

**Regular Meeting of the Board of Trustees  
June 26, 2007**

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# UNIVERSITY OF CINCINNATI

## Official Proceedings of the

### Two Hundred and Seventy-First Meeting of the Board of Trustees

#### (A Regular Meeting)

June 26, 2007

The Two Hundred and Seventy-First Session of the Board of Trustees of the University of Cincinnati was opened at 10:11 a.m. on Tuesday, June 26, 2007, in the Russell C. Myers Alumni Center of the University of Cincinnati. Notice of this meeting was given in accordance with Section 121.22 of the Ohio Revised Code. The proceedings of the Board, when not otherwise provided for by its bylaws, are governed by *Robert's Rules of Order*.

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

**BOARD MEMBERS PRESENT:** Anant R. Bhati, Jeffrey L. Wyler,  
Sandra Heimann, Gary Heimann,  
C. Francis Barrett, Margaret E. Buchanan,  
and Thomas H. Humes

**BOARD MEMBERS ABSENT:** Phillip R. Cox,  
H. C. Buck Niehoff

**ALSO PRESENT:** Nancy L. Zimpher, President;  
Jane E. Henney, Senior Vice President  
and Provost for Health Affairs;  
Anthony J. Perzigian, Senior Vice President  
and Provost for Baccalaureate and  
Graduate Education;  
Monica Rimai, Senior Vice President for  
Administration and Finance;

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

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

Mr. Wyler:

Welcome, everyone. Please note that Mr. Cox and Mr. Niehoff were unable to attend today. Mrs. Heimann will be here shortly. I would also like to announce that the University of Cincinnati has recently appointed Christine Ackerman as the University's new Internal Auditor and I would like to call on Monica Rimai, Senior Vice President for Administration and Finance and she will provide a formal introduction.

Ms. Rimai:

Thank you, Mr. Wyler. I cannot be more pleased to introduce Christine Ackerman to all of you but, of course, she is no stranger. Christine has worked for Deloitte & Touche for a number of years. She has tremendous experience in doing public sector audits in addition to having done, for a number of years, the audit of UC's financial statements. She also has experienced at looking at Miami and a number of other public sector entities. Christine received her Bachelor of Science in Business from Miami University of Ohio. We will not hold that against her and she is a licensed CPA. So I would just, at this time, ask Christine to step forward and just say a few words.

Ms. Ackerman:

Good morning. I am very excited about this opportunity and I look forward to working with all of you. Thank you.

Mr. Wyler:

Thank you for that! Christine, if every presentation this morning could be that brief, we will be out of here shortly. Thank you, kindly. Welcome to the University of Cincinnati. I would now like to call on President Zimpher for her remarks.

### **Report of the President**

President Zimpher:

Thank you, Chairman Wyler. I want to thank you and the members of the Board of Trustees for a great commencement celebration on June 9. As you know, we greeted 2400 graduates in two two-hour ceremonies, standing room only in the afternoon and recall that we noted that the international experiences of our Class of 2007 had doubled from the year before so we are entering the global environment.

I am pleased to announce, as well, as an outgrowth of our UC|21 commitment to have great and effective teachers that we have named the inaugural class for our brand

new University of Cincinnati Academy of Fellows for Teaching & Learning. For many years, we have had Fellows of the Graduate School and that honored graduate school mentors and scholars and researchers but this month we have established our first ever teaching fellows. We have a selection committee, chaired by Dean Andrea Lindell from the College of Nursing, and I want to thank them for their very hard work. We envision that these fellows will play a key leadership role in the continuous quality, improvement, and depth of the UC learning experience. We are delighted that Ann Welsh is a member of the inaugural class of the academy; so it is just wonderful. Congratulations, Ann.

That said, UC Mobile hit the news gaining national attention in the last month. The project was not only featured on the cover story of the June issue of *Business Officer* magazine, but it will also receive an honorable mention award for Institutional Excellence in Communications Technology from a national communications technology association in August. Congratulations, Fred Siff.

DAAP's John Hancock and his Virtual Heritage work are also gathering national attention and have been featured by media outlets such as the *Wall Street Journal*, *USA Today*, *The Washington Post*, *Los Angeles Times*, *ABC News*, *CBS News* and other international publications. Professor Hancock's project has electronically recreated almost 40 of the Midwest's historic Native American mounds. Other Virtual Heritage work by DAAP is currently on exhibit at the Children's Museum of Manhattan in New York City.

On June 6, our UC College of Pharmacy was officially renamed the James L. Winkle College of Pharmacy. I am sure that Dan Acosta took great pride when calling on the graduates to rise and come forward and to be able to reference the James L. Winkle College of Pharmacy. The college is only the second in UC's history to be named after a donor.

On the Athletic front, UC has two new BIG EAST Champions in Renee Hein (for the high jump) and Tara Meier (for the pole vault). Athletics Director, Mike Thomas, has

been named to the NCAA Division 1 Championships/Competition Cabinet as a representative of the BIG EAST Conference. And, earlier this month, the athletics department held our first-ever All-Sports Banquet, where the Bearcats men's soccer team came away as the big winners. The squad, UC's inaugural BIG EAST Championship, remember CATapult gives us the championship in every sport over the next three (wish they had said five, but we are growing) years. Men's soccer head coach, Hylton Dayes, was named by his peers as Coach of the Year, while his charges were selected as the Team of the Year. Omar Cummings, now playing professionally for the Colorado Rapids, got the nod for Male Athlete of the Year. The only recognition not taken by the men's soccer team was the Female Athlete of the Year, which went to track and field star, Ashley Wilhelm.

And, now for other great news, as we are doing regularly these days at our Board of Trustees meetings, I call on Caroline Miller for an update on enrollment. She is the Associate Vice President for Enrollment Management. Good morning, Caroline.

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

Dr. Miller:

Good morning. I think if you were in town last week, you must have taken a media holiday if you had not already heard advance notice of the success of this incoming class but I would like to give a little bit of context for you. First of all, our feeders continue to be very strong in the Cincinnati suburb schools. Oak Hills continues to be our #1 feeder. St. X, Walnut Hