

**Regular Meeting of the Board of Trustees
June 26, 2012**

Table of Contents

Three Hundred and Fourteenth Session of the Board of Trustees	323
Attendance	323-324
Chairman’s Greeting.....	324-328
Report of the President.....	328-330
Foundation Report by Otto Budig.....	330-331
Introduction of Presentation.....	335
JUNE 2012-13 Finance and Budget Presentation.....	335-351
Board Committee Meetings	351
Regular Meeting of the Board of Trustees.....	351-352
Approval of the Minutes of the Minutes of May 22, 2012	352
Approval of the Items Recommended by the Board Committees	353
Academic and Student Affairs Committee Recommendations	353-360
12.06.26.01 Academic Appointments.....	353-355
12.06.26.02 Administrative Leave.....	360
12.06.26.03 OSHA Training Institute Education Center.....	360-361
Finance and Administration Committee Recommendations	361-370
12.06.26.04 Additions, Amendments, or Rescissions to Division 20 University Rules.....	361
12.06.26.05 Additions, Amendments, or Rescissions to Division 30 University Rules.....	361-366
12.06.26.06 Additions, Amendments, or Rescissions to Division 40 University Rules.....	366-367

12.06.26.07 Additions, Amendments, or Rescissions to Division 50 University Rules.....	367
12.06.26.08 FY 2012-2013 Current Funds Budget.....	368
12.06.26.09 Taft Memorial Fund.....	368
12.06.26.10 Approval of the Tentative Agreement Between The University and the American Association of University Professors.....	368
12.06.26.11 Authorization to Purchase Combustion Turbine Maintenance Agreement.....	368-369
12.06.26.12 Authorization to Enter into Special Natural Gas Transportation Agreement with Duke Energy Ohio subject to PUCO Approval.....	369-370
Governance and Audit Committee Recommendations	
12.06.26.13 Appointments to the Board of Directors of the University of Cincinnati Research Institute (UCRI).....	370
12.06.26.14 Institutional Affiliation Agreement (IAA).....	370
Comments from Chairman Barrett.....	370
Roll Call Vote (Recommendation Nos. 12.06.26.01 through 12.06.26.14).....	371
Unfinished & New Business.....	371-381
Alumni Association Report by Rusty Myers.....	371-374
University Faculty Chair Report by Richard Miller.....	374-376
Undergraduate Student Report by Nick Hertlein.....	377-378
Student Government Report by Lane Hart.....	378-380
Executive Session.....	380
Adjournment.....	381

UNIVERSITY OF CINCINNATI

Official Proceedings of the

Three Hundred and Fourteenth Meeting of the Board of Trustees

(A Regular Meeting)

June 26, 2012

The Three Hundred and Fourteenth Session of the Board of Trustees of the University of Cincinnati was opened at 10:15 a.m. on Tuesday, June 26, 2012, 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, Margaret Buchanan, Thomas D. Cassady, Stanley M. Chesley, Gary Heiman, Thomas H. Humes, William C. Portman, III, Robert E. Richardson and Geraldine B. Warner

BOARD MEMBERS ABSENT: None

ALSO PRESENT: Gregory H. Williams, President;
Robert F. Ambach, Sr. Vice President for Administration and Finance;
Santa J. Ono, Senior Vice President for Academic Affairs and Provost;
William Ball, Interim Vice President for Research;
Thomas Boat, Vice President for Health Affairs;
Karen Faaborg, Executive Vice President;

Lawrence J. Johnson, Dean, College of Education, Criminal Justice, and Human Services;
Michael Lieberman, Interim Vice President for Information Technology and CIO;
Mitchel D. Livingston, Vice President for Student Affairs and Chief Diversity Officer;
Mitchell D. McCrate, 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;
Nick Hertlein, Undergraduate Student Trustee;
Russell C. Myers, Alumni Representative;
Otto M. Budig, Foundation Representative;
Richard Miller, Faculty Chair;
Dale Schaefer, Faculty Representative;
Lane Hart: Student Government President;
Susan Stringer, 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 8:34 a.m.)

Mr. Barrett:

Good morning everyone. We have a full house today. I believe that all of our trustees are present. Marla Hall, our faculty representative is excused as is Richard Harknett. Other than that I think all of our board representatives are present.

I'd like to welcome Dr. Richard Miller. Thank you, Dr. Miller, for being here today. Dr. Miller is the new Faculty Chair. He is a Professor of Civil Engineering in the School of Advanced Structures in the College of Engineering and Applied Sciences.

He's a past winner of the College's Wandmacher Teaching Award, was named a CEAS Master Educator in 2010 and was recently named a CEAS Distinguished Researcher. Rich's specialty is prestressed/precast concrete structures. He is a Fellow of the Precast/Prestressed Concrete Institute and was the Institute's 2003 Distinguished Educator.

He has maintained a steady base of research funding from the Ohio Department of Transportation, the Federal Highway Administration, the National Science Foundation and the National Academies. His work has resulted in several modifications to the national bridge design specifications. Rich is originally from Cleveland where he earned his Bachelor of Civil Engineering from Cleveland State. He earned his Masters in Science and PhD from Northwestern University prior to joining the University of Cincinnati in 1988. Welcome Rich – we are glad to have you. (*Applause*)

Unfortunately, Laurence Jones could not be with us. Laurence will be succeeding Rusty, correct?

Mr. Myers:

Correct.

Mr. Barrett:

He's not well today as I understand it. Is that right Susan?

Ms. Stringer:

He's just out-of-town.

Mr. Barrett.

Just out-of-town, but he will be the newly elected president of the Alumni Association Board. Laurence is a director with the tax consulting practice of Brixey & Meyer, Inc. In addition to his work on the Alumni board, he has served on the board of Enjoy the Arts in Cincinnati; Board of Advisors for BGV; Chair for Equity Leadership

Team for Fairfield City Schools; Member, International economic Development, Council; and a Member of the Ohio Economic Development Association. We will be welcoming Laurence at our next board meeting.

I would also like to note that our graduate student trustee, Portia Watkins, did become ill this morning, as I understand it, and unfortunately can't be with us. We will miss Portia. She always adds so much to our board meetings.

We, unfortunately, have several great contributors to our board who will be departing. I'd like to recognize and thank Dr. Richard Harknett, Rusty Myers and Dr. Dale Schaefer. I'd like to thank them all for their outstanding service to our Board of Trustees. We have been very fortunate to have all three as representatives to the board. They each have represented their constituents very well. Richard could not attend this morning since he was invited by Governor Kasich to attend the signing of legislation he has been involved with creating – the Cybersecurity, Education and Workforce Development Council. I would like to ask Rusty and Dale to please come forward. I'd like to present you with a small token of our appreciation for your efforts on behalf of the University and the Board of Trustees. I'm going to ask you to come up and just stay for a minute and then I'd like to ask for a round of applause after I present them with their gifts of appreciation. Dale, thank you so much. I appreciate it. Rusty, thank you so much – it has been a pleasure. A round of applause for Dale and Rusty, please. (*Applause*)

I'd like to add a couple of personal comments. Dale, we've really appreciated all of your assistance. We have a wonderful faculty here and you represent them so well. Rusty, I guess your crowning achievement was the Alumni Appreciation Awards recently. That was a wonderful event. Thank you so much.

On behalf of our trustees I would like to say – and I'm sure that most all of you that were there would also concur, we had three wonderful all-university commencement ceremonies on Friday afternoon, June 8th, and on Saturday morning, June 9th, and again on Saturday afternoon, June 9th. It was so obvious the graduates, their friends, and family

really enjoyed themselves. I'd just like to take a moment to thank everyone involved with Commencement for all of their efforts and thank all of those folks who participated and made it a really well-run, smooth, and energetic Commencement. I personally was able to attend all three sessions and I'd like to thank the trustees who were also able to attend. In addition, I attended at least three other graduation ceremonies for the graduate schools and it was just a great celebration of achievement on the part of all.

I would also like to commend Mitchel Livingston, Mitch is here, and his entire staff for all they've done and all they did to make this a memorable and special day for each of our graduates. In particular, I'd like to thank the two people who coordinate each and every detail of the commencement: Debra Merchant and Melva Karnes. It is a huge undertaking and we thank you. Can we have a round of applause, please? (*Applause*)

We do have a very full agenda and I'm going to call on President Williams in just a minute. I would like to make just a couple of comments. Some of us were fortunate enough to attend the dedication of the Raymond Walters Building at the Blue Ash Campus. It was, of course, previously known as Raymond Walters College. I want to make a point and thank the people who were involved in keeping the Raymond Walters name so prominent by naming the building on the campus after him. He was a giant in the history of the University of Cincinnati and education throughout the United States. He served longtime, I believe, from the 1930s and all through the 40s and into the early 50s. I'm glad that his contributions were not lost and that his name and the family name will remain permanent with the building at the Blue Ash Campus.

We also lost one of our great alumni – a Hall-of-Fame basketball player and a great humanitarian – Jack Twyman. We'll be honoring Jack probably early in the basketball season. President Williams and Athletic Director Whit Babcock will be working on a special memorial sometime in the basketball season early on. Jack was a tremendous person, a Hall-of-Fame basketball player as I mentioned, and just an outstanding citizen. He did so much for Maurice Stokes. Just a tremendous loss, but he was a great contributor to the university.

Also wanted to note that I had the good fortune of being in Eugene, Oregon this past weekend for the Olympic trials and one of our distinguished alumni, Mary Wineberg, participated. She represented the University of Cincinnati extremely well as she always has. Of course, she was a gold medalist in the Beijing Olympics in 2008. She missed by a yard qualifying for the finals. We were screaming and hollering and cheering Mary on. It was a tough day – it was a cold, wet, rainy day, but she ran extremely well. I had the good fortune of speaking with her, her husband, and her young daughter. As she said, she really enjoyed it no matter what and that no one could take the gold medal away from her that she achieved four years ago.

With those comments, I'd like to turn the meeting over to President Williams. Greg, would you give your report please?

(President Gregory H. Williams gave the following report.)

President Williams:

Thank you, Mr. Chairman. I, too, want to express my thanks to Faculty Representative to the Board, Dale Schaefer – it's been great working with you Dale – thank you for your time; to Faculty Chair, Richard Harknett – Richard can't be here today because he is with the governor today; and to outgoing Alumni Association President Rusty Myers – Rusty, it's really been terrific working with you and I thank you for all that you've done for the university. It's really a remarkable record here to have all these folks who have done so much, Dale, Rusty, and Richard, during their tenures here on the board and we will certainly miss you. I am looking forward to working with new Alumni President Laurence Jones and Professor Richard Miller. I've worked with Richard a bit already and Laurence as well, so I know we have two great new leaders who are going to be an important part of our deliberations so thank you for your time and effort that you're going to be putting into this and certainly have already put into this.

Chairman Barrett mentioned our three Commencement ceremonies on June 8th and 9th. Actually, this time the University of Cincinnati had the largest number of

graduates in 35 years and I shook all their hands (*Laughter*) which was a lot of fun actually. It's always a great joy for me to meet each and every graduate and have a chance to spend just a few seconds with them. But, to see the joy on their face and in some faces there is some relief, but it is a very, very special occasion.

Governor Kasich has signed into law a new bill that will help the Ohio medical schools do a better job of attracting and retaining outstanding international positions as clinical research faculty. College of Medicine Dean and Vice President for Health Affairs Tom Boat testified before the Ohio General Assembly in February and March in support of our new bill and our Government Relations Team worked and played a critical role in the revision and passage of the bill. We also had a significant assistance from our newest member of the board, Ginger Warner. Ginger did yeoman-style work traveling to Columbus on several occasions. Ginger, I want to thank you for your assistance in making sure that legislation was passed – thank you very much.

