and programs. With these funds, for example, the Alumni Association has been able to expand its alumni outreach efforts; it's been able to implement the U-Cart Program, that is where UC Alumni Teams assist in recruitment of out-of-state students and to institute inCircle, the growing on-line community that has become an effective,



social and career networking medium for thousands of UC Alumni. Bob's and my primary purpose this morning is to describe the use of the remaining 53% of the funds that go into the MasterCard Grant Fund. It is a great UC|21 success story and I think a testimony to the thoughtful stewardship of the fund and to a very unique collaboration between a University and its Alumni Association.

The fund is managed by the UC MasterCard Grants Committee. It set out to distribute the funds in the most effective means possible, consistent with the goals of UC and the priorities of the university. As an increasingly enrollment driven institution, UC has no higher priority than student recruitment and student retention and, of course, a perennial challenge as well as that many of our students are economically and disadvantaged and have difficulty paying their tuition.

In the next slide, you will see how we have responded through the program's focus areas. Periodically, we invite the university community, student groups, alumni groups, colleges, administrators, faculty groups to make formal applications consistent with those focus areas. Each proposal requires submission of an assessment plan – I would underscore that the process of selection is very rigorous with an approval rate of only about 50% over the past three years.

Since 2003 the committee has disbursed approximately \$1.5 million and, of course, we cannot overstate the value of that, especially in the context of pursuing important initiatives that would otherwise not be possible in the current financial climate.

Before handing the baton to Bob, I would like to acknowledge the Committee membership, a membership reflecting a strong partnership between the Alumni Association and the University, a partnership that includes members from the President's Office and Academic Affairs and Student Affairs. Bob –

Mr. Dobbs:

Thanks, Tony. UC's challenging financial environment has made the UC MasterCard Grant's Program even more valuable to everyone that it serves. The process of awarding grants based on their ability to move the needle, as Nancy likes to say, in key areas has generated diverse benefits campus-wide.

Here are some representative results of the past few years. We have made 126 separate master card grants to worthy causes throughout UC and on each UC campus. The average amount has been just under \$10,000. The cap for any single grant is set at \$20,000 in order to make grants available to a wide variety of users. Almost every college and many divisions and units have been grant recipients. The grant request process is open to everyone and they are welcome to apply. As Tony said, the process is granted by three broad goals – recruit and retain students, fund scholarships, and engage alumni. When we break out these results this way, we see a good distribution.

For example, this spring a MasterCard Grant will underwrite the third consecutive Science and Engineering Expo which is essentially Southwest Ohio's District Science Fair. In 2005, this fair moved to the UC Campus after many years being held at Miami University. Hundreds of seventh through twelfth graders and their families spent the day on campus with their exhibits, sharing, touring, watching, and learning. That is a premier student recruitment vehicle made possible by this program.

The MasterCard Grant Fund has also been a steady supporter of UC's Center for Exploratory Studies which helps students identify their best major and career paths. This is a critical element for student retention. As we help students find the UC experience that best fits their career goals. Word is getting out about the center's success? You may have seen it highlighted in a recent article in the *Columbus Dispatch* for the role it plays in facilitating our students' academic success. There are many scholarship related grants. In fact, about a quarter of a million dollars in MasterCard Grant Funds have gone directly or indirectly towards scholarships during the past few years.

For example, the traditional Homecoming Parade float-building competition not only encourages student involvement, it rewards the top student entries with scholarship dollars for their student organizations. MasterCard Grant funds enable us to market the official UC license plate in the State of Ohio. When you drive a small red sports car, you have got to have cattitude. Every plate on the road contributes \$25.00 a year towards the Demakes Legacy Scholarships.

And, on each Bearcat radio post-game show, a football or basketball player is selected as UC's Unsung Hero which generates \$1,000 in scholarship funds split between UCATS and the students' college or the general university scholarship fund. This message goes out on WLW about fifty times a year to a huge regional audience. The message directs listeners to the Alumni Association website to learn how they can become a UC Unsung Hero and also includes tips on how alumni and friends can easily help make UC a better place. So, this one also promotes alumni engagement. And, speaking of alumni engagement, MasterCard Grant funds have made it possible for us to introduce e-mail forwarding to our alums which provides them a permanent UC branded e-mail address.

In addition, we have been able to better enhance our alumni reunions so that when alums come back to campus, they have a much better experience. And, we have been able to conduct Alumni surveys to better understand their needs and foster greater engagement with their Alma Mater.

A final word about the impact of these grants – there is a lot of cross-over here - initiatives that address multiple criteria. In most cases, a dollar invested towards one primary purpose also delivers a return in other areas too. At your table this morning, there is a one page list, highlighting a small sample of projects that we funded. Most of these deliver those multiple benefits. This presentation and that list only scratches the surface of the breadth and impact of this program and I can safely say that our work on the UC MasterCard Grant Program is one of your Alumni Association's proudest achievements.

Thank you and I will turn it back to Tony.

Dr. Perzigian:

Thank you, Bob. As an update, discussions are now underway, including the UC Alumni Association, the Office of Intellectual Property, University Communications and others to develop the next affinity card agreement, which we hope will be launched in 2008. I think from this presentation today, you would agree that its continuation in some form will enable us to continue the good work that Bob just described. Work that will contribute to higher application rates, higher rates of retention, higher rates of graduation and, in the end, more satisfied alumni who are even more engaged and more invested in their Alma Mater. Thank you. We will be happy to take questions and I know that Dave Macejko is in the audience, as well.

