

UNIVERSITY OF CINCINNATI

Official Proceedings of the

Three Hundred and Thirty-First Meeting of the Board of Trustees

(A Regular Meeting)

August 26, 2014

The Three Hundred and Thirty-First Session of the Board of Trustees of the University of Cincinnati was opened at 10:19 a.m. on Tuesday, August 26, 2014, 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*.

Thomas H. Humes, Chairperson of the Board of Trustees, presided. Mr. Humes asked that roll be called.

BOARD MEMBERS PRESENT:

Thomas H. Humes, C. Francis Barrett,
Thomas D. Cassady, Carl H. Lindner III,
William C. Portman, III,
Robert E. Richardson Jr., Geraldine B.
Warner and Margaret K. Valentine

BOARD MEMBERS ABSENT:

Ronald D. Brown

ALSO PRESENT:

Santa J. Ono, President;
Robert F. Ambach, Senior Vice President
for Administration and Finance;
Christina Beer: Student Government
President;
Tom Boat, Vice President for Health
Affairs, Dean College of Medicine;
Beverly Davenport, Provost & Senior Vice
President Academic Affairs;
Kenya Faulkner, Vice President for Legal
Affairs and General Counsel

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Rod Grabowski, President of UC Foundation
M.B. Reilly, University of Cincinnati Spokesperson;
Ryan Hays, Executive Vice President;
Troy Neat, Alumni Representative;
Debra Burgess, Graduate Student Trustee;
Ben Keefe, Undergraduate Student Trustee;
Tracy Herrmann, Interim Faculty Senate Chair;
Erin Ascher, Sr. Associate Vice President and Chief Human Resources Officer
Bleuzette Marshall, Chief Diversity Officer
Debra Merchant, Vice President for Student Affairs;
Greer Glazer, Chair, Council of Deans;
James D. Plummer, Vice President for Finance;
Peter Stambrook, Faculty Representative;
Greg Vehr, Vice President Government Relations and University Communications;
Nelson Vincent, Vice President and Chief Information Officer;
Nicole Blount, Executive Assistant to the Board of Trustees;
and the public

(Prior to the Board Committee Meetings and the Regular Board Meeting, Chairman Humes began the proceedings at approximately 8:35 a.m.)

Mr. Humes:

Good morning everyone and welcome to our first board meeting of the academic year. It has been an extremely busy summer at our great university and a lot of great things have occurred so we look forward to hearing a brief update on those this morning.

By the way, Ron Brown, our board member, was not able to attend this morning and he is officially excused.

We do have two new faces that we want to introduce and I will do this briefly. One is our new newly appointed graduate student trustee officially selected by Governor

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Kasich on August 5, 2014 is Debra Burgess. Debra could you please stand for everybody and let us say hello?

[APPLAUSE]

Debra is a first year Ph.D. student in the History Department and she has an M.A. in History from UC in 2014 and graduated in 2012 as a Phi Beta Kappa graduate of the University. Interestingly, for her background, she worked as a paralegal with Macy's and Jones Day, a very well-known law firm. She and her husband, Doug, who I have known for many years, have five children and live in Terrace Park. It's nice to welcome a new student with five children to officially represent a major group of people to our university.

[LAUGHTER]

The second face is not such a new face, but it's Richard Harknett, and we welcome Richard back to this table. As many of you know, Richard is currently Professor and Head of the Department of Political Science at the University of Cincinnati. He is a well-known figure in international relations and international security. He is actually lectured in seven countries and has served the US Defense and State Departments on Cybersecurity. He was also a Fulbright Professor of International Relationships at the Diplomatic Academy in Indiana. And I'm glad to hear that because now you will be able to be even more productive on our Board with a degree in Diplomatic Relations. [LAUGHTER]

He also received the State of Ohio Faculty Innovator Award and served previously as the Chair of the Faculty. Welcome back Richard. We are very glad to have you.

Today is a special day for the university. We have two very significant things to celebrate that are important days in UC's history. Many of you attended the events of last

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week. On Friday we had a wonderful convocation welcoming the largest student class in our history. The events throughout last week and over the weekend set up by the Student Orientation Board, Student Affairs, Enrollment Management, Housing, to welcome this great group of students here and help assimilate them into the university.

In watching this and attending this, I just thought it was appropriate today to ask a few of the people that have been most significant in making this happen to come and join us. And, these aren't the people that we usually see at a Board meeting but we ask them specifically to come and we have a number of them with us and I'd like to begin by introducing our Student Orientation Leaders. The S.O.L.s as they're known, work all summer taking students on tours of the university, helping to recruit them to the university, and then in the Fall continue to orient them and get them in. So, we salute you and we thank you so much for everything that you have done for the university.

[APPLAUSE]

Joining them, we have our absolutely astounding student leaders from our Student Government, led by Christina Beer; Christina would you stand please also.

[APPLAUSE]

Student Government Vice President, Shivam Shah. Shivam are you here? There he is; stand up please.

[APPLAUSE]

And our Student Trustee, Ben Keefe. Thank you.

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[APPLAUSE]

Also, the Student Alumni Council is very involved and they produced a book called the *Red and Black Book*, and, Nicole, can we make sure everyone gets one of these if they haven't had it? It is a great book. For those of you in the audience, if you haven't read it, it's a fast read and it probably gives you more about the history of the university faster than anything else you can find; very productive and given to all students.

And we have the president of the Student Alumni Council, Victoria Kuhlman here; and with her, Jeff Back (designer), and Shawn Cox (our project lead). Could you guys all stand?

[APPLAUSE]

For those of you that were there, you saw the student bicentennial commission video introducing the bicentennial because this class will be our first bicentennial class with many of them graduating in 2019. And the Student Commission produced a great video that welcomed them to their first bicentennial class, and the person that put a lot of that together at the end of the day was kind of the star of the show, Shawn Cox, so again, Sean, great job on that. Thank you for everything you are doing and thank everybody else involved.

We also have some people from the Admissions Department. These guys worked their tails off year round for the university and I think we are going to hear a great report coming up from Caroline Miller and I know we're going to hear more from the President. But, I think it's important that we give these people a very special thank you, so if you

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would, please stand and hold your applause until everybody is standing. Tom Canepa, Associate Vice President for Admissions, and the rest of the staff of the Admissions Department, please stand. Anybody else here?

They're working. Okay that's good. Caroline it was nice of you to let them off!

[LAUGHTER]

Okay, Tony Williams, from the Orientation Office? Is Tony here? Okay, Tony; along with the staff advisors from the colleges. Are any of those staff advisors here? Okay, they're working also! Well, to all of you, on behalf of the Board of Trustees, a hearty thank you on a job well done with great dedication and commitment to our wonderful university.

[APPLAUSE]

The next item of significance that I had is a note on the passing of one of our university's truly great leaders, Warren Bennis, who was President of the university from 1971 – 1977, age 89, passed away on July 31. I had the privilege of working for Warren for four years between my ages of 24 -28 and it was a wonderful experience. Many of you don't know anything about Warren and I'm just going to give you a little brief history. This comes from what is a four-page typed obituary that appeared in the Sunday New York Times. It's a very special thing to make the Sunday obituaries and if you're going to make it, this is a good way to make it. But it said, "*Warren Bennis, an imminent scholar and author who advised presidents and business executives on his academic specialty, the essence of successful leadership, passed away at age 89.*" Warren was a distinguished professor of business administration for more than 30 years at the University of Southern California after leaving the University of Cincinnati. He became known as really the Father of modern leadership. And many of you read the books on

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leadership such as Tom Peters (*In Search of Excellence*), Spencer Johnson (*Who Moved My Cheese?*), Jim Collins (*Good to Great*), and Harvey McCay who has written many different books. These are the people that were most known for in the field of leadership throughout our country and Warren was actually a mentor to all of those people. Warren was viewed by professors and by the industry as a true leader. He advised four presidents: John F. Kennedy, Lyndon B. Johnson, Gerald Ford, Ronald Reagan and countless business leaders including Howard Schultz (CEO of Starbucks) and Bill George (currently professor at Harvard but former CEO of Metronic); and he made a comment and said, "I look at Peter Drucker as the Father of management and Warren Bennis as the Father of leadership. He also taught at Harvard Boston University and MIT. As it relates to his UC time, which was a tumultuous time in the history of our university, the 1960's and early 70's as I'm sure a few of you were here, but others have read about it. It was a time of great cultural change and unrest and Warren came into the presidency and brought calm understanding, listening, and leadership that helped bring a calm and positive direction to our university. He was kidded about his door always being open but in that point in time that's what the university really needed. He is most known and will forever be most known as being a president who led us to become a full state university. He dedicated four years of his work in administration to doing that and evaluating whether that was the right thing and then accomplishing that. And I think everyone knows the impact that that has had but the overall economic impact of that decision to become a full state university. Which came by the way, at a time where the university was under tremendous financial pressure and really in a great financial crisis in the early 70's. That decision put our university on the path to where it is today and produced about 2.5 billion dollars in additional cash flow that came to this university from the State of Ohio for both operations and also very importantly capital expenditures; and it helped position our university to be what it is today. So, we've lost a great leader, a great man. On October 13, the university will have a special tribute to Warren in this room and we'll certainly invite most of you and it will also be for some of his old friends and the people that worked under him and worked with him in different parts of the

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university. It's been a long time ago but his impact on this university will live on for many, many years.

Mr. Barrett:

Can I just add one word; I just remember meeting Warren Bennis in the fall of 1971 and I was a young man at the time. And as there were a lot more prominent influential people, he talked to me as an equal and that's something that leaves a lasting impression on you as a young person; just the way he was down to earth and could communicate with everybody. First impressions are lasting impressions and he made a great impression on me. And, I was really pleased when you asked me a few years ago to help you join in recommending him for an honorary degree. It meant a lot to me, so thank you Tom.

Mr. Humes:

Thank you, Fran. He was a unique individual and perhaps most known for what he did after he was president of the university and he later acknowledged that he really wasn't best suited to be the president of a university, but he was great at giving advice, and he did a great job of that. Among other things, by the way, since 1999 he had served as chairman of the advisory board for the Center of Public Leadership at the JFK School of Government at Harvard. So he remained active and I know from talking with him that he cared deeply about the university and his time here meant a great deal to him and he continued to fly our flag at its highest.

Mr. Cassady:

Tom, if I could, I'd like to add like Fran did; I as a high school student was actually invited to what we call now his investiture which is almost an ordination. It was like a festival with lights, parades, music, and all kinds of things going on. I later became

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the Attorney General of Student Government and he invited that group to his house numerous times. I was at his home on Ludlow Avenue; and one of the other big things that you talked about was becoming a state institution and it was also during his administration that the AAUP was formed and he wanted a lot of student participation in that process and invited me to be a part of that and I actually worked closely with him throughout all of that. He was quite a leader and taught me a lot about inclusiveness and as Fran talked about, treated students with a great deal of respect. Thank you.

Mr. Humes:

Fran, I think you have an announcement that you would like to make a recognition.

Mr. Barrett:

Tom, one of our students was given the National Outstanding Student Leader of the Year Award and that's an award by ASAP, the Association of Student Advancement Programs, called the CASE Award and this is a great student leader on our campus and he's also a humble individual. He did not tell me about this award. I was actually in the Court of Common Pleas last week and was summoned into chambers and his mother, Judge Beth Myers, was so proud of her son and told me about this. So, I'd like to recognize Ben Keefe and congratulate him on a great award.

[APPLAUSE]

Mr. Humes:

We are certainly glad that Judge Keefe had her priorities in the right place on that day, Mr. Barrett.

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Mr. Barrett:

Tom, you mentioned the Red and Black Book; that was the project that Ben headed up.

Mr. Humes:

Again, we'll let our students go to class. We thank you all so much for everything you've done. Please pass on our appreciation to your other members and again, thanks for everything and GO BEARCATS wherever you go. Thank you.

[APPLAUSE]

We have a very full agenda today and I'm going to turn the meeting over to our wonderful President, Dr. Santa Ono.

Dr. Ono:

Good morning, everyone. I just want to add to your thanks to the Student Alumni Council and the "S.O.L.S." I also want to welcome back Richard. You've made tremendous contributions to the university and I'm looking forward to working with you again. And Debra, thanks for serving the university as a Graduate Student Trustee.

Today we have two relatively detailed reports; one from Caroline Miller. I've said this before in different meetings, when I go around talking to other university presidents and they ask me questions about enrollment management, I say that we have the very best in the nation. Year after year there's always a record year; and for some reason, defying all odds, she is able to continue to manage a very talented team moving the institution forward. And, I'm not going to talk about any of the record breaking

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achievements because that would be taking away from her thunder, so I will not do that; I'll leave that completely up to you, Caroline.

I also want to say that another important part is multifactorial with respect to what's behind this enrollment growth and the attractiveness of the institution. Certainly, our outstanding faculty is really a key part of that as is the work of the staff throughout the institution. One very important part of the success has to be highlighted and has to do with collaboration between the enrollment services division, governmental relations, and communications. I don't think that office gets enough recognition for the work that they do. If you actually look at Monday's Cincinnati paper, you can see this full-page ad, which highlights what Caroline is going to talk about and what I promised I wasn't going to talk about.

[LAUGHTER]

And, I won't get into the details, but it's pretty impressive. But, I do want to give a shout out to Greg Vehr and his staff. You will see it's not only the full page ad in the paper, but you'll also see something like this throughout the university in posters but also around the airport, which really talks more about the academic excellence of the institution and certainly marketing is an incredibly big part of what we do as an institution and much of that has focused on enrollment and admissions and recruitment and, I don't know Greg, I didn't ask you this beforehand, but could you please stand and let's give him a round of applause as well.

[APPLAUSE]

I know that Caroline and Greg are really working together to create a strategic plan to market the university not only regionally but nationally and globally and I am very confident with their synergy that we will continue to recruit outstanding freshmen classes for many years to come, so thanks to both of you for that.

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I want to add my condolences to the Bennis family and to the entire University of Cincinnati community for the passing of former U.C. President Warren Bennis. It's going to be an honor to participate in a memorial service for him in this room and I know that Warren meant quite a bit to Tom because you actually were able to work with him while you were an undergraduate student and I didn't know, Tom that you also had a chance to work with him as well. And certainly forming AAUP is a very positive contribution for shared governance at this institution so thank you, Tom. I don't know if Greg knew that there was that role for Tom Cassidy and the formation of the AAUP. Certainly, moving the university to part of the University System of Ohio was a pivotal moment in the history of the institution and so we should honor him, Warren Bennis, for all of his contributions to the university.

