

**Regular Meeting of the Board of Trustees
March 27, 2007**

Table of Contents

Two Hundred and Sixty-Ninth Session of the Board of Trustees	36
Attendance	36-37
Chairman Wyler’s Greeting.....	37-40
Report of the President.....	40-44
Introduction by President Zimpher of Presentations	44-45
Monica Rimai, J.D. Senior Vice President for Administration and Finance and Kristi Nelson, Ph.D. Senior Vice Provost for Academic Planning Tuition and Enrollment Issues and Challenges.....	45-51
Louis D. Billionis, J.D. Dean and Nippert Professor, College of Law and Chair, Steering Committee, President’s UC 21 Diversity Task Force The President’s UC 21 Diversity Task Force Report.....	51-61
Board Committee Meetings	61
Regular Meeting of the Board of Trustees.....	61
Approval of the Minutes of the Regular Meeting of January 23, 2007	62
Approval of the Items Recommended by the Board Committees	62
Academic and Student Affairs Committee Recommendations	62-66
Distinguished Teaching Professor – Gerald R. Larson.....	62
Distinguished Research Professor – Joseph P. Broderick, M.D.	62
Appointment of Professor and Director, Department of Pediatrics College of Medicine – Arnold Strauss, M.D.	62-63

Appointment of Professor and Director, Department of Obstetrics & Gynecology College of Medicine – Arthur Evans III, M.D.....	63
Appointment of Professor with Tenure – Peixuan Guo, Ph.D. Colleges of Engineering and Medicine.....	63
Department Head Appointment – Rajiv Soman, Ph.D.	63-64
Department Head Appointment – Max Rabiee, Ph.D.....	64
Division Head Reappointment – Janet L. Graden, Ph.D.	64
Department Head Reappointment – James Sullivan.....	64-65
Department Head Reappointment – Ben O. Uwakweh, Ph.D.	65
Proposal to Create a Department of Engineering Education in the College of Engineering	65
Emeritus Status for Faculty Members.....	65-66
Finance and Administration Committee Recommendations	66-68
Quasi-Endowment Institutional Liquidity Support.....	66
Appointment of Contracting Officer.....	66
Authorization to Refund Outstanding Debt	66-67
General Receipts Obligations (RENEWAL)	67
Deloitte and Touche LLP.....	67-68
Rededication of Herman Schneider Quadrangle.....	68
Naming of the Wedbush Nursing Legacy Centre.....	68
Naming of the Jack Lee Football Locker Room.....	68
Amendment to Rule 10-1-06 To Give the Senior Vice President for Administration and Finance the Same Authority to Execute Instruments as The University Contracting Officer	68
Roll Call Vote	69
Approval of the Honorary Degree and Award for Excellence Candidates.....	70-71

Unfinished & New Business.....	71-81
Faculty Senate Report by Ann Welsh.....	71-73
Alumni Association Report by Bob Dobbs	73-75
Student Trustee Report by Daisy-Malloy Hamburg.....	76
Student Trustee Report by Nick Furtwengler	76-78
Student Representative Report by Jerry Tsai.....	79-80
Executive Session	81
Reconvening of the Proceedings.....	82
Approval of the Employment Agreement for President Nancy L. Zimpher.....	82-85
Adjournment	85

UNIVERSITY OF CINCINNATI

Official Proceedings of the

Two Hundred and Sixty-Ninth Meeting of the Board of Trustees

(A Regular Meeting)

March 27, 2007

The Two Hundred and Sixty-Ninth Session of the Board of Trustees of the University of Cincinnati was opened at 10:13 a.m. on Tuesday, March 27, 2007, 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*.

Jeffrey L. Wyler, Chairperson of the Board of Trustees, presided. Mr. Wyler asked that roll be called.

BOARD MEMBERS PRESENT:

Thomas H. Humes, Phillip R. Cox,
Anant R. Bhati, Jeffrey L. Wyler,
H. C. Buck Niehoff, Gary Heiman, and
C. Francis Barrett

BOARD MEMBERS ABSENT:

Sandra Heimann and
Margaret E. Buchanan

ALSO PRESENT:

Nancy L. Zimpher, President;
Jane E. Henney, Senior Vice President
and Provost for Health Affairs;
Anthony J. Perzigian, Senior Vice President
and Provost for Baccalaureate and
Graduate Education;
Monica Rimai, Senior Vice President for
Administration and Finance;
Michael W. Carroll, Vice President of
Development and Alumni Affairs
and President of the UC Foundation;

Mitchel D. Livingston, Vice President for
Student Affairs and Services;
James D. Plummer, Vice President for
Finance;
Frederick H. Siff, Vice President and
Chief Information Officer;
Gregory J. Vehr, Vice President for
Governmental Relations and
University Communications;
Mitchell D. McCrate, Interim General
Counsel;
Greg Hand, University of Cincinnati
Spokesperson;
Nick Furtwengler, Undergraduate Student
Trustee;
Daisy-Malloy Hamburg, Graduate Student
Trustee;
Robert Dobbs, Alumni Representative;
Stephen Thompson, Alumni Representative;
Robert Faaborg, Faculty Representative;
Ann Welsh, Faculty Representative;
Jerry Tsai, Student Representative;
Heather A. Huff, Executive Assistant to the
Board of Trustees & University
President;
and the public

(Prior to the Board Committee Meetings and the Regular Board Meeting,
Chairperson Jeffrey L. Wyler began the proceedings at approximately 8:32 a.m.)

Mr. Wyler:

Welcome, everybody. It is nice to see Nick Furtwengler here. The last time I saw him he was drinking beer in Scottsdale, Arizona with me. For those of you who do not know, we went to the Association of Governing Boards meeting in Phoenix three weeks ago. Nick went, President Zimpher, Heather, Monica, myself and I will say to the rest of the board, they do this annually and next year it is in Boston at the Westin Copley Place Hotel and I would strongly recommend that you try to attend one of these things. It is fascinating to be with members of boards of trustees from all over America. Actually,

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

one of the men that I met lives in the same building as Nancy does but he is on the board of an institution up in Minnesota.

Nancy also was the moderator at the last session which dealt with intercollegiate athletics and a panel of Myles Brand who is the head of the NCAA – you now have to call it N C A A. If you watch that this weekend, the announcers are not allowed to say NC double A. They must say N C A A on television. The President of Southern Methodist University was there and the former president of the Arizona Board of Regents and I attended that and the other things down there. So to my fellow board members, next April if you get the opportunity for a couple of days in Boston, I would recommend that you do it.

I would like to note that Margaret Buchanan and Sandy Heimann are both unable to attend the meeting today but I need to extend congratulations to board member Tom Humes. Earlier this month, Tom received the Carl H. Lindner award for outstanding business achievement. The award is given by the College of Business to a graduate who demonstrates outstanding achievement in the field of business and is represented by the recipient's entrepreneurial spirit, commitment to business and community, and achievement of the highest level of success within one's profession. Congratulations to Tom.

While we are on the congratulations bandwagon, I would like to congratulate UC Clermont College Men's Basketball Team. They won the United States Collegiate Athletic Association Division II National Basketball Tournament on March 3. Dean David Devier and Cougar's Head Coach, John Hurley, are here. Would you please stand? They have got the trophy with them. Hey, John, do they call that nothing but net? John has won 800 games in his career as a coach. Most of you have not even seen 800 games and this guy has won 800. That is a great achievement and look forward to being with you all at Clermont at the end of April.

At this point, I would like to introduce our Athletic Director, Mike Thomas, who will introduce a special guest.

Mr. Thomas:

Thank you, Jeff. Good morning. It is probably appropriate on the first day of spring practice that I am here to formally introduce our new head football coach, Brian Kelly. Now I will tell you, as young as Brian looks, he has been a head football coach for sixteen years and he has had one losing season; he has won 73% of his games. I hope he is here for his 800th win and if he still looks like that after 800 wins, then we know something is up. But, I will tell you that he started at Grand Valley State and won two division II national championships. I went to Central Michigan, the Mid-American Conference (MAC), and I can tell you this, he inherited the worst program in the MAC and turned it into the best program in the MAC in three years. After one game at the University of Cincinnati, he is already in the record books. He is the first coach in college football history to beat the same team twice in one season as the coach of two different teams. So, here you go, Brian Kelly.

Mr. Kelly:

I was a little nervous about the microphone, being a football coach. Today is the first day of spring ball and I have got my outside voice ready because we are going to use it today but I hope I do not blow anybody out of here. I would like to correct Mike because currently I am 1 and 0 but we are going to be 2 and 0. We are playing a spring game on April 21 and I can confidently say, in front of the board, I guarantee a victory. Now, President Zimpher would like me to guarantee the other twelve as well so we might as well get that out of the way. We will win them all next year. Get your season tickets and let us enjoy a great fall.

I think that is the most important thing that I want to bring here to the University of Cincinnati is I think we all understand the importance and the role that intercollegiate athletics plays at a university. We want to create, hopefully all Saturdays, and we will have a couple of Thursdays there, an event at Nippert Stadium and an event that we all

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

can rally around, be part of, and have exciting action on the football field. We will be exciting; we will be fun to watch. Again, at the end of the day I think everybody will say that they came to an event not just a football game.

We are settling into Ohio quite well. This Friday, we close on a home in Terrace Park so I am officially going to be a resident of Ohio, being in Michigan for sixteen years, we are breaking new ground today at 80 degrees. I do not know if I saw 80 degrees in Michigan at all last year so it is quite nice to open up spring ball with a beautiful day. Again, I know there is a lot of business to be handled today. Thank you for the opportunity to have an introduction and I hope to see all of you at the spring game on April 21. Thank you very much.

Mr. Wyler:

Thank you, Coach. This is a typical March day here in Ohio. I remember there was snow on the ground when we interviewed you up there in Lansing, Michigan. We are glad to have you with us and you will see some exciting football this fall.

Our next order of business would be Dr. Zimpher and I think she has some remarks to make this morning.

Report of the President

President Zimpher:

Thank you very much, Chairman Wyler. I want to add my congratulations to you, Tom Humes, and to Will McIntosh in the College of Business for getting it right and selecting a wonderful recipient for this great award. And, I want to say congratulations to the Clermont Cougars, John Hurley, and David Devier. I think it is just a wonderful statement and all of the board members have this great photograph of the team, the trophy, I do not see the net there but I am glad to know that John has it and it is safe with him.

