

**Regular Meeting of the Board of Trustees
November 15, 2011**

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UNIVERSITY OF CINCINNATI

Official Proceedings of the

Three Hundred and Tenth Meeting of the Board of Trustees

(A Regular Meeting)

November 15, 2011

The Three Hundred and Tenth Session of the Board of Trustees of the University of Cincinnati was opened at 10:35 a.m. on Tuesday, November 15, 2011, 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*.

Sandra W. Heimann, Chairperson of the Board of Trustees, presided. Mrs. Heimann asked that roll be called.

BOARD MEMBERS PRESENT:

C. Francis Barrett, Margaret E. Buchanan, Thomas D. Cassady, Stanley M. Chesley, Sandra W. Heimann, Thomas H. Humes, William C. Portman, III, and Robert E. Richardson, Jr.

BOARD MEMBERS ABSENT:

Gary Heiman

ALSO PRESENT:

Gregory H. Williams, President;
Robert F. Ambach, Sr. Vice President for
Administration and Finance;
Santa J. Ono, Senior Vice President for
Academic Affairs and Provost;
Whit Babcock, Director of Athletics;
William Ball, Interim Vice President for
Research;
Karen Faaborg, Executive Vice President;

Mitchel D. Livingston, Vice President for Student Affairs and Chief Diversity Officer;
Mitchell D. McCrate, General Counsel;
James D. Plummer, Vice President for Finance;
Robert Probst, Chair for Council of Deans;
Greg Hand, University of Cincinnati Spokesperson;
Nick Hertlein, Undergraduate Student Trustee;
Russell C. Myers, Alumni Representative;
Richard Harknett, Faculty Representative;
Marla Hall, Faculty Representative;
Dale Schaefer, Faculty Representative;
Alan Hagerty, 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 Meetings and the Regular Board Meeting, Chairman Heimann began the proceedings at approximately 8:35 a.m.)

Mrs. Heimann:

Good morning everyone. I'd like to note that Gary Heiman is unable to be with us today. Also, Rusty Meyers could not be here today, but he did send a replacement who happens to be caught in traffic, Laurence Jones, and he will be here in time to give his report. He is President Elect of the Alumni Association. We will officially welcome him when he arrives. Without further ado, I'd like to call on President Williams for his report.

President Williams:

Thank you, Madame Chairman. Before I begin my report, I would like to call on the Board of Trustee's Vice Chair Fran Barrett. Fran?

Mr. Barrett:

Thank you, President Williams. Greg, as you know I'm completing six years on the board and I will just note that of all the assignments I've ever been given, which have been many, some have been time consuming, some have been challenging, some have been quite interesting, but none is greater than the one you just gave me this morning. Madame Chairperson, I'd like to ask you to join me here. As many of you know, Sandy Heimann's nine-year term as a trustee will come to a close at the end of this year and this is Sandy's final official Board meeting. However, Sandy has agreed to return on January 24th and we will honor her with a retirement reception following the January board meeting. Today I would like to read a commendation that expresses our sincere and heartfelt thanks to Sandy for her leadership and service to the University and to this Board.

***BOARD OF TRUSTEES' COMMENDATION
FOR
SANDRA W. HEIMANN***

In expressing its appreciation, the Board of Trustees of the University of Cincinnati commends SANDRA W. HEIMANN for her outstanding service to the University of Cincinnati.

WHEREAS, SANDRA W. HEIMANN was selected by Ohio Governor Bob Taft to fill a nine-year term as a Trustee of the University of Cincinnati beginning in 2003, and

WHEREAS, her colleagues have recognized her dedication, insight and leadership by twice electing her to chair the Board, and

WHEREAS, Mrs. Heimann, in addition to her service as Trustee, also works toward the betterment of the University of Cincinnati as a member of Circle of Honor, the Advisory Board of the UC Medical Center Fund, the Board of Directors for UCATS, as well as the Business Task Force

Committee of the Honors-PLUS program in the University's Carl H. Lindner College of Business, and

WHEREAS, she and her husband Bob have endowed a chair at the University in Molecular Science for the study of diseases including Alzheimer's and Juvenile Diabetes, and

WHEREAS, the Cincinnati region has benefitted from her service to the Cincinnati Zoo and Botanical Garden, the Center for Reproduction of Endangered Species, the Drake Planetarium, the Tri-State Foundation, Cincinnati Country Day School, the Downtown Council, the Fine Arts Board, the Cincinnati Aquatics Swim Team, NCAA Women's Final Four and other worthy causes,

NOW, THEREFORE, LET IT BE RESOLVED that the Board of Trustees of the University of Cincinnati, a State University organized under Chapter 3361 of the Ohio Revised Code, commends and expresses its appreciation to SANDRA W. HEIMANN for all of her dedicated efforts on behalf of the University and its City, and wishes her well on her retirement from the Board of Trustees.

BE IT FURTHER RESOLVED, that this Resolution be spread upon the minutes of said Board and that a certified copy be presented to SANDRA W. HEIMANN.

Sandy, I'd like to present this to you. There is no greater honor that I've ever had than to present this to you. *(Applause and Standing Ovation)*

President Williams:

Thank you, Fran. On behalf of the University and myself, I too would like to thank and recognize Sandy Heimann for outstanding work as a trustee and leadership of

the board over the last two years – two years which have coincided with my first two years at the University of Cincinnati. I have truly enjoyed working with Sandy and getting to know Sandy and her husband, Bob. We've been very fortunate to have such a gracious and a truly knowledgeable leader to help us during particularly some very significant challenges. She has been ever mindful of our financial well being and her guidance has been deeply appreciated. And, her service to the university, of course, is all done between the responsibilities of her day job as Vice President of American Financial and Vice President of American Money Management and the Great American Insurance Company. As Fran indicated in the commendation that was read, UC has benefited from Sandy's tremendous support even before her term as a trustee. She's been a long dedicated Bearcat. I'm ever hopeful that now as her term as trustee is nearing its end that we will continue to see her often and she will continue to give us her wise guidance and advice. She is truly a very special person as everyone who has had a chance to meet her knows. Now Madame Chairman it is my honor to present to you a symbol of our appreciation and an official memento as your time as board chair. What we have here is a gavel for you.

(President Williams presented Mrs. Heiman with a crystal gavel etched with the UC Seal and the dates of her chairmanship.)

President Williams:

Sandy, thank you for all you've done for the University of Cincinnati. We will be forever indebted to you for all you've done and how much you really mean to us. It's truly very special and I want to thank you personally as well as on behalf of the university for all that you've done. Thank you, very much.

Mrs. Heimann:

Thank you, Greg. *(Applause)*

Mrs. Heimann:

The mike is mine. Thank you, Greg and thank you, Fran and thank you, everyone. It's true that this time has gone very quickly and I can honestly say that I have

loved every minute of it. As you all know we have a very engaged and caring board of trustees and it's truly been my honor to serve each and every one of them and serve the university at the same time.

It's been a privilege to work with the administration, Greg, Santa, Bob, Mitch and Susan. Susan keeps me where I am supposed to be going and is very organized and you all should know, if you don't know, that she has a tremendous sense of humor. So, I appreciate that as well.

I want to thank the faculty and deans that I've gotten to know over the last nine years and particularly, the last two years. The university is lucky indeed to have so many talented people working for us.

Most importantly though and my favorite group on this campus are the students. We have the brightest, most engaged students and we've gotten to know many of them on the board like Allen, Nick and Portia and over the years, like Alex, and some of you remember Jerry Tsai, but we have those examples and they are the role models for everyone on campus, but we have lots of students who can rise to wonderful occasions when needed to be. And, that's what all of our jobs is about – to transform lives and to provide a future – a future for our city and for the university.

I mentioned a couple of weeks ago that I had occasion to make a few remarks and I mentioned that I have occasion to be on campus several times a week. Barely a day goes by that I'm here that I don't hear good news. I think it's important that we all remember good news because these are challenging times. We have UC2019 and we have UC Forward and we have the Academic Master Plan and of course we have football, basketball and research. This is an outstanding institution and not only are we doing good things for the students and our own university, but we are so important to the City of Cincinnati. In parting, all I can do is to urge all of you to continue to work holistic with the same passion you've had in the past and to continue the extraordinary accomplishments and achievements of the University of Cincinnati. Thank you for all of

those nice words. I again have enjoyed my term and my chairmanship and I will be around. I think a few of you might find things for me to do. Thank you again. (*Applause and Standing Ovation*). I'm not going to sing either. (*Laughter*)

President Williams:

Are there any other board members who would like to say anything to Mrs. Heimann at this time?

Ms. Watkins:

Absolutely. I'd just like to say to Sandy that it has been an honor to serve under your chairmanship. For me, it's been extremely exciting to see a woman at the helm of the Board of Trustees because it gives me some insight that you know what, one day I'm going to be there, too. So I certainly appreciate your leadership, all of your encouragement throughout my term and looking forward to continuing to work with you in this capacity and others.

Mrs. Heimann:

Thank you, Portia.

President Williams:

Stan?

Mr. Chesley:

I just wanted to say that I'm sorry I'm late because of traffic. Sandy, I think it's been a most amazing year. We have had more issues and I don't know how many thousand of hours plus and nobody could count them and your commitment and fairness in dealing with everybody on this board, on the entire board and university, is really made a difference and we thank you.

Mrs. Heimann:

Thank you, Stan.

Mr. Humes:

Mr. President?

President Williams:

Yes sir.

Mr. Humes:

Sandy, I'm just thinking of words that describe what you've accomplished. I've had the pleasure of knowing you for many years and I knew that you were an incredibly loyal dedicated fan of the University of Cincinnati, Bearcat, and also a fan of the City of Cincinnati and have been there for so many organizations and in so many ways. And, I knew you were an incredibly capable brilliant lady, but I didn't realize what a phenomenal leader you were really going to be. I knew that you'd be a good one, but you truly have been a phenomenal leader for this organization. Your communication skills, your presence, your calmness, your appropriateness in terms of working through challenges, and your complete and total dedication to making this job the greatest success it could be is remarkable and will always be remembered so thank you very, very much.

