

UNIVERSITY OF CINCINNATI

Official Proceedings of the

Three Hundred and Sixtieth Meeting of the Board of Trustees

(A Regular Meeting)

February 20, 2018

The Three Hundred and Sixtieth Session of the Board of Trustees of the University of Cincinnati was opened at 9:30 a.m. on Tuesday, February 20, 2018, in the Annie Laws Building 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 D. Cassady, Chairperson of the Board of Trustees, presided.

Mr. Cassady asked that roll be called.

BOARD MEMBERS PRESENT: Thomas D. Cassady, William C. Portman, III, Margaret K. Valentine, Ronald D. Brown, Kim Heiman, Tom Mischell, Rodney Williams, Geraldine Warner

BOARD MEMBERS ABSENT: Phil Collins

ALSO PRESENT: Neville G. Pinto, President;
Robert F. Ambach, Senior Vice President for Administration and Finance;
William Ball, Senior Vice President for Health Affairs; Dean, College of Medicine;
Peter Landgren, President, UC Foundation
Kristi Nelson, Provost & Senior Vice President Academic Affairs;
Lori Ross, General Counsel;
Ryan Hays, Executive Vice President;
Ryan Makinson, Graduate Student Trustee;
Alberto Jones, Undergraduate Student Trustee;
Bashir Emlendi, Student Body President;
Greg Loving, Faculty Representative;

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Greg Vehr, Vice President Government Relations
and University Communications;
Nicole Blount, Executive Director of Board
Relations;
and the public

(Prior to the Board Committee Meetings and the Regular Board Meeting, Chairman Cassady began the proceedings at approximately 8:31 a.m.)

Mr. Cassady:

Welcome, everyone. I would like to call our meeting to order. We want to thank the Dean Larry Johnson again for his hospitality in allowing us to meet in this very nice room. There is one new thing that we're going to do, we've got some automatic transcription equipment, and in order to catch people's names as they do it, I've been asked to have everyone go around the table and into the microphone, state your name.

Board meeting attendees stated their names:

*Tom Cassady.
Nicole Blount.
Ginger Warner.
Margaret Valentine.
Sally Moomaw.
Dan Carl.
Greg Loving.
Peter Landgren.
Lori Ross.
Bob Ambach.
Kristie Nelson.
Bashir Emlemdi.
Alberto Jones.
Ryan Makinson.
Rodney Williams.
Kim Heiman.
Ron Brown.
Wym Portman.
Neville Pinto.*

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Mr. Cassady:

Thank you. We will begin. Unfortunately, Trustee Phil Collins is unable to be with us today. And Trustee Tom Mischell left his Anderson home at 7:00 am this morning and has texted us numerous times. And I guess there's only one road out of Anderson right now, so he is unable to be here. And I've been told that Dr. Ball is also an Anderson resident and is stuck at home. But oh here, I see Tom walking in on the sidewalk so he made it. [LAUGHTER]

I'd also at this time like to congratulate Ron Brown on his reappointment by Governor Kasich for a nine-year full term to serve nine more years on this board. Thank you very much to Ron for saying yes.

Mr. Brown:

Well, thank you, it is my honor.

Mr. Cassady:

I would also like to tell you, Trustee Tom Mischell, we saw you on the sidewalk and acknowledged your presence already. Welcome. [APPLAUSE] I also want to congratulate three of our faculty members who are receiving special appointments today.

Kristie Nelson will be speaking more about this in her report. However, we want to recognize them now should they need to leave early for class. If you are here as I call your name, please stand so you may be recognized.

Congratulations on the appointment of distinguished research professors, Dr. Christopher Phillips, Professor of History in the McMicken College of Arts and Sciences and Dr. David Hui, Professor of Pathology and Laboratory Medicine in the College of Medicine. [APPLAUSE]

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And congratulations on the appointment of a distinguished teaching professor, Emily Houh, Professor of College of Law. [APPLAUSE]

Much more will be said about these appointments in a few minutes. I do want to announce for the committee appointments that Tom Mischell will be the Vice Chair of the Finance and Administration Committee. And with Phil Collins' absence we're very glad to have you here today, Tom. Thanks for making such a big effort.

Mr. Mischell:

I might have broken a few laws to get here. [LAUGHTER]

Mr. Cassady:

All other committee assignments remain the same. It is a coincidence but today is the one-year anniversary of President Pinto's first day on the job as UC's 30th president. [APPLAUSE] It's hard to believe that was 365 days ago. It has been a year of listening, learning, and developing a strategic direction. He will be telling us more about that in the presentation this morning. His accomplishments in his first 12 months have included making key hires in leadership to maintain the team that will move us forward:

- Provost Kristie Nelson, who has more than 36 years of experience as a faculty member and 15 as a senior vice provost.
- A new president at the UC Foundation, Peter Landgren, who has tremendous academic experience that he will bring to bear on aligning the university's academic mission with its fundraising efforts.

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- UC's first-ever Chief Innovation Officer, David Adams, who heads our 1819 Innovation Hub.
- And General Counsel Lori Ross.

President Pinto has also been a good community partner and serves as chair of the board for the Uptown Consortium. He's also a member of the Cincinnati Business Committee. Personally, I would say that in the last 12 months I've gotten to know Dr. Pinto extraordinarily well, and he has brought a humility, a conscientious discipline and follow-up, and an insightful vision to the job that frankly has been personally inspiring.

So I'd like to turn it over to you at this point for your report.

President Pinto:

All right, thank you, Chairman Cassady. Good morning to everybody here, board members, administrators, and folks in the audience. First of all, just let me say that it's been a privilege to serve at this university, to be back here, and it's been a blast. I really enjoyed it, and I look forward to another great year. And much has to do with the people of this university, if not all. It's just been tremendous to work with the students of this university, the faculty and the staff, and my leadership team. So thank you, everybody, for making this a terrific year.

I also want to thank Ron Brown as trustee for agreeing to serve another nine years on the board. He has already served five, so that's 14. Plus don't forget that he was here for four years as a student and is a proud alumnus of the university. So that's 18, and he tells me he also serves on the advisory board for the College of Business. And I don't know how many years he did that,

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but he's had a long connection with the university. So glad to have his experience and wisdom to continue on this board.

I'm not going to make my report very long today because today I will speak about the strategic direction. But I do want to mention that on February 13, we had a wonderful event in Columbus with our partners up I-71 at Ohio State. And we had Buckeye and Bearcat Day that our Government Relations and University Communications and UC Foundation put together. Some of our senior administrators joined us there including our deans, and I'm grateful for that.

They joined a large group of alumni, and most importantly we had students. Bashir Emlemdi was leading the group there and the greatest impact was the introduction of our students to our legislators. The purpose of that meeting was to emphasize the importance of our two Carnegie One research universities in this state and to this country. And it was a very productive day. I had the opportunity, along with President Drake of Ohio State, to address a large number of our alumni who came together for lunch, who broke bread together, which is always a positive sign. And we aim to continue this partnership into the future.