And, of course, I personally want to welcome Coach Brian Kelly. I think it has just been a delight to have you join our team. Those of you who remember, he went center court at a basketball game and told the crowd we were going to win the International Bowl and I thought boy, this is a risk averse guy but some of us followed Brian to Toronto. Fran, it was a wonderful game. I think we had about a dozen people from Croatia who thought they were coming to a soccer game but happily they were wearing red and white so before you knew it, we had eight or ten bearcat faithful right there with them, cheering us on and it was a wonderful victory and a great way to start your tenure with us, Brian. So we welcome you and Paqui and the children and we are glad that you are settling in in Ohio and good luck today and we will see you on April 21.

The students are back. They actually had last week's spring break but this week it feels like spring break, Jerry, so you sort of get two weeks of it. I want to thank the board of trustees for their generosity in raising \$50,000 to fund construction materials for a Hurricane Katrina recovery effort. Your donations made it possible for eleven UC students to visit Lanett, Alabama, to build a new home there and scores of other UC students did not go to sand and sun necessarily but went to places to do community service ranging from the Gulf coast to Kenya and Cuba and other places around the globe to do community service and we are very, very proud of our students in that regard.

Chairman Wyler has noted the Cougar achievement. Our Bearcats in total have gained distinction for recent achievements, off the court as well as on the court. Our UC Department of Athletics received recognition from the National Consortium for Academics and Sports for both community service and student-athlete degree completion. UC was one of 21 schools nationally named to the "Honor Roll" on both lists. Our UC Athletics Department also was recognized recently with the 2006-07 Diversity in Athletics Award, presented by the Laboratory for Diversity in Sport at Texas A&M University. The award recognizes UC for the graduation of African American male athletes. And, in that regard, UC is one of just 10 programs honored nationwide.

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

In Columbus recently, we assembled many of our 17 alumni who now serve in the Ohio General Assembly. We called it a class photo. In addition to the Bearcats, students Jerry Tsai and Ryan Rozensweig, and our legislative team of Greg Vehr and Margie Rolf joined me in this historic photograph. Also, in attendance, was Governor Strickland. I believe he had a photo op with the Bearcat so that will certainly be an historic contribution to our archives.

While in Columbus, we heard Governor Strickland's State-of-the-State address; we attended a meeting of the Board of Regents where they appointed former Congressman and State Senator Eric Fingerhut as our new Chancellor of Higher Education in Ohio and just last week, we had the delegation of Southwest Ohio here for a meeting, attended all but one which is just amazing to capture their time for anytime here in Cincinnati while the legislature is in session.

We also hosted newly minted Chancellor Fingerhut and also I think many of you know that former Lieutenant Governor and Director of Development, Bruce Johnson, is now President of the Inter-University Council which is the council of the four year public institutions. I think we have great leadership and a huge opportunity, given the Governor's commitment to higher education, Eric Fingerhut's eagerness to serve Bruce Johnson's ability to create discipline amongst the ranks of the four year public institutions, which is no small task, and our legislative leaders to really move public higher education forward in Ohio.

Over the past few years, UC has worked hard to increase the number of National Merit Scholars and our efforts are bearing fruit. UC, for the first time, is now on the list of the nation's top 100 colleges enrolling large numbers of freshman National Merit Scholars. While we debuted on this list, which Lee Mortimer watches dutifully, we entered not at the bottom but in the top two-thirds, No. 64 and if that is where we are starting, imagine where we can go.

In recent years, UC has also stepped up its efforts to create an environment for student success particularly in that critical first year which we call the First Year Experience. One of our chief players in that effort is Pam Person. Pam is one of 10 educators from colleges around the nation who recently received the 2007 Outstanding First-Year Student Advocate Award. And, I am so glad that there is such an award because we work really hard at our First Year Experience.

I would also like to note that UC's national leadership position in the First Year Experience is also illustrated by our role as a co-host of the National Resource Center's Transitions Conference to be held here in Cincinnati in November. We are all about transitions and retention and as the growth and the quality and caliber of our freshman class has grown, it should be no surprise that retention from freshman to sophomore year is growing, as well, and what, of course, follows that is the growth in our graduation rate. We are definitely headed in the right direction.

A research team at UC has helped with the discovery of a new way to fight antibiotic-resistant bacteria by tricking it. You must learn more about this impressive research, headed by Bradley Britigan of internal medicine by reading their study results which will be featured in the Journal of Clinical Investigation the first of April.

Earlier this month, UC hosted for the third year in a row the Science and Engineering Expo for students in our five-county southwest Ohio region. More than 300 young scientists from 32 high schools competed for \$50,000 in cash, prizes and scholarships. Judges selected more than 100 projects for the State Science Day competition in Columbus on May 12. The projects of two students representing William Mason High School in Warren County were chosen to compete at the Intel International Science and Engineering Fair in May and we have to thank Tom Cruse, Associate Provost, for working so hard to create such a success. And, in these days, when STEM (science, technology, engineering, mathematics) and medicine, as we say in Ohio, it is so important to our future.

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

On a cinematic note: Graphic design senior, Josh Suhre, is just back from Hollywood – it says here Hollywood, California – but you probably know it is California, don't you? This is where he co-oped in design work and was listed in the credits for the recent Oscar ceremony viewed by millions on TV. More of his work will be visible in the upcoming movies, *Spiderman 3* and *Blades of Glory*.

I end on a “green note:” UC and Student Government have partnered with the Metro system here in Cincinnati and Hamilton County, actually Southwest Ohio to provide free public transportation for all UC students, faculty and staff beginning May 1 and I might say . . . finally. This is a real important opportunity in our transportation portfolio. It is a three year agreement. It applies to all routes and trips, operated by the Metro, and will allow our students, faculty and staff to ride the bus free, just by showing their valid UC ID.

The program fits in with our UC|21 goals on many fronts. It is funded half by the Bearcat Transportation system - Jerry, thank you very much – and half by UC. By encouraging the use of public transportation, we hope to enhance the quality of life in our region by reducing traffic congestion and air pollution, and demonstrating UC's commitment to the community to sustainability and I just want to thank Jerry Tsai, our Student Government president, and leaders, Jeremy Driscoll, the Student Government vice-president, Rishi Khar, our Graduate Student Association president, Rick Wiggins, our associate vice president in Facilities Management, and Tim Reynolds, director of the Transit Development with Metro. This could not have happened without all parties moving collectively in the same direction.

So that is a lot of good news from many different fronts in this fabulous university. We have two presentations today, Mr. Chair. The first of these will be on tuition and enrollment issues and challenges, presented by Monica Rimai, Senior Vice President for Administration and Finance, and Kristi Nelson, Senior Vice Provost for Academic Planning. As you two come forward, in case you think you thought we talked about enrollment previously, I just want to say that we are going to talk about enrollment

until you beg for mercy. This is such a central part of our plan to increase our stability and our revenue growth and so we will have this presentation now.

(Monica Rimai, Senior Vice President for Administration and Finance and Kristi Nelson, Senior Vice Provost for Academic Planning gave the following presentation on the Tuition and Enrollment Issues and Challenges utilizing PowerPoint slides. A handout consisting of copies of the slides was distributed to the members of the Board and others seated at the meeting table. A copy of the handout is on file in the Office of the Board of Trustees.)

Ms. Rimai:

Thank you, President Zimpher. We appreciate the opportunity to briefly update you on how we are doing and how we are thinking about tuition and enrollment and the issues related to them. This is really just a brief update and just really the tip of the iceberg because over the weeks and months ahead through all-university committees, we will be bringing to this body recommendations that really reflect how we are thinking in an integrated fashion around tuition and enrollment issues.

We also want to give you a very quick update about how we are doing in this endeavor in our integrated thinking as reflected in our enrollment projections. Much of the work of this integrated thinking, from the financial perspective, happens at an all-university committee, called the Fiscal Coordinating Committee (FCC), which you heard of a couple of meetings ago. This is a committee that is comprised of deans and faculty and students and staff and we have really begun to think about and understand the role that tuition plays as our most significant revenue source here at UC.

But, we also recognize that the demand for services that we provide in exchange for that tuition isn't a monolith. That is, demand is differential. The FCC, as well as in other venues, are learning to talk in terms of price sensitivity or in a more technical term, that is economic terms, price elasticity. We also recognize that how we price, or perhaps discount that all important tuition revenue, impacts the kinds of students that can attend

the university. So, that then, leads to a discussion around strategic enrollment. Who does the university want to attract and under what circumstances?

Of course, this then leads to an important discussion regarding the notion of how you attract those students beyond just the sticker price. Those students have expectations about the course work and degrees they want to pursue which certainly directly implicates notions of academic planning. What services or products can we deliver to meet the expectations of students we want to attract, who can afford to pay for those services and products so that we have enough revenue to underwrite the cost of providing the service or the product. And, that is integrated planning.

Beginning with today's discussion a little bit later on tuition policy and, again, over the next academic year, the Fiscal Coordinating Committee will be offering recommendations that are based upon that framework of understanding; the relationship between tuition, pricing and discounting, our strategic enrollment goals and academic planning. So with that very brief introduction of the structure that we will be using in facing into our tuition enrollment challenges, I would like to turn it over to Kristi who is going to give us a sense of how we are doing so far.

Dr. Nelson:

Thank you very much, Monica. President Zimpher and members of the board, thank you for inviting me today and I am very pleased to show you how our integrated planning efforts are starting to work for us and how our various approaches and strategies are providing very good news for us as we look to the enrollment picture for fall, 2007, as well as for this spring as we move into the second day of this quarter.

So, what we have done is to look at freshman confirmations, comparing where we were last year on March 15 to this year of March 15 and here is the very good news that our freshman confirmations are up 19% for next fall. This is absolutely very good news for us. We are looking very healthy and very robust in terms of our new freshman class for next fall.