Mrs. Heimann:

Thank you, Tom.

Mrs. Buchanan:

I'd just like to echo what Tom has said. Sandy, you've just made us all very proud and I just want to thank you because I know that it has been a lot of hard work and there are lots of other things you could have been doing – so thank you for the University of Cincinnati and the trustees.

Mrs. Heimann:

Thank you, Margaret.

Mr. Richardson:

I'd like to say a quick word, too. I've gotten to know Sandy very well over these last two years. And, this is not an easy job. We've had to deal with a lot of situations that the public might not always see, but it's been very challenging and you've put a lot of work in. The university is better off for it. I've worked with four different chairmen, one way or another when I was student body president and now, of course, being on the board of trustees and all of them certainly did outstanding work, but by far, I think you put the most in and it's going to be hard to match. Thank you.

Mr. Cassady:

Mr. President, I'd also like to echo and I think everyone has said it very well. Sandy, your leadership, your sense of caring, your ability to communicate under difficult circumstances usually calm, Tom, not always calm (*Laughter*), but usually calm...

Mr. Humes:

...I was being, I don't know...

Mr. Cassady:

...you exhibited graceful leadership that frankly made me proud to be a member of this board, so thank you.

Mrs. Heimann:

Thank you, Tom.

Dr. Harknett:

Mr. President, just from the faculty perspective, Chairman Heimann, I just want to thank you so much for the last year or so of working with the faculty and beyond that your entire service. Some folks have heard me relate this story, but I had the privilege of seeing our chair in action at the state level at the board of trustees meeting for the entire state. It was just a tour de force presentation that we all would have been very proud of. It's not just only what she does here at the institution itself, but representing us in many

fora and I couldn't think of a better representative for the institution and for the faculty. So, thank you very much.

Dr. Hall:

Mr. President, I'm not officially a board member, but I would like to speak. Sandy, you have just been an inspiration. I wish more faculty had the opportunity to be on the board as a faculty representative because all of the board members are really outstanding individuals. But, you in particular, are just so impressive and maybe I am a bit biased, because like Portia, I am a woman, but you have just been outstanding. I really think that I got to know you when we were on the Presidential Search Committee together and your leadership has just been outstanding throughout. The only good thing about you retiring is that now I'm going to hold you to our scuba diving trip. *(Laughter)* Thank you.

Mrs. Heimann:

Thanks Marla.

President Williams:

Allen?

Mr. Hagerty:

Madame Chair, on behalf of the students I want to thank you for your service and your commitment to the university. Your leadership is certainly an example for all of us to follow as we seek to achieve our dreams. So, thank you for your service and your time and we certainly appreciate it as students.

Mrs. Heimann:

Thanks Allen.

Mr. Portman:

Mr. President, one comment. On the few months on the board, there have been a fair amount of people changes in leadership positions in the university and Sandy is behind the scenes and sometimes in front of the scenes and has been very instrumental in helping bring a surge of great leadership, I know, at least in the last six months in the university. Thank you, Sandy.

Mrs. Heimann:

Thanks Wym.

President Williams:

Thank you all for your comments. That party doesn't end here Sandy. We're going to have a celebration at our first board meeting in January so we are all looking forward to that. So, once again, on behalf of everyone at the University of Cincinnati, I want to thank you for your incredible service. It's been absolutely amazing to work with you and your leadership has made an indelible imprint on the university and our future – I do want to thank you for that.

Mrs. Heimann:

Thanks Greg.

President Williams:

While we're thanking Mrs. Heimann for her outstanding service, I also want to express the university's and my own condolences to her and the family, associates and friends of Mr. Carl H. Lindner, Jr. In our Cincinnati community we lost a very generous and community spirited friend with his passing on October 17th. In June, our board had the privilege of naming the College of Business in Mr. Lindner's honor. Hundreds of UC faculty, staff and students gathered outside the Lindner College of Business to pay respects as his memorial procession drove by. I am thankful that I was able to spend time with Mr. Lindner and his wife, Edyth, in the week before he died and I am also grateful that I was able to attend the memorial service and represent the University of Cincinnati

at this service. Mr. Lindner, of course, was a great American patriot, a businessman and a very giving philanthropist. While he was famous for the cards he passed out, one of which declared, "Only in America", I can truly say that he was a one-of-a-kind man and we will sorely miss him. We mourn his passing and we know the family and so many others are affected by his passing.

Mrs. Heimann:

Could I tell just one quick story?

President Williams:

Yes.

Mrs. Heimann:

Greg talked about the celebration the week before he passed away and that meant an awful lot to him. One other story that I'd like to share happened about two or three weeks before he passed and you have to remember he's 92 and would have celebrated his 93rd birthday in April. There are a group of us at AFG that sort of go to lunch together – we call ourselves the Lunch Bunch – and that's every year for the last 40 years. He arrived a little bit late and we're having a conversation in the dining room and it was about UC's [Bicentennial] celebration in 2019 that Tom Humes is chairing. Tom had asked Carl's sons, Carl and Craig, to be and serve on that committee as honorary chairman of the event, which they had agreed to do some months ago. Apparently Craig, one of the sons, got a letter asking about it and it just didn't click with him immediately what it was all about and he asked me, "Do you know what this is about?" I quickly explained what it was about and Carl walked in and said, "What are you talking about?" His son Craig said, "Well, there's a celebration celebrating the anniversary of the university and they have asked me to be co chair." And Carl said, "When is that?" Craig said, "2019." And, Carl said, "Well, I'll go if you go." (*Laughter*) So Craig said, "Do it, maybe we could have a birthday cake for your 100th year." (*Laughter*)

President Williams:

That's a great story. Stan?

Mr. Chesley:

Could we have an appropriate resolution upon the passing of Carl by this board?

President Williams:

I don't see any reason why we could not.

Mr. Chesley:

I also wanted to mention the passing of a very dear friend of this university, Stan Kaplan. Stan had been incredibly active both personally and financially – he and Mickey – with DAAP and the art side and also the psychiatry side. He was a graduate of the University of Cincinnati, a psychiatrist at University of Cincinnati. He passed away on Saturday and they had a funeral yesterday with almost 900 people. It was quite a tribute to him. I would also ask that there be a resolution given to the family for Stan Kaplan for everything that he's done for the university.

President Williams:

Thank you, Stan and I appreciate you mentioning that. Now onto other matters – we're very pleased that the *Chronicle of Higher Education* has named UC among the top producers of US Fulbright scholars. We have seven faculty who earned Fulbrights to teach and conduct research internationally during the 2011-2012 year. This ranks the University of Cincinnati ahead of Harvard, Columbia, Cornell, and, of course, Ohio State. *(Laughter)* The seven faculty are a true cross section of our university ranging from Arts & Sciences to DAAP to Engineering.

Another sign of UC's tremendous momentum has materialized. We are wishing the very best to 2010 graduate Paul Kruchoski who has been named a finalist in both the Rhodes and Marshall Scholarship competitions. UC has had four Rhodes Scholars over its history, but none since 1938, and one Marshall Scholarship in 1965. To become a

finalist for both honors is a rare for an individual. I do remember that we had one student do that at the City College of New York, so I know it is special and rare. I understand actually the competition is today for the Marshall in Chicago so let's all try to send good wishes to Chicago for Paul and his success in that competition. While a UC student, Paul interned with the Department of State and is currently helping the State Department develop its own new youth policy in the wake of historic and global events of last year notably the Arab Spring.

I also want to congratulate DAAP on maintaining its high rankings this year – Design Intelligence rankings. Who said thirteen was an unlucky number, Robert? For thirteen consecutive years DAAP's program in Design, Architecture and Interior Design has been ranked in the top, so for us, thirteen is a good number. DAAP was also chosen by Chancellor Petro in October as the state announced the Ohio Center of Excellence. This one in innovation and design is based in DAAP, but includes many colleges in its interdisciplinary approach.

And, finally it's a delight for me to introduce our new Athletics Director, Whit Babcock. Whit has begun his new job at UC coming to us from a position at the University of Missouri where he served as Executive Associate for Athletics. He was one of the first names that was recommended to me as I began the search for a new Athletic Director. Whit comes highly recommended. He is clearly a rising star in intercollegiate athletics and as I talked with folks around the country his name kept coming up. As I started talking with him it became clear to me that Whit Babcock is the right person to lead Athletics as we move forward doing the great things we are doing. What I'd like to have Whit do is come to the microphone and say just say a few words of greeting – Whit Babcock, Director of Athletics. (*Applause*)

Mr. Babcock:

Good morning and thank you for that introduction. It's been a bit of a three week whirlwind, but I am exhilarated by it. It's been really exciting. I've just completed my first full complete week on the job and, again, I'm honored and humbled to be here.

There were a number of reasons why I was attracted to the position here at Cincinnati, but in the interest of time I won't get into all those. If nothing else, I wanted to thank this group, many in front of me and many behind, that have welcomed me and my family here to Cincinnati. That's a term that we'll use in Athletics is the Bearcat Family. We're all in it together. Again, thank you for making me feel so welcome right off the bat. We will hit the ground running. In summary, the Athletic Department is certainly here to support the mission of higher education and the mission of the university. We will have three guiding principles or core values: (1) We will strive for comprehensive excellence in all that we do; (2) We will have a focus on the student athlete – at the end of the day all of us in this room are teachers and we will not sacrifice the safety, health and wellbeing of our athletes for anything. As a parent, I know what it means to have other people's sons and daughters entrusted to my care, so we'll certainly focus on the student athlete; and (3) We will engage the community whether it's the campus community, the Cincinnati community, the Northern Kentucky community, the Ohio community and beyond, and we'll ask a lot of people to invest in what we do. There are a lot of ways to invest. But again, in summary, we will have a commitment to comprehensive excellence, we will focus on the student athlete, and we will engage the community. I'm honored and thrilled to be here and go Bearcats! (*Applause*)

President Williams:

Thank you, Whit. We're all looking forward to your leadership and it's great to welcome you, Kelly and your three sons to Cincinnati. Now I'd like to call on Caroline Miller, Senior Associate Vice President for Enrollment who will give us an enrollment update – always an exciting time to hear from Caroline. Of course, we had second year record breaking enrollment if I understand it correct, Caroline?