Today on my script, Chairman Cassady, I was going to speak about the distinguished professors that you just introduced. I'm not sure if Kristie is going to do that later, but we'll play along as we go here. I think it was put in my script because I think one of our professors has to leave to teach, so we wanted to do it early. So I'm going to read to commendation.

So today on your agenda, board members, you will vote on our newest recipients of the titles of distinguished teaching professor and distinguished research professor. These eminent titles represent the University's highest recognition for achievement and contributions in teaching and research. I'd like to introduce you to the three faculty members who are recommended for these titles. Our candidate for distinguished teaching professor is Emily Houh. She is the Gustavus

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Henry Wald Professor of Law and Contracts in our College of Law. She has been a member of UC's law faculty since 2003. Her course is focused primarily on contracts, sales, payment systems, and critical race theory. She has won the law school's Goldman Prize for teaching excellence three times and her students rave about her courses, even wishing that they could take additional semesters. This is high praise indeed. Professor Houh, will you please stand so we can acknowledge your exceptional work. [APPLAUSE]

We have two candidates for distinguished research professor. I will go in alphabetical order. Professor David Hui came to UC in 1987. He now serves as director of the Metabolic Disease Research Center in the College of Medicine. His research in lipid and lipoprotein metabolism is internationally renowned, with major impacts on improving health and the treatment of diseases. His research spans the areas of cardiovascular disease, obesity, diabetes, infection, inflammation, cancer, and neurosciences. Some examples of his impact include his seminal discovery of what caused bad side effects from first generation HIV drugs has resulted in the development of later generation medications that were safer and extended the lifespan for people with HIV. His work has led to anti-obesity drugs, including Orlistat and Alli. He is a co-holder of several patents that may lead to treatments for diabetes and cardio-vascular disease. His research findings also led to new cholesterol lowering drugs. Professor Hui will you please stand. [APPLAUSE]

Our second Distinguished Research Professor is Professor of History, Christopher Phillips. He joined UC's faculty in the McMicken College of Arts and Sciences in 1999 and now serves as the John and Dorothy Hermanies Professor of American History and the head of the history department. Widely recognized among his peers as a gifted and prolific authority on 19th century US history, he has authored eight monographs and books. He also served as a longtime editor of

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Ohio Valley History. His most recent book, *The River Ran Backwards, The Civil War and the Remaking of the American Middle Border* earned him several awards, including the most distinguished award given by the Society of Civil War Historians. It is a work that has reshaped the study of President Lincoln's own region of the nation and gives great understanding of the middle states of today.

He has gained the deep respect of his colleagues around the nation. In addition to the Distinguished Research Professor title this year, we believe Dr. Phillips might be the first faculty member to earn two of UC's all-university faculty awards in the same year. He has been selected to receive the 2018 George Rieveschl, Jr. award for creative and scholarly works. Dr. Phillips, will you please stand. [APPLAUSE]

It is such a pleasure to recognize our world-class faculty today. This concludes my regular report. I will now proceed with my presentation.

Mr. Cassady:

Very good.

President Pinto:

Well, good morning, folks. It is such an honor today to present to you our strategic direction. It's called *Next Lives Here*. On your seats, you should have found a booklet that describes the program in detail. Could one of you give me a copy of the booklet? I forgot to bring my copy up here. I'm very excited today to describe the strategic direction, *Next Lives Here*, to you. But before I do that, I want to show you a video.

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Following the video presentation, President Pinto continued his presentation.

President Pinto:

I hope you found that inspiring. That is our video anthem for *Next Lives Here*. Now you may recall that this process started eight months ago. When I first arrived here a year ago, I spent about three to four months going around campus and listening, listening and learning about this university that is so beloved to all of us.

And during that time, I heard what the community wanted. The community wanted direction, a direction that would connect to its passion. And it is with that in mind that we launched, eight months ago, the strategic direction planning process. Today we name it *Next Lives Here*. One of the desires that I heard loud and clear is that we wanted a process that would be quick and efficient. And I want to congratulate each one of you here and thank each one of you and all those who are not here who participated in this process for allowing us to complete this objective on time. What we have done in eight months, most universities of our size take 24 months to complete. Not only do they take 24 months to complete, they often bring in entire teams to build out the strategic plan or the strategic direction, or they hire consultants to do so. We used none of those. We used our own abilities, our own organization, to complete this within eight months and I want to thank you for that.

But in going through a process that was accelerated, relative to others, it was very important to be inclusive. To ensure that we use the vast intellectual potential of this campus to describe what we should be focusing on for the future of this university. And in doing that, we engaged through conversations almost a dozen stakeholder groups. We held four campus-wide forums in which we heard what the campus desired. So thank you again for participating in this process. But most

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importantly, this will not be successful if it is not unifying, if it does not connect to every one of you in a way that sparks that initial flame that brought you to the University of Cincinnati, and that passion to do the right thing to have an impact on other people's lives. I believe when I look at what has come out of this exercise, we have a vision that is unifying and will connect to every faculty member, staff member, and student in this campus and stakeholders around our community. So thank you again for working to deliver. Today I have the honor of presenting your hard work.

Now there's always a temptation, and I am sure some of you did this immediately and are probably still doing this. I see one or two of you doing it right there to look immediately to see what is it we're going to do in this plan that he's talking about. But I think if you remember the discussions on strategic direction, it is so important to always ask the question, why are we doing what we are doing? And so, let me take a few moments here to zoom out and look at the bigger picture of what is going on.

We are at a major national university. I would say we are at a major global university. We are living in a time when knowledge and ideas matter most of all. We are actually fortunate to be at universities at a time when universities can be most impactful on our society.

To me, it's an enormous opportunity. In order to have full impact, the full impact that we can realize from this university, it is so vitally important that we come together and all row in the same direction. It is for that reason that we have spent the past eight months in developing a strategic direction. And when we have thought about the big challenges and opportunities that we face, there are some that rise to the top. And I want to speak about one that is going to change the shape of our globe. It's urbanization, and urbanization has two dimensions. What you see here is what we're seeing already. Half the global population now lives in just 1% of the land. This really

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comes home to me when I look at this map and you see how we are distributed across the planet. And there is an added factor. The global population today is about 7.4 billion on this planet. By 2050, we will be at 9.7 billion people on the globe. There's many ways of looking at this and what I want to do with you is think about the challenges ahead as well as the opportunities ahead and bring that back from a zoom out to a zoom in to what this university can do in realizing those opportunities and meeting those challenges.

