

**Regular Meeting of the Board of Trustees
March 17, 2009**

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UNIVERSITY OF CINCINNATI

Official Proceedings of the

Two Hundred and Eighty-Sixth Meeting of the Board of Trustees

(A Regular Meeting)

March 17, 2009

The Two Hundred and Eighty-Sixth Session of the Board of Trustees of the University of Cincinnati was opened at 10:40 a.m. on Tuesday, March 17, 2009, 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*.

H.C. Buck Niehoff, Chairperson of the Board of Trustees, presided. Mr. Niehoff asked that roll be called.

BOARD MEMBERS PRESENT:

C. Francis Barrett, Margaret E. Buchanan, Stanley M. Chesley, Gary Heiman, Sandra W. Heimann, Thomas H. Humes, H.C. Buck Niehoff, Robert E. Richardson, Jr., and Jeffrey L. Wyler

BOARD MEMBERS ABSENT:

None

ALSO PRESENT:

Nancy L. Zimpher, President;
Anthony J. Perzigian, Senior Vice President
for Academic Affairs and Provost;
Monica Rimai, Senior Vice President for
Administration and Finance;
Michael W. Carroll, Vice President of
Development and Alumni Affairs;
Sandra J. Degen, Vice President for
Research;
Mitchel D. Livingston, Vice President for
Student Affairs and Chief Diversity
Officer;

Mitchell D. McCrate, General Counsel;
James D. Plummer, Vice President for
Finance;
Fred Siff, Vice President for Information
Technology
David Stern, Vice President for Health
Affairs;
Gregory J. Vehr, Vice President for
Governmental Relations and
University Communications;
Greg Hand, University of Cincinnati
Spokesperson;
Otto Budig, Foundation Representative
Steve Simendinger, Alumni Representative
Marla Hall, Faculty Representative;
Makram Suidan, Faculty Representative
Diana Hechavarria, Graduate Student
Trustee
Seth Vensil, Undergraduate Student Trustee
Ryan Rosensweig, Student Representative
Susan Stringer, Executive Assistant to the
Board of Trustees and Sr. Vice
President for Administration and
Finance;
and the public

(Prior to the Board Committee Meeting and the Regular Board Meeting,
Chairman Niehoff began the proceedings at approximately 8:30 a.m.)

Mr. Niehoff:

Good morning everyone. It's a little after 8:30 a.m. and I think we should get started. We have a very long agenda for today's meeting. I would like to begin the meeting by welcoming our new trustee, Stan Chesley. Mr. Chesley is a familiar face to all of us here at the University. He served as a trustee previously from 1985 to 1994. During that period, he served with great distinction in many capacities including as Chair of the Board. Stan is the senior partner of the firm of Waite, Schneider, Bayless & Chesley. He earned a bachelor's degree in economics in 1954 and a law degree in 1960, both from UC. Please join me in a round of applause for Stan. *(Applause)*

In many respects, today is a bittersweet day for the Board of Trustees. Today is President Zimpher's last board meeting. And, we wish her farewell and best wishes on her new position as Chancellor of SUNY. Knowing Nancy, as I do, I know that what she will appreciate most is the continuation of the incredible momentum that has taken this university so far under her leadership. There are a number of farewell events and tributes planned for President Zimpher, and I know my fellow trustees will have an opportunity to pay tribute to her at those events; however, today, it is business as usual, but before we start the business, please join me in a standing round of applause for President Zimpher. (*Standing Ovation*)

President Zimpher:

Thank you. There are a number of opportunities where I will be able to thank you all for this wonderful experience at the University of Cincinnati and the proud tradition of this Board of Trustees, the leadership of our Administrative Team, the Faculty, Staff and Students, Alumni and Friends of the University of Cincinnati. And so in the spirit of today's meeting, this is truly about maintaining momentum and that is exactly what we are going to do. Thank you one and all. Thank you, Buck. (*Applause*)

Mr. Niehoff:

Today we will celebrate another of our great presidents with the naming of the Center for the History of the Health Professions in honor of President Emeritus Henry Winkler.

As you all recall, the Board approved the naming of the Center in Henry's honor at our January board meeting and we've invited Dr. Winkler and his wife, Bea, to be with us today so that we can pay tribute to Henry in person and to thank him for all he has done on behalf of the University of Cincinnati.

Before I ask Henry to come forward to receive the Board's Certificate of Recognition, I would like to ask Dr. Jack McDonough to come up and say a few words.

Dr. McDonough:

Thank you, Buck. The board of the Winkler Center for the History of the Health Professions and our wonderful staff are very happy and want to thank the UC Board of Trustees for this naming. Throughout his career, Henry has looked upon history as a tool sharpening our perspective on today's events. He has taught us that history matters. That getting and staying connected to our past and our heritage is important and even more so, in times of great change and uncertainty like today. Henry, we are absolutely thrilled that you are still helping us connect our past with our future.

Mr. Niehoff:

Thank you, Jack. On behalf of the Board, I would like to call on Trustee Tom Humes to make a few comments.

Mr. Humes:

Thank you very much, Mr. Chairman. It is indeed an honor to welcome Dr. and Mrs. Henry Winkler today on this very wonderful occasion. Though they are two people that need no introduction to this group, the knowledge of Dr. Winkler's contributions is deep and will live in the history of our University forever. I had the wonderful pleasure for working for Dr. Winkler when I was 26 and 27 years old. I'd like to say that he taught me everything that I know, but I think that Bea taught me half of what I know. It was indeed a building block in my life and a wonderful opportunity for a young man to get a wonderful lesson in academia, integrity and perspective and what it really means to run a university and to focus on, interestingly enough, focus on students, focus on faculty, and focus on what a university is truly about. Dr. Winkler I think the university of the student and of the faculty will truly be your legacy. You have been a phenomenal building block in creating the University that we have today. We're very honored that this board could pay tribute to you by naming this facility that means so much to you in your honor. So, heartiest congratulations on this wonderful occasion. *(Applause)*

Mr. Niehoff:

Thank you, Tom. Now I'd like to invite Dr. Winkler to come forward to receive the certificate. President Zimpher?

President Zimpher:

We're going to do some photographs and Bea, Vicki Montavon and Jack McDonough, I invite you all to come forward and Buck will in his official role as chair, be a part of the photographs. Let me just say that it really is a wonderful opportunity when you have actually two former presidents, president emeriti, on a campus. I have often thought of Henry and Bea sort of looking across campus maybe with their hands over their eyes saying, "Oh dear, what's she doing now?" (*Laughter*) But, it's a wonderful check on your responsibility and the integrity of the role to know, as I have said so many times, anyone that has the opportunity to serve this great University, stands on the shoulders of former presidents. Henry Winkler is just the kind of guiding light that any president would be privileged to have. Bea and Henry are at so many of our events, they are so much a part of the University of Cincinnati. It's just wonderful to be able to recognize them and Henry, to add your name to this wonderful Center for the history of the medical profession. So with that, we are going to do a few photo ops here.

(A Certificate of Recognition was presented to Dr. Winkler from the Board of Trustees in recognition of the naming of the Henry R. Winkler Center for the History of the Health Professions.)

Mr. Niehoff:

Now President Zimpher and I would like to recognize my distinguished prior board chair and friend, Jeff Wyler. Jeff, would you please come forward.

President Zimpher:

For those of you who braved the snowstorm of January 27th, you know that was the official termination as Mr. Wyler's term, nearly 2 ½ years as Chairperson of this wonderful Board of Trustees. But there just weren't enough of you nor was there a photographer to really memorialize this occasion. So we have revisited this honor today.

I know at the time that I recounted my fondest memory. Recall that Mr. Wyler served as Chair of the Search Committee for my appointment as the 25th President of the University of Cincinnati. So his recruitment technique was to fly to Milwaukee and to discuss the opportunity with me one-on-one. I, of course, thought he was piloting the plane and expected this leather coat with the white scarf and the goggles, but instead he kind of looked like this. That was my first, and actually most important, exposure to the University of Cincinnati and obviously it stuck. That said, for those of you who were here recall that we would not really give this wonderful testimony of Jeff's leadership to him on the 27th because we didn't have Dottie. *(Laughter)* So, if you will come around here...we've gone to a lot of trouble to get this right. *(Laughter)* You can take it home this time. *(President Zimpher presented Mr. Wyler with a crystal gavel etched with the UC Seal and the dates of his chairmanship.)* This has become a bit of a tradition as well, it's sterling silver cufflinks with UC|21 engraved. This someday will be a collector's item and we want you to wear these cufflinks with pride. It's been my privilege to serve you Jeff – thank you very much. *(Applause)*

Mr. Wyler:

Please turn the camera off, I get really nervous in front of television cameras okay? I would like to say that serving the University as Chairman for 2 ½ years was maybe the most exciting experience of my life, starting with students like Seth and Ryan – that is why we're here. The Staff and Administration from the Deans to the Vice Presidents and to the President, of course, it's been just an incredible learning experience. And we, on the Board of Trustees, do this because we love the University of Cincinnati and we hope that we have made a difference in what we are doing each and every day. I thank you so much for the opportunity to be able to serve and to serve with you, Nancy. *(Applause)*

Mr. Niehoff:

This is the President's normal spot for good news and she will share that, but she will add to that a team presentation on Maintaining the Momentum. So without further delay, I turn the meeting over to President Zimpher.

President Zimpher:

Thank you, Chairman Niehoff. I too would like to welcome Stan Chesley, delighted to have you on our board. I know that UC's next president will benefit greatly from your commitment to the University of Cincinnati, so thank you, Stanley. I also want to thank our Undergraduate Representative, Seth Vensil, I understand that you testified and gave an extraordinary presentation on March 10 before the Ohio House Appropriations Committee on behalf of higher education. You focused on the financial challenges associated with university attendance and we thank you for being a great ambassador for UC, Seth.

I should add that at the state level we have a lot to celebrate as we learned late Friday that once again the University of Cincinnati led the way in what's called the Choose Ohio First Scholarship program. It was a competition amongst all of the public universities in Ohio. We submitted three proposals. They were all funded. No other institution, actually public or private, was the lead institution on three proposals. So of the \$13.3 million dollars awarded by the state, UC will receive over 26% of the total just under \$3.5 million for these scholarships that will well position us to lead in the recruitment of STEMM (Science, Technology, Engineering and Math) scholarships that will help us focus our recruitment efforts.

We usually have a report at this time on enrollment. Caroline Miller is a regular on our board meetings, but given the density of the agenda today, that will be provided to you in writing and is at your places as a board member.