Now, for the nine voting members of the university, you'll see in front of you something sort of neat; and it is actually something which will be given in a very selective way to any member of the community. It can be a faculty member, student, or staff member. If you pick it up, you can see it here. It's called the Alta Petit Award. And one of the things that we found in having different focus groups around the institution was that we could do a better job marketing ourselves and talking about our successes; and the other thing that was pointed out in our conversations with faculty staff and students was perhaps we could recognize outstanding individuals that contribute to the work of the university at all levels better. So, one of the things that we did through the graduate fellows was to recognize the esteemed faculty and the graduate fellows; also, to create a similar award for staff and also for the Fellows Academy of Teaching and Learning. And we wanted to create one other award which we could also give to alumni and staff across the institution and this is that award—it's called the Alta Petit Award, and that stands for *seeking the highest*. I think that is something that really epitomizes what happens at this great institution. We are great because of the hard work of the faculty, students, staff, and alumni of the university. So, you will see that we will be conferring this award on a very selective basis to probably a handful or more of

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individuals per year and it would be a tremendous honor to confer this to individuals. We felt that it was only fitting that this be conferred, as a first instance, that the first recipients be the trustees of the University of Cincinnati; so I hope that you will display this with pride in your offices or wherever you place these sort of things and hope that it is a reminder of the great work that we are doing together seeking the highest for all the members of this community especially our students and faculty. We look forward to announcing the recipients of this award as we move forward towards our third century.

I also wanted to say something about Tom and Marty Humes. You probably didn't know I was going to say this, but Tom and Marty Humes are Grand Marshalls for the Homecoming Parade. It's going to be pretty special this year because it's going to be downtown. And, I think Warren Bennis is probably smiling from heaven because to see you and Marty in the Homecoming Parade and to be Grand Marshalls of the parade is going to be extra special this year, right Christine. You want to talk a little bit about it?

Ms. Beer:

We are still waiting on game time for the actual parade but I know we are really excited about it this year especially with some of the new changes that we had to make, but really utilizing the Cincinnati community and making this a community effort I think is really important for taking it downtown, especially because our games are going to be played downtown.

I'm really excited for the parade whether it is on Friday night or Saturday but it will be a great event.

President Ono:

Do we know the parade route yet?

Mr. Keefe:

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Yes. So, it will be in between the stadiums on the Banks, which will go really nicely with the theme, which is Zincinnati, identifying Cincinnati's German heritage in the city and coincides with Oktoberfest weekend and should be an incredible celebration downtown for the university and the city.

President Ono:

But I think it's great that the parade is going to coincide with Oktoberfest. It's really special not only just for the location being amazing, but this is the 100th birthday I think of our mascot, the Bearcat, and so that is neat. And, it's especially appropriate that Tom is Grand Marshall because he was a Bearcat; and so all of the stars are aligning in a nice sort of way. And, both of you, you and Marty, have degrees from the University of Cincinnati so it's very, very appropriate that with the 100th anniversary of the Bearcat mascot that you two will be Grand Marshalls and I think you're going to have a lot of fun.

Mr. Humes:

Thank you, and it's a great honor to do that. After realizing it's the 100th anniversary, I'm thinking about wearing my old Bearcat hat; it will definitely improve my look in the car.

[LAUGHTER]

President Ono:

There are so many things that we can talk about that have happened over the last several months that we should be proud of, so it's really hard to select just a couple. We are going to talk about enrollment; Caroline is going to talk about that in detail. And, we

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are going to have a great presentation from our outstanding and new CEO of UC Health, Rick Lofgren; I hope he is still here. And, the one thing I want to highlight is very appropriate that Richard Harknett is here because of all the dozens of things that have happened over the past couple of months that are truly extraordinary at the University of Cincinnati. One of the things I want to highlight is that the NSA has designated the University of Cincinnati as one of 13 in total universities and one of 5 new universities that have been designated as national centers for academic excellence in cyber security and cyber operations and as you know and heard from Tom, that's an area of expertise of Richard Harknett and he has played a role both at the state level and federal level in elevating the university in that space.

This summer we learned that NSA has chosen the university to be among just 13 universities across the country to build a pool of skilled graduates capable of supporting cyber security nationally and we got great media coverage. I think Greg Vehr was probably pretty happy about that being on all the networks and USA Today with that designation. So, Richard, thank you for your role in positioning us for that designation and also of all your colleagues and students that are part of a growing area of expertise where we can claim being best of class in this nation. What we do as an institution more than anything else and what defines us is academic excellence so we are very, very proud of that achievement. Congratulations to you and everybody else on that designation.

So, let's move on to Presentation Number 1. I'd like to introduce our first speaker or presenter, Rick Lofgren, the President and CEO of UC Health, who has been doing in a very, very short period of time a remarkable job in elevating a system that is very, very important for the Academic Health Center. So, let's give him a round of applause.

[APPLAUSE]

Mr. Lofgren:

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Good morning and thank you. I'd like to start out with a couple of thank you's, not to least of which is giving me the opportunity to address this Board this morning; I appreciate it. I'd also like to take just a moment to thank the people before me and this Board in particular for having the wisdom and foresight and courage to create UC Health when it did. I think you created something very unique and very special and you should all be very proud of the work that you've done.

I'd also like to thank this Board for its ongoing support of the Academic Health Center and what you do in terms of the support of advancing a remarkable institution for the entire greater Cincinnati community; so I thank you. I know you have several important agendas moving this morning that will continue that great work and I thank you for that.

Finally, I'd like to look around the table here and several of you were instrumental in getting and allowing me to be part of UC Health so I want to thank you for giving me the honor and privilege because it really has been a special opportunity for me to be part of UC Health at this point in time.

So what I'd like to do this morning is to give a brief update about UC Health. I understand the operative word here is "brief" as I've been instructed, but I would like to talk a little bit first about UC Health and give you some background about the organization; and then talk about what I see as our vision about moving forward and hopefully have an opportunity to field any questions you might have about us.

So UC Health is in fact the clinical engine that supports the academic and other missions of the University of Cincinnati and its health science colleges. It's comprised of two acute care hospitals—the University Hospital here on the main campus as well as the Community Hospital located up in West Chester. We also have the largest post-acute

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hospital in the Daniel Drake, as well as a wonderful partnership with the Lindner Center, a premiere psychiatric facility in Mason. We've also sponsored a UC Health Foundation that's relatively new. I'm really pleased to announce that we've recently entered into an agreement with the UC Foundation and have jointly recruited a new leader in Chris Smith, who helped bridge the activities of the UC Foundation and with the UC Health Foundation so that we have an opportunity to coordinate what we're doing as organizations in supporting the academic missions as well as the facilities for our community.

And finally, we sponsor a host of ambulatory sites around the community; hopefully you've seen some of those. I'm pleased to announce that there will be two new ones opening up this fall. For those in Northern Kentucky, we have a new facility in Florence; and we have a new facility that will be opening up in Oakley that I think will be really something very special.

I've also listed here some of the key indicators of our performance for the fiscal year 2014. It was a very strong year; we did well in terms of an organization and I think made some great impacts in improving the health of the community and serving our missions. We generated about 1.3 billion dollars in revenue and had about an operating margin of 2.7. In the world of healthcare, that is considered healthy. We served over 47,000 inpatients, performed over 26,000 surgeries, had over 122,000 emergency visits, and cared for over 1.3 million ambulatory visits.

We had a good strong performance. The industry itself, for those in the investment world, will tell you that healthcare in the bond market has been downgraded. We had the opportunity this year in the bond market that actually got an improvement in our bond rating, which speaks to the strength of the organization over the last several years.

**Presentation on file in the Board of Trustees office*

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We've not had an opportunity yet to fully calculate the community and economic impact for FY 2014 so I'm providing you some of the information from FY 2013. I don't expect it to be substantially different this year maybe except a little larger in the numbers. So, UC Health spent about 1.2 billion, which produced an economic impact of about 2.7 billion dollars; over 1 billion of that in terms of household incomes. We, with UC, are one of the largest employers in the region employing nearly 10,000 individuals and having an employment impact of over 20,000.