I've included other news about the University of Cincinnati in the President's Report that's at your places, but before I conclude, I do want to express sorrow, as Fran mentioned earlier, on the passing of a great Bearcat legend, a person who loved UC – Jack Twyman. Jack not only thrilled basketball fans, but of course he was most widely known for his compassion and in particular to a teammate Maurice Stokes. That is something that resonated around the world and the board actually may want to consider a resolution to recognize him and his achievements. We will be working on something in ways that we can recognize him in an upcoming basketball game this fall.

Later in the meeting among the action items of the board is the appointment of a new dean for the McMicken College of Arts and Sciences. We are delighted to have with us this morning, the new dean, Dr. Ronald Jackson. Pending your approval, Dr. Jackson will assume the deanship. Ron, would you please stand so you can be recognized?
(*Applause*)

Dr. Jackson is an alumnus of UC. He earned his Baccalaureate in Speech Communications and a Masters in Organizational Communication from the college that he will now lead. He has most recently been a Professor of Media and Cinema Studies and African American Studies at the University of Illinois Champagne-Urbana and there he previously served as Head of the Department of African Studies and Associate Dean in the College of Media. Before joining the University of Illinois, he served on the faculty at Penn State and Howard University. He is the author of twelve books and dozens of scholarly articles as well as nationally recognized in the state of communications and identity theory. We are fortunate to have him here at the University of Cincinnati and we are delighted about his upcoming leadership.

At is time I would like to call on my good friend Otto Budig for the UC Foundation Report. He always has good news about our campaign. Mr. Budig?

(Otto M Budig, Jr., University of Cincinnati Foundation Board Representative, gave the following Foundation Update.)

Mr. Budig:

Thank you, Mr. President. Although I have said it many times, we truly appreciate the collaborative spirit that our board members, university leadership and faculty have embraced to make this campaign successful.

Regarding annual fundraising totals, more than \$107 million of private support has been committed to UC in the current fiscal year that ends on June 30th. This puts us about \$10 million ahead of last year's fundraising progress through the same time period, and we anticipate this fiscal year will end up as the second or third-highest annual fundraising total of the entire campaign.

Part of the reason we experienced such a jump in the past month was due to two major gifts: a \$1 million commitment to the Lindner College of Business from UC Foundation Trustee Peter Alpaugh, and a combination pledge and estate gift from former

College of Law professor and dean Victor Schwarz that will establish the Victor Schwarz Chair in Tort Law. Victor's friends, colleagues and previous students are also contributing to the chair, pushing the total value of the gift to \$2 million when fully funded. These contributions will enhance our expertise and educational offerings in both colleges and we are grateful for their investments.

And now a very important component of our effort and one of our major year-end initiatives is the *Proudly Cincinnati* Faculty/Staff Campaign. I can report that we are very close to exceeding goals in total participation, as well as participation among full-time faculty and staff members. And, through mid-June, nearly 4,000 current and retired employees have given to the campaign, which puts us very close to our all time record of 4,029 donors that was established last year. In addition, the full-time employee participation is approximately 48%, which is actually ahead of last year's goal of 45% and nearing a long-term goal of 50%. Employee donors have collectively contributed more than \$6 million in this year's campaign alone. And, a number we hope will grow once the final wave of gifts are tallied at the end of the week. As information, this is the eighth annual Faculty/Staff Campaign and we've been able to increase participation every year bringing employee giving from approximately 1900 donors in the first year to more than 4,000 today. It is evidence that the culture of philanthropy at UC is taking root as more employees make a habit of supporting our university.

Finally and most importantly, as I report last month, the *Proudly Cincinnati* campaign has moved past the \$900 million threshold and thanks to a number of gifts over the past few weeks, and with eleven months remaining in our \$1 billion campaign, I'm pleased to report that our campaign total now stands as a shade less than \$920 million.

I am Otto Budig, and I am really Proudly Cincinnati. (*Applause*)

President Williams:

Like I said, Otto always has good news about the campaign and we appreciate your leadership on that...

Mr. Budig:

Thank you, sir...

President Williams:

...particularly your report on faculty participation. I want to thank the faculty for their strong participation in the campaign. That sends a strong message as we go out to raise money that the folks here feel so strongly about the institution that they are participating at a very high level so thank you so much.

Mr. Budig:

Thank you, sir.

President Williams:

We're looking ahead to the first fall semester beginning in late August and Senior Associate Vice President Caroline Miller is going to give us an update on enrollment – and, she always has good news, as well! Don't disappoint me Caroline.

(Caroline Miller, Ph.D., Associate Vice President for Enrollment Management, gave the following enrollment update information.)

Dr. Miller:

Yes sir. Thank you President Williams and Trustees, we do thank you for this opportunity to provide you with an enrollment snapshot. Most of our key barometers this time of year are in a little flux especially since all of our measurement benchmarks are changed with our move to semester, which by the way is sixty days from tomorrow if you are counting.

Relative to Freshmen Honor Students, at your places you will find our incoming class of Cincinnatus Presidential Scholars. They are an exceptionally talented group of young men and women representing seven of our undergraduate colleges. They represent the top of our University Honors Program students who this year will number 361 (about

10% greater than last year's honors group). Our Honors Program students boast a mean ACT of 31.8, are 18% from out of state and about 18% students of color. All undergraduate colleges are well represented in the Honors Program this year – one of our big goals.

As to the rest of our Freshmen, we actually started Freshmen Orientation last week and if you find your way into TUC today you will find an intersection of 700 parents and students from Day 1 and Day 2 so it is a little busy in that building. It's the first class to enter under semesters in 48 years. We anticipate a similarly sized class as last year with a greater percentage requesting to live on campus. That housing request increase is due both to an increase in international students as well as an increase in the number of Cincinnati area students requesting an on-campus living experience. That is something that in the long run is very good for retention and other measures. But, it will be our biggest challenge through the summer managing the angst around the housing wait list. As Mr. Ambach has told you, we have block-leased 150 beds in University Park to expand our capacity. Our history tells us that "housing melt" will allow us to accommodate our wait list, but it does present challenges for families and some impatience, so if you get the call that my son or daughter still doesn't have a room, we're working on it. We in enrollment are particularly looking forward to having Morgens next fall to put some relief in terms of our housing situation. The freshmen class is slightly stronger by test score and high school GPA, making it yet again our best ever to enter the University of Cincinnati. It also is increasingly diverse in terms of African American students, Hispanic students, students reporting to be multi-racial, and international students. Our new international students are up by about 70% -- and yes most of that is from China but we see nice increases from Viet Nam, Saudi Arabia, India, Nepal and Sri Lanka.

As for Transfers, this one may be for you, Trustee Richardson. Our Incoming Transfer students are really the headline of this report as they are up approximately 41% over last year. To what do we attribute that dramatic increase? We think the answer is three things: (1) time on task – the colleges in particular, have been more dedicated to

the recruitment of transfer students; (2) the semester calendar – which is more attractive to transfer students and one of the reasons why the state made the change; and (3) we did actually shift some enrollments from summer to fall because some pedagogies were pretty hostile to the seven week calendar in terms of summer school. The increase in transfer students is important as it will help balance the 14% increase in UC graduates from a couple of weeks ago.

New Graduate Students looks to be slightly up.

Total Enrollment numbers – summer enrollment is down by about 9% something that we projected. Fall enrollment is a little tougher to project at the moment but we think we will probably be flat in terms of total enrollment coming in around 42,500 students.

Other items of Note:

- We did open last week our Chicago Regional Recruiting Outpost and we have 182 visits already scheduled to schools, college fairs and summer institutes as we try to break open the Chicago market.
- Faculty and Staff Advisors have completed over 17,000 individual advising plans for our students making the transition from quarters to semesters. All of our curricula are newly documented in our Degree Audit tool.
- Mentioned at the last board meeting was our dual credit program, and we have 15 high schools signed up to participate in UC's offerings next year so far, led by I think most excitingly by an Introduction to Engineering course in 6 of the high schools which will allow students on that program and something they can't get through a traditional AP program.

- It's a little too early to report retention and graduate rate numbers, but the Miller indices are feeling bullish on both. You will have to stay tuned for August for us to give you those.

I would **par** like to particularly thank my colleagues in the colleges and other UC offices who help us bring in the class year after year. It is indeed a team effort to contribute and continue the enrollment success at UC. We thank you for the opportunity to provide this update.

President Williams:

Thank you, Caroline. It's a very significant update and we're looking forward to August. Following up on our budget presentation in March, Senior Vice President from Finance and Administration Bob Ambach is going to provide an update on our operating and capital budgets for FY 2012 and an overview of the proposed budget for FY 2013. FY 2013 current funds budget will be voted on later in today's meeting.

(Robert F. Ambach, Senior Vice President for Administration and Finance, gave the following June 2012-13 Finance and Budget presentation using PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)

Mr. Ambach:

Thank you, President Williams. Good morning. As is our custom at our June board meeting, I'd like to share with you a look at our FY 2012 close and our proposed budget for FY 2013. Although these continue to be challenging times, there is some good news as we look at the close out of the current budget year and look ahead to next year.

First, the University of Cincinnati is in a strong position to manage its way through these difficult economic times. UC2019 and the Academic Master Plan provide a focus and direction for managing our resources. The strategic focus coupled with cost containment measures, greater efficiencies and enhanced partnerships in a transformed

budget process have put us in a better position today than just four or five years ago. We continue to build on our efforts to build a financial planning process that is ongoing, efficient, and effective. At the end of this presentation, I'll spend a few minutes discussing several vital factors that impact our budget planning going forward. What I'd like to cover with you, as the President mentioned today, is FY 2012 close, both for an overview of the operating and capital budget, as well as, our proposed FY 2013 budget.

Let's begin with the FY 2012 close. In a moment, you will see a series of schedules on FY 2012 year-end projections. In a nutshell, the schedules tell a simple story, which is we expect to have positive year-end results, we will conclude ahead of our budget, our revenue forecast is holding, and the capital projects are on track.

FY 2012 was our third year of using performance-based budgeting. As you recall, performance-based budgeting is an allocation system for assigning financial performance requirements. In 2012, all units, academic and administrative, were assigned mandatory financial targets. This is a snapshot of how we did. The revenue supporters – administrative units and libraries – met their thresholds through expense reductions and reallocations. Academic units met theirs through a combination of expense reductions and revenue growth. As you can see, we did have some growth potential, since 77% of the thresholds for academic units were addressed through growth. In many cases, that growth was the result of additional distance learning as well as improved retention. As is the case of revenue supporters, expense reductions in academic units primarily came from staff and operating reductions and moving some expenses to soft funds where allowable and feasible. If we run the year-end schedules, the uptown campus general funds is projected to have a strong year-end bottom line. Highlights of the total of the \$14 million net projection includes \$1 million unspent for the UC Research Institute and that will be rolled forward to FY 2013 for that same purpose; \$7.8 million, which was the reserve for future years which you approved in the FY 2012 budget; and \$2 million estimated year-end revenues exceeding expenditures. There is also the \$2.5 million that is put in there for UC2019 strategic initiatives that was unallocated in FY 2012.

Both of the regional campuses are also projected to have healthy finishes. Blue Ash College is projected to realize a \$1.6 million positive balance due to enrollment growth and expenditure reductions. \$1.5 million of that \$1.6 million will be transferred to the Blue Ash campus reserve for future capital projects. Even though Clermont's enrollments were down, the college is projected to realize a \$1.7 million year-end positive balance mainly due to expense reductions. Like Blue Ash, a portion of those funds, \$700,000, will be moved to a plant fund for future capital needs on that campus.

Campus Services is projected to have another strong year-end result primarily due to two factors: enrollment growth and savings in expenditures and transfers. After repayment of some deficits, the balance will be used to address capital requirements and improvements in the future instead of issuing external debt for those capital projects.