And, then, if we move to where we are right now with our current enrollment for spring 2007, we did the same thing in terms of comparing first day of spring quarter 2006 with spring quarter 2007 and here we are showing a gain of 1.7% and, indeed, the retention efforts that President Zimpher spoke about earlier today are really paying off for us and we are seeing very healthy enrollments for this spring quarter. This growth of 1.7% includes a 3% increase in retention and 11% growth in distance learning students. I think we could take some questions, if there are some.

Dr. Bhati:

Do you have any slides for graduation in four years and five years?

Dr. Nelson:

We did not bring them today but we could certainly do that at a future time but our graduation rates are improving and with the increase in admission standards, the increase in retention, our graduation rates should continue to rise.

President Zimpher:

We could probably give a ballpark – at some point we were at about a 49% graduation rate and now I think we are at 54%. It takes a long time to move that graduation rate and we look at a six-year rate but I think we know that already we are seeing the dial move in some really important ways.

Dr. Bhati:

We have come a long way and we have a long way to go.

President Zimpher:

But we think we can come this last longer way faster because of the decisions we have made.

Mr. Wyler:

Last year, we were talking about the test scores of the students who were admitted. How do they look this year?

Dr. Nelson:

Our class for fall 2007 will be even stronger. We have increased the admission standards, the test scores, the grade point averages, just the whole portfolio they bring with them will be much stronger than in previous years. And, obviously, the increase in admission standards is doing well for us when we look at that very healthy enrollment growth with our freshman class for fall of 2007.

Mr. Humes:

Could you describe the timing of the admission's cycle? Where are we? Are these apples to apples compared to last year and what is our likely goal and prospects for achieving that goal at the completion of the enrollment cycle?

Dr. Nelson:

Yes, this is apples to apples and April 1 is sort of the national date that we aim for in terms of trying to get things wrapped up and given where we are right now, things should look very good for us next fall. We are not anticipating much bleed from what we see. The class is very strong; it is very healthy and we anticipate that we are going to stay strong in moving into fall.

Mr. Heiman:

I know that you have made changes in your admissions group in terms of outreach to high schools nation wide and I know that you are continuing to make changes in that area. Can you comment on your strategy for which high schools you reach out to, how you get to them, what the plan is moving forward and how successful you have been?

Dr. Nelson:

Yes, I can do that. It would be helpful to have some of our actual admission folks here with us but I can give you a brief overview of that. We do have recruiters who work throughout the State of Ohio. They are based in certain cities and we work with certain high schools where we have had good track records in the past and we continue to work with those high schools because we get good results from them. Our whole recruitment strategy is very planful, it is strategic and we go to those places where we have had good track records in the past. We are also through the work of a number of our committees that are working, whether it is Crafting the Class committee, some of our UC|21 committees, the Fiscal Planning Committee that Monica talked about. We are looking at how to diversify our recruitment efforts, looking at what we do in-state as well as out-of-state and internationally. So, we now have some new strategies, particularly, for undergraduate students that we are looking at to attract a larger international undergraduate enrollment and figuring out how best to diversify in terms of the out of state students.

President Zimpher:

First of all I am gratified by these questions because this just supports the idea that we have to keep enrollment in front of ourselves at all times. We do have a list of the class of 2006 and what local high schools they came from and if your favorite is not on the list, we need feedback and entrée to that high school but I think it would be informative to see just exactly where are we recruiting and, you know what, we know the answer to that. So, we will start by sharing that and maybe we will bring recruitment back to our meeting in May.

I did want to say, though, as the Chair asked me - we recruit you to come and visit our campus; typically, you come as a student with parents or guardian. If you like what you see, you apply. We review your application and admit you and then you confirm that you are coming. That is why the bar graph is so important. These are people who have been through the exploratory recruitment phase; they have applied; their credentials have been reviewed through our rigorous new admissions process and then they agree to come

and that is the most important part and there is a little wash between I agreed to come but I changed my mind but that is what Kristi is saying we hope that will be minimal.

Dr. Nelson:

And based on previous history in terms of how we know what we are doing on March 15 and where we are this year, we have a pretty good picture that we are going to be very healthy and very solid as we look at past practice and past history we can determine that we are going to be very good for next fall.

President Zimpher:

Thank you Kristi, Monica and Lee Mortimer.

Our next presentation focuses on the UC|21 Diversity Task Force. This is a task force which we created last year in light of an assessment that UC|21 is a powerful organizing document for our aspirational future but did not articulate specifically enough our commitment to diversity. I remember those discussions when we were having town meetings about whether or not we should cordon off the topic of diversity and make it one of our six or seven goals or whether or not we would integrate it into each of the six existing goals and I can tell you there is no right way to do it but we felt we needed to circle back and breathe some new energy and life into our commitment to a diversity climate here at the University of Cincinnati.

So, the task force took on its work with diligence and enthusiasm. I made a very critical appointment early on and that is to ask that the task force be co-chaired myself, given that I was issuing the charge, and my co-chair was Marian Spencer and I am very pleased that Marian is here today. She was a faithful, dynamic leader and contributor and it should be as no surprise that when we present the task force reports today, Marian Spencer would be in the front row. Marian, please stand so that we can thank you. (Applause) Now, Marian Spencer is her day name. She is really a recipient of an honorary doctorate at the University of Cincinnati and so we call her on any given day Dr. Spencer. So thank you for your contributions.

Now, it should also not surprise you that other members of the task force determined to start their day here with us as well. Some of you are inside the family of the University of Cincinnati. I am particularly pleased that Ed Owens is here from Fifth Third Bank. So, will the members of the task force who are here please stand and be recognized and let us thank you very much. (Applause)

What a great team! So, it would take a special kind of person to agree to chair the steering committee. Marian and I put on our thinking caps and said we want to be a guiding light for this effort but we want somebody to get the work done and, in that regard, we asked the Dean of the College of Law to serve as the Chair of the Steering Committee of the Diversity Task Force. He has done so with great skill and patience, I might add. I have decided that Lou Billionis has more patience than fifty of us. He listened and listened and listened and led us to make a very clear and forthright report. I also want to thank Kathryn St. Clair who is Chief of Staff in my office because, I think Lou would agree, it took a lot of management and organizational skills and background work to really make this happen. So, Kathryn, thank you very much. And now you will hear the report of the Diversity Task Force from Dean Lou Billionis. Lou, thank you very, very much.

(Louis Billionis, Dean of the College of Law, and Chair of the Steering Committee, gave the following presentation on the President's UC|21 Diversity Task Force, utilizing PowerPoint slides. A handout consisting of copies of the slides was distributed to the members of the Board and others seated at the meeting table. A copy of the handout is on file in the Office of the Board of Trustees.)

Mr. Billionis:

Thank you very much, President Zimpher, Chairman Wyler and members of the Board of Trustees. I am happy to present to you the results of the President's UC|21 Diversity Task Force. This is a labor that began in May 2006 and involved a group of approximately 40 people who were, as I should say, very ably led by Dr. Zimpher and Dr.

Spencer. Our group was diverse and inclusive. We operated openly and transparently; we sought wisdom widely and took counsel regularly. We examined best practices nationwide. We studied the data; we heard from experienced hands and we received feedback from many members of our community through somewhere in the neighborhood of two dozen different sessions before various groups at multiple steps of the way. We invited feedback via the website, as well.

In the course of our work, we found much to celebrate about UC with respect to diversity. For example, UC student body is among the most diverse in the State of Ohio but there is always room for improvement and our task force report offers a number of recommendations to make continued steady progress and some suggestions which, working together, could help make UC a model as well.

You have our report, as well as an executive summary and I will not walk through each and every recommendation but hope, instead, to highlight the key points in order to leave you with a clear understanding of the report's thrust, its logic, its underlying strategy. If there is a single key-point our task force wishes to communicate, it is that diversity is a compelling interest here at UC. Diversity must be recognized as a core value at UC. It should be and must be anchored in our culture. Why?

Our study and conversations convinced us that we learn better and teach better when we are a diverse community and that diversity is essential to the completeness of the learning experience. We produce better workers when we are a diverse community. We are responsible for producing a vital workforce and the skills needed in increasingly global marketplace can only be developed through exposure to broadly diverse ideas, people, cultures, and viewpoints. We produce better citizens when we are a diverse community. We are a vital pathway to leadership and that pathway must be open to talented people from varied backgrounds and cultures.

Now those three points, they have been called the Learning, the Economic, and the Democracy Imperatives of Diversity and they are widely recognized. The US

Supreme Court, in fact, has acknowledged those and their significance was again recently endorsed by a joint task force of the American Association of State Colleges and Universities in the National Association of State Universities and Land Grant Colleges. To those points, we would add a fourth that is unique to UC. We are a better university, better position to achieve the ambitious goals of UC|21 when we are a diverse community. We aim to be a vital urban research institution, responsive to and engaged with our urban community and that is an urban community that is and will be increasingly diverse. Our capacity to respond to, engage with, and relate to that community increasingly depends upon our own diversity. In short, our excellence depends upon our diversity.

Given what I have just said, it comes as no surprise that our task force envisions diversity in broad terms. A definition of diversity certainly should include, in our judgment, commonly recognized factors and under represented groups of the sort that are mentioned on this slide but we would hasten to stress that a definition of diversity should not be limited to those considerations alone. Indeed, we are convinced that diversity has to be understood as a concept whose meaning grows over time as our understandings grow over time. Twenty years ago, diehard proponents of diversity talked differently about it than they do today and twenty years from now, they will talk about it in ways we have yet to imagine. If we are to capture the benefits of diversity, benefits that make us stronger, we should embrace collectively a broad definition and not a mere compendium checklist of characteristics but which recognizes that UC is and must be a place where people of different backgrounds and cultures can thrive academically and professionally.

Now, that said, we did pay particularly close attention to long standing issues of racial and ethnic diversity. Our charge from the President asked us to focus particularly on race and ethnicity and we think that that focus allowed us to start strong. It insured that we would outline the kinds of steps that an ambitious and a fully exhaustive diversity plan would feature but it also kept our task manageable and saved us from collapsing under the sheer weight that a fully comprehensive and all inclusive diversity plan necessarily would entail in the first instance. We firmly believe that such a plan is

necessary but that it will take time, effort, and collaboration. It will be achieved, in short, in steps. Our work is thus only a start but we believe it is a strong start that will position the university to undertake the work that remains. To explain why we hold that view, let me turn to the recommendations.