There are many other benefits that UC Health brings to the community. We provide over 165 million dollars of uncompensated or free care; this is beyond any support that we might get from the levy or what is called "dish payments" in and above that. We spend over 22 million in purchases from local women and minority owned businesses. We provide almost 74 million dollars' worth of income sales taxes and other taxes for local governance in the State of Ohio.

So, that's sort of the background of us. I'd like to spend a moment now talking about what I see as the vision. When we think about looking at UC Health into 2020, there are really only four key elements in things that I want people to recognize. First, that UC Health will support the University of Cincinnati to develop high quality academic programs advancing excellence in patient care and institutional prestige, if you will, supporting the University of Cincinnati. UC Health will be the first in mind of a referral center for highly specialized complex care in greater Cincinnati community, if you will, caring for the sickest of sick.

We also will be able to improve the health of our local communities caring for our neighbors; and finally UC Health will be the preferred provider for employees of UC Health, University of Cincinnati, and other local businesses that we have the opportunity to earn your business and respect by caring for our families and friends.

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Frequently asked about the markets and what's happening, I've been known to say that I don't predict markets very well; that's why my personal investments don't do so well. But, I do understand where we as an organization fit in the local community and the local markets. In playing off our vision, then, we need to be the preferred provider of advanced specialty services. Things that only we, as UC Health, working with the University of Cincinnati, and leveraging our academic background, can bring prestigious programs and really translate the latest in knowledge about technology and innovation to the bedside.

We really need to have the opportunity and a commitment to the community that regardless how sick or complex the problems, that Cincinnatians can be rest assured that they can get world class care right here in Cincinnati.

The second part of our role is to continue to serve disadvantaged and indigent populations by improving the health of the communities that surround us. I think one of the things that is going to be important for us as we move forward in this endeavor is really get off the campus and in the community and partnering more with community providers that really look at ways in which we can make a difference in these difficult parts of our community.

As mentioned before, we need to develop a primary care network to really serve the family. I think the flip side of that is that we recognize that we are not going to be providing primary care for the entire community, that we don't plan to put a primary care doctor in every corner, but to be very focused and strategic as we move forward in terms of our primary care development.

And, finally, we need to provide and produce really demonstrably superior

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services in terms of quality, safety, efficiency, and cost. I think one of the greatest issues facing the health of the country right now in terms of health is the health care system that is increasingly not affordable. Clearly as the only academic medical health center in this region, I think we have an obligation around innovation and bringing new knowledge and technology. But, I also think we should provide that leadership and actually help to develop a health care system that is sustainable. And by sustainable, I mean both affordable and viable as moving forward. So as we move forward as an organization and we think about how we develop these demonstrably superior elements, I'm guided by a series of important tenets. The first one is that the needs of the patients come first. It's a good sound bite; everybody says it, but if you really honestly look at some of our services, you really recognize that we didn't design it this way with the patient in mind. We need to get back to that.

The second piece is that the most efficient systems produce the best outcome. I clearly think the industrial engineering that have great systems, that are efficient produce the best outcome, that quality and cost are not in competition but they complement each other. And, therefore, will be widely adopting industrial principles such LEAN throughout the organization.

The third principle is that health care is a team sport. But this isn't about parallel play; this isn't about different disciplines acting on their own, but really working together around the patient to provide unique services; to finally recognize that success is really a function of an engaged and innovative teams of individuals working for us.

So, I've been here a relatively short time. I'm remarkably bullish on the organization and where we are. I think that the assets that we have working together with the University of Cincinnati allows us to do something very special for this community in the past and moving forward. So with that I'll stop and be happy to entertain any questions.

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Mr. Portman:

The 165 million beyond the levy; could you comment on that in a little more detail?

Mr. Lofgren:

It's a lot of money.

[LAUGHTER]

I think that one of the issues that faces us is that right now and in the near future is that there is still a large segment of the population that are either underinsured or actually have special needs. And though the full impact of Obamacare and Affordable Care Act is yet to be really actualized, and I'm not sure what its real impact is, I do know that as we move forward there will continue to be individuals in our community that are going to continue to need care and that we're here to provide that care as we move forward.

Mrs. Warner:

Are there any plans to add an executive health program in the near future?

Mr. Lofgren:

Yes. In fact, it very much is. So, in fact as we plan and will be opening the new facility in Oakley, if you drive up I-71 it's there on the left, and hopefully you've had an opportunity to see; that in fact one of the programs that will be anchored there is an executive health program, so it's in the works.

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Mr. Richardson:

Do we know comparatively that number with the 165 million how that compares to other hospitals in the region? What their numbers are, relative?

Mr. Lofgren:

You know, I know that we provide a large segment. I actually don't have that information offhand, so I would be a little reluctant to actually make a comment about that.

Mr. Cassady:

How are you going about developing the primary care network?

Mr. Lofgren:

I think there are a couple elements as we emerge out of the Health Alliance and as UC Health and really get a foundation of our primary care. Primary care is a front door and frankly primary care is a back door. West Chester Hospital is a community hospital clearly as its foundation is really in its primary role is really that of serving its community and we need to make sure that we have adequate primary care that is in fact utilizing that to its full potential. UC Medical Care, though, is really a regional referral center and part of our primary mission is that of really serving the greater Cincinnati as well as the local community surrounding us here on this campus. And, so, we are being very selective as we think about where we should be locating our primary care. We are specifically looking at where UC Health employees, and frankly UC employees live to see where we can actually improve access for our targeted audience and really caring for families as well as neighbors.

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President Ono:

I'd just like to once again thank you for your leadership. You've been here a very short period of time but your impact is already very, very significant. I want to thank you for your collaboration with Dr. Boat, myself, and Tom Humes, and all the members of the university community. This system is incredibly important as half of our academic budget is in the academic health center and the synergy between what happens in UC Health in terms of clinical care, translational research between our laboratories and the system is of paramount importance to the university. We couldn't have found a better leader. The fact that you have worked with Rod Grabowski to align the UC Foundation with the UC Health Foundation is a clear and early example of your collaborative spirit and we couldn't be more thrilled with having you as President and CEO of UC Health. So, thank you.

[APPLAUSE]

And, now, Caroline Miller is going to talk about the exciting news with respect to our enrollment. I think that it appears as if we are going to continue on this upward trajectory even in future years. Thank you, again, for all of your efforts, Caroline, and she's going to give her full report on the record breaking year.

Dr. Miller:

Thank you, President Ono, and thank you to the Board for inviting me back again this year. This is a great story to tell. I was struck by the tenets that we just saw from the previous one; especially the tenet around this is a team sport. Enrollment here truly is a team sport and while you've given me way too much credit for what is happened, I know it is the result of many, many people across our campus, in all of our colleges, and all of our housing and student life and everything that makes this happen. So, we'll go.

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We did this presentation for the Cabinet and then we did it for the Faculty Senate Boot camp and we looked at it on Thursday and we thought, these numbers are pretty good. And, then this weekend happened and Blue Ash, in particular, has caused some of our numbers to be probably a bit understated as we go through this. So, 43,600, we still think is a pretty good projection to where we are going to land overall; we are at 43,441 this morning, but who's counting. As we were putting together materials for the Board of Advisors that will meet in a week or so, somebody asked for a longer trend line, so this goes back to 1980 and you can see the journey we have been on in terms of the size of the institution with the last 10 years, I think, being the most notable upward trend.

Graduate students, this will be as Santa mentioned records, this will be a record number of graduate students for the university. The growth here is led largely by increases in Nursing, Engineering, and Lindner College of Business. Our trend in terms of Distance Learning, and I guess it's probably a good thing that this is where a lot of our growth is coming from because we would have a lot of shoe horning to be doing if all of this growth was by people physically on our campus; that trend continues and we anticipate that this will be moving forward as we've identified growth in our five-year enrollment plan.