We're happy to present a more positive picture for Athletics year-end projection than noted in the budget book that you were provided. Due to the continued expense management, a generous gift, and higher than projected revenues from the Big East conference, Athletics is projected to end the year with a \$708,000 deficit which beats the original approved budget deficit of \$750,000.

Here are the designated funds schedule. As you know, designated funds are those funds that are internally restricted for certain purposes by the board. Some examples of these funds include utilities, UCIT and other service centers. Several funds that are part of the structural deficit are also included in the designated funds such as the central fringe benefits, claims on operations, as well as research deficits. The total of \$7.3 million positive net is based on increased revenue over reduced expenses.

In the restricted area of our budget, this schedule shows that we are projected to have a \$2.6 million positive net. As you may recall, restricted funds are funds restricted for the purpose specified by donors and organizations providing funds through gifts, grants and contracts.

Related to our capital budget, at each meeting I provide you with an update on the capital budget and their status and that is included in Tab #10 of your Board Books. I wanted to focus instead on the FY 2012 state appropriations for capital projects. We have received, in FY 2012, state appropriations for two major capital projects. \$28.8 million for the MSB project and \$3.2 million for the HPB roof replacement and repair. As you may recall, we were unsure for some time if we would receive any capital funding this year. As it turned out, a pool of funding was made available and its allocation was determined collectively by the presidents of the state's higher education institutions. So we received these funds this year and will begin to use them in FY 2013 for these two projects.

Let's move on to the proposed budget for FY 2013. Building our 2013 budget once again was a collective effort and included budget hearings, presentations, and discussions as the budget was vetted through the university's governance and decision-making structure. That decision-making structure includes the Financial Coordinating Committee, Council of Deans, Academic Operations Committee, Student Government, Faculty Senate, Faculty Senate and Priorities Committee, the Student Advisory Committee on University Budget, the Cabinet as well as the Executive Committee. So what are our revenue assumptions for FY 2013? A modest increase in state support, which was about \$1 million; flat enrollment; a tuition fee increase of 3.5% that you approved at the March Board of Trustees meeting; and a reduction in our revenue of around \$1 million associated with our Temporary Investment Pool simply based on the interest earnings of the institution.

Our incremental expenses fall into three major categories. The first being compensation and contractual obligations, mandatory or essential and lastly, expenditures related to strategic initiatives. In the compensation category we are projecting a total increase of \$3.5 million for all of our contracts that we have in place. It also includes a 2% increase for staff, graduate student stipends, as well as student workers which amounts to about \$2.5 million. The unrepresented employees have had the lowest

increase over the past seven years averaging just about a 1% increase over that period of time while they have absorbed more work as staff positions have been reduced to manage the budget cuts.

In our mandatory or essential category, we plan to put about a half million dollars once again into renovating teaching labs that are critical to the undergraduate education. To address compliance and safety needs, we plan to set aside approximately \$240,000 to manage our inventory and disposal of chemicals used in our teaching and research activities. We're also planning for a utilities' inflation although we've been able to offset some increases in this area thanks to innovations by the utility staff. The capital investment fund is a new addition to the essential category, but it's not a new idea. It is a way to protect our investment in our investment in the campus physical transformation and to address the issue of deferred maintenance while balancing other ongoing projects. We plan to phase the effort across multiple years setting aside \$2 million for FY 2013.

Appropriately, the largest incremental expense is in the strategic initiatives category – \$3.5 million for UC 2019. This amount added to last year's or the current year's permanent budget funding brings funding for 2019 to about \$6 million – a healthy start for accelerating our transformation. Details of that allocation were shared with you last month by Santa and Kristie. We also plan to allocate \$4 million in funding for what we've labeled institutional initiatives. Some of this funding will assist the revenue supporters in managing their budget shortfalls so the necessary and valuable services are not negatively impacted. We also will set aside \$1 million towards the replacement in the future of a new student information system.

Despite significant efforts to contain costs and increase revenue, Athletics continues to operate in a deficit position as I shared with you earlier. An additional \$1.5 million of subsidy coupled with enhanced fundraising and better TV contracts should put Athletics on even ground going forward. We plan to allocate \$3 million toward our continued effort to reduce the structural deficit. This is a summary of the FY 2013 incremental revenue and expense projection. As you can see, the shortfall is \$16.6

million or a 7% variance. Given that we continue to live in uncertain times, it also makes sense for us to budget a reserve for FY 2013. The state is just beginning its budget process for the next biennium and we need to be prepared. By adding a \$2.1 million reserve to our existing reserve of \$7.8 million in the current year, we'll have approximately \$10 million in reserves for the next biennium.

The next few slides show, at a high level, how we plan to manage through that 7% variance. First, let's look at the revenue supporters' plans. Many of the units, like those in Administration and Finance and the administrative offices in the Provost's area, are taking cuts to protect critical functions. When cuts are taken, they are managed through staff and operating expense reductions. In a few cases, units will move expenses to local soft funds or gift funds where appropriate and feasible. Earlier you will recall that I mentioned funding for institutional investments. Those funds will be invested in the areas noted on the slide to protect critical offices and functions. Some examples of that \$4 million allocation include funding to support a mentoring program aimed at recruiting and retaining young diverse faculty; investments in a comprehensive learning assistance center to improve retention and degree completion; funding to further support campus safety; funding for safety upgrades; salary upgrades for critical IT positions as we experience market pressures; and funding to protect enrollment management, which can no longer absorb cuts without negative impacts to our recruitment efforts.

On the revenue generators' side or the colleges' side, where possible, colleges will grow enrollment often through distance-learning offerings, improved retention and will also positively impact enrollment. Where possible, colleges will reduce staff and move salaries to other expenses to local or endowment funds. In several cases, colleges will reduced the use of adjuncts. The provost plans to offer budget relief for ranked programs in Arts & Sciences, CCM, CEAS, CECH, COM, and DAAP to ensure their continued excellence.

The next two slides are familiar from the budget book and they are pie charts looking at the budget from two perspectives. This one shows resources by source:

tuition and fees lead at 37%; with grants and contracts not far behind at 23%; and state subsidy trails at 16% – down from 17% in the current year and 19% just two years ago. This chart illustrates expenditures by function and as you can see the largest slices are aimed at our core missions of teaching, learning, research, academic support and scholarship. Those categories total approximately 70% of our operating budget.

This schedule, which is almost impossible to see from your seat I am sure, is on page 17 of your budget book and summarizes all of the budget resources and expenditures for the university. So what are the key takeaways from this schedule? UC is projecting a \$1.1 billion budget for FY 2013, which is not dramatically different from the FY 2012, and equates approximately \$5.5 million or a half of 1%. Therefore, the 7% budget variance for FY 2013 can be seen actually as a strategic reallocation of resources to advance the institution by funding UC2019 and the Academic Master Plan priorities and to protect critical functions that help ensure our ongoing success.

This schedule is also taken from the budget book which shows Athletics at a \$1.6 million deficit as of March 31st. As I noted earlier, Athletics will come in a much improved position as we close FY 2012. Under Whit Babcock's leadership, Athletics continues to seek cost savings, hold down expenditures, and drive up revenues. With the infusion of the additional subsidy coupled with a new television contract and aggressive fundraising, Athletics will be on the track to further improve its net position.

To bring this presentation to a close, allow me to say a few words about the future budget planning. We've come a long way in our budget process, but we can do more especially in terms of forecasting revenues and expenditures three to five years out. We need to do more and better financial modeling given the volatility of the investment market, the economy, higher education, and funding at both the state and national levels. Here is a high level list of critical budget planning factors going forward. First, state support and enrollment patterns will continue to be significant factors in shaping budget planning since state subsidy and tuition constitute over half of our income stream. Of course, tuition assumptions will always be a factor. Higher Education affordability will

continue to be a hot issue and rightly so. The long-term solution for college affordability in the United States will require cooperation and change on many fronts. The same is true for our three to five year horizon at UC. This year, we started on all funds budgeting and found ways to move expenditures to local funds which helped with the 7% variance. We must continue this vein in a more aggressive manner to uncover other opportunities. Given that personnel costs make 65% of our operating budget, we need to better integrate planning for both healthcare and labor costs. I'd be happy to take any questions at this point? Mr. Chesley?

Mr. Chesley:

First of all, Bob, thank you very much for this complete report. I have a question which was posed to me by virtue of what I saw about Ohio State. I see that we have \$79 million in income in the garages. Have we looked into the possibility of selling those garages similar to what Ohio State has done?

Mr. Ambach:

We have not yet.

Mr. Chesley:

Is that something, I mean I don't want to be a copycat, but they had a pretty good idea there and I don't know what our net is, but the question is whether or not this board is interested at least into looking into that project. So to speak – get out of the garage business and get a tremendous amount of capitol plus a flow of income that you would be able to know, you know, I guess a lot of them are old and need repairs and if you could dump the repairs onto somebody else that would be a huge deal. I'm just asking you and the other members of the board to take a look at this and get some ideas on it. I wouldn't know where to go, but I'm sure there are experts in this field.

Mr. Ambach:

I'm sure there is and it's a real good question. I think when it was looked at a couple of years ago, which doesn't mean it shouldn't be looked at again and everything

needs to be looked at again, is the level of debt that we had on our garages because of the relative young age of some of them as we went through the campus transformation we went from a lot of surface parking to a structure parking so that would be less attractive to an outside vendor, but it absolutely a great suggestion and we'll take...

Mr. Chesley:

I would ask that you look into it because, I think, that was a few years ago you looked at it. I don't know if a lot of other schools are doing it, but that volume or our parking – it is a business that we could probably best be served by turning it over to some experts that do this. I'd just really like to see us at least come up with an analysis of it so we can talk about it intelligently.

Mr. Ambach:

That's fine. Wym?

Mr. Portman:

Two state questions: 1) you mentioned the capital contribution of low \$30 million for FY 2012 – how does that compare with previous years; and 2) the 16% of the budget coming from the state compared to 19% a couple of years ago – how does that compare to the last 10 years?

Mr. Ambach:

The first question – the amount that was allocated to Higher Education through the state bonding and capital issuance was around 80% of what it was the last time we received one, which they skipped a biennium. So, we actually received that \$32 million, which equates to approximately 80% of what we got the last time. In apportionment, we got about the same share of the total amount of allocated by the state at UC. On your second question, we have seen a steady decline in terms of and I used to have a chart and I think that I had it in March [at that presentation] where you can see where the line flipped about, I think, and I can't remember which year that state subsidy used to be more in the 35% range and tuition in the 17% or in the teens and that has flipped as the state

has gone through obviously taking a \$25 million reduction in our SSI in the current year really moved that percentage down significantly. I can get you that chart.

Mr. Portman:

Thank you.

Mrs. Buchanan:

Bob, as you look forward to your points earlier, just a couple of things. It's clear that the governor is going to challenge how he funds Higher Education which could have profound impact on our budget – number one. Number two – you are starting to read and hear about affordability, the pressure on colleges. We've grown by growth, but now we are projecting to hold what we have and hopefully grow in retention. So you can see a perfect storm coming. I'm concerned that we are not challenging ourselves to really think about the "what ifs" of how we're going to continue on this course that we've been going on with our goals and objectives that have been laid out by President Williams that we're going to be able to sustain that if we don't come up with a different business model to support our efforts. Hopefully, we will hit those retention numbers and hold steady, but it's going to get tougher...

Mr. Ambach:

Um-hum...

Mrs. Buchanan:

...and the state is going to put more pressure on us. We're going to have to do things very differently. I don't see enough discussion going on at all levels to figure what that might look like going forward. I just encourage us, before it hits us and we're scrambling, to think about those things and that we start to look at them now because they are coming, they are starting to hit other schools, and it's going to hit us.