Our report recommends five initiatives that go hand in hand. I will discuss each in a little more detail but let me underscore how they relate and work together first. The first initiative, the Institutional Structure and Framework Initiative, includes the key steps to anchor diversity in UC's culture and insure its consideration in the decisions, the large and small decisions that shape the university in its future. These recommendations are meant to position us to develop and implement a fully comprehensive diversity plan that will enjoy broad support and achieve its goals.

The remaining four initiatives relating to our community and climate, the recruitment and retention of students, the recruitment and retention of faculty, the recruitment and retention and well being of our staff – these are less general. They focus on achieving diversity with respect to race and ethnicity, particularly but not exclusively, but certainly to the extent necessary to fulfill the charge that the President presented to us. As such, these remaining initiatives are more detailed. They represent, if you will, a compendium of the best practices that we could recommend for a thorough-going ambitious diversity plan with respect to race and ethnicity. But even as they are more attentive to race and ethnicity, they also stand as illustrative models of just the kinds of steps and practices that a full comprehensive diversity plan would include to deal with other dimensions of diversity at a major university. Now that, at least, is an overview. Let me now turn to each of the initiatives and briefly outline their highlights.

The first initiative, the Institutional Structure and Framework recommendations, are intended to help anchor diversity in our culture and ensure its consideration in university decision-making. The principle recommendations are set out on the slide. The primary goal is the development and implementation of an integrated institutional plan of diversity, one that enjoys broad support and is positioned to succeed, thanks to

empowerment, and clear lines of accountability. To that end, we recommend four additional steps that we think necessary to achieve a successful institutional diversity plan.

We recommend a campus wide process to define diversity and to thereby build consensus in our community. We recommend establishing a senior-level position which we call, only for present purposes, the position of Director of Diversity. This is to ensure continuous and consistent advocacy for diversity in our decision-making and to help oversee the development and implementation of a comprehensive integrative plan that doubtless will change over time. Simply stated, we believe it is necessary that there be someone who wakes up each and every day with diversity as his or her key responsibility at the university, recognizing that we all bear responsibility at the same time.

We recommend also the establishment of an all-university committee on diversity, to work with the Director of Diversity and ensure that UC's diversity initiatives have the support of a broad array of constituents and benefit from their input and guidance.

And, finally, we recommend here the development and implementation of a communication's plan that ensures that the steps that we take with respect to diversity, and let me stress that many of them are quite successful and receive insufficient appreciation already, are better understood and better celebrated and which also will allow us to identify and address challenging areas and opportunities for improvement as well.

Now, the second set of recommendations which we have called the Community and Climate initiative follows quite logically from the first one. We must work to embody a commitment to diversity in our campus climate and our relationships with the community that begins at our campus's edge as well. More particularly, we think it is important that diversity and its importance is a reliable presence in our conversations about UC and its future.

To that end, we recommend three immediate steps that should be undertaken. We recommend that the university proceed with on-going steps to revise its mission statement to include and express a commitment to diversity. We also recommend that the university reaffirm its commitment to the existence of the African American Cultural and Research Center, a center that is successful and which stands as an important symbol of UC's dedication to diversity and we, additionally, recommend that we continually share and monitor the findings from studies such as the National Survey of Student Engagement (NSSE) and the Student Satisfaction Inventory (SSI), two instruments that can provide important insights on the state of our campus climate with respect to diversity and which should clearly be monitored and shared.

Now, the third initiative entitled the Student Initiative concludes recommendations designed to ensure that UC's already diverse student body remains so and that UC remains ready and able to recruit and retain a diverse student body, even as the demographics of the nation and the region change in the years to come. The three recommendations that I have highlighted here reflect two fundamental judgments on the part of the task force. On the one hand, successful recruitment and retention of a diverse student body will require supporting the various pipeline programs that are emerging to foster a larger and deeper pool of prepared applicants, programs which can strengthen student pathways to UC. And, on the other hand, successful recruitment and retention of students also requires continued development of scholarship options to facilitate the enrollment of a diverse class in a time of increasing costs and increasing competition.

The fourth of our initiatives, the Faculty Initiative, concerns the recruitment and retention of a diverse faculty. To judge from the data that we examined, UC's performance in this area ranks comparably with many other universities and even better than some nearby but the members of our task force, none the less, found these numbers discouragingly low and we thought that they gave us, in our judgment, no cause for contentment whatsoever. Indeed, we see an opportunity for UC to significantly better its efforts here and even to lead once momentum is built. In our view, it takes a concerted

commitment to strengthen our search in hiring practices. And, this, we believe, we can do by enhancing the capacity of faculty search committees, ensuring that searches do not go forward without documented best efforts to create a diverse pool and also by increasing the provostal budget to facilitate diversity in hiring in an increasingly competitive market place.

This also will take, however, a concerted commitment to make UC a more welcoming and ever more inviting place for faculty or persons of color and that is why we recommend various steps to strengthen faculty mentoring and to increase the likelihood that persons of color will see and experience UC as a place that fully includes people like them.

The fifth of our initiatives, entitled the Staff Initiative, speaks to the recruitment and retention of a diverse workforce more generally at UC. The recommendations here are two-fold. First, diversity must be recognized as a core value and incorporated more fully in the orientation of new employees. Second, and no less significantly, we recommend a strategic approach to improve workforce planning, an approach that should recognize the increasing diversity of our workforce and, correspondingly, the varying challenges that will present for employees as they seek to grow, progress and advance in the workplace here at UC.

Now there, if you will, is a cook's tour of a task force report that is, as you can see from what is before you, considerably more detailed. The full report is before you, as is an executive summary and it is also available on our website where you will also find an archive of just about everything that we examined that could be reduced to electronic form. We have left a large record of what we examined in hopes that we can stand on these shoulders in the years to come, just as we stood on shoulders of the past. I much appreciate your attention and would be very happy to answer any questions you might have and to call upon colleagues from the task force as well to help answer your questions. Thank you.

Dr. Bhati:

Do you have a status quo of 2006 and where you want to go? Perhaps some slides of that nature?

Mr. Billionis:

In some portions of the report there have been specific markers of progress that have been offered in the committee reports. The recommendations themselves do not necessarily carry forth those figures because I think we would like to tune them up some but I will give you, as an example, some targets for faculty hiring were advanced in the sub-committee's report on faculty hiring, in those areas where we thought progress could be made. Interestingly, some goals were not set for other ranks of the faculty because success was already being shown there and we did not think that the market would allow that much more growth.

Mr. Humes:

Dean, the process going forward on this, as I understand it, is to go through an evaluation process and then come back with steps that you would like to have occur. Is that going to be at the board level or will that be at the administration level?

Mr. Billionis:

My understanding, Mr. Humes, is that the report now contains a set of recommendations that move on to the Executive Committee which will be in the position to evaluate their strengths and also to decide which steps might be advantageous to take right away – which ones face tough resource questions and the like. But we stand ready to assist their analysis but at this point the project has moved to the Executive Committee.

President Zimpher:

I think what the Dean has said is that he does not know that he is necessarily going to be suited up for the next phase of this work nor do any of us but all of us are potential planners in this event. I think it falls to the President's office, sooner rather than later, to form this Diversity Council or Committee, put it into the main stream of our

decision-making and use it as an instrument of keeping the faith and focus and seeing to it that a comprehensive plan gets developed.

The notion of a chief diversity officer or an individual who has, as a part of his or her portfolio diversity is also something that will roll right into the President's office and I would hope, Tom, that by the end of spring quarter we will have made those two decisions and charged them to come back by fall, by January 2008, with some more comprehensive targets, especially relative to student, staff and faculty. I guess, too, one of the things that was not mentioned in the summary but is mentioned regularly with regard to purchasing is our commitment to minority business acceleration and it was talked about at length in the committee and those are other areas where I think we will set some targets, as well. We have targets but as Lou said there is always room to grow.

Mr. Humes:

I want to compliment the committee on a great job. You have obviously put a great deal of thought into this. This is quite a document. I think something that would be helpful, though, from an evaluation point of view, particularly because of the dollars involved and the financial challenges that the university faces would be any additional data that can be analyzed in terms of where are we compared to comparative institutions, resources spent, numbers of percentages and that type of thing to help support your case in terms of what you are presenting. Obviously, it is a time when there is great challenge that we all face and you make a very compelling argument but it would be helpful, maybe, if some additional statistics could be put forth to lay out some of the specific financial reasons and background.

President Zimpher:

I think we could fairly say that the plan forthcoming will be replete with metrics. That has been our pattern in most other areas where we have been working and I think you can expect that and such a plan would then come to the board which was another part of your question.

Mr. Barrett:

I want to make a comment. I think that this is an extremely difficult topic to deal with and I think it is a very impressive report. I think that Dr. Zimpher and Dr. Spencer should be commended for selecting Dean Billionis to put this together. This is something that is not static. It is going to be on-going; it is something that needs immediate attention as well as long-term attention. This is quite a report and I am very impressed by it.

Mr. Wyler:

Thank you, Fran. I was interested in a comment that Lou made during his presentation that it is a moving target – twenty years ago diversity meant something different than it does today and will twenty years in the future. Some of us at this table are a little more mature than say twenty years ago – we might go back forty or forty-five and it is a whole different world. As I look around this table, our President probably would not have been female; we would not have nearly as many African Americans in the audience. It is a whole different game than when I was joining you, Jerry, as an undergraduate student.

The two presentations this morning, I think go hand in glove in that for the students coming to the institution, there is more to coming to an institution and opening a book and being force-fed information out of your accounting book or whatever it might be. Diversity and different cultures that you meet up with on a college campus is just as important a part of your education as reading a book or passing the physics exam which I could never do. I was talking with Daisy before the meeting. She just spent a month in Italy as part of her educational process. Now, I know some of us who are more mature would have liked to have spent a month in Italy when we were in college but it was an amazing experience for her and we talked about that.

Dr. Bhati:

Italy, Kentucky would be okay.

Mr. Wyler:

But you are right, and so I think those presentations were outstanding.