If you tuned into NBC's primetime hit "Law & Order SVU" you should know that UC researchers played an important role in the script. The storyline referenced a study on the dangers of lead exposure published by UC researchers last spring. NBC consulted with UC Professor of Environmental Health Kim Dietrich who led the study with a number of UC co-authors, including John Wright, Associate Professor of Criminal Justice.

Some of our most popular stories on the UC website are about rankings and here is another one. *BusinessWeek* magazine recently released it's rankings on the nation's top 100 undergraduate business programs, Will McIntosh, with our College of Business making the cut. This places our business programs among the nation's top 10%.

UC, as you know, is also recognized as a global leader in experiential learning since the founding of co-op more than 100 years ago. Our leadership has taken on a new dimension as co-op enters its second century, in that UC has created a new learning assessment that colleges and universities nationally are expected to adopt. This model continuously assesses the needs and best practices of national companies so that co-op and classroom experiences consistently meet the firms' knowledge and skills demands.

During our 13th annual Cincinnatus Scholarship competition, nearly 2000 of the nation's top high-school seniors representing 31 states visited campus along with 3500 parents. We managed to avoid snow days as the seniors competed for \$18 million in UC scholarships. It's expected that many of these students will make up a portion of our incoming class in the fall of 2009, perhaps topping UC's 2008 freshman class, which was celebrated, present company excluded, as the most academically prepared freshman class ever on the uptown campus.

The subject of our bright and wonderful students provides a great segue to look back now on my sixth year at the University of Cincinnati. There are a number of achievements we have been able to realize together and I cannot emphasize the word "together" enough. Under our university-wide commitment to UC|21 these accomplishments were made possible by a shared effort on all fronts – our students of great talent, our distinguished faculty staff, our dedicated staff and our loyal alumni donors and business partners.

Key among these strides is our success in recruiting more academically talented students and more than doubling our number of National Merit Scholars and perhaps

reaching a record level this coming fall. All this while, increasing enrollment overall and maintaining a commitment to diversity and access. We could add to the list the founding of STRIVE, our community collaborative for graduation, improving the ease of transfer (I think we are the transfer capital of the State of Ohio), enhancing our accountability efforts through UC|21 Report Card and the College Portrait, increasing our research funding through the hard work of our distinguished faculty, creating new approaches to innovation like our Live Well Collaborative, and reconnecting with our region. These are just a few of the highlights, but the future looks very bright for the University of Cincinnati.

(Nancy L. Zimpher, Ph.D., President of the University of Cincinnati; Monica Rimai, JD, Senior Vice President for Administration and Finance; Anthony J. Perzigian, Ph.D., Senior Vice President for Academic Affairs and Provost; David Stern, M.D., Vice President for the Academic Health Center and Dean of the College of Medicine; Sandra Degen, Ph.D., Vice President for Research; and Mary Stagaman, Associate Vice President for External Relations; gave the following presentation on UC/Momentum utilizing PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)

So, as I transfer to the podium for our first presentation today, let me summarize by saying that we have built a momentum that this great university intends to carry forward. Today, our first presentation offers areas of focus that best leverages our ability to maintain that forward motion and we call it “UC Momentum.” Joining me in the presentation today is Senior Vice President for Administration and Finance, Monica Rimai, she will be talking about Performance-Based Budgeting; Vice President for Health Affairs, David Stern who will be talking about Healthcare Delivery in our Community; Senior Vice President for Academic Affairs and Provost, Tony Perzigian, who will be talking about Collegiate Restructuring; Vice President for Research, Sandra Degen, who will be talking about Research Planning; and Mary Stagaman, Associate Vice President for External Relations, who will be talking about Community Outreach and Collaboration.

Let me clarify today's intent through this presentation. As in the past, board commitment to our momentum takes it form through board resolutions as presented in committee. Today's work will be no exception. So to provide context the presentations you are about to hear will frame forthcoming committee discussions today and provide the rationale for board action. As well, there are certain continuing themes that are common across these initiatives that I want to underscore briefly.

As always, first among equals relates to students as well as to teaching, scholarship and research and our academic programs. Nothing in our quiver can compare to the power of high quality programs and the delivery of those products. This is the great differentiator between great and good institutions – so you will see this theme throughout our presentations. To harness the power of our collective strength and to grow our value equity in the minds of internal and external stakeholders and to best prepare for the challenges ahead, we must adhere to the principals of accountability and transparency. You will hear this theme as well today. And, as some have rudely discovered, a static homogeneous portfolio guarantees serious setbacks. So you will hear today about how we must continue to create new sources of revenue, Related to diversifying our revenue streams, the University must not lose the hard-earned ground it has recovered around fiscal stability – you will hear that today. And if anyone still doubts UC's capacity to positively impact the community and the region, as the largest employer, UC's economic impact in the region is more than \$3 billion annually. Add that to the value UC students, faculty, staff who regularly join forces in our neighborhoods and communities and partner to tackle vexing social, educational, and economic problems – you will hear that today. And you will know, that UC's academic priorities, articulated in our *Proudly Cincinnati* campaign have laid the groundwork for additional support to realize our vision as being recognized as one of the finest public research universities of the 21st century. So we will lead with a presentation by Monica Rimai on Performance-Based Budgeting. Monica?

Ms. Rimai:

Thank you, President Zimpher, and good morning everyone. Simply stated, Performance-Based Budgeting is a budgeting tool that requires units to meet certain financial performance thresholds and then incentivizes them to exceed those thresholds by allowing them to retain part of the additional revenue or savings they realize.

The concept was first introduced to this board about three years ago and since that time we have been working diligently on the development of an application for this institution. Performance-Based Budgeting was created in the tradition of transparency and accountability that has become the hallmark of financial planning here at UC. Its development was a collaborative effort with input from across the institution. It ensures transparency and accountability while impacting fiscal stability through the setting of annual mandatory performance thresholds for all units – the colleges, as the revenue generators for the university, and all other units who support the academic enterprise.

Units can meet their thresholds through growth (Fiscal Year 2010 the growth would be without cost to the institution), cost cutting and efficiencies or some combination of those techniques. And as I mentioned, college and units that exceed their thresholds receive a share of the additional revenue or the savings.

The Performance-Based Budgeting process calls for units to devise a plan for meeting or exceeding their thresholds. Those plans are then reviewed at a number of levels and finally by the appropriate Senior Vice President and then reviewed again by an expanded version of the President's Budget Advisory Committee before final recommendations are carried to this board and decisions are made. At each level of review, we test assumptions. We consider the plans' impact on other units and services, all with an eye to supporting the academic mission. Then quarterly we will monitor progress towards meeting the threshold and make budgetary adjustments as necessary.

Given that Performance-Based Budgeting was created and will be redefined and continuously to be reviewed in a collaborative fashion, and given that it encourages behaviors that support fiscal health, I am recommending that the Board through a

resolution institutionalize the University's commitment to Performance-Based Budgeting in a forthcoming resolution. And, with that I will turn it over to David Stern, Vice President for Health Affairs and Dean of the College of Medicine at UC.

Dr. Stern:

You know, the tone is a little too serious. Just look at me then as the chief spending officer. *(Laughter)* The Academic Health Center is unique, we have only one goal and it's to take care of the community. That includes everyone around this table, everyone in the audience, and everyone in the community. It's inclusive. That's our call, that's our privilege, that's what we will do.

We have a special kind of healthcare that we do. It's added value healthcare. It's different skills that are present in the community. We want to partner with our community so that the faculty that we have need to have different skills in order to be able to contribute them to this environment. At the same time, it's healthcare for all – that's everybody – insured, uninsured, everyone in the community. We also are driven by patient safety and quality. That is where our culture is. And, of course, education – we are the only source in this city and in the Greater Cincinnati area producing new physicians and also training that affects over 50% of all the doctors of all the hospitals that are trained in the region. So really, our goal is to take care of you not only in a good way, but in a great way. As we often say, you don't want a pilot that lands your plane most of the time, you want to always come down. As Nancy said, with good to great you really want a physician that is outstanding and that is the kind of care we aim to provide.

I have to say that your new Chairman of the Board has really started in a most terrific way. He understands rounds on Sunday morning which we do regularly at 11:15 a.m. and he's most engaged. That really is a wonderful asset to me as the person that is trying to steer the Academic Health Center and I am really delighted to partner and to work with Buck. From the fact that I tried to turn over a canoe when we went on a canoe ride at the outing a year ago to the fact that we do many things together, I can say that I look forward to working with him. One thing that's very organized about Buck is he

said, “Okay David, what’s the To Do List?” The To Do List again is simple. Our job is first to give care of the highest order. We don’t do that in a routine and consistent way. I’m not satisfied with how we are doing it. That’s the reason for the UC Physicians reengineering program and we are deep into that. We’ve consolidated the practices and are improving not only the financial management model but how they see patients and the ease of accessibility for everyone to gain access to us. At the same time, the Clinical and Translational Science Award from the NIH is going to be beginning very shortly at the beginning of April. That will transform how we do clinical and translational research in the College of Medicine. It’s a big deal.

At the same time, we’re looking to engage and develop health system partners that share our vision to really develop the potential of the Academic Health Center. And finally, partnering with the community is one of our most important assets. I’d like to see community physicians working side-by-side with university physicians to care for our community. I believe that we have complimentary skills and my vision is to see us working together.

In conclusion, it’s our pride to take care of this community and this group. It’s a challenge to do better than we have been doing and really to join the ranks of the absolute first-rate medical schools and academic health centers. I believe that we can do it – with the leadership of this board as well as with the leadership from the faculty we’ve recruited and the many faculty and trainees that are part of the Academic Health Center. We have to give care and we have to give the level of service that you deserve. I want to have a brand that’s like Children’s and the Cincinnati Symphony Orchestra and I know that is what we have to do. *Inaudible*. . . but the first stop is. . . *inaudible*. . . many of you have called my cell phone and that is still available of course. I thank you for this opportunity to talk to you and to say there will be a board resolution that comes to you on these aspects of the Academic Health Center which institutionalized the University’s and the Board’s commitment to this. With that, I guess, the microphone or podium is turned over to Dr. Perzigian, the Provost.

Dr. Perzigian:

Good morning. As a result of our accreditation visit just ten years ago, and some board members will remember UC responded and undertook Collegiate Re-structuring which we then dubbed CSI or the Collegiate Structure's Initiative, we're now embarking on Phase 2, a phase of re-structuring intended to enhance the efficiency and effectiveness of the academic enterprise and to literally transform UC's teaching and learning environment.