Mr. Ambach:

I think the failure is probably not having that discussion at the board level because that discussion is happening all the time at the administrative level. Santa has charged

Caroline Miller's group to actually put together a five-year strategic enrollment – what is the strategic enrollment plan; what should those numbers look like. We, the president, myself, and Santa, meet up at the state level to try to get a read on what is the governor's reform. We can't get a clear picture of what the reform agenda is, but it's clear there is going to be a reform agenda. We have been fortunate to grow out of some of the budget reductions so you are absolutely right. I don't disagree. We are working on a five-year pro forma that looks at what are the absolute requirements for incremental expense. That's why I mentioned that we are looking, and Mr. Cassady has been working with us and the HR Staff, at our healthcare plans and see how do we bend that healthcare curve. We have to look at tuition affordability. There is a likelihood that the state may cap tuition or have it a zero. There is even some fear that they ask us to reduce our current price of tuition. So, all of those things come into play. I think we're actively working on it, but you're right, there needs to be a board discussion and we'll be bringing that to you. Thank you, Margaret.

Mr. Chesley:

I think that Margaret makes a very valid point and I've discussed this in a couple of our meetings and that's the issue of cost containment. I know that we have some revenue and some surplus, but the surplus is really very, very small and I don't know what the analysis has been done and maybe the board could have a special session on the issue, but what we're doing with cost containment – the magic two words. I know that GSA, pardon me, it's not a great example, but you cannot imagine the cost containment that's going on in the federal court on the administrative side, not the judicial side. It's phenomenal in what the amount that they have. Most of it is in salaries and the number of people that are involved in a particular aspect of the university or the particular aspect of the federal government. The question is most of the cost containment that they are looking at. And, I've spent some time talking to Susan about it because she has two cities to look at, is clamping down on number of people and what they do, and what their functions are. So, that is a point that should serve some pace because I think that's where the savings would come.

Mr. Ambach:

Good point.

President Williams:

We've done cost containment in a number of areas. One of the areas that we are looking at is program review. Santa has been engaged in that the last year and so we expect that there will be some information forthcoming very soon. But, I think Margaret that you are right. Maybe we should put this altogether, since we have had a number of discussions about it, to let you know about the issues that we are looking at and the plans we are undertaking right now given the uncertainty to what the state's public funding is going to be because, obviously, we are concerned about it as you are. Maybe it would be appropriate to have a board discussion on some of the things that we are, in fact, doing and projections depending upon which way the state funding goes.

Mrs. Buchanan:

And, I think to really understand the extremes – what happens if we end up over here.

President Williams:

Yes.

Mrs. Buchanan:

What are those options and how do we start thinking about them now because they will require enormous change about how we deliver higher education. So, the further we get ahead of it, the better our solutions will be at the end of the day.

Dr. Ono:

I just want to chime in and add a couple of things. Margaret, in addition to the student enrollment – five year enrollment plan, and the comprehensive program review that you are aware of and we presented, there is a lot that the colleges are doing. We have some outstanding deans and the enrollment growth that you've seen in several of the

colleges is something that hasn't happened by accident. There is tremendous entrepreneurship going on with the deans. They are creating a number of different programs. So that came with a lot of hard work on behalf of our academic staff and especially the deans. I want to acknowledge the work of the deans. The other thing that I wanted to mention, in addition to the enrollment plan, we had a capacity task force that looked at what enrollment we can actually absorb and we're happy to share with you, but we are in the process now of a multi-month effort led by a facilitator to look comprehensively about what we can do as an institution. It will be a two-day retreat of the academic leadership and Bob Ambach has been invited. The idea there is to think proactively about new ways to deal with what we see coming down the pike so we'd be happy to present that to you.

Mr. Ambach:

Tom?

Mr. Cassady:

My question has to do with the enrollment and what Caroline reported. And, it's logically inside this five-year enrollment plan as to how we determine what the ultimate and proper enrollment for our university is so that we can not only budget and plan strategically, but we can have enrollment recruitments and get to certain numbers intentionally because of that plan. I'd sort of like to know what those enrollments by college are over the next five years. I'd like to see a future report on that.

Mr. Ambach:

I think that it's important to note that the enrollment growth that we have experienced has not been haphazard. It has been strategic. Kristi Nelson and the Provost's Office work with the deans every year to develop what is a target, where can you grow, where is a hot degree right now, and so on. So, it's been more on an annual basis, but absolutely as Santa has described and he can go into greater detail, but you're right – we need to know what is the right size of the institution.

Mr. Cassady:

That's a real threat and I think is the basis of, at least where I would come from, Margaret's concern, because if we are really concerned that our enrollment has reached a peak then we have to look at budgetary issues in a different way.

Dr. Ono:

There are two issues that we are looking at. One is the capacity of the physical plant and that's a report that we can provide you because we've concluded that work. A lot of the growth that has occurred is actually not been an increase in individuals that are on this campus or other campuses. There certainly has been some of that, but a lot of it has been at a distance so that is another consideration. The other thing that we are doing is that we're trying to be proactive in terms of the applicant pool. We draw primarily from the tri-state region. One strategic step that we've taken in this past year is to move to the national common application to try to attract a much broader applicant pool. So even though the demographics locally might be plateauing or actually starting to dip we know that there are other parts of the country where there is a growth in high school students that are moving into college age. We are being very strategic in trying to deal with the demographic issue by expanding the pool.

Mr. Cassady:

Is Chicago one of those areas?

Dr. Ono:

It certainly is and that is what Caroline told you about. Another thing about capacity of the physical plant has to do with using the campus efficiently during the summer. We air condition this and we maintain the campus, but the number of students here in the summer is dramatically smaller than during the rest of the year. That's not the case in several universities. One thing that you'll hear today later on in the board meeting is that because of semester conversion there will be fourteen weeks during the summer, fifteen weeks, so we can essentially have a complete...

Mr. Cassady:

A third shift.

Dr. Ono:

...a third shift so that's another increase in capacity. That's an excellent point, Tom.

Mr. Ambach:

I think the layer that we need to be concerned about is what kind of graduates are the state looking for and what is industry looking for. So there are certain disciplines where there is a high demand by students, but there aren't necessarily jobs. So, you could find a funding model from the state that says we aren't going to pay you a subsidy to produce more of "X" if they aren't finding jobs and there is not a need for them in the economy. So, there's an external layer that we need to be making sure we are addressing when we are developing enrollment plans.

Mr. Humes:

Bob, I think you just made one of the best arguments to support what my colleagues on the board are saying and that is that we've never had a greater need for strategic planning and thinking and evaluation. I think that your team, Santa's team, and the deans and the university community have done a better job than our board even knows in terms of cost reductions and efficiencies. My perception and understanding of the budget is that there has been excellent work done and continuous cuts for many years and there has been a good reallocation of that to keep focused on university priorities for the future and growth in UC2019. I think the challenge that we're all at is we have these very macro issues that we really need to take the time and look at. I think it's important that you put your historical perspective together to tell the story of what you've done and then package it with what you are planning and then open it up for some additional strategic issues. I think some evaluation and discussion would be extremely positive with some of your projections.

Mr. Ambach:

I think that's a great suggestion from all of you. Mr. Barrett:

Mr. Barrett:

Bob, I just wanted to make a couple of points. One, I'd like to reinforce what you mentioned about the vetting process. I think that is one of the most important things that you do when you go out to all sectors of the university. From the historical perspective, I can remember many years of tension with budgets and, I would say in these very difficult economic times, one of the most important things that you are doing and continue to do is to reach out to all sectors and get their input and support for everything that you've done. I want to commend you for that process. It's important. The second point is that I'd like to ask Dr. Ono to make a couple of comments. It's still our most important thing to deliver high quality academics and education and with all the colleges that Santa, you're responsible for, is there anything we need to ensure that we're still delivering high quality education in light of the cuts and efficiencies and cut backs that Tom was mentioning.

Dr. Ono:

I think it really is a partnership between all of the different stakeholders. Certainly the interaction and conversations between Bob and I is key conversation. We've been engaged in that over the past two years that I've been here. I agree with all the comments that we do not anticipate that even with the steps that we are taking to look at capacity and increasing the applicant pool – I do not take for granted that we can continue to grow for one reason or another. As we move forward, and as we've done in the past two years, the conversation between and in the Executive Committee and with the deans, we will have to think very carefully about new initiatives, which are the highest priority initiatives to try to protect that core academic mission. We've been doing that for the past two years and I assume that we will continue to do that moving forward.

Mr. Barrett:

Thank you.

Dr. Ono:

I have complete confidence that we will.

President Williams:

Mr. Chairman, that concludes my report.

Mr. Barrett:

Thank you President Williams. Thank you very much. We will now move into the committee meetings. The first meeting will be the Academic and Student Affairs Committee meeting chaired by Rob Richardson. Rob, can you chair this meeting using your award winning radio voice that I'll put a plug in for you, 12:30 a.m. Saturdays.

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 9:34 a.m.; the meetings concluded at 10:15 a.m.

THE REGULAR MEETING OF THE BOARD OF TRUSTEES

The Regular Meeting of the Board of Trustees was convened at 10:15 a.m. and, as noted on the first page (page 323) of these minutes, roll call was taken.

Mr. Humes:

Mr. Chairman?

Mr. Barrett:

Yes, Tom.

Mr. Humes:

Mr. Chairman, before we go into our formal meeting, could I just make a comment?

Mr. Barrett:

Yes.

Mr. Humes:

Just kind of here sitting here listening and thinking and realizing that today is the last board meeting of the academic year and I look out and listen to all the work that's been done, see the incredible productivity that we've had this year, I think that's it truly has been a remarkable year for the University of Cincinnati under the leadership of Dr. Williams, Dr. Ono, Mr. Ambach, Dr. Boat and a fantastic group of deans and a tremendous support staff that have really, really worked hard. Semester conversion, UC Health – there are some major issues that have occurred this year. While certainly, we have challenges and we have a great need for future quality strategic planning, I think that we should just take a moment and thank everybody for the tremendous work that the faculty, students, staff, deans and our leadership has given this university this year and just take a minute and celebrate what I think one of the best years in the history of the university. *(Applause)*

Mr. Barrett:

Well said.

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 May 22, 2012. Upon proper motion by Mr. Richardson and seconded by Mr. Portman, 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 June 26, 2012, prior to the Regular Meeting of the Board of Trustees.

Academic and Student Affairs Committee Recommendations

12.06.26.01 ACADEMIC APPOINTMENTS

Synopsis: Appointments of Faculty and Academic Administrators

It is recommended that the Board of Trustees approve the appointments of faculty identified in the attached document. These recommendations have been reviewed and approved by the appropriate authorities.