A look at diversity—basically all of our underrepresented categories that represent either a flat or a slight increase with the exception of African American students, we do think there will be about a 30-student dip there. We have learned from our colleagues across the state that that is true in most of the other public institutions across Ohio. If you look at the demography coming into the next seven years, you see roughly an 8% drop in the African American population in Ohio and in the Midwest. This is going to be an area we're going to need to continue to focus on in order to maintain this.

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I will say that multiracial category that keeps growing since the Fed changed the rules, about 45% of the students who identify as multiracial, identify African American as one of those races and so that does shift some comparison.

Okay; graduation rates—I think this is why we're here. We actually will cut the summer class at the end of this week. This chart says that we think we will be at 65%; there's a chance we'll be at 66%. It depends on what we get back from the colleges as we book our summer grads, because graduation year is fall through summer graduates.

Another great success story—you can see that we grew our retention rates steadily and then we plateaued around 85 for about five years 87; we are at 86 this morning. We have some co-op students in the College of Engineering who haven't managed to get registered for their co-op yet. I'm hoping that takes us actually to where we will be able to declare 87%, and so we are tracking them down.

Another tremendous success story and one of our goals with the diversity plan was to have our underrepresented students retain at levels of our majority students. We haven't quite declared victory but I would like you to notice the significantly enhanced retention rates among our African American students. Again, an awful lot of folks have contributed to this and the support of these students and one that we should indeed be very proud.

Okay; Santa held up that newspaper. The topline here is baccalaureate students; yesterday morning we were at 4,624. We haven't merged the summer class in yet, so that number will be probably around 4,675 when we put the summer into the cohort. The newspaper highlighted us to be at 6,607 freshmen across all three campuses. Yesterday we were at 6,613. I think we projected that one pretty well. New transfers—we do expect to be pretty close to flat in terms of transfer students. This again is fairly

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remarkable because the two-year sector in Ohio and really across the Midwest is down 10% and that's the only place we can truly recruit a transfer student; it's kind of a no-no to go on another 4-year campus and try to persuade students to coming even though a lot of our transfer students do in fact transfer from other 4-year institutions.

Okay—profile. I'm going to talk about the ones that I highlighted in red. This class that just started school yesterday sees four tenths of a point increase in terms of ACT; every tenth of a point in ACT is a significant difference. I will say that increase in that profile is driven really by three colleges—Arts and Science, which is the big behemoth, saw a significant jump in terms of the profile of Arts and Sciences students; College of Engineering had not a huge change but a huge increase in terms of number of students and so that drove the profile there; and the Lindner College of Business saw a two point increase in terms of the average ACT of Lindner College of Business students, so that's what contributed to that growth. The 23 – 28 ACT, 25th and 75th % is really a better indicator than a mean and what many of the ratings groups use in terms of the profile and you can see that last year we pushed the top of it, and this year we took off the tail.

Forty eight national merit scholars; that's also a record and will put us, if all things play out, in the top forty in terms of institutions nationally relative to national merits. And 1,448 Cincinnatus scholars. Bob, I think we can pay for them.

[LAUGHTER]

This is actually my favorite look at the profile of the class over the years. We used 2005 as the benchmark because that's the year before we adopted the academic success criteria. Raj Mehta and the honors program folks—their goal is that 30 or more; I think they hit their goal this year in terms of that. But my goal, really, is that 25-29; that's the heart of the student population. These are great students who succeed; they are our

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student leaders; they do a lot on campus; and they really do support virtually everything else and that's been as we adjusted our scholarship profile, a place where we put a lot of priority. So, pleased to share that with you.

I'm not going to spend a lot of time here, other than to say we continue to be gender balanced; something that not many institutions nationally can say and that international projection is low. We did two things with incoming international students—1) we raised the TOEFL score this year based on feedback from the faculty that we were having English proficiency problems; and then the US had a whole lot of Visa issues and so we had a number of students who planned to be here but couldn't clear Visa as we hope they'll be with us in December or January. That 23, I think, is probably going to be 3% now that we've gotten students here and registered.

Greg, this slide is for you, since you always ask me. Top Feeders in the areas—you'll see Centerville. A Dayton high school is still among our top 10. If I showed you the top 20, you'd see two schools in Columbus and another Dayton high school so you see the increase and the breadth of where our students come from. I think this list is a great descriptor of Cincinnati. We've got the west side and we've got the east side and we've got arguably the best high school in Ohio in terms of St. X represented; and Walnut Hills always recognized as a US News & World Report nationally ranked high school. So, what a fabulous group of sending schools for our students.

And, if I had to put this in kind of a little nutshell, this is what you can take away—our undergraduates are smarter; younger; a little less first gen by percentage, but not by absolute number; they're more full time; they're more stem; and goodness knows our housing folks know they are more residential. We do have almost 800 students living in blocked leased spaces in the neighborhood and we thank our colleagues in Housing for helping us pull that off because we wouldn't be having this story to tell if they hadn't contributed so greatly.

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Graduate students—you're a little older; a little more part time; a lot more distance learning; and more international.

One of my favorite rites of fall, if I may, is the Beloit Milestone list, which was issued this morning and I pulled a few of them because I think they are very pertinent to the University of Cincinnati. Since they binge watch their favorite TV shows, they might like to binge watch video portions of their courses, too. When they see wire-rimmed glasses; remember last year, Santa, they think Harry Potter; not John Lennon. "Press pound on the phone" will forever be known to now be translated as "hit hashtag."

They probably have never used Netscape as their browser; good feedback means getting 30 likes on your Facebook post in a single afternoon; and since Toys R Us has created a toy registry for kids, visits to Santa are just a formality. Thank you.

[APPLAUSE]

President Ono:

Any questions?

Mr. Keefe:

Obviously this is unbelievable for the university. I do have a question for both Caroline and Bob regarding the Cincinnatus scholarship—as the number increases of Cincinnatus scholars, will the requirements become more difficult or is there a number that we have currently to where that's how many there will be?

Dr. Miller:

Well, I think it might have been shortly before you got here that we looked at this and we did make an adjustment and we rose the criteria. You know, I think a lot of our

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Cincinnati awards also go to students who have unmet need or are awarded based by merit; but they also fund that and so I'm hoping we don't have to revisit that. This is core to many of our students being able to do that, but we will have to be responsible to our budget and I will have to sit down and have a conversation with Bob sometime this fall, I'm sure, on where we are.

Mr. Ambach:

I don't know if you recall, Ben, in the fiscal 2015 operating budget, we added 1.3 million dollars in scholarships; it didn't all go into Cincinnati but it went into the total scholarship budget of the university.

Mr. Portman:

You commented that transfers are down 10% in the State of Ohio; is that because people are more satisfied with their universities in Ohio? Or what causes that?

Dr. Miller:

No, what I meant to say was the market from which we draw transfer students, the two year sector, is down about 10% and that really is a function of the economy. The two year sector grew dramatically when we were in the recession and I suppose its good news that people are back to work and having achieved their goals but it does make that marketing effort tougher.

President Ono:

I just want to make a comment—I'm very, very happy about the student success with respect to minority students in terms of retention and graduation. I'm very happy

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about that. I'm a little bit concerned about a 30 student dip in the African American population. I recognize your comment that some of them might be captured in the multiracial and the fact that this is being experienced by other institutions as well. But, notwithstanding those valid points, I do believe as the University of Cincinnati, we can do better in terms of having a pipeline for African American students in the Cincinnati Public Schools. I think that's an area that we work very hard in and that we've made some progress, but as I visit Cincinnati Public Schools with the exception of Walnut, I do still think that there is low hanging fruit and opportunity that we should not in any way decrease or actually increase all of our efforts to make this a destination for CPS students. And, I know that trustee Richardson is working very, very hard to try to identify resources to make that possible but even with a change in demographics, I would still like to see a number of African American students coming to the University of Cincinnati actually increase. I think there is that path.

