

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

**Table of Contents**

Three Hundred and Fourth Session of the Board of Trustees.....	157
Attendance .....	157-158
Chairman’s Greeting.....	158-160
Report of the President.....	160-163
Foundation Update.....	163-166
Introduction of Presentations .....	167 & 175
Semester Conversion Update.....	167-175
Academic Master Plan Update.....	176-182
Board Committee Meetings .....	183
Regular Meeting of the Board of Trustees.....	183
Approval of the Minutes of the January 25, 2011 Regular Meeting .....	183
Approval of the Items Recommended by the Board Committees .....	184-190
Academic and Student Affairs Committee Recommendations .....	184-186
11.03.15.01 Academic Appointments.....	184-185
11.03.15.02 Distinguished Teaching Professor .....	185
11.03.15.03 Distinguished Research Professor.....	185
11.03.15.04 Graduate Fellows Membership.....	185-186
Finance and Administration Committee Recommendations .....	186-190
11.03.15.05 John Hauck Foundation Gallery Naming .....	186
11.03.15.06 Michael and Margaret Valentine Basketball Suite Naming .....	186-187

11.03.15.07 Jeffrey L. Wyler Ticket Office Naming.....	187
11.03.15.08 Approval of Mutual Assistance Agreement Between the Clermont County Sheriff and the University of Cincinnati .....	187
11.03.15.09 Sheakley Athletics Center Increased Scope.....	187-188
11.03.15.10 Athletics Facilities Concessions Contract.....	188
11.03.15.11 Establishment of Room and Board Rates 2011-2012 Academic Year .....	188-189
11.03.15.12 Check Signature/Countersignature and Electronic Funds Transfer Initiation/Verification Authority .....	189-190
Comments from Chairman Heimann .....	190
Roll Call Vote (Recommendation Nos. 11.03.15.01 through 11.03.15.12) .....	190-191
Unfinished & New Business.....	191-206
11.03.15.13 Honorary Degree and Award for Excellence Candidates .....	191-194
Alumni Association Report by Russell C. Myers.....	194-196
University Faculty Chair Report by Richard Harknett .....	196-199
Graduate Student Trustee Report by Portia Watkins.....	199-201
Undergraduate Student Trustee Report by Kyle Quinn.....	201-204
Student Government Report by Drew Smith.....	204-206
Executive Session .....	206
Adjournment .....	207

# UNIVERSITY OF CINCINNATI

## Official Proceedings of the

### Three Hundred and Fourth Meeting of the Board of Trustees

#### (A Regular Meeting)

March 15, 2011

The Three Hundred and Fourth Session of the Board of Trustees of the University of Cincinnati was opened at 10:08 a.m. on Tuesday, March 15, 2011, in the Russell C. Myers Alumni Center of the University of Cincinnati. Notice of this meeting was given in accordance with Section 121.22 of the Ohio Revised Code. The proceedings of the Board, when not otherwise provided for by its bylaws, are governed by *Robert's Rules of Order*.

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

#### **BOARD MEMBERS PRESENT:**

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

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

H.C. Buck Niehoff

#### **ALSO PRESENT:**

Gregory H. Williams, President;  
Robert F. Ambach, Sr. Vice President for  
Administration and Finance;  
Santa J. Ono, Senior Vice President for  
Academic Affairs and Provost;  
Michael W. Carroll, Vice President for  
Development and Alumni Affairs;  
Sandra J. Degen, Vice President for  
Research;

Karen Faaborg, Executive Vice President;  
Anthony Filak, Interim Vice President for  
Health Affairs;  
Lawrence J. Johnson, Chair for Council of  
Deans;  
Mitchell D. McCrate, General Counsel;  
James D. Plummer, Vice President for  
Finance;  
Michael J. Thomas, Director of Athletics;  
Gregory J. Vehr; Vice President for  
Governmental Relations and  
University Communications;  
Greg Hand, University of Cincinnati  
Spokesperson;  
Portia Watkins, Graduate Student Trustee;  
Kyle Quinn, Undergraduate Student Trustee;  
Steven A. Wilson, UC Foundation Chair;  
Russell C. Myers, Alumni Representative;  
Richard Harknett, Faculty Representative;  
Dale Schaefer, Faculty Representative;  
Drew Smith, Student Representative;  
Susan Stringer, Executive Assistant to the  
Board of Trustees and Sr. Vice  
President for Administration and  
Finance;  
and the public

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

Mrs. Heimann:

Good morning everyone. Trustee Buck Niehoff will not be with us today.

In January, many of us celebrated the life of Jerry Wiot and at our January meeting subsequent to that, Stan Chesley suggested and the trustees all quickly agreed that we should honor Jerry Wiot for his service to UC with a formal board resolution. Jerry's wife, Andi, and Jason are here with us today sitting with us today in the front row. Do you mind standing? (*Andi and Jason Wiot stood and were recognized with applause*).

If I could just have a minute, I'd like to read this resolution.

**BOARD OF TRUSTEES' RESOLUTION FOR JEROME F. WIOT, M.D.**  
**IN MEMORIAM**

WHEREAS, the Board of Trustees of the University of Cincinnati was saddened to learn of the untimely passing of our distinguished Professor Emeritus Jerome F. Wiot, and

WHEREAS, Dr. Wiot was an alumnus of the University of Cincinnati College of Medicine and completed his internship and residency at Cincinnati General Hospital, and

WHEREAS, Dr. Wiot returned to Cincinnati and this University following a fellowship at the National Cancer Institute and service in the United States Navy, and

WHEREAS, Dr. Wiot participated in the training of more than 300 radiologists and contributed to the enhanced stature of the Department of Radiology by working to achieve innovations such as the region's first computed tomography scanner, and

WHEREAS, his leadership was recognized by significant appointments within the College of Medicine, the University Hospital, and the University of Cincinnati, where he served as Acting Senior Vice President and Provost for Health Affairs, and

WHEREAS, he brought honor to this University over four decades of involvement as trustee, president and honoree of the American Board of Radiology, the American Roentgen Ray Society and the American College of Radiology.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of the University of Cincinnati, a State University organized under Chapter 3361 of the Ohio Revised Code, commends and expresses its appreciation to the family of Jerome F. Wiot, M.D. for all of his dedicated efforts on behalf of the science of medicine, the University and the people of Cincinnati.

BE IT FURTHER RESOLVED, that this Resolution be spread upon the minutes of said Board and that a certified copy be presented to the family of Jerome F. Wiot, M.D.

Andi and Jason, if you could come forward please. This resolution is given with deepest appreciation from all of the Board of Trustees for all of Jerry's accomplishments and for everything he has done for the university and everything that will continue to be because of him. Thank you both very much. (*Standing ovation*)

As usual, we have a very full agenda. At this time, I'd like to turn the meeting over to President Williams.

President Williams:

Thank you, Madame Chairman. I have some Good News items that I would like to talk about. Earlier this month, our UC College-Conservatory of Music was named an Ohio Center of Excellence in musical and theater arts by the state of Ohio. The designation is a recognition that CCM is truly a center of excellence with international and national renown. The announcement was made prior to a performance of RENT, and the out-going Chancellor and his wife attended the show afterwards. It was a grand ceremony and so many people attended there. We were so delighted that CCM was named as an Ohio Center of Excellence.

Attendance at CCM major productions this winter, by the way, has been at-

capacity for all performances, including “The Marriage of Figaro”, and “A Little Night Music.” The production of “Rent” was sold out so far in advance that an extra performance was added to make sure we could accommodate all those who were interested. Actually, my wife and I attended the last performance of “Rent” and it was a great production. We have truly talented students there and everyone had an absolutely delightful time.

UC students again are making national and international contributions even before they graduate. The latest example is the new JC Penney logo, which was designed by UC fourth-year student, Luke Langhus, of DAAP. The new logo was launched with commercials broadcast internationally during the Academy Awards. We have slides to show you the new logo up behind me. Actually, I saw it displayed in New York City when I was walking to Madison Square Garden when I couldn’t find a cab in the rain. *(Laughter)*

JC Penney held a competition for the new design, garnering more than 200 entries from its own associates, several design agencies and two art schools – including UC and Rhode Island School of Design. The intention is to highlight the abbreviation, J-C-P, an important concept of the company’s web presence. As well know, the CEO of JC Penney is our own Mike Ullman.

UC’s regional importance and impact were once again made apparent as two local magazines published lists naming outstanding doctors in the Cincinnati region. Of the nearly 500 names in *Cincy Magazine’s* Best Doctors list, 86% had affiliation with the UC College of Medicine – either as graduates, residents, fellows or faculty. In *Cincinnati Magazine’s* Top Doctors issue, 70% were affiliated with the college. Again, we were so pleased that our doctors are recognized in such a way.

Our regional impact also was evident in force at the Cincinnati USA Chamber of Commerce Great Living Cincinnati gala last month. Three of the four “great” Cincinnatians had UC affiliations: Two alumni – Oscar Robertson and Judge Sandra

Beckwith – and one faculty member – Dr. John Tew of the UC Neuroscience Institute. All are truly deserving of this recognition and are outstanding ambassadors of the University of Cincinnati. In fact, a few folks came up to me at the event and said it sounded like a UC event and that truly was the case in terms of the work and recognition that our folks had.