When you look at that growing population and the concentration of populations across the globe, the one number that jumps out is by 2050 when we have 9.7 billion people on this planet, two-thirds of them will be living in cities. Now when we think about cities, at least if you're like me, you often think about congestion. You think about the problems with transportation, with housing, and poverty that becomes concentrated and polarized from the rest of society. You think about energy distribution. You think about water. You think about health. You actually don't have to look very far to see what urbanization creates. Right here in Hamilton County, we are in the bottom 10% with respect to infant mortality. This is totally unacceptable. This problem is going to get worse if universities like ours don't develop the knowledge base and the talent pool to address these issues. And, this is not just a health issue. This is not just a science issue. This is an issue for a society. It's about housing, it's about food, it's about nutrition, and it's about access to jobs. All of it plays into this dismal number. Some of you may recognize this place. It's a beautiful place. I've never been here, but I'd certainly like to visit. This is on the southern tip of Africa. It's Cape Town, South Africa. What a beautiful city with lots of green and lots of water around there. But, some of you may know that this city of 4 million, a global metropolis, has a problem. Cape Town is predicted to run out of water not in ten years, not in five years, not in two years, not in one year, but in 90 days. These are the challenges of urbanization. This is the world in which our students

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are going to graduate. This is the world in which they are going to be citizen leaders. This is the world in which they will solve the problems, and I want those students and those leaders to be bearcats.

But all is not bloom and doom. Let's zero in on our own country and look at the distribution that I showed you earlier for the globe. Very similar here. At least 50% of us live in the areas that are highlighted with black. But, if you look at a few of these areas, if you look at the coast of California, do you recognize what that agglomeration of people in minds and intellectual potential has done for our lives today? Do you recognize the creativity that those urban centers have brought to solving problems. Do you recognize the human potential? Look at the east coast and the northeast coast that is another urban center when people come together, when people collaborate across areas in our language across disciplines, great things can happen.

Organization has huge advantages, I believe that is for that reason that people come together. And so, when we think of about the future and we think of the world's population going from 7.4 billion to 9.7 billion, think of the human potential that is going to be created and the brain power that we will now have on this planet. That is the positive side of the future.

And so, when we think about the urban future, we should not think of dystopia and alarm and those movies that come out of our hollow world, it's going to be destroyed. We should think about the world as we can conceive it today in a positive way for utopia. Imagine smart cities that raise the standard of living and this again is not out in the future. Google is already partnering with the city of Toronto who has allocated 12 acres on the waterfront to design the first urban smart region. And it's not just about technology, in fact, that's far from just technology. It's about a place where human beings can live and thrive. This is the world to which our students are going to

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graduate. This is the impact that we could have as a university. To me, it's exciting. To me, we are at a great time in human history, and a great time to be at the university.

And you may remember, for those of you that were involved in this process of developing the strategic direction, that we talked about not reinventing what we do at this university; not recreating areas for us to work on. What we concluded is that we need to build on our strengths. And when you look at the areas that I just identified: urban health, water, economic development, all of that connects to the areas of strength that we have. And so, we think that we have positioned incredibly well as we move into the next phase.

So when I talked about opportunities and collisions, I want you to think about how our global system is changing. In terms of our economy, we are going from a national analog industrial economy to a global digital knowledge based economy. Earlier on I had said knowledge, ideas, and minds matter. Of that 9.7 billion people on this planet in 2050, most will be in Asia. Our population will not grow that much. In a knowledge economy it's people with knowledge matters. Universities are going to educate the people with knowledge, the one who are going to be competitive in the future. In 2025, 2 million Ohioans will lack the post-secondary education needed to keep them competitive in the knowledge economy. How are we going to change this story? If we do not, we will not be competitive globally. It's about increasing access and providing opportunity to everyone. A larger percentage of our young people, independent of circumstances and origins can access our university, and to me that is the big opportunity. If we're not successful as one of this country's major universities, our country will suffer. It is vitally important that we change the story.

And there is another aspect that I want us to consider as well. This has come out loud and clear from all the discussions that we have had. The rate at which things occur is accelerating

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rapidly. The world into which our students will graduate will be vastly different from what we have today in terms of the demands on the rate at which they have to deliver. The demands for us who work at the University in research and creativity will change drastically. We will have to be much more responsive to the needs of society and deliver very quickly with our ideas into practice. Change is changing, you have to recognize that and this impacts us directly in terms of the educational experiences that we need to ensure that our students have. It's about ensuring that they are immersed in an environment that challenges them to be innovative. Innovation has to be part of our curriculum because that is what the world is going to demand of them if they are to be successful when they graduate. And even in the work we do here, we have to think differently. In all of the research and discovery that we do here, innovation has to be our very oxygen. We have to breathe it and live it in the way we administer the university, in the way we react to changes in our society, all of that requires us to work at a different pace. So change is changing. Not only is it the rate at which change is occurring, but the areas that it is effecting. I want to emphasize this is not just for science and engineering, this is for every field across the board. Every field is being impacted by this. So as we think about this, our opportunity here is to lead by design recognizing the opportunities ahead. If we do not lead by design, and we work by default, we will be followers and that is not what this university deserves. So now what are we going to do about this? What are we going to do about the challenges and the opportunities that lie ahead? I would like to now zoom in to the plan or the direction itself.

This is our vision: *Leading urban public universities into a new era of innovation and impact.* Yesterday when I spoke to our board about this, we gave them a little bit of a preview on it. I said to them, I have lived through many vision statements, vision statements that I have developed myself, as either a department head or a dean, but I can say I have never understood the

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excitement that a vision statement could create until our campus came up with this one. This truly excites me, and I hope it will excite you, and it will connect you in a very different way to this university and its mission. So, if we look at this statement, you will now recognize the connection to what I talked about earlier. We are fortunate to be in an urban area in Cincinnati. It is a strategic advantage and it's not too bad a place to live either and have fun. It's a great place, but strategically we have an advantage. As the world urbanizes being in an urban environment is vitally important. It provides us the opportunity to immerse our students and learn in a learning environment which will increasingly become almost the only option for them as they move into full adulthood. So we intend to use that opportunity to develop the paradigm for public universities, and we understand that what lies ahead is different, it's a new era. It's a new era in many dimensions, but it is an opportunity for us as a university to demonstrate what has been the case for over a century in this country, that public education is the engine for prosperity in this country. People have started to doubt that. We can change that conversation, and we can show that by looking outward, responding to what society needs, with the enormous intellectual potential and capacities that we have here, that we can change that conclusion that many are coming to. And we're going to do it in a way that ensures that we are innovative, and we're going to be focused on changing things, on having impact. To me this is an energizing and exciting vision that we absolutely need to attain. So at the heart of this document, if you go to the center of the document, you will find this, and you'll be able to see it better than if you can't see here, because some of the font is smaller on the screen.