President Zimpher:

Thank you, Tony and Bob and our Alumni Association for your continuing support.

*(Nancy L. Zimpher, Ph.D., President of the University of Cincinnati, Anthony J. Perzigian, Senior Vice President and Provost for Baccalaureate and Graduate Education, Jane E. Henney, Senior Vice President and Provost for Health Affairs, and Monica Rimai, Senior Vice President for Administration and Finance gave the following presentation on the Academic and Fiscal Effectiveness and Efficiency Initiatives, 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.)*

Our second anchor item today could easily be referred to as working on the work. We dressed it up and called it “Academic and Fiscal Effectiveness and Efficiency Initiatives.” I just want to underscore that as we continue to focus on accountability and transparency, we have to take those concepts and put them in play. So this presentation

that I, Tony, Jane and Monica are going to share with you is all about how we are going to assure you and our broader constituency that we are being both efficient, effective, and integrating in terms of our academic and fiscal planning.

I think, most importantly, we are developing processes where we can generate new revenues. We have already taken, as you know, a \$27.5 million cut. We have implemented a part of our retirement planning which includes 101 staff members who have taken up the offer of early retirement and above the cost of that program saved us \$1.4 million for that retirement option for staff. We cannot stop there. We have to maximize our opportunities. In this slide, which you will also see on billboards, you will see that we are an aspirational and ambitious institution and you probably have seen this around town.

It is not just about stemming this long history of annual budget cutting. It is about growing new revenues and finding ways to increase our productivity and our efficiency. So today you are going to hear how we have decided to streamline our decision-making processes and secondly, how we are using smart revenue management to reach our academic aspirations. So, let me turn to what would be typical on the websites of our peers. You ought to be able to go to an institution's website and look up how the decision-making process is articulated and achieved. There is a lot more behind this slide than meets the eye.

First of all, we have done an inventory of all of our committees, literally hundreds of standing committees where faculty and staff and students and administrators meet to deliberate. We have culled through those committees and distilled those – first of all we have put some out of business; some were already out of business but we just didn't know it and in a couple of cases, we have created some new key committees. But, I can tell you, it has been a streamlining effort. So the vertical bar on the left of the screen really represents what the faculty senate helped us define as an All-University Committee, a Committee that has the interests of our major constituencies and, in all likelihood, insures that faculty, staff and students will have representation on this

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Committee. That was work done under John Cuppoletti and the previous senate administration which pulled forward, thanks to the continuing support of Ann Welsh and the current faculty senate, into an ad hoc task force that worked on governance.

We have created a new Academic Coordinating Committee, even though we have a number of committees that deal with academic issues, we did not have one standing committee through which all major academic decisions flow. That is particularly important when schools and colleges are proposing programs and, particularly at the undergraduate level, you need a vehicle for looking to the left and right and thinking about, well how does this new program effect other programs or what if we stopped offering this program, how would that effect enrollment. So this is a committee where those ideas come together.

It stands in tandem with the Fiscal Coordinating Committee, where all matters related to performance-based budgeting, our retirement incentive plan, tuition, our pricing comes through that committee and those two committees work together. It feeds into the Academic Operations Committee which is incidentally a new standing committee convened by the provosts and membered by the deans. They have to have a forum where they sort out the implications of academic and fiscal planning for the operation of the colleges. It then goes to the President's Cabinet, to the President and to you.

There is a nuance on the President's Cabinet that is very important. We traditionally had representation from the Faculty Senate and the Council of Deans and we are happy to say that we are proposing and solidifying today representation from the undergraduate student body and the graduate student council. So, our Cabinet is really reflective of the stake holders and the constituencies that make the work of the university possible.

That having been said, we do have today a presentation for you of a number of initiatives that are going to guide our fiscal and academic planning going forward. We said a lot about how the academic and fiscal side of the house have to be integrated. We

have to be responsible and realistic. We have got to make some tough short term decisions but we have also got to keep our eye on the long term health and welfare of the institution in an environment where we know that funds, particularly from the state, and also federal investments and research say are decreasing. So we have to look at how we can generate revenue and how we can maintain accountability. What our peers call performance-based budgeting has now been proposed in our environment and we are working through how UC will do performance-based budgeting and, of course, our planning has to be university-wide. It cannot be just our operating budget. We have to look at auxiliaries; we have to look at our endowment, the research funds that we generate – we call this all-funds budgeting and that is the way we are approaching our financial and programmatic future.

Today we are going to talk about initiatives to increase revenue, as I said, to continue to improve our academic quality through efficiencies and productivity and how to be good stewards of the limited resources, both fiscal and human, to make us more effective. Now, you have a handout, a grid listing about nineteen initiatives and I know this may seem a bit daunting but we have got enough people in this environment to do simultaneous work. We do not all have to do the work in linear and sequential fashion so we have put a number of committees to work on a key set of initiatives that we think will help us increase our revenue, maintain our program quality and use our limited resources effectively.

So, with the help of Tony Perzigian, our Senior Vice President and Provost for Baccalaureate and Graduate Education, Jane Henney, our Senior Vice President and Provost for Health Affairs and Monica Rimai, our Senior Vice President for Administration and Finance, we are going to describe for you the work we are engaged in so that when the results of this work come to your table, you have a context, both for how we are making decisions on campus and how we are prioritizing the work. So, this is pretty basic stuff. This is how the institution runs; this is how we get our work done and our goal all along when we faced into this most recent budget cut was to present you with an institution that could get over this historical cycle of cuts and move into a world of

revenue generation and higher academic quality. That is our story and we're sticking to it.