Dean

Ronald Jackson Dean, Professor of Communication with Tenure
Department of Communication
McMicken College of Arts and Sciences
Effective July 1, 2012 through June 30, 2017

Department Head

Todd Herzog Department Head
Department of German Studies
McMicken College of Arts and Sciences
Effective July 1, 2012 through August 14, 2017

Jeffrey Blevins Department Head, Associate Professor of Journalism with Tenure
Department of Journalism
McMicken College of Arts and Sciences
Effective August 15, 2012 through August 14, 2017

Kathryn Bonansinga Director, Associate Professor of Art History with Tenure
School of Art
College of Design, Architecture, Art, and Planning
Effective August 15, 2012 through August 14, 2017

Emeritus Status

Gerald Bostwick, Jr., Professor Emeritus
School of Social Work
College of Allied Health Sciences
Effective August 14, 2012

Michael Tebbe	Associate Professor-Educator Emeritus School of Social Work College of Allied Health Sciences Effective August 14, 2012
Susan Carlson	Field Service Professor Emerita School of Social Work College of Allied Health Sciences Effective May 31, 2012
Robert O. Banks	Professor Emeritus Department of Molecular and Cellular Physiology College of Medicine Effective July 1, 2012
Richard J. Paul	Professor Emeritus Department of Molecular and Cellular Physiology College of Medicine Effective January 3, 2013
Denise Gibson	Associate Professor Emerita Department of Psychiatry and Behavioral Neuroscience College of Medicine Effective July 1, 2012
Michael Romanos	Professor Emeritus School of Planning College of Design, Architecture, Art, and Planning Effective July 1, 2012
John Stewart	Professor Emeritus School of Art College of Design, Architecture, Art, and Planning Effective September 1, 2012

Endowed Chair/Professorship Appointments

Fred Lucas	The MacKenzie Chair of Pathology and Associate Professor Department of Pathology and Laboratory Medicine College of Medicine Effective July 1, 2012 through August 31, 2017
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New Faculty Appointments

James Clark	Professor of Social Work with Tenure College of Allied Health Sciences Effective July 1, 2012
Sarah Stitzlein	Associate Professor of Education with Tenure College of Education, Criminal Justice, and Human Services Effective August 15, 2012
Anthony Chemero	Professor of Psychology with Tenure Professor of Philosophy with Tenure McMicken College of Arts and Sciences Effective August 15, 2012

Joseph Girandola Associate Professor of Fine Arts with Tenure
School of Art
College of Design, Architecture, Art, and Planning
Effective August 15, 2012

RECOMMENDATIONS FOR TENURE OR PROMOTION
From Assistant Professor to Associate Professor with Tenure

McMicken College of Arts and Sciences

Daniel Buchholz	Biological Sciences
Isaac Campos-Costero	History
Ruxandra Dima	Chemistry
Hairong Guan	Chemistry
Changjoo Kim	Geography
Sookkyung Lim	Mathematical Sciences
John Lynch	Communication
Lisa Meloncon	English
Michael Richardson	Psychology
George Stan	Chemistry
Leah Stewart	English

College of Business

Tom Dalziel	Management
Olivier Parent	Economics

College-Conservatory of Music

Jonathan Kregor	CMT
Regina Truhart	OMDA

Clermont College

Rebecca LaRue	Science and Health
Chao Bai Li	English, Languages and Fine Arts
Gregory Loving	Social Sciences
Joel Peckham	English, Languages and Fine Arts
Krista Clark	Science and Health
Meera Rastogi	Social Sciences

College of Design, Architecture, Art and Planning

Michael Zaretsky	Architecture & Interior Design
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College of Education, Criminal Justice, and Human Services

Paula Smith	Criminal Justice
Pamela Williamson	Education
Kay Seo	Education
Janet Zydny	Education
Christopher Sullivan	Education

College of Engineering and Applied Science

Jason Shearn	Energy, Environmental, Biological & Medical Engineering
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Division of Professional Practice

Alexander Christoforidis	Professional Practice
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Blue Ash College

Leslie Elrod	Behavioral Sciences
Patrick Schreiber	Art and Visual Communication
Thomas Stringfield	Chemistry

College of Medicine

Steve Danzer	Anesthesiology and Pediatrics
David Plas	Cancer and Cell Biology
Paul Andreassen	Pediatrics

From Assistant Professor to Associate ProfessorCollege of Medicine

Mark Baccei	Anesthesiology
Yana Zavros	Molecular & Cellular Physiology
Robert Hinton	Pediatrics
Dao Pan	Pediatrics
Noah Shroyer	Pediatrics

From Associate Senior Librarian to Senior LibrarianUniversity Libraries

Paul Kenneth Cauthen	College-Conservatory of Music	(Has Tenure)
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From Assistant Librarian to Associate Librarian with TenureCollege of Law

Lisa Wernke	Library
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From Associate Professor to Professor with TenureCollege-Conservatory of Music

Robin Guarino	OMDA
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College of Law

Lin Bai	Law
Darrell Miller	Law

College of Medicine

Susan Pinney	Environmental Health
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Tenure Only at Associate Professor LevelMcMicken College of Arts and Sciences

Seongho Song	Mathematical Sciences
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College-Conservatory of Music

Marie-France Lefebvre	OMDA
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College of Engineering and Applied Science

Anastasios Angelopolous	Energy, Environmental, Biological & Medical Engineering
Kelly Cohen	Aerospace Systems
Daria Narmoneva	Energy, Environmental, Biological & Medical Engineering
Mark Turner	Aerospace Systems

College of Medicine

Yigang Wang	Pathology
Alexei Grom	Pediatrics

Tenure Only at Assistant Professor LevelClermont College

Cindi Scibelli	Math, Computers, Geology and Physics
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Tenure Only at Professor LevelCollege of Medicine

Gregory Rouan	Internal Medicine Effective July 1, 2012
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From Associate Professor to ProfessorMcMicken College of Arts and Sciences

Wendy Eisner	Geography	(Has Tenure)
Carlos Gutierrez	Romance Languages	(Has Tenure)
Thomas Polger	Philosophy	(Has Tenure)
Kevin Shockley	Psychology	(Has Tenure)
Heather Zoller	Communication	(Has Tenure)

College-Conservatory of Music

Charles Hatcher	OMDA	(Has Tenure)
Albert Laszlo	Performance Studies	(Has Tenure)
Kenneth Shaw	Performance Studies	(Has Tenure)

Clermont College

Andrew Curran	Business, Law and Technology	(Has Tenure)
Thomas Dinsmore	English, Languages and Fine Arts	(Has Tenure)

College of Design, Architecture, Art and Planning

Denise Burge	Art	(Has Tenure)
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College of Education, Criminal Justice, and Human Services

Leigh Wang	Education	(Has Tenure)
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College of Engineering and Applied Science

Junhang Dong	Energy, Environmental, Biological & Medical Engineering	(Has Tenure)
Milind Jog	Dynamic Systems	(Has Tenure)
Bruce Walker	Aerospace Systems	(Has Tenure)

Blue Ash College

Robin Lightner	Behavioral Science	(Has Tenure)
Eugene Kramer	Mathematics, Physics & Computer Science	(Has Tenure)

College of Medicine

Christopher Lindsell	Emergency Medicine	(Has Tenure)
A. George Smulian	Internal Medicine	(Has Tenure)
Jerzy Szaflarski	Neurology	(Has Tenure)
John Greinwald, Jr.	Otolaryngology/Head & Neck Surgery	(Has Tenure)

Jose Cancelas	Pediatrics	(Has Tenure)
Jessica Kahn	Pediatrics	(Has Tenure)
Susmita Kashikar	Pediatrics	(Has Tenure)
William Nichols	Pediatrics	(Has Tenure)
John Pestian	Pediatrics	(Has Tenure)
James Wells	Pediatrics	(Has Tenure)
Aaron Zorn	Pediatrics	(Has Tenure)
George Babcock	Surgery	(Has Tenure)

From Instructor to Assistant ProfessorBlue Ash College

Jody Ballah	Foreign Language	(Tenure N/A)
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College of Nursing

Amy Shay	Nursing	(Tenure N/A)
Christine Luca	Nursing	(Tenure N/A)

From Assistant Professor Educator to Associate Professor EducatorBlue Ash College

Mary Jane Weintraub	Biology	(Tenure N/A)
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McMicken College of Arts and Sciences

Mary Leech	English	(Tenure N/A)
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College of Engineering and Applied Science

Lawrence Bennett	Aerospace Systems	(Tenure N/A)
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From Associate Professor to Professor of PracticeCollege of Law

Michele Bradley	Law	(Tenure N/A) Effective Sept. 1, 2011
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From Associate Professor – Educator to Professor – EducatorCollege of Blue Ash

Kimberly Myers	Veterinary Technology	(Tenure N/A) Effective Sept. 1, 2011
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From Instructor of Clinical to Assistant Professor of ClinicalCollege of Medicine

Michael Hawryschuk	Anesthesiology	(Tenure N/A)
Dustin Calhoun	Emergency Medicine	(Tenure N/A)
Carlos Aguilar	Internal Medicine	(Tenure N/A)
David Foote	Internal Medicine	(Tenure N/A)
Thomas James	Anesthesiology	(Tenure N/A)
Erin Grise	Emergency Medicine	(Tenure N/A)
Farzan Irani	Internal Medicine	(Tenure N/A)
Kasiani Myers	Pediatrics	(Tenure N/A)
Brad Kurowski	Physical Medicine & Rehabilitation	(Tenure N/A)

From Assistant Professor of Clinical to Associate Professor of ClinicalCollege of Medicine

Anne Boat	Anesthesiology and Pediatrics	(Tenure N/A)
Timmy Lee	Internal Medicine	(Tenure N/A)
Marzieh Salehi	Internal Medicine	(Tenure N/A)
William Naber	Emergency Medicine	(Tenure N/A)
John Deledda	Emergency Medicine	(Tenure N/A)
Jenny Tong	Internal Medicine	(Tenure N/A)
William Motley	Ophthalmology	(Tenure N/A)
Shital Parikh	Orthopaedic Surgery	(Tenure N/A)
Siddarth Khosla	Otolaryngology/Head & Neck Surgery	(Tenure N/A)
Yash Patil	Otolaryngology/Head & Neck Surgery	(Tenure N/A)
Ravi Samy	Otolaryngology/Head & Neck Surgery	(Tenure N/A)
Jiang Wang	Pathology	(Tenure N/A)
Hong Yin	Pathology	(Tenure N/A)
J. Pablo Abonia	Pediatrics	(Tenure N/A)
William Brinkman	Pediatrics	(Tenure N/A)
Beth Haberman	Pediatrics	(Tenure N/A)
Jennifer Huggins	Pediatrics	(Tenure N/A)
Sonata Jodele	Pediatrics	(Tenure N/A)
Stephanie Kennebeck	Pediatrics	(Tenure N/A)
Shelley Kirk	Pediatrics	(Tenure N/A)
Anne Lynch-Jordan	Pediatrics	(Tenure N/A)
Melanie Myers	Pediatrics	(Tenure N/A)
Carrie Piazza-Waggoner	Pediatrics	(Tenure N/A)
Stavra Xanthakos	Pediatrics	(Tenure N/A)
Muhammad Aslam	Psychiatry and Behavioral Neuroscience	(Tenure N/A)
Brian Evans	Psychiatry and Behavioral Neuroscience	(Tenure N/A)
Suzanne Sampang	Psychiatry and Behavioral Neuroscience	(Tenure N/A)
Daniel Podberesky	Radiology	(Tenure N/A)

From Associate Professor of Clinical to Professor of ClinicalCollege of Medicine

James McAuliffe	Anesthesiology	(Tenure N/A)
Michael Rutter	Otolaryngology/Head & Neck Surgery	(Tenure N/A)
Dean Beebe	Pediatrics	(Tenure N/A)
Michael Gittelman	Pediatrics	(Tenure N/A)
Jens Goebel	Pediatrics	(Tenure N/A)
Ajay Kaul	Pediatrics	(Tenure N/A)
Vivek Narendran	Pediatrics	(Tenure N/A)
Samir Shah	Pediatrics	(Tenure N/A)
Kurt Schibler	Pediatrics	(Tenure N/A)
Narong Simakajornboon	Pediatrics	(Tenure N/A)
Margaret Zeller	Pediatrics	(Tenure N/A)
John Racadio	Radiology	(Tenure N/A)
Marc Levitt	Surgery	(Tenure N/A)
Elizabeth Shaughnessy	Surgery	(Tenure N/A)
Jeffrey Sussman	Surgery	(Tenure N/A)
Betty Tsuei	Surgery	(Tenure N/A)

From Research Assistant Professor to Research Associate Professor**College of Medicine**

Tiffany Kaiser	Internal Medicine	(Tenure N/A)
Jed Hartings	Neurosurgery	(Tenure N/A)
Meifeng Xu	Pathology	(Tenure N/A)
Kristen Copeland	Pediatrics	(Tenure N/A)
Marie-Dominique Filippi	Pediatrics	(Tenure N/A)
Rohit Kohli	Pediatrics	(Tenure N/A)
Jareen Meinzen-Derr	Pediatrics	(Tenure N/A)
Avani Modi	Pediatrics	(Tenure N/A)
Ahna Pai	Pediatrics	(Tenure N/A)
Joseph Rausch	Pediatrics	(Tenure N/A)
Janaka Wansapura	Radiology	(Tenure N/A)

From Research Instructor to Research Assistant Professor**College of Medicine**

Senad Divanovic	Pediatrics	(Tenure N/A)
Ian Lewkowich	Pediatrics	(Tenure N/A)
Jianqiang Wu	Pediatrics	(Tenure N/A)

12.06.26.02 ADMINISTRATIVE LEAVE

Synopsis: Request for Administrative Leave in 2012-2013

It is recommended that the Board of Trustees approve an administrative leave for Valerie Hardcastle, PhD, outgoing Dean of the McMicken College of Arts & Sciences, from July 1, 2012 to August 14, 2013. This leave will help to facilitate Dr. Hardcastle's effective return to the faculty.