The structure of the strategic direction, and I want to say this generally, this is not a strategic plan. It is a strategic direction. It recognizes in a rapidly changing world, we have to be ready to change quickly. It is a nimble structure to focus our attentions, to focus our energies, to focus our passions, but at the same time it allows us the flexibility to change course on a dime. That is incredibly

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important, and we are going to rely on the community to build this and it will be continuously built out. That is our charge. So when we look at this, we have three platforms on which this strategic direction, *Next Lives Here*, is going to be built. This is a university. Academic excellence is our primary goal. We understand that it's the people at this university that matter most. Students at the center of everything we do with faculty and staff educating these students, discovering knowledge, and being creative. This is what we are going to aspire on academic excellence, and for each of these, we have pathways as initial initiatives to support these platforms.

Remember, as ideas come in, we may add additional pathways. We may modify these pathways. This is always going to be a work in progress. So in this case, we have the promise, faculty investment, and staff enrichment. To keep this to a reasonable length, I will not describe those, but just point to you that in this document that you have on your chair there is a sheet that looks like this, and there's a short description of each of these areas and our intentions within each of these pathways.

And then the two other platforms that will support this core of academic excellence are urban impact and the innovation agenda, and I hope now my remarks that address the question of why, connect to these platforms. We, as a research university, as a Carnegie One research university, and 1 of only 115 among 4,000 in this nation, have an enormous opportunity to define that world of the future. For us urban futures, urban health, is critically important to the future. Our faculty and our students will come around these challenges and these opportunities, and I have confidence that they will show the way to the future, and right there at the bottom is CPA strong. This speaks to the particular challenge we have in this country of increasing access for all to higher education, and particularly to a Carnegie One research educational experience, which is very unique, and very empowering for future leadership. The innovation agenda talks about the way,

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our way of thinking and our way of educating students. We're establishing the 1819 Innovation Hub. This investment was made prior to me coming here, and I believe with all my heart that it was the right thing to do. And Co-Op 2.0, something that we have been known for for over a century, it's time to think about how that Co-Op model will fit into a world that is so rapidly changing. I believe we can have an impact on a global level in defining experiential education for the next century.

And finally at the bottom there, and most importantly, is inclusive excellence. This speaks again to the importance of the diversity of our workforce and the importance of inclusivity. And the reason we have put it in the innovation agenda is because we want to challenge ourselves at a new level. If we can solve the most difficult problems that academia faces in many disciplines, I believe we can use that same mindset of innovation to solve one of our society's greatest problems and that is inclusivity. To ensure that the experience of every single student, every single faculty member, and every single staff member here is great and equal. And so inclusive excellence is a platform for us within the innovation agenda.

Three things that we need to think about as we move forward in executing our strategic direction *Next Lives Here*, is our culture. I talked about this at my inauguration, and I think for us as leaders of this institution, all the way from our captains out on the field, our department chairs and our department heads, all the way to me, this is the most important aspect of leadership for our new strategic direction. We need to ensure that every one of our community members feels an ownership of the University of Cincinnati. And when you look at strategy, it's about excellence, impact, and innovation. So to the excellence we add impact and innovation.

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And finally, when we think about our charge, it is think next and act now. I think if we do that, we are going to be on our way to the very top. Two questions that I want to talk about now is resources and timeline. Currently, our resource base is \$1.2 billion. If you think of it very practically, the extent of what we can do and the impact we can have is often limited by our total resource space. This is our total resource space. We understand that we have to invest in the future. And so our target, at this time, is to invest \$150 million in our operations in driving *Next Lives Here* over the next ten years. But if we invest this money, and I've been around universities for many years, two universities and they're very similar in the way we approach this. In the end, after 10 years, we're still at the \$1.2 billion budget, we will have wasted an opportunity. Because what that means is our capability at the end of ten years to move anything forward beyond what we did today has not changed, in fact it's probably regressed. What we need to look at is the following: we need to think of the investment in terms of how our permanent resource base is going to grow. That then says that we have a stronger university because we have more resources to do things. So when we invest \$150 million a year, we've got to grow our research enterprise. We've got to grow our corporate partnerships with innovation, and we've got to grow our philanthropy. We have to think about our enrollment and the growth of our enrollment. We have to think about the growth of our Co-Op and we have to use our resources more efficiently. And if we do that, and at the end of ten years we are at a resource based of \$1.7 billion, we will be a much stronger university and our impact as an urban university will be much larger. This is the way I'd like all of us to think about accomplishing our future. It's building a permanent resource base that we can then pass on as good stewards of this resource on to the next generation of leaders.

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So that goes to the timeframe. All of the effects, all of the timelines that I talked about when I started earlier, were longer timelines, and that was on purpose because when we think of the university, a timeline of three to five years is relatively short. But more importantly, think of the time frame in which we can have impact through the research and scholarship of our faculty. Think of the time frame of our students. Their lives are just starting. For them 2050 is a reality; for me it's not, but for them it is a reality. They will be in positions of leadership in 2050. We have to think long term when we're steering our university. So the time frame we have to think about is 20 years. But that's impractically long in terms of setting a course. So the way we have decided to do this is think of a tenure time frame, which seems reasonable in this case. And we have developed a strategic direction with a tenure time frame or horizon in mind, but remembering that the future pull is to 2038. So we have to make sure we'll be successful with our resource base, for example, so the university is positioned not only at 2028, but positioned strongly to move at an accelerated pace to 2038.

So with that, I want to close this presentation. *Next Lives Here* is our strategic direction. To off-campus community, I hope that when you think about how you can contribute to the success of this university, you think about what I said earlier: Why did I join this university in the first place? I bet, in almost every case, it was about impacting lives, about discovering knowledge, and improving our society. This is a time for you to reconnect, to refresh yourself and challenge yourself to think outside the box, to be innovative. To think about problems that you may have thought intractable in the past, and think about how you and your team can break through those boundaries by being creative and by being optimistic.

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I hope this will light that flame that will make sure that this university fulfills a destiny. So with that, Chairman Cassady and Board of Trustees, I'm very proud to present on behalf of the University of Cincinnati community the strategic direction, *Next Lives Here*, for your consideration and approval. [APPLAUSE]

Mr. Cassady:

Thank you very much President Pinto.

Resolution:

We the Board of Trustees applaud President Pinto and his leadership team for partnering with the board and the broader campus community to develop a new strategic direction for the University of Cincinnati entitled Next Lives Here.

We the Board of Trustees commend President Pinto and his leadership team for completing a strategic planning process that was accelerated, inclusive, and unifying.

We the Board of Trustees fully embrace the forward leaning vision of leading urban public universities in to a new era of innovation and impact.

We the Board of Trustees fully support the direction set forth by these three platforms: academic excellence, urban impact, and innovation agenda as well as the nine pathways.

We the Board of Trustees, believe this ten-year vision, supported by a nimble and flexible framework, will guide the university's long-term sustained success for decades to come.

Therefore, be it resolved that the Board of Trustees approve and proclaim this message of support for the university's new strategic direction, Next Lives Here, on the 20th day of February 2018.