Dr. Miller:

I think we share your goal. I will say our number of Cincinnati Public freshmen is up by about 30 students.

President Ono:

Any other questions? [PAUSE] Thank you very much, Caroline.

[APPLAUSE]

And now back to Chairman Humes.

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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 Academic and Student Affairs; Finance and Administration Committee; Governance and Audit; and the Investment committee meetings began at 9:34 a.m. and concluded at 10:18 a.m.

THE REGULAR MEETING OF THE BOARD OF TRUSTEES

The Regular Meeting of the Board of Trustees was convened at 10:19 a.m. and, as noted on the first page of these minutes, roll call was taken.

ROLL CALL VOTE

Upon a motion from Mr. Richardson, seconded by Mr. Barrett, the roll call vote was taken.

AYE: C. Francis Barrett; Thomas H. Humes; Thomas Cassady; William C. Portman, III; Carl H. Lindner III;; Robert E. Richardson Jr.; Geraldine B. Warner and Margaret K. Valentine

NAY: None

ABSENT: Ronald D. Brown

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

Mr. Humes called for additions, corrections, or deletions to the minutes of the Regular Meeting of the Board of Trustees of June 23, 2014. Upon proper motion by Mr. Richardson and seconded by Mr. Lindner, the minutes were approved as distributed.

Approval of the Items Recommended by the Board Committees

Listed below are the items recommended to the Board of Trustees for approval by the Academic and Student Affairs Committee, and the Finance and Administration Committee held on August 26, 2014, prior to the Regular Meeting of the Board of Trustees.

Academic and Student Affairs Committee Recommendations

14.08.26.01 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.

Emeritus Status

C. Stuart Baxter, Ph.D.	Associate Professor Emeritus Environmental Health College Of Medicine Effective August 1, 2014
Herbert Bill, Ph.D., PE, PS	Professor Emeritus Civil & Architectural Eng. and Construction Management College of Engineering & Applied Science Effective January 1, 2015
Ethyl Blatt, M.D.	Professor Emerita Radiology College Of Medicine Effective September 1, 2014

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Seong-Yi Baik, Ph.D.

Associate Professor with Tenure
 College of Nursing
 Effective August 15, 2014

RECOMMENDATIONS FOR TENURE OR PROMOTION

Guo-Chang Fan, PhD

Promotion to Associate Professor with tenure
 Department of Pharmacology & Cell Biophysics
 College of Medicine
 Effective June 1, 2014

Erin N. Haynes, DrPH, MS

Tenure at the rank of Associate Professor
 Department of Environmental Health
 College of Medicine
 Effective September 1, 2014

14.08.26.02 ADMINISTRATIVE LEAVE

Synopsis: Administrative Leave for Associate Dean Marianne Lewis in the Carl H. Lindner College of Business, effective September 1, 2014- November 30, 2014. Associate Dean Lewis is a Fulbright US Scholar Award recipient for the 2014-2015 Fulbright Awards competition cycle.

14.08.26.03 NEW GRADUATE DEGREE PROGRAM

Synopsis: It is recommended that the Board of Trustees approve the new graduate degree program in the College of Education, Criminal Justice, and Human Services for a Master of Science in Sport Administration. The proposal has been reviewed and approved by the appropriate authorities.

Finance and Administration Committee Recommendations

14.08.26.04 HEALTH PROFESSIONS BUILDING (HPB) RENOVATIONS

**Original documents on file in the Board of Trustees office*

Synopsis: It is recommended that the Board of Trustees approve a design and construction cost of \$27 Million for the renovation of the Health Professions Building, (HPB) on the East, Uptown Campus. Funding is a combination of state and local.

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14.08.26.05 NEW BUILDING (Future Name TBD) IN PLACE OF WHERRY HALL

Synopsis: It is recommended that the Board of Trustees approve a design fee of \$5 Million for the demolition of Wherry Hall and construction of a new building on the East, Uptown Campus. Following the design concept and cost verification, a request for approval for the total project will be submitted to the Board. Anticipated costs for the new building are in the range of \$46 Million to \$50 Million.

14.08.26.06 RADIATION SAFETY DEMOLITION AND RELOCATION TO EXISTING OR NEW STRUCTURE

Synopsis: It is recommended that the Board of Trustees approve \$5 Million for the demolition and relocation of the contents and occupants in the existing Radiation Safety Building.

14.08.26.07 SCIOTO HALL RENOVATIONS

Synopsis: It is recommended that the Board of Trustees approve the renovation of Scioto Hall for a cost of \$35 Million. The renovation will provide over 400 beds and will be funded with \$3 Million of working capital from Campus Services and \$32 Million of local debt funds. It is anticipated the project will be completed by Fall of 2016.

14.08.26.08 NEW MIDRISE AT THE SAWYER SITE

Synopsis: It is recommended that the Board of Trustees approve design funds of \$2 Million for a new midrise building on the site adjacent to Scioto Hall where formerly, Sawyer Hall stood.

14.08.26.09 UC DISASTER RECOVERY/BUSINESS CONTINUITY RECOMMENDATION (DR/BC)

Synopsis: The Board of Trustees is being asked to approve one time funding of \$5 Million dollars to locate the DR/BC for the University of Cincinnati Data Center in the State of Ohio Computer Center (SOCC). Ongoing costs will be approximately \$120,000 per year.

**Original documents on file in the Board of Trustees office*

14.08.26.10 GENERAL RECEIPTS OBLIGATIONS AUTHORIZATION, HEALTH PROFESSIONS BUILDING (HPB) RENOVATION

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Synopsis: This recommendation seeks authorization of the Board of Trustees to issue General Receipts Obligations not to exceed \$21,000,000, to finance a portion of the HPB Renovation project. This is a request for new debt authority.

14.08.26.11 **GENERAL RECEIPTS OBLIGATIONS AUTHORIZATION,
RADIATION SAFETY DEMOLITION AND RELOCATION**

Synopsis: This recommendation seeks authorization of the Board of Trustees to issue General Receipts Obligations not to exceed \$6,100,000, to finance the Radiation Safety Demolition and Relocation to Existing or New Structure project. This is a request for new debt authority.

14.08.26.12 **GENERAL RECEIPTS OBLIGATIONS AUTHORIZATION, SCIOTO
HALL RENOVATION**

Synopsis: This recommendation seeks authorization of the Board of Trustees to issue General Receipts Obligations not to exceed \$38,000,000, to finance a portion of the Scioto Hall Renovation project. This is a request for new debt authority.

14.08.26.13 **AUTHORIZATION TO APPOINT UNDERWRITING POOL**

Synopsis: It is recommended that the Board of Trustees appoint Wells Fargo Bank, N.A. and J.P. Morgan Securities, LLC as Senior Managers and KeyBanc Capital Markets, PNC Capital Markets and Loop Capital Markets as Co-Managers; all to serve within the University's Underwriting Pool.

14.08.26.14 **MEDICAL AND PHARMACY INSURANCE PROGRAM**

Synopsis: It is recommended that the Board of Trustees approve a new agreement with Anthem for the administration of the university's Medical and Pharmacy Program effective January 1, 2015. Humana is the current vendor.

14.08.26.15 **THE BETZ FAMILY MATERIALS LIBRARY**

Synopsis: It is recommended that the Board of Trustees approve the name *The Betz Family Materials Library* located in DAAP, Room 8280.