Mr. Thompson:

I just want to comment, too. I think that one of the things that Lou hit on was and maybe not as directly as I would reference it but the concept that diversity is not just an institutional goal for the sake of diversity in and of itself but it is kind of building on our strength and having read through one hundred or so scholarship applications in the last couple of days for the Demakes Scholarship Awards, one of the things that not everybody but probably half are more of the scholarship applicants talked about diversity being one of the things that attracted them to this university. So, it is really one of our strengths that we do not play to I think as much as we should.

Mr. Wyler:

Thank you, Steve.

All right, we will now begin the Committee meetings. The first meeting will be the Academic and Student Affairs Committee. Mr. Niehoff is the Chairman, Mr. Humes is the Vice Chairman, Mr. Cox and Mr. Furtwengler.

THE BOARD COMMITTEE MEETINGS

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

The committee meetings began at 9:25 a.m.; the meetings concluded at 10:13 a.m.

THE REGULAR MEETING OF THE BOARD OF TRUSTEES

The Regular Meeting of the Board of Trustees was convened at 10:13 a.m. and, as noted on the first page (page 36) of these minutes, roll call was taken.

Mr. Wyler:

I would like to call the regular meeting to order of the Two Hundred and Sixty-Ninth Session of the Board of Trustees of the University of Cincinnati.

Approval of the Minutes of the January 23, 2007 Regular Meeting

Mr. Wyler called for additions, corrections, or deletions to the minutes of the January 23, 2007, Regular Meeting of the Board of Trustees. Upon motion of Dr. Bhati, seconded by Mr. Humes, the minutes were approved as distributed.

Approval of the Items Recommended by the Board Committees

Listed below are the items recommended to the Board of Trustees for approval by the Academic and Student Affairs Committee and the Finance and Administration Committee at their respective meetings held on March 27, 2007, prior to the Regular Meeting of the Board of Trustees.

Academic and Student Affairs Committee Recommendations

07.03.27.01 DISTINGUISHED TEACHING PROFESSOR

It is recommended that the Board of Trustees approve the following appointment. Gerald R. Larson, Associate Professor of Architecture, College of Design, Architecture, Art, and Planning, as Distinguished Teaching Professor.

07.03.27.02 DISTINGUISHED RESEARCH PROFESSOR

It is recommended that the Board of Trustees approve the following appointment. Joseph P. Broderick, M.D., Chair and Professor of Neurology, College of Medicine, as Distinguished Research Professor.

**07.03.27.03 APPOINTMENT OF PROFESSOR AND DIRECTOR
DEPARTMENT OF PEDIATRICS, COLLEGE OF MEDICINE**

It is recommended that Arnold Strauss, M.D. be appointed Professor with tenure affiliated and B.K. Rachford Memorial Chair in the Department of Pediatrics, College of

Medicine effective on or before July 1, 2007 through August 31, 2014. Documentation to support this recommendation is attached.*

**07.03.27.04 APPOINTMENT OF PROFESSOR AND DIRECTOR
DEPARTMENT OF OBSTETRICS AND GYNECOLOGY,
COLLEGE OF MEDICINE**

It is recommended that Arthur Evans III, M.D., be appointed Director and Professor with tenure in the Department of Obstetrics and Gynecology, College of Medicine effective on or before July 1, 2007 through August 31, 2012. Documentation to support this recommendation is attached.*

07.03.27.05 APPOINTMENT OF PROFESSOR WITH TENURE

It is recommended that Peixuan Guo, Ph.D. be appointed Professor with tenure in the Department of Biomedical Engineering, Colleges of Engineering and Medicine effective July 1, 2007.

Dr. Peixuan Guo is one of the foremost researchers in nanomedicine in the United States. He received his doctoral degree in Microbiology from the University of Minnesota in 1987. He completed post-doctoral training in virology and nanoscience at the Wadsworth Center in the New York Department of Health in 1988 and in the Laboratory of Viral Diseases at NIH in 1989. Since that time Dr. Guo has had a distinguished career in academics at Purdue University where he currently holds the rank of Professor with Tenure in Molecular Virology and Biomedical Engineering. He is the Co-Director of the Laboratory for Gene Therapy and Director of the Bionanotechnology Interdisciplinary Graduate Program at Purdue. Most recently he has become the Directory of the Nanomedicine Development Center from NIH. In the past years he has achieved significant success in obtaining federal funding from NIH and DOD to support his research efforts. Three of these grants, which are RO1's, are still active, and will move with him to University of Cincinnati. He has an additional six NIH submissions pending, which would also move here if they are funded.

07.03.27.06 DEPARTMENT HEAD APPOINTMENT

It is recommended that the Board of Trustees approve the appointment of Rajiv Soman as Department Head of the Department of Chemical Technology in the College of Applied Science effective September 1, 2006, through August 31, 2010.

Dr. Soman is an Associate Professor at the College of Applied Science. Since September 2004, he has been serving as the Interim Department Head of the Department of Chemical Technology, which offers baccalaureate programs in chemical technology, culinary arts and science, and horticulture. He earned his doctorate in Analytical Chemistry Northeastern University, Boston and received his BS (Chemistry - Principal; Physics - Subsidiary) with Honors from Bombay University, India, and MS in Applied Chemistry from the Faculty of Technology & Engineering, M.S. University of Baroda, India. His research interests are in the areas of atomic and mass spectrometry, and separation sciences, with emphasis on trace element determination and chemical speciation in a wide range of sample matrices. He has been a frequent invited guest scientist at the prestigious research institute, Forschungszentrum Jülich, Germany, where he conducted research in mass spectrometry. Dr. Soman has made several presentations at national and international conferences. He has co-authored several publications, and

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UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

jointly holds two United States Patents. Dr. Soman has been a member of Society for Applied Spectroscopy (SAS) and American Chemical Society (ACS) since 1986. He has served as Chair-Elect and Chair of Cincinnati Local Section of SAS. At the national level, he has served as a member of the Tour Speaker Committee, the Membership Committee (Chair-Elect, and Chair), and Local Section Affairs Committee (Chair Elect, Chair, and currently as Past Chair). He also served as the Registration Committee Chair for the 32nd Central Regional Meeting of ACS, held in Cincinnati in 2000.

07.03.27.07 DEPARTMENT HEAD APPOINTMENT

It is recommended that the Board of Trustees approve the appointment of Max Rabiee as Department Head of the Department of Electrical and Computer Engineering Technology in the College of Applied Science effective September 1, 2006, through August 31, 2010.

Dr. Rabiee is Professor of Electrical and Computer Engineering Technology (ECET). He earned his Ph.D. in Electrical Engineering from the University of Kentucky in 1987. He has been teaching electrical engineering and electrical engineering technology courses since 1983. Dr. Rabiee has published thirty-four articles in refereed technical journals since 1984, and has made twenty-three presentations at technical conferences. He has also published textbooks and lab manuals for Programmable Logic Controller (PLC) and Industrial Control fields. Dr. Rabiee is a registered professional electrical engineer (since 1988), and a senior member of the Institute of Electrical and Electronic Engineering (IEEE). He is also a member of the American Society of Engineering Education (ASEE), the Eta Kappa Nu Electrical Engineering Honor Society, and the Tau Beta Pi Engineering Honor Society.

07.03.27.08 DIVISION HEAD REAPPOINTMENT

It is recommended that the Board of Trustees approve the reappointment of Janet L. Graden as Division Head of the Division of Human Services in the College of Education, Criminal Justice, and Human Services effective September 1, 2006, through August 31, 2009.

Dr. Graden has been a faculty member at the University of Cincinnati since 1984, with the initial appointment as Assistant Professor of School Psychology. She was promoted with tenure to Associate Professor in 1988, followed by promotion to Professor in 1992. She became Head of the newly created Division of Human Services (following a College reorganization) in 1994 and has served in that position since that time. She also has served as Director of the School Psychology Program for various periods of time. Dr. Graden has actively served on many committees at the college and university level, and also maintains active scholarship and leadership in her discipline.

07.03.27.09 DEPARTMENT HEAD REAPPOINTMENT

It is recommended that the Board of Trustees approve the reappointment of James Sullivan as Department Head of the Department of Mathematics and Physics in the College of Applied Science effective September 1, 2006, through August 31, 2011.

Professor Sullivan is a Professor of Physics at the College of Applied Science and has served as a Department Head since 2002. He received his Master of Science degree from Xavier University in 1969. He has published nine books (three original publications and six new editions) and has presented papers and workshops at

professional meetings in approximately twenty states and several foreign countries. Professor Sullivan was a Visiting Professor in Finland in 2001. He is currently a member of several professional societies including the American Association of Physics Teachers (an officer in the regional section), the American Physical Society and the American Association of University Professors (member of the Board of the UC Chapter). Professor Sullivan also currently serves as the Chair of the Board of the UC Survivorship Trust and is in charge of judging at the UC Science and Engineering Expo. During his tenure as Department Head, the department has experienced changes due to program transfers from the former College of Evening and Continuing Education (2002) and the former University College (2003) and the split of the Information Technology programs from the department (2005).

07.03.27.10 DEPARTMENT HEAD REAPPOINTMENT

It is recommended that the Board of Trustees approve the reappointment of Ben O. Uwakweh as Department Head of the Department of Construction Science in the College of Applied Science effective September 1, 2007, through August 31, 2009.

Dr. Uwakweh has been the Department Head for the Department of Construction Science since 1994. His Ph.D. is from the University of Michigan and his teaching and research areas are in construction management, strategic planning, constructability, productivity and construction personnel. Dr. Uwakweh's degrees are all in civil engineering with emphases on construction engineering and management. His research interests are in construction worker motivation and performance, developing countries, sustainable construction and innovation. He is currently serving on the Board of American Council on Construction Education (ACCE) where he serves as an Educator Trustee. Locally, Dr. Uwakweh serves as the Secretary to the Spirit of Construction Foundation Board and a Director for the African Foundation, USA. During this period the department has become one of the top programs in Construction Management education nationally and internationally. The department is currently working in Vietnam to develop the University of Cincinnati "brand" of Construction Management degree in Vietnam. The program is being developed in collaboration with the Hanoi University of Civil Engineering.

