

# UNIVERSITY OF CINCINNATI

## Official Proceedings of the

### Three Hundred and Twenty- Second Meeting of the Board of Trustees

#### (A Regular Meeting)

April 23, 2013

The Three Hundred and Twenty-Second Session of the Board of Trustees of the University of Cincinnati was opened at 9:53 a.m. on Tuesday, April 23, 2013, 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*.

C. Francis Barrett, Chairperson of the Board of Trustees, presided. Mr. Barrett asked that roll be called.

**BOARD MEMBERS PRESENT:** C. Francis Barrett, Thomas D. Cassady, Thomas H. Humes, Carl H. Lindner III, William C. Portman, III, Robert E. Richardson Jr. and Geraldine B. Warner

**BOARD MEMBERS ABSENT:** Gary Heiman

**ALSO PRESENT:** Santa J. Ono, President;  
Robert F. Ambach, Senior Vice President  
for Administration and Finance;  
Lawrence J. Johnson, Interim Senior Vice  
President for Academic Affairs and  
Provost;  
William Ball, Vice President for Research;  
Thomas Boat, Vice President for Health  
Affairs;  
Ryan Hays, Executive Vice President;

Edward J. Latessa, Interim Dean, College of Education, Criminal Justice, and Human Services;  
Nelson Vincent, Vice President for Information Technology and CIO;  
Debra Merchant, Interim Vice President for Student Affairs  
Bleuzette Marshall, Interim Chief Diversity Officer;  
Greg Mohar, Interim General Counsel;  
James D. Plummer, Vice President for Finance;  
Robert Probst, Chair for Council of Deans;  
Gregory J. Vehr; Vice President for Governmental Relations and University Communications;  
Greg Hand, University of Cincinnati Spokesperson;  
Joshua Smith, Graduate Student Trustee;  
Nick Hertlein, Undergraduate Student Trustee;  
Laurence F. Jones, III, Alumni Representative;  
Steve Wilson, UC Foundation;  
Richard Miller, Faculty Chair;  
Marla Hall, Faculty Representative  
Peter Stambrook, Faculty Representative;  
Lane Hart: Student Government President;  
Nicole Blount, Executive Assistant to the Board of Trustees;  
and the public

*(Prior to the Board Committee Meetings and the Regular Board Meeting, Chairman Barrett began the proceedings at approximately 8:37 a.m.)*

Mr. Barrett:

Good morning. Trustee Gary Heiman asked to be excused. He was called out of the country on business. Nicole could you please note the Mr. Heiman is excused.

It's been a very exciting month on campus. On Sunday, April 7<sup>th</sup> Rob Richardson and I were actually judges for UC events. That was a really great program. On April 10<sup>th</sup>

there was an all university memorial service, the touching service was held in Great Hall. On Friday, April 12<sup>th</sup> Rob and I participated in the 8<sup>th</sup> annual Main Street Stride with Dr. Ono. Last Wednesday, we had the very impressive faculty awards, which was very impressive with the recognition of our outstanding faculty.

I'd like to welcome the new faces. First of all, Kenya Faulkner has accepted the appointment of Special Assistant to the President. Kenya will you please stand, so that we can give you a round of applause? (*Applause was given*) Pending the Approval by the Ohio Bar Association Kenya will assume the role of General Counsel to the University of Cincinnati. Presently she is serving Special Assistant to the President. Kenya's previous experience is vast and impressive, she has served as Inspector General for the Commonwealth of Pennsylvania.

She was a partner with Ballard Spahr, where she conducted internal investigations for governmental agencies and nonprofit companies. She was a member of the white collar litigation practice group. Kenya also served as an Assistant US Attorney in the Eastern District of Pennsylvania where she attained much success.

Kenya is the recipient of the Assistant Attorney General's Award for Protecting Children Internationally; the Director's Award for Superior Performance by a Litigative Team and was selected as one of the Diverse Attorneys of the Year by the Legal Intelligencer. Kenya has more than twenty years of complex trial experience.

Kenya has taught at Temple University Law School, West Chester University and the National Institute for Trial Advocacy. Mrs. Faulkner received her Bachelor's degree in Criminal Justice and English from Niagara University and her Juris Doctor from the State University of New York, University of Buffalo Law School.

Please help me in welcoming Kenya Faulkner. (*Applause*)

It is my pleasure to also introduce our newest student representative, Student Body President, Joe Blizzard. Joe welcome aboard, I know you are already deeply

involved in everything your inauguration has taken place, but this is your official inauguration.

Joe is a 4<sup>th</sup> year student, majoring in Chemical Engineering and will graduate in April 2014 with a master's degree through the College of Engineering and Applied Science's Accelerated Engineering Degree Program.

Joe has been involved with Student Government since his freshman year and has been a part of the First Year Leadership Program, an At-large Senator, and the Speaker of Senate.

On campus, Joe is an active member of Sigma Phi Epsilon Fraternity, ROAR Tour Guides and the University Honors Program. Joe has also played Club Volleyball for three years at UC and served as a Volunteer Assistant Coach for the Women's Varsity Volleyball Team for a year and a half.

Joe, welcome aboard. If there is anything we can do to help the students, please let us know.

Joyously yet regrettably this is the farewell of Lane Hart. While attending UC, Lane has left his mark. Lane received the 2013 Mr. Bearcat Award and is also the recipient of UC Presidential Leadership Medal of Excellence. From Lewisburg, Ohio and the [Kolodzik Business Scholar](#) Lane is earning his bachelor degrees in Information Systems and Finance, with a minor in Asian studies.

His study abroad experiences included studying Mandarin at the Dalian Jiaotong University in Dalian, China. His expertise in technology helped implement the Bearcat Transportation shuttle tracker that is widely used by students. Hart served as a student ambassador at UC since he was a freshman, when he first volunteered as a ROAR student tour guide with UC Admissions to welcome visitors to campus. As a former member and later co-director of Student Government's First Year Leadership Program (FYLP), Hart

was passionate about mentoring peers. While serving terms as Senator-At-Large and Speaker of Senate, he worked to develop a diverse leadership pipeline for the organization by expanding the FYLP program.

For two years, he served as co-president of the student-founded Serve Beyond Cincinnati student organization to build young global leaders in service. He participated in UC's award-winning Racial Awareness Program (RAPP), a year long, comprehensive experience to educate students on social justice issues. He was also an active member with the Student Alumni Council (SAC), an organization that fosters stronger relationships between students and alumni. His co-op experience includes four terms of working in the Information Technology Leadership Program for General Electric Aviation. In 2005, he started his own business – Lane Hart Consulting, LLC – a consulting company for local and national small businesses. Hart will be heading to New York after graduation to work for IBM's global business services division.

Lane you have been a tremendous asset to the University and we actually expect years from now to recognize you as a world leader. You have an outstanding future. I have a little gift for you here, and I'd like for you to come to the microphone here to accept this gift and say a few words.

Mr. Hart:

Thank you so much Chairman Barrett, I am truly humble to have had the opportunity to serve with all of you around the table and around the room over the last year. They always say you get out of something what you put into it. I think I probably got a lot more out of this experience, but it was a truly humbling experience and I know that I will keep this experience with me forever and I'll definitely be back to continue helping the University of Cincinnati in any way that I can. Thank you so much.

Mr. Barrett:

Thanks Lane. We were talking last night, and we think that Santa's life expectancy has now been increased by five to ten years now that all the adventurous things that he won't be doing. *(Laughter)*

Thank you so much.

We are also saying good bye to our undergraduate student trustee Nick Hertlein. Nick Hertlein's term ends, May 13, 2013. However, Nick will be interning at Credit Suisse in the Investment Banking Department in Chicago, Illinois during our next board meeting on June 25<sup>th</sup> which may not allow Nick to return and we did not want to allow Nick to leave without bidding him farewell.

Nick is a third generation University of Cincinnati Bearcat. He is currently studying Accounting, Finance, and Business Economics in the Lindner College of Business as a Richard E. Thornburgh Scholar and member of the Carl H. Lindner Honors-PLUS Class of 2014.

Prior to his appointment to the Board of Trustees, Nick was actively involved in the Undergraduate Student Government, most recently as a member of the Executive Committee, but also as a Senator-at-Large and a Business Tribunal Senator. Outside of Student Government, Nick also is a tutor for the Department of Economics and a member of the Student Alumni Council.

Nick's professional interests lie in Accounting and Finance. Through the University's Division of Professional Practice, Nick has co-oped in the Financial Division of Great American Insurance, and he currently co-ops as an Assistant Portfolio Manager at the Cincinnati-based wealth-management firm RiverPoint Capital Management.

Nick it has been a pleasure and I know you will continue to make UC Proud. We have a little gift for you if you could come up here please. Nick please accept this for our heartfelt appreciation and we too expect you to be a world leader. You're a tremendous person and we know you're going to do great things for the University. Would you be so kind to say a few words?