1.06.26.03 OSHA TRAINING INSTITUTE EDUCATION CENTER

Synopsis: Application to the Occupational Safety and Health Administration (OSHA) for UC to continue as OSHA Training Institute Education Center

It is recommended that the Board of Trustees approve the application to the Occupational Safety and Health Administration (OSHA) for UC to continue as an OSHA Training Institute Center (OTIEC).

The University of Cincinnati, on behalf of the Department of Environmental Health, Health and Safety Continuing Education Program, is preparing to reapply for a competitive cooperative agreement to continue as an OTIEC. The Department of Labor requires, as a condition of eligibility, that the University provide a copy of a resolution by the Board of Trustees approving the submittal of an application to OSHA to become an OTIEC (the Great Lakes OSHA Education Center, which is a self-funded center).

The University of Cincinnati has been approved as an OTIEC in previous competitions. Currently, OSHA is conducting a nationwide competition with universities and other nonprofit agencies to provide short-term technical training in occupational safety and health for private sector personnel and federal personnel from agencies other than OSHA. The next approval will extend for five years, ending in FY2017. The proposal will include a plan for collaboration with

one other university and one labor organization in Federal Region V to expand outreach and efficiencies in delivery of programs.

Finance and Administration Committee Recommendations

**1.06.26.04 ADDITIONS, AMENDMENTS, OR RESCISSIONS TO DIVISION 20*
UNIVERSITY RULES**

Synopsis: The recommendation seeks approval for additions, amendments or rescissions to rules in Division 20 of the University Rules.

At the recommendation of the Policy and Procedures Subcommittee of the Semester Conversion Steering Committee, it was determined that a review of all the University Rules was necessary to streamline rules and update language to reflect the university's current policies and the change from quarters to semesters. This process is ongoing.

University Rules under Division 20 are being reviewed by the various divisions whose areas of responsibility align with the specific rule. The additions, amendments, or rescissions identified as of this date are described in Exhibit A.

It is recommended that the Board of Trustees approve these changes to the University Rules.

**Exhibit A
DIVISION 20
PROPOSED BOARD RULE CHANGES**

1. Rule to be Rescinded

Rule 20-43-11 "Payroll: definition of academic year"

Rule to be repealed in its entirety. Rule is replaced per the 50 per cent guideline of the Ohio Legislative Services Commission Rule Drafting Manual (Section 4.3.1).

2. Replacement Rule to be Adopted

Rule 20-43-11 "Payroll: definition of academic year"

Rule rewritten in its entirety. The new version defines the academic year with respect to the semester calendar, eliminating references to quarters. Furthermore, the rule outlines provisions for twelve-month employment as well as for two-semester employment.

**12.06.26.05 ADDITIONS, AMENDMENTS, OR RESCISSIONS TO DIVISION 30*
UNIVERSITY RULES**

Synopsis: The recommendation seeks approval for additions, amendments or rescissions to rules in Division 30 of the University Rules.

*Filed in the Office of the Board of Trustees

At the recommendation of the Policy and Procedures Subcommittee of the Semester Conversion Steering Committee, it was determined that a review of all the University Rules was necessary to streamline rules and update language to reflect the university's current policies and the change from quarters to semesters. This process is ongoing.

University Rules under Division 30 are being reviewed by the various divisions whose areas of responsibility align with the specific rule. The additions, amendments, or rescissions identified as of this date are described in Exhibit A.

It is recommended that the Board of Trustees approve these changes to the University Rules.

Exhibit A
DIVISION 30
PROPOSED BOARD RULE CHANGES

1. Rule to be Amended

Rule 30-05-01 "Human resources organization: senior associate vice president for human resources."

Rule amended to grant authority for Human Resources policies, procedures and practices to the Senior Associate Vice President of Human Resources. Rule amended to establish archiving standards for human resource policies.

2. Rule to be Amended

Rule 30-13-07 "Benefits: tuition remission."

Rule amended to remove references to quarter credit hours and replace with equivalent number of semester hours. This change is a result of semester conversion, and applies the previous rule's spirit and intent to the institution's semester calendar.

3. Rule to be Rescinded

Rule 30-13-10 "Benefits: tuition remission for cooperating teachers."

The practice of compensating cooperating teachers for working with student teachers has recently been declared by the Ohio Ethics Commission to violate Ethics prohibitions on the receipt of additional compensation from an outside source.

4. Rule to be Amended

Rule 30-17-02 "Compensation: additional for administrators and staff officers."

Rule amended to eliminate reference to evening college.

5. Rule to be Amended

Rule 30-21-06 "Employment: post-offer physical examinations."

Rule amended to allow employing departments rather than the Human Resources Department to schedule examinations. Rule amended to state that it applies to "all employees except those employees covered by a collective bargaining agreement addressing this topic."

6. Rule to be Amended

Rule 30-23-01 “Grievance: policy for unrepresented classified and unclassified employees.”

Rule amended to combine grievance procedures for unrepresented classified and unrepresented unclassified employees. Rule amended to change the "Personnel Policies and Procedures Manual" to Human Resources policies and procedures.

7. Rule to be Rescinded

Rule 30-23-05 “Grievance: grievance policy for unclassified employees (excluding faculty and librarians).”

Rule to be repealed in its entirety. Provisions for this employee group are covered by amended Rule 30-23-01.

8. Rule to be Amended

Rule 30-25-01 “Performance evaluation and probation: policy on probationary periods for unrepresented classified employees.”

Rule amended to delete the sentence “University law enforcement officers, security officers and dispatchers shall serve a one year probationary period.” That group of employees are no longer unrepresented, and their probationary periods are addressed in their collective bargaining agreements. Rule amended to provide that any leave of absence, paid or unpaid, will result in an extension of the probationary period except as required by law.

9. Rule to be Rescinded

Rule 30-31-01 “Time off from work: policy for absence without authorized leave for all employees (excluding faculty and librarians).”

Rule to be repealed in its entirety. Provisions for disciplinary actions are covered in Rule 30-19-01 and in Human Resources Policy 15.02.

10. Rule to be Amended

Rule 30-31-04 “Time off from work: policy for educational leave.”

Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” Rule amended to state the university will contribute its share of benefits cost for up to twelve months while an employee is on unpaid educational leave as long as the employee makes his/her contributions.

11. Rule to be Rescinded

Rule 30-31-05 “Time off work: policy for educational leave for unclassified exempt employees (excluding faculty and librarians).”

Rule to be repealed in its entirety. Provisions for this employee group are covered by amended Rule 30-31-04.

12. Rule to be Amended

Rule 30-31-06 “Time off from work: policy for enrollment in classes during working hours for all employees.”

Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” Rule amended to delete reference to “civil service” since it is redundant with the term “classified.”

13. Rule to be Amended

Rule 30-31-07 “Time off from work: holiday policy.”

Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” Language added to indicate this rule supersedes Ohio Revised Code provisions related to this topic.

14. Rule to be Amended

Rule 30-31-08 “Time off from work: policy for jury duty, subpoena to court and return of fee for all employees.”

Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.”

15. Rule to be Amended

Rule 30-31-09 “Time off from work: policy regarding leave for adoption and childrearing.”

Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” Rule amended to include childrearing (previously covered in rescinded Rule 30-31-10). Rule amended to allow leave duration of up to 12 months. Rule amended to require approval by the employee’s supervisor/manager/director. Language added regarding continuation of benefits and retirement contributions. Language added to indicate this rule supersedes Ohio Revised Code provisions related to this topic.

16. Rule to be Rescinded

Rule 30-31-10 “Time off from work: policy for leave for childbirth, child rearing, or other related purposes.”

Rule to be repealed in its entirety. Provisions are covered in Rule 30-31-13 and amended Rule 30-31-09.

17. Rule to be Rescinded

Rule 30-31-11 “Time off from work: policy for leave of absence without pay for classified and unclassified non-exempt employees.”

Rule to be repealed in its entirety. Provisions for this employee group are covered by amended Rule 30-31-12.

18. Rule to be Amended

Rule 30-31-12 “Time off from work: policy for personal leave of absence without pay for employees.”

Rule amended to designate the type of leave as “personal.” Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” References to medical leaves removed as they are addressed in other rules. Language added to clarify that all accrued vacation time must be used prior to eligibility for a personal leave. Language added to clarify that the university will not pay for applicable benefits during a personal leave. Specific retirement language replaced by a single statement indicating retirement contributions will be pursuant to the applicable pension system or plan. Language added to clarify an employee’s return to position following a personal leave. Language added to indicate this rule supersedes Ohio Revised Code provisions related to this topic.

19. Rule to be Amended

Rule 30-31-15 “Time off from work: policy for military leave.”

Rule amended to remove specifics and grant the Human Resources Department authority to issue policies establishing the practices and procedures associated with a military leave and to comply with applicable laws.

20. Rule to be Amended

Rule 30-31-19 “Time off from work: policy for accrual of sick time for unclassified exempt employees.”

Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” Language added to indicate this rule supersedes Ohio Revised Code provisions related to this topic.

21. Rule to be Amended

Rule 30-31-23 “Time off from work: requirements for medical certification for use of sick time.”

Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” Rule amended to grant the Human Resources Department authority to issue policies establishing the practices and procedures associated with the circumstances under which all employees are required to provide medical certification for the use of sick time. Language added to indicate this rule supersedes Ohio Revised Code provisions related to this topic.

22. Rule to be Amended

Rule 30-31-26 “Time off from work: medical examination.”

Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” Rule amended to remove specifics and grants the Human Resources Department authority to issue policies establishing the practices and procedures associated with requirements for employee medical examination.

23. Rule to be Rescinded

Rule 30-31-27 “Time off from work: policy regarding tardiness by all employees.”

Rule to be repealed in its entirety. Provisions for disciplinary actions are covered in Rule 30-19-01 and in Human Resources Policy 15.02.

24. Rule to be Added

Rule 30-31-29 “Time off work: bereavement.”

New rule created to clarify this provision as stated in Rule 30-31-21.

Rule applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” Rule includes definitions for clarity. Rule clarifies use of sick time. Language added to indicate this rule supersedes Ohio Revised Code provisions related to this topic.

25. Rule to be Amended

Rule 30-35-01 “Work hours: policy for flexible work hours.”

Rule amended to state that it applies to “all employees except those employees covered by a collective bargaining agreement addressing this topic.” Rule amended to delete the specific provisions of the policy, and instead require the Human Resources department to develop one or more policies related to this topic.

**12.06.26.06 ADDITIONS, AMENDMENTS, OR RESCISSIONS TO DIVISION 40*
UNIVERSITY RULES**

Synopsis: The recommendation seeks approval for additions, amendments or rescissions to rules in Division 40 of the University Rules.