Our Athletics Department has been attracting a number of honors, many of which are listed on my written report. In the interest of time I will mention only two:

1. Football running-back John Geobel was selected as the 2010 American Eagle Outfitters Big East Football Scholar-Athlete of the Year; and actually they showed that many times during the recent Big East Basketball Tournament in New York City. Anyone who knows John, knows that not only is he a great athlete, but he is a truly scholar. This award and recognition was well deserved.
2. Women's basketball senior Shelly Bellman has been named the winner of the Big East Women's Basketball Sportsmanship Award. She has been a great leader on our team for a number of years.

There are two other awards I want to highlight:

1. I want to congratulate our UC Student Government President, Drew Smith, who recently won the Wayne Colvin Fraternal Values Award, which is a national award from the Association of Fraternal Leadership and Values. Drew is a member and past president of UC's Alpha Epsilon Pi. Congratulations Drew for this well deserved award.
2. I would like to call Beth McGrew, Associate Vice President for Planning, Design and Construction, to the front. Where is Beth? Beth can you please come forward? Beth is going to show you the Green Business Award the

University of Cincinnati won from the Cincinnati Business Courier this month. The award recognizes UC's sustainability efforts in the "Green Policy" category of the competition, including our Bearcat Bike Share program, UC-METRO partnership, UC Shuttle System, Electric Vehicle Plug-In Stations and Walk-to-Work Loan Program for home ownership assistance within walking distance of UC. Beth, I want to thank you for showing that award. That award is actually made locally by the new Rookwood pottery company. *(Applause)*

And now I'd like to hand the microphone over to my good friend Steve Wilson for an update from the UC Foundation. Many of you know that a couple of weeks ago we were in Florida and we visited a lot of our alums and had some great turnouts. For instance, in Naples we had about 160 alums who came out to a dinner there which is kind of homecoming week for so many folks. One person who is really helpful as we visited – we were in Orlando, Sarasota, Naples, Miami, and a couple of other places – and Steve started in his home base in Fort Lauderdale and drove around the state, he and his wife Kathy, and I want to thank you for the great work on behalf of the university.

Mr. Wilson:

I had to drive pretty fast to catch up with you, too. *(Laughter)*

President Williams:

We didn't break any speed records though. Steve, would you make your report?

*(Steve Wilson., UC Foundation Chairman, gave the following Foundation Update.)*

Mr. Wilson:

Thank you, President Williams, Madame Chairman and members of the Board. Yet again, I'm sitting in for our *Proudly Cincinnati* Co-chair Otto Budig who had urgent business and could not be here. This seems to more the norm than the exception and

we've explained to Otto that for every absence it's going to cost another million dollars in that final ask. (*Laughter*) So it's kind of good news/bad news.

I'm very pleased to start my report this morning with an exciting announcement: due to the hard work of many throughout the university community and the inspirational generosity of many, many more, we are approaching the \$750 million threshold in the *Proudly Cincinnati* campaign. As you know, that puts us three-fourths of the way toward achieving our goal of one billion dollars, and we are extremely grateful to everyone who has made this milestone possible, especially our staff, volunteers, trustees, and fundraising partners throughout the university. This is a special achievement for the people at the Foundation and everyone at the university.

It's important to note that when we first took part in our campaign feasibility study, our campaign consultants recommended that we set our overall campaign goal at \$750 million we upped that to \$800 million and then before the campaign kicked off, we had a nice success early on, we raised that goal to one billion. We felt we could raise more initially and we're grateful that this original goal was raised and we think with well over two years to go we are well on the way to making that billion dollars a reality.

We still have an ambitious challenge ahead of us to raise the final portion of the total, but we believe we can be successful with the continued discovery and cultivation of new donors, as well as the continued cooperation of those who serve the campaign. We also hope to see an improving economic condition in 2011 and beyond, which would certainly help us finish this campaign successfully.

The month of January provided yet another reason for optimism as it turned out to be the best fundraising month of FY 2011. In total, 2011 has yielded \$72.5 million in commitments through February 28<sup>th</sup>. This includes around \$53.5 million in gifts and pledges, and slightly more than \$19 million in non-governmental research funding.

Our regional campaign networks have enjoyed an eventful start to 2011, as we've held more than a half dozen events in recent weeks to continue building new relationships. I'd like to thank you, President Williams, and Jay Chatterjee for joining us for at a number of regional events in Florida, as well as Dr. Randy Seeley, who appeared in New York. We've received a lot of positive feedback from those who attended, and we'll be following up with each of these to see if they are ready to support the campaign if they haven't already done so. Looking ahead, we have events scheduled in Chicago, California and Washington, DC in the coming weeks. I might add that certainly the recent success of our basketball Bearcats will stimulate a lot of excitement and certainly great awareness throughout the country which helps us as did football and should give us a boost in the campaign.

Another major focus as we head into the spring is our seventh annual university wide faculty/staff giving campaign. This year's effort, called "There's No UC Without U" pays tribute to the close connection faculty and staff enjoy with the university and its students, as well as the significant impact they can make through private support. We've moved toward a true year-round approach for the campaign by spotlighting a different college or unit each month, with Clermont College starting things off strong in February with an amazing 80% participation rate, which if you remember the numbers this is like a threefold increase in the number of participation that we've have in the past.

In addition, we're also looking forward to the spring meeting of the UC Foundation Board of Trustees, which is taking place on Friday, April 15 and Saturday, April 16. We had our highest turnout on record of trustees last fall, and we're hoping to have a similar turnout next month. Our board members play a critical role by partnering in fundraising activities and also provide substantial private support, and we are extremely grateful for their service and their expertise.

A number of Foundation Board members are also active participants in college advisory boards and other leadership functions, so their passion for UC benefits

numerous areas of the university. Four of our trustees are participating on search committees for critical dean and executive positions within the university.

Finally, I'm pleased to report that UC has received 13 gifts of \$100,000 or more since my last report to the Board, including two \$2 million commitments to the College of Medicine, and three six-figure gifts and commitments to the College of Business among many others. These donors will be recognized for their generosity at the annual Benefactors Dinner, which takes place Friday, April 15 as part of the spring Foundation Board meeting.

As always, thank you for providing us with an opportunity to report to the board. I am Steve Wilson and I'm very *Proudly Cincinnati*.

President Williams:

Thank you, Steve. This morning, we have two presentations. First we're going to have an update on a massive undertaking that began four years ago and will come to fruition in August 2012. What I'm talking about here is UC's conversion from quarters to semesters. When this process began, UC had about 13,000 courses on the books. When the conversion is complete, it is estimated that we will have close to 8,880 courses. We are not just talking about dropping courses – we're talking about redesigning courses and rethinking them and figuring out how we are going to move forward. Actually, maybe the best way to characterize it to a certain extent is like planning the Normandy Invasion. I realize and I see a few...

Mr. Cassady:

It might not be quite the same. *(Laughter)*

President Williams:

It's not quite the same, but it is a massive undertaken. I've had a chance to listen to the folks that are engaged in it and I really think we're going to do the best of all the

four universities in the state of Ohio that are making this switch. We're going to have not only a new calendar, but a newer, reinvigorated and updated curriculum for our students.

Our presenters on Semester Conversion this morning are Dr. Kristi Nelson, Senior Vice Provost for Academic Planning and Co-Chair Semester Conversion Steering Committee; William Whitaker, Professor of Business and Co-Chair Semester Conversion Steering Committee; and Caroline Miller, Associate Vice President for Enrollment Management and Co-Chair Semester Conversion Advising Subcommittee. So Kristi, will you start us off? Bill, will start us off.

*(Kristi Nelson, Senior Vice Provost for Academic Planning and Co-Chair of the Semester Conversion Steering Committee; William Whitaker, Professor of Business and Co-Chair of the Semester Conversion Steering Committee; and Caroline Miller, Associate Vice President for Enrollment Management and Co-Chair of the Semester Conversion Advising Subcommittee, gave the following Semester Conversion Update, using PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)*

Dr. Whitaker:

Good morning. My name is Bill Whitaker and I'm Co-Chair of the Quarter to Semester Conversion Steering Committee. Recently we celebrated a significant milestone along this path to conversion. Our process began about eighteen months ago and our transition will become reality within another eighteen months – we're now at the halfway point. Today we have a brief presentation that highlights some of our achievements during the first half of the conversion timeline. As already identified, assisting with the presentation are Kristi Nelson, Co-Chair of the Steering Committee and Caroline Miller who is Co-Chair of the Advising Subcommittee.

eCurriculum is a web-based architecture that is created to capture data for course and program approvals. For the first time in the history of UC, the information is being collected digitally in a consistent, centralized manner with multiple approval points along

the way where the data is permitted and captured. This system provides progress reports all the way down to the discipline level. While it was developed to meet the needs of conversion, this system will remain in place and serve the needs of the institution for years to come. This has been a monumental task and to kind of indicate that to date 375,000 lines of code have been written in the creation of eCurriculum.

The selection of a new course numbering has several elements. First, we moved from three digits to four digits and this by itself will facilitate tracking the courses on both sides of the transition. Second, we removed the college designator from courses and have involved all colleges that deliver a course in the creation of a single new course to be shared. This has helped integrate the branches with the main campuses that has not yet previously been observed.

An additional element of the new course number system is the ability to add course attributes to class sections without the necessity of creating an additional new course. We no longer need to have separate courses for honors classes. Plus we can now designate a section as say a research class or a service-learning class. Further, these attributes will show on the transcript.