**07.03.27.11 PROPOSAL TO CREATE A DEPARTMENT OF
ENGINEERING EDUCATION IN THE COLLEGE OF
ENGINEERING**

It is recommended that the Board of Trustees approve the attached proposal to create a Department of Engineering Education in the College of Engineering. This request has been reviewed and approved by the appropriate authorities.

07.03.27.12 EMERITUS STATUS FOR FACULTY MEMBERS

It is recommended that the Board of Trustees approve the following emeritus status for the faculty members listed, effective upon the date of their retirement from the University. The nominations have been reviewed and positively recommended by their faculty colleagues and dean.

Stuart Blersch, Professor Emeritus of English, College of Applied Science

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

Dorothyann Feldis, Field Service Associate Professor Emerita of Special Education, College of Education, Criminal Justice, and Human Services

Karl W. Obrath, Associate Professor Emeritus of German, McMicken College of Arts and Sciences

Finance and Administration Committee Recommendations

07.03.27.13 QUASI-ENDOWMENT INSTITUTIONAL LIQUIDITY SUPPORT

Synopsis: Authorize the withdrawal of up to \$100 million of university quasi-endowment funds to support institutional liquidity needs

It is recommended that the Board of Trustees authorize the withdrawal of up to \$100 million from appropriate university quasi-endowment funds in order to provide cash to support institutional liquidity needs. This action is recommended under the University's operating cash policy, approved by the Board on November 28, 2006. The university holds over 350 individual quasi-endowment funds totaling approximately \$320 million, which are invested in the endowment pool. \$40 million will be withdrawn in fiscal year 2007. Up to \$60 million may be withdrawn during fiscal year 2008 depending on cash needs throughout the year.

Determining the appropriate amount of withdrawal from the appropriate individual quasi-endowments will be done in consultation with the university president, academic senior vice presidents, and the University of Cincinnati Foundation ("UCF"). Likewise, determining the appropriate return of funds to quasi-endowments when institutional liquidity stabilizes will be done in a consultative manner with a representative group of deans identified to develop a repayment plan. The withdrawals and repayments will be tracked, and donor restrictions preserved and honored, and also done in consultation with the academic senior vice presidents and the UCF, through the use of individual accounts within the financial system. Decisions on withdrawals from quasi-endowments beyond the initial \$40 million as well as the return of principal and some income will consider the overall context of the university's institutional cash position, repayments of fund deficits, and the overall university budget with an updated status of cash position to the Board prior to new actions of withdrawal or repayment.

07.3.27.14 APPOINTMENT OF CONTRACTING OFFICER

Pursuant to University Rule 3361:10-1-06, Board of Trustees Bylaws: Execution of Instruments, it is recommended that the Board of Trustees approve the appointment of Mitchell D. McCrate as Contracting Officer.

07.03.27.15 AUTHORIZATION TO REFUND OUTSTANDING DEBT

Synopsis: Authority is requested to issue general receipts obligations or certificates of participation to refinance existing outstanding debt if reductions in debt service can be realized, or to manage and/or improve the University's cash flow.

It is recommended that the Board of Trustees approve the attached resolutions*, the first of which authorizes the issuance of not to exceed \$250,000,000 general receipts refunding obligations, and the second of which authorizes the execution of lease agreements to refinance outstanding certificates of participation, for the purpose of

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lowering debt service costs and to manage and/or improve the cash flow of the University.

The Board previously approved refunding authority under Board Resolutions Nos. 04.6.22.21, and 05.3.29.12. From September 1992 through March 2007, \$392,785,000 of refunding bonds and certificates of participation have been issued, which achieved debt service reductions exceeding \$22.9 million.

It is recommended that the Board authorize the issuance of up to \$250,000,000 general receipt refunding obligations and the execution of lease agreements to refinance outstanding certificates, should favorable market conditions provide additional opportunities to achieve debt service reductions or to improve the University's cash flow.

07.03.27.16 GENERAL RECEIPTS OBLIGATIONS (RENEWAL)

Synopsis: It is recommended that the Board of Trustees approve the attached resolution*, which updates/renews the authority to issue General Receipts Obligations, of the University of Cincinnati, not to exceed \$129,977,005.

The attached resolution, which renews the authorization to issue debt previously granted by the Board of Trustees, does not provide any increase in the amount of debt authorized. This update/renewal of authority is performed every three years; the last update was approved on June 22, 2004, Recommendation Number 04.6.22.19.

The attached table labeled as Exhibit A, details the current authorized amount of general receipt obligations, the amount of obligations outstanding as of March 27, 2007 and the proposed authorization for this authority update/renewal. An update/renewal is required for authorized general receipt obligations that have not been issued, or were issued in the form of non-permanent short term debt. The \$95,870,032 in outstanding short-term general receipts obligations issued in the form of Bond Anticipation Notes matures in fiscal years 2007 and 2008.

07.03.27.17 DELOITTE & TOUCHE LLP

Synopsis: Request that the Board of Trustees Approve the Memorandum of Agreement Engaging Deloitte & Touche as Outside Auditor for Fiscal Periods July 1, 2006 through June 30, 2011

Under Ohio Revised Code sections 117.11(c) and 117.43, the Auditor of State controls the engagement of an Independent Public Accountant (IPA) to perform the audits of the University and the Hoxworth Blood Center. The Auditor of State conducted an RFP process to select the audit firm for fiscal years 2007 through 2011 which resulted in the selection of Deloitte & Touche, LLP.

Total fees under the resulting five-year Memorandum of Agreement with Deloitte and Touche amount to **\$2,356,540**, which requires approval by the Board of Trustees under University Rule 10-1-06.C.1.

It is therefore recommended the UC Board of Trustees approve the Memorandum of Agreement selecting Deloitte & Touche LLP for audit services to the University and the Hoxworth Blood Center for fiscal periods July 1, 2006 through June

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UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

30, 2011. A copy of the Memorandum of Agreement is attached*, along with copies of the documents incorporated by reference therein.

07.03.27.18 REDEDICATION OF HERMAN SCHNEIDER QUADRANGLE

It is recommended that the Board of Trustees approve the rededication of the Herman Schneider Quadrangle on the main campus effective immediately.

07.03.27.19 NAMING OF THE WEDBUSH NURSING LEGACY CENTRE

It is recommended that the Board of Trustees formally approve the naming of the Nursing Legacy Centre the "Wedbush Nursing Legacy Centre."

In fall 2005 Ed and Jean Wedbush gave a gift of \$100,000 to the College of Nursing. One year later, they gave a second gift of \$100,000. This gift was given at the Dean's discretion to support special initiatives in the College.

After several conversations with the Wedbushes, it was determined that approximately \$125,000 of their gift would be used to construct/renovate the Nursing Legacy Centre. This portion of the gift will cover all costs related to this project. It is for this reason that we would like to honor them by naming the center *The Wedbush Nursing Legacy Centre* in their honor. A letter confirming the construction and name of the Center was sent to the Wedbushes on June 2, 2006.

07.03.27.20 NAMING OF THE JACK LEE FOOTBALL LOCKER ROOM

It is recommended that the Board of Trustees formally approve the naming of the football locker room the "Jack Lee Football Locker Room."

The University has been in discussions for nearly two years with Mr. Jack Lee of Houston, Texas, around naming the football locker room in his honor, in recognition of a significant gift to the Varsity Village project. Mr. and Mrs. Lee made a commitment in December to donate \$300,000 for this purpose. Mr. and Mrs. Lee have made the first payment toward the fulfillment of this pledge.

07.03.27.21 AMENDMENT TO RULE 10-1-06 TO GIVE THE SENIOR VICE PRESIDENT FOR ADMINISTRATION AND FINANCE THE SAME AUTHORITY TO EXECUTE INSTRUMENTS AS THE UNIVERSITY CONTRACTING OFFICER

It is recommended that the Board of Trustees amend Rule 10-1-06 to give the Senior Vice President for Administration and Finance the same authority to execute instruments as the University Contracting Officer. The Senior Vice President for Administration and Finance is directly responsible for the overall direction and management of the administrative and financial affairs of the University. Granting this level of authority is therefore appropriate and will aid in the efficient discharge of Senior Vice President's responsibilities.

A copy of the Rule with the proposed amendment is attached.*

*Filed with Board Papers

Action Items

Mr. Wyler:

The trustees were present at the committee meetings held today and have heard 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 also including the appropriate amendment. May I have a motion to approve all items?

Upon motion of Mr. Wyler, so moved by Mr. Cox, seconded by Mr. Heiman, the Board approved the recommendations by the following roll call vote:

**Recommendation Nos. 07.03.27.01 through 07.03.27.14, and
Recommendation Nos. 07.03.27.17 through 07.03.27.21**

AYE: Mr. Cox, Dr. Bhati, Mr. Wyler, Mr. Niehoff,
Mr. Heiman, Mr. Barrett, and Mr. Humes

NAY: None

ABSENT: Mrs. Heimann and Ms. Buchanan

ABSTAIN: None

Recommendation Nos. 07.03.27.15 and 07.03.27.16

AYE: Mr. Cox, Dr. Bhati, Mr. Wyler,
Mr. Heiman, Mr. Barrett, and Mr. Humes

NAY: None

ABSENT: Mrs. Heimann and Ms. Buchanan

ABSTAIN: Mr. Niehoff

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

Mr. Wyler:

We have an additional item to consider today, a recommendation to approve the nominations for Honorary Degree and Award for Excellence Candidates. This recommendation is listed below. Mr. Vehr, are you still here?

Mr. Vehr:

Yes, sir.

Regular Session Non-Committee Recommendation

**07.03.27.22 HONORARY DEGREE AND AWARD FOR EXCELLENCE
 CANDIDATES**

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

Nominees for the Honorary Degree

Warren G. Bennis
 Gerald D. Buckberg
 Oscar P. Robertson
 M. Anthony Trabert

Nominee for the Award for Excellence

Kent P. Friel

Mr. Wyler:

Mr. Vehr, would you like to comment on the above recommendation, please?

Mr. Vehr:

Chairman Wyler, members of the Board of Trustees, President Zimpher, it is my distinct honor to represent the Honors Committee here today and Chair, Joan Herschede. In the essence of time, I would like to just officially put these people in nomination for the Board's consideration. They are Warren Bennis, Ph.D., M. Anthony (Tony) Trabert, Gerald D. Buckberg, MD, Oscar Robertson and the 2007 Award for Excellence Nominee,

*Filed with Board Papers

Kent P. Friel. I would be happy at a later time to give more background on each of the individuals.