This phase of Collegiate Re-structuring will enable UC to respond to the University System of Ohio metrics and goals, to serve more students, to offer more baccalaureate degrees on the regional campuses and to graduate more students especially in the STEMM disciplines.

When integrated with Semester Conversion, Collegiate Re-structuring affords UC an historic opportunity to modernize or reengineer its curriculum and to streamline its degree requirements around a more focused strategic array of programs that will respond better to societal and workforce needs. As will be the subject of a board resolution later this meeting, teams of faculty and administrators have been formed to drill down and develop recommendations in four areas: Integration of Regional and Uptown Campus Programs, Integration of Engineering and Applied Science, Integration of Social Work and Allied Health Sciences, and Development of the Center for Access and Transition (its next iteration).

If the UC Faculty Administration come together and realize the full potential afforded through Collegiate Re-structuring and Semester Conversion, we can truly transform our academic enterprise and secure an even brighter future as a preeminent destination for students and faculty. It is my honor now to turn the podium over to Dr. Sandra Degen, Vice President for Research.

Dr. Degen:

Thank you, Tony. I know that I am not overstating this, but Research at UC has never seen such an exciting time as now. I will be giving a State of Research talk next and I will show you what is happening at the federal level and that our faculty are rising to the occasion since not in the past eight years have we had such funding available to us. Also because of the successes of our faculty, the Strategic Plan for Research that was approved by the Board of Trustees a few years ago has basically been accomplished. So my board resolution to you is that we will have a new Strategic Plan for Research at the May meeting. That plan will capitalize on federal and state initiatives that are available to our researchers. It will build on successes that we've had over the past three years and will emphasize our partnerships within the region, the state and at the federal level to leverage our research capacity. I'm not going to go on because I have another opportunity to talk. So now, I would like to turn this over to Dr. Zimpher.

President Zimpher:

This is not the conclusion, this is yet another installment. This challenging graphic is at the heart of a community initiative that we call Strive which is a collaborative to ensure that every student graduates from high school, from college and successfully enters a career.

The roadmap is our attempt to support students in their academic work from early childhood through the elementary years, through junior high school or middle school, to successfully graduate from high school prepared to be successful in college and graduate from college into a career. This is all about high-quality teaching and learning. Below the line on our roadmap is how we support students and their families as they experience education in our communities. And shortly we intend to launch a Strive college promise which will guarantee scholarships for students living in the City of Cincinnati to go to public universities in our region. This has been a 2½ year initiative, where the University of Cincinnati has played an important leadership role. Thanks to Dean Larry Johnson and his service as Chair of the Operations Committee of Strive. We will maintain momentum, and today, as proof of concept we will ask the board to approve a resolution to sustain our continuing commitment to this extraordinary community engagement

around education and graduation. And now, I'll turn the podium over to Mary Stagaman to talk more about Community Engagement.

Ms. Stagaman:

Good morning. As Dr. Zimpher has already said, the University of Cincinnati has long been a key contributor to the economic and social prosperity of our region. In UC|21 we truly brought that contribution to life. UC|21's goal of forging key partnerships was embraced by our faculty and staff and applauded by the community. No wonder, for our impact extends far beyond our role as the region's largest employer. Each day our commitment is demonstrated in hundreds of actions that move our community forward. Today it is a project fueled by bright and energetic students under the capable guidance of a faculty member. Tomorrow it might be a company strengthened by expert advice. Next week, a community initiative like Strive launched with the help of UC leadership. Now our community partners want to know if our commitment will continue. Our answer must be yes it will. A recently completed self-study for accreditation asserts that community engagement is essential to our mission even as it calls for a more strategic approach that grows our resources, integrates many current initiatives and fosters new approaches to better meet community needs. For example, our Corporate Relations working group has recommended greater alignment of capabilities to grow more productive partnerships with business – all in an effort to encourage innovation and make our region more competitive. Finally, UC has been a key partner in the creation of Agenda 360, the regional action plan included in your materials today. As we work with the Cincinnati USA Regional Chamber to implement the agenda our focus on community engagement will be increasingly important. Our goal is bold – to make Greater Cincinnati a magnet for talent, jobs and economic opportunity for all who call our region home. In short, there is no turning back now. UC is a vital contributor to our regional prosperity and we are asking the board to make a formal declaration of our support for Agenda 360 and for community engagement at all levels through the approval of the resolution we've put before you today. Thank you. Dr. Zimpher?

President Zimpher:

Thanks Mary. While this team looks a little they are sitting at a bus stop, I just want to say you're only as good as the leaders who surround the Office of the President. I think you see today that the Board can rest assured we have the kind of academic leadership that will maintain the momentum. You also see the reasoning of this presentation in that these resolutions will find their way to action today through the committee discussions. It was very important for us to be able to assert that these are the kind of agendas that you can expect to continue as we go forward.

I know that a strategic plan probably has a shelf life of something like six to eight years. We are in our sixth year of UC|21. I think you can rest assured that the 26th President of the University of Cincinnati will have a vision for taking us forward. It, too, will build on UC|21 and in this transition we must maintain momentum and this is what today is all about. Thank you very much. Mr. Niehoff, if there are questions we can answer now or in committee.

Mr. Niehoff

Are there any questions or comments? Why don't we continue with the meeting, Dr. Degen, I think we have the privilege of a research report.

Dr. Degen:

Thank you, Mr. Niehoff. First of all, at your places at the table are several pieces of literature for your reading pleasure. We have the Annual Report on Research (*Report on Research 2008*), this smaller brochure; there's the sponsored research services compendium (*Sponsored Awards Report*) of all of the research support coming into the University of Cincinnati; and I believe there might be a data card for you to carry with you so if you need to know the statistics on research they will be available to you.

Today I have the honor to talk about the State of Research at the University of Cincinnati. It's been a great year as you will see. With regard to rankings, something that is important to us, we continue to do quite well. We are considered by the Carnegie

Foundation as a research intensive university. We're ranked by the National Science Foundation as 28th among all public universities with regard to federal research and development dollars. We're in the top fifty of all universities and that compilation includes well over 800 universities, so we are in the top fifty with regard to federal research expenditures.

The big news of the year for Fiscal Year 2008 was that we achieved an increase of \$20 million dollars in funding for research at the University of Cincinnati from \$330 million to \$353 million. That is significant and at the end of this presentation I'll show you a graph as to why. It comes down to funding for research by the federal government over the last several years has been on a decline. At that same time, our faculty at the University of Cincinnati have been incredibly productive and successful in getting funding. So a \$20 million increase is impressive.

About 80% of that funding comes from the federal government so you can see that the climate at the federal level is important to us, but we also have leveraged that to get additional support from industry. This slide shows you are major funding source from the federal government is the National Institutes of Health. Over 60% of our funding comes through this organization, primarily to the College of Medicine, but also to many of the other colleges. You can see that we declined in funding from the NIH which is the same trend for NIH funding overall. We've made up for that in a few ways. One is by our partnerships with industry, both locally and regionally and federally. We had a 70% increase in funding from industry in this past year. It's something that I've been telling my faculty colleagues over the last several years that at a time when federal funding has been difficult we needed to diversify our portfolio and they certainly have risen to the occasion.

Our College of Engineering and our McMicken College of Arts & Sciences are two colleges that had significant increases this past year of about 70%. Those are again, by diversifying their portfolios and getting funding from additional agencies like the National Science Foundation, Department of Energy and Department of Defense.

Another indication of how we are doing research wise is looking at our intellectual property and how we get our discoveries out into the public domain. These are the basic statistics for a tech transfer office. Invention disclosures are the way that office finds out from the faculty what their innovations and discoveries are and are the start of looking for licensing opportunities, whether those discoveries should be patented, and how to take them forward. This number is actually a very healthy number for our faculty and is something that I primarily look at each year. The other information that is significant we had 13 patents awarded this last year and recognize those faculty at a basketball game at halftime. We are very proud of those accomplishments.

When it comes to UC|21 (that is another handout you have at your place) we have accomplished many of the goals that were asked of the Office of Research by Dr. Zimpher many years ago. The prime goal of total research funding of \$350 million, as I mentioned, we have actually exceeded that and at the end of this talk I will tell you about the new five-year goal for research at UC.

It's important to us that the quality of the proposals that our faculty write continue to be of highest quality and I think based on the amount of funding we got this past year we can say that certainly has been the case. And again, even though things are better at the federal level we need to keep looking at our industry partners. That is a place that we can not only find additional funding, but that's the way to translate our findings out into the public domain.

Some of the successes for 2008 are going to be highlighted on the next two slides. For the research enterprise, having a new state-of-the-art research building is cool. It is something that our faculty embrace and the CARE Building on the Academic Health Center Campus, which is shown here on the bottom left is across from a brand new research building at Cincinnati Children's Hospital called the S Building. They are right across the street and faculty are going back and forth and I know that it has provided new energy for the research enterprise.

We've also had some other big successes. The state of Ohio had a competition called the Ohio Research Scholar's Program, a program to recruit new faculty at the international level to our universities in the state of Ohio. I can proudly say that the University of Cincinnati got the largest what we call the ORSP grant and that was to the Department of Aerospace Engineering. We also, as Dr. Zimpher highlighted, have been very successful in getting the Choose Ohio First Scholarships from the state of Ohio. We just got three in the past week, but we also got three last year. We're six for six in that category and the leaders in the state. We also have a very nice relationship with Ethicon Endo-Surgery. For those of you who do not know, it's a subsidiary of Johnson & Johnson and has 1700 employees in Blue Ash. We were successful in getting an over \$10 million grant from Ethicon Endo-Surgery this past year and we have a wonderful relationship with them in the areas of obesity and metabolic diseases.

We also were fortunate to have a bequest by an anonymous donor for a space exploration institute. It was the largest bequest to the University of Cincinnati valued at \$20 million. That bequest has established two endowed chairs, The Thomas Jefferson Chair will go to the College of Arts & Sciences in conjunction with the College of Engineering in the area of Global Information Systems and The Alan B. Shepard Chair goes to Aerospace Engineering and the College of Arts & Sciences and the College of Medicine in the area of propulsion. There are additional resources in that bequest for educational opportunities for our undergraduates, post docs, and graduate students. And then, as Dr. Stern had mentioned, we can't do a lot of hoopla yet, because it has not been officially allowed to be announced by the National Institutes of Health, but we are fairly confident that we are getting the Clinical Translational Science Award from the NIH which is a very prestigious award and puts us in the top tier of medical schools within the U.S.

As I referred to in the Maintaining Momentum discussion earlier, the strategic plan for the Office of Research has primarily been completed and I am going to go through some of the strategic areas that were mentioned in that report and let you know

what we have accomplished. They will also be the jumping off point for the new strategic plan. One of the areas was to invest in interdisciplinary research opportunities for our faculty – to get faculty from across this very large campus to work together in new and interesting areas. The Office of Research has provided over \$700,000 in support each year to establish interdisciplinary research programs as well as support graduate students, post docs, and faculty development grants. We have undertaken the establishment of two offices, the Office of Undergraduate Research and the Office of Post Doctoral Affairs. Those offices have been established. The Office of Undergraduate Research this past year had a poster session for those students doing research on campus throughout the school year (not during summer). We had over 75 students present their posters in the atrium of TUC. We also have over 200 students on campus during the summer in summer undergraduate programs and they have a poster session also. We've established the Council on Undergraduate Research that meets each month to promote undergraduate research opportunities. We also have a very dedicated group of post doctoral fellows who are working to establish the Office of Post Doctoral Research and they actually got a very small grant to put on a research integrity series this past month.

With regard to faculty development, we have the goal to start a faculty development program for our new faculty to orient them to the research enterprise. We have established that over the past several years and this year we have a cohort of sixty brand new faculty that we're working with to introduce them on how to be more effective in getting their research programs going.

One of the big issues that was pointed out in the UC|21 planning process that Dr. Zimpher started five years ago, was that there were barriers to doing research. We heard that and we have worked very hard to streamline our processes. We know that we can do better, but one thing that we have implemented is the weekly triage meeting to discuss every contract going through sponsored research services and seeing how we can streamline them through that process. I've also established two task forces to look into areas that have been of concern to the faculty. One was the IRB Task Force on its roles

and responsibilities and the other is the Research Grant Advisory Committee to look at how we can expedite the submission of grants. Those committees meet routinely and have given me reports that we've responded to.

With regard to improving the research infrastructure, we established this last year an intranet site called Researchers Gateway. This site is a place to compile a tremendous amount of information on research at UC and how to help our faculty know what's available to them to know about funding, RFP's, and to expedite their protocols for doing various types of research. This portal to research information has had tremendous impact and a tremendous amount of traffic on the web. Up till last fall we had about 15,000 unique visitors to the site each month and well over one million hits since then. This is the place where we are trying to push faculty to know that all the information that they get on almost daily from me is put in this place. So they can go there and find out about opportunities and how better to run their research program.

Now towards the goals for 2009, certainly I've mentioned our relationships with our partners. Since September, Dr. Zimpher had a working group on corporate relations. There was much that we learned during that time that relates to research and provided take home messages to my group as to how we can do things better and more efficiently and we'll be working on those. One of my goals has been to increase advocacy for research at the state and federal level. I had the opportunity to spend the day on the hill in Washington, DC in February advocating for research. It was an exciting time and was before the economic stimulus package came out so it was a lot of fun talking about that. We also again continued to need to diversify our portfolio so we have to find funding opportunities that are non federal and then my passion, for those of you who know me, is undergraduate research. It is how I started and it's why I'm doing what I'm doing what I am today and it's something that we will continue to emphasize. In regards to *Proudly Cincinnati*, the Office of Research is included in the campaign. I am very proud of that and we have three funding opportunities, one of which is undergraduate research scholarships. Finally, developing a new strategic plan, as I mentioned to you in the Maintaining Momentum presentation and I promise to have that to you by May.

To end – this graph, I’m a scientist and I have to show some graphs, is to show you what the climate has been that our faculty have been under for many years. The red line is the important line there and that is funding for research. It is significant decline. I can tell you that on January 20th when President Obama said in his inauguration address, “We will restore science to its rightful place and wield technology's wonders to raise health care's quality and lower its cost”, scientists rejoiced on that day. With the economic stimulus package that was signed on February 12th and with the approval of the FY 2009 for the federal government in the past few weeks, it is a new era. As I have talked to others it’s the Wild West right now. We have faculty pursuing every option. We can’t corral them and that is fine with me. We have fifteen instrument grants going in next Tuesday and we have renovation grants that are due in May, June, July and September. With the economic stimulus package for these funds there have to be requests for proposals, grants submitted and the money expended by September 2010. It is no better time for a faculty and that enthusiasm is out there. It is for my office to be responsive and to help these people be as successful as possible. This talk was supposed to be given in January, and at that time Dr. Zimpher wanted me to give my five-year goal for research and I was having a hard time. \$350 million, I was pretty excited by that and when I asked each of the colleges what were their goals, their goals were pretty much status quo. But times now are different, so my goal in five years if \$500 million and I don’t think that is unrealistic based on the present environment. The concern is what happens in two years after the economic stimulus package is completed. So far, with the Fiscal Year 2009 budget that was approved and the discussions going with the Fiscal Year 2010 budget at the federal level, there is a significant support for research. So I feel confident that in five years a goal of \$500 million dollars at a time that as we know, the state of Ohio funding is difficult, which means being able to do that without a lot of new faculty. I know that our deans are being very strategic in the hiring of new faculty that they feel will be incredibly productive. But it’s not with a lot of new faculty. It’s based on the funding climate at the moment. With that, I am willing to take any questions.

Ryan Rosensweig:

I would just like to say, on behalf of undergraduate research, I know that it's something many students take advantage of, myself included, and just kind of a nod to the faculty for not only being out there writing grants and getting grants, but also taking the time to mentor the undergraduate students. Undergraduate research is something that really gives valuable, valuable experience to undergraduate students and really gives them a real world working knowledge of the scientific community. I'm very excited that we're making a lot of progress to really further develop undergraduate research because it really is something that is just very amazing so thank you.

Dr. Degen:

Thank you. Again, it's how I started. I was given that opportunity too at a time when I didn't know what I wanted to do. At a time when the STEMM disciplines, which stands for Science, Technology, Engineering and Mathematics and we add Medicine on that also, are attracting students in this country to that area this is the least we can do. We have 2700 faculty where we can offer those opportunities and I know we are at the tip of the iceberg. And with Caroline Miller's office, with our website, and with literature that will be available to all students when they come to tour our facilities and labs here, science fair (we have that this weekend with many, many students on campus) we are trying to energize.

Mr. Niehoff:

Other questions or comments?

Mr. Humes:

Dr. Degen, hopefully the new university campaign, *Proudly Cincinnati*, can have a positive impact on what you are doing. There certainly is a cross-pollination in terms of goals of raising additional money and there are so many resources that we have as alumni throughout the country, perhaps they might be a source for you to even enhance your political capabilities in terms of reaching out and helping to increase the potential for us to get as many grants as we possibly can at this opportune time.

Dr. Degen:

I agree with you completely. First, I am very proud that the Office of Research is part of the *Proudly Cincinnati* campaign. I feel, in the past, development offices have worked in the colleges and rightly so because there are alumni associated with them. But by including areas that represent the entire university, I feel there is additional opportunity. We already know faculty who are admittedly in colleges actually like several of our campaign agenda items because it represents something that is their passion. Many of my fellow researchers and scientists will say we started as undergraduates doing research and I really hope that we can get those scholarships because we need to be able to pay students. They are more responsible when they get paid. Also, the leverage at the federal level, if you know of anyone that can help, let me know.

Mr. Humes:

I'm sure that Mr. Budig will be happy to...*inaudible*...for you. Congratulations on wonderful work.

Dr. Degen:

And I must say that last year you asked me, when I gave my research talk, how can we reach a goal of an increase of 20%? Dr. Zimpher reminds me of that every time we meet. It has been on my mind and it's been hard for me to come up with something profound until this last month. I thank you for making me think about that – for having someone remind me.

Mr. Humes:

Thank you.

Mr. Niehoff:

Other questions or comments? Thank you, Dr. Degen. That was an exciting and very positive report.

Prior to the start of our committee meetings, I would like announce a few committee assignments. My distinguished friend, Mr. Wyler, is appointed to the Academic and Student Affairs Committee and my other friend, Stan Chesley, is appointed to the Finance and Administration Committee.

We will now proceed with the committee meetings. The first meeting will be the Academic and Student Affairs Committee. Chairman Humes.

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 9:25 a.m.; the meetings concluded at 10:40 a.m.

THE REGULAR MEETING OF THE BOARD OF TRUSTEES

The Regular Meeting of the Board of Trustees was convened at 10:40 a.m. and, as noted on the first page (page 1) of these minutes, roll call was taken.

Approval of the Minutes of the January 27, 2009 Regular Meeting

Mr. Niehoff called for additions, corrections, or deletions to the minutes of the Regular Meeting of January 27, 2009. Upon motion of Mr. Barrett; seconded by Mr. Richardson, 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, the Finance and Administration

Committee, at their respective meetings held on March 17, 2009, prior to the Regular Meeting of the Board of Trustees.

Academic and Student Affairs Committee Recommendations

09.03.17.01 Academic Appointments

Synopsis: Appointments of Faculty and Academic Administrators

It is recommended that the Board of Trustees approve the academic appointments of faculty identified in the attached document. These recommendations have been approved by the appropriate departments, colleges, and offices of the Vice President for Health Affairs and the Senior Vice President for Academic Affairs and Provost.

Appointments

Victor Giurgiutiu, PhD	Professor with Tenure Ohio Eminent Scholar in Aerospace Engineering Department of Aerospace Engineering and Engineering Mechanics College of Engineering Effective: September 1, 2009
Hongxing Liu, PhD	Professor with Tenure Department of Geography McMicken College of Arts and Sciences Effective: September 1, 2009
Istvan Pirko, MD	The Virgilee and Oliver Waddell Endowed Chair in Multiple Sclerosis Department of Neurology College of Medicine Effective: February 1, 2008

Emeritus Status

J. Wesley Alexander, MD	Professor Emeritus of Surgery College of Medicine Effective: November 3, 2008
Richard D. Barnes, PhD	Professor Emeritus of Chemistry Raymond Walters College Effective: June 30, 2009
Thomas E. Bell, MD	Professor Emeritus of Surgery College of Medicine Effective: November 1, 2008
Lawrence E. Canterbury, PhD	Associate Professor Emeritus of Biology Raymond Walters College

Effective: June 30, 2009

Roy Cartwright, MFA Professor Emeritus of Art
College of Design, Architecture, Art, and Planning
Effective: January 2, 2009

Robert G. Howell, PhD Professor Emeritus of Chemical Sciences
Raymond Walters College
Effective: June 30, 2009

Nicholas L. Reuter, MS Associate Professor Emeritus of Chemical Sciences
Raymond Walters College
Effective: June 30, 2009

Gordon B. Simmons, MA Professor Emeritus of Architecture
College of Design, Architecture, Art, and Planning
Effective: September 1, 2008

Joseph S. Solomkin, MD Professor Emeritus of Surgery
College of Medicine
Effective: March 1, 2009

09.03.17.02 Resolution Supporting the University of Cincinnati Office of Research Strategic Plan and Related University Partnerships and Commitments

Synopsis: Recommendation that the Board continue its support of the University of Cincinnati Office of Research and its work on the new research strategic plan, as well as ongoing partnerships and institutional commitments to organizations such as CincyTechUSA, TechSolve, BioStart, and BioOhio, that are crucial to the success of the UC research enterprise. A new strategic plan for research will be presented to the Board of Trustees at the May 2009 meeting.