Now, to tiptoe through these initiatives, we will begin with Monica Rimai. Monica, Tony, Jane –

Ms. Rimai:

Thank you, President Zimpher. Good morning, everyone. I am pleased to report on initiatives that we are currently undergoing, that on the one hand seek to increase revenue while at the same time containing costs. The cornerstone of this project really is at one end a comprehensive tuition policy and at the other a move towards performance-based budgeting here at UC. Any comprehensive tuition policy at this institution really has three components. The first is for us to reexamine our remissions policy. Remission here at UC costs through benefits pool approximately \$12 million a year. Our remission program is, let's just say, well ahead of not only our peer groups and our aspirational institutions but, frankly, at most institutions in the United States. So, it is an opportunity for us to take a look at how we run this program and, frankly, to make it more consistent with our peer institutions.

At the same time, our scholarship program and how we issue scholarships and how we award them needs to be consistent with both our interest in bringing more students to the institution in a strategic sort of way, as well as issues around cost containment. And, finally, it is critically important that we have a tuition pricing policy that is competitive, that is smart, that will address all of our ambitions around, again, growing the institution in a strategic sort of way.

The other critical component is going to a system of performance-based budgeting. This is complex; it will take time; it will take the energies of the deans and faculty and staff to get this right but I am very pleased to report that with regard to both of these initiatives under the offices of the Fiscal Coordinating Committee, we are well underway; we are currently examining recommendations for both, a comprehensive



tuition policy and performance-based budgeting. So I will be reporting on the progress of these two initiatives in the months to come.

Dr. Perzigian:

To put the first two academic quality initiatives in a context, let me refer back to the September board meeting and the November board meeting. As reported at the September meeting of the Board of Trustees, we are making progress under the banner of UC|21 and developing a set of university-wide academic priorities that will be guiding reallocation and fundraising.

At the November meeting, we reported that the Board of Regents has now approved approval to offer some 574 degrees at UC – Associates, Baccalaureate, Masters, Doctoral and Professional. I think there was a little shock and awe when that compilation of degree programs was reported.

Under #6, we are reporting today that it is now time today to step back and review this array of programs against UC|21 Academic Priorities and in keeping with peer bench-mark institutions. The goal will be to maximize academic quality within the constraints of our operating budget and I think when all is said and done – I am going out on a limb here to predict that we will probably not be recommending an increase to that number of degree programs.

Under #7, as you may know UC is in the minority state-wide and nationwide when it comes to the academic quarter calendar. Discussions are now underway at OU and OSU and with the presidential transition now imminent, Wright State will soon deliberate on conversion to semesters. It is just a matter of time when all major Ohio institutions will move to a semester calendar and it is now time for us to move into the planning mode. Will this be easy? In a word – No. Will this be inexpensive? In a word – No. But in my estimation, it will be well worth it. This will be a once in a lifetime opportunity for an institution to rethink its curriculum, rethink its degree offerings,

rethink its pedagogy, rethink its degree requirements and, truly, reengineer the teaching and learning environment.

By the way, and I see Kettil Cedercreutz in the audience, it will only enhance co-op and only enhance students' opportunities who are seeking to transfer to UC. These are big undertakings and we are considering undertaking these in conjunction with our preparations for the upcoming tenure reaccreditation visit by the Higher Learning Commission. This will be a huge investment of institutional time and energy and it will be in our best interest to integrate all of these initiatives as best we can to improve academic quality while preparing for our next accreditation visit. Jane –

Dr. Henney:

I always like to follow Tony because he has used forty-five seconds of my minute and a half. But, nevertheless, the last two items here – initiatives to improve academic quality of which we are all stewards of – I think, while I will describe them quite briefly, represent a tremendous amount of work that will be needed and under the able leadership of Ann Welsh and the Faculty Senate, we have asked them to review and strengthen the protocols for a faculty annual review but, even more importantly, to look at our peer and aspirational institutions and their use of a post-tenure review process and design and calibrate one that might be appropriate for UC. That will take an enormous amount of work on their part. We appreciate that but we do think that it is now time to step up and get those two activities underway.

The last example on the slide, we have asked the Academic Coordinating Committee to look at faculty workload policies. Those are approved by the board and by workload, we recognize that it encompasses all things related to faculties efforts in regards to teaching, research and services. We want them to review the general board's policy on this but we are also asking each college to update the steps that they use in moving towards a more equitable and efficient and uniformly enforced policy for all of our faculty. It can be said in a short amount of time but it is going to take a tremendous amount of effort on everyone's part to get these two initiatives completed.

Ms. Rimai:

Well, in any environment of flat or declining resources from the state and elsewhere, using those resources more effectively and efficiency is absolutely critical and, again, the promises that were made in May and June regarding getting a handle of how we use our resources, we are well underway again in meeting those goals. In particular, we now have the technology for appropriate senior VP's to control the distribution of vacant staff and faculty positions. This is critically important, not only to satisfy our academic priorities but, frankly, it is a critical component of performance-based budgeting. So the technology is there and now the will is there to take advantage of that technique.

In addition, with the consolidation of two significant administrative units into one – Administration and Finance – we have already permanently reduced our staff by nearly ninety positions and we continue to look for opportunities to create more efficiency and nimbleness to date. We have also done a terrific job in reducing the cost of our employee benefits pool, again that effort continues, and I will say that reexamining our remissions policy will go a long way in the university getting a handle on the cost of benefits.