The ability to check prerequisites is built into the new eCurriculum system – a service not previously available. This will greatly improve the quality of class registrations prior to the beginning of class each semester. This new component will be pilot tested by the Registrar's Office and the College of Business this summer. While the college designator has been removed from the public version of the course, it is still captured in the background so that it can assist with performance-based budgeting. As further example of changes that have occurred, the new course number system and prerequisite abilities are being incorporated into the online schedule access that's available to students.

Central to our curriculum process is the complete replacement of all existing courses and all existing programs with new and enhanced versions. Our process began

with courses as they are the essential building elements for programs. Our expectation was that we would need about 9,000 new courses upon completion of our conversion. At the present time there are 8,200 courses in the eCurriculum system and while our early focus was on general education and core courses, we are now within striking distance of the goal of all courses in the system.

Before we begin the process of advising students caught in the transition, we must know the new structure of all programs. Our expectation is that our final roster of programs will exceed 500. At the present time there are 460 in the system and more importantly, 230 of those programs are already encoded and an additional 100 programs are currently being encoded.

Now, Kristi will share some of our transformational changes.

Dr. Nelson:

Thank you, Bill and good morning everyone. One of the driving factors for semester conversion was to encourage faculty and all of our degree programs to seize this once-in-a-lifetime opportunity to actually transform the curricula. This was very important to us as we worked with our faculty in changing degree programs from the quarters to semester system. What we have done is to try to capture from all of our departments and all of our colleges transformative elements in each of our curricula. We have done this by including a box. Bill talked about eCurriculum which is our web based way of collecting data and information. So we included a box on the P-1s and asked every program to tell us what the transformative elements of their curriculum might be. We have all of that information from each of the programs and, in addition to that, Bill and I meet regularly with each of the deans of the colleges to talk with them about what leadership the deans are providing in each of the colleges for transformation.

What we've heard so far is that faculty have looked at the sequencing of courses, they have addressed hands-on experience for students in courses and degree programs, they have looked at breadth, and in some colleges they have looked particularly at

reducing time to degree, which is a very important effort we have directed with semester conversion to really try to manage the number of courses and credits the students are required to take for their degree programs.

Once we gathered all this information what we thought would be interesting to do was to try to graph it out in categories so we could kind of tell the story in pictures in a way with regard to themes that we saw with regard to transformation. In general, we can break the transformative elements into five different categories that have to do with alignment, efficiency, emphasis, opportunity, and student learning. So what do each of these mean?

If we take alignment as one theme what we find here is this was a very important factor for linking work on our regional campuses with main campus. As Bill mentioned, in terms of how we build our individual course structure, we now have a single English course such as 1001 that is same across the university. Introductory Chemistry, Introductory Physics, Introductory math courses are now exactly the same course whether they are taught on main campus or at Raymond Walters or Clermont. We worked very hard with faculty across the colleges to make sure that this was consistent. One of the other things we did with regard to alignment was to make sure all of our pre-programs on Clermont and Raymond Walters align with degree programs here on main campus to make it easier for students to transition and move from our regional campuses to main campus. If you see CC and RWC on this particular grid, the large blue marks there, indicate how important alignment was between our regional campuses and main campus.

If we look at efficiency, which was another theme that emerged, we find that faculty looked particularly at how to consolidate programs, how to consolidate courses, they removed redundancy, they removed courses that were inessential, they addressed requirements – particularly in CCM at the graduate programs – they really looked for requirements for the degree, and we looked at sequencing. So this particular grid and you have the detail on your places there for you shows you what we mean in terms of efficiency changes.

One of the other important aspects of semester conversion that we asked each degree program to do was to develop a set of student learning outcomes. This is now a requirement by the Higher Learning Commission which is our regional accrediting agency. You'll recall that two years ago we had a successful review by HLC. We're now expected to articulate a set of learning outcomes for each of our degree programs. We took the opportunity to do that through semester conversion. One of the things that is especially important to me is that big purple graph or bar that you see over on the far right of this slide that looks at rigor. We find that almost entirely across our spectrum of colleges and degree program they really took rigor into account as they were redesigning curricula for semester conversion.

At this point I'll turn it over to Caroline who is going to talk to you about student advising.

Dr. Miller:

Thank you, Kristi. The original task force that explored our roadmap for semester conversion identified advising as sort of the Achilles heel of the process three years ago. It was an Achilles heel because of staffing levels and it was an Achilles heel because of the technology available to support this process. We have about 30,000 or our 42,000 students who will be touched by this movement from quarters to semesters. There's no way that we can meet our obligations to our students and keep them in the center of this process if we had kept our staffing levels and technology where they were.

This year we appreciate the support of our leadership and this board in allowing us to augment the advising force. The new advisors are hired. We have spent this year training them. We are now releasing a couple of advising tools that I'm going to show you to them so that while we are celebrating a halfway point, our advisors really need to be able to rock and roll in September in terms of supporting our students.

Our students live in an increasingly technological world. They expect to be able to communicate with us 24/7. One of the tools that we have brought up is sort of "My

Advisor” home that faculty advisors and staff advisors can reach from their advising page and that students will be able to reach from Blackboard. Blackboard is a very important tool in this process as it is our course management tool and we’re leveraging the power of Blackboard to help communicate this to students. This is a little thing, but students will be able to make appointments with their advisors, with the faculty that teach their courses 24/7. It’s a two-way communication that posts on the student’s Outlook and the advisors Outlook. It lets students tell the person why they want to come see them so that there can be some thought in advance. This is one of the tools that will help get us through semester process, but more importantly, we think it’s going to enrich the engagement of our students going forward as a resource in the future.

We really haven’t publically announced this at this point, but it doesn’t take our students long to figure out where things are and while we launched this late summer/early fall in terms of student availability with any public rollout, 15,000 of our students have found it and put their profiles in. Our next stage is to get our advisors and our faculty more engaged in the process and using the tool so it truly does what we want it to do.

The other tool that we’ve leveraged heavily in this process is our degree audit tool. We’ve moved about ten years in technology in the last eighteen months in terms of the degree audit tool. Important both so that students can see how they move from the quarter world to the semester world as well as students can see now only what they’ve accomplished, but how close they are to the finish line – an important facet of encouraging graduation rate improvement. Our degree audit is a dynamic tool. Every time a student registers for something, completes something, or changes their major – it changes. So we had to find a way to freeze the agreement between the students and their advisors in this process so we knew what the students had agreed to do so that we could meet the pledge. This degree audit tool will have a frozen version, it will allow advisors to go in and make exceptions, it will allow them to annotate the roadmap from quarters to semesters, and then we’re going to basically freeze that. Students will be able to access it through One Stop, faculty advisors will be able to access it through their advising

homepage, and we will have documentation so we can truly meet the pledge to our students.

Dr. Nelson:

As President Williams mentioned, about a month ago we had a celebration for many of the people who have been working on semester conversion. We couldn't bring fireworks to that event so we brought balloons. Since everyone is interested in data these days we provided a number of data points for you there in terms of advisors that have been trained, courses developed, programs revisited and transformed, and lines of code that have been developed. This is a kind of summary of data points in semester conversion. Lastly, and it's always good to end on an athletic metaphor, but high fives all around for everyone who has spent long hours during the last eighteen months getting us halfway to semester conversion. We've had early on a task force, we have a steering committee now, we have seven subcommittees, and many, many individuals working throughout the entire university to make this process successful. We will get there, we will be successful, and in Fall 2012 we'll be on the semester calendar. Thank you very much, we can take a few questions if there are any questions.

Mr. Cassady:

How do you measure rigor?

Dr. Nelson:

Well, what we did was we took the comments that faculty gave to us and in particular they said they had addressed where there introduced content into the curriculum, how they measure student learning, and looking at expectations for degree programs in terms of what students needed to do in a capstone experience or in a graduate thesis or in a PhD dissertation. We actually tried to rely on the comments that faculty had given to us on the P-1 forms and grouped it into that category. Our real efforts will come once we have the student learning outcomes and then we actually develop the assessment tools to measure those outcomes. That comes in the next step.

Mr. Humes:

When you began this process there was a great deal of evaluation of should this be done, how much is going to cost, how efficient will it be for the university, and what will it do for the students. Could your group evaluate for us at the midway point if you, based upon the goals that you set forth and what you wanted to achieve with this program, as you project at the impact of this project on the university and on the students, how would you rate the potential impact of this? Is it about what you thought it was going to be, it is less, is it more, and if so, and (*inaudible*)... how would you describe where we are ahead or behind?

Dr. Nelson:

I would say that we are at least on track and maybe a little bit ahead. I think I personally am very appreciative of the hard work have put in to transform the curricula. That really takes many hours and long work – faculty working together. I think we're ahead there in terms of what we may have anticipated. I am also very pleased with the relationships that we have developed with our regional campuses and main campus in terms of aligning our curricula. We had many faculty who spent hours and hours on this making sure it was successful. Our hard work is ahead of us in terms of the advising, as Caroline mentioned, and getting these IAPs (Individual Advising Plans) written for students. So, we have that task in front of us, but we have the tools to do it. We will get it done. So, I think we're going to come in maybe even better off than we had expected from the outset.

Mr. Richardson:

I'm curious with the co-op system – how is that going? I know from the College of Engineering they have had a quarter system built in for a long time and while some students do two quarters in a row, how is that then, trying to transition the co-op with working with employers and trying to get that transition together?