Mr. Hertlein:

I like Lane is tremendously humble to have had the chance to serve alongside all of you. I will be graduating here in December, so it's a bitter sweet sort of ending. I know that I will remain involved and I look forward to life after UC, but I know that sort of comes along with an asterisk, because I'll always be able to come back and know that I have a family here. It's been tremendous these two years and I hope I can stay involved and contribute in any way possible. Thank you. (*Applause*)

Mr. Barrett:

Thank you Nick,

Mr. Barrett:

At this time, I'd like to turn the meeting over to President Santa Ono for his report. President Ono?

Dr. Ono:

My first task if I recall, you'd like me to comment on the Main Street Stride. It would be my pleasure to do so. The Main Street Stride was something that begun with President Nancy Zimpher and this year was a great success. It begins with a parade, and

the Marshall for the parade was Sara Whitestone, who as you know from presenting at the board meeting started Sara Spins with the help of Lane Hart and others. Sara Spins has purchased two automated wheel chairs for herself and one other student, so that they can get around campus. They're really working to make the campus accessible to those that have disabilities. Sara was the Marshall for the parade, there was a full band, cheerleaders were there, as were representative from student, faculty and staff organizations and it was the time when the new slate of officers for the student government were inaugurated.

My favorite part of the Main Street Stride was when I actually chose the winning champions of the parades and gave out these gnomes. I love these gnomes. If you haven't seen one, come up to the sixth floor of University Pavilion and see the gnomes we have in our office. It was a big success and Chairman Barrett liked the parade so much that he felt that we should do that before a football game and actually have a parade and march around the field, with everyone holding their banner and I think that is a terrific idea, so we'll be working to try to make that a reality this year.

I want to thank the university community and the Investiture Planning Committee for their tremendous talent and assistance in what will be a memorable occasion for me and my family on Friday at the Investiture ceremony and luncheon. It is a day I will always remember. I especially want to thank everyone that was involved on the committee and express my appreciation to Danute Miskinis of UC Foundation and John McDonagh of the College-Conservatory of Music and Dean Peter Landgren from CCM for all of their time and attention to the logistics of the day on top of their other heavy responsibilities.

I want to add my farewell to former Student Government President Lane Hart and Student Trustee Nick Hertlein. Both have promised to stay connected after Commencement. It has been great to work with Lane and Nick.

I want to welcome Joe Blizzard, it's been a pleasure watching you move up the ranks in student government over the years and I think you are an inspired choice as student body president. Thank you for your kind remarks at the investiture. I look forward to an amazing partnership with you in the year ahead.

Also welcome to special assistant to the President Kenya Faulkner and General Counsel designee for your arrival here at Cincinnati and I look forward to working with you in this very important role that you will have for the University. I'll actually give you an opportunity to speak to the university community.

Mrs. Faulkner:

I am so happy to be here, while it was hard for me to leave Pennsylvania, every time I am back in Cincinnati; I know why I took this job. I received an extremely warm welcome, I look forward to working with all of you that includes the community, deans, faculty, the cabinet and I am just glad to be here and I want to be a part of making this university better than it already is, thank you.

President Ono:

Welcome Kenya. I have some fantastic news I didn't know about until earlier today, one of our great deans Dave Szymanski welcomed to the world his first grand daughter name Juliette Paige, 7lbs. 7oz. I understand that the parents, grandma and grandpa are doing just fine. Dave is going to be a little bit busier in the days and weeks ahead and I am so happy for you and your entire family for your first grandchild. Congratulations Dave. (*Applause*)

This Saturday our university will celebrate Commencement, the first April Commencement under our new semester calendar. I'm really proud to say that there will be over 6,000 students that will receive degrees in the commencement exercises that will take place Friday and Saturday. That is a record for the university.

We expect a record number of students marching in our two ceremonies on Saturday morning and that is on top of a Doctoral Hooding and Master's Recognition Ceremony on Friday.

I'd like to thank the faculty especially for their dialogue with us about the structure of those ceremonies. As you will recall in a previous ceremony, we actually merged the Doctoral hooding and Master's recognition ceremony with the commencement exercises and thanks to feedback of the graduate faculty and university faculty, we have returned to having a separate doctoral hooding and master's recognition

ceremony.

For those students who will follow in their footsteps in the coming years, it is imperative that the University of Cincinnati think boldly about new ways to contain cost so that the cost of higher education and tuition remains affordable for those seeking a college education.

You may recall that recently Moody's gave the entire sector of higher education a negative grade. They suggested that now is the time for "bolder actions by university leaders to reduce costs and increase operational efficiency."

It is becoming a challenge for our students and their families to afford a college education.

To that end, I am announcing today three recommendations to cut costs and help keep costs down for our students:

1. For the next fiscal year, I recommend to the Board of Trustees in this open meeting that we freeze in-state tuition at the same level as this year. This includes the University Instructional, General, Campus life and Information Technology and Instructional Equipment Fee. You as the Board of Trustees will consider our fiscal year 2013-14 budget at the June meeting, and I hope that you will embrace this concept of a tuition freeze.

2. Also in the interest of cost savings, I personally will forgo any salary increase or bonus for the next two years.
  
3. I am also recommending, with the agreement of the donors, Buck and Patti Niehoff, that UC sale the official president's residence at Edgecliff Point Condominiums and take the entire proceeds from the sale to establish a quasi-endowment fund for student scholarships.

I also asked that the annual operating cost for the university house also be moved permanently into this new scholarship fund.

The endowment will be named the Presidential Niehoff Scholarship Fund. Buck and Patti Niehoff first loaned University House to UC in 2004 for a period of 10 years. Then in 2008 before that time limit expired, they donated the house outright as a contribution to the university. Their overwhelming generosity to the university is much appreciated and their willingness to put students first is testament to their commitment to students and to UC's core mission.

The example of containing and cutting costs must begin with me. The sale of University House will further advance our heightened commitment to improving access and affordability for our students.

I would now like to recognize Mr. Buck Niehoff, former chairman of the UC Board, and ask him to come forward for his comments on this new Presidential Niehoff scholarship fund. *(Applause)*

Mr. Niehoff:

President Ono's decision to convert his official UC residence into scholarships is an act of remarkable vision and personal generosity. It is recognition that students are the real treasure of our great university. They are the reason why we are here. In transforming their lives and providing opportunities for their futures have always been the highest calling of this university. President Ono's selfless decision in this matter confirms once again his total commitment to our students and to the mission of our university. This is an exciting day for UC and the entire Niehoff family is very proud to have played a very small supporting role in helping to make this happen. Thank you very much. *(Applause)*

President Ono:

Thank you again, Buck, and please pass along our sincere gratitude to Patti, Peter and Betsy.

Our commitment to cost savings and fiscal prudence does not stop with these three items. I've launched a new efficiency council which will continue to discuss and announce additional measures to rethink the way that the university operates, spends, invests and innovates. The university as a whole continues to be involved in our ongoing annual budget process to find ways to cut costs.

In the interests of time, I will conclude my report here. There are many other items of news on the written President's report that each of you have at your places.

At our last meeting in February, we were getting ready to announce the attainment of our \$1 billion Proudly Cincinnati campaign goal. We held a wonderful announcement event in the atrium of CCM and a luncheon to thank donors across the entire community of UC. And now for an update on the UC Foundation, it is my pleasure to call on Otto Budig.

Mr. Budig:

Good morning. I'm Otto Budig and I'm Proudly Cincinnati. Believe it or not, we only have a little more than two months remaining in the Proudly Cincinnati campaign. And while we are pleased beyond measure as the president has indicated with UC's success in exceeding the billion-dollar milestone, we continue to focus on ways we can engage even more donors and raise more private support during the campaign and beyond.

Thanks to the efforts of President Ono and many others in the community, I believe our message of "the campaign is not over" has been heard loud and clear. In fact, since exceeding the billion-dollar milestone earlier this year, we have raised approximately \$20 million over the last two months alone.

Thanks to this support, the Proudly Cincinnati Campaign total now stands at an astounding \$1.0249 billion as of March 31. And, in terms of our annual fundraising total, more than \$95.28 million has been committed since our fiscal year began July 1. This

total puts us approximately \$9.3 million ahead of last year's total at this time. We are excited by this news, especially because last year turned out to be the second-best year of fundraising in the campaign.

Our totals were driven by a number of major gifts, including an in-kind donation of software by Rockwell Automation. The software will benefit students in the Lindner College of Business and the commercial value of the gift is approximately \$1.34 million. We also received a contribution of \$2.5 million by the Robert and Adele Schiff Foundation that will support a Primary Care scholarship program in the College of Medicine. This generous donation adds to our total of funds raised during Proudly Cincinnati that support scholarships and financial aid, which is now well above \$100 million.

In addition, we continue to pursue a second major milestone of 100,000 Proudly Cincinnati donors. President Ono has been a tremendous partner in our effort, challenging the UC community to reach this new goal at our milestone celebration and communicating through multiple channels to encourage new supporters. He has even set up a personal webpage on our Impact website, which is what volunteers to the Faculty/Staff Campaign use to secure donations, to encourage more participation.

Thanks to these efforts, our donor count stands at 97,098 through April 12. With a strong push over these final two months, we believe we can achieve this goal and show the world just how many people are Proudly Cincinnati.

Finally, I'm pleased to share that the 2013 Faculty/Staff Campaign is running ahead of last year's pace in terms of total donations and participation among full-time employees. Through mid-April, 3,269 employees had given to UC in the current fiscal year, cumulatively contributing \$5.35 million to needs and priorities across UC's colleges and campuses. And, the Office of the President has become the first unit to achieve 100% donor participation, so I'd like to congratulate President Ono and his staff for this achievement.

When adding this year's generosity to the cumulative donations of employees throughout Proudly Cincinnati, we find that faculty and staff have contributed approximately \$62.8 million to Proudly Cincinnati's total. This amazing display of generosity is commendable, and continues to be one of the points of pride we emphasize when speaking to others about the campaign.

Speaking of points of pride from the campaign, I want to take this opportunity to thank the staff of the UC Foundation, whose great work over the past eight years has helped put us in our current position. While raising money is a collaborative process that involves many different people, their efforts relating to research, marketing, engagement and solicitation – as well as other crucial functions too numerous to mention – have been inspirational to observe during my time as a co-chair. Buck and I noted during the milestone announcement that we often get the credit for the accomplishments that have taken place, but it wouldn't be possible without our staff and their support and dedication.

Allow me to accentuate the fact that the employees of this university raised over \$63 million to this campaign. It is a remarkable achievement from the people who believe so sincerely in the success of UC. Thank you ladies and gentlemen. *(Applause)*

President Ono:

Thank you Otto. Absolutely true, the faculty, staff and alumni have really stepped forward, but this would not have been possible without the two co-chairs and will both of the chairs present of the proudly Cincinnati campaign that had the courage to say that we can reach a billion dollars, please stand so we can give you a round of applause.

*(Applause)*

President Ono:

Now we turn to our presenters this morning. Today we will devote our presentation to a single but significant topic that is growing in prevalence and importance to not only the University of Cincinnati, but also higher education as a whole. The topic is Electronic Learning. Our presenters are Interim Provost Larry Johnson, Director of Academics in the Provost's Office, Melody Clark, and several deans.

Dr. Johnson:

We have provided you with a one page fact sheet to follow along. You're going to hear terms like distance education, e-learning, online education, I think e-learning is becoming the more appropriate term because we're going to find that students right here on Clifton campus use this.

To begin, I will start with Melody Clark.

Ms. Clark:

Good Morning, I'm Melody Clark the Director of distance learning in the Provost office. Larry mentioned, you do have a handout with facts and figures about distance learning, online learning here at UC. The university has a long history of serving students through online and distance learning venues. Currently there are over 50 online programs offered here at the University, ranging from associates to masters level programs to certificate programs, with over four thousand students enrolled from all 50 states, primarily graduate students and part-time learners, average age 35, primarily female.

Our distant learners almost double our diversity here at the university. As distant learning has matured, states are taking a more active role and insuring quality online programs are offered to the residents of their states. Many states require universities to obtain authorization to operate in the state and offer their online programs. There are various processes, depending on the state to do that. The good news is that the University

of Cincinnati is now exempt from authorization in 37 states; the green states that are represented are highlighted here on this map and is seeking authorization and the others which are highlighted in blue. Thanks. (*PowerPoint on file in the Board of Trustees office*)

Dr. Johnson:

One question that has been raised is, are we insuring quality? I want to assure you that we follow all the accreditation guidelines in each of the colleges. We collect data on these and we look at the course evaluations. In fact, e-learning is held to another standard of quality matters and guidelines and we are becoming certified in quality matters indicators. Here is data that shows how students performed in our e-learning classes and you can see they perform at or about or even better in our e-learning classes, then other classes.

We collect data on satisfaction and you will see that these are two campus wide data's, but on individual data points we find that students actually rate their e-learning experiences higher than their classroom experiences. I think all of the controversy about should we be doing e-learning or not, or not doing e-learning in the next twenty years people will wonder why did we have that controversy. This past year, I was asked to do a presentation on changes in higher education to our brand new faculty. I listed seven changes that I saw and one of them I talked about that at some point e-learning and classroom instruction people will wonder why it was. The young faculty questioned me

on everyone except e-learning and classroom instruction. At the end of the presentation, I asked why didn't you question me on the e-learning and one of them said to me, because we're already there, "I can't imagine teaching my class without incorporating e-learning technology". What we will do now is go down each of the colleges and have them talk a little bit about what they're doing.

Dr. King:

Hello, I'm Elizabeth King and I'm the Dean of the college of Allied Health Sciences. We have three undergraduate programs and currently three graduate programs with approximately 945 students. Two of our graduate programs are in partnership with the Lindner College of Business, our Master's in Health Administration and our Master's in Health Informatics, which will be implemented this fall and you will be hopefully be acting on our new Master's of Occupational Therapy today. *(Student Video Testimonials is on file in the Board of Trustees office)*

Dr. Johnson:

College of Education, Criminal Justice & Human Services (CECH).

Dr. Latessa:

Good Morning, I'm Ed Latessa, Interim Dean of CECH, we have eleven programs and a number of certificate programs in the college. The school of Criminal Justice was the first at the University to offer its masters program through E-learning. We currently have over 650 majors in that program and over 1500 Alumni. The program has students all over the world, we have many students that are in active service and I was amazed at one point to learn that we actually have students that are on aircraft carriers that are taking classes. We're very proud of the work we're doing in the college and we have a short testimonial as well. *(A Copy of the Student Video Testimonial can be obtained from the Board of Trustees office)*

Dr. Johnson:

We will now have the College of Nursing.

Dr. Perraud:

Good Morning, I'm Suzanne Perraud, I'm the Senior Associate Dean for Academic Affairs in the College of Nursing, and I'm here representing Dean Glazer who regrets that she can't be here today. Her mother-in law passed away this weekend, so she's home with family.

The College of Nursing is excited to be involved in the transformation of health care using online technology. In response to research that show the higher nurses are

educated the better outcomes we have in hospitals, including safety outcomes. Also in response to request by busy RN's who are working long hours at the bedside for flexible programming, we are offering our RN to BSN program fully online in the fall. Of our six master's degree programs that are also online and fully accredited, we prepare nurses at a distant to become Primary care Practitioners and Nurse Midwives in their communities that are often underserved and rural. This allows them after graduation to stay in their home communities providing much needed care to their patients and families in that community. To see a little bit more about how we do that and why, we have a short video.

*(Video Testimonial can be obtained from the Board of Trustees office)*

Dr. Johnson:

These are additional colleges that have gotten in to online (Medicine, Pharmacy and Regional campuses) and I think this list will increase; we have more colleges bringing programs to the forefront. I would now like to move on to two of our newer colleges that have just gotten into E-learning and they are also working on an interesting pilot together. Let's start with Engineering.

Dr. Gerner:

Good Morning, I'm Frank Gerner, I'm from Engineering and Applied Science. Dean Lim asked me to apologize; he's out of town at a research institute meeting. We

have actually been involved with e-learning for quite a few years. We are just now becoming involved in a full online degree. This past January we started our Master's of Engineering, completely online. For those of you who don't know we started a master's of engineering for working professionals. These students do not want to write an MS thesis or PhD dissertation, but they need more advanced course work. A lot of them are very busy professionals and it's very difficult to block off given times every week. This way it gives them opportunities to participate in an e-learning environment. The other thing I think is really exciting, were very involved with the high schools with dual enrollment programs. Were basically providing video capture of our lectures and then we have very qualified faculty in the high schools that are teaching the problem sessions. The MOOC Course, I will let David Szymanski talk about.

Dr. Szymanski:

I'm David Szymanski, Dean at the Lindner College of Business. Were pretty new to online, Spring 2011 caught up really quick and were getting out in front of this thing. As we continually strive to be uniquely Cincinnati. We have an MS tax program that is online, which is one of the first in the country. We're also the future of education, in that were engaging in cross college collaboration. As Elizabeth mentioned were going to have two programs with the College of Allied Health, were also having this program that were going to talk about, which you'll see a video in a few seconds, which is a partnership with the College of Engineering. Were doing this thing called the MOOC (Massive Open Online Course), you've read about it, you've seen information about it.