At the recommendation of the Policy and Procedures Subcommittee of the Semester Conversion Steering Committee, it was determined that a review of all the University Rules was necessary to streamline rules and update language to reflect the university’s current policies and the change from quarters to semesters. This process is ongoing.

University Rules under Division 40 are being reviewed by the various divisions whose areas of responsibility align with the specific rule. The additions, amendments, or rescissions identified as of this date are described in Exhibit A.

It is recommended that the Board of Trustees approve these changes to the University Rules.

**Exhibit A
DIVISION 40
PROPOSED BOARD RULE CHANGES**

1. Rule to be Amended

Rule 40-5-05 “Conduct, rights and responsibilities: student code of conduct. policies”

*Filed in the Office of the Board of Trustees

As part of an annual review, this rule has been amended to update language and be in compliance with changed standards.

2. Rule to be Amended

Rule 40-27-01 “Identification: identification card policies”

Language in rule describing identification card has been updated to reflect current practice, and usage of identification cards as the Bearcat Campus Card. References to quarters have been removed. The rule now identifies the Public Safety Badge and Key Office, no longer referred to as the identification office

12.06.26.07 ADDITIONS, AMENDMENTS, OR RESCISSIONS TO DIVISION 50*
UNIVERSITY RULES

Synopsis: The recommendation seeks approval for additions, amendments or rescissions to rules in Division 50 of the University Rules.

At the recommendation of the Policy and Procedures Subcommittee of the Semester Conversion Steering Committee, it was determined that a review of all the University Rules was necessary to streamline rules and update language to reflect the university’s current policies and the change from quarters to semesters. This process is ongoing.

University Rules under Division 50 are being reviewed by the various divisions whose areas of responsibility align with the specific rule. The additions, amendments, or rescissions identified as of this date are described in Exhibit A.

It is recommended that the Board of Trustees approve these changes to the University Rules.

Exhibit A
DIVISION 50
PROPOSED BOARD RULE CHANGES

1. Rule to be Amended

Rule 50-1-06 “Colleges and divisions: undergraduate academic standing policy”

Rule amended to add language to prevent academically suspended students from enrolling in university classes as non-matriculated students.

2. Rule to be Rescinded

Rule 50-3-11 “University faculty: four quarter operation”

Rule to be rescinded in its entirety. Provisions for summer compensation are covered in collective bargaining. Provisions for the academic year are covered in Rule 20-43-11

*Filed in the Office of the Board of Trustees

12.06.26.08 FY 2012-2013 CURRENT FUNDS BUDGET

Synopsis: The FY 2012-2013 Current Funds Budget* is submitted for Board of Trustees approval.

It is recommended that the Board of Trustees approve the FY 2012-2013 Current Funds Budget of the University of Cincinnati as described in the accompanying text and tables with authorization for the President to make expenditures within the projected income and expense levels. The appropriate planning and consultation within the University related to this FY 2012-2013 Current Funds Budget has been completed through the all-University Governance Committees, making the decision-making process both transparent and participatory.

Included in this FY 2012-2013 Current Funds Budget is a 2% salary increase package for unrepresented classified and unclassified employees. As these employees groups received no salary increase in FY 2011-2012, it is recommended that the Board of Trustees approve the salary increase.

12.06.26.09 TAFT MEMORIAL FUND

Synopsis: Taft Memorial Fund Budget for 2012-13

It is recommended that the Board of Trustees approve the attached Taft Memorial Fund budgetary recommendations for the 2012-13 fiscal year.

12.06.26.10 APPROVAL OF THE TENTATIVE AGREEMENT BETWEEN THE UNIVERSITY AND THE AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS.

Synopsis: Tentative agreement between the University and the American Association of University Professors.

It is recommended that the Board of Trustees approve the tentative agreement between the University and the American Association of University Professors pursuant to Ohio Revised Code 4117.14.

The purpose of the negotiations was to address semester conversion issues. The parties reached a tentative on May 17, 2012, that was subsequently ratified by the bargaining unit members on June 8, 2012.

12.06.26.11 AUTHORIZATION TO PURCHASE COMBUSTION TURBINE MAINTENANCE AGREEMENT

Synopsis: This resolution seeks the authorization of the Board of Trustees to enter a new maintenance agreement* by issuance of a purchase order* for \$9,400,000.

In June, 2004, UC started up its new combined heat and power plant. The equipment in this plant includes two combustion turbines that were manufactured by Solar Turbines. These state of the art machines are currently producing low cost, low emission electricity for main campus. However, these high tech pieces of equipment do require regular maintenance. This maintenance

*Filed in the Office of the Board of Trustees

requires specialized tooling, parts, and labor. The only company that can provide this specialized service is the original equipment manufacturer Solar Turbines. We have been under contract with Solar since we started up our plant addition. The type of maintenance that they provide is a full service agreement which covers all preventative measures, repairs, over hauls and engine rebuilds. These turbines are basically stationary jet engines that are designed to be rebuilt after 30,000 hours of operation. This agreement covers all costs including rebuilds which can be as expensive as \$2,000,000 per turbine.

In February the Board approved a 5 year natural gas service agreement that will expire in July 2017. Because of this approval we locked in low price gas that we will use to run these turbines. Since we know we will be running our turbines heavily loaded for the next 5 years, it only makes sense to have a new maintenance agreement to cover the same time period. The new contract will reduce our costs by about \$300,000 to \$900,000 depending on how many hours we operate.

The authorization of the Board of Trustees is now sought for the Director of Purchasing Services to execute and issue a purchase order to Solar Turbines, Inc. for \$9,400,000. This contract has been reviewed and approved by the Office of General Counsel.

12.06.26.12 AUTHORIZATION TO ENTER INTO SPECIAL NATURAL GAS TRANSPORTATION AGREEMENT WITH DUKE ENERGY OHIO SUBJECT TO PUCO APPROVAL

Synopsis: This resolution seeks approval and authorization by the Board of Trustees for the University to enter into a special natural gas transportation agreement to fix the University's cost of transportation of natural gas for a five (5) year term, subject to the approval of the Public Utilities Commission of Ohio.

This Board recently approved a natural gas purchase agreement with Compass Energy Gas Services pursuant to which the University's costs to purchase natural gas was fixed at favorable rates through June 30, 2016. The purchase agreement was critical to the University's strategy of generating substantially all of its electrical needs with its clean gas-burning co-generation turbines, at costs projected to be substantially lower than the costs of purchased power over the same period.

Duke Energy Ohio ("Duke") provides transportation services for delivery of the gas to the University's power plant for a fee. For the last several years, the rate charged to the University for such transportation was \$0.371 per million cubic feet of gas (MCF) pursuant to the terms of a special contract approved by the Public Utilities Commission of Ohio. Late last year Duke gave notice to the University that it was terminating the special contract in accordance with its terms effective January 1, 2012.

In the absence of a special contract, the University's transportation fees would be calculated pursuant to rates established under one of Duke's approved tariffs. Tariff Rate IT provided for a rate of \$0.5269 per MCF, while Tariff Rate SSIT provided for a rate of \$0.31320. However, when the University sought to apply for Rate SSIT, its request was rejected by Duke on grounds that the rate was no longer available for technical reasons. On January 19, 2012, Duke made application to the PUCO to formally abandon Rate SSIT in Case No. 12-0331-GA-ATA. The University intervened in the case seeking to oppose the abandonment of Rate SSIT.

Following the University's intervention in the case, settlement discussions commenced between the University and Duke resulting in a tentative agreement establishing the transportation rate at \$0.4223 per MCF which, together with other terms acceptable to the University, provided a projected cost avoidance to the University over Tariff Rate IT in the approximate amount of

\$754,000 per year for the next five (5) years. The terms of the proposed agreement will be incorporated into a form of special contract to be presented to PUCO for approval before it will become effective. A draft form of contract is attached.

The undersigned respectfully request that the Board of Trustees approve the terms of the special contract as outlined above and in the attached draft form of contract*, and authorize the President to sign the final agreement in substantially the form of the attached, and to join with Duke in its submission for approval by the PUCO.

Governance and Audit Committee Recommendations

12.06.26.13 APPOINTMENTS TO THE BOARD OF DIRECTORS OF THE UNIVERSITY OF CINCINNATI RESEARCH INSTITUTE (UCRI)

It is recommended that the individuals below be appointed to the Board of Directors of the University of Cincinnati Research Institute (UCRI), effective July 1, 2012.

Robert E. Richardson Jr., UC Board of Trustees
William C. Portman III, UC Board of Trustees
Lawrence Johnson, Dean of CECH
Santa J. Ono, UC Provost

In addition, it is recommended that the individuals below be appointed ex officio members of the University of Cincinnati Research Institute (UCRI), effective July 1, 2012.

Thomas Boat, Dean of Medicine
Carlo Montemagno, Dean of Engineering & Applied Science
David Szymanski, Dean of Business

12.06.26.14 INSTITUTIONAL AFFILIATION AGREEMENT (IAA)

Synopsis: IAA between UC and UC Health

It is recommended that the Board of Trustees approve the Institutional Affiliation Agreement between the University of Cincinnati and UC Health in the attached document.* This recommendation has been reviewed and approved by the appropriate authorities.

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 Committees. The items reviewed and recommended by the

*Filed in the Office of the Board of Trustees

Committees are named in the Action Items list at your place with the sole exception of Item #1 of the Finance and Administration Committee which has been tabled. May I have a motion to approve all of the recommended items?

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

Recommendation Nos. 12.06.26.01 through 12.06.26.14

AYE: C. Francis Barrett, Margaret Buchanan, Thomas D. Cassady, Stanley M. Chesley, Gary Heiman, Thomas H. Humes, William C. Portman, Robert E. Richardson, Jr. and Geraldine B. Warner.

NAY: None

ABSENT: None

Unfinished Business and New Business

Mr. Barrett:

Is there any unfinished business to come before the board? Seeing none we'll move to new business. We'll have the Reports of the Board Representatives and Student Trustees. We'll start with the report of the Alumni Association, Rusty Myers. And again, Rusty, let me commend you for a wonderful banquet the other evening.

Alumni Association Report

Mr. Myers:

Thank you, Mr. Chairman, it was a wonderful event. Let me start off by recognizing Laurence Jones who is the incoming president of our board. Unfortunately, Laurence couldn't be with us today, but I've had the pleasure of working with Laurence for the two years and rest assured that the leadership of the Alumni Association is in terrific hands with Laurence. I look forward to his leadership for the next year or two.

We just wrapped up a busy schedule this spring capped off by both Commencement and our Distinguished Alumni Celebration. As part of the Commencement activities, we hosted and welcomed families and their graduates to the Alumni Center and we encouraged them to take advantage of all of the services of the Alumni Association. It was a wonderful day and we welcomed them to our alumni family.

On June 14th, as Mr. Barrett mentioned, we did have our UC Distinguished Alumni Celebration. It was a sold-out event due in large part to our headliner, Mr. Tom Humes, who received the William Howard Taft Medal for Notable Achievement. It is extremely well deserved, Tom – congratulations again.

Our focus on engaging Young Professionals is benefiting from a passionate group of Young Professional group leaders. About 30 people attended an event at the end of May featuring Cincinnati City Councilman P.G. Sittenfeld. That group is very active at the moment and we look forward to great things from them.

Whit Babcock and Myron Hughes met on June 4th with City of Cincinnati employees who are also UC alums. The meeting was hosted at City Hall by Assistant City Manager Scott Stiles, who is a DAAP graduate of 1983, and City Councilwoman Yvette Simpson, a graduate of Law 2004. We had about 80 people attend and it strengthened our relationship both with those graduates and with the city. We hope to carry that event to many other employers throughout Cincinnati.