Dr. Nelson:

You will recall that 2008 with the original task force to explore semester conversion that Kettil Cedercreutz, our Director of the Professional Practice Program, we purposely put him as the co-leader of that particular task force. From the outset, co-op figured very strongly into our planning process. Kettil and his team have been working very carefully with faculty in our co-op colleges as well as our employers to make sure the transition works for our co-op students. We have the calendars planned, we have the sequences done, and there have been some bumps in the road, but we're on track and it's going to work. It's going to be okay.

Mr. Humes:

How are we doing on the estimated cost of the project compared to where we hoped it might be?

Dr. Nelson:

We're managing our resources very appropriately. We are within budget and at the end of the project we will come in on budget. I think that one of the important things is thanks to your approval of our budget, we have \$2 million permanent dollars at the end of this process and the majority of that money will be put into advisors as Caroline mentioned. This is very important for the university and for our students to be able to make this permanent investment in advising so we're really happy with that. We're on track, managing it carefully and we will be fine.

President Williams:

Kristi, I want to thank you and your colleagues for such a great job and I do want to thank the faculty for taking this on, thinking about courses and redoing courses. It's an enormous amount of work, but I think it is going to be very important for us as we move forward. Next, we have an update on the **UC2019► Academic Master Plan**, from Provost Santa Ono and Dr. Melody Clark, Academic Director in the Office of the Provost. As you recall they are going to be talking about where we are going to be headed on UC2019►. I think that although my report on UC2019► was about four pages, I understand that the Academic Master Plan is now what several hundred?

*(Santa J. Ono, Sr. Vice President for Academic Affairs and Provost, and Melody Clark, Academic Director in the Office of the Provost, gave the following presentation titled Academic Master Plan Update using PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)*

Dr. Ono:

Thanks a lot for this opportunity to speak about another major effort in the Office of Provost that also has to do with transformation – actually has to do with accelerating transformation at the university. This is an integral part of the President’s plan, UC2019►. Madame Chairperson, President, Board of Trustees, it’s a pleasure to report where we are at the midway point, approximately six months after we began this process, of working with the entire University of Cincinnati community about the operational goals set in the President’s strategic plan and also work with the university community to identify actionable steps that we can take to accelerate the transformation of the academics within the institution. I’m going to start off and Dr. Melody Clark is going to end up this presentation.

I just wanted to talk to you a little bit about the enormous number of people who have been involved in this process to date. These people, numbering approximately 250, have spent hundreds of hours each in contributing to the progress that we have made thus far. As we’ve indicated, the president’s strategic plan was articulated at his investiture at the beginning of this academic year. The president tapped on our shoulders as a community to really work to move the institution forward with his operational goals and targets that he had defined as our charge. Basically what we’ve done soon thereafter is to assemble a group of individuals across the entire university to get together and really to identify actionable steps and prioritize those so that we could see our way towards successful attainment of those targets that he articulated in his strategic plan. This is just an organizational chart that shows you the different groups of individuals that have come together in this process – most important of which is Dr. Melody Clark. Soon after the investiture I called Melody to my office and said I have a very big favor to ask of you and that is would you please manage the coordination of this effort and she has done

brilliantly. Anything we have accomplished could not have been accomplished without her expert guidance of this process.

There were four groups of individuals that I will show you who have worked very, very hard over the past several months, primarily between, I guess, early October to the end of December and into early January, to look at all the nine operational and look at all the sixty or so stretch targets that the president set for us and to develop plans so that we could actually reach that between now and 2019, and actually, hopefully before 2019. I'll tell you a little bit where we are with all that work in the next slides.

The first group is the Academic Organizing Committee plus members of the President's Cabinet which is called AOC Plus. Another committee is composed of faculty throughout the university (Faculty Advisory Committee) and I'll show you the names of those individuals who have served in a subsequent slide. A third group who really has worked into the late hours of the night and early hours of the morning on many, many days has been the Student Advisory Committee composed of both undergraduate and graduate students across the entire university. And, finally a Staff Advisory Committee, once again represented from individual staff members from throughout the institution in each of the vice presidential areas and colleges who have come together to discuss and to assess where we are and to dream and to vision about how we can actually get to where the president wishes us to be in 2019 and, in fact, before that time.

This Steering Committee will actually take the work of this Academic Master Planning effort and integrate it into the strategic plan itself. This committee will now meet in a couple of weeks to look at the work of the draft visioning document for the Academic Master Plan and also other reports that are coming from, for example, the Diversity Council, the Academic Blue Ribbon Committee, and a number of other committees which will all have to be aligned and integrated so that we have one coherent plan moving forward which will be the president's strategic plan. So that is the membership of the Steering Committee.

The committee that has really guided the process of the four groups is this committee. It is the Academic Master Plan Coordinating Committee. Kristi and I are chairing and the co-chairs for the Faculty Advisory Group, the Student Advisory Group, the Staff Advisory Group as well as representatives from the Council of Deans and Honors Program have gotten together and worked very hard taking draft documents from each of the committees that have assessed and visioned where we will go between now and 2019 and assembling that into a vision document that is about to be completed. The finishing touches are actually being made to the document which is, as President Williams said, 180 pages long at this moment and has a 37 page distillation that really captures the collective vision and dreams of the institution as we accelerate the transformation to UC2019▶. That's been a very significant group who has worked on coordinating this process. We're excited about the visioning document. There's tremendous innovation and energy that's come from all across the university that has fed into this document.

As I've said, these four groups have worked very hard. The first thing they did, and all the deans participated, was for us to assess where we were at the starting point with respect to the nine operational goals and the sixty targets set for us in the strategic plan. We finished that assessment and documented that in the form of the first volume, which is the visioning document. A second volume, which is another two hundred pages, actually shows us where we are against all the president's sixty targets and how we plan to move forward to the targets he's set for us. These four groups assess and document where the university is with respect to the operational goals and the targets and then they spent countless hours dreaming and visioning where UC would be in 2019. The charge was very clear to look into the crystal ball and ask where we should be and what would the University of Cincinnati of 2019 look like? And then within the visioning document to begin to distill and to articulate actionable steps that the university community could take to reach these operational goals and targets. That was the work of the advisory committees and the Academic Master Planning process that has been completed in Phase I.

Just very quickly just so that you can see the numbers and the roles of individuals who have been involved in the Strategic Plan implementation in this AMP phase – you can see [on this slide] that all of the deans and many of the vice presidents within the President’s Cabinet have been involved in this work in the AOC Plus Committee. You can see that faculty members including the chair of the University Faculty Richard Harknett and Wayne Hall and faculty across the entire university have been involved as integral members of the Faculty Advisory Committee. Beyond that, thanks to the collaboration of the Faculty Senate, we’ve had wide-ranging conversations with a cross section of the faculty engaged in this Academic Master Planning process. We estimate at least 85 faculty members from the Faculty Senate have been involved in extending the input into the Academic Master Plan from the faculty community. Here are the members of the Staff Advisory Committee led by Pam Person, Gigi Escoe and Cecily Goode. You can see that staff members from many of the different vice presidential areas have been involved in visioning UC in 2019. As you can see here, a large number of students in addition to the student government association have been working very hard and they are represented by graduate students and undergraduate students across the institution and contributing to our vision of UC in 2019.

This also obviously has to be integrated into the governance process of the institution. Our progress towards an Academic Master Plan for the university has moved and continues to move through the AOC Committee, the Faculty Senate as I’ve said, the Student Government and the Staff Council.

So just to summarize and Melody will talk to you about just a few examples—sneak previews—of the really innovative ideas that are coming this work. We have completed Phase I. Phase I includes, as I’ve said, an assessment of where we are at the start line and a vision for where we will be in 2019 and earlier and to build a contextual framework for these academic goals and priorities.

Phase II, which will begin in a few weeks, will then take those actionable steps and prioritize them. It will prioritize those steps and goals against a timeline between

now and 2019 – an integration of these ideas with ideas from the Diversity Plan, the Academic IT Plan, and other very important activities occurring across the institution including semester conversion. We will then work very closely with Finance and Administration to develop a draft business plan for what it will take to actually achieve these priorities and to align that business plan with the sixty or so targets that are also very important in moving this institution forward.

So, just to end before the baton, the pointer, or the laser pointer to Melody Clark, we have finished on this track between now and 2019 the first phase of the project as we said at its inception. We're about to begin in Spring 2011 in Phase II which will actually take those actionable steps and take those target plans and put them on a business plan and on a timeline. We will fine tune the final draft during the summer. Vet it with the entire community early in the next academic year and we will be ready to go. We will be assessing our progress towards each of the president's targets, each of the actionable steps, on an annual assessment and report that back to the Board of Trustees and to the community. We will have a major mid plan assessment in between 2011 and 2019. So with that, I'll pass this over to Melody Clark, actually I guess after the next slide.

What we've accomplished is that very rapidly after the president's speech we created and launched the Academic Master Planning website that is linked to the UC2019► website. We've assembled a set of four committees that have assessed where we are and visioned where we wanted to be. We've worked very hard to develop a visioning document that we are quite proud of and that we will have a celebration just like we did for semester conversion about that accomplishment. As I've said, the draft document is now being finished. It reflects that ideas of the entire university community – the dreams against those nine operational goals that were identified by the president in his strategic plan. We've already begun to work on integrating inputs from very important work from across the institution into the Academic Master Plan and into the eventual university strategic plan. And, as I've said, we've finished our work. We've identified owners for each of the targets within the plan and they have developed plans on how we can get towards those targets and we have that assembled into a single document.