We are also undertaking, through the leadership of Ray Renner, a full examination of our power plant and our utility structure to make sure that not only are we being environmentally appropriate and being good stewards of our energy resources but that our cost structures are appropriate and efficient. And, finally, we are undertaking a very strong examination of how we fund our auxiliary operations so that they, too, are doing a better job of using resources more efficiently.

President Zimpher:

Monica, Tony, and Jane, this is a powerful little matrix of key decisions that have to be made in order to move the institution forward in terms of good business practices, in terms of the kinds of things that other entities go through all the time. We just put them in one place so that you can see readily how we are working on the work. We have vetted this list of priorities with the Faculty Senate, with the Academic Operations

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Committee, which is composed of the deans, led by the provosts, with the standing committees, with our cabinet so that students see the plan and have involvement and we have identified the proper committees to do the work. I think it is a real breakthrough.

If you look back over four years of planning, we stated our ambitions very clearly; we have held them accountable through our own report card and score card systems and we have discovered that meeting these ambitions requires that we streamline both our decision-making processes and we do smart academic and fiscal planning and that is exactly what we are doing. Maybe we left something off the list that you thought surely would be here. We would like to know; we have been pretty comprehensive here and there are some pretty hot topics here so we welcome any questions or comments you might have as we tell you what we will be doing over the next weeks and months.

Mr. Wyler:

Questions? Ambitious. Thank you very much.

As most of you know, the world just keep going around in a circle. I was a student here when we switched from semesters to quarters. Woodrow Wilson was president. It is a terrific job, Nancy. I commend the vision that you all put together on this. I do have a note here that Tom Humes will not be joining us this morning; he is ill.

We are going to start our committee meetings but prior to the committee meetings, I would like to inform you that our two student trustees will participate in committee meetings as non-voting members with voice. I will now announce the new committee assignments. Vice Chairman Buck Niehoff will remain as Chairman of the Academic and Student Affairs Committee, Tom Humes is appointed as Vice Chairman, Phil Cox, Margaret Buchanan and Nick Furtwengler will be members of that Committee.

Gary Heiman is appointed Chairman of the Finance and Administration Committee. Dr. Bhati is appointed Vice Chairperson. Members are Sandy Heimann, Fran Barrett, and Daisy-Malloy Hamburg.

Mr. Cox will be our Chairman of the Governance and Audit Committee, Mrs. Buchanan is appointed Vice Chairperson and Buck will serve on that Committee also.

Mrs. Heimann will remain as Chairperson of the Investment Committee because she is doing a good job. An update is the market is doing really well, Sandy. Mrs. Heimann remarked "Now I know how to get off." An updated roster of the members of the Investment Committee is at your place. I want to thank each of you for your continued service and we will now proceed 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 9:13 a.m.; the meetings concluded at 9:45 a.m.

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

The Regular Meeting of the Board of Trustees was convened at 9:45 a.m. and, as noted on the first page (page 1) of these minutes, roll call was taken.

Mr. Wyler:

I will call the regular meeting to order.

### **Approval of the Minutes of the November 28, 2006 Regular Meeting**

Mr. Wyler called for additions, corrections, or deletions to the minutes of the November 28, 2006, Regular Meeting of the Board of Trustees. Upon motion of Dr. Bhati, seconded by Mr. Heiman, the minutes were approved as distributed.

### **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 and the Finance and Administration Committee at their respective meetings held on January 23, 2007, prior to the Regular Meeting of the Board of Trustees.

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

#### **07.01.23.01 DIVISION HEAD REAPPOINTMENT**

It is recommended that the Board of Trustees approve the reappointment of Edward J. Latessa as Division Head of the Division of Criminal Justice in the College of Education, Criminal Justice, and Human Services effective September 1, 2005, through August 31, 2010.

Edward J. Latessa is a Professor and Head of the Division of Criminal Justice at the University of Cincinnati. He first joined the UC faculty in 1980, and in 1985 was appointed Head. Under his leadership, the Criminal Justice Program has more than tripled in size and has emerged as one of the top programs in the United States. Criminal Justice is rated number one in research productivity and its graduate program was rated number three in the country in US News. Criminal Justice faculty are innovators and they have the largest distance learning program in the University. In addition to his leadership as a Division Head, Dr. Latessa is a leading scholar in his field and has published over 110 works in the area of criminal justice, corrections, and juvenile justice. He is co-author of seven books including *Corrections in the Community*, and *Corrections in America*. Professor Latessa has directed over 100 funded research projects including, studies of day reporting centers, juvenile justice programs, drug courts, intensive supervision programs, halfway houses, and drug programs. Dr. Latessa served as President of the Academy of Criminal Justice Sciences (1989-90). He has also received several awards including the August Vollmer Award from the American Society of Criminology (2004), the Simon Dinitz Criminal Justice Research Award from the Ohio Department of Rehabilitation and Correction (2002), the Margaret Mead Award for dedicated service to the causes of social justice and humanitarian advancement by the International Community Corrections Association (2001), the Peter P. Lejins Award for Research from the American Correctional Association (1999), ACJS Fellow Award (1998), ACJS Founders Award (1992), and the Simon Dinitz award by the Ohio Community Corrections Organization.

**07.01.23.02 EMERITUS STATUS FOR FACULTY MEMBERS**

It is recommended that the Board of Trustees approve the following emeritus status for the faculty members listed, effective upon the date of their retirement from the University. The nominations have been reviewed and positively recommended by their faculty colleagues and dean.