Our regional alumni networks continue to be active, with engagement events in about a dozen different cities in June and July. We're already planning for the fall schedule where we will host pre-game events in Washington D.C., Toledo, Louisville and Philadelphia.

For the fiscal year 2011-2012, we hosted about 176 events throughout the country and world with more than 4,700 participants representing a 51% increase over last year. We're really getting a lot of traction out of our networks. We also awarded seven scholarships through these alumni networks.

We have good news to report on our development efforts and alumni participation. Working in concert with the 2012 Senior Class Officers, the final total of donations to the class gift totaled about \$13,000, which I believe, is a new record. That impressive total includes more than 65 student gifts of \$100 or more. So, we want to thank the senior class representatives and thank all the students for their support. We also had an anonymous donation of \$20,000 to match the senior class gift and all those proceeds will go to improvements to the Alumni Center.

As of the end of June, UC's alumni participation rate stands at 13%. That figure rose this month, largely due to the "Bearcats, Come Back" campaign, in which new and returning donors are eligible to win one of many "UC VIP" on-campus experiences.

Also, finally, a new initiative for the Alumni Association is career development support for our alums. We have a two-part workshop next month on job search with another career development workshop planned for October.

Finally, this being my last board meeting as President of the Alumni Association, I want to thank everyone at this table for your support of the Alumni Association. It was one of the most rewarding and enjoyable experiences of my life and my career. In particular, I want to thank President Williams for his support of the Alumni Association and me personally. I will reiterate what I said at the Distinguished Alumni Celebration and that is the leadership at UC is world class and that starts at the top with President Williams, Santa Ono, Bob Ambach, all of our deans, and all of our administration. What's been clear to me in my tenure is we are a world-class university. It is just a matter of recognition at this point. I am Rusty Myers, and I will always be Proudly Cincinnati.

Mr. Barrett:

Thank you, Rusty. There are really no words that can properly thank you for your contributions to the university, but all I can say is you are a real credit to your university for all you've done.

Mr. Myers:

Fran, thank you – it has been an honor.

Mr. Barrett:

I will now call for the Faculty Senate report. As is typical, Richard Harknett is doing something for the university and, as I mentioned before, he is with Governor Kasich right now on a matter of great importance to the university. That's the only reason he couldn't be here. I'm pleased to have Richard Miller give his report. Richard, you have Dr. Harknett's report?

Dr. Miller:

I do, sir.

Mr. Barrett:

Would you be kind enough to give it to us please?

University Faculty Chair Report

Dr. Miller:

On behalf of Professor Harknett: Since this is my last report to the University Board of Trustees as Chair of the University Faculty, I wish to provide a brief assessment of the past few years in order to provide perspective in considering the opportunities that lie ahead. But allow me up front to say that it has been a true honor to represent our great faculty, who, because they are intellectually restless by nature, will continue to be the essential engine that pushes forward this great university.

In my view, the University of Cincinnati is on an exciting trajectory. Institutional strategic planning and action is facilitating enhanced educational outcomes and growing external recognition of our quality. The foundational guidance of UC2019 has shaped high visibility outcomes such as the new Academic Master Plan and the essential organizational shifts in structure and process to carry forward our vision. The alignment of institutional structure and process with strategic vision may not be the stuff of headlines, but it is, in fact, the area where most strategic efforts fail either due to inattention or more often through bureaucratic resistance or inertia. Complex organizations tend to change slowly and universities tend to stand out in their default to incrementalism.

I would submit that over the past several years, we have fundamentally altered the manner in which this university can function in very important ways. The revolution of performance based-budgeting and the new integrated decision-making process that vectors through a strong academic leadership pathway are two key components of a transformation in the manner in which we operate.

These, along with other changes such as how we organize for research partnering with external industry and community actors, are, however, only table-setting. The structures are in place to succeed, but now we have to deliver in a very challenging environment of constrained resources and dynamic technological and social change. How Higher Education adapts to the 21st century is not at all clear, but the need to adapt is. Constrained resources make the challenge of adaptation more difficult as we have less room to experiment, which is a process that invariably allows for progress to be achieved through both success and failure. The most impactful innovation tends to come from processes that allow for success because we are not afraid to fail. I urge the Board to continue to support the university as an incubator of innovation in both ideas and practice despite the challenge of managing our resources more effectively and efficiently. The faculty, staff, and students of UC represent a capacity to break ground; to lead and shape adaptation in Higher Education; and to be transformational.

As I close out my term, I am optimistic that we will deliver because the institutional changes that have developed recently have done so through broad-based engagement across the university community. This has not been top-down management, but rather through engagement in shared governance processes and in our multi-constituency committee approach, we are initiating change with buy-in. The table has been properly set, because everyone has been at the table.

The next stage is no small matter in our progress as a university – implementation of priorities. There will be disagreements about how best to proceed and which goals to advance relative to new opportunities that arise, but as those disagreements arise as long as we stay rooted in a cooperative process of vetting, proactive engagement, and discussion, particularly between the faculty and administration, I am confident we will progress in our goals of transforming lives, education, and knowledge itself. On behalf of Professor Harknett, thank you.

Mr. Barrett:

Dr. Miller, thank you very much. We really appreciate that letter from Dr. Harknett and we welcome you aboard and are glad you are a part of our team.

Dr. Miller:

Thank you, sir.

Mr. Barrett:

Thank you. If there are no further questions with regard to the faculty, we will move to the student trustee reports. As I indicated previously, unfortunately, Portia Watkins is ill today as our graduate student trustee and cannot be here. Her last official duty as graduate student trustee was her participation in the June 8th and June 9th graduations. She sat on the dais with the other trustees and we were glad that could be her last official duty, but we do miss her today. We'll now go to the undergraduate student trustee, Nick Hertlein. Nick?

Undergraduate Student Report

Mr. Hertlein:

Thank you Chairman Barrett. It is good to be back in the United States. And it is great to be back in Cincinnati. As Lane mentioned at the last meeting, I have spent the last six weeks on an academic program through the Lindner Honors-PLUS program in the Lindner College of Business. During this time, my class had the chance to visit cities like London, Barcelona, Munich, and even Riga, the capital city of Latvia. In addition to academic courses in many of the cities, we also visited companies throughout the EU, like Audi in Germany, and Credit Suisse and Unilever in London.

I can take away many things from this study abroad. First and foremost, I come away from Europe with a newfound understanding and support of the President's 2019 goal of 1,500 students studying abroad. My experience abroad was culturally instructive, and I was able to become far more informed in my world view. I remember listening in fascination as a Spanish economist explained his country's position within the EU, and when a Latvian businessman described the transformation of Riga from a Communist city to a booming hub of free market activity. From this experience and knowledge is something that every college student should aspire for and have access to.

The second takeaway from my trip was the emphasis that other universities throughout Europe place on experiential learning. The success of this internship culture, especially in France, leads me to conclude that we were on the right track 100 years ago when Herman Schneider conceived co-op, and that we need to continue exposing our students to real-world experiences in work and research settings.

In this respect, I wanted to notify the board of a project that a handful of students, including myself, are undertaking in the College of Business. Tentatively called the Lindner Wall Street Fellowship, this program will be designed as a formal, institutional offering to allow our students to explore careers in high finance. Although we are just in the planning stages, and have yet to put any formalized structure to the idea, we are

confident that this program will establish an important connection between our business college and a major finance center of the world.

A final takeaway from my trip to Europe was the recognition of the phenomenal reach of the University of Cincinnati and its alumni. Whether it was at Bloomberg's London headquarters, where a UC grad took us on a tour of their modern facilities, or in Latvia, where a UC grad explained his role in the local real estate market, or even at Unilever, where the CEO took an hour of his busy schedule to explain his ongoing commitment to the University and to the world's economy. I came to realize how global our school really is. Whether it is here in the boardroom, in the classrooms across this campus, or halfway across the world, Bearcats keep showing their school pride. And that is why I am Proudly Cincinnati. Thank you. That concludes my report.

Mr. Barrett:

Nick, it sounds like you had kind of a whirlwind tour there. Thank you very much. That concludes the report of the student trustees. I'll now call for the report of the Student Body President, Lane Hart. Lane?

Student Government Report

Mr. Hart:

Thank you Chairman Barrett. The end of the last full quarter here at UC has been an extremely exciting time for all of us. Myself and Vice-President, Maesa Idries, were sworn in at the MainStreet Stride as we mentioned at the last meeting, which is really an outstanding event that brings together people from all across the UC community from faculty, staff, and administrators to students and alumni.

The University hosted a Memorial Service on May 30th, which was moving. Once again, it brought members from across the UC community together. Thanks to Dawn Wilson and Dr. Livingston for organizing this.

In the past UC has been involved with the Ohio State Student Government Association, which is a union of student governments from across the state. Our Student Government is seeking an active role in revitalizing this organization over the next year. I hope UC Student Government can act as a major facilitator in these conversations of best practices and current issues across the state.

I recently had a chance to visit our senators in Washington to discuss some of the issues about student loan interest rates, and all considerations related to those. It was really outstanding to see how welcoming Senators Portman and Brown were to student input and our constituents here in the state. I hope that we can continue a close relationship with our elected officials at the local state and national levels.

More recently, commencement also brought about an extremely exciting time for the students, and newly hooded honorary doctor Nick Clooney delivered compelling speeches at all three ceremonies. I was delighted by the participation of all the UC community again from students, administrators, faculty, to Board members at that ceremony. I received multiple comments from students about the all-university ceremonies and the importance of celebrating those together.

I want to also congratulate Dr. Xumao Wang, who was appointed Dean and University Librarian last week by Provost Ono last week. We look forward to working with Dr. Wang to ensure that our libraries will continue to be a vital part of our educational process here as students.

Also, looking forward to convocation this fall – Student Government has had the opportunity to be part of the creation of a new Bearcat Bond as it's called, which was spearheaded by Mr. Daniel Cummins and Assistant Dean of Students and Vice Provost Dr. Gigi Escoe with also participation by the Graduate Student Government. The purpose of the Bearcat Bond is to highlight the importance of our Just Community values in a very succinct and memorable statement which reads, "As a member of the University of Cincinnati and its Just Community, I will uphold our Bearcat values of respect,

responsibility, and inclusiveness. I will promote the highest levels of personal and academic honesty and aspire continuously to better myself, UC, and the world." In essence the pledge encourages every member of our UC community to do the right thing. It can be found online at <http://www.uc.edu/conduct/> and it will also be highlighted during the orientation process this summer as well as the convocation in the fall.

In summation, we in Student Government are already in the midst of our shortest, but most exciting summer, during which we are already engaging in strategic planning, welcoming of incoming students through their orientations, and operationalizing some of our initiatives. That concludes my report, Mr. Chairman. Thank you.

Mr. Barrett:

Thank you, Lane. Thank you for a very encouraging as well as comprehensive report.

Executive Session

Mr. Barrett:

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

Our next regular board meeting will be here in the Russell C. Myers Alumni Center, on Tuesday, August 28, 2012. Thank you very much for being with us today.

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

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

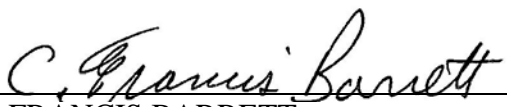
AYE: C. Francis Barrett; Margaret Buchanan; Thomas D. Cassady; Stanley M. Chesley; Gary Heiman; Thomas H. Humes; William C. Portman, III; Robert E. Richardson, Jr.; and Geraldine B. Warner

NAY: None

ABSENT: None

Adjournment

There being no further business before the Board, and upon proper motion, the meeting adjourned at 12:39 p.m.



C. FRANCIS BARRETT
CHAIRPERSON



ROBERT E. RICHARDSON, JR.
SECRETARY