We're going to do a MOOC in partnership with another College, which is the College of Engineering. To be unique in terms of the country, we're also calling this thing a MOOC2Degree. Students will have the option of getting class credit, in this if they enroll in one of our colleges, the College of Engineering or the Lindner College of Business. The video will tell you more and hopefully answer questions about what is a MOOC.

*(Video Testimonial can be obtained from the Board of Trustees office)*

Dr. Johnson:

Before I open up for questions, I want to leave you with a couple of thoughts. We currently lead the state with the most online education of any university and it makes up about ten percent of our student body. It is the biggest area of enrollment growth. We have digital learners coming to us that are going to demand more of this. We provide high quality offerings. Their solid performance in these offerings and our student clearly like the course they are offered. This is going to be an important part of our future at the University of Cincinnati. Questions?

Mr. Cassidy:

Larry, a couple of things, I'm wondering if some of the data we've heard about online, distance learning is accurate or not? I think there is a lot of misinformation out there. Three things I'd like to ask about? One is it true that sixty percent of the people

taking online courses are actually taking them from their dorm rooms. Two is the business model of distant learning less expensive or more expensive? There is a North Carolina study that says it's actually more expensive because of the cost of the professors time is so much greater in distance learning. And three, is it true that eighty percent of the students are women?

Dr. Johnson:

That is one of the reasons why people use to refer to this as distance education; until they started looking at the programs and seeing you have people sitting on Clifton Avenue. I'm not sure that sixty percent of our students are sitting in the dorm.

Dr. Miller:

I know that sixty percent of our online learners are from out of state.

Mr. Cassady:

Then that would say that it is not true.

Dr. Johnson:

We do have one degree program that's a residential program that when they do their work, they do it in an online portal. If we were to talk to faculty, you would see many more faculty incorporating e-learning components into their classrooms and eventually this will all come together. It tends to be an older crowd in distant learning. We are more diverse, we have twice the diversity in distance education. We have data here that is 80 percent female, that is in our online program.

The business model, that it is less expensive is a misnomer. Although, what we tend to do and have not done yet is scholarship. None of our online courses are scholarships or provide UGS and their full paying students. In that way there are very profitable set of courses that we offer.

Mr. Lindner:

Is there any differential in distance and non distance tuition?

Dr. Lateesa:

I believe we charge a metro rate, fifteen dollars more per credit hour.

Dr. Johnson:

There have been some programs where we looked in the market for head start teachers and we had to discount the courses a little bit. We had to set the market based on what the market will bear.

Mr. Ambach:

There is some requirement from the state that we charge more for distance learning courses than we do our traditional in-state, because of our being non-resident primarily taking the courses.

Mr. Portman:

Two questions, one is I understand from some readings that the graduation rate with MOOC's is in that 10 to 20 percent rate, can you comment on that? Number two, what's the opportunity for personal interface with the professor or research assistance as a follow-up or part of the discussion?

Dr. Szymanski:

I've read the same thing you read Wym in terms of graduation rate and at this point in time you also have to think about completion rates within a course. The rates aren't very high but it's relatively new and it's one of those things that is emerging. We'll look at that as we run this through our first time we'll see actually how many

complete it as opposed to how many begin it. I think for us, they have an opportunity to earn credits, so that will help get it to the finish line as opposed to people who signed up for free and drop out, as there is no cost to dropping out. I think there are those opportunities.

The cost right now and the opportunity to interact are things that we will certainly work towards, there will be opportunities for thread of discussion at some point, it will depend on the numbers. So for us it's a little bit of an experiment, were going to see how this works were going to see how we can make sure that there is a close relationship between students and the faculty that teach. I think as this becomes more successful and as we see people transitioning hopefully into some of our programs, I think we'll work really hard to make sure that there is a strong relationship at this introductory MOOC course.

Dr. Johnson:

The MOOC is one section, in your typical online course, you actually have more interaction with your students because every student must interact with a professor and when you look at the typical class, you'll have a number that will answer all the time, you'll have some people that never raise their hand and you have some people that talk. In a typical online course, everybody must interact with the professor. It's just a different interaction style.

Mr. Hertlein:

To add to that antidote evidence at the recent IUC day at the state house, one of the people in my contingent Adrienne Lane, and she is a professor in the College of Nursing, and she teaches online courses. Dr. Lane said that her teaching assistant is in Sitka, Alaska and so her teaching assistant is inside a lot of the time and available. In addition she said her students for the online are in a lot of respects more engaged because she's available to meet by Skype or face time or email all times throughout the day as oppose to office hours that makes students feel that professors are less accessible. I think it is a misconception, because she said she interacts with her students more when it's an online course because I think students maybe feel that is their only venue to speak with the professor and so their more free about accessing the professor.

Mr. Richardson:

Couple of questions, is there any strategic approach to how where doing this? Some colleges are more experienced and are doing this and are doing very well. Some that has a ways to go. Are we looking comprehensively at an approach for the University about how we want to implement this over the next five to ten years? Second question, I understand that we most of the times work with a third party that takes about forty percent of the profits, so my question with that is there any way as part of our strategic plan we can figure out how to start doing some of this internally with all the resources we have has there been any thoughts to that?

Dr. Johnson:

There has on both of those levels. I think we started with where people were interested in going. It's growing organically. We have used private companies to help us with two-thirds of what we have going on and about a third are done individually. When we've done it individually it grows very slow. When we've worked with a company, it's increased and when you look at the amount that we scholarship some of our other programs, we still do better paying this company than we do on our other programs. Long term, we are creating a center to try and do this. Were working with colleges to try and grow this. We see this as more of a central part of our strategy and were going to have to develop some services. I would hope eventually we would not have to partner with companies.

Mr. Richardson:

Perhaps in working with those companies, we could combine colleges we could lower that amount from forty percent to a little lower. Just a thought.

President Ono:

Thank you Provost Johnson.

Mrs. Warner:

Can I ask one more question? How can you ascertain that the person taking the test is actually the student that's enrolled in the program?

Dr. Perraud:

We recently piloted a proctor U which is a real time online proctoring system that not only does an identity check of the student, but does provide that proctoring to know that the student is following the rules that the instructor has laid out for the testing.

Mrs. Warner:

How do you do that? Do you hire someone?

Dr. Perraud:

It's an online service that we use. It works really well, but it's not without cost.

Dr. Johnson:

You can do open book test, timing test, just like you would in a regular class.

There are a number of ways to try and assess. This isn't immune to cheating just like our classes aren't immune to cheating.

President Ono:

I just want to make sure the meeting continues to move forward. I want to thank you for the presentation. (*Applause was given*)

Let me make a couple of comments about the presentation. I want to single out somebody who has really been a leader in moving distance learning forward for a long period of time and I like to ask her to stand, Kristi Nelson is our Senior vice Provost for Academic Affairs. I hope I don't embarrass Kristi with this, but some of you know that I was at a higher education summit several days ago that was organized by Senator Sherrod Brown and it was a fantastic summit and there was a whole session that was devoted to distance learning and MOOC's.

You need to know that MOOC's although the buzz in higher education is something that is very young and that the University of Cincinnati has a much longer history in distant learning than the MOOC phenomenon and there were three individuals that spoke on the panel on MOOC's and distant education and accredited to the University of Cincinnati, the three speakers were, one individual from American Council of Education (ACE), Edx which is one of the two major MOOC providers, Edx and

Coursera and the third was our very own Kristi Nelson from the University of Cincinnati. That's really a testimony not only to the leadership of the University of Cincinnati in this space, but also the expertise of Kristi Nelson, she did a fantastic job in Washington, D.C and she made us all very proud. Thank you Kristi.

In response very quickly to the discussion on MOOC's which we could talk about for days is really quite the phenomenon about the business model about the completion rate. A couple things that is pretty staggering about MOOC's I just want to point out is that MOOC's are free or they have a very small fee. I think MOOC's are here to stay. If you look at the impact that they have on what we call a terrestrial campus such as UC and the business model, most higher Ed experts believe there will be a hybrid model to higher education moving forward. Where there will be some component foundational, fundamental instruction that occurs in cyber space and that the time is actually spent on the terrestrial campus where we have more high quality interactive and will require creative and complex thinking and team building. That's really where the thought is in the higher education space.

The other comment about completion and cost, I think about how Edx was started. It was funded by a gift, an investment into a 501c3 by Harvard and MIT. A \$60million investment into Edx and it's free. Now when you can get high quality instruction for free, there are a lot of people who are worried about a business model on a terrestrial campus and that is something we can discuss at length, but as you can imagine that provides access to high quality instruction to many people who could otherwise not

afford it, and couldn't even pay \$25.00 for a course. So as you can imagine what happens when MOOC's are offered in cyber space the enrollment is massive. It's beyond what they even dreamed of, hundreds of thousands, millions of students have signed up for some of these courses, because they're free, because they are high quality. What they lack right now is credential.