Cheryll Dunn, Field Service Associate Professor Emerita of Chemical Technology, College of Applied Science

Soleda Leung, Associate Professor Emerita of Information Technology, College of Applied Science.

**07.01.23.03 APPOINTMENT OF EMERITUS –  
COLLEGE OF PHARMACY**

It is recommended that the Board of Trustees appoint Steven A. Myre, Associate Professor Emeritus, College of Pharmacy, University of Cincinnati effective July 1, 2007. Documentation to support the recommendation is attached.\*

Dr. Myre is an Associate Professor of Pharmacy Practice, College of Pharmacy, University of Cincinnati.

Over the course of Dr. Myre's thirty-two years at the University of Cincinnati, Dr. Myre has mentored students in the professional PharmD program. He has served as Chair of the college's Academic Performance, Admissions, Bylaws, Doctor of Pharmacy, Nominating, and Teaching Evaluation Committees. He also served as co-Chair of the college's Sesquicentennial Committee, planning and coordinating celebratory activities over an eighteen-month period. Dr. Myre has rendered notable service to the university through his activities as a member of the Faculty Senate Executive Committee, Chair of the Faculty Senate Budget & Priorities Committee, serving on the UC Presidential Search Committee, and Chair of Faculty Advisory Group for Developmental Affairs. Externally, he has represented the college as Faculty Delegate to the American Association of Colleges of Pharmacy, served on the Faculty Development Committee of the AACP Council of Faculty, and was Chair of the Ohio conference on Clinical Pharmacy and Clinical Pharmacology.

**07.01.23.04 APPOINTMENT OF ASSOCIATE PROFESSOR WITH  
TENURE**

It is recommended that Divaker Choubey, Ph.D. be appointed Associate Professor with tenure in the Department of Environmental Health, College of Medicine effective January 1, 2007.

Dr. Divaker Choubey comes from an associate professor position with the Department of Radiation Oncology at Loyola University (Chicago). Dr. Choubey has a history of multiple grant funding, a strong collaborative nature and outstanding departmental citizenship. Dr. Choubey comes with a national reputation and sustained funding. The Department of Environmental Health is an excellent environment for Dr. Choubey's growth beyond his acquired outstanding achievements. The Department hopes Dr. Choubey can develop a research program which is more clearly in tune with the Mission of the Department and that he will accomplish this by actively collaborating with Department of Environmental Health faculty. At Loyola, Dr. Choubey has

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\*Filed with Board Papers

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participated actively in the education of graduate and medical residents. Moreover, he has served as a reviewer for various scientific journals. Additionally, Dr. Choubey has been invited to serve as a reviewer to review grant applications for various study sections at the National Institutes of Health and for Arthritis Research Campaign (UK).

**Finance and Administration Committee Recommendations**

**07.01.23.05 ESTABLISHMENT OF ROOM AND BOARD RATES  
2007 – 2008 ACADEMIC YEAR**

It is recommended that the Board of Trustees approve the room and board rates for the 2007 – 2008 academic year as they are listed below. These rates are a result of the evaluation of the capital and operating needs, occupancy rates, enrollment projections, market competitiveness, and contract service costs as outlined in the Housing and Food Master Plans for the University of Cincinnati.

	<u>2007-2008</u>	<u>2006 – 2007</u>	<u>Variance</u>
<b>Board Rates</b>			
Meal Plans (per academic year)	\$3,366 - \$3,540	\$3,207 - \$3,372	5%
<b><u>Room Rates</u></b>			
Undergraduate (per academic year)	\$5,258 - \$6,600	\$4,914 - \$6,774	6.17% Average
Graduate and Family (monthly rates)	\$594 - \$846	\$565 - \$805	5.14%
<b>Summer Contract</b>			
Turner/ CRC only	\$298/month	\$281/month	5.92%

The proposed rate increase would be effective July 1, 2007.

**07.01.23.06 CABLE TELEVISION SERVICES**

Synopsis: Request Board of Trustees Approval of Contract

College Cable Services, Inc. currently is the University's partner in providing cable television services to the residential and academic facilities. This agreement establishes a partnership between the University and College Cable Services, Inc to provide cable television service, tailored to the needs and requirements of our faculty, students and staff. It also includes commissions to the University for cable television service sold to other customers.

This agreement is the result of a competitive bid process implemented in December, 2006, resulting from a Request for Proposals. That process included evaluation by representative members of the University community (Housing & Food Services and UCIT), and reviewed by the University Purchasing Department.

This partnership provides cable television service for the UC Uptown Campus. The service includes commercially produced channels/programming and provides the



University with 10 open channels for University developed programming. The University will purchase the cable television service, less commissions as identified above. This is a fixed-price contract with an annual cost estimated at \$200,000.

This resolution is to request the UC Board of Trustees approve the selection of College Cable Services, Inc., as the service provider for specified cable television services to the University.

**07.01.23.07 RECOMMENDATION FOR THE NOMINATION OF  
GEORGE L. STRIKE TO THE BOARD OF DIRECTORS OF  
THE HEALTH ALLIANCE OF GREATER CINCINNATI**

It is recommended that the Board of Trustees nominate George L. Strike to serve as a member of The Health Alliance of Greater Cincinnati Board of Directors for a four-year term, beginning February 1, 2007 until January 31, 2011.