So, with that, I'd like to turn it over to Dr. Melody Clark who is going to have the fun job of talking about some of the vision that is coming out of this process.

Dr. Clark:

Thank you, Dr. Ono. Good morning. Based on the great ideas coming out of the work of the various AMP work groups, action steps are beginning to be identified. You'll hear about these more in the future, but we wanted to share just a few with you. They are delineated in your slides. Just a couple of examples of the action steps that are starting to develop is the work that's currently underway to develop a plan to involve more students in Study Abroad and creating more interdisciplinary and collaborative opportunities for students and faculty through the UC Forward initiative, increasing the number of national competitive student awards and others that you can see here.

What we'll be doing with each of the target goals is developing a timeline for strategies and action plans to reach each of the goal targets. This is just an example of what a timeline could look like for Global Study where students are tapped early in their program and it is a very staged approach to get from 800 students to 1500 students in Study Abroad. Again, this is just a potential model of what a timeline might look like in that process.

In terms of next steps and timeline for moving forward, now that the plans have been received from all the UC2019► target owners and the AMP vision document is completed, the UC2019► Steering Committee will be meeting on March 24<sup>th</sup>. Dr. Ono had mentioned that on April 11<sup>th</sup> will be a large meeting with all of the work group members along with President Williams to acknowledge the work that's been done in the first phase of this process, but then also to engage in a work session to start prioritizing goals and timelines for the AMP. During early summer, May and June, the plan to operationalize the Academic Master Plan will be drafted with the goal of having the draft of that document towards mid to late summer.

So that's a basic summary of where we are and where we're going. I appreciate the opportunity and would be happy to answer any questions that you might have.

Mrs. Buchanan:

I assume that all the work that is being done for semester conversion that we talked about in terms of rigor and integration and how all that works is going to be integrated into the Academic Master Plan?

Dr. Ono:

Absolutely.

Mrs. Buchanan:

All this work in semester conversion and transforming courses and etc., and all of a sudden the strategic plan. Help me understand how this works and how we make sure we're not doing work twice.

Dr. Ono:

That can't happen because many of the people that are involved in the semester conversion process are directing what happens in the Academic Master Plan. That goes well beyond our office. The Faculty Senate has actually been taking a very active role in using it, a lot of credit actually goes to Richard Harknett, to actually using semester conversion to transform us towards the president's operational goals. It is quite a line. The reason why it's not going to be two processes that don't intercalate is that the people that are guiding it are the same people. Any other questions? Well, thank you so much.

President Williams:

Dr. Ono and Dr. Clark I want to thank you for all that hard work – and I know that it is a lot of hard work. We have many committees meeting for many, many hours putting this altogether. I would just comment that I have been really delighted about the way this has been approached at the university. It has been referred to many times as the president's plan, but I would point out that actually the plan was developed after a year

long consultation with the students, the faculty, the staff and others. Many people were involved in it and I have been so pleased how this has been embraced throughout the campus and really ownership of this strategic plan has been widespread. So many folks have been in it so I am delighted where we are. I know there is still a lot of hard work to do, but with the enthusiasm, the energy, and the hard work that has been done, I have every confidence that we're going to achieve our goals of UC2019►. I want to thank you for your hard work and for your participation. Madame Chairman, that concludes my report.

Mrs. Heimann:

Thank you, President Williams. We will now proceed with the committee meetings. The first committee meeting will be the Academic and Student Affairs Committee meeting. Rob?

### **THE BOARD COMMITTEE MEETINGS**

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

The committee meetings began at 9:26 a.m.; the meetings concluded at 10:08 a.m.

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

The Regular Meeting of the Board of Trustees was convened at 10:08 a.m. and, as noted on the first page (page 157) of these minutes, roll call was taken.

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

Mrs. Heimann called for additions, corrections, or deletions to the minutes of the Regular Meeting of the Board of Trustees of January 25, 2011. Upon proper motion by Mr. Richardson and seconded by Mr. Heiman, the minutes were approved as distributed.



Glen Markle, EdD	Professor Emeritus in the Department Teacher Education College of Education, Criminal Justice and Human Services Effective: September 01, 2011
Hilda Smith, Ph.D.	Professor Emerita in the Department of History McMicken College of Arts & Sciences Effective: July 1, 2011
Howard Tolley, Ph.D.	Professor Emeritus in the Department of Political Science McMicken College of Arts & Sciences Effective: July 1, 2011

**11.03.15.02 DISTINGUISHED TEACHING PROFESSOR****Synopsis:** Appointment of Distinguished Teaching Professor

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

George Suckarieh, Professor of Advanced Structures, College of Engineering and Applied Science, as Distinguished Teaching Professor.

**11.03.15.03 DISTINGUISHED RESEARCH PROFESSOR****Synopsis:** It is recommended that the Board of Trustees approve the following appointment.

Jay Lee, Ohio Eminent Scholar and L.W. Scott Alter Chair Professor in Advanced Manufacturing, School of Dynamic Systems in the College of Engineering and Applied Science, as Distinguished Research Professor.

**11.03.15.04 GRADUATE FELLOWS MEMBERSHIP****Synopsis:** Appointments for membership in the Fellows of the Graduate School

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

Nicholas Dunning, PhD	Department of Geography McMicken College of Arts and Sciences
Bonnie Fisher, PhD	Department of Criminal Justice College of Education, Criminal Justice, and Human Services
Janet Graden, PhD	Department of Human Services College of Education, Criminal Justice, and Human Services
Kenneth Hinkel, PhD	Department of Geography McMicken College of Arts and Sciences

Shuk-Mei Ho, PhD	Department of Environmental Health College of Medicine
Milind Jog, PhD	Department of Mechanical Engineering College of Engineering and Applied Science
David Kelton, PhD	Department of Quantitative Analysis and Operations Management College of Business
Edward Latessa, PhD	Department of Criminal Justice College of Education, Criminal Justice, and Human Services
S. Steven Potter, PhD	Department of Pediatrics College of Medicine
Joseph Tomain, JD	College of Law

### **Finance and Administration Committee Recommendations**

#### **11.03.15.05 JOHN HAUCK FOUNDATION GALLERY**

**Synopsis:** It is recommended that the Board of Trustees approve the naming of the John Hauck Foundation Gallery located in the Medical Science Building, R006

It is recommended that the Board of Trustees approve the naming of the John Hauck Foundation Gallery. The 1200 square foot gallery is part of a new 5800 square foot facility to be constructed in the summer of 2011 to house and display the collections of the Henry R. Winkler Center for the History of the Health Professions, which will be moved from Wherry Hall. In the interest of continuing its support of the university and Sabin's legacy, the Hauck Foundation in 2010 awarded the Winkler Center a \$100,000 two-year grant to complete the construction of the Center's new facility for its collections, gallery, and staff on the R level of the Donald C. Harrison Health Sciences Library in the Medical Sciences Building. The Winkler Center wishes to honor that gift by naming the gallery in agreement with the wishes of the trustees of the Hauck Foundation.

#### **11.03.15.06 MICHAEL AND MARGARET VALENTINE BASKETBALL SUITE**

**Synopsis:** It is recommended that the Board of Trustees approve the naming of the Michael and Margaret Valentine Basketball Suite at the Richard E. Lindner Athletic Center, Room 680

It is recommended that the Board of Trustees approve the naming of the Michael and Margaret Valentine Basketball Suite. Their \$100,000 gift to the construction of Varsity Village qualified them to receive naming recognition within the Lindner Center. Their preference was toward a

men's basketball area. Additionally, the Valentine's just pledged another \$50,000 to men's basketball.

**11.03.15.07 JEFFREY L. WYLER TICKET OFFICE**

**Synopsis:** It is recommended that the Board of Trustees approve the naming of the Jeffrey L. Wyler Ticket Office located at the Richard E. Lindner Athletic Center, Suite 480

It is recommended that the Board of Trustees approve the naming of the Jeffrey L. Wyler Ticket Office. The Wyler family gift of \$500,000 qualified them for a naming opportunity. Because of Jeff's experience of working in the ticket office while in college, his son, David Wyler, feels as though this would have greater sentimental value and allow more attractive opportunities to remain open for additional gifts to be secured.

**11.03.15.08 APPROVAL OF MUTUAL ASSISTANCE AGREEMENT BETWEEN THE CLERMONT COUNTY SHERIFF AND THE UNIVERSITY OF CINCINNATI**

**Synopsis:** It is recommended that the Board of Trustees approve the Mutual Assistance Agreement\* between the Clermont County Sheriff and the University of Cincinnati.

It is recommended the Board of Trustees approve the Mutual Assistance Agreement between the Clermont County Sheriff and the University of Cincinnati. With the addition of UC East to the University's physical plant, UC Police Officers frequently travel on public roadway between Clermont College and UC East campuses. The potential now exists that one or our officers could become involved in a situation requiring the use of police powers while off University property.

**11.03.15.09 SHEAKELY ATHLETICS CENTER INCREASED SCOPE  
(Formerly known as the Practice Fields, Jefferson Avenue Sports Complex)**

**Synopsis:** It is recommended that the Board of Trustees approve an increase in the amount for the Sheakley Athletics Center project in the amount of \$4.2 million. Athletics has accepted all financial responsibility for the project.