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Mr. Cassady:

May I have a motion to approve the resolution?

Upon a motion called by Mrs. Valentine, a second by Mr. Mischell, roll call vote was taken.

AYE: Thomas Cassady; William C. Portman; Ronald D. Brown; Geraldine B. Warner; Kim Heiman; Tom Mischell; Margaret K. Valentine; Rodney Williams

NAY: None

ABSENT: Phil Collins

Mr. Cassady:

Congratulations Neville. We fully support unanimously, and warmly the great message, and like Neville has expressed his appreciation for the broad contributions of the many constituencies that represent this university. I want to thank everyone for their hard work in putting it together. It is all of our plans.

President Pinto:

Thank you, Mr. Cassady. I also want to, here publicly, acknowledge the valuable input and insight that the Board of Trustees provided to us and guidance provided to us throughout this process. Thank you so much, and on behalf of the university, thank you for approving this direction.

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Mr. Cassady:

Very good. Does anyone have any other comments? Very good, thank you. We will now proceed with our committee meetings.

THE BOARD COMMITTEE MEETINGS

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

The Academic and Student Affairs Committee, Finance and Administration Committee, and Audit and Risk Management Committee meetings began at 9:00 am, and concluded at 9:30 am.

Mr. Cassady:

There being no further business, we will now call our regular meeting to order.

THE REGULAR MEETING OF THE BOARD OF TRUSTEES

The Regular Meeting of the Board of Trustees convened at 9:30 a.m. and, as noted on the first page of these minutes, roll call was taken.

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

Mr. Cassady:

Are there any additions, corrections, or deletions to the December 13, 2017 Minutes that were presented? Seeing none, may I have a motion and a second to approve the Minutes?

A motion was called by Mrs. Valentine and a second by Mrs. Heiman.

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Mr. Cassady:

All those in favor say “aye.” All opposed say “nay”. Thank you. The Minutes are approved.

Approval of the Items Recommended by the Board Committees

Listed below are items recommended to the Board of Trustees for approval by the Academic and Student Affairs Committee and Finance and Administration Committee at their respective meetings held on February 20, 2018 prior to the Regular Meeting of the Board of Trustees.

Academic and Student Affairs Committee Recommendation

18.02.20.01

Academic Appointments

Synopsis:

Appointments of Faculty and Academic administrators

Emeritus Status

Steven Boyce, Ph.D.

Professor Emeritus
 Department of Surgery
 College of Medicine
 Effective April 1, 2018

Ralph Gruppo, M.D.

Professor-Clinical Emeritus
 Department of Pediatrics
 College of Medicine Effective
 January 8, 2018

Ralph Katerberg, Ph.D.

Professor Emeritus Department
 of Management Lindner College
 of Business Effective June 1,
 2018

Christina Kelton, Ph.D.

Professor Emerita Department of
 Economics Lindner College of
 Business Effective August 15, 2018

Joseph Nevin, Ph.D.

Professor Emeritus
 College of Engineering & Applied Science
 Department of Electrical Engineering & Computing Systems
 Effective January 1, 2018

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Ronald Sacher, M.D. Professor Emeritus
College of Medicine
Department of Internal Medicine
Effective February 1, 2018

Academic Unit Head Appointments

Krista Clark, Ph.D. Academic Unit Head
Department of Science & Health
UC Clermont College
Effective March 1, 2018 through March 1, 2022

New Faculty Appointments

Nan Zhou, Ph.D. Professor with Tenure Department
of Accounting Lindner College of
Business Effective August 15, 2018

Brandi Blessett, Ph.D. Associate Professor with Tenure Department of
Political Science McMicken College of Arts &
Sciences Effective August 15, 2018

RECOMENDATIONS FOR PROMOTION & TENURE

From Assistant Professor to Associate Professor

College of Medicine

Artem Barski	Pediatrics
Joshua Waxman	Pediatrics

From Instructor-Clinical to Assistant Professor-Clinical

College of Medicine

Scott Meyer	Internal Medicine	Kim Nguyen
Internal Medicine Adam Nelson		Pediatrics

From Assistant Professor - Clinical to Associate Professor – Clinical

College of Medicine

Hillary Mount	Family & Community Medicine
Sarah Pickle	Family & Community Medicine
Katherine Auger	Pediatrics
Richard Loren	Pediatrics
Nicolas Madsen	Pediatrics
Abigail Matthews	Pediatrics
Daniel Schumacher	Pediatrics
Brad Sobolewski	Pediatrics
Brian Varisco	Pediatrics
Andrew Trout	Radiology

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From Associate Professor - Clinical to Professor – Clinical

College of Medicine

Karen McDowell	Pediatrics
Jennifer Reed	Pediatrics

From Research Assistant Professor to Research Associate Professor

College of Medicine

Stephen Becker	Pediatrics
Jocelyn Biagini Myers	Pediatrics

INFORMATIONAL ITEMS

Associate Provost Appointment

Hang (Helen) Chen, Ph.D.	Associate Provost & Professor - Educator Experience-Based Learning & Career Education Effective April 2, 2018
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18.02.20.02 **Approval of Ohio Department of Higher Education Remediation Report**

Synopsis: Ohio Department of Higher Education Mandated Remediation Report

18.02.20.03 **Approval of New Fellows of the Graduate School**

Synopsis: Appointments for membership in the Fellows of the Graduate School

ChongAhn
 Electrical Engineering & Computer Science, College of Engineering and Applied Science

Steven Cahn
 Composition, Musicology & Theory, College Conservatory of Music

Aimin Chen
 Environmental Health, College of Medicine

Ashley Currier
 Women's Gender & Sexuality Studies, McMicken College of Arts & Sciences

John Drury
 English and Comparative Literature, McMicken College of Arts and Sciences

Gail Fairhurst
 Communications, McMicken College of Arts & Sciences

EmilyHouh
 Professor, College of Law

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Nancy Jennings
 Communications, McMicken College of Arts and Sciences

Catherine Losada
 Composition, Musicology & Theory, College Conservatory of Music

James Mack
 Chemistry, McMicken College of Arts & Sciences

Paula Shear
 Psychology, McMicken College of Arts and Sciences

Michael Solimine
 Professor, College of Law

Vijay Vasudevan
 Mechanical and Materials Engineering, College of Engineering and Applied Science

18.02.20.04 **Approval of New Fellows for the Academy for Teaching and Learning**

Synopsis: Approval of faculty for induction into the Academy of Fellows for Teaching and Learning

Shauna P. Acquavita, Ph.D.
 Associate Professor
 School of Social Work, College of Allied Health Sciences

Pamela L. Rankey, M.Ed.
 Associate Professor
 Business & Economics, UC Blue Ash

Teresa Roig-Torres, Ph.D
 Associate Professor
 Foreign Languages, UC Blue Ash

18.02.20.05 **Approval of 2018 Distinguished Research Professors Award**

Synopsis: It is recommended that the Board of Trustees approve the following appointments: Christopher Phillips, PhD, Professor of History in the McMicken College of Arts & Sciences and David Hui, PhD, Professor of Pathology and Laboratory Medicine in the College of Medicine as the 2018 Distinguished Research Professors.