**07.01.23.08 APPOINTMENT OF EXECUTIVE ASSISTANT TO THE  
BOARD OF TRUSTEES AND UNIVERSITY PRESIDENT AND  
AMENDMENT OF BOARD RULES**

It is recommended that the Board of Trustees rename the position currently titled Executive Secretary and Clerk to the Board of Trustees to Executive Assistant to the Board of Trustees and University President, and appoint Heather Huff to this position. Ms. Huff is replacing Virginia L. Steiner who retired December 31, 2006. The appointment, if approved, will become effective January 1, 2007.

It is further recommended that the Board of Trustees amend the following University Rules to reflect the title change;

10-1-03 Board of trustees bylaws: Officers of the board and their duties

10-1-04 Board of trustees bylaws: Meetings

10-6-01 University committees: Presidential search committee

**07.01.23.09 KETTERING LAM LAB RENOVATION**

**Synopsis:** It is recommended that the Board of Trustees approve \$2.76 million for the Kettering LAM Lab Renovation project. LAM receives back 100% of its research overhead dollars and these funds will be used to provide the debt service. Annual debt service is estimated at \$235,000 beginning in FY 2009.

The current Lab Animal Medicine (LAM) facility in the Kettering Complex will be renovated to accommodate planned research needs for the Department of Environmental Health. The project is required because it will accommodate the temporary relocation of a portion of the animals housed in MSB so that renovation of MSB (Phases 2-5) can proceed. This project is located on the ground floor of the Kettering Lab Complex, situated west of the Health Professions Building at the north end of Eden Avenue on the Uptown East Campus.

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The project will provide 9,760 square feet of renovated lab space for environmental research. Included will be six core holding rooms (from twelve existing rooms), three procedure labs (from three existing labs), a new pressurized autoclave area, a new necropsy lab, nine small colony rooms (from nine existing rooms) and interior service spaces. Relocation of interior walls will be required, and all renovated spaces will receive appropriate new finishes.

The mechanical portion of the renovation will include the complete rebalancing of airflow throughout the facility, allowing pressure in some holding rooms to change between positive and negative. Other items include new fume hoods for the procedure labs and the necropsy lab, additional fume hood exhaust fans on the roof to serve the new equipment, an automatic watering system and a new large pass-through autoclave. Doors in the existing facility corridor system will be removed to provide a balanced neutral air pressure throughout the corridor branches, and the existing mass filtration modules serving the existing smaller holding rooms will be altered to allow for the creation of the new larger holding rooms.

The Kettering Lab Complex includes buildings built in 1930, 1949, 1962 and 1992. The building which houses this project was constructed in 1992, and the LAM space in this building is no longer accommodating the needs of the users, initiating this renovation.

It is recommended that the Board of Trustees approve \$2.76 million to be funded with debt proceeds for the Kettering LAM Lab Renovations project.

**07.01.23.10 CLIFTON COURT GARAGE**

**Synopsis:** It is recommended that the Board of Trustees approve \$6.0 for the Clifton Court Garage project. The project will be funded with \$5.4 million of debt to be financed through revenue generated by the Parking Auxiliary. Annual debt service is scheduled to commence in full in FY 2009 and is estimated at \$460,000. State Basic Renovation funds will fund the remaining \$600,000 of project costs.

The Clifton Court Garage is being rehabilitated because the structure has deferred maintenance issues requiring upgrade. A major rehabilitation of this garage has not been performed since its original construction 40 years ago. This project will be accomplished over a calendar year, starting in the summer 2007 and completed by summer of 2008 to accommodate Parking Services' inventory of spaces. A total of 178,773 SF of parking area will be rehabilitated. The existing asphalt surfacing and membranes will be removed to expose the original garage surface. Structural repairs of the pan joist/girder system are required, as well as repairs to the flat slabs, walls, and columns. Existing deteriorated ramps will be removed and replaced.

During the renovation of the structure, code and safety upgrades will be implemented throughout the garage structure. The HVAC system will be separated from the Rieveschl Hall exhaust system. Fire protection will be added where required, lighting systems upgraded, and other safety systems, such as help phones, will be brought in compliance with University Standards.

The garage is made with uncoated reinforcing steel which has been deteriorating, and yearly structural reports have stated the need for major repair. The lighting system requires replacement and the electrical distribution system needs to be brought up to current code. The current ventilation system and the fire protection system will be brought up to current code as well.

It is recommended that the Board of Trustees approve \$6 million to be funded with debt and State funds for the Clifton Court Garage project.

**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 Finance and Administration Committees and the Governance and Audit 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 Mr. Cox, seconded by Mr. Niehoff, the Board approved the items recommended by the Committees by the following roll call vote:

**Recommendation Nos. 07.01.23.01 through 07.01.23.04 and  
Recommendation No. 07.01.23.06 through 07.01.23.10**

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

**NAY:** None

**ABSENT:** Mrs. Buchanan and Mr. Humes

**ABSTAIN:** None

**Recommendation No. 07.01.23.05**

**AYE:** Mr. Cox, Mr. Wyler, Mr. Niehoff, Mrs. Heimann,  
Mr. Heiman, and Mr. Barrett

**NAY:** Dr. Bhati

**ABSENT:** Mrs. Buchanan and Mr. Humes

**ABSTAIN:** None

**Unfinished and New Business**

Mr. Wyler:

Any unfinished business? New business – I would like to call for the Faculty Senate Report. Ms. Ann Welsh.