**Description:** The Jefferson Avenue Sports Complex project was approved by the Board of Trustees on November 17, 2009 in the amount of \$10.7 million. The first priorities for the project included one full-size athletic field and one half-size athletic field located on the south east corner of the Uptown Campus at the intersection of Corry Boulevard and Jefferson Avenue. Also included in the scope of work was a bubble to cover the full-size field during the winter months, retaining walls, landscaping, sidewalks, upgrades to infrastructure, an underground chilled water storage tank, and an access road between the two athletic fields.

---

\*Filed in the Office of the Board of Trustees

The increase in scope and budget requested in this recommendation was always part of the design and was dependent upon the amount of funding secured. This work includes the construction of a two-story building that includes a coach's box, restrooms, and concession stand to be located on an upper plaza between the full-size field and Champions Avenue. Also included is a grandstand capable of seating approximately 1,000 people with team rooms (that includes a visiting team locker room); restrooms; a satellite training room located underneath at field level; construction of a filming platform tower with scoreboard located between the full-size and half-size fields; construction of a terraced plaza with associated pavers, site lighting, and landscaping.

The complete project will provide the Department of Athletics with new fields to be used for football practice, competitive women's Lacrosse and other programs supported by Athletics that benefit the programs and/or the campus at large.

It is recommended that the Board of Trustees approve an increase in the project amount for the Sheakley Athletics Center project. The project budget will change from \$10.7 million to \$14.9 million, an increase of \$4.2 million. Athletics has accepted all financial responsibility for the project.

**611.03.15.10      ATHLETICS FACILITIES CONCESSIONS CONTRACT\***

**Synopsis:**      This resolution requests that the Board of Trustees approve an Athletics Facilities Concessions Contract.

The University's current contract with ARAMARK Corporation for concessions at athletics facilities has been in place since June 2002 and expires June 30, 2011. A new contract extending and amending that existing contract is attached. As in the prior agreement, there is no annual cost incurred by the University; ARAMARK pays the University a commission on sales. Major terms of the new agreement include:

1. A term of nine years with an option for five, mutually-agreed, one-year extensions;
2. Tiered commissions on sales starting at 35% and escalating to 55%. Previously, the maximum commission on food and soft drinks was 45%, but now extends to 50% on sales in excess of \$1.5 million;
3. Commissions of 40% on ARAMARK's sub-contractor revenue, an increase of 5%; and,
4. Investment of \$520,000 for equipment, facility renovations, and signage to grow sales and increase commissions.

Financial projections indicate average annual payments to the Department of Athletics of approximately \$900,000, with the potential of outperforming this estimate depending on attendance at our athletic contests. We respectfully request that the Board of Trustees approve the attached contract.

**11.03.15.11      ESTABLISHMENT OF ROOM AND BOARD RATES  
2011 – 2012 ACADEMIC YEAR**

**Synopsis:**      Authority is requested to establish Room and Board Rates for the 2011 – 2012 academic year. The requested rate increase, in combination with scheduled expense reductions, will allow Housing and Food Services to achieve a balanced budget and eliminate its negative fund balance.

---

\*Filed in the Office of the Board of Trustees

It is recommended that the Board of Trustees approve the Room and Board Rates for the 2011 – 2012 academic year as they are listed below. Based on the strong occupancy history of the housing operations, it is proposed that 2010-2011 rates be extended for most housing units. The recommended 3% increase to the Stratford Heights, CRC, Turner and Schnieder Hall room rates will appropriately position these units within the room rate schedule based on demand by students for AY 2010 - 2011. The proposed 2% increase to meal plan rates will partially offset the negotiated rate increase in meal plan costs from the food service operator.

	<u>2011-2012</u>	<u>2010-2011</u>	<u>% Variance</u>	<u>\$ Variance</u>
<b>Board Rates</b>				
Meal Plans (per academic year)	\$3,786 - \$3,981	\$3,711 - \$3,903	2%	\$75 - \$78
<b><u>Room Rates</u></b>				
Dabney, Daniels, Calhoun & Siddall (per academic year)	\$5,799 - \$7,278	\$5,799 - \$7,278	0%	\$0
Stratford Heights (per academic year)	\$6,669- \$7,218	\$6,474 - \$7,008	3%	\$195 - \$210
Turner Hall (per academic year)	\$7,071	\$6,864 3%		\$207
CRC/Schneider Hall (per academic year)	\$7,497	\$7,278 3%		\$219
<b>Summer Contract</b>				
Turner/ Schneider & Stratford Heights	\$339/month	\$329/month	3%	\$10

Housing and Food Services management continues to improve the efficiency of their operation and have reduced Housing operations and maintenance costs per square foot by 44% since 2001. This has aided in partially off-setting the substantial expense increases in debt service and utilities since this date.

The proposed rates meet the financial requirements of residence hall and dining operations and demonstrate a sensitivity to market competitiveness. From FY 2001 through FY 2012 the average annual Room and Board Rate increase for the University is 3.85%. This is one of the lowest rate increases of any State university during this timeframe. Additionally, during this period, the University has significantly upgraded its operations with the opening of three new residence halls and one new dining center. A second existing dining center also underwent extensive renovation in FY 2003.

In accordance with the established Cash Policy of the University, the combined operations will achieve a positive net position.

The proposed rate increase would be effective July 1, 2011.

**11.03.15.12 CHECK SIGNATURE/COUNTERSIGNATURE AND ELECTRONIC FUNDS TRANSFER INITIATION/VERIFICATION AUTHORITY**

**Synopsis:** Update check signature/countersignature and electronic funds transfer initiation/verification authority

It is recommended that the Board of Trustees approve the following resolution updating the list of individuals authorized to sign/countersign checks and initiate/verify electronic funds transfers.

RESOLVED, that effective March 15, 2011, all checks drawn upon the depositories designated by the Board of Trustees of the University of Cincinnati must bear the signature of Susan Albonetti, Interim Treasurer.

- a) This signature may be a mechanical facsimile, the proper affixing of which shall be the responsibility of Susan Albonetti, Interim Treasurer, or in her absence, Carol Metzger, Controller.
- b) All checks in excess of \$75,000 must bear the countersignature of Carol Metzger, Controller, Karen Sullivan, Senior Associate Vice President for Budget and Financial Services, or Ruth A. Ross, Assistant Controller, or James D. Plummer, Vice President for Finance, or Robert F. Ambach, Senior Vice President for Administration and Finance.

RESOLVED, that effective March 15, 2011, all electronic funds transfers drawn upon the depositories designated by the Board of Trustees of the University of Cincinnati must be initiated by Susan Albonetti, Interim Treasurer. All electronic funds transfers in excess of \$75,000 initiated by Susan Albonetti, Interim Treasurer, must be verified by Carol Metzger, Controller, or Karen Sullivan, Senior Associate Vice President for Budget and Financial Services, or James Birch, Senior Financial Analyst, or James D. Plummer, Vice President for Finance, or Robert F. Ambach, Senior Vice President for Administration and Finance.

### **Comments from Chairman Heimann**

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

Upon motion of Robert E. Richardson, Jr., seconded by Thomas D. Cassady, the Board approved the items recommended by the Committees by the roll call vote.

### **Recommendation Nos. 11.03.15.01 through 11.03.15.12**

**AYE:** C. Francis Barrett, Thomas D. Cassady, Stanley M. Chesley, Gary Heiman, Sandra W. Heimann, Thomas H. Humes, and Robert E. Richardson, Jr.



As we all know, these are simply two of the highest awards that the university can give to recognize outstanding achievements and contributions to the ideals of the university, whether to society at large or to the University of Cincinnati in particular.

Our honors committee did a very thorough job pursuant to their process that led to today's recommendation. All four of these individuals have agreed to be with us at our June 11<sup>th</sup> Commencement:

**John Procario**, our **Award for Excellence nominee**, has for more than 30 years devoted his energies to furthering the discipline of electrical power systems, an area where he has achieved noteworthy professional leadership and national recognition. He currently serves as President and CEO of American Transmission Company and worked for 32 years with Cinergy, now part of Duke Energy. He serves on advisory councils for the College of Engineering and Applied Science and has taught in the College of Engineering and Applied Science since 1975 and is presently an Adjunct Professor with the college.

We have three nominees for the honorary degrees:

**John F. Barrett**, who earned his B.A. from the University of Cincinnati in 1971, is the Chief Executive Officer and President of Western & Southern Financial Group, a Fortune 500 company and one of the 10 highest rated-life insurance groups in the world. John is an ardent supporter and leader of economic development, education and fine arts in Ohio and serves on the boards of trustees of many prominent organizations here in Cincinnati. He is a great friend to UC and to the UC Academic Health Center. He was awarded UC's Award for Excellence in 2004. During tough economic times, John had a clear vision and has been a major force behind the development of the largest office building in southern Ohio -- the Great American Insurance Tower at Queen City Square.

**Eugene P. Ruehlmann** graduated from UC in 1947 with a Bachelors of Arts with Honors in Political Science. Earlier in the meeting I mentioned this year's Great Living Cincinnatians and Mr. Ruehlmann also earned this distinction through a life of service and accomplishment. After graduating from Harvard Law School in 1950, he founded a law firm, was elected to Cincinnati City Council, served as Vice Mayor from 1963 to 1967 and served as Mayor from 1967 to 1971. He has worked tirelessly to promote Cincinnati as a top-notch city in spearheading the construction of the Riverfront Stadium and helping bring the Bengals to Cincinnati. In addition, he has received UC's Alumni Association's Distinguished Service Award and, in 1995, he was inducted to the UC Athletics Hall of Fame for his contributions as a Bearcat football player.