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18.02.20.06 **Approval of 2018 Distinguished Teaching Professor Award**

Synopsis: It is recommended that the Board of Trustees approve the following appointments: Emily Houh, JD, Professor in the College of Law, for the 2018 Distinguished Teaching Professor Award.

18.02.20.07 **Approval of New Graduate Degree – Master of Science of Athletic Training**

Synopsis: It is recommended that the Board of Trustees approve the new Master of Science of Athletic Training in the College of Allied Health Sciences. The proposal has been reviewed and approved by the appropriate authorities.

18.02.20.08 **Approval of New Graduate Degree – Master of Music Education**

Synopsis: It is recommended that the Board of Trustees approve the new Masters of Music Education in the College Conservatory of Music. The proposal has been reviewed and approved by the appropriate authorities.

18.02.20.09 **Approval of Graduate Degree Name Change: Master of Music – Music History to Master of Music Musicology**

Synopsis: It is recommended that the Board of Trustees approve the following degree name change within the College Conservatory of Music: Master of Music-Music History to Master of Music-Musicology. The proposal has been reviewed and approved by the appropriate authorities.

Finance and Administration Committee Recommendations

18.02.20.10 **Approval of Taft Memorial Fund Budget for FY18 and FY19**

Synopsis: It is recommended that the Board of Trustees approve the attached Taft Memorial Fund budgetary recommendations for the 2017 – 18 and 2018 – 19 fiscal years.

18.02.20.11 **Approval of Authorization to Refund Outstanding Debt**

Synopsis: This recommendation seeks authorization of the Board of Trustees to issue General Receipts Obligations to refund existing outstanding General Receipts Obligations.

18.02.20.12 **Approval of General Receipts Obligations Authorization to fund Capital Projects**

Synopsis: This recommendation seeks authorization of the Board of Trustees to issue General Receipts Obligations not to exceed \$125,000,000 to provide debt funding for approved capital projects expected to be funded from future debt. This is a request for new debt authority.

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18.02.20.13 **Approval of Approval of Adoption of the University of Cincinnati Supplemental 403(b) Retirement Plan and Related University of Cincinnati 403(b) Supplemental 415(m) Retirement Plan**

Synopsis: The current supplemental retirement plan wraps around the University's Alternative Retirement Plan. It is recommended that the Board of Trustees adopt the University of Cincinnati Supplemental 403 (b) Retirement Plan (the "403(b) Plan") and the University of Cincinnati 403(b) Supplemental 415(m) Retirement Plan (the "415(m) Plan") to provide for employer contribution amounts for employees who participate in non-Alternative Retirement Plans.

18.02.20.14 **Approval of Siemens PLM Simulation Technology Center Naming Recommendation**

Synopsis: It is recommended that the Board of Trustees approve the name The Siemens PLM Simulation Technology Center.

18.02.20.15 **Approval of On the Green Dining Center (OTG) Naming Recommendation**

Synopsis: It is recommended that the Board of Trustees approve the name On the Green Dining Center (OTG).

18.02.20.16 **Approval of the Fact Finder's Recommendation Regarding Negotiations Between the University and the Fraternal Order of Police, Ohio Labor Council, INC. Security Officers Unit**

Synopsis: It is recommended that the Board of Trustees approve the fact finder's recommendation regarding negotiations between the university and the Fraternal Order of Police, Ohio Labor Council, Inc. – Security Officers Unit pursuant to Ohio Revised Code 4117.

Non-Committee Items

18.02.20.17 **Honorary Degree**

Synopsis: Honorary Degree for Alvin Crawford

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Consideration of Action Items

Mr. Cassady:

Now for the Approval of an Honorary Degree for Alvin Crawford. President Pinto, can you please comment on this honorary degree?

President Pinto:

Thank you. It is an honor to recommend to the board Dr. Alvin Crawford to be the honorary degree recipient at this upcoming commencement. Dr. Crawford is an exemplar to our students, rising from a low income community as a child, to become the first African-American to be admitted to and graduate from the University of Tennessee's Medical College, graduating at the top of his class. He made the decision early in life, not to fall victim to social and racial barriers.

Now a Professor Emeritus in Pediatrics and Orthopedic Surgery at our College of Medicine, he joined the staff at Cincinnati Children's in 1977, serving as Director of Orthopedic Surgery for 29 years. He is the founder of Cincinnati Children's Crawford Spine Center, which holds international renown for helping children and young adults faced with scoliosis, spinal fractures, tumors of the spine, and other conditions.

He is also known for mentoring future health care leaders, especially by encouraging program directors and such committees to consider underrepresented minorities and females in their selection in advocating for medical students. He has also established through the late Dr. Alvin and Alva Crawford Foundation, the Alvin H. Crawford Endowed Imminent Visiting Scholar Fund, as well as a Medical Student Scholarship Fund.

So it is with great pleasure that I recommend Dr. Alvin Crawford for this recognition.

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Mr. Cassady:

Thank you. Are there any questions or comments on that nomination? Ok, I'm going to do this all in one.

The full Board has been present at the Committee Meetings held today and has received the recommendations of the Academic and Student Affairs and Finance and Administration Committees, as well as a nomination for an honorary degree of Dr. Alvin Crawford.

May I now have a motion to approve all of the recommended items?

Upon a motion called by Mrs. Valentine, a second by Mr. Mischell, roll call vote was taken.

AYE: Thomas Cassady; William C. Portman; Ronald D. Brown; Geraldine B. Warner; Kim Heiman; Tom Mischell; Margaret K. Valentine; Rodney Williams

NAY: None

ABSENT: Phil Collins

Mr. Cassady:

Thank you very much. All items are approved.

Unfinished Business and New Business

Mr. Cassady:

Is there any unfinished business to come before the board? Hearing none, we will go to the reports of the board representation. We first call on our Graduate Student Trustee, Dr. Ryan Makinson.

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Graduate Student Trustee Report

Dr. Makinson:

Good morning, Chairman Cassady, President Pinto, trustees and guests. Overall the graduate student community is off to a strong start for the spring semester. Since our last board meeting, the graduate student government association has held several general assembly meetings. Content for the meetings have included updates on GSGA initiatives and Legislative matters and discussions regarding upcoming local events.