Ms. Welsh:

Good morning, Mr. Wyler, members of the board, President Zimpher, and guests. Winter Quarter is well underway and the holiday is now a distant memory. In addition to their teaching, research, and service obligations faculty are participating more fully than ever in the newly clarified governance process. The Senate would like to thank President Zimpher for initiating the clarification. We believe the resulting model is one that will serve the university well as it:

- Clearly draws the lines of authority and responsibility
- Recognizes the coordination imperative for organizations of our scale and scope
- And, perhaps most noteworthy, can accommodate changes in scale and scope as needed.

The Senate also acknowledges the Provosts for their continuing roll-out of the UC|21 Academic Priorities. This initiative remains at the top of the faculty's list of concerns. The faculty recognizes the need for focus and strategic reinvestment. We also

recognize that successful implementation of these priorities requires more than money. It also requires the best efforts of the engaged and supportive faculty. Also needed is an infrastructure supporting trans-disciplinary collaboration, an area we have yet to fully address. The Senate thanks the Provosts for their recent decision to reach out to the faculty to hear their concerns.

As you know, two of the study committees commissioned during the fall on tuition/discount/remission and performance-based budgeting have reported out. The Faculty Senate is studying these recommendations carefully and has developed several resolutions for consideration at our February meeting. On behalf of the Senate, I would like to take this opportunity to express our deep appreciation for the candor and collegiality offered to the Senate by Senior Vice President Monica Rimai.

Finally, the Senate takes note of the ambitious lists of initiatives presented earlier today by President Zimpher. The Faculty applauds the administrations efforts to understand and outline the need for, and opportunities available, to increase our revenues, use our resources well and continuously improve quality. These issues are critically important to our institution and need faculty involvement. We welcome the opportunity to offer input, scrutinize our activities, and help frame the data collection necessary for informed decision-making. At the same time, we recognize the AAUP's standing as the sole collective bargaining agent for the purpose of bargaining with the University with respect to wages, hours, and other conditions of employment.

In closing, Mr. Chairman, the Faculty Senate would like to acknowledge the collaborative spirit and mutual respect that has characterized our combined efforts. We will do all we can to preserve this most valuable of resources.

Mr. Wyler:

Thank you, Ann. And, it is a delight to hear that the Administration and the Faculty are working together to solve problems.

Ms. Welsh:

More closely than ever.

Mr. Wyler:

I will call for the Alumni Association Report, Mr. Dobbs –

Mr. Dobbs:

Thank you, Mr. Chairman. I am pleased to offer the first UC Alumni Association report of 2007, which happens to be our organization’s centennial year.

We feel good about our first 100 years – especially the last few in which we have recalibrated our work along with our changing university. As UC|21 redefines UC for a new century, we are redefining our “alumni engagement” and how that will benefit UC during the next 100 years.

In that spirit, in-depth discussions have begun within an ad hoc committee composed of volunteers from the UC Alumni Association and the UC Foundation boards. Their chief task is twofold: First, assess our organization against UC’s overall aspirations. Second, develop recommendations for a financial model that secures the ability to deliver our unique value to UC and our alumni constituency. You will hear more about this initiative in subsequent board meetings.

Tomorrow the first in a series of UC Alumni Association-sponsored luncheons will take place. By bringing guest speakers to luncheon events held around the city, we are effectively “taking UC to the community.” It is also a great chance for people to leverage and grow their UC networks.

- Tomorrow’s luncheon features UC-Clermont professor Ed Bridgeman, our resident expert on terrorism who will discuss the causes and ramifications of terrorism on the international, national, and local levels. The event will be held at Channel 9 studios near Eden Park and I am told that this is a sell-out luncheon.

- Next month, we are partnering with the College of Business to introduce new Football Coach Brian Kelly to the community, and vice versa. Already we have seen how his message and approach embody the spirit of UC|21.
- At our March luncheon, associate vice president of enrollment management Caroline Miller will talk about the higher education admissions landscape, tuition realities, and enrollment and student-recruitment strategies.

We are less than three weeks away from Cincinnati's second-largest annual community-service event, the Crosstown Helpout – Saturday, February 10. We bill this as the kinder, gentler, more collaborative side of UC's "Crosstown Shootout" rivalry with Xavier. The Crosstown Helpout brings together alumni, students, staff and friends from both schools. In all, more than a thousand volunteers will work side-by-side on service projects at Cincinnati schools, community centers and other facilities in need. It is one of the proudest days of the year for your Alumni Association.

As Tony previously mentioned, we continue to work with our colleagues in University Relations, Intellectual Property and others from across the university to negotiate a new UC Affinity Card agreement. As you saw earlier, the UC MasterCard Program has carved a critical niche within the work of the university. We are pleased to be that vital link between the institution, our alumni and friends, and the great benefits that follow. As always, I thank you, the Board and Dr. Zimpher, for your continued support. Thank you.

Mr. Wyler:

Mr. Dobbs, when do you think you will need to replace that red sports car?

Mr. Dobbs:

Well, I will have to take that up with my spouse.

Mr. Wyler:

Thanks, Bob.

Mr. Dobbs:

You will get first shot.

Mr. Wyler:

Student Trustee reports – First, Daisy –

Ms. Hamburg:

Thank you, Mister Chairman.

Graduate Student Governance Association (GSGA) Vice-President Marjon Kamrani and Midwestern Legislative Coordinator for the National Association of Graduate-Professional Students (NAGPS) Collette Castleberry, along with several other UC graduate and professional students are traveling to Washington, D.C. during February. The students will be lobbying on behalf of UC students and Ohio graduate students in general. Students will talk with Congressional Representatives about graduate student concerns such as tax and loan issues as well as F4 visas.