**Jeffrey L. Wyler** is a graduate of UC's College of Business and served on this Board of Trustees and as our chairman. He is an outstanding, dedicated and committed leader as well as a successful entrepreneur who has built one of the largest private businesses here in Cincinnati. His outstanding service to this university includes not only to this board, but as trustee on the new UC Health Board. He was a participant in two UC Presidential Search Committees, chairing the committee that brought President Zimpher to UC, and he is an emeritus member of the UC Foundation Board of Trustees.

We are quite thrilled with this group and I can tell you as I spoke with them, each and every one of them was truly excited, and honored, and very pleased to be recognized in this way. It is an outstanding group and I hope all of you are able to be with us at the June 11<sup>th</sup> Commencement to celebrate this great recognition. Thank you.

Mrs. Heimann:

Thank you, President Williams. May I have a motion and a second to approve?

Upon motion of Thomas H. Humes, seconded by Robert E. Richardson, the Board approved the recommendation. (*C. Francis Barrett abstained from voting on John F. Barrett.*)

Mrs. Heimann:

Is there any other unfinished business? If not, we will call for the reports of our board representatives and student trustees. Our Alumni Association report – Rusty?

**Alumni Association Report**

Mr. Myers:

Madame Chairman, thank you very much, President Williams, and Members of the Board:

You should have a full report of the Alumni Association in your packets. I just want to give you our highlights. We continue in undergoing a strategic recalibration to better connect with our alumni and cultivate greater support for the university. As a result we are working collaboratively with the UC Foundation to increase UC's alumni participation rate. We continue to develop programs and services for all alumni, yet we put extra emphasis now on young alumni. This includes providing career management resources, connection opportunities and targeted programming for our young alumni. It also means cultivating philanthropic relationships to these critical stakeholders to establish a pattern of lifelong giving with the young alumni group.

Our alumni participation initiative is a key part of our effort right now. Overall this fiscal year we've added approximately 3,500 new or lapsed donors. This puts us at more than one-third of our way toward our fiscal year goal and increases the alumni giving rate from 11% to just over 12%. To leverage this momentum, many activities within our 1819 initiative are in progress. We have a competition underway among our 20 cities with Proudly Cincinnati campaign committees – our most active regional alumni

networks. The contest will challenge alumni to raise their regions' participation giving rates and look for a special spread about 1819 in the upcoming UC Magazine.

Development-wise for the UCAA we have begun an active re-engagement of our 5,500 William Howard Taft Society-level donors, which is really our former Life Membership base, asking them to continue and expand their significant commitment to UCAA. We're identifying key volunteers who can provide targeted assistance with UCAA development efforts. And, plans are being finalized for much needed improvements to this facility so in the upcoming months we'll launch our campaign for improvements to the Alumni Center.

Finally, I just want to highlight some UCAA events. I just returned two weekends ago from Phoenix. We had alumni events in conjunction with the Red's Spring Training Event. We had over 80 people attend and we are looking to increase participation next year to over 200 out there. It was a terrific event and the Reds were very gracious in hosting us out there.

We're coordinating an event this weekend with the NCAA tournament which I will also attend. I can't wait to get back to the NCAA tournament with our Bearcats. We are hoping to have an event on Thursday evening out there. Our UC Day at the Reds is April 29<sup>th</sup> so I encourage everyone to attend if they can. It should be another terrific event both with alumni and students on the 29<sup>th</sup>.

Our Alumni weekend is May 13<sup>th</sup> – 15<sup>th</sup> and our UC Day Celebration which includes alumni awards will be held June 9<sup>th</sup>. I'm pleased to announce at this time that Dr. J. Richard Wuest, a national leader in the field of pharmacy, will receive the William Howard Taft Medal, our highest alumni award.

Thank you again for all of your support of the UCAA and that concludes my report.

Mrs. Heimann:

Thank you, Rusty for all your hard work. Could I ask a question? When you talk about the 11% or 12% of our alumni that contribute back to the university, do you have stats from other peer organizations? Where would we rank?

Mr. Myers:

Really part of that whole ranking and really our goal again is 18.19% participation rate which would put us in the upper echelon of both nationally and within the Big East Conference Teams kind of on a participation rate. Right now we are somewhere right in the middle at our 11%-12%, but again, we're hoping to get into the upper echelon for nationally rankings.

Mrs. Heimann:

Thank you. The Faculty Senate report will be given by Richard Harknett. We missed you last month because you had to leave early.

Dr. Harknett:

I had to go to class and teach. And, after this I have to go grade. *(Laughter)*  
They keep us busy.

### **University Faculty Chair Report**

Dr. Harknett:

Good morning, Madame Chair. In the interest of time, I'm going to read this morning from my report.

In my role as Chair of the University Faculty, I have had the opportunity to interact across our campuses and have come away reinforced in the conviction that the University of Cincinnati is an institution of great accomplishment and of significant potential. It is that latent potential, in particular, that excites and motivates and to which we must dedicate ourselves to achieving.

Achieving our collective goal of transforming lives, knowledge, and education as a comprehensive research public university will be challenged with an economic reality of a more constrained resource environment relative to our aspirations than perhaps we've ever faced before. This is unlikely to be a temporary situation, but rather a more fundamental condition.

In my role of reporting to you so as to inform your decision-making, I think it critical for me to emphasize the importance of addressing these challenges as an institutional team, rather than defining and operating as separate factions with competing interests. Granted, we have our bureaucratic roles to play, but in our differentiated roles we must never lose sight of the fact that we are bonded by a single overarching objective of advancing academic achievement in a public setting – that is our distinctive collective mission; that is what we must see when we look at UC.

You should be aware that faculty for whom I must principally speak, are expressing a sense of concern and anxiety as we are being buffeted by plans for state budget cuts and legislation that seeks to fundamentally alter the working compact that has existed on this campus. We may be entering uncharted waters that will require not only creative thinking, but in my mind, more importantly, trust among us all that we can and will work together as a team to achieve academic excellence. I would invite the members of the Board as institutional leaders to be sensitive to these concerns and seek out opportunities over the coming months to highlight for the general public and our university community the vital role UC plays on so many fronts and how important it is to leverage the phenomenal faculty we have at our university and additionally how it is in the interests of our students and the public that we commit ourselves to retaining and attracting the highest quality intellectual capacity we can to this great university.

The Faculty Senate has passed a resolution opposing current legislative action and I am submitting that into the formal record. But, moving forward, we will be most effective if we operate with a single perspective foremost in our minds – a public

university is a special and distinct place with a distinctive role to play in society – working together we can insure that UC remains a special place of great achievement and, if we are bold and creative, a model that others will seek to emulate. I would urge us to let us work together to define our distinctive path, instead of others defining it for us. Madame Chair, thank you very much.

The following University Faculty Senate resolution passed 18-2-0 on February 24, 2011

Whereas, Ohio Senate Bill 5 considering changes to collective bargaining is a potential alteration in State law that would affect the University of Cincinnati, specifically;

Noting, that State legislators considering the Bill would benefit from direct feedback from those that would be impacted directly from changes to collective bargaining contract environments;

Recognizing, that the collective bargaining contract between the American Association of University Professors UC Chapter and the University of Cincinnati Administration has facilitated a shared governance environment that is, in practice, currently supporting a constructive working relationship between faculty and administrators and is supporting a transparent decision-making process that is positioning the University of Cincinnati to deliberate and plan effectively to advance its pursuit of academic excellence envisioned in our strategic document UC2019;

Noting, that changes in the contract environment would constitute a major structural shift that would require a massive undertaking of time and focus, distracting effort away from the time needed under our current constructive strategic planning process to pursue our institutional mission, including our support of our students and the economic advancement of the State of Ohio in an environment of budgetary austerity and have the unintended consequence of hindering our ability to compete effectively in the market to retain and attract high quality faculty during a transitional period of uncertainty;

Considering, that if contract reopening is restricted, the timing of conversion to a semester calendar could be adversely affected;

Be it Resolved, that we the elected Faculty Senate of the University of Cincinnati, wish to avoid the unintended consequence of distracting efforts to move forward positively on our strategic goal of providing the citizens of Ohio and those whom we attract from out of state, an institution of the highest achievement and recognition and thus, urge the legislative bodies of the State of Ohio to set aside actions that would alter the collective bargaining structure now in place at the University of Cincinnati

Mrs. Heimann:

Thank you, Richard. I think that is very well said.

Mr. Cassady:

I do, too.

Mrs. Heimann:

I think it is an important charge for us as trustees and I think that we recognize that charge and are passionate about the university and the students. At the same time, we definitely recognize the talent and skills of our faculty and recognize your willingness to work with us as a team and we will continue to try to work towards that. Thank you for saying that.

Dr. Harknett:

Thank you.

Mrs. Heimann:

We will now have out student trustee reports, Portia?

### **Graduate Student Report**

Ms. Watkins:

Thank you, Madame Chair. Good Morning Distinguished Members of the Board, President Williams, Faculty, Staff and Students:

The GSGA is looking forward to working with Provost Ono and The Graduate School to establish a Junior Fellows mentoring program for outstanding graduate students in Masters and Doctoral programs. The mentoring program will allow students to spend time with both junior and senior faculty at UC.