Two comments on the issue of completion, you can look at it two ways. So many people sign up for the MOOC, but very few people complete. How much value is that to society? Well if you think about it, several hundred thousand people sign up, they might complete the first problem set, but if you actually look at how many people become certified, it's still thousands. If you ask a professor how many years will it take you to educate thousands of students, it would take a very long time. If you look at those students, some of them are very poor. It really is providing an education to students who could normally not pay for it and some of them are all over the globe. So there is a positive impact to society with that.

In terms of the business model of course at some point the \$60 million from Harvard and MIT will run out, so they have to become sustainable. Their thinking is that they're going to make their money on credentialing, providing those credits in collaborations with ACE and other organizations to the employer, the employer will pay. I don't know if those of you in companies are happy about that, but that's how they're going to start to get revenue. They want to keep the cost minimal or free for the student

for the access point, but the cost will come for those who want the transcripts and then the employers, hopefully that helps. That concludes my report.

Mr. Barrett:

Thank you very much Santa. We will now move to the committee meeting, the first meeting will be the Academic and Student Affairs committee, chaired by Rob Richardson.

### **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 9:38 a.m.; the meetings concluded at 9:52 a.m.

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

The Regular Meeting of the Board of Trustees was convened at 9:53 a.m. and, as noted on the first page of these minutes, roll call was taken.

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

Mr. Barrett called for additions, corrections, or deletions to the minutes of the Regular Meeting of the Board of Trustees of February 19, 2013. Upon proper motion by Mr. Humes and seconded by Mr. Richardson, 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 April 23, 2013, prior to the Regular Meeting of the Board of Trustees.

**Academic and Student Affairs Committee Recommendations**

**13.04.23.01**

**Academic Appointments**

**New Faculty**

|                   |  |
|-------------------|--|
| Suhas G. Kallapur | Professor with Tenure<br>Department of Pediatrics<br>College of Medicine<br>Effective March 1, 2013          |
| Elyse E. Lower    | Professor with Tenure<br>Department of Internal Medicine<br>College of Medicine<br>Effective January 1, 2013 |

**Emeritus Status**

|                    |   |
|--------------------|---|
| John C. Breneman   | Professor Emeritus<br>Department of Radiation Oncology<br>College of Medicine<br>Effective July 1, 2013 |
| Ralph A. Giannella | Professor Emeritus<br>Department of Internal Medicine<br>College of Medicine<br>Effective July 1, 2013  |
| Alix Mathieu       | Professor Emeritus<br>Department of Anesthesiology<br>College of Medicine<br>Effective June 1, 2013     |
| Joseph E. Palascak | Professor Emeritus<br>Department of Internal Medicine<br>College of Medicine<br>Effective July 1, 2013  |
| James C. Phero     | Professor Emeritus<br>Department of Anesthesiology<br>College of Medicine<br>Effective May 1, 2013      |
| Kevin P. Redmond   | Professor Emeritus  |

|                   |  |
|-------------------|--|
|                   | Department of Radiation Oncology<br>College of Medicine<br>Effective July 1, 2013  |
| Janusz B. Suszkiw | Professor Emeritus<br>Department of Molecular and Cellular<br>Physiology<br>College of Medicine<br>Effective July 1, 2013                                      |
| Donna Gates       | Professor Emerita<br>College of Nursing<br>Effective March 1, 2013   |
| Ellen Cook        | Professor Emerita<br>School of Human Services<br>College of Education, Criminal Justice, and<br>Human Services<br>Effective May 1, 2013                        |
| Richard Schade    | Professor Emeritus<br>Department of German Studies<br>McMicken College of Arts and Sciences<br>Effective August 1, 2013  |
| James Wilson      | Professor Emeritus<br>Department of Journalism<br>McMicken College of Arts and Sciences<br>Effective June 1, 2013  |
| Jenefer Robinson  | Professor Emerita<br>Department of Philosophy<br>McMicken College of Arts and Sciences<br>Effective August 15, 2013  |
| Martin Levy       | Professor Emeritus<br>Department of Operations, Business<br>Analytics, and Information Systems<br>Carl H. Lindner College of Business<br>Effective May 1, 2013 |
| Darwin Henderson  | Professor Emeritus<br>School of Education<br>College of Education, Criminal Justice, and<br>Human Services<br>Effective July 1, 2013                           |
| David Barnett     | Professor Emeritus<br>School of Human Services<br>College of Education, Criminal Justice, and<br>Human Services<br>Effective August 15, 2013                   |
| Linda Workman     | Associate Professor Emerita<br>College of Nursing  |

|                           |  |
|---------------------------|--|
|                           | Effective January 1, 2012  |
| Charles Ellison           | Professor Emeritus<br>School of Planning<br>College of Design, Architecture, Art, and<br>Planning            |
|                           | Effective May 1, 2013  |
| Ann Keeling               | Professor Emerita<br>Division of Professional Practice and<br>Experiential Learning<br>Effective May 1, 2013 |
| Brenda LeMaster           | Professor Emerita<br>Division of Professional Practice and<br>Experiential Learning<br>Effective May 1, 2013 |
| Mitchell C. Rashkin, M.D. | Professor Emeritus<br>Department of Internal Medicine<br>College of Medicine<br>Effective July 1, 2013       |

**13.04.23.02 NEW DEGREE PROGRAM- MASTERS DEGREE OCCUPATIONAL THERAPY**

**Synopsis:** New degree program in the Allied Health

It is recommended that the Board of Trustees approve the new degree program in Allied Health for a Masters Degree (M.O.T.) in Occupational Therapy, The proposals have been reviewed and approved through the University governance structure.

**13.04.23.03 NEW DEGREE PROGRAM- MASTERS DEGREE PROFESSIONAL WRITING**

**Synopsis:** New degree program in the McMicken College of Arts and Sciences

It is recommended that the Board of Trustees approve the new degree program in the McMicken College of Arts and Sciences for a Masters Degree (M.A.) in Professional Writing. The proposals have been reviewed and approved through the University governance structure.

**13.04.23.04 NEW DEGREE PROGRAM- BACHELORS OF ART, ARABIC**

**Synopsis:** New degree programs in the McMicken College of Arts and Sciences

It is recommended that the Board of Trustees approve the new degree program in the McMicken College of Arts and Sciences for a Bachelor of Arts (B.A.) in Arabic, The proposals have been reviewed and approved through the University governance structure.

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

#### **13.04.23.05      AMENDMENT OF BOARD RULE 20-41-01: INVESTMENT: POLICY FOR ADMINISTRATION OF INVESTED FUNDS**

**Synopsis:**            It is recommended that the Board of Trustees amend rule 3361:20-41-01 to i) reduce the endowment spending policy rate from 5.0% in fiscal 2013 to 4.75% for fiscal year 2014 and to 4.5% for fiscal year 2015; and ii) exclude both Neighborhood Development Corporation Loans and local real estate-related assets from the spending policy calculation for all historical periods starting with the calculation for fiscal 2015.

The combination of the current spending policy rate, inflation, development fees and other related costs have exceeded the returns generated by the endowment A Pool investment portfolio over the last five years. Additionally, given current market conditions, the most probable outcome is that maintaining the current spending policy will continue to erode the endowment, severely impacting its ability to generate funding in future years.

The University of Cincinnati is not alone in facing these issues; colleges and universities across the country are experiencing similar issues and have adapted their spending policies to help preserve their endowments.

Reducing the spending policy, modifying the asset base used in the spending policy calculation, and implementing other cost control measures are critical steps to help insure the long term protection of the endowment corpus and provide ongoing intergenerational equity. These changes to the spending policy calculations are expected to reduce the amounts available from the endowment spending policy by \$1.5 million in 2014 and \$3.8 million in 2015.

#### **13.04.23.06      RENEWAL OF AN OFFSITE DUAL ENROLLMENT RATE FOR HIGH SCHOOL STUDENTS**

**Synopsis:**            This recommendation would renew a rate of \$110 per semester hour for 2013-2014 and 2014-2015 for University of Cincinnati (UC) courses taught off of the UC campuses by high school faculty who meet the North Central Association/Higher Learning Commission standards under the mentorship of a UC faculty member or by a UC faculty member at an adjunct rate. This rate was approved for 2012-2013 on March 27, 2012.

It is recommended that the Board of Trustees approve a renewal of an Offsite Dual Enrollment Rate for University of Cincinnati (UC) courses that will meet both high school and university graduation requirements.

UC launched dual enrollment in 2012 to support initiatives in our area school districts to enhance rigor and student preparation for college study; it also supports requirements in H.B. 119 that universities take positive steps to keep college study affordable while also facilitating the new requirements that UC create three-year pathways for sixty-percent of non-co-op baccalaureate degrees. OBR Directive 2009-011 Differentiated Tuition for State Institutions of Higher Education allows for such a rate where the program is designed to keep college affordable and enhance

quality of the educational experience. This request is contingent on similar authorizing language in the next biennium budget bill.