**Original documents on file in the Board of Trustees office*

14.08.26.16 **AMENDMENT OF BOARD RULE 3361:40-40-01
MILITARY SERVICE: STUDENTS CALLED TO ACTIVE DUTY
OR WHO ENLIST**

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Synopsis: The recommendation seeks authorization to amend Board Rule 40-40-01 to expand the military service refund policy for those students called to active duty to not only the student but also certain members of their family.

14.08.26.17 **AMENDMENT OF BOARD RULE 3361:20-31-05**
FEES: PAYMENT AND REFUND OF FEES

Synopsis: The recommendation seeks authorization to amend Board Rule 20-31-05 to expand the military service refund policy for those students called to active duty to not only the student but also certain members of their family.

Consideration of Action Items

Mr. Humes:

The full Board has been present at the Committee Meetings held today and has received the recommendations of the Academic and Student Affairs Committee and the Finance and Administration Committee. The items reviewed and recommended by the committees are named in the Action Items listed at your place. May I please have a motion and second to approve all items.

Upon a motion by Mr. Richardson, seconded by Mrs. Warner, the Board of Trustees approved all action items by the roll call vote.

Recommendations No. 14.08.26.01 through 14.08.26.17

AYE: C. Francis Barrett, Thomas H. Humes, Thomas D. Cassady, William C. Portman, , Robert E. Richardson, Jr Geraldine B. Warner, and Carl H. Lindner

NAY: None

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ABSENT: Ronald D. Brown

The motion passed and all items were approved.

Unfinished Business and New Business

Mr. Humes:

Is there any unfinished business to come before the Board? Seeing none, let's move to the reports from our Board representatives, beginning with our undergraduate student trustee, Mr. Keefe.

Undergraduate Student Report

Mr. Keefe:

Thank you, Chairman Humes. It is that time of year again. The campus is packed with students including UC's largest freshmen class who are eager to continue their studies and personal journey at the University of Cincinnati.

Just like last meeting, I'd like to welcome Debra Burgess to the Board of Trustees and I look forward to working with you through the remainder of the year.

The start of fall semester brings along many exciting campus events. Just last Friday, as mentioned earlier, many of us participated in the convocation ceremony. All the speakers did a fantastic job including Chairman Humes, President Humes, Christina Beer, Caroline Miller, and Provost Davenport. The ceremony was a sight to see as the

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floor of Fifth Third arena was full of that aforementioned largest freshmen class. It's incredible seeing the congregation of those eager minds.

Welcome week was a success for all students—freshmen and upper classmen alike. Fall is an exciting time on campus with many events for all to attend. With that said, it is important for students to remain focused in the classroom or in their jobs or on co-op. The terrific transformation of our campus is ongoing. Structurally, there are more places for students to live which consequently has changed the demographics of campus in the surrounding area. This can be strongly demonstrated by the number of beds we have for the freshmen class this year.

Now as I enter my fifth year at UC, I've witnessed this transformation first hand and much can be contributed to great leadership around this room. Fall semester also means that it's football season again in Cincinnati. As we all know, all the games this year will be held at Paul Brown Stadium in downtown Cincinnati and this challenge has been collectively viewed as an opportunity in the eyes of student leaders and the administration.

Thank you. This was a short report, but that does conclude it.

Mr. Humes:

Thank you, Mr. Keefe. Questions?

Mr. Barrett:

You know, Ben mentioned the student convocation. I was very impressed; that was really in a word, enthusiastic. It was a great event.

Mr. Humes:

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Okay, our next report is from Student Government—Christina Beer.

Ms. Beer:

Thank you, Chairman Humes. I apologize for my voice. It's a little raspy from all of the events that have taken place this weekend; I've been doing a lot of talking. Over the past several days, Student Government has been involved with many of the Welcome Weekend and first-day-of-class activities. We partnered with the President's Office to put on the third Fireworks and Foam Party on Friday where we had over 3,000 students attend. Yesterday, we hosted First Directions. We stood out on campus and guided freshman to their classes and handed out maps and student government branded sunglasses. Now, we are in the process of recruiting for our First Year Leadership Program. About 40 freshmen will be selected to participate in a leadership and mentorship opportunity within student government. They will have the opportunity to learn the ins and outs of Student Government and the university. Applications are due September 3rd and we hope to have these 40 freshmen selected by the end of the month.

To give a little bit of a safety update, Student Government has been working with Public Safety and the Student Safety Board on some safety educational efforts. The Be Smart Be Safe campaign will continue this year. So far, we have put together collateral that was put in the packets with all of the student season tickets for football games and has been handed out by the UCPD officers. We have also worked with the officers to get more engaged with students. This was extremely exciting especially at the Foam Party. A few of them were doing the Cupid Shuffle with us; if you don't know what the Cupid Shuffle is, it is a line dance. It's a very easy line dance but it goes to show that our officers are wanting to get more engaged with our students. The hope with this engagement is that students will be more comfortable with interacting with our officers, especially in the case of an emergency.

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An update about this Friday. We do have event called the Red & Black Bash which is a student organization that are hosting Smash Mouth, a 90's band. If you've ever heard of Smash Mouth before, they do have some songs like *Hey Now* and some other great songs as well. Doors open at 6pm on Sigma Sigma Commons and two bands that I've honestly never heard of, but One Day Steady and Daniel In Stereo will open the concert. So, that is again a free concert for students that is taking place on Sigma Sigma Commons.

Something else that is going on right now is Student Government passed an appropriations bill to help out with a very important campaign called the Consent Campaign. This is taking place this first week of classes and it is in partnership with the Women's Center and the student organization called DAAP Cares. Essentially what we are doing is spreading the word on what is "consent." And our definition of consent is sober, verbal, and ongoing. So, these are three important words that we are communicating with students and the other part of the campaign is to sign a pledge board. If you notice throughout the week, there will be a chalkboard station on McMicken Commons where students will have the opportunity to sign the pledge board and take, of course we have a hashtag (#pledgeboardselves) and so it is an ongoing campaign. I changed my cover photo on Face Book, so it's just a marketing campaign to get students talking about what consent is and why it's important, especially with the increase in sexual assault on campuses.

Lastly, this is honestly what I'm most excited for this year, which has to do with the football games. It has been an extreme partnership with Bob, Athletics, President Ono, with some of our student organizations, Student Government, and Rally Cats, the band has been involved in this as some other big organizations like the Student Alumni Council and the Programs Activities Council. We are very excited to announce "Bearcats at the Banks." What this is going to be starting with the first home game, we are going to be shutting down Freedom Way. So the space in between the Holy Grail, the Johnny Rockets, all the way to the Yard House. It is a free event open to all fans and students

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beginning three hours prior to kickoff. Again, located on Freedom Way, between Joe Nuxall and Walnut, adjacent to the Holy Grail. There will be a DJ, games, activities, food and drinks. All bars, restaurants and businesses along the street will be open. Parking can be found in the Central Riverfront garage directly below the event space and any of the lots around Paul Brown. This will be a great opportunity to bring the entire UC community together including again alumni, fans, students, and even the hopefully future Bearcats together before the games to celebrate what it's like to be a Bearcat!

To touch on a few of the other logistics, it will be barricaded on either side of the street and there will be plenty of UCPD, as well as the Cincinnati Public Safety involved in securing that space, but again an opportunity for the entire community to come together before the football game we are really excited about. The only game that's in question right now is homecoming and the reason is if we have a noon game, there is actually a 13K that's taking place on that street and so if we do have a noon game, in that morning it will already be occupied by another event. But cross your fingers for a 3:30 or a 7:00 pm game and then it will take place during homecoming.