The GSGA, earlier this month, sponsored a graduate student mixer January 12; over 100 students attended to mingle with students from other departments.

The GSGA is working together for feedback from students about the “unofficial” top three things graduate students are passionate about (besides their research): health insurance, the Preparing Future Faculty program, and teaching assistant (TA) training. The feedback will be shared with Dr. Neville Pinto as well as other administrators to improve the Graduate Program. Thank you and this concludes our report.

Mr. Wyler:

Thank you.

Nick Furtwengler –



Mr. Furtwengler:

Thank you, Chairman Wyler. Good morning and Happy New Year to everyone. I have a short report today so that will be nice. I am happy to announce that invitations to the Third Annual Ohio Student Trustee Conference have gone out today and we are waiting responses from our participants. The conference will take place on February 23 and February 24 and communication between Ohio Student Trustees has already increased significantly as a result of discussion to the Conference. This communication is a vital link to improving the Student Trustee position in the State of Ohio in addition to increasing representation on a national level.

The Undergraduate Student Trustee Selection Committee has launched a campaign to solicit applications and interest from the undergraduate students across campus and this is, of course, the committee that will suggest a replacement for yours truly. Applications were made available yesterday and the committee will be offering its top candidates to Governor Strickland by the end of the quarter.

Just as a final note, I continue to appreciate the transparency with which decisions are being made at UC and appreciate the increased involvement of student leaders like Daisy, Jerry and myself in this decision. So, it continues to be transparent and I thank everyone around this table who has made that possible. That concludes my report.

Mr. Wyler:

It kind of relates to what you three do here. It is important to get you a great education and get you value for it.

Student Body President – Mr. Jerry Tsai –

Mr. Tsai:

Thank you, Chairman Wyler and good morning.

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As we begin this 23<sup>rd</sup> day of January, I would like to take a few moments to recognize a few of my peers who, wisely or not, chose to join us at 8:30 this morning which is quite a feat, just ask any college student.

With us this morning is Vlad Leytus and Gregg Pancero. Thank you, gentlemen, for joining us.

These student leaders, amongst many others, have been working hard to serve their fellow students and move UC forward. Most recently, Student Government has made improvements to student life here at UC by enhancing the Bearcat Transportation System.

You will recall that the Bearcat Transportation System (notably known as the BTS) is the student-led shuttle system that was approved and created last year. Well, as progress would have it, at the beginning of Winter Quarter, we improved the system by extending the Daytime East Route to include a stop for the hundreds of students that reside in the new McMillan Manor apartment complex at McMillan and Highland. Apparently we did this just in time, especially given the cold weather and snow we received this weekend. In addition to the route extension, Student Government, through the leadership of Antoine Edmonson, Director of Transportation Services in the Student Government Executive Cabinet – has been taking a very proactive approach to informing students of the BTS. By the end of January, we will have distributed hundreds of shuttle maps, given nearly a dozen presentations...just to highlight a few of the items that we are doing.

Student Government takes its responsibility to gauge student opinion very seriously and throughout the past three months, we have made leaps and bounds in our efforts to gather student input. Our efforts have been made to gather student input on hot topic issues via an unscientific poll administered on Blackboard. Through this poll we have asked students for feedback on such items as “Which campus service they feel needs to be improved the most”, to “How they think UC can increase safety on and

around campus” and even “How important it is to them that their instructors post course materials on Blackboard?”

Their responses have been great. The average response rate we received for the four polls that we have conducted has been 6019 students. What are the students saying?

Well, 59% of the students that responded felt that Parking is the campus service that needs to be improved the most. 43% of the students indicated that increasing lighting off-campus is how they think UC can increase safety on and around campus. And, 71% of respondents felt that it was “very important” for their instructors to post course materials on Blackboard.

Now, I must admit these results come as no surprise to us. However, this is a very tangible way for students to get their voices heard and for Student Government to make sure that we align and voice the opinions of our constituency.

I, too, would like to echo Nick’s words commending all of the administration, the President and your team for including students and faculty and staff in the efforts of the Cabinet and participation in those means. I do think that this is a great way for our university to move forward and that will conclude my report.

Mr. Wyler:

Thank you, Jerry.

As I mentioned earlier about the world going around in a circle, parking was the biggest problem when I was here, too. And, the campus police asked for several dollars from me before I could graduate. Regarding your thing on Blackboard, I would hope that, within the institution that they could come up with some way to get that – that is an interesting way to do it. Thank you very much.

**Executive Session**

Mr. Wyler:

I am about to read something so if you will all wait just a minute and then you can evacuate the room. I will now call for an Executive Session. There will be no further business conducted after the conclusion of the Executive Session.

Our next regular board meeting will be held here on March 27, 2007 in the Russell C. Myers Alumni Center.

May I have a motion to enter Executive Session for the purpose of conference with attorneys for the university, concerning disputes, involving the university that are subject to pending or imminent court action, considering the appointment, employment, dismissal discipline promotion/demotion or compensation of a public employee or official.

Upon motion of Mr. Cox, seconded by Mrs. Heimann, the Board voted to enter Executive Session by the following roll call vote:

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

**NAY:** None

**ABSENT:** Mrs. Buchanan and Mr. Humes

Upon proper motion and second, the Executive Session adjourned at 11:20 a.m.

**Adjournment**

There being no further business before the Board, upon proper motion and second, the meeting adjourned at 11:20 a.m.

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JEFFREY L. WYLER, CHAIRPERSON

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ANANT R. BHATI, SECRETARY