Under this model, UC has no facilities costs and minimal instructional costs. Faculty teaching in undergraduate programs hold a degree at least one level above that of the program in which they are teaching. High school teachers meeting this standard are mentored by a UC faculty member. Students are required to demonstrate mastery through the same culminating requirements as students enrolled on UC campuses.

During 2012, 257 high school students had 278 enrollments in offsite UC courses that met both high school and university graduation requirements. Eighteen different high schools have participated in this partnership. One hundred thirty-one students were graduating seniors. To date, eighty-one graduating seniors (62%) have applied to UC and 97% have been offered admission. Goals for FY14 and FY15 include

- expansion to support other area high schools.
- an increase in total enrollment to 450 students.
- an increase in enrollment from Cincinnati Public High Schools and from other high-need districts.
- an increase in students who choose UC as first-time freshmen.
- continuous improvement of faculty mentoring and course delivery as suggested by academic success data collected from students who matriculate at UC.

For students who matriculate at UC, academic success will be measured by GPA, retention, and success in other General Education courses. For other students, National Clearinghouse data will be used to report student's college attended.

A renewal of the \$110.00 per semester hour rate would allow UC to expand these efforts to 15 additional high schools who are requesting our partnership in this regard. We anticipate serving 450 students across all our partnerships.

The rate structure should be in effect for the 2013-2014 and 2014-2015 academic school years. Impact and success of this model will be reviewed annually.

### **Comments from Chairman Barrett**

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

Upon motion of Mr. Richardson, seconded by Mrs. Warner, the Board approved the items recommended by the Committees by the roll call vote.

**Recommendation Nos. 13.04.23.01 through 13.04.23.06**

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

**NAY:** None

**ABSENT:** Gary Heiman

**Unfinished Business and New Business**

Mr. Barrett:

Is there any unfinished business before the board today? *(There was none)*

We will now move on to new business with the Reports of the Board Representatives and Student Trustees. We'll start with the report of the Alumni Association, Laurence Jones III.

**Alumni Association Report**

Mr. Jones:

The UC Alumni Association's strategic plan provides a framework for the organization's activities and initiatives, and thus a logical way to categorize our work as it relates to these reports to the UC Board of Trustees:

Engage and Connect Alumni, at the end of basketball season and the onset of spring provides many opportunities to engage with our alumni. The UC Alumni Association had its annual presence at Bearcat post-season games, drawing about 70 alums and friends to each of our official tournament events — first in New York for the BIG EAST Tournament, and then in Philadelphia for the opening round of the NCAA Tournament.

Alumni Weekend was held April 12-14, with a range of activities across at least three campuses — Clifton, Clermont and Blue Ash. The core of Alumni Weekend has become the receptions, workshops and other gatherings within the colleges. This year, A&S, CEAS, Medicine, Nursing, CECH, Clermont and Blue Ash colleges held alumni events. UCAA brought everyone together on Saturday for an all-UC luncheon of “Cincinnati Favorites” here at the Myers Alumni Center. And then we hosted our annual Golden Bearcat Brunch to celebrate the Class of 1963. Our thanks to President Ono for helping to honor these special alumni!

Last Friday, April 19, hundreds of members of the UC community took part in the Alumni Association’s annual Reds game outing. “Bearcats at the Ballpark” offered discounted tickets to the entire UC family, pre-game activities that included Coach Tommy Tuberville throwing the ceremonial first pitch to Student Alumni Council president Grift Krehnbrink, and lots of engagement and enjoyment. Thanks again to President Ono, this time for making a short promotional video that ran on the Reds’ and UCAA’s websites inviting people to the game.

This past Saturday, April 20, two busloads of young professionals took a full-day trip to Keeneland. This annual event continues to be one of the most popular on our Young Alums calendar. And on June 13, we will hold our annual UC Distinguished Alumni Celebration, and you’re all invited. I know for a fact that one board member will be there, because he’s being honored. Our slate of alumni award recipients includes Rob Richardson receiving the Young Alumni Outstanding Achievement Award, along with fellow honoree Dr. Bob Coppola. The featured award of the evening, the William

Howard Taft Award for Notable Achievement, will go to Dr. Joseph Broderick of the UC Medical Center and College of Medicine, in recognition of his life's work researching and treating strokes. We will also present the Alumni Distinguished Service Award to former UC trustee Bill Keating, Jr., and the Mosaic Award to Dr. Jeffery Burgin, who sits on the UCAA Board of Governors with me. It's UCAA's "premier indoor event" of the year, and we would love to welcome you to the festivities across the street at the Kingsgate Marriott.

Our calendar of alumni engagement activities is ongoing, but I would like to call your attention to our "premier outdoor event" coming up this fall. Homecoming will be Saturday, October 19, when UC takes on Connecticut. If you hadn't yet marked your calendars, please do so.

Nationwide, participation in our alumni network activities is up significantly this fiscal year over last year — almost 25% — with the number of gifts collected during the online registration process nearly tripled.

What is most rewarding, as well as strategically important, is the diversity of activities, which consciously reflects the different interests of our alums. Two alumni networks have held wine-tastings in the last couple months. Many alums in the Washington D.C. area will attend a concert by their fellow Bearcat, Kathleen Battle, in May. Two days ago our Dallas network held a Cincinnati-Style Picnic. And our Columbus network is planning its annual Central Ohio Golf Outing in June which raises funds for scholarships and UCATS. And that's just to name a few events.

Support Current and Future Students. The greatest day of the year for the university is Commencement, and it's our favorite day too, as thousands of students become graduates and alumni. We will have receptions following all three Commencement ceremonies on Friday and Saturday, April 26-27. On April 18, the Myers Alumni Center hosted the Senior Donor Reception recognizing gifts made by the Class of 2013.

Our Scholarship Committee recently completed its work in evaluating and offering scholarships to UC students, thanks largely to private gifts that directly support the UCAA Scholarship program and the revenue we derive from the sale of Ohio C-Paw license plates. 42 incoming freshmen, out of a pool of 176 applicants, have been offered \$1,400 Demakes Legacy Scholarships. These students represent seven different colleges. 10 incoming freshmen, out of a pool of 250+ applicants, have been offered \$1,000 scholarships through our regional alumni networks; the scholarships go to students from the cities with active networks. 44 current students representing nine colleges, out of 74 applicants, have been offered the Undergraduate Legacy Scholarship. The Kacher-Bloom Memorial Scholarship received 45 applications, and the scholarship will be awarded to either 1 or 2 current students. This was the first year when the UCAA Scholarship process was fully aligned with the university's scholarship process and calendar, which brought an increase in awareness and applications. It is a source of pride that UCAA is able to help so many students, including dozens of legacies, get a great UC education.

Strengthen UC and Support UC2019. We continue to be excited with our role in the #HottestCollegeinAmerica Tour that we're doing with @PrezOno, which is visiting eight cities across the country during the first half of 2013. After successful events in Dayton and Phoenix to kick off the Tour, our third stop was Atlanta on April 4. In conjunction with the Final Four, President Ono returned to Emory University for a personal Homecoming in Emory's Alumni House.

This was the first time a UC president had visited alumni in Atlanta since the 1990s, and we engaged 140 Bearcats in the process. The president was joined by The Big O, Oscar Robertson, who was already in Atlanta to be honored as one of the Top 15 Players in NCAA Tournament History. Whit Babcock, Dean Lou Billionis, and current sophomore Ellen Sorkin also spoke; Ellen is on her co-op semester in Atlanta and shared the student perspective on the co-op experience.

Next, we will visit Los Angeles and San Francisco at the end of May. We'd like to thank Ginger Warner for her generous assistance in helping us plan and host the LA event at The California Club. Meanwhile, plans are coming together for the next leg of the #HottestCollegeinAmerica Tour, as we're preparing to visit at least 10 cities during the new fiscal year.

That concludes my report and as always, I am proudly Cincinnati and appreciate the ability to be able to serve this University.

Mr. Barrett:

Laurence thank you for your omnipresence at so many activities, it's wonderful and you have the alumni moral at a high level.

### **University Faculty Chair Report**

Mr. Barrett:

Our next report is the faculty senate report Dr. Richard Miller.