Mr. Wyler:

Thank you, very much, Greg.

Mr. Wyler:

May I have a motion to approve?

Upon motion of Mr. Wyler, so moved by Dr. Bhati, seconded by Mr. Humes, the Board approved the honorary degree and award for excellence candidates by a unanimous voice vote.

Unfinished and New Business

Mr. Wyler:

Is there any unfinished business? There was none. I would like to call for the Faculty Senate Report. Ms. Ann Welsh.

Ms. Welsh:

Good morning, Mr. Wyler, members of the board, President Zimpher, and guests. At the January meeting of the Board, President Zimpher shared her ambitious list of action items for the newly minted government structure. As is our role in that structure, the Faculty Senate has sought to provide its advice and counsel on several of the issues, including tuition rates, tuition remission, performance-based budgeting and the diversity task force report which was presented to you earlier today. We continue to stress the importance of data-informed discussion and transparency and decision-making.

The Senate is currently focusing on the results of a survey we conducted to assess the impact of continuous budget cuts on academic programs. While it is tempting to say

that the budget is not the responsibility of the faculty, such a statement fails to reflect the faculty's daily responsibility to limit the impact of the budgetary situation by providing the highest quality educational experience to our students and conducting research of scientific import.

The survey results clearly and consistently demonstrate the faculty's concern with the priorities of the University – not our past priorities but those of our future. We are, not surprisingly, in agreement that academic priorities must drive financial decision-making. As yet, however, the zeal to balance the books has not been matched by a will to engage the faculty in a serious process of academic prioritization. The books will be balanced because they must be which was the underlying substance of much of today's discussion but without programmatic prioritization, the integrity of the academic and research missions will be compromised. We cannot continue our practice of relying upon opportunistic approaches to meeting budget realities. Yet while we continue to vet the UC|21 Academic Priorities report, budget decisions are being made in every college.

Two words often heard around campus these days are “cost containment.” Cost containment should be the outcome of sound, integrated academic planning. Yet the processes appear to us to be operating in isolation from each other.

Two other words, “revenue generation,” we hear it less often; and then typically in the context of tuition hikes or tuition remission reductions instead of in the context of innovative, market-making degree programs.

Finally, there are two other words absent from discussions of either cost containment or revenue generation. Yet those words, “academic excellence,” justify our existence and make us of investment grade. The Faculty Senate urges the President and the Provosts to accelerate and expand the ongoing UC|21 academic priorities process by bringing it directly to the floor of each college's faculty for refinement and implementation planning.

That concludes our report from the Faculty Senate.

Mr. Wyler:

Thank you, Ann. The Alumni Association Report, Mr. Dobbs.

Mr. Dobbs:

Thank you, Mr. Chairman.

I would like to start off by recognizing one of the employees of the Alumni Association. Her name is Darlene Carter. She is the Assistant to the Executive Director of the Alumni Association and today she is celebrating her thirty-fifth year of service to the University of Cincinnati. And, for that, the Alumni Association greatly expresses our thanks and appreciation to Darlene Carter.

I have previously mentioned the special committee composed of volunteers from the UC Alumni Association Board of Governors and the UC Foundation Board of Trustees, and its study of the Alumni Association's resources.

By the time I report to this group in May, the committee should have presented recommendations to the full UC Foundation Board and to the Alumni Association Executive Committee, outlining steps towards a new financial model and enhanced operational infrastructure that will enable us to engage our alumni in better proportion to the university's institutional aspirations.

At our last meeting, Tony Perzigian and I shared some background on the UC MasterCard Grant Fund. Our committee has recently reviewed the latest round of applications and approved 31 grants totaling more than \$200,000. The funded projects touch many areas and stakeholders within the UC community, impacting our future bearcats due to arrive this fall as freshmen, as well as our alumni as distant as China. And discussions continue toward developing a new agreement that will continue to

deliver these kinds of benefits in the name of student retention, recruitment, and alumni engagement.

We are well into planning for Alumni Weekend in May, of which a highlight will be the traditional UC Day Celebration on May 18. We will honor John and Gloria Goering with the William Howard Taft Medal for Notable Achievement. This will be the first time two people have received this award and if you know the Goerings and their dedication to UC, you will understand why they will share it; at least we hope they will share it, and why it is an honor richly deserved.

Boosting enrollment is always an interest of the Alumni Association. With that in mind, UC's Associate Vice President for Enrollment Management, Caroline Miller, has been in front of our alumni twice this past week - first, as the featured speaker at our March Speaker Series Luncheon; and second with a Q&A in our Alum News e-newsletter. As alumni learn more about today's UC and better understand the enrollment landscape, we know they will become even stronger ambassadors for the university.

Enrollment is directly connected to scholarships, and we are in the process of finalizing our assessment of the newest class of applicants for the UC Alumni Association's Demakes Legacy Scholarship fund to which Steve alluded to earlier. We will shortly identify 40 applicants to whom we will offer scholarships for the 2007-08 academic year. All are children or grandchildren of UC Alumni Association members, and are academic standouts.

Finally, I would like to make sure that the record of today's meeting includes a mention of Jed Small who passed away five weeks ago. Incredibly, for 72 of our Alumni Association organization's 100 years, Jed Small was a leader in the university community, becoming a central figure and a guiding force from the alumni perspective, always a champion of UC alumni and the university overall. We are proud that his portrait hangs on our wall, just down the hall from here. Jed served five UC presidents – Walters, Langsam, Bennis, Winkler, and Steger – the first two was UC's development

and alumni affairs director and the last three as assistant to the president. Many in the room today served with Jed and/or knew first-hand of his devotion to UC. He will surely be missed but his bearcat spirit will live among us forever.

And, finally, grab your TiVo's and mark April 1 at 8:00 o'clock p.m. to watch the Animal Planet because our own bearcat mascot will be a featured entrée on that hour-long show with other university mascots from around the country. So, our bearcat is on the Animal Planet, as appropriately. As always, I thank you for your support and your attention. Thank you very much.

Mr. Wyler:

The mascot is on Animal Planet.

Mr. Dobbs:

Yes, indeed. It is a binturong by the way.

Mr. Wyler:

Thank you, Bob.

Mr. Humes:

Mr. Chairman, I would just like to add a few words about Jed Small. When a true legend of the university campus passes, I think the board, as a whole, should take note of it. This man really gave of himself and he was not without opinions and he was not without ideas and that was one of his great passions for the university from the time he came here in 1949, I think, through his death just a couple of weeks ago. He truly bled red and black and he just was a great man and we should be very appreciative of that. He was a bearcat.

Mr. Wyler:

Tom, you are absolutely correct and Jed was here forever. I remember him best because he got me free meals at 21 in New York but yes, that is a good point.

Alright, we will have the Student Trustee Report, Daisy Hamburg.

Ms. Hamburg:

Thank you, Mister Chairman.

On behalf of the graduate and professional student population, I want to take this opportunity to sincerely thank President Zimpher and the Graduate School Administration for continuing the support of a program that funds graduate students with University Student Health Insurance. This program, renewed for this current year, provides free health insurance to eligible graduate students for one half of the year, spring and summer quarters. This is a wonderful program for the Graduate School; it gives it a competitive edge and it truly benefits graduate students and we sincerely appreciate it.

In Graduate Student Governance Association News, Vice President Marjon Kamrani attended the graduate student lobby day in Washington, DC in February. UC was well represented at the event which voiced support for graduate students across the country. Our students were able to discuss several bills regarding loans with our Ohio legislators. These acts would alleviate some of the monetary issues graduate students face with student loans.

GSGA's plans for this quarter include a survey on graduate student life and planning the second annual Graduate Student Award Ceremony. Thank you for your attention. Have a great day.

Mr. Wyler:

Thank you, Daisy.

The Undergraduate Report – Nick Furtwengler.

Mr. Furtwengler:

Thank you, Chairman Wyler. I want to make a quick comment. We were speaking earlier about the diversity task force and you were mentioning how forty-five years ago, much of the diversity that is in this room right now would not be here and to that point, Daisy would not be here, I would not be here, and Jerry would not be here. So, that has come a long way too and we have seen a lot of support over the past few years especially, so thank you for that.

The past month has been very busy for UC students and the Student Trustees across the State of Ohio. The Third Annual Ohio Student Trustee Conference, hosted by our Board of Trustees, was a great success. Nine out of the thirteen public universities in Ohio were represented by one or both of their student trustees. This is the largest and most representative group of participants we have had in the three years that the annual conference has been held.

We covered topics, detailing how student involvement shaped UC's physical campus, the community-university partnership and how the community and university thrive off one another, UC|21 and the process of developing a strategic academic plan and the question that plagues all of us daily and, especially today, higher education funding and how to cut costs while preserving as much of the student experience as possible.

We showed off UC's campus to all of our fellow Ohio institutions and they were as amazed as we were when the plans were first unveiled to us. Special thanks to President Zimpher, Tony Brown of the Uptown Consortium, Dr. Mitchel Livingston, Justin Gibson – past Undergraduate Student Body Vice President, Monica Rimai, and Peg Allensworth, as well as Heather Huff for all of their help and support with the conference. It really made it a great hit and the best so far. So UC has shown up the other universities in Ohio and, hopefully, we will in the future.

Earlier this month, I traveled to Phoenix, Arizona for the Association of Governing Boards, 2007 National Conference on Trusteeship, as Chairman Wyler

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

alluded to earlier and in addition to, I believe it was drinking beer, we were productive as well. The Phoenix conference analyzed board committee structures and suggested many procedures to enable both voting and non-voting trustees to make a greater impact. In Phoenix, we looked at tuition discounting and the overall issue of increasing cost and decreasing support.

Additionally, I attended a conference workshop focusing on student trusteeship and the best way to manage one's involvement between trustees, administrators, and students. Ohio was well represented at the national conference with the most student trustees of any state in attendance.