Mr. Keefe:

There is a race that coincides with Oktoberfest and that will be that morning, which is why the parade would be Friday night. The idea, if I'm correct of the Bearcats at the Banks, is to immolate the Reds Opening Day type ceremony for every single football game.

Ms. Beer:

The other extremely important piece of this from a student's perspective is we are busing 2500 students downtown. Before this opportunity, we were essentially dropping them off and letting them go. But with this activity that's taking place now, we are

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giving them a place to go and they are going to be dropped off about a half a block away from the activities so they'll be able to go straight to a secure and fun atmosphere before the football games.

Mr. Humes:

Christina, thank you for a great report with all the enthusiasm that we know is so accurate and prevalent. One thing I want to emphasize is you mentioned safety and the great work that is being done by the students on safety and I want to also just mention President Ono and his team--Bob Ambach, the UC Police Department, Student Affairs—there's been a tremendous focus on safety and improving safety for our university and as you'll remember, about a year ago the Board discussed this and said that safety must be our number one priority to make sure that we are preserving the safety and care of all of our students and we instructed the President to take whatever steps were necessary to do that. There have been some great things achieved and some significant reductions in crime on campus and in the university area and a lot of positive achievements. Perhaps at another meeting we could look at some of those because I think there's a lot of great things happening; not perfect, and things won't be done until we do get perfection. Thank you for everything you're doing and Dr. Ono and Bob for your leadership on that; Chief, thank you for everything that you're doing in the safety area.

Let's now move to the report of the Faculty Senate—the lady that carried our mace and did so well at convocation--Tracy Herrmann.

University Faculty Chair Report

Ms. Herrmann:

Thank you, and good morning Chairman Humes, members of the Board, President Ono, and guests. As you know, the University of Cincinnati is a great and

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growing research university and the breadth of work done by faculty here at UC involves the pursuit of excellence and a combination of research, teaching, and professional and creative activity.

Today I would like to highlight two of these important aspects of faculty work—teaching and service. Teaching and service often take a back seat to the incredible research that we do here. However, these components of faculty work are integral to the mission of UC. In my 27 years as a faculty member here at UC, teaching has changed dramatically as you can imagine. In the early years, organizing for a class included making overheads or slides, making sure they were in the right order, preparing for your lectures and labs in a way that would let you speak to all the details and intricacies of your profession—I was the expert. Today, preparation for class has become much more complex and students not only expect an educational experience, but also an entertaining one. I hope that is true with you. Utilization of media, effective strategies for active learning, and rich methods of assessment of student work are now expected as part of the educational experience created by faculty. And today's university faculty must not only be the experts in their profession, but also experts in andragogy, the science of adult learning. They must be experts in technology and experts in teaching and assessment, both in the classroom and online. In addition, students have come to expect a quicker response from faculty than ever before. In the past, a few office hours would suffice, but with today's technology, student expectations for quick responses to inquiries that are 24/7 have dramatically increased. And it makes it challenging for a faculty member to clock out, so to speak.

Fortunately, I see our faculty here at UC working hard every day to rise to the challenge of teaching. In addition to research and teaching, faculty provides service at the program, department, college, university, and community levels. This service may include a range of works such as leading and participating on a wide range of committees included but not limited to search committees for staff and faculty hiring, committees to promote and develop university and college initiatives, integrated decision making, and

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shared governance committees, college level governance committees, and program admissions committees.

In addition, service may involve administrative or support positions such as student academic advisor, student organization advisor, course coordinator, program director, or department chair. Faculty also serves the university by creating and providing faculty and staff development opportunities and much more including serving their professional organizations.

In the community, faculty serves by sharing their expertise and providing instruction and consultation beyond their university teaching. Examples of this work include teaching CPR, visiting elementary schools, and building gardens and houses locally, nationally, and internationally. This service is invaluable to our society and brings positive attention to the university. At UC, our faculty produces amazing research and provides strong support for students conducting research as we've seen highlighted today and at previous Board of Trustees meetings. As we prepare for the start of fall semester, I ask that you join me also in considering placing the highest value on the outstanding teaching and service done by faculty everyday here at the University of Cincinnati.

Thank you, Chairman Humes, for this opportunity to speak on behalf of the faculty. This concludes my report for the August 26 meeting.

Mr. Humes:

Thank you very much. I know that I speak for the Board when I say amen to what you just said. We could not agree more. The role of this faculty in this university is a cornerstone of our success. It has been from day one and continues and the service that you provide is much more than the classroom as you've described and we agree. We thank you and pass our comments and our thanks to you and the role the faculty played in

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putting our enrollment where it is. We would not be here today; this enrollment would not be here if we did not have the reputation, if we didn't have the word of mouth, and everything else that goes on in the faculty working to make that happen. So, thank you.

I also would like to welcome one of your colleagues, the head of AAUP, Professor Loving, that's with us with some of his other members of his leadership team. We welcome you. We thank you for your collective commitment to making our university the best it can be and we look forward to partnering with the faculty and with everyone to continue to move our great university forward. So, thank you very much.

Next, we have a report of our Graduate Student Trustee--Debra Burgess.

Graduate Student Report

Ms. Burgess:

Good morning, everyone. The first GSGA General Assembly meeting of the 2014-15 academic year will be held September 3. A full report of the graduate student activities from the summer and the beginning of autumn semester will be made at the October 21, 2014 meeting of the Board of Trustees. Thank you, Mr. Chairman.

Mr. Humes:

Thank you. That's a great report. You win the award for the most brief, to the point report of the day with your first report, so congratulations to you.

Mr. Humes:

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I will now call for an Executive Session. The members of the Board will not come back to conduct any official business after Executive Session is concluded. Members of the Board, again, will not return to conduct regular business. Our next Regular Board Meeting will be held here in the Russell C. Myers Alumni Center, on Tuesday, October 21, 2014.

Executive Session

Mr. Humes:

May I have a motion to enter Executive Session for the purpose of considering real estate and the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee; to consider matters required to be kept confidential by federal law or regulations or state statutes; and conferring with legal counsel concerning disputes involving the University?

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

AYE: C. Francis Barrett; Thomas H. Humes; Thomas Cassady; William C. Portman, III; Carl H. Lindner III; Robert E. Richardson Jr.; Geraldine B. Warner and Margaret K. Valentine.

NAY: None

ABSENT: Ronald D. Brown

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The Board of Trustees went into executive session at 10:38 a.m.

Chairman Humes:

With no further business for the executive session, may I have a motion to adjourn the executive session?

Upon a motion from Mr. Barrett, seconded by Mrs. Warner, the roll call vote was taken.

AYE: C. Francis Barrett; Thomas H. Humes; Thomas Cassady; William C. Portman, III; Carl H. Lindner III; Robert E. Richardson Jr.; Geraldine B. Warner and Margaret K. Valentine.

NAY: None

ABSENT: Ronald D. Brown

Reconvene Meeting

The meeting of the Board of Trustees of the University of Cincinnati will now be reconvened. (*Meeting was reconvened at 11:44am*)

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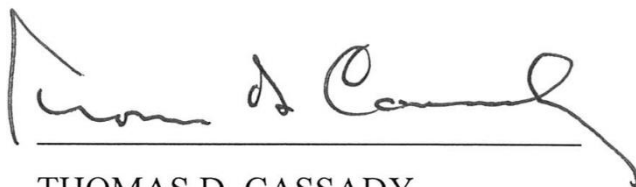
Adjournment

Mr. Humes:

There being no further business before the Board and upon proper motion by Mr. Barrett, seconded by Mr. Cassady, Mr. Humes adjourned the meeting at 11:44 a.m.



THOMAS H. HUMES
CHAIRPERSON



THOMAS D. CASSADY
SECRETARY