(Caroline Miller, Ph.D., Associate Vice President for Enrollment Management, gave the following enrollment update information.)

Dr. Miller:

Yes, Mr. President. November is a pretty curious month to provide an assured enrollment report, but I'm going to do my best. Yes, we do have 42,400 plus bearcats – up a thousand students over last year. This is down slightly from our projection and as we look at the projection miss, it's largely in workforce development programs. As we look at that across the state and nation the two year sector is down across the board so we are fortunate with our two 2-year campuses to have had level enrollment in that regard.

I'm also pleased to report another error in our projection. We projected a 58% graduation rate and as it turns out it is 59%. If you remember, over the last seven years from 48% and I also remind you that our first class to graduate under our academic success criteria finishes next year. So we look forward to a very strong report in that regard next year.

So where are we headed? Well, as of today, we have 7300 main campus applications in the door for fall 2012. That is up 12% over same date last year. Five hundred came through the web last night alone and we anticipate five to six thousand applications over the next two weeks. December 1st is our deadline for scholarship consideration and these two weeks are the heaviest applicant flow weeks of the year. All but fifty of these applications were received electronically. You might remember that we made a concerted effort to say no paper applications this year and we've held to it pretty much. Generally our best predictor of applicant flow are campus visits. They are up 10% over the fall from the previous fall. We have a huge Open House this Saturday to welcome more prospective bearcats to our campus.

We are also working to assess and project the overall enrollment impacts of semester conversion. We really don't anticipate much impact on entering "new" students with regard to this move, but we're particularly looking at two factors: (1) the rush to graduate so I don't have to go through this process; and (2) the impact of the short summer – and we believe it is that that may have a greater impact than the rush to graduate as it will be difficult for some students to squeeze as many credit hours into that

seven weeks as they might have squeezed over a full term. So we are working to be able to give Bob Ambach and crew good projections for budget purposes and to work with our colleges to figure out what we really need to have on the schedule for students this summer so that if they can graduate in the summer that they will have the courses they need to do so.

We're also trying to manage many variables in the changing demographic landscape. In hindsight, this institution was very wise in two decisions: (1) to incredibly upgrade our physical space; and (2) to make a shift in our enrollment targets. In this demographic environment it would be very difficult to make that change now.

We in enrollment thank you for your continued support and we will endeavor to keep bringing you good news. Thank you.

President Williams:

Thank you for that report Caroline. It's definitely good news. This morning we also have an annual report from the UC Foundation. Steve Wilson, the chairman of the UC Foundation is going to make that presentation.

(Steve Wilson, Chairman and Interim President of the University of Cincinnati Foundation gave a UC Foundation Update PowerPoint presentation.)

Thank you President Williams, Chairperson Heimann and Board of Trustees for the opportunity to do the UC Foundation Annual Report.

Sandy, thank you very much for everything that you've done for UC, certainly the last term as chairman of this board, and everything you've done for the Foundation. You've been a major part of the success that we've had over the last ten years that I've been involved. As I said to you – it's not the end. *(Laughter)*

As you know, the Foundation is contracted by the University as its agent to help raise private funds in the support of the University and to steward those funds through

their investment and application. And, I emphasize the word help because raising funds for the university is an all-hands-on-deck effort and we're simply a catalyst in the middle of that.

Our role really is to pull people together, align them with donors, and find ways to win outside private support. We operate with a staff of about one hundred people and we're governed by a board of eighty-three volunteer trustees.

Since 2005, the University of Cincinnati has been engaged in the Proudly Cincinnati Tower of Strength, Rock of Truth Campaign under which we intend to raise \$1 billion in private support by the end of fiscal year 2013. Successful completion of the Proudly Cincinnati Campaign, in June 2013, will place UC among the ranks of only 21 public institutions in the country that have managed to move through successfully a one billion dollar campaign or more.

Fiscal Year 2011 was a good year for the University, raising \$107.82 million in private funds. It was the third largest year in fundraising in our Foundation's and University's history. 2012 is also off to a great start. We have \$37.06 million secured through October 31st and that compares to about \$24 million at this time last year.

We have a strong backlog of donors readied for an ask and we are very bullish on the outlook for our last nineteen months of campaign. The campaign total currently stands at almost \$840 million and we should all be very proud and very pleased. I think everyone in this room has helped reach that total and I know we at the Foundation are very proud of that.

When the campaign was begun we identified various applications or targets for funds needed to satisfy the strategic goals of the University at that time. All areas are receiving funds and gifts, as you can see on this slide. These are aligned groups of activity that were part of the strategic plan. We're preparing a much more in-depth look at funds raised in the campaign, at the request of Chairperson Heimann. We met with

Bob Ambach last week, who I believe was also involved in some discussions, and we will have those ready in about a week or a week and a half and we will share those with the board.

We recognize that the last \$106 million will not be easy. Further, we know that our current rate of fundraising must continue but increase after the campaign ends. So we continue to press for campaign gifts from our top principal prospects. We continue to cultivate new donors in Cincinnati and, at this time, around the world. We continue building our regional support networks outside of Cincinnati and that's key to our continuance of raising funds above the current rate. And, we are forging a stronger team across the university staff, volunteers and foundation staff.

In addition to the campaign goal, President Williams has challenged the Foundation and Alumni Association with the goal of dramatically increasing the number of alumni who contribute to the University. The target is to reach 18.19% by the end of 2015. The contributing percentage has pushed upwards and now stands at 12.5%. It is our goal, this year to reach 14%.

This chart shows our rate of alumni participation growing at about 4% per year. If we were to achieve that 18.19% goal we have to increase that rate by up 15% over the next three years. We think we are on track to do that this year, but it's a pretty daunting task to achieve that three years in a row. We need the help of everybody in this room and that would include every department at the university and we hope we get that same support from the trustees. Any time you can get someone who is an alumnus to contribute at any level, we would appreciate that help.

As I mentioned earlier, after we celebrate achieving our \$1 billion or more goal in 2013, we intend to raise funds at the same rate, or more, as we go forward. The Foundation and University are currently engaged in a significant strategic planning initiative to develop a plan that provides a roadmap for transforming our University culture to generate more philanthropy and private investment in the University.

We believe a stronger collaboration between the Foundation, University Staff and Volunteers will certainly be required, and we have organized a strategic planning initiative to assure that this is done. The initiative is being driven by Jerry Leamon, a Foundation Trustee who is the retiring Global Merging Partner of Deloitte and Touche, and University Provost, Dr. Santa Ono, as co-chairs. The initiative is well under way, engaging over one hundred interdisciplinary professionals working on various parts of the plan. We expect a first draft of the plan to be available to us in January 2012, and the final plan in place by April 2012 and we will begin implementation at that time.

The UC Foundation held its semi-annual Fall Board of Trustees meeting on October 20-21. Highlights of the meeting were:

- A review of the Strategic Plan progress that I just described
- An exciting presentation of “UC Forward”, a new University initiative presented by Provost Ono, Vice Provost Escoe and four students that participated in prototype programs of UC Forward. Dr. Harknett finished the presentation off with a Town Hall Meeting, which was a very talented display of moving a lot of people to a point of view.
- Following that, we had an in-depth dive from Dr. Tom Boat on the vision for the College of Medicine and four of his department head presented presentations on the particular things they are doing to make that vision happen. This Board was invited to attend that session and many of you did attend that and it was an exciting event for our trustees and one that I think will motivate them to move forward and be able to discuss opportunities at the College of Medicine with their cohorts.
- We had a breakfast meeting to introduce and hear our new Chief Investment Officer, Karl Scheer and that, too, was well received by our board.

We also elected four new Trustees to the Board

- Julie Janson, President – Duke Energy of Ohio and Kentucky

- Mike Prescott, President of the Cincinnati Market of US Bank National Association
- Greg Wolf – President of Duke Energy Corporate Commercial Renewables in North Carolina; and
- Sean Connell, Founder, President and Principal of Connell & Associates, LLC, which is a marketing and branding firm in New York City.

On Friday evening of the Friday-Saturday meeting, we held our annual George Rieveschl Jr. Dinner to honor outstanding contributions to the mission of the Foundation. Dr. Rieveschl was the founder of the UC Foundation, as well as a significant donor and research icon at UC. Receiving awards were:

- Judy See and Steve Rosfeld who received the Staff Award of Merit
- Dr. John Tew and Bob Fealy were presented with the Trustees Award ; and
- We beat this board to the punch (*Laughter*) and Sandy Heimann was recognized with the Chairman's Award for her long and loyal service to UC and her leadership over the last few years of the board of trustees.

In addition to the awards that were presented, Jim Kautz, former chair of the Foundation presented to Ellen Rieveschl, George's widow, naming plaques and an exhibit to be incorporated in the Rieveschl building on campus in memory of George.

We have a lot of work ahead of us but 2011 was a very good year. 2012 we expect to be a better year and we're hoping to build reserves for a giant celebration in 2013. I am Steve Wilson and I'm very Proudly Cincinnati. I think we may have time for questions if the board has any. Stan?

Mr. Chesley:

First of all, thank you Steve so very, very much for stepping in in your new role. I was curious as to a percentage of how many non alumni have contributed to this phenomenal \$850 million. Do we have any statistics on that?

Mr. Wilson:

No, but that is part of what we discussed to put together in this financial analysis and we will do that and make a special note to do that. It is a significant number and many of the corporate relationships that we've built are with non alumni and our job really is to find affinity with the university and build that into a relationship. Many of those people are people who see the value of things going on at UC and are sparked.

Mr. Chesley:

The reason I mention it is we always think in terms of most of the money coming from alumni and we have such wonderful connections throughout the country and I would just urge that we promote that piece of it as well as the alumni piece.

Mr. Wilson:

I think as we go forward if we don't do that we'll never meet the goals that we are trying to achieve. It's a very important part and we will get that data.

Mrs. Buchanan:

Steve, maybe you mentioned this at another meeting and I wasn't present, but what is the status, you know the students were going to raise by collecting pennies, 250,000 I think. What's the status, did it end, where did it go?

Mr. Wilson:

No, it's still alive. We've done some soul searching on how to, it was really a billion pennies...

Mrs. Buchanan:

Wow, a billion pennies...

Mr. Wilson:

...and that translates to \$10 million...

Mrs. Buchanan:

...a little short...

Mr. Wilson:

...that's a lot of pennies. (Laughter) We thought about this for a while and we've chosen to add to that total any of the efforts that students do to raise money for the university. So they actually manage our annual telethon and we've put a number of things into the queue that can be counted towards that billion. Proudly Pennies is with the number you said we've probably raised about \$250,000 in pennies. The total is upward of like \$2,300,000 when you put in all the things that students are driving into the pot.

Mrs. Buchanan:

Good, thank you.

Mr. Wilson:

Thank you very much.

Mrs. Heimann:

I'd just like to make one comment. I think it's just really remarkable that job that Steve has done in his leadership role throughout the Foundation. Even more amazing that he's agreed to step in at this time until we find a new head of the Foundation to run our campaign. I can honestly say that because in my day job I've sat on the other side of that table, whether or not you're asking or being asked, these are very challenging times for the whole philanthropic world. People are much more careful with their dollars and much more discerning. It is one difficult job and I know that I speak on behalf of the board of trustees and appreciate everything that you are doing and everything that you have done to lead us to this billion dollar goal. I think it's amazing.

Mr. Humes:

Madame Chairman, I just have to echo what you said and what Stan said. We are very fortunate to have somebody as dedicated as you are, Steve. Again, we've known

each other for many years and your leadership and belief in this university has been there at the top of the heap since you were in school here and after graduation. Your step up to do everything that you have been doing has been above and beyond the call. You are the right man for the job. We appreciate so much everything that you're doing. We know that your leadership with a great staff behind you will help take us over the billion dollar mark.

Mrs. Heimann:

And, the board unanimously approved your compensation. *(Laughter)*

Unknown speaker:

That's the easiest thing the board has done. *(Laughter)*

Mrs. Heimann:

It was.

Mr. Chesley:

If it's too much you can give some back.

Mr. Wilson:

I don't know that you have those kinds of signs on the numbers. Thank you for those comments and I would like to echo one thing Tom said. We have a tremendous staff and through this transition they have actually been great and we have ramped up our efforts and are off to a good start this year. I'd really like to congratulate our staff for that dedication.

President Williams:

Steve, I also want to thank you for your willingness to take on the leadership role. It has been tremendous working with you and I know we are going to achieve all of our goals because of your dedication and your efforts, so, thank you very much.

Mr. Wilson:

Thank you.

President Williams:

It's also the time of year when we receive our annual research report. Recall that we recently restructured so that the Vice President for Research reports to the Provost though the position remains part of my Cabinet and I meet with the Vice President for Research on a regular basis as well. The report this year is going to be presented by our Interim Vice President for Research, Bill Ball. He's going to give us an update on how FY 2011 ended. Bill?

(William S. Ball, M.D., Interim Vice President for Research, gave the following presentation titled Research Expenditures: 2011, utilizing PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)

Dr. Ball:

I'm already here. I also want to thank the Board and President for this opportunity to present the research report. I also want to thank you for the opportunity again to serve the university. As Tom Boat and I probably share in the same thoughts, it's fun to get away from the humdrum of the day-to-day practice of medicine and to take on new challenges. These certainly are opportunities that many of us relish and are very thankful to have that opportunity.

Before I begin, I also want to call attention that there is a report that was placed at each of your sites which detail all of the information about the annual report. I also would like to call attention, and I don't think that we have any left at the back table, but the UC Magazine on UC Research is also out and it also details specifics about the current state of expenditures for the university.

With that, let's go ahead and begin. Let's begin first with a large overview of where we stand with research expenditures. As you can see compared to 2010 from 2011

there has been a decrease in overall research expenditures. I will get into more explanation for that in detail later in the presentation. This is an appropriate place to also call attention to the emphasis and impact of the stimulus funds. As you are probably well aware there were two general categories of stimulus funds. There were those that went through the state and went directly to the university. Research, however, participated in the other pool and that is there was stimulus money that went to federal agencies which allowed for universities and individual investigators to apply for that particular stimulus money.

In 2010, we received about \$65.5 million in stimulus money. That, of course, is declining and will continue to decline until it is completely phased out. Our current 2011 emphasized about \$47.9 million so it is a part of the decrease in our overall expenditures can be accounted for by this stimulus money. Now the question I think that is very important is what is the impact of that stimulus money on the university? That really won't become evident for the next couple of years because this was grant money that was applied by investigators, they received actual grants, and the research will be done and then it will enter into a normal cycle in which they can then reapply for a continued cycle of their funding. So, we're really not going to see that impact until probably the next several years and we are going to try to monitor that impact for obvious reasons.

If we look at UC alone we can see that there has been a decrease. We went from \$284 million to approximately \$251 million in annual expenditures at UC. This probably also reflects from what I can gather from other institutions – I've talked to people at Michigan, I've talked to people at Purdue, I've talked to people around the country – and there has been a decrease across the board by many institutions, probably the majority of institutions, that does in fact reflect a large part the decline in the stimulus money which is made available.

So, let's look at that in a little bit more detail. I think this slide points out some of the greater details that I think you have some interest in. So let me give you some additional numbers. If you look at this specifically, you will see the actual research

expenditures at UC is in red. The red hash mark represents the stimulus funds. The gray hash mark represents the stimulus funds at other affiliate institutions which includes Children's Hospital, VA Medical Center, Shriners, as well as clinical trials through the College of Medicine and gray represents their actual base of research funding within those affiliates. What you can see from 2010 to 2011 is there has been a decrease in stimulus money, but we want to put things in perspective. The actual decrease in stimulus from 2010 was about \$44 million to UC alone and that stimulus money up until 2011 decreased to \$21 million. So you take away the stimulus money and actually look at our base research, you can see a decrease from about \$240 million to about \$230 million – a decrease of about \$10 million which is about 4% decrease.

We hate to see a slide back. We hate to see that decrease; however, I think it is important to understand that with the flat trajectory of research funding through federal sources and the increased competition we should actually be heartened by that. We need to move forward, we need to find strategies to move forward, but a slide of even about 4-5% is not necessarily unexpected. You also have to keep in mind, and on a year-to-year basis – grants cycle. So, in some years you will have grants which are completed and are now looking for additional funding and you may see that emphasis within your overall expenditures and that will result in some fluctuation from year to year. So, the overall decrease in research expenditures is about 4-5%.

Now we emphasize, and I think this is very important, benchmarking. UC still remains a very high research activity by the Carnegie Foundation and it will continue to do so. The NSF rankings, based on the NSF survey, which is what many institutions go by, we actually stayed about the same through June of 2011: 25th among public institutions for federal research expenditures and about 34th among public institutions for total research expenditures. Now when you look at federal expenditures alone we actually slid – we went from 42nd position to about 47th position. So even that small decrease in federal funding that we see in our overall expenditures affects us greatly within that ranking with 53rd overall for research expenditures. I've also pointed out in the past there is a discrepancy between our ranking based on federal research funding as

well as where we stand for total research funding. I think that represents a lot of the diversity of other universities portfolios to emphasize other sources of funding which we need to do a better job, I think, at doing such as industry support. Hopefully, in the future we will not only move up in the rankings but that discrepancy between the 25th and 34th percentages of positions will also decrease.

If we look at awards by source we continue to be predominately invested in federal expenditures. I think that is probably be the case for many years to come and probably always will be the case. The reason is there are far more resources available through federal funding for research than any other group including industry. 83% of our portfolio comes from federal expenditures. A very positive note, however, is that we have had an increase in the amount of industry sponsored research which is moving in the right direction. We went from 2010 in which about 1-2% of our expenditures came from industry to up to 7.54% through 2011, which is, in fact, a 25% increase in our industry sponsored research funding, which is a substantial step in the right direction.

If we look at awards by units, and this is just for your information, there were some increases within units. Credit goes to the College of Education, Criminal Justice, and Human Services (CECH) which went up from 1% to about 6.1%, which is, in fact, a substantial increase. There was also some other increases. For example, in Arts & Sciences there was minimal increase, in Engineering and Applied Sciences was about the same. Other constitutes the College of Business, Clermont, General Education, The Graduate School, Hoxworth Blood Center, and Student Affairs. It was a substantial increase. It went from about 5% up to almost 19%, which is a trend that we hope to continue.

Now if you are looking at metrics and many people look at metrics and I think they're extremely important, but you have to understand what the metrics really represent. We had some positive steps in the right direction. We went from 82 invention disclosures up to 106 in 2011. Our royalty income stayed about the same. It was fairly flat. Patent applications however also increased. It went from 50 to 70 even though that

is not necessarily reflected in the number of patents that are actually issued. Keep in mind that a patent might not be able to be issued within a single year and it may take longer than that. I think the most important numbers are the increase in patent applications, which should, in the long term, result in an increase in the number of patents which are issued. Finally, there has been a decline in start up activity. It tends to stay or hover around an average of six per year. I think there are steps that we are taking such as broadening the scope of UCRI that hopefully will have an impact on that in the future.

So, where do we need to go? I'm not going to go into a lot of detail. I'm hope to present to this group in the spring a lot more detail of a strategic plan that I think that we need to advance in order to move forward. Suffice it to say that we need to be more strategic in our federal funding sources. What we're in the process of doing is, for example, creating cataloging of all of our research strengths within the university such that those catalogs can be mined, not only by our own faculty, but also by outside sources to be able to find collaboration.

We are also being more strategic with our group in Washington in which, for example, we are sending young investigators to Washington to meet with key constituents within those federal agencies in which they are seeking funding so that they know a little bit more about the system in Washington and in which they can therefore become more competitive.

I think we need to continue to increase our emphasis on industry funding. It will never be the largest portion of our expenditures, but I think we need to be more diverse in our portfolio. Research by industry is being channeled into third parties such as universities by increasing numbers. Yes, it is potentially a source of income, but it's also an important source of collaboration and I think that is one of the things we need to most emphasize. I would like to see, for example, our research expenditures account to as much as 15-20% of our overall portfolio.

Finally, we need to promote innovation and entrepreneurship. We're going to be expanding UCRI across the entire campus and I think that's one thing we really have to do – not only teach, but promote innovation among our faculty and take part of these additional opportunities which hopefully will bring in new opportunities for expenditures to the university. Thank you.

President Williams:

Any questions or comments? Tom?

Mr. Humes:

Thank you very much for the presentation. There has been a tremendous amount of press within the last six to twelve months about an increased effort within the City of Cincinnati to focus on increasing employment opportunities and the economic generation capabilities of innovation and research and creating new companies. Can you describe what the university's role is in that effort? How do we fit in and how are we aligned with that?

Dr. Ball:

I think the university is the largest source of intellectual property in this entire region. There's no doubt that it is the goldmine that can drive a substantial part of that. My approach has been to first get our own house in order. So, what we have been doing is working very hard to organize within the University of Cincinnati to in fact be able to accept and move forward with some of those ideas which are being put forward in the community. Otherwise if we don't really create the proper infrastructure within the university, a lot of those ideas will simply come against a brick wall. We want to be able to receive those ideas. We have participated with the group that is, in fact, moving forward with many of these ideas. I think their emphasis has the university at heart. They really want to see this to work. I think they recognize that the university is that goldmine and we're moving forward with integrating with their activities. We shouldn't be closed to their ideas. Some of them will work, some of them may not work, but I think that we plan to incorporate their ideas into the directions that we are going for the

university. Because again, cooperating with this group in my opinion the primary reason is for two reasons (1) to provide opportunities for our faculty – we have to provide any opportunity for our faculty and these are opportunities; and (2) we are stewards of this community and therefore we need to give back. To me, the greatest tragedy is to have an idea that sits on a shelf in a university and can't find its way out. So, I think, yes we will cooperate with them in a very large way in order to have that happen.

President Williams:

Actually we are working very closely with them. I'm on the CBC task force on venture capital. And, of course, there has been the McKenzie report that was done and at an appropriate time once we have information about kind of where we are and our restructuring effort is to have Tom Williams and Bob McDonald come and make a presentation to the Board of Trustees so we expect that to help us energize and be more focused on ways in which we can take advantage of the opportunities that are being developed as part of the CBC task force. We are looking forward to working together.

Mr. Humes:

No one knows better than you do. Open communication, dialogue and synergistic efforts to help everybody help each other are critically important. I know this is an important effort. Dr. Williams, I know that you have been very involved in that. I just think that from the university's point of view is a very important thing that we participate in and play an appropriate leadership role in whatever way you think is the right way to do. But, we indeed are a leader in this area and we need to make sure that we're also working on that basis with the community.

President Williams:

We certainly are that and it has been recognized by the CBC that the university has a great role to play and so we are looking forward to taking advantage of the energy and enthusiasm that currently exists around this project.

Mr. Humes:

Thank you.

President Williams:

Thank you, Bill. Provost and Senior Vice President for Academic Affairs, Dr. Santa Ono has been hard at work with his staff and the entire university community in creating the next steps for UC2019 our Academic Master Plan. I want to express our thanks to Santa who has been working on those issues. Today he is joined by Senior Vice Provost for Academic Planning, Kristie Nelson; Faculty Chair, Richard Harknett; and Dean of the College Allied Health Sciences, Elizabeth King; and they're going to give us an update on the academic plan. Dr. Ono?

(Santa J. Ono, Ph.D., Senior Vice President for Academic Affairs and Provost; Kristi Nelson, Ph.D., Senior Vice Provost for Academic Planning; Richard Harknett, Ph.D., Chair, University Faculty; and Elizabeth King, Ph.D., Dean of the College of Allied Health Sciences, gave the following presentation titled Academic Master Plan Update using PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)

Dr. Ono:

Thank you very much Mr. President and Madame Chair. Let me add my voice to the chorus of thanks to you for everything that you've done for the university.

It's my honor and I'm thrilled to give an update on UC2019 Accelerating our Transformation. We've been very hard at work since the president unveiled UC2019 at the freshman convocation a little bit over a year ago. The president made it very clear in his speech and in all communications that the focus of the university moving forward in his strategic plan would be to make the university the best it can be with respect to academics. For that reason, we have labeled our plan, the master plan, the Academic

Master Plan. We hope that it will be as transformative for UC as the campus master plan was in creating this beautiful campus.

As President Williams indicated, I will be joined by three key individuals. There are three individuals among a sea of people, thousands of people, that have been involved in thinking about how to implement the President's strategic plan – UC2019. Kristi Nelson will follow me. She's played a pivotal role in this process over the past year and she is the Chair of the Coordinating Committee that has worked on a weekly basis to define action steps to realize the president's vision. In addition to Kristi Nelson, Richard Harknett has played a very important role in connecting the process to the faculty of the university as Chair of the University Faculty. He is also a member of that committee. Dean Elizabeth King has been key representative from the Council of Deans involved in this entire process. I would like to shine the spotlight on those three to articulate some of the very exciting ideas and action steps that the university has come up with which we plan to implement late this year of early next year.

Just to give you a general idea of the process that has been undertaken by the university committee, there was broad-based participation in thinking about how to implement the president's strategic plan which involved all of the deans, vice presidents, and the president's cabinet, the entire faculty with significant input from the faculty senate in incredible detail (thank you, Richard) the staff of the university, staff committee and the students, who worked for many, many hours into the wee hours of the night or morning perhaps, to think about how we would implement UC2019. It has been a transparent process. We've been communicating virtually, tweeting, by video, by email, and face-to-face conversations with many stakeholders across the institution including emeritus professors. We have solicited wide campus feedback that resulted in the release of a visioning document of the community's vision for UC as we move towards 2019. That was released in April 2011.

This process, like I said, is only possible because of multilayered leadership including the coordinating team, which I mentioned, that met on a weekly basis to

translate that vision for UC in 2019 into a series of recommendations that are going to be transformational and action steps that will move us toward the targets that are articulated in the president's plan, UC2019. The steering committee that includes many of the key leaders in this institution has also been involved in looking at this action steps and they will ultimately vet the draft action steps that we will talk about today. And ultimately, the President and the Executive Committee and this community will be made aware of all of the action steps early in the next year of late this year. Today, I just want to then turn to podium to my three colleagues who will talk about just three of the nine operational goals because we only have 10 minutes and I've already used 2 ½ minutes of that. They will talk about Learning which is the largest operational goal; Discovery, we just talked about research; and Collaboration. With that, I'd like to transfer this to Kristi.

Dr. Nelson:

Thank you very much Provost Ono, President Williams and members of the Board. We had a lot of information that we had to work with and before we talk about specifically about Learning, Discovery and Community, let me talk little about how we had to organize this information.

As Provost Ono mentioned, we had feedback from all kinds of constituencies across the university and we somehow had to make sense of that because our ultimate goal was to link the visioning document which we produced in April to the targets in the President's UC2019 plan. What we developed was an architectural framework we used the term, I'm sorry, rubric here. We developed an architectural framework that has various components in it. So for each operational principle we have developed a transformative goal since the overarching objective here is to transform the institution. The transformative goal for each of the operational principles serves as an umbrella for the action steps and the targets and addresses those overarching transforming goals of transforming lives, transforming education, and transforming knowledge.

We also will develop a strategic context for each of the operational principles that explains the current environment and why a particular set of action steps is critical for

reaching the 2019 targets. We derived visioning recommendations from our April 2011 publication and then the action steps.

Since many of us are interested in numbers – where we are right now – as you know we have the nine operational principles, those come from the President’s plan. We have 45 recommendations. These derive from the visioning documents. We have 167 action steps and they will all help us to move toward achieving the 72 targets as outlined in 2019. Please don’t focus on the detail here. Think of this as a visual in which we are going to explain how the architectural framework works in the Academic Master Plan and this will give you a sense of what the final publication will look like. So we have each operational principle identified, the overarching transformative goal, and you see we’ve picked up on the icons that we have developed for the plan. Over on the far left we have the recommendations, these come from the visioning document, the prioritized action steps and then these all lead to the 2019 targets.

In particular, let’s focus on Learning. Learning, as President Ono mentioned, is a very critical piece of the plan. It has the most number of targets that we have to achieve, it is pivotal because it is essential with what we do here at the university. Our transformative goal for Learning is to provide an innovative curriculum for the 21st century that will develop students as active, critical minded participants in the workforce and in civic life. In the AMP we specify action steps such as becoming recognized as a national leader in the promotion of innovative pedagogies, we have action steps that we will use cutting edge technologies to expand student’s abilities to engage in problem solving and critical thinking. We have sub actions here that call for us to expand, improve, and improve learning support services such as our math and learning centers and to provide a variety of classroom environments to facilitate diverse teaching and learning styles. I’ll now turn it over to Dr. Harknett who will talk about Discovery.

Thanks Kristi and good morning everyone. Just before I dive into Discovery, just from a faculty perspective, this is actually exciting stuff. It’s exciting because these principles are not abstractions but they’re actually what we do. And so, the translation

through this whole process of actually taking what we do and trying to figure out how we do it better and how we bring synergies to this may look like a lot of numbers on a plan, but it's actually been an exciting process. The Faculty Senate, as the provost said, had a really nice session about a month ago in which we had some substantive edits to it.

Discovery is one of our *modus operandi*, right? Our transformative objective seeks to produce new ways of understanding and transforming the world through our research and scholarship. I want to just highlight three ways in which we've identified things that we do well and we want to do better and think through differently. One is that we're going to discover better by facilitating research teams and bringing greater synergies across the campus. Secondly, we're going to try to institutionalize and again get better at a system that promotes the nomination of our faculty to national academies. As a former Fulbrighter, I was pleased to see and proud to see us named as a top producer of Fulbrights and it indicates that we have that quality at our faculty level. So, if we can institutionalize how to get better at getting that recognition at the national academy level, I'm quite confident that we're going to achieve that objective.

We talked – and I think Bill Ball set us up for this one – we need to get better and we are going to identify ways of getting better and expanding the dissemination of our intellectual process at UC by integrating our commercialization infrastructure into our research enterprise. You've all been briefed on UC Research Institute as a good example of how we can do that and build off of that model. So, with that I'd like to turn over collaboratively to our dean of Allied Health to speak about Collaboration.

Dean King:

Charles Darwin said, "In the long history of humankind those who learned to collaborate and improvise most effectively have prevailed." Collaboration. If you look at the major recommendation from this operational goal to establish a university wide culture of collaboration based on an expanded definition of collaboration, this whole Academic Master Plan has been built on this wonderful operational goal of collaboration. And, as you heard from our provost, it includes collaboration from our administration,

our deans, our president, our faculty, our students, our staff, and our whole university community to maintain and expand this vigorous collaborative engagement within our urban environment and throughout our global community to advance the common good. The priority action step and the most transformative goal within this operational goal is to aim for 100% of our graduates to have participated in some experiential learning whether it be an internship or co-op or service learning or study-abroad. And, from there increase participation in UC Forward, which we heard about earlier, any related multidisciplinary of interdisciplinary courses and any opportunity for synergies of program, and finally, to recognize and reward that collaboration. That will result in a wider range of collaboration with business and industry. I just want to give you a final quote from Confucius: “I hear and I forget. I see and I remember. I do and I understand.” Experiential collaborative education is a powerful, transformational, learning model. Now I turn it over to Kristi to summarize for us.

Dr. Nelson:

Just to wrap up, we have made tremendous progress but we have a little bit of refinement and cleanup before we produce a final document. We need to complete the vetting process. As everyone has noted this was a very collaborative process. We had a lot of feedback and we just need to go back and make sure we didn't miss anything and that we captured the feedback from all the different community participants in the process. We need to build out the rubric or our architectural framework. We want to add two or three more columns to the right that would include the responsible party, a timeline, and ultimately resource allocation. Then as I indicated that framework that you saw will be what will be the basis for a final publication that we hope to produce by the end of winter or early spring quarter. We would give a final report to the board at that time and by spring quarter we would begin implementation.

Dr. Ono:

So I hope you have been excited by the progress that we've made. I think, I guess it was the Charles Darwin quote those that collaborate survive and the University of

Cincinnati is definitely going to survive and, it is, in fact, going to thrive. During this process I just want to make it very, very clear that there have been steps that we've already taken. There have been low hanging fruit. You can see that in the case of Marla Hall and the Office of Competitive Awards – that is already bearing fruit. There are many, many examples like that. This is an exciting process. I'm proud to be part of this university because we've really come together and come up with action steps that will really transform this institution. With that, I'm happy and I think we're all happy to answer any questions.

Mr. Cassady:

Dr. Ono, I'd just like to thank you and the group for your enthusiastic presentation and I want to thank you too for your optimism for the university and wish you well on your trip next week.

Dr. Ono:

Thank you so much – tomorrow morning actually. If there are no more questions, thank you very much.

President Williams:

Dr. Ono is traveling to Hong Kong to work on collaboration with some of our folks there...

Mr. Cassady:

Interesting.

President Williams:

...in Japan and we're excited about that. Santa, I want to thank you and your team for the great work you've done. I know this is really going to help us move forward on UC2019 in a very significant way. As you point out, there are already many goals that we have achieved. Of course, while this has been characterized as the President's plan, the fact of the matter is that it took a year to develop the plan. This is something that was

vettted throughout the entire university and many people had a part in it and I think that is one of the reasons why it has been successful because it has been a collaborative effort. So, I appreciate you continuing in that vein. Madame Chairman, that concludes my report.

Mrs. Heimann:

Thank you President Williams. We will now proceed with the committee meetings. Our first committee meeting this morning is the Academic and Student Affairs Committee which is chaired by Rob Richardson. Rob?

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 9:56 a.m.; the meetings concluded at 10:30 a.m.

THE REGULAR MEETING OF THE BOARD OF TRUSTEES

The Regular Meeting of the Board of Trustees was convened at 10:30 a.m. and, as noted on the first page (page 269) of these minutes, roll call was taken.

Approval of the Minutes from the Regular Meeting of the Board of Trustees

Mrs. Heimann called for additions, corrections, or deletions to the minutes of the Regular Meeting of the Board of Trustees of September 20, 2011. Upon proper motion by Mr. Richardson and seconded by Mr. Humes, the minutes were approved as distributed. It was noted that the minutes of the October 26, 2011 Special Board Meeting would be approved at the January 24, 2012 Board Meeting.

Approval of the Items Recommended by the Board Committees

Listed below are the items recommended to the Board of Trustees for approval by the Academic and Student Affairs Committee and the Finance and Administration Committee at their respective meetings held on November 15, 2011, prior to the Regular Meeting of the Board of Trustees.

Academic and Student Affairs Committee Recommendations

11.11.15.01 ACADEMIC APPOINTMENTS

Synopsis: Appointments of Faculty and Academic Administrators

It is recommended that the Board of Trustees approve the appointments of faculty and academic administrators identified in the attached document. These recommendations have been reviewed and approved by the appropriate authorities.

Academic Unit Head Appointments

James Boerio	Director School of Engineering Education College of Engineering and Applied Science Effective: September 1, 2011 through August 14, 2016
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Gregory W. Rouan	Director Department of Internal Medicine College of Medicine Effective: January 1, 2012 through August 31, 2017
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New Faculty Appointments

Marianne Ivey	Associate Professor of Pharmacy (with tenure) The James L. Winkle College of Pharmacy Effective: September 1, 2011
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Emeritus/Emerita Appointments

Emanuel O. Doyne	Adjunct Professor Emeritus of Pediatrics College of Medicine Effective: July 1, 2012
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Michelle Gibson	Professor Emerita of Women's, Gender & Sexuality Studies McMicken College of Arts & Sciences Effective: January 18, 2012
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Brian Halsall	Professor Emeritus of Chemistry McMicken College of Arts & Sciences Effective: January 1, 2012
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Rita Hessley	Professor Emerita of Chemical Engineering Technology College of Engineering and Applied Science Effective: December 31, 2011
Judy Jarrell	Field Service Professor Emerita of Environmental Health College of Medicine Effective: January 7 th , 2012
William Jensen	Professor Emeritus of Chemistry McMicken College of Arts & Sciences Effective: January 1, 2012
Lawrence Mazlack	Professor Emeritus of Electronic and Computing Systems College of Engineering and Applied Science Effective: January 1, 2012
Frederick Russ	Professor Emeritus of Marketing and Dean Emeritus of the Carl H. Lindner College of Business Carl H. Linder College of Business Effective: July 1, 2012
Robert M. Stutz	Professor Emeritus of Psychology McMicken College of Arts & Sciences Effective: January 1, 2012

11.11.15.02 NEW DEGREE PROGRAM

Synopsis: New undergraduate degree program in the College of Arts & Sciences

It is recommended that the Board of Trustees approve the new undergraduate degree program in the College of Arts & Sciences for a Bachelor of Science (B.S.) in Biochemistry. The proposal has been reviewed and approved by the appropriate authorities.

11.11.15.03 NEW DEGREE PROGRAM

Synopsis: New master degree program in the College of Law

It is recommended that the Board of Trustees approve the new master degree program in the College of Law for a Master of Laws (LL.M.) in the U.S. Legal System. The proposal has been reviewed and approved by the appropriate authorities.

11.11.15.04 NEW DEGREE PROGRAM

Synopsis: New doctoral degree program in the College of Design, Architecture, Art and Planning

It is recommended that the Board of Trustees approve the new doctoral degree program in the College of Design, Architecture, Art and Planning for a Doctor of Philosophy (Ph.D.) in Architecture.

11.11.15.05 DISSOLUTION OF DEPARTMENT

Synopsis: Dissolution of the Department of Public Health Sciences in the College of Medicine, effective December 1, 2011.

It is recommended that the Board of Trustees approve the dissolution of the Department of Public Health Sciences in the College of Medicine, effective December 1, 2011. The rationale for dissolution of the department includes continued faculty attrition, financial distress and more academically supportive and appropriate homes for activities in other departments in the College of Medicine. All Public Health Sciences faculty will be transferred to other departments in the College of Medicine. The MPH program will be transferred to the Department of Environmental Health. The Center for Health Informatics will ultimately become part of the Department of Biomedical Informatics.

Finance and Administration Committee Recommendations**11.11.15.06 ACCEPTANCE OF THE UNIVERSITY'S EXTERNAL, AUDITED FINANCIAL STATEMENTS**

It is recommended that the Board of Trustees approve and accept the audit reports rendered by Deloitte & Touche LLP on the university's external financial statements as of and for the years ended June 30, 2011 and 2010.

11.11.15.07 REVISION TO UNIVERSITY RULE

Synopsis: Revision to University Rule 3361:50-77-11* Pertaining to Governance of the Graduate School

It is recommended that the Board of Trustees approve a revision to University Rule 50-77-11 pertaining to governance of the Graduate School. Specifically, add (b) and (c) in B-1 and strike (a-f) in B-2 and replace with (a-c). These revisions require programs to develop program-specific requirements for graduate faculty status, as opposed to the former policy that awarded graduate faculty status to all faculty in programs that offered a graduate degree. By identifying faculty most appropriate to guide graduate students in research, scholarship, teaching and creative work, the policy now better reflects the general upward trajectory in graduate education. These revisions were recommended by a committee of graduate faculty representing all graduate colleges at the University; approved by the University's Graduate Council; and reviewed and approved by the Senior Vice President for Academic Affairs and Provost and the General Counsel.

11.11.15.08 APPROVAL OF THE TENTATIVE AGREEMENT BETWEEN THE UNIVERSITY AND THE SERVICE EMPLOYEES INTERNATIONAL UNION/DISTRICT 1199.

Synopsis: It is recommended that the Board of Trustees approve the tentative agreement* between the university and the Service Employees International Union/District 1199.

*Filed in the Office of the Board of Trustees

It is recommended that the Board of Trustees approve the tentative agreement between the university and the Service Employees International Union/District 1199 pursuant to Ohio Revised Code 4117.14.

The parties reached a tentative on October 20, 2011, that was subsequently ratified by the bargaining unit members on November 3, 2011.

11.11.15.09 APPROVAL OF THE TENTATIVE AGREEMENT BETWEEN THE UNIVERSITY AND THE FRATERNAL ORDER OF POLICE, UNIVERSITY LAW ENFORCEMENT OFFICERS UNIT.

Synopsis: It is recommended that the Board of Trustees approve the tentative agreement* between the university and the Fraternal Order of Police, University Law Enforcement Officers unit.

It is recommended that the Board of Trustees approve the tentative agreement between the university and the Fraternal Order of Police, University Law Enforcement Officers unit pursuant to Ohio Revised Code 4117.14.

The parties reached a tentative on October 5, 2011, that was subsequently ratified by the bargaining unit members on October 26, 2011.

11.11.15.10 MORGENS HALL RENOVATION INCREASED SCOPE

Synopsis: It is recommended that the Board of Trustees approve an increase in the scope of work and project cost for the Morgens Hall Renovation Project in the amount of \$5.6 million to be funded with debt and local funding. Campus Services has accepted all financial responsibility for the project.

This project includes the removal and replacement of all mechanical, plumbing, electrical systems, roofing, and exterior walls. The interior is refurbished with new finishes, bathrooms, kitchens and elevator upgrades. The renovated structure will provide housing for 528 students on west campus adjacent to Campus Green. Due to the discovery of unknown hazardous materials, both interior and exterior, the project has endured months of construction delays and increased scopes of work to abate the hazardous materials. The funding increase is needed to meet the original project intent and schedule. The majority of the needed funds are for the remediation of hazardous materials recently uncovered.

The Morgens Hall dormitory was completed 48 years ago and had not received major interior upgrades until the Life Safety Renovation project was started in the fall of 2008. That renovation included a new fire protection and fire alarm systems. During the spring of 2009, it was determined that additional upgrades were needed to all of the building systems and the exterior wall envelope to allow for a 25 year life expectancy, for a completely renovated and more energy efficient dormitory. The new program of requirements was agreed upon, funded and construction contracts awarded in March 2011.

The cost from the revised Fixed Limit of Construction cost of \$25,000,000 is \$47,350 per bed. This includes the projected abatement and impact costs. Total approved construction cost for all three projects was \$30,000,000.

- Project 06040A & B for Life Safety Upgrades to Morgens and Scioto Halls was funded for \$10,000,000.

*Filed in the Office of the Board of Trustees

- Project 06040C Morgens Renovation was funded for \$20,000,000 with a projected occupancy of 2013.

It is recommended that the Board of Trustees approve an increase in the scope of work for the Morgens Hall Renovation Project, and correspondingly approve an increase in project cost from \$29,884,904 to \$35,440,000, an increase of \$5.6 million. Campus Services has accepted all financial responsibility for the project.

Comments from Chairman Heimann

The full Board has been present at the Committee Meetings held today and has received the recommendations of the Academic and Student Affairs and the Finance and Administration 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 Robert E. Richardson, seconded by Thomas H. Humes, the Board approved the items recommended by the Committees by the roll call vote.

Recommendation Nos. 11.11.15.01 through 11.11.15.10

AYE: C. Francis Barrett, Margaret E. Buchanan, Thomas D. Cassady, Stanley M. Chesley, Sandra W. Heimann Thomas H. Humes, William C. Portman, III, and Robert E. Richardson, Jr.

NAY: None

ABSENT: Gary Heiman

Unfinished Business and New Business

Mrs. Heimann:

Is there any other unfinished business? If not, we will have reports of the Board Representatives and the Student Trustees and introduce to you Larry Jones our President-

Elect of the Alumni Association. And just so you know, Larry, a lot of us were caught in that traffic this morning so don't feel bad.

Alumni Association Report

Mr. Jones:

Thank you, and I usually go by Laurence, that's my grandma's calling...

Mrs. Heimann:

Laurence...okay.

Mr. Jones:

...so make that note. Madame Chairperson, thank you for allowing me to fill in this morning for Rusty Myers. You will have to excuse my voice because I was at the UC Football game on Saturday screaming to the very end. *(Laughter)* So, I apologize for my voice.

UC Alumni Association Events: We successfully bridged the on-campus and downtown venues required of a "new-age" Homecoming based on football's need to play at Paul Brown Stadium. On Friday evening, the parade featured 64 participants, and the following pep rally that was awesome out here in the green space drew more than 1,000 people. Our social media efforts got a big boost during the weekend as well, with 139 new Facebook fans and more than 30,000 post views, while we gained 308 followers on Twitter and saw hundreds of mentions and re-tweets. Homecoming also attracted 14 different corporate sponsors and that's very, very promising for the way the economy is that we're still drawing that type of corporate sponsorship.

The Bearcat Blitz continues before most football games, home and away. We drew 150 in Pittsburgh on the November 5th game date, and 130 people in Tampa before the October 22nd South Florida game. We did get a comment from one of our alumni who is from 1957 who told us that it was his first time attending an alumni affair and that

it was a great party that he attended. That was very promising to hear that an alum of that decade had a great time at a party. (*Laughter*) The final home Blitz is here on December 3rd and we look to have a very similar turnout as the previous alumni Blitz.

The annual Demakes Legacy Scholarship Reception on October 27th drew about 75 people, including 21 of our freshman Demakes Legacy Scholars. Nominations are now open for our slate of top alumni honors, which will be presented next spring at the UC Distinguished Alumni Awards event which is a new name for the event which was formerly known as the UC Day Celebration. You can visit the UCAA website to make nominations.

Volunteerism: Our alumni across the U.S. have expressed interest in volunteering together as Bearcats for a common cause, which prompted our new collaboration with the Leukemia & Lymphoma Society, which works to fight blood cancers, and of which the national chairman is a UC alum. LLS funded four research grants at UC and Cincinnati Children's Hospital Medical Center last year, totaling \$1.8 million. Nine of our Regional Alumni Networks have participated in a series of Light the Night Walks this fall to generate new funding while strengthening the bonds within the UC Alumni family.

Participation: The current Alumni Participation rate is 12.5% through October 31st. This represents 18,212 total donors vs. a universe of 145,301 total undergraduate alumni. The second edition of the 1819 National Alumni Face-Off competition (including Cincinnati this year) plus the use of volunteer-personalized "Impact websites" will provide growing infrastructure and channels to promote additional alumni participation this fiscal year. So, we are really trying to leverage all types of opportunities to increase participation.

It has been a point of emphasis to reconnect and cultivate stronger relationships with UCAA's former "Life Members," who were grandfathered into the William Howard Taft Society. In many cases, the initial gift/Life Membership fee was the only UCAA gift by some alumni donors. So a recent solicitation has been sought to find new support from

a group of 4,500+ alumni. As of the end of October, 78 of them had re-engaged by contributing more than \$17,500 collectively to the UCAA. So, we are going to continue to push on that group to get them reengaged and to get them to re-contribute. I'm also in that group and made a recent contribution so I've been in that number and am excited to say that.

Meanwhile, we're running at about a 60% retention rate for alumni in the Loyal Bearcat Society, which recognizes annual gifts to UCAA. The average gift amount has been rising, and about 200 annual UCAA donors have opted for automatic renewing gifts for at least two to five years. So making that option available to them and blocking out that two to five year period can kind of help us project what we're going to have in participation year after year for the next couple of years. That concludes my report. Thank you.

Mrs. Heimann:

Thank you, Laurence. We appreciate your report and we appreciate your contribution. Thank you so much. We will now have our graduate student trustee report from Portia Watkins.

Graduate Student Trustee Report

Ms. Watkins:

Thank you, Madame Chair and good morning to distinguished members of the board, President Williams, Faculty, Staff and Students.

I will be highlighting my report from this meeting and last meeting since you all missed my smiling face. (*Laughter*) I wanted to talk about the new officers for the Graduate Students Governance Association: Paulette Penzvalto as our President; Key Beck is our returning reelected Vice President; Sagil James is our Treasurer; and our newest position for the Executive Board of the Graduate Students Governance Association as Campus Ambassador is Eric Bliman. This position was created over the

past year and was seen as a need to make sure that the Executive Board was engaging with our GSA groups and learning what their issues were first hand rather than only getting to hear about it maybe at our meetings. So far this has been very well received. We've gotten a lot of great feedback about this position.

Also, to highlight what the agenda is for GSGA and, I'd like to apologize as well because I screamed a lot at that game too and my voice hasn't really quite returned yet. Some of the highlights in the agenda that we're looking forward to is the pre-existing conditions probation period that became effective Fall 2011 for student health insurance. The Emergency Preparedness Training for TA's and faculty is also scheduled for the Fall quarter.

The executive committees of GSGA worked hard all summer to bring a new site that has been the brainchild of our new President Paulette Penzvalto. She envisioned a website called FreeSource that will aid in getting information to graduate students and all students. The site will be open to everyone, but was especially designed to meet the needs of graduate students. The site focuses on disseminating information about free events and resources for the graduate student body such as financial services, clothing, food and other services. This site is up and running and there is a link to the site from the Graduate Student Association webpage: <http://freesource.wikispaces.com/>. One of the interesting things that I've been hearing feedback from about this site is that there is an option called the food-bot. What the food-bot does it is editable by students so that if you know there is going to be a free lunch or a free dinner or free refreshments you can go ahead and put those things on there so that everyone knows about it as well as making sure that there is a source to make sure that students are eating.

Also, the GSGA will be working closely with Graduate and Family housing to promote the need for on-campus housing options for graduate students and family housing. We will also still continuing to do work concerning health coverage with the dependent and plus one coverage. We will also be working on transportation needs of

graduate students and hopefully working together to extend the Bearcat transportation route and times to accommodate graduate student researchers.

GSGA is looking forward and has been working really hard to get research rewards and conference travel to serving the needs of the Bearcat Graduate students and their research.

Because I was not here, I would also like to take the opportunity welcome to Nick Hertlein as the new undergraduate student trustee and to see Marla Hall and say welcome back. I look forward to working with the both of you. That concludes my report. Thank you.

Mrs. Heimann:

Thanks Portia and we'll ask Nick Hertlein to give his undergraduate student trustee report?

Undergraduate Student Report

Mr. Hertlein:

Thank you Madam Chairman and thank you Portia. Since our last public Board meeting, I have continued to work on my transition into this new role. In this respect, I had the opportunity in early October to visit the University of Houston for a nationwide meeting of student trustees and student regents. At the meetings, nearly every geographical area in the United States was represented. From the Oregon University System to New Mexico State and all the way to the east coast and the University of Maryland system, I was able to gain a unique perspective on the condition of campuses as well as their board of trustees across the country. From the conference, I learned of a few initiatives that I think could be adapted to work here at UC. Here are just a couple as they relate to President William's 2019 Plan:

- In respect to **Economy**, I feel like that we could work on an initiative through the Alumni Association where alumni provide their contact information, graduate class, where they live and how they prefer to be contacted as well as that or their classmates in return for a Bearcats flag or other sort of memorabilia. This was originally proposed at the University of Houston as a way to reconnect with alumni, collect information on the University's alumni base, as well as, raise money for their Alumni Association. In Houston, the initiative resulted in the handing out of thousands of flags, and was effective in reconnecting with innumerable alumni to their alma mater.
- In respect to **Community**, I am looking into the possibility of establishing a so-called "Speakers' Core". This core would be responsible for presenting about the state of our University to various organizations throughout our city. Composed of a small group of students, faculty, and administrators, this "Core" would host brief events within the community to connect Cincinnatians back to our campus. It is my vision that we would approach a wide array of groups, ranging from professional associations all the way to neighborhood committees and everyone in between, in hopes of showing Cincinnati what exciting things are happening at our campus and the wide-ranging reach of our students and faculty within this city.

In addition to ideas from this conference, I've also been speaking to various groups and individuals about new ways I can help the student body. From these conversations, I have identified a few key focuses that I want to have moving forward. Most important of these is my research on the Division of Professional Practice. In speaking with students, I have found that a large percentage of students who co-op have concerns with their experience through the Division of Professional Practice. So, in this regard, I plan on working with Student Body President Hagerty, and through existing committees, to make sure that students are fully communicating their needs to the Co-op Department and that the Co-op department are fully communicating the resources they have to the students who want to use the service.

Thank you, and I will keep you updated on how these projects progress.

Mrs. Heimann:

Thanks Nick. We really appreciate new ideas and new ways of doing things – particularly in this challenging world we live in. Alan Hagerty would you please give us the student government report.

Student Government Report

Mr. Hagerty:

Thank you, Madame Chairman. I'm absolutely happy to give my report and be here today. Good morning everyone. I also have my report fashioned in the UC2019 objectives, so with no further ad0.

In terms of Learning:

- Where was a semester conversion events held on November 7th celebrating the 50th anniversary and the end of quarters and the beginning of semesters. There was tabling from all the different academic departments on McMicken Commons. Even President Williams stopped to say hello, so thank you. We handed out quarters and asked students to help them disappear (little chocolate quarters). We went through all 500 of them so that was fantastic. They were able to spread the word to the students and start them thinking about the changes we will have next fall.

In terms of Community:

- We had a “Get Out the Vote Campaign” for the November 8th elections. Student Government was able to register, with the help of many other organizations, 100 students. We also compiled an election information packet that we distributed to students on the issues and the candidates to help get out the vote and have representation.

- Student Government is happy to welcome the new Chief of Police, Michael Cureton. He will be attending our Senate Meeting this Wednesday and we look forward to partnering with him on different issues on our campus.
- On October 11th we had the first annual Battle for the Bat. It was softball game between administration and students. Provost Ono was present and attended. The student claimed the trophy – the larger than life Louisville Slugger Bat – by a score of 16-3 (*laughter*) but it was a win for everyone in terms that we were able to collaborate and build a sense of community here at UC. Students were very excited to participate. Thank you for the event and I look forward to next year. (*Laughter*)

Mr. Ambach:

That's because Richard had to leave early.

Dr. Harknett:

For the record, I was on the mound for two innings and only gave up two unearned runs and then I had to leave. The rest of the runs speak for themselves. (*Laughter*)

Mr. Hagerty:

Good luck next year. (*Laughter*)

Mr. Cassady:

Boy, they threw everybody else under the bus didn't they? (*Laughter*)

Mr. Hagerty:

In terms of Diversity:

- The UC Diversity Conference will be held on April 18th and is calling for program submissions. The theme this year is "I am a Diversity

Leader.” There is a fantastic video put together on line and encourage you to check it out.

In terms of Collaboration:

- The Ohio Student Government Association held their Fall Conference in which five members of Student Government, among other student organizations, went to Columbus to meet with Chancellor Petro and IUC President Bruce Johnson to discuss current topics in higher education that relate to students such as the Enterprise University Plan, student trustee voting rights, campus safety, as well as student financial aid.
- Student Government Senate with the help of Cabinet has already passed nearly 40 resolution, appropriation, and enactment bills for student initiatives, services, events, and programs this academic year.

Thank you.

Mrs. Heimann:

Thank you, Alan. Richard, I took the liberty of saving you for last.

Dr. Harknett:

Thank you.

Mrs. Heimann:

I don't want to put you on the spot of anything...

Dr. Harknett:

That's fine.

Mrs. Heimann:

...but you're one of those folks that when I come on campus you always have some tidbit of good news and leave us smiling with optimism.

University Faculty Chair Report

Dr. Harknett:

We'll try to end on that note. (*Laughter*). So, Madame Chair and I am going to miss saying that, at the All-University Faculty meeting that we held on October 25th, I was able to report on behalf of the faculty and I just want to lift this quote, "The shared governance system in place at UC – a decision-making model involving active faculty engaged with key administrators, staff and student representation,... is...working very well. While the system can look rather cumbersome with its multitude of committees and reporting trees; it is a system that, because it builds in early input from every level of the institution actually positions the university for more effective and efficient implementation of key decisions. We make fewer mistakes because we draw in internal expertise more widely and we can advance forward more effectively because key constituencies have been at the decision and advisory-level tables from the outset."

This system has now been in place for several years and it is appropriate to ask, if it is working well, can it work even better? The Faculty Senate began a discussion at our last meeting examining whether we are efficiently organized so that expertise is directed via these committees to a decision flow that can act on that expertise and whether improvements in communication is possible. President Williams has tasked several campus leaders to examine our decision flow and structure along similar lines and we look forward to engaging in this examination on how we can work as effectively as possible.

The faculty governance system is contributing to a number of major institutional efforts, we heard about the academic master plan today; a Taskforce on Academic Integrity in the 21st Century, which is involving student input as well as faculty; and all of those projects are substantial and are making solid progress. We'll have some reports for you towards the end of the year.

In my role as Faculty Chair, I am providing faculty perspective and facilitation on these efforts and I am also helping and supporting our strategic review of the UC Foundation, chairing the search for a new Chief Information Officer to lead us forward in an essential and dynamic area of information and instructional technologies, assisting in the development of pedagogical innovations such as UC Forward, and in the preliminary discussions around our master capital planning among other important efforts. From this perspective, I can report to the Board, my own assessment is that we have an incredibly dynamic institution that is asking the right questions of itself and in the context of attainable aspirations to meet our mission of excellence in research, teaching and service. If we remain anchored on what works and build on that success, the next few years at UC promise to be incredibly important in terms of shaping our future and meeting our aspirations. Hopefully, that's a good note to end.

Mrs. Heimann:

That's an excellent note to end. Thank you. I will now call for an Executive Session. There will be no business conducted at the conclusion of Executive Session.

Our next regular board meeting will be held here in the Russell C. Myers Alumni Center, on Tuesday, January 24, 2012.

Mr. Barrett:

Sandy, I would like, on behalf of the Board of Trustees, to remind everyone and invite everyone to attend your retirement reception following the January board meeting, January 24th, immediately after the meeting. The reception will be held in Hunter Hall in the Myers Alumni Center. All of you are invited and we hope you can attend – we are looking forward to it.

Mrs. Heimann:

Thank you, Fran.

Executive Session

Mrs. Heimann:

Thank you, Fran. May I have a motion to enter into Executive Session for the purpose of discussion of pending litigation?

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

AYE: C. Francis Barrett, Margaret E. Buchanan, Thomas D. Cassady, Stanley M. Chesley, Sandra W. Heimann, Thomas H. Humes, William C. Portman, and Robert E. Richardson, Jr.

NAY: None

ABSENT: Gary Heiman

Upon proper motion and second, the Executive Session adjourned at 11:30 a.m.

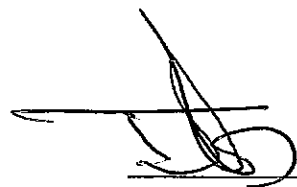
Reconvene Meeting

The meeting of the Board of Trustees of the University of Cincinnati will now be reconvened. *(Meeting was reconvened at 11:30 a.m.)*

Adjournment

There being no further business before the Board, and upon proper motion by Mr. Chesley and seconded by Mr. Portman, the meeting adjourned at 11:30 a.m.


SANDRA W. HEIMANN
CHAIRPERSON


THOMAS H. HUMES
SECRETARY