The GSGA is at the final stages of preparation for Graduate Appreciation week (held in April) as well as the NAGPS Regional Conference, scheduled for April 15<sup>th</sup>-17<sup>th</sup> at UC.

On Wednesday, March 2<sup>nd</sup>, GSGA held elections for the 2011-2012 officers. The new officers are:

GSGA President  
Paulette Penzvalto (from CCM)

GSGA Vice President (Re-elected, from Anthropology)  
Key Beck

GSGA Treasurer (from Engineering)  
Sagil James

I recently travelled to San Diego, California along with two other graduate students, William Hunter from Special Education and Meskerem Debele from Curriculum and Instruction, to be part of the Holmes Scholar Program. The program is a mentoring and networking program aimed at underrepresented students of color who are pursuing doctoral degrees in Education. At the American Association for College Teacher Education conference, we represented the University of Cincinnati at a job fair, where we were able to highlight our departments and the College of Education. I was also able to proudly answer questions about the UC's diversity initiatives under President Williams' UC 2019 plan.

On April 10<sup>th</sup> tentatively, myself and Kyle Quinn will be travelling to the University of Akron to collaborate with other Student Trustees across Ohio to discuss ideas about:

- How we can help each other as Student Trustees;
- Ways we can assist our institutions in adjusting to a decrease in state funds;
- Communication with our state of Ohio leaders;
- Formalizing an organization similar to the Ohio Student Government Association for Student Trustees; and
- Highlighting the Association of Governing Boards of Colleges and Universities Conference.

This concludes my report.

Mrs. Heimann:

Thank you, you've been busy also.

Ms. Watkins:

Absolutely.

Mrs. Heimann:

Besides all of that she is a wife, a mother, and runs a very busy household. Kyle Quinn?

### **Undergraduate Student Report**

Mr. Quinn:

Good morning. For every board meeting, we like to go out into the UC community and try to find the "best of the best" to report back to you. We often do what we call "Student Invasion Days" and we'll just show up at CenterCourt or Market Place and start sitting with students and discuss what it is that they like and what they would change. That's where we get a lot of our ideas on how to better the student experience here at UC. I'm always impressed in those conversations about what's happening with our students. I think our student spotlight today is probably the best I've ever reported on so I'm pleased to bring those to you.

What I think is most unique is the "buy-in" if you will with the UC2019► Plan and all the student organizations that have really mirrored those operational principals in what it is that they want to achieve individually, which makes it very streamlined from the entire community's standpoint. So, in holding true to this theme, I've restructured my report around the operational principles of UC2019► and will continue to do that through the end of my term.

## DIVERSITY

This year the Kuamka Ball Winners are Keenan Maull and Sophia Calloway who serve as representatives of the African-American Community Ethnic Programs and Services and the African-American Cultural Resource Center throughout the year in that role.

## COMMUNITY

As President Williams mentioned, CCM is a new Center of Excellence and we saw RENT on the same day. It was a great performance. There was a Broadway critic in the crowd that also said RENT and EVITA actually had some better reviews than the actual Broadway performance themselves. That was very encouraging news.

The men of METRO and the women of QUEST had their annual talent show benefiting the leadership scholar programs and Mitch's Mission.

The work of Dr. Marla Hall going out and talking about international awards, fellowships and scholarships with our students – we are encouraged by the fact we are going to bring home a Rhodes Scholar for the first time since 1938 with the hard work of that office.

The basketball teams in the realm of Athletics – the Big Dance will be exciting and I'm sure most of you will be there and the upset win, to top off the Women's season, over Marquette was also very encouraging.

A few awards – The Carl Lindner Award for Excellence goes to Alex Spidare from the College of Business. As mentioned, Big East Scholar of the Year goes to John Goebel. Drew Smith's award, an international award, and only one undergraduate receives that and the people in attendance said that UC looked very "sweet" in front of everyone in the crowd which was very nice.

Finally, the Cincinnati Dance Marathon had their third annual dance off and raised over \$23,000 for the Children's Miracle Network and also had an address by Dr. Ono.

#### SUSTAINABILITY

The Bike Share Program will be moving over to East Campus as well which is encouraging.

#### GLOBAL ENGAGEMENT AND COLLABORATION

I saved the best one for last which is a program that was created by two freshmen on campus, Tunal Karunaratne and Zach Hawke. They gave a presentation to Student Government and they've developed a program where our undergraduate students will travel to Sri Lanka and recruit high school students on the international front and complete a service program with them. Evidently this is something that the Ivy League students do and Tunal himself had the opportunity to go to Harvard, but it was his experience with the UC students abroad in Sri Lanka that brought him here to UC. So, in mirroring that program they wanted to bring that to our undergraduates. I think that's just outstanding – not only that it is happening, but that two freshmen created the program and are seeing it through.

Finally to conclude my report, the search for the next Undergraduate Student Trustee is going on and is nearing its completion. The candidates will interview with Governor Kasich in the near future. I believe we can expect our next Trustee to be at the May meeting.

Thank you very much and that concludes my report.

Mrs. Heimann:

Thank you, Kyle. I'd like to echo the President's and Kyle's comments and on behalf of all the trustees, Drew, we would also like to congratulate you on receiving the

Wayne Colvin Fraternal Value Award from the Association of Fraternal Leadership and Values. But, now it's time to give your Student Government report.

### **Student Government Report**

Mr. Smith:

Thank you, Madame Chair. Before I begin, Kyle talked about the "Student Invasion Days". Kyle and I go to CenterCourt or just to different events on campus together. As much as Kyle and I are out there in the community there are still a lot of students who have no idea who we are. (*Laughter*) So we ask them all about UC – what they like and what they don't like. Initially they just think who are these random guys asking me about the university? We start having good conversations and by the end they are just amazed that Kyle and I – when we tell them who we are – that we're out there and doing some great outreach. It's been very successful and we've gotten a lot of great input.

We've also had another successful quarter in Student Government. As undergraduate students are taking their final exams this week, in Student Government we are preparing for upcoming elections. In mid April we will be holding our student elections and at the next Board of Trustees meeting we will have our newly elected Student Body President sitting alongside Kyle and myself. We also, as Kyle mentioned, are underway with selecting the next undergraduate student trustee. Four students have been passed on to Dr. Livingston and President Williams and upon their approval will be sent on to the Governor. He or she will be with us at the next meeting.

This quarter has entailed many trips to the Statehouse in support of higher education. About a month ago, I attended IUC Day at the statehouse with President Williams and about fifteen other distinguished members of the University to talk to our state legislators about the importance of higher education, and the importance of the University of Cincinnati. We had some really great meetings with some state representatives and portrayed UC in the highest of lights.

Two weeks ago Student Body Vice President Mark Rooney, another student government member, Carey Markoe, and I went to the governor's office to meet with Bob Summers who is the Director of Education in Governor Kasich's office. We delivered to him over 3000 letters from UC students asking the governor to lower the cut on the higher education budget. We made a really great impression for the University, he mentioned how great it was that we were there and that we came to Columbus, and really made a stance on behalf of our students. One week later in the governor's State of the State address he said that UC is too often overlooked and it is one of Ohio's greatest assets. So we were up there for that address and very proud to hear those sentiments.

Earlier this month, Student Government launched a shuttle tracker for our Bearcat Transportation System so members of the UC community can track all of the shuttles around campus and see expected wait times at each stop – you can pull it on your mobile device at [m.uc.edu](http://m.uc.edu) if you want to catch a shuttle right after this meeting. This will be a valuable tool to the students, faculty, and staff and also to the board if you wish to ride the shuttle.

We held a very successful multi-cultural festival last month in which nine student groups shared dances and food from their cultures. Close to 300 students were in attendance as we celebrated heritage and diversity together. Our Student Senate held our annual meeting at Raymond Walter's Campus and enjoyed meeting their students and seeing their facilities. We had a presentation by Dean Short-Thompson and the tribunal of Raymond Walters. Finally, we have been working on communication between Deans and student tribunals as well as professor performance evaluations. We held a very productive session with the Provost Ono's AOC Plus group earlier this month. This concludes my report.

Mrs. Heimann:

Thank you, Drew. If it makes Kyle and you feel any better, there are an awful lot of people on this campus that have no idea who I or the other trustees are and I bet there are even a few who don't know who President Williams is. *(Laughter)*

Mr. Quinn:

I think that is our favorite part that they don't know us.

**Executive Session**

Mrs. Heimann:

I will now call for an Executive session. There will be no business conducted at the conclusion of the Executive session.

Our next regular board meeting will be held here in the Russell C. Myers Alumni Center, on Tuesday, May 24, 2011. Thank you for being with us today.

May I have a motion to enter Executive Session to consider the purchase of property for public purposes and to consider matters required to be kept confidential be federal law or regulations or state statutes?

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

**AYE:** C. Francis Barrett, Thomas D. Cassady, Stanley M. Chesley, Gary Heiman, Sandra W. Heimann, Thomas H. Humes, and Robert E. Richardson, Jr.

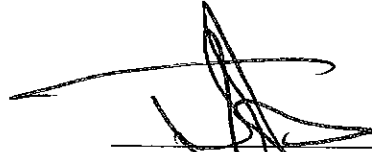
**NAY:** None

**ABSENT:** H.C. Buck Niehoff

Adjournment

There being no further business before the Board, and upon proper motion, the meeting adjourned at 12:10 a.m.

  
SANDRA W. HEIMANN  
CHAIRPERSON

  
THOMAS H. HUMES  
SECRETARY