Additionally, the graduate student body has been actively involved in philanthropy, community building, and intellectual development activities. These have included multiple graduate cafes, a Super Bowl party at Mecklenburg Gardens as well as other events, and all were well attended. Also, the Graduate Student School held its annual Graduate Student Expo on February 15. The expo included three main competitions consisting of a three-minute thesis, a poster form, and a creative arts gallery. This professional development opportunity is in line with efforts to bolster support for of our students in the research and to hone their communication skills. Recently the GSG was proud to award 17 research fellowships and five interdisciplinary research fellowships to UC graduate students. We had an impressive selection of candidates this year and we're are pleased to support the academic pursuits of our graduate students. The GSG is also thankful for the financial support from the Graduate School and the Office of Research, which made these fellowships possible.

Additionally, I would like to just add to what President Pinto said earlier is that on February 13, a number of graduate and undergraduate students participated in the second Annual UC Buckeye Day at the Ohio Statehouse. Collectively, the UC and Ohio State University delegates made up of alumni, students, faculty, staff and administrators met with a number of legislative

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offices in order to upgrade for the importance of higher education in Ohio. Together we urge the legislature to strongly prioritize higher education in current and future legislature sessions.

Thank you, Chairman Cassady. That concludes my report.

Mr. Cassady:

Thank you very much. We appreciate your report. Now I call on the Undergraduate Student Report by Alberto Jones.

Undergraduate Student Report

Mr. Jones:

Thank you. Good morning, Chairman Cassady, members of the board, President Pinto, and guests. Last month, the African American Cultural and Resource Center hosted their 19th Annual Mr. and Miss Extravaganza, Akwaaba which is Swahili for in the beginning is a weeklong of exciting events culminating with a Ball. During the Ball, the new faces of the AACRC were crowned and during the ceremony, a record breaking number of African American students were recognized for having achieved academic success with a 3.0 or higher.

Students for Survivors, a student led movement dedicated to supporting survivors of sexual assault, organized a survivors' vigil a couple weeks back. Members of the UC community including students and staff gathered together and lit candles to honor victims of sexual assault.

Since the last board meeting, there has been a great response in the decision to name the newest residence hall after UC alum Marian Spencer. Many of the UC students, staff, and faculty have expressed personally to me praise and are looking forward to utilizing the facility.

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Emerging Ethnic Leaders also known as EEL held their annual retreat last month. Twenty Three students attended along with seven peer leaders and six full-time staff members as facilitators. EEL provides students of color with the language, comfort and community to leverage their strengths and passions to become active contributors to society. Participants in the retreat have expressed that it was an overwhelmingly positive experience with them, and many feel they feel comfortable and equipped to speak out against social injustice because of attending this retreat.

It's about that time of the year where undergraduate student government is gearing up for elections. There have been many students who have expressed interest in running for a position this year. I know myself and Student Body President, Bashir are looking forward to the next generation of undergraduate student government that will spark change and innovation at UC.

Lastly, over the past couple of months I have heard conversations with Dr. Tara Scarborough, Executive Director of Mental Health and Wellness, and Dr. Calisha Brooks, Staff Psychologist at CAPS on how UC can best meet the needs of support for students of color here at UC. Through our conversations along with other student organizations we've been brainstorming many ways to do this. Our goal is to create a culture change at UC by identifying and addressing race-based stress and trauma and to encourage social justice and activism are promoting unity, support, and community and mental health awareness amongst students of color.

Thank you Chairman Cassady. That concludes my report.

Mr. Cassady:

Thank you, Alberto. Now, we move on to the Faculty Senate report by Sally Moomaw.

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Faculty Senate Report

Ms. Moomaw:

Good morning, Chairman Cassady, President Pinto, board members and guests. At its December meeting, the faculty senate passed a resolution endorsing participation in a survey that's called COACH, which stands for Collaborative on Academic Careers in Higher Education.

This survey comes from Harvard University and it is a research practice partnership, which is a network of peer institutions and it is dedicated to improving outcomes for faculty recruitment, retention, and development. So it's a climate survey for faculty. This faculty job satisfaction climate survey provides actionable data on faculty sentiment across a number of salient dimensions. It can be compared to data from 250 other institutions, which will really help us to guide improvements and faculty recruitment and retention. So we're urging broad participation among our faculty and appreciate this endeavor from the office.

At its January meeting, the faculty senate passed a resolution affirming the Board of Trustees resolution from last October and that resolution was re-affirming our core values so senate has also affirmed that. Also at this meeting, the president and provost announced that work was beginning on a Faculty Enrichment Center to support faculty initiatives and cross disciplinary research. Faculty have expressed great interest in this endeavor and assisting in any way they can with the development of this center. The official goal for the Faculty Enrichment Center is to create physical and cyber centers that enhance the professional growth of UC faculty at all career levels and to help transform UC into a truly integrative institution in which faculty routinely collaborate across disciplines in colleges, thereby enhancing opportunities for success in all of UC's strategic directions. So faculty is excited about this opportunity.

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Like the student government, spring election process has also begun for the faculty for senate, and university committee and governance positions. First call for nominations was sent on February 5 and the second call went out yesterday. We will be electing five at-large faculty senators representative to the Board of Trustees, a core coordinator for the Grievance Committee and 50 committee positions. Nominations are already coming in for those to our faculty chair, Joe Girandola, faculty senator from DAAP. The election results will be made for senate and university committees on March 26 and the at large senator's board of trustees represented student committee members will be announced on April 19.

Two important dates have been set for spring, and all are invited to attend. April 5 is the all-university faculty meeting and President Pinto's State of the University Address, and that will be at 3:30 pm in Great Hall. And, April 17 is our University Faculty Award Ceremony. This will be at 3:00 pm, also in Great Hall.

Thank you, Chairman Cassady. This concludes my report.

Mr. Cassady:

Thank you very much. Seems hard to believe that we're having these spring elections, but it's February 20 and there's a report that it may be 80 degrees today, so maybe it is turning to spring.

Okay, I'm going to now call for the student government report from Bashir Emlemdi.

Student Government Report

Mr. Emlemdi:

Thank you, Chairman Cassady. Good morning to the respected members of the board, faculty, staff, administrators, and fellow students. Spring semester is well under way, and between

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student government elections, a wonderful basketball season, and good weather, there is a great feeling in the air. It's been mentioned already, but I just want to reiterate, this last week, a group of students took part in the Bearcats and Buckeyes Advocacy Day, alongside alumni, UC shareholders, and administrators. It was a wonderful experience. We were able to prove to legislators why UC is such a worthy investment for them. Thank you to the government relations team led by Greg Vehr, Margie Rolf, Alex Coorey, Mike Carroll, and anyone else I missed. It was a wonderful event, and I think we should be proud to say that the Bearcat alumni students and supporters far outnumber those of the Buckeyes.

Student government has been busy with a lot of work as well. We started a gender based violence prevention council to join the pertinent student groups and staff for a singular organized effort to create a safer campus for all students. We've passed a resolution bill to continue the work of funding different avenues that combat student homelessness and calling the university resources and partners that give hope to these hopeless situations. Working alongside the Center of Community Engagement, student government is helping fund a new 15-passenger van to help the very successful Bearcat Buddies Program. Bearcat Buddies has connected over 500 students with tutoring experiences and provided over 10,000 service hours to our community in this school year alone.

It's been mentioned, but students government elections are underway. My own successor and new vice president and eight at-large positions will be coming later this month. As Trustee Jones put it, we look forward to working with these future students as they commit to enhancing the student experience here at UC.

The next board meeting in April will be my last role as Undergraduate Student Body President, but until then I look forward to continuing my work with all of you and finishing strong.

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This concludes my report. Thank you, Chairman Cassady, and go Bearcats.

Mr. Cassady:

Thank you very much, Bashir. Now I call for the UC Foundation President's report, Peter Landgren.

UC Foundation Report:

Mr. Landgren:

Thank you, Chairman Cassady. And to draw a fine point on Bashir's, how should I say, comparison of the Buckeyes and the Bearcats, it was two to one, Bearcats to Buckeyes. But I was glad that alumni relations was able to partner with government relations and the students to put on a very successful day, and frankly, a very impactful day as our students, alumni, and administrators talked to our legislators about very important things that are going on south on I-71.

But certainly today, I want to note only look in the rear view mirror, but especially with the board's approval of *Next Lives Here* I do also want to talk about what we have in front of us, as far as how we're going to help funding *Next Lives Here*.

Just looking back a couple of months when we closed our books on December 31 in this fiscal year, we had brought in a total of \$69,664,304, which represents 63% of our goal for the year. This is really the first time in near history that the Foundation is over 50% towards its goal halfway through the year. So I think this shows very well for what we've got in Quarters 3 and 4. In those quarters, we have planned asks of \$83.5 million, and if past practice holds, that we would close 67% of those gifts, and should bring in another's \$56 million. And also at the end of 2017,

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we had \$9 million of gifts that were coming in that we're still waiting to be signed. but if those were signed in time, that would've brought our second quarter total to 72%. So, I'm very happy with the work that's going on and frankly, that takes every single person in this room and beyond to do that. Our Foundation supports UC and UC Health through philanthropy, through engagement, and advocacy. As we look at that philanthropy, engagement, and advocacy, that's really what our work is going to be, especially as we're looking at *Next Lives Here*.

We're going to be working with frankly each of you at this table, everyone in the room, to ask you not only to look at how you are already supporting this university with your time, talent, and treasure. We are going to be turning a corner and changing our language a good deal as we talk about engagement and philanthropy. We're not going to be selling wish lists. We're going to be talking about impact. We're not going to be talking about the needs of our university, but we're going to be talking about the outcome that we'll be able to get once we achieve certain goals that we have. We've got a lot of bold work ahead of us and certainly as many of us who are donors to our university have our colleges that we love, have our athletics that we love, have our programs that we love. We want you to keep fueling those because those need your efforts.

What we've been able to do though today is to rebrand the Presidential Transformation Fund. This is a discretionary fund, and that is now the Next Lives Here fund. As we look at how we're going to fulfill *Next Lives Here*; how we're going to refresh and reconnect our alumni; how we're going to be responsive to the needs of our society; how we're going to listen to our faculty and really be able to answer their calls; and how to be able to provide our president and you as a board with the funding that you need to strategically invest; discretionary funding is absolutely the best way to do that. I can speak for myself as a dean and as a provost that when I had discretionary funds at my access, I was able to really create magic with students and create magic with faculty.

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So that's how we're going to be bold as we move forward and frankly, how we're going to be nimble and to use President Pinto's word, to be able to turn on a dime. That's our work going forward.

We have already built a website hoping that the board would approve the *Next Lives Here* today. I guess we could have taken it down if you shot it down, but we have put an invest page together, which is really when you look at this strategic direction there's an ideate, activate, and invest, and so that's our work going forward. I come from the Academic Center of this university, and so I think we've really been able to bridge some very important gaps in how we're looking at the needs of UC Health and the University of Cincinnati so we can grow that permanent base that President Pinto talked about.

That concludes my report.

Mr. Cassady:

Thank you very much, Peter. Are there any questions or comments on Peter's report? I would just say, Peter, I am very impressed with that report. It provided us an accountability culture that you are obviously developing. You are reporting to us now about where you are on your annual goal; what's the percentage, how much dollars has been collected; how many dollars are pending, and what your pipeline looks like. You even knew what the percentage of your pipeline will likely be closed before the end of the year, and then you had talked about that in terms of strategic outcomes and impact. I got to say, I am very impressed with that report and I hope that future reports will always have that kind of structure and specificity.

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Thank you very much. I really appreciate all of our reports today. I was handed a note, and I'd like to recognize. I understand that the new Chief of our UC Police Department is in the room, and I'd like to ask her to stand and be recognized, Maris Herold. [APPLAUD]

We look forward to working with you and in collaboration with you.

Executive Session

I will now call for an Executive Session. The members of the board will not return to conduct further business after the Executive Session has concluded. Our next regular board meeting will held on April 17, 2018.

As specified by the Sunshine Law, the motion to enter Executive Session must be specific and state the following purpose of execution:

May I have a motion and second to move to Executive Session for the purpose of considering 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 counsel concerning disputes involving the university that are the subject of pending or imminent court action? May I please have a motion?

Upon motion called by Mrs. Warner, and a second by Mrs. Valentine, the board voted to enter Executive Session by the following roll call vote:

AYE: Thomas Cassady; William C. Portman; Ronald D. Brown; Geraldine B. Warner; Kim Heiman; Tom Mischell; Margaret K. Valentine; Rodney Williams

NAY: None

ABSENT: Phil Collins

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Executive Session Adjournment

With no further business for the Executive Session, Mr. Cassady called for a motion to adjourn at 11:00 am.

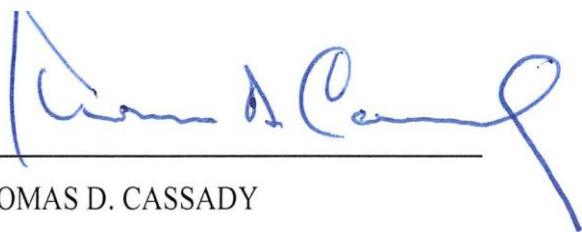
Upon a motion called by Mrs. Warner and a second by Mr. Portman, roll call vote was taken.

AYE: Thomas Cassady; William C. Portman; Ronald D. Brown; Geraldine B. Warner; Kim Heiman; Tom Mischell; Margaret K. Valentine; Rodney Williams

NAY: None

ABSENT: Phil Collins

Meeting adjourned.



THOMAS D. CASSADY
CHAIRPERSON



GERALDINE B. WARNER
SECRETARY