It is recommended that the Board of Trustees resolve to continue its support of the University of Cincinnati Office of Research and its work on the new research strategic plan, as well as ongoing partnerships and institutional commitments crucial to the success of the research enterprise. The attached document* describes the Office of Research strategic plan, its overarching goals and a timeline for completion.

09.03.17.03 Resolution to Approve the Next Phase of the University's Collegiate Re-structuring

Synopsis: Recommendation that the Board approve the next phase of the University's Collegiate Re-structuring

It is recommended that the Board of Trustees approve the next phase of the University's Collegiate Re-structuring, which will be synchronized and integrated with semester conversion, program review, and performance-based budgeting. This next phase of Collegiate Re-structuring will result in a more focused, strategic array of affordable degree programs to serve students more effectively and efficiently. The attached document* describes the planning elements and the role of the Collegiate Re-structuring Steering Committee.

* Filed in the Office of the Board of Trustees

09.03.17.04 New Degree Program

Synopsis: New degree program in the College of Education, Criminal Justice, and Human Services for a Bachelor of Science in Athletic Training

It is recommended that the Board of Trustees approve the new degree program for a Bachelor of Science in Athletic Training in the College of Education, Criminal Justice, and Human Services. The proposal* has been reviewed and approved by the appropriate authorities and governance bodies.

09.03.17.05 Change Degree Designation

Synopsis: Change degree designation from Bachelor of Science Education (Health Education) to Bachelor of Science in Health Education in the College of Education, Criminal Justice, and Human Services

It is recommended that the Board of Trustees approve the change in degree designation from Bachelor of Science in Education (Health Education) to Bachelor of Science in Health Education in the College of Education, Criminal Justice, and Human Services. The proposal* has been reviewed and approved by the appropriate authorities and governance bodies.

09.03.17.06 Distinguished Teaching Professor

Synopsis: **Appointment of Distinguished Teaching Professor**

It is recommended that the Board of Trustees approve the following appointment.

Bruce S. Ault, Professor of Chemistry, McMicken College of Arts and Sciences, as Distinguished Teaching Professor.

09.03.17.07 Distinguished Research Professor

It is recommended that the Board of Trustees approve the following appointment.

Robert Richardson, Charles Phelps Taft Professor of Philosophy in the McMicken College of Arts and Sciences, as Distinguished Research Professor

09.03.17.08 Graduate Fellows Membership

It is recommended that the Board of Trustees approved the attached appointments for membership in the Fellows of the Graduate School. Each person has been reviewed and elected by the membership of the Fellows of the Graduate School.

Don Bogen, PhD	McMicken College of Arts and Sciences Department of English and Comparative Literature
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Christopher Gauker, PhD	McMicken College of Arts and Sciences Department of Philosophy
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* Filed in the Office of the Board of Trustees

Thomas Lowell, PhD	McMicken College of Arts and Sciences Department of Geology
Lewis Owen, PhD	McMicken College of Arts and Sciences Department of Geology
Neville Pinto, PhD	The Graduate School
Carolyn Price, PhD	College of Medicine Department of Cancer and Cell Biology
Jeffrey Robbins, PhD	College of Medicine Department of Pediatrics
Vernon Scarborough, PhD	McMicken College of Arts and Sciences Department of Anthropology
Gary Shull, PhD	College of Medicine Department of Molecular Genetics
Andrew Steckl, PhD	College of Engineering Department of Electrical and Computer Engineering
Patrick Tso, PhD	College of Medicine Department of Pathology and Laboratory Medicine

Finance and Administration Committee Recommendations

09.03.17.09 Amendment of Board Rule 3361: 10-6-01

Synopsis: It is recommended that the Board of Trustees approve the amendment to University Rule 3361: 10-6-01 to include a member on the search committee appointed by the Chancellor of the Ohio Board of Regents/University System of Ohio.

University Rule 3361: 10-6-01 sets forth the composition of and the method for selecting Presidential Search Committees. The Committee composition is balanced to include representatives from the Board, the administration, the faculty, students and the community. Since a search committee was last formed the University System of Ohio was created in August of 2007, which includes the University of Cincinnati. It is therefore appropriate that the Rule be updated to add a search committee member selected by the Chancellor of the Ohio Board of Regents to represent the University System of Ohio. A copy of the Rule that incorporates the proposed amendments is attached.*

09.03.17.10 Amendment of University Rule 3361: 20-31-05

Synopsis: It is recommended that the Board amend University Rule 3361: 20-31-05 to bring back into sync the withdrawal grading date and the end of any tuition refund, effectively eliminating the 25% refund period.

* Filed in the Office of the Board of Trustees

In autumn 2006, University policy established day 15, in correspondence with the OBR census date, as the last day students could “drop” classes without it being reported on their transcript (withdrawal grading date). Prior to autumn 2006, students could have dropped classes through day 21, which coincided with the 25% refund period. The consequence of the Policy change was the misalignment of the withdrawal grading date and the zero tuition refund period. The result of this misalignment has been confusion and frustration for students as well as personnel in the One-Stop Student Services Center, the Registrar’s Office and the Bursar’s Office.

It is recommended that the Board amend University Rule 3361: 20-31-05 to bring back into sync the withdrawal grading date and the end of any tuition refund, effectively eliminating the 25% refund period. It should be noted that this change will impact less than 1% of the students at the university and should be revenue neutral on tuition income. A copy of the Rule that incorporates the proposed amendments is attached.*

09.03.17.11 Amendment of Board Rule 3361: 10-5-07

Synopsis: It is recommended that the Board of Trustees approve the amendment to University Rule 3361: 10-5-07 to delegate to the vice president for finance the authority to develop procedures for selecting underwriting services and to recommend service providers to the Board.

It is recommended that the Board approve an amendment to rule 3361:10-5-07 to give the vice president for finance the authority to develop procedures for evaluating and selecting underwriting services and to recommend underwriting service providers to the Board. These procedures would be a modification to general university competitive bidding processes for goods and services, which are not well suited to securing professional services of this type. The amendment would allow the vice president for finance to use experience and knowledge of the financial marketplace to determine which competitors to directly solicit based on their capacity and experience in dealing with similar public clients. A copy of the rule with the proposed amendment is attached to this recommendation.*

09.03.17.12 Amendment of Board Rule 3361: 10-5-01

Synopsis: It is recommended that the Board of Trustees amend rule 3361:10-5-01 to delegate to the President the authority to designate “employing units” for purposes of complying with mandatory early retirement incentives plan provisions of the Ohio Public Employee Retirement System.

The Ohio Revised Code provisions governing the Ohio Public Employee Retirement System (“OPERS”) require that the university offer early retirement incentive plans (“ERIP”) if the University reduces its workforce (lay-offs and position eliminations) by either 50 or 10% of the employees in an “employing unit” (whichever is less) within a six month period. Under the Revised Code “employing unit” for a state institution of higher education includes “any part of such entity that is designated by the entity as an employing unit”. (ORC Section 145.297(A)(2)) Currently the authority to designate employing units rests with the Board. To ensure continued compliance with laws governing the offering of an OPERS ERIP it is recommended that the Board amend rule 3361:10-5-01 to delegate to the President the authority to designate “employing units”. A copy of the rule with the proposed amendments is attached.*

09.03.17.13 Resolution Supporting the University of Cincinnati College of Medicine and UC Physicians in Pursuit of an Improved Academic Health Care Enterprise.

* Filed in the Office of the Board of Trustees

Synopsis: Recommendation that the Board continue its support of the University of Cincinnati College of Medicine and UC Physicians in the ongoing transformation of the academic health care enterprise, particularly with regard to the ongoing UC Physicians re-engineering project and the development or partnership with a health system that values UC's academic mission and recognizes the importance of improving the health of our community and region.

It is recommended that the Board of Trustees resolve to continue its support of the University of Cincinnati College of Medicine and UC Physicians in the ongoing transformation of the academic health care enterprise. The attached document describes the College of Medicine and UC Physicians initiative, its goals and milestones.*

09.03.17.14 Resolution Reaffirming the University's Commitment to Community Engagement and Endorsing the Agenda 360 Report

Synopsis: Recommendation that the Board of Trustees reaffirm the University's commitment to community engagement and outreach, as outlined in UC|21: Defining the New Urban Research University and as discussed in its Self Study for Accreditation, and endorse the region's Agenda 360 report in order to further solidify UC's position as a key contributor to the overall health and growth of the regional economy and quality of life.

It is recommended that the Board of Trustees reaffirm the University's commitment to community engagement and outreach and endorse the region's Agenda 360 report as the institution further develops a strategic vision and institutional framework to fully realize its potential for civic and corporate partnerships and programs and integrate its engagement efforts across the institution. The attached documents include an overview of University's commitment to community engagement and outreach, with sampling of current efforts and a proposed pathway for greater integration and commitment, and the Agenda 360 report.*

09.03.17.15 Resolution Institutionalizing the University's Commitment to Strive

Synopsis: Recommendation that the Board institutionalize the University's commitment to **Strive: A Cincinnati/Northern Kentucky Birth to Career Collaborative**, a unique partnership across all sectors that works to make sure each child in the urban core succeeds from birth through some form of college into a meaningful career.

It is recommended that the Board of Trustees institutionalize the University's commitment to the Strive collaborative. The University is a founding member of the two-year-old partnership, which spans the region's higher education community, urban public and parochial school systems, and the business, civic and nonprofit sectors. This resolution is an important signal to the region that the University will maintain its support to this vital work to create the seamless, leak-proof educational pipeline our region needs for a prosperous and thriving community in the 21st century.*

*Filed in the office of the Board of Trustees

09.03.17.16 Resolution Institutionalizing the University's Adoption of Performance-Based Budgeting

Synopsis: Recommendation that the Board institutionalize the University's adoption of a transparent Performance-Based Budgeting model that encourages growth and efficiencies to support the academic mission and priorities and the fiscal health of the institution.