Dr. Miller:

Thank you Mr. Chairman, before I get to my formal report, I would like to address a couple of issues you had asked me about the faculty awards. On April 17, we recognized fourteen faculty members for their excellence in research, teaching and service. These faculty members represent the best of our best and their accomplishments are nothing short of amazing. I would like to note we have one winner with us here today, faculty board of trustees representative and former faculty chair, Marla Hall, won the distinguished service award. I think this is really important, because service is rarely recognized and it's often difficult, thankless and if you ever had to serve on a ten year committee or a grievance committee, it's sometimes unpleasant. But, I think it's very

important to note that the vital work of our university and many of our professional organizations would not be done without those who commit themselves to service. So congratulations to all our award winners and especially to Marla. (Applause)

As the president talked about a little earlier, we are making a change to commencement. One of the changes being made with the faculty is instead of the faculty following the President's party in and then sitting off to the side, were now going to have faculty marshals. The faculty will actually lead their perspective colleges in and we will be sitting with the students, while the chance is to mingle with them before the ceremony and then we're going to be at the end of the platform to congratulate the students as they come off the stage. As Laurence pointed out, things have been a little crazy going to semesters; we didn't quite get this organized as quickly as we had hoped. But I'm hoping as we move forward with future commencements we'll have more and more faculty there each time. And we did this with input from the students and faculty in making this change.

Mr. Barrett:

I think that is a great addition. I don't know really what to say about the faculty awards program. The accomplishments of our faculty are overwhelming. Ginger you were there, I'm sure you had the same reaction.

Mrs. Warner:

I was blown away and as I've said to so many faculty members, I think it's one of the best things that the University does. I was so proud to be there.

Dr. Miller:

I think the only thing about the faculty awards is that we have a lot more than fourteen really excellent faculty members. But if we recognized everybody, we'd still be at the awards ceremony. The fourteen were truly outstanding.

Mrs. Warner:

I would like to say to my fellow board members, if you haven't been you have to go. It's truly a momentous occasion.

Dr. Miller:

Members of the Board,

It is hard to believe, but our first year of Semesters is over. I think we were all a bit surprised by the end and finishing in April or May will take some getting used to. It HAS been an eventful year – as if switching to semesters was not enough of a change, we had to throw in a change in the President, the Provost, the Dean of Engineering, Chief Legal Counsel, the Foundation President, some Vice Presidents/Provosts and, for good measure, the football coach and, while we were at it, why not the whole athletic conference? With so many changes there have been a lot of interviews, and I have to admit that I walked into an interview the other day and could not remember for which position the person was interviewing (but I figured it out in a few minutes).

But while interviewing the various candidates, one thing struck me – the fact that all of the candidates cited their interest in UC because we were a University which was moving in the right direction. One could attribute this to “interview niceties.”, but I got a genuine sense that candidates had indeed applied because of their sense of the progress we have made. Since we would like to persuade these people to accept the job if offered, part of the interview time was spent highlighting our accomplishments and that really made me think about what we HAVE accomplished.

On April 9<sup>th</sup>, UC representatives went to the Statehouse to talk to our legislators. I was part of a group with SGA President Blizzard, Trustee Warner and President Ono – so I was in the cheerleader group. We spent the day telling our State Legislators about our achievements and again, it made me stop and think about what we have achieved. If you read any “self help” books or articles, all of them speak of “positive self talk.” Start the day by saying 10 positive things about yourself, your marriage or your job. It works because if you concentrate on the negative things, you lose the desire to do anything about them, but by remembering the positive you get inspired to do more positive things.

So allow me to play David Letterman and have a top 10 list:

- Number 10, We continue to attract a large number of top quality students both undergraduate and graduate. Our student metrics continue to move up.
9. We attract high quality applicants for our faculty and administrative openings.
  8. We raised \$1,000,000,000.
  7. We will be one of the Universities who will get an increase in SSI.
  6. We converted to semesters and the world did NOT end.
  5. Our national and international reputation continues to get better. Foreign Universities are contacting us, looking for partnerships in research and experiential learning.
  4. We continue to have a strong research base and have created new opportunities (like UCRI) for that research.
  3. We have instituted dynamic new programs for our students, such as UC Forward, Gen 1 house, expanded experiential learning and distance learning opportunities.
  2. We have a dynamic new President who attracts rock-star like crowds.
  1. President Ono has indicated that in the past we asked for money for buildings and sports, but our next big push will be for investment in our people.

Now, all of these positives do not mean we do not have any problems. Semester conversion has created some financial problems, especially for our largest college –

A&S. The funding available for research is declining. We still rely too much on part-time faculty. While we have been more successful in fund raising, we still have a long way to go. And the athletic deficit needs to be addressed. However, what we do see is faculty and administration working together to try to solve these problems. As one example, the Provost and VP for Finance are working with the Colleges in trying to “rebase” College budgets to correct for the changes due to semester conversion. As another example, one of the more time consuming parts of my job is gladly answering the many requests from the administration for Faculty to serve on committees. Showing that shared governance and integrated decision making is indeed working. So as we end our first year of semesters and I end my first year of a two year term as chair, I am looking forward to next year with a lot of optimism, thank you Mr. Chair.

Mr. Barrett:

Thank you Rich for your positive and comprehensive report and also for your service to the university and Marla congratulations to you on your award and we again thank you for all your service to our university, we deeply appreciate it. I will now call on our graduate student trustee Josh Smith.

### **Graduate Student Trustee Report**

Mr. Smith:

First Mr. Chairman, I would like to piggy bank off President Ono and remind everyone of the upcoming hooding ceremony

First, I'd like to remind everyone of the upcoming hooding ceremony for all graduate and doctoral students this Friday. I am very excited to attend the event, and as this will be my first time attending I'm very interested to see the best and brightest of UC's graduate school.

Speaking at the event are President Ono, Chairman Barrett, Dr. Larry Johnson, and Dr. Robert Zierolf. The event is this Friday, April 26<sup>th</sup>, beginning at 9:30 AM. I hope to see everyone there!

Second, I'd like to highlight something very large out at the UC medical center. The UC Medical School's Cancer Institute was recently published for some experimental testing of a lung cancer vaccine. Researchers at the institute are testing the ability of a novel lung cancer vaccine to increase the body's natural immune defense system fighting cancerous tumors. The experimental vaccine being tested is based on lung cancer cells from the three most common forms of lung cancer.

The details of the process are far too complicated for my legal brain to grasp, but the basics are that the vaccine alters these cancer cells on their surface to provoke a strong, targeted immune response in the body, known as Hyper Acute immunotherapy. This increased response is supposed to help to fight the cancerous cells and build stronger immunities. This is just one example of the great work that this institute does, and I'm sure we will be hearing more about this down the road.

UC's student body makes research like this possible, which segues me into the relay for life event that was held at McMicken Commons on April 5<sup>th</sup>. Student organizers of Relay for Life at UC raised more than \$125, 500 and brought out 1,662 participants for this event. The event supports education and research programs for the American Cancer Society. Students dodged the heavy April downpours for the event, but did have to experience a temperature dipping into the 20 degree mark. The top fundraising teams were represented by Kappa Kappa Gamma sorority, raising \$17, 681, and a team representing the UC College of Nursing, at \$5,260.

Finally, I'd like to congratulate two law students, Sarah Kyriakedes and Tony Strike, for earning national recognition for the UC College of Law. Both of these third year students ended up winning the 2013 SUNY Buffalo National Criminal Law Moot

Court Competition this past March. Tony also won an award for winning best advocate in the final round of the competition. These two put both the moot court team and the UC College of Law in the limelight as one of the premier law schools in the country.

Mr. Barrett:

Thanks Josh, very impressive. We will now have the undergraduate student trustee report, Nick this is your swan song. *(Laughter)*

### **Undergraduate Student Report**

Mr. Hertlein:

Thank you, Chairman Barrett.

For my report, I would like to briefly cover three items.

The first item is the Student Activity Venue. This project, which I have reported on in the past, has now broken ground and should be completed in the coming weeks. As we leave the meeting today, if you take a look across Sigma Sigma commons and immediately to the right of Scioto hall, you will see the in-progress construction, including a newly dug sand volleyball court.

The second item that I wanted to cover was the IUC Day at the Statehouse. In addition to Trustee Ginger Warner, there were several staff, faculty, and students represented in the Cincinnati contingent. My particular group, which was composed of myself, Dean of CEAS Teik Lim, and nursing professor Adrienne Lane and Greg Vehr, had the opportunity to meet with both State representatives and Senators. Among the elected officials that we met with were Peter Stautberg, Dale Mallory's aide, Bill Coley, and Margaret Conditt. During the meetings, we discussed several issues at the center of

the ongoing higher ed. debate, including professor workloads and the new funding formula. Overall, the event was successful, and I believe we were able to establish a good rapport with several of the legislators.

The third and final item I wanted to speak on is student concern over program fees. As colleges increase reliance on these fees, students have expressed a desire to know where the money is going. In addition, as these miscellaneous fees grow, they are becoming a more meaningful part of a student's overall cost of attendance. For example: The Lindner College of Business's program fees this past year were about 8% of an in-state student's cost of attendance.