Many ideas and improvements are in the works as a result of the Third Annual Ohio Student Trustee Conference here in Cincinnati and the National Conference on Trusteeship in Phoenix. One example of these improvements is the Ohio Student Trustee Orientation Program, better known as OH STOP. This is a state wide initiative between each of the thirteen public universities in Ohio to enhance the value of the student trustee position and to give new student trustees the tools necessary to make a large impact at the beginning of their term. OH STOP will also focus on lobbying the State of Ohio, which is clearly very important, and teach trustees how to influence state government as much as possible. We are hoping to eventually use this program not just for student trustees but for voting trustees as well.

Finally, after nearly four months of planning, interviewing, and deliberation, the Undergraduate Student Trustee Selection Committee has put forth three outstanding candidates to Governor Strickland to replace me as the new Undergraduate Student Trustee. We should know who will be appointed to the position in May or June. Special thanks to Lynn Davis and Ginger Clark (who is not here) who were a big help with the committee. That concludes my report.

Mr. Wyler:

Thank you, Nick. Student Government Report – Jerry –

Mr. Tsai:

Thank you , Chairman Wyler and good morning everybody. I, too, would like to take a few moments and recognize Jed Small for his enormous contribution to this university. He had an impact on people that ranged from 90+ to as young as 21. And, that is truly amazing. I would also like to recognize the many students who apparently have all left to go to class that were here in the gallery. I would like to mention that they were here and thank them for stopping by at our meeting.

Since we last met in January, much has happened in Student Government and I am excited to touch upon two of the major accomplishments we have recently had. Though Dr. Zimpher has already talked about this announcement, the recent development between the University and Cincinnati's Metro system, this partnership is so significant that I feel that it deserves further comments. Over the past three student government administrations, establishing and enhancing a transportation system that is comprehensive and serves the students and community well is something that has been at the top of our priority list. Today's announcement takes that transportation level and the options that students and staff now have, to the next level. It is a very exciting development and I know that students are really ready for it to begin in May.

I would like to note that this partnership between UC and the Metro did not happen over night and it was the tremendous teamwork that occurred between Student Government, the Administration and Metro that put UC in the position to collaborate to make this happen. So, on behalf of Student Government, I would like to publicly thank all of the administrators who helped to make this project a real possibility.

Speaking of collaboration, the idea of Student Government working together with the administration instead of against the administration, that we have preached and practiced this year, is something that will be taking on a more formalized structure come next fall. Student Government and the upper administration will be piloting an initiative entitled the Bearcat Partnership Program in the fall of autumn, 2007, and this program is

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

designed to have students and the Student Government Executive Cabinet meet quarterly with their counterparts in the UC upper administration.

For example, the Student Body President would meet with the University President and this already occurs so it should be pretty easy to continue that. Or, for another example, that does not really happen as often is Director of Technology would meet with this CIO of the university. The idea is to establish a structured meeting schedule where the Student Government member can learn and collaborate with the efforts of the administrators and vice-versa to achieve the projects that each is working on to better student life at UC. In the end, we hope that this will be a foundation for a long and fruitful relationship between Student Government and the administration.

To close, I would like to give you a brief preview of the General Student Body Elections slated to begin campaigning next Monday, April 2. This year, we will have two Presidential and Vice Presidential slates running for my spot and Jeremy Driscoll's spot and thirteen candidates vying for eight at-large senator spots. The elections are always energetic and always rather entertaining and I am excited to hear about the new and creative ideas that each of those candidates will present.

The voting will take place April 16 through April 18 with the announcement of the winners on the evening of April 18. So, if this appears, it may be one of my last meetings. If I choose to go Andrew Burke's route to have my successor read some kind of funny letter to all of you. I am not sure if I am going to go that route or not. With that. Thank you for your time and I will be happy to answer any questions.

Mr. Wyler:

Thank you, Mr. President.

Mr. Wyler:

I am now going to call for an Executive Session. At the conclusion of the Executive Session today, the Board will reconvene for further business. When I call for it, I would ask you to exit the room as quickly as possible so that we can get on with business.

Executive Session

Mr. Wyler:

May I have a motion to enter Executive Session for the purpose of conferences with attorneys for the university, concerning disputes, involving the university that are subject to pending or imminent court action, considering the appointment, employment, dismissal discipline promotion/demotion or compensation of a public employee or official.

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

AYE: Mr. Cox, Dr. Bhati, Mr. Wyler, Mr. Niehoff,
Mr. Heiman, Mr. Barrett and Mr. Humes

NAY: None

ABSENT: Mrs. Heimann and Ms. Buchanan

The Board participated in conferences with attorneys for the university, concerning disputes, involving the university that are subject to pending or imminent court action, and also considered the appointment, employment, dismissal discipline promotion/demotion or compensation of a public employee or official. Upon proper motion and second, the Executive Session adjourned at 10:55 a.m.

At 10:55 a.m., Mr. Wyler reconvened the proceedings.

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

Mr. Wyler:

The regular meeting of the Board of Trustees will now be reconvened. We have one item for consideration and this is a recommendation to approve President Nancy Zimpher's new employment agreement. May I have a motion to approve this recommendation?

Upon motion of Dr. Bhati, seconded by Mr. Niehoff, the Board voted to approve this Recommendation by the following roll call vote:

AYE: Mr. Cox, Dr. Bhati, Mr. Wyler, Mr. Niehoff,
Mr. Heiman, Mr. Barrett and Mr. Humes

NAY: None

ABSENT: Mrs. Heimann and Ms. Buchanan

Mr. Wyler:

Thank you very much. Today the University of Cincinnati Board of Trustees has reached agreement on a new contract with President Zimpher. We have agreed that she will continue to lead this university into 2012. That is five years. This is an investment in leadership and in 2003, we selected Dr. Zimpher for this position. It was her leadership style that placed her at the forefront of all of the other potential candidates.

In the four years or three and a half years, she has consistently demonstrated the strength and effectiveness of her leadership skills and in a remarkably brief period of time, she has inspired the university to envision a brighter future and to frame a plan to achieve very ambitious goals. She has motivated the entire university community to work towards these goals. Most importantly, her leadership has already begun to show impressive results. Enrollments, as you saw earlier, have reached numbers not seen in nearly twenty years at this institution.

The academic profile of the incoming class is the highest ever achieved. Retention rates have improved dramatically and graduation rates are improving

impressively. And, we do this still as an open accessed institution to anybody who wants to come here; we have a place for them somewhere.

Private support has achieved record levels. Her leadership extends beyond the campus to programs such as STRIVE here in this area, the Uptown Consortium which she is part of, and 3CDC. She has inspired our community to envision its own ambitious goals. She has placed this institution at the tables where national agendas are set through her leadership at the National Association of State Universities and Land-Grant Colleges (NASULGC) and she has recently become a part of the Executive Committee of the NCAA.

At UC, leadership is not just in a vacuum within this campus. It reaches out beyond to the border of 275 and now we are beyond the I-275 border. The University of Cincinnati is now becoming part of the entire landscape of this country. It has not been easy to achieve this much in so brief a time and there are, as you can be sure of, very challenging days ahead.

We are in the middle of a multi-year plan to put our finances on a solid base. We are streamlining the university, making extremely tough decisions to set priorities and working to be accessible, affordable and accountable. To overcome the challenges ahead, we need a strong leader, a proven leader, an effective leader and the Board of Trustees knows that we have that leader in Nancy Zimpher.

This contract is a vote of confidence, in fact, it is more than that. This contract is an investment in the leadership that we need for the University of Cincinnati. Nancy, we are delighted to offer you this contract.

President Zimpher:

Well, I want to thank the Board of Trustees, whatever you may have talked about in Executive Session, the end result is very pleasing to me. I think, too, that this is a vote

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

of confidence and support for the direction that the university is moving and I really appreciate your support and the continuity of that support.

We had the occasion to meet with the Deans this morning and it was there that I said, and I would like to repeat, that this is a team effort - this is the Board of Trustees, the Senior Vice Presidents and the Vice Presidents, the Cabinet which also represents the Deans and the Faculty and the Student Leaders and the Faculty at large, the students, our alumni and friends. So this could not be done without everybody's role in leading this institution.

There are some new elements to this contract. It is performance-based and, therefore, we will be calling on the finance and administration committee to create a compensation committee wherein my performance metrics will be submitted as will those of the Vice Presidents and I think that is a new day for us. It certainly fits with our metric-driven propensities here at the University of Cincinnati. There are laced in this contract, rewards and incentives aplenty and checks and balances.

So, it falls to me to say at this point that one of the checks and balances is our own good judgment about the timing of contracts and compensations. The University of Cincinnati is in a challenging but also exciting time of stabilization financially. We are on the eve of negotiating what will be my second experience with the AAUP contract. It is a very important moment in time for this University.

And as you heard earlier, while we are at the beginning of the biennial budgeting process, it is way too soon to know what our real financial status will be so as Mr. Wyler knows while the financial remunerations of this contract are ambitious and very reinforcing of my work personally, I will not accept these financial adjustments at this time. I think that is the right thing to do and you know, it is just really great to be acknowledged and supported for your contributions but at this moment in time it feels really great to say, I am not taking them. And, I think with my conversations with Jeff

and I am sure in his conversations with you, you understand totally what I am saying. And, that having been said, I suppose we need to get back to work. Thank you.

Mr. Wyler:

Any comments from the Board?

Mr. Barrett:

I have a comment. I do think it is a tremendous gesture of leadership, not to take that compensation but I would say that the only way the Board can properly recognize the President for all the President's accomplishments is through compensation and, hopefully, that would be addressed at the appropriate time when the financial situation is under control.

Mr. Wyler:

Thank you very much.

Mr. Niehoff:

I think a round of applause is in order. (Applause)

Mr. Wyler:

Our next regular board meeting will be held here in the Russell C. Myers Alumni Center on May 22, 2007.

Adjournment

There being no further business before the Board, upon motion of Mr. Humes, seconded by Mr. Heiman, the meeting adjourned at 11:08 a.m.

UNIVERSITY OF CINCINNATI
TWO HUNDRED AND SIXTY-NINTH MEETING OF THE BOARD OF TRUSTEES
MARCH THE TWENTY-SEVENTH TWO THOUSAND AND SEVEN

JEFFREY L. WYLER, CHAIRPERSON

ANANT R. BHATI, SECRETARY