It is recommended that the Board of Trustees institutionalize the University's adoption of a Performance-Based Budgeting model that incentivizes growth and efficiencies and is based on a set of guiding principles that guarantees transparency and accountability. The attached document describes the Performance-Based Budgeting model, its principles, and the process used for vetting planning documents through the governance structure. *

09.03.17.17 Engagement of Heidrick & Struggles for the Presidential Search

Synopsis: It is recommended that the Board of Trustees approve the engagement of the Heidrick & Struggles executive search firm to assist in the search for a new University President.

At the direction of Chairman Niehoff, major national executive search firms were invited to submit proposals to provide executive search consulting services to identify and recruit qualified candidates for the position of President of the University of Cincinnati and to advise the Board on selection, hiring and transitioning procedures. Following a review of the submissions, it is recommended that the Board approve the engagement of Heidrick & Struggles to assist in the search. Heidrick & Struggles has extensive higher education and non-profit experience and successfully assisted the University in the last presidential search that resulted in the hiring of Nancy Zimpher.

Action Items

Mr. Niehoff:

The full Board has been present at the Committee meetings and has received 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. May I have a motion to approve all of the recommended items?

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

Recommendation Nos. 09.03.17.01 through 09.03.17.17

AYE: Mr. Niehoff, Mrs. Heimann, Mr. Barrett, Mr. Wyler, Mr. Heiman
Mrs. Buchanan, Mr. Humes, Mr. Richardson and Mr. Chesley

*Filed in the office of the Board of Trustees

NAY: None

ABSENT: None

Approval of Honorary Degree and Award for Excellence Candidates

09.03.17.18 HONORARY DEGREE AND AWARD FOR EXCELLENCE CANDIDATES

It is recommended that the Board of Trustees approve the nominations of the individuals named below for the Honorary Degree or Award for Excellence. These nominations have been reviewed and recommended by the University of Cincinnati Honors Committee.

Nominees for the Honorary Degree

Otto M. Budig, Jr.
Joseph A. Pichler
Paul G. J. M. Polman

Nominee for the Award for Excellence

Nancy R. Hamant
Yvonne C. Robertson

Mr. Niehoff:

The nominees for Honorary Degree are Otto Budig, Joseph Pichler and Paul Polman. The nominees for the Award for Excellence are Nancy Haman and Yvonne Robertson. President Zimpher, do you have any comments?

President Zimpher:

I would only say that probably the most extraordinary privilege a university president can have is to make the kinds of calls that lead to permission to extend this honor to recipients of the honorary doctorates and the award of excellence. Those are simply the two highest awards that we can offer to friends of the university who have distinguished this university by their relationship to us. In a minute I might ask Greg Vehr if you would say a word about Paul Polman. He will be our commencement speaker on June 13. Let me begin by saying that Otto Budig is making an extraordinary contribution to this university. You know that he and Buck Niehoff are co-chairing our *Proudly Cincinnati* campaign and that's just one of many generous commitments of time, talent, and treasure that Otto Budig has presented. We are quote honored, Otto, that we would convey this distinction to you at our June commencement. I would say of Joe

Pichler that he is making an extraordinary commitment, particularly to the College of Medicine and to Health Affairs at the University of Cincinnati, by leading the advisory board that regularly works with vice president and Dean David Stern. We are delighted to present his candidacy for an honorary doctorate as well. Greg, do you want to comment on Mr. Polman?

Mr. Vehr:

Certainly and thank you, President Zimpher. After efforts with the College of Business, Dean McIntosh, Patty Ragio and her office, and the Foundation, we were fortunate through the efforts of Chairman Niehoff to ask Mr. Polman to serve as our commencement speaker. Mr. Polman has an undergraduate degree from the University of Cincinnati in Accounting and he worked at Proctor and Gamble for many years, spent some time at Nestle, and then he had the opportunity to serve as CEO of Unilever. He will serve as our commencement speaker this year.

President Zimpher:

Thank you, Greg. It is also a great privilege to extend a recommendation for the Award of Excellence to Dr. Nancy Hamant whom you know is a long standing professor in the College of Education, Criminal Justice and Human Services. She also represented us as the faculty athletic representative for many years and has made numerous contributions to this institution. She is joined by Yvonne Robertson who has graciously served the College of Education, Criminal Justice and Human Services to name but one of the many contributions she has made to the institution. This is quite a slate of recommendations. It is with great privilege that we convey these recommendations to the Board.

Mr. Niehoff:

Thank you. May I have a motion and a second?

Mr. Humes:

So moved

Mr. Heimann:

Second.

Mr. Niehoff:

All in favor?

Recommendation No. 09.03.17.18

AYE: Mr. Niehoff, Mrs. Heimann, Mr. Barrett, Mr. Wyler, Mr. Heiman
Mrs. Buchanan, Mr. Humes, Mr. Richardson and Mr. Chesley

NAY: None

ABSENT: None

Mr. Niehoff:

The recommendation is approved.

Mr. Budig:

Mr. Chairman, a moment of your time please. I can't tell you how grateful I am for this honor. I am particularly grateful that there were no Nays. (*laughter*) But I also much appreciate the fact that there were no comments of concern from Mr. Humes or Wyler. Thank you very, very much.

Mr. Humes:

Mr. Chairman. Based upon that, I would like to take this opportunity to be the first to officially, after passage of this, to congratulate Mr. Budig. He has been an example for anybody that cares about the university for many years and has served us in so many ways. He is truly one of the greatest bearcats of all times.

Mr. Chesley:

Could I also add another comment? Not only has he been a crowned jewel to our university but also to our overall community. I think that it's something to really note to have the kind of things that Otto has done over the years in this community is exceptional. And I think we are very, very honored that he is going to get an honorary degree which is very well deserved.

Unfinished Business and New Business

Mr. Niehoff:

Thank you, Stan. The next item is unfinished business. Is there any unfinished business? Next item is new business. In the interest of time today, the report of the Alumni Association and the University of Cincinnati Foundation will not be reported orally but they're included in your board books for review. The next report is the faculty senate, Marla.

Faculty Senate Report

Dr. Hall:

Thank you, Mr. Chairman. During the past two months, the Faculty Senate has been working very hard in concert with the Provost's Office to provide faculty representatives to the Collegiate Restructuring Steering Committee and subcommittees and to the Semester Conversion Committee and subcommittees. We have had very successful elections with numerous nominees for the various committee seats. The large number of nominees is certainly indicative of the high degree of faculty interest in the various endeavors underway to transform teaching and learning in the 21st century at UC. The Faculty Senate also held a special meeting on February 26 to elect two representatives to the Presidential Search Committee. Again there was considerable interest by the faculty with twenty individuals being nominated for the positions. At the February 12th meeting of the Faculty Senate passed a resolution calling for the consideration of a 14 week semester calendar instead of the 15 week calendar previously proposed. The 14 week calendar resolved many of the problems inherent in the 15 week

trimester model. We are very pleased that the Provost's Office has approved the 14 week semester model as it is a much more functional model for both faculty and students, especially those in co-op programs.

On the request of the faculty from the College of Medicine, the Faculty Senate considered and passed two resolutions in support of the College of Medicine faculty. The first requires that faculty handbooks, including one being developed by the College of Medicine faculty, be referred to and approved by the Faculty Senate before being forwarded to the Provost's Office for approval. Such handbooks which stipulate the policies, rules, and procedures for faculty not represented by the AAUP are common in college and universities that do not have union involvement. Further, in those same entities, the faculty governing body is responsible for ensuring the faculty rights and responsibilities detailed in the faculty handbooks. The second College of Medicine resolution affirms the right of the College of Medicine faculty as well as the faculty from any college to create or revise their bylaws and to hold a fair and secret ballot of the faculty to vote on the revisions. It also calls upon the provost to consider the voice of the faculty when college bylaws revisions are forwarded to that office for approval. Such practices are in compliance with the university board rules and the current university AAUP contract.

At its March 12th meeting, the Faculty Senate also passed the resolution commending President Zimpher for her leadership in sustainability efforts and encouraging continued commitment by the next president to support ecological sustainability actions. Other resolutions passed at the February and March meetings of the Faculty Senate include an endorsement of resolutions put forward by the College of Applied Science faculty regarding representation on the Collegiate Restructuring Committee and subcommittees and an endorsement of the Prevention through Intervention program by the Office of Public Safety. The Faculty Senate received reports from the Higher Learning Commission Self Study Group and the Veteran's Task Force and provided feedback to both of those groups. The Faculty Senate Cabinet is currently reviewing the Experiential Explorations Program, a pilot program recently approved by

the Office of Professional Practice, and a Faculty Dynamics report developed by the Faculty Senate Research and Scholarship Committee. The ad hoc committee on Bylaws and Governance continues its work developing a model for college bylaw and considering the revisions to the university faculty bylaws. Finally, nominations for the all university faculty elections are underway and the elections will be held in late May. This concludes my report for the March 17, 2009 meeting of the Board of Trustees.

Mr. Niehoff:

Thank you, Marla. Next is the graduate student report by Diana Hechavarria.

Graduate Student Report

Ms. Hechavarria:

In the interest of time I will also try and keep my report short and sweet. The annual graduate recruitment weekend was held the first weekend of March, this past weekend. This event is sponsored by the Graduate School and allows graduate programs to host the top four candidates for three days of informative activities including department and campus tours and conversations with faculty and current students. It was enormously successful in introducing perspective students to the university and it is invariably found that the visitors leave with a greater understanding of UC and the community as well. The recruitment weekend is also integral in that it serves as a forum for the Graduate School to host its research initiatives specifically among graduate students through the graduate poster forum, which was held on Friday of the recruitment weekend. Graduate students saw the University of Cincinnati in all disciplines and shared their research in poster format. This event offers a unique opportunity for students to learn to present and communicate their ideas to scholars outside their own fields as well as to showcase the research to the community. Moreover, it honored the Darwinian Celebration that we have been having here on campus and there was a special category for Darwinian's evolution theory, which hosted graduate students from various disciplines on campus. There were many fields of study represented with dozens of posters in that special category. Additionally, the Graduate Student Governance

Association, which is a governing body for all graduate students, has increased the number of its member organizations from 39 to 44 which is showing additional growth within our graduate community. More graduate students have been traveling to conferences and presenting their research as a result of this effort and the GSGA hopes to further extend their budget to support individual and group programs to foster additional research as well.

Closer to home, this spring I was elected as the treasurer for the Graduate Student Governance Association. I am very excited to serve in that role and to ensure the fiscal health of our organization and help provide innovative ways to help ensure funding for future research here at the graduate school given the budget issues that we are all concerned about as well in the next fiscal year. Specifically the proposed budget cuts to student groups. The GSGA hopes to successfully work with the university in order to help organize as well as foster additional fiscal opportunities for graduate student research. Finally the GSGA had a representative serve on the Graduate and Family Housing Task Force which completed and submitted a proposal to university administration this past December on the state of graduate housing (because there currently, as many of you know, is no on campus housing complex for gradates students). As a result of the report, an Expert Working Group will be empanelled to test and sharpen assumptions and costs of the report propositions and to review current programs and initiatives to identify the best methods for aligning solutions with UC's budget means and institutional resources currently. That concludes my report for today.

Mr. Niehoff:

Thank you. The Undergraduate report is up next. Mr. Seth Vensil.

Undergraduate Student Report

Mr. Vensil:

Thank you Mr. Chairman. I'll start today out by welcoming Stan Chesley. I'm sure some of you will agree, probably Mr. Wyler personally, that it takes a special person

to serve two terms on the board. (*laughter*) This really speaks volumes of his commitment and passion. Welcome back from the undergraduates.

Last week I ventured up to Columbus to speak in front of the Higher Education Subcommittee of the House of Representatives' Finance Administration Committee. That is a mouthful. Along with the undergraduate and graduate trustees of the Ohio State University and a representative from the University of Toledo, I testified in support of Governor Strickland's biannual budget which calls for another 0% increase in tuition. It is a very favorable position for undergraduates as many of them are having troubles paying tuition and loan payments in this tough economic time. Additionally, there are many students who are having trouble finding co-ops, especially within the College of Business. This is something that we'll have to keep an eye on. Those of us involved with student life are also feeling the burden of budget cuts. I would strongly urge that the budget for next year preserve as much funding as possible for student life. Education extends so far beyond the classroom. Those of us who are gaining experience and leadership skills through campus involvement really need the resources in order to develop our skills necessary to make us community leaders in the future. As a UC tour guide, I know that prospective students ask more about student life than they do about academics (*laughter*). Also, as a representative on the undergraduate funding board, I see student groups come before us every week asking for money for programs to really help further their education outside the classroom as well. Part of the money that is handed out by the UFB goes towards academic intercollegiate groups such as the model UN, who represent UC in a competitive national and international stage, I think it's really important that we try as much as we can to keep that aspect of student life alive and thriving.

On another note, the Trustee Selection Committee has identified candidates to be sent on to the governor's office for the final selection of my replacement. We had several outstanding candidates and it was a very hard process to narrow it down. The names will be forwarded to the governor this week and hopefully we will have a new undergraduate student trustee around the middle of May. If not, I will continue to serve until a replacement has been announced. Just on one final note, very warm thank you to

President Zimpher for all that she has done of the past couple of years, not only for the University of Cincinnati, but also for undergraduates as well. All of your work is very, very much appreciated. And that concludes my report, thank you.

Mr. Niehoff:

Thank you Seth.

Mr. Richardson:

I would like to make a really quick comment. Seth, I want to just comment on the fact that you did go to speak to the Ohio representatives about the importance of making sure that we are supportive of higher education. I know that when I was student body president here, it is something that we didn't have that level of support, just being frank. When I was on campus the cost went up for students almost 50% and I think probably maybe even more. In one year our costs went up 15% and I can't imagine, in this environment, students being able to absorb that cost. I know this board is aware of that and we're going to do everything in our power to make sure that students are put first. I also understand what you said as far as the funding for the undergraduate students and extracurricular activities. That is what really made my experience at UC. Being student body president, getting a chance to go to conferences to meet other student around the nation that really helps develop you and really is what I got the most out of. I learned a lot in school, of course, from my academic courses but what you really gain is the leadership experience in the extracurricular activities. I really implore that we pay as much attention as we can to that. That's one of those areas where we don't get that direct return of investment on that we can't see as far as dollars but it means so much to students and their development as students. We are with you on that and I really thank you for that.

Mr. Niehoff:

Thank you, Rob. Next report is student government, Ryan.

Student Government Report

Mr. Rosensweig:

Thank you very much Chairman Niehoff. For me personally, I want to wish Mr. Budig, Dr. Zimpher, Mr. Wyler, Chairman Niehoff, and Mr. Chesley, mazal tov. From student government thank you very much, we look forward to working with you over this next year. We appreciate this service that you have given us. For those of you, that are here for another eight years, we really look forward to growing so we can continue this support and connection. Today I would like to invite you to an upcoming event, update you on a few initiatives as well as reiterate our concern for student affairs. On Thursday April 30th, we will be having our second annual Government Leadership Summit. Together with the Office of Governmental Relations, we'll be inviting local and state representatives to join our student leaders in discussing the revitalization of our economy and its connection to the success of high education. The event was a success last year as I am sure Chairman Niehoff and Dr. Zimpher can attest. Thank you for your continued support. Everybody in around this table and in this room, you are invited too. Invitations will arrive soon if they haven't already and we would love you to join our students and representatives here in the Meyers Alumni Center.

A brief update on a few initiatives: Our testing in the roll out of the new student email system is well under way. We have been working very closely with UCit and our Microsoft partners to ensure that the transition will be seamless and our student's expectations exceeded. I am confident that we have the right team in place to deliver the best service possible. I would like to just point out, however, that these opportunities don't come to every institution. In discussion with our counterparts from other institutions in the state and outside, the interface that we have as students directly with UCit and the implementation of these large scale technology related programming is incomparable. With the access that we have and the input and the center around students is incredible. The lessons that we are learning are all about real world experience. Oftentimes we consider that these happen mostly at our coop jobs or in the field at our internships, but they also happen here in the university. The lessons that we're learning from working with this and understanding the elements of quality control and implementation on a large scale and collaborating with faculty are really important. And

I'm proud of how our students have represented but also where we are going to be. It is only through the juxtaposition of these experiences that you are genuinely able to recognize the impact of placing students at the center. A heads up, starting the second week of April are the student government elections. If you come on campus, and I hope you do, the campus will be just lit up with people actively going around campaigning on their candidate's behalf and with posters and everything. We are really excited. As of this point, right now, we have easily two to three times as many students that have picked up packets to run. It has been a tradition for student government to have maybe about a dozen senators in two or three slates and we could have thirty to forty senators running to be represented as well as three or more slates running. So we're excited that it seems as though people have caught on to run. We're excited because we included a design piece in what we are doing and we have these posters around "Represent or Obey" that are these really compelling kind of viral message that seems to be working, I hope.

Finally, I would like to reiterate what Trustees Vensil and Hechavarria shared with you. We are concerned with the impact that budget cuts will have on student affairs. With the projected cuts, we will be losing support staff and resources that help us grow. Being an urban institution is more than just our research. We must maintain our culture that we have worked over 100 years to create. To put it into perspective, we're all UC alumni. With the anticipated cuts, we are at risk of losing the amount of funding for our senate that we typically appropriate for the Sigma Sigma Carnival, the Men of Metro/Women of CWEST Talent Show, and the entire elections process combined. We will always find ways to support these organizations. But to give a perspective of the impact that these budget cuts in a continued projected cut could have on our organization is really a significant impact on how we relate with our students and the way that we grow our leadership. We'll get through it. We have great leaders and we will continue to be here in support. But we want to make sure that we can also protect our culture. As important as higher education is to our state economy so is student activities and leadership development to the health of our university. Please help us advocate for maintaining the integrity of our leadership programming and support. Thank you. That concludes my report.

Executive Session

Mr. Niehoff:

Thank you Ryan. I will now call for an executive session. May I have a motion to enter into executive session for the purpose of personnel management issues to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of public employee or official?

Mr. Tom Phalan:

Before you go into executive session, I would just like to request a privilege as a former member of the Board of Trustees to comment on three brief matters. May I do that?

Mr. Niehoff:

Certainly. Could you introduce yourself?

Mr. Phalan:

I'm Tom Phalan. I served on the Board from 1986 through 1995. I was part of the board that Mr. Chesley was on. I will speak to that in a moment. We also were the board that adopted the big master plan. At any rate, happy St. Patrick's Day to everybody in case you're wondering about this. First of all, with regard to the university, to the members of the board, to the officers, to the faculty, the students, and the workers – for those of us that have served in the past and watched this university grow in its stature, you can't help but admire what has taken place both visibly and in the academics. You've had an impact. That's very important. You can see it department by department as their reputations have grown and you're to be congratulated. Secondly, President Zimpher, I wish to thank you for your service with the university. It will be missed. We wish you well in the days to come. Thirdly, I want to congratulate Mr. Chesley on his second appointment to the board. I served as his finance chair. I understand a lot of the business is in the reports and I wish him well. Thank you.

Chairman Niehoff:

Thank you very much for your comments.

Upon motion of Mr. Richardson, seconded by Mr. Heiman, the Board voted to enter executive session by the following roll call vote:

AYE: Mr. Wyler, Mr. Niehoff, Mrs. Heimann, Mr. Heiman, Mr. Barrett, Mrs. Buchanan, Mr. Richardson, Mr. Humes and Mr. Chesley

NAY: None

ABSENT: None

Reconvene Meeting

Mr. Niehoff:

First item that we will discuss is the Search Committee. Under University Rule 3361: 10-6-01 the Chairman of the Board of Trustees is empowered to appoint the Search Committee. I am pleased to announce the appointment of the committee to seek the successor to President Zimpher. Following the guidelines of the rule concerning the composition of the committee, the following individuals have been selected and they have all agreed to serve and I will be serving as Search Committee Chairman:

- Board of Trustee members: Fran Barrett and Sandy Heimann
- Faculty members: Marla Hall and Steven Kowel.
- Student Representatives: Diana Hechavarria and Janelle Wichmann
- Dean Representatives: Dean Hardcastle and Dean Stern
- Community Member: Honorable Skip West
- UC Foundation Member: Jeff Williams
- Ohio Board of Regents: Chad Wick
- Ex-officio voting members:
 - Jeff Wyler as the immediate past Chairman of the Board

- Steve Simendinger as President of the Alumni Association

This is a well qualified and extremely diverse group of people. The initial meeting of the committee is scheduled for March 30th at 3:00 p.m. in this building. And I think we have the confidence that because of the statute of the university we will be attracting a lot of very strong candidates for the position.

Naming of the Interim President

Mr. Niehoff:

I would now like to call on Sandy Heimann.

Mrs. Heimann;

Mr. Chairman, to ensure flexibility in the search process and clarity in the leadership of the University, I propose that effective June 1st, 2009, and until such time as the board names a new President, that Monica Rimai be named as the Interim President of the University of Cincinnati, and I so move.

Mr. Niehoff:

Thank you. Do I have a second?

Mr. Richardson:

I second.

Mr. Chairman:

Is there any discussion?

Mr. Heiman:

Mr. Chairman having served on this board now for many years and having worked with Monica Rimai, we have not always been of the same agreement on a certain issue so I've seen her in different roles. I have to say that I have nothing but the greatest

respect and admiration for her leadership abilities, for her to see the big picture, and for her, most importantly, to lead. President Zimpher I know she has been of great assistance to you. I have every confidence that in this interim period that she will be a great leader and a great person to lead this university.

Mr. Niehoff:

Thank you, Gary. Rob?

Mr. Richardson:

Monica, we have had a lot of conversations and you are one of the smartest people that I know. So I have great faith that you will lead us during these times and provide good leadership so we look forward to working with you and congratulations.

Mr. Niehoff:

Thank you, Rob. Stan?

Mr. Chesley:

Monica, I met you when you first came to Cincinnati and it wasn't clear whether or not you could be lawyer in our state. So we have showed them haven't we? Anyway, I'm thrilled for you and thrilled for the university. I think we're at a time in our university now, particularly with the fiscal issues, when we need your knowledge and work in the administrative side. I compliment you. Know that we will all work together with you and wish you the very best.

Mr. Niehoff:

Mr. Wyler and then Mr. Humes.

Mr Wyler:

I was either Vice Chairman or Chairman in all the time that you have been here. And so we've worked very well together. The issue of the finances that you have brought into transparency is remarkable. Your devotion to the institution, to the administration,

has been remarkable. You will be very successful in this new endeavor. Thanks for doing it.

Mr. Niehoff:

Tom.

Mr. Humes:

Mr. Chairman. Monica, I would like to join in the congratulations. We know you're going to do a great job in leading us during this period. You have clearly proven your capabilities and we appreciate everything you have done. We also know that no one knows better than you that it takes a great team to move the university forward at any time. And I don't think we've ever been in a situation where we need a great team moving forward here over the coming months and we know you're going to do a wonderful job leading that. I do have one additional comment if I could. And that is really on the formation of the Search Committee and the whole process. I think we've got a wonderful Search Committee that is going to do a fantastic job. I know Chairman Niehoff will provide spectacular leadership and the people on it are a wonderful background of experience and capabilities. And we have and will continue to say spectacular things about our President Nancy Zimpher who truly has done an incredible job. I know that some of you have heard my comments about her and I know that she has heard my comments about her. Nancy we wish you weren't going but we are happy for you. You have provided us great leadership. Having said that though, I think that no one would agree with what I'm about to say more than you would, Nancy. In that, I believe that we have an opportunity built on your shoulders, that of Dr. Winkler, Dr. Steger, Dr. Bennis, Dr. Langsam, and those that preceded them. I think we have an opportunity to reach even greater heights in the future and to reach out and to bring in absolutely the best new person to come in and lead this university as a president. Someone that Nancy and our other presidents can be proud of. And I think our university has never been better positioned to achieve greatness in terms of finding true leadership to lead us into the next decade. So thank you Nancy and thank you Buck for the job that you and your team are about to do. Congratulations again Monica.

Mr. Niehoff:

Other comments?

Mr. Rosensweig:

Mr. Chairman.

Mr. Niehoff:

Yes, Ryan.

Mr. Rosensweig:

Again from the students, congratulations. Even as Interim, you have very big shoes to fill when it comes to the relationship that we've had ongoing with Dr. Zimpher. And I think that it would be amiss if I didn't say that a lot of the decisions that you have made have been very successful. We are very glad that you have been here to support us. From your position, there have been very tough decisions that have had to result in efficiencies and transparency and oftentimes dealt with issues where students weren't really at the heart of it. It was something where it was a decision made at an administrative and executive level so that this university could run and succeed. And those decisions are a lot of why we are so proud and successful here at UC. And for that, we really appreciate you. In your oncoming position as Interim President, I really want to encourage you, and I will be there too, to reach out and really facilitate constant communication with the students so that we really can be there and be able to communicate and work together as we look for a new president as well as continue to grow at this university. So I want to say congratulations and we look forward to working together with you.

President Zimpher:

I would like to comment Mr. Niehoff. First of all, I want you all to know that my own personal transition has not escaped me. I just feel that today was all about setting the table for the future. There are going to be multiple, perhaps you'll say too many,

opportunities for me to say “Thank you and Goodbye,” which I don’t really ever plan to say anyway. Because I sort of believe, once a bearcat always a bearcat. But the transition and the future of this university is of the utmost importance to me. I have great confidence in Monica’s leadership and you know that it has been a team effort. You all know that. And I want to remind you that we have a table that we have created called the Executive Committee. Tony is at that table. David is at that table. Sandra is at that table. Monica is at that table. And I’ve been at that table. It takes all of us and we have very different skills and when you put them all together you get great results. And I know that during this transition period Monica will come to rely on that same team to get the job done. I wish you well Monica and I wish the team well and I wish the search well. I’m going to do my part to uncover all those wonderful talented people because I agree with you Tom. I think the institution is in a great position to recruit an outstanding leader for the 26th chair and I look forward to assisting in any way that I can. I congratulate you Buck on your leadership as you move forward in this endeavor.

Mr. Niehoff:

Thank you, Nancy.

Dr. Hall:

I also want to congratulate you Monica. As Ryan said, you do have huge, huge shoes to fill. The faculty has been enormously happy with the extent to which President Zimpher has worked so cooperatively with the faculty and we hope that that will continue under your leadership.

Mr. Niehoff:

Thank you Marla. Other comments? We have a motion and a second. Susan will you take the roll please?

Recommendation No. 09.03.17.18

AYE: Mr. Niehoff, Mrs. Heimann, Mr. Barrett, Mr. Wyler, Mr. Heiman

Mrs. Buchanan, Mr. Humes, Mr. Richardson and Mr. Chesley

NAY: None

ABSENT: None

Mr. Niehoff:

The motion carries. Before we congratulate Monica, and at the risk of repeating some of what has been said, I would like to add my belief that Monica is an outstanding choice to be Interim President. Based on her record and accomplishments at UC, she has the skills necessary to maintain the momentum. The criteria for selecting the interim are very different from the qualities that we will use to choose the new President. For the Interim, the university needs someone who understands the vision that all of us in this room and many people who have gone already have been developing during Nancy's presidency. We have reviewed aspects of that vision at the meeting earlier today with the presentations by Tony, Sandra, David, and a couple of others. After we select the new president, we will set a bold new course for UC that will take us off to the next higher level. Before she or he gets here, we need to stay on the current course and maintain the momentum that we have all created in the past five or six years. I believe that Monica has a clear sense of our course.

As well as understanding the vision, the Interim must have the organizational and administrative skills to work collaboratively with our talented and dedicated group of deans, the cabinet, the senior leadership, and many other constituency groups. Many hands working together are needed to maintain the momentum. Based on her achievements at UC, Monica is extremely effective in partnering in a respectful and focused way. She can take the vision and implement it. Consistent with UC's commitment to transparency, I would like to make a few more comments about the Interim President position. First, Monica will not be a candidate for the new president. As she has said paraphrasing a famous American, "I will not seek or accept the nomination for president." (*laughter*) Second, Monica will continue with her current responsibilities. She will manage the duties of Interim President on top of her current position. That will

require some overtime to say the least, as well as evenings and weekends. Third, she is willing to perform these additional responsibilities until December 31st of this year which is the estimated period of time our consultants tell us we will need to find the new president. Once again let me tell you how pleased I am about Monica being our Interim President and please join me in a standing round of applause for her.

(Standing Ovation)

Mr. Niehoff:

Monica?

Ms. Rimai:

Thank you, Mr. Chair. Since it was first mentioned that you might ask me to serve as an Interim President, I have devoted a great deal of time and thought to the enormous task involved, and to my own abilities, and to the people I will rely upon to join with me in fulfilling this task. Let me say first that I am deeply honored and humbled by the confidence you have in me as demonstrated by this vote today.

My acceptance of this responsibility is based on the values that have informed my entire career. Although I am not an academic, I am the product of a home in which there was no higher calling than the academy. My father, a professor of physics and career-long grant funded researcher in the field, conveyed the value and responsibility of scholarship and the excitement of intellectual discovery in my childhood home. My own experiences in graduate and undergraduate study reinforced my respect for the role of universities.

Indeed, what drew me inexorably back to higher education was not, despite all appearances, an abiding desire to immerse myself in fund accounting or debt portfolio management, or even facilities maintenance.

Instead, my commitment is to the idea of universities, and a sincere belief that I could help find ways to make universities thrive, and to help them evolve in the rapidly changing world we face in the 21st century.

In this, I have been incredibly lucky and privileged to work with, and learn from Nancy Zimpher, whose entire being is focused on advancing the mission of higher education, and who, for me, has been the patient teacher, the supportive mentor, and above all else, the true friend. At the University of Cincinnati, I have found throughout the institution a great many people who share President Zimpher's passion and commitment to the highest ideals embodied in this institution and I am incredibly fortunate to have the opportunity to serve all of them, including our students.

My tenure, as you know, will be limited. I am not a candidate for the president on a permanent basis. My administration will be, in the life of this great 190-year old university, relatively brief. Because of its brevity, we will have the luxury to focus, and our focus will be to prepare a fully functioning, ever improving, premier university for transition to its next president.

If it was not already clear, you will find that I am committed to partnership. I believe in bringing people together to achieve common good. I believe that we have a great many remarkably talented and capable people here who know that universities are essential for our nation and the world at large, and there is no better example of that than the gentleman to my right.

And so to the Board of Trustees, I can say that you can count on me but, most importantly, you can count on all of us. I look forward to working with you, our University community and the community at large during this important time of transition.

Thank you very much Mr. Chair.

(Applause)

Mr. Chairman:

Thank you very much Monica. That concludes our business today. Our next meeting will be on May 19th. I would remind the board members that we will have photographs in the lobby.

Adjournment

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

HC Buck Niehoff
H.C. BUCK NIEHOFF
CHAIRPERSON

C. Francis Barrett
C. FRANCIS BARRETT
SECRETARY