With the increase of these college-specific fees, in addition to already existing fees like the technology fee, campus life fee, and the general fee, the total percentage of the various fees in many instances is well over 20% of a student's cost of attendance. Because the fees are becoming such an important part of some students' bills, I feel it is our duty to make sure that the University continues to be transparent about the use of these funds. In addition, I think we need to make absolutely certain that these ancillary fees are going to value-added services from which students truly benefit.

I can certainly understand budgetary constraints, especially in light of declining state-level support. In fact, because of state reluctance to approve differential tuition, I believe that these fees are in many cases warranted and necessary to deliver exemplary service to students in high-cost programs. However, I must urge the Board to remain vigilant about these program fees, in order to ensure that any new costs levied on students, and especially those costs outside tuition, are going to truly valuable services. I know this is on the minds of the administration, and I hope it is one of the first topics covered by President Ono's newly announced Efficiency Council.

Finally, as this is potentially my final meeting, I want to thank you all for a memorable two years. I certainly have enjoyed getting to know each of you, and I am

grateful for the opportunity to have learned so much about the University. I look forward to remaining involved, and I would be more than happy to help in any endeavor that you may have. Thank you that concludes my report.

Mr. Barrett:

Nick thank you very much and we cannot thank you enough for your involvement. I don't know if you will agree with me, but I think one single thing that was one of your greatest accomplishments, was your involvement in the presidential search committee. You brought a perspective that was invaluable and you participated in the executive sessions we had when we had great debate and deliberations and that will be I think your hallmark.

Mr. Hertlein:

Well I thank you for that. I think we picked a good one. *(Laughter)*

Mr. Barrett:

We will now move onto our Student Government report. Lane I know you are about to become the former President and we do not have any plans for a presidential library for you, but I hope you understand. *(Laughter)*

### **Student Government Report**

Mr. Hart:

Thank you Chairman Barrett, as I already gave a few remarks, I just wanted to say how excited I am to be handing over the reigns to an eminently qualified leader in student

government. I think it is certainly a testament to the organization that we've come up through that we're able to nurture such great new leaders and that makes a transition like this very seamless and actually exciting. As I said before, I am very thankful for the time that I've had to spend with all of you and I know with every single person from around the table, I've learned very unique lessons that I'll take away from UC. Thank you so much for that. Mesa and I are so thankful for all the people that have worked with us in Student Government making any accomplishments that you attributed to us possible, because it was truly the outstanding team that we had working with us and I know that Joe Blizzard and Jacqueline Hyde have also assembled a stellar team for the upcoming year and with that I'd like to turn it over to Student Government President, Joe Blizzard.

Mr. Blizzard:

Thank you Lane, briefly, I wanted to thank Lane and Mesa and the rest of our graduating seniors for all their hard work. Not only over this past year, but over the course of their college career. We wouldn't be here as a student government where we are today, without all of their hard work and everything they put in and it should be recognized everything that they accomplished.

Building off of what Lane said, we do have a strong group of students ready to take on the reigns this year. We just made forty cabinet appointments to represent different constituency groups throughout the university. Those appointments were made last week and have been approved through our student senate.

On Wednesday, March 27<sup>th</sup>, Undergraduate Student Government elected the remaining three executive board positions. It is my pleasure to announce that for the 2013-2014 school year, Kathleen Hurley will be serving as the Speaker of Senate, Christina Beer will be serving as the Chief of Staff, and Rudy Saunders will be serving as the Internal Holdover Senator. This year's executive board has many years of Student Government experience, and I am confident in our ability to push Student Government to places it has never been before.

As Dr. Miller and student trustee Nick Hertlein mentioned, I was part of the delegation that went to the Statehouse on April 9<sup>th</sup> for IUC Day at the Statehouse. This was a great opportunity for administrators, students, faculty, and a Board member to visit with our Senators and Representatives and spread knowledge of our great students. The larger talking points were the success of the co-op program and the Generation 1 house on campus. The legislators were impressed with both programs and enjoyed catching up with all that is happening at UC. I should also note that the University of Cincinnati had the largest delegation of any institution of higher education that day.

On Sunday, April 14 the annual University Recognition Ceremony was held in the Great Hall. Many of our talented students were recognized for their accomplishments over the last year and throughout the course of their undergraduate careers. It was truly remarkable to hear the stories of some of our most talented students and recognize their many accomplishments.

While Student Trustee Hertlein has done a phenomenal job over the past two years, his term is expiring next month. As such, the Undergraduate Student Trustee Appointment Committee met in March and recommended four students to the President's Office. President Ono approved our recommendations and passed them along to the Governor's Office. If everything goes as scheduled, there should be a new Undergraduate Trustee at the next Board of Trustees Meeting. I would like to thank Nick for all of his hard work.

On Sunday, April 7<sup>th</sup>, the first annual UC Invents competition was hosted on UC's campus. This event was hosted by the Association for Computing Machinery (ACM). UC Invents is meant to bring together members of the UC Community in order to share ideas and encourage continuing innovation in all aspects of campus life. In its inaugural year, UC Invents had more than 140 idea submissions. These were narrowed down to about 25 for the day-long competition. In the end, four teams won prizes of

\$500.00 in order to support their ideas. This was a successful program that will hopefully grow in future years and become one of the staple events on campus each year. That concludes my report. Thank you, Chairman Barrett.

Mr. Barrett:

Thanks Joe, I just want to make a comment in regards to the UC Invents competition. The ingenuity and creativity of our students is incredible. Some of the ideas they came up with just improving things on campus is extremely impressive. I know Rob, you had to have been impressed.

Mr. Richardson:

Certainly I was, you have students that were starting their own businesses and just really creative and innovative and I continue to be impressed by the level of intellect and talent that our students have.

Mr. Barrett:

Thanks Rob.

Mr. Humes:

Mr. Chairman can I make a comment? Congratulations on a very well run and fast meeting, we appreciate it very much.

Now having said that, listening to the report from everybody, it makes you feel great to be a bearcat and there is so many wonderful things happening in our university. And I will say, last week was one of the greatest weeks in the history of our university. I think the investiture was a truly special event for a truly special person. I think between

the faculty awards, the student awards and passing the torch of student government it represents what's right about our university and I congratulate you all for it.

I particularly want to come to something that Santa said last week. Santa talked in his presentation about one of his core principles and that's innovation and how important that is to the university, to be fresh and we all know what that means and it takes many forms. And thinking about what was accomplished in this meeting today and some of the items that was brought forth, just to put things into perspective of how important they can be to the university long term and how they reinforce Santa's concept of innovation and constant innovation, I'd just like to mention a few of the things. I believe there were five new degree programs that were introduced and approved. New degrees, new ideas, new ways of reaching out and touching students and providing the education that were supposed to.

E-learning, lots of challenges, phenomenal opportunities and we have a great group of people that are really working on it and trying to be at the forefront and making it the best it can be.

We just raised a billion dollars. About one percent of universities throughout the country have ever raised a billion dollars. It's easy to talk about, but the leadership that Otto and Buck provided was for eight years. They were the chair persons of that for eight years and total commitment. One billion dollars can make a huge difference and will make a huge difference in our university.

Change in our endowment, the shifts that we made in terms of moving money over the long term again very innovative moving to high quality financial management of the highest level.

The last thing that went kind of quickly, was Santa's decision to forego living in university house and to take the money from that and to put it into scholarships and to create the university and Niehoff scholarships and for him to decide to forego his bonus

for at least the next two years is really of major substance, that speaks to the heart of this university and the heart of the leadership that Dr. Ono is going to provide for us. I think that if you look at what happened today, it went pretty quick, but there is a lot of things there and a lot of things that are going to affect this university for years. So I congratulate you all on it and I would like to take just one final time to congratulate our new President on his investiture last week. (*Applause*)

Mr. Barrett:

Thank you Tom and I know everybody in the room shares those words and I'm glad you said them, thank you very much.

I'm going to call for an executive session. I do not believe we will be conducting any business after the executive session. I think it will be relatively brief.

Mr. Barrett:

Thank you. If there is nothing further, I will now call for an executive session.

### **Executive Session**

Our next Regular Board Meeting will be held here in the Russell C. Myers Alumni Center, on Tuesday, June 25, 2013. Thank you for being with us today.

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

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

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

**NAY:** Thomas D. Cassady

**ABSENT:** Gary Heiman

The executive session commenced at 10:30 a.m. and adjourned at 11:04 a.m.

**Reconvene Meeting**

Mr. Barrett:

The meeting of the Board of Trustees of the University of Cincinnati will now be reconvened. (*Meeting was reconvened at 11:04pm*)

**Adjournment**

There being no further business before the Board, and upon proper motion of Mr. Richardson, seconded by Mr. Portman the meeting adjourned at 11:04 a.m.



C. FRANCIS BARRETT  
CHAIRPERSON



ROBERT E. RICHARDSON, JR.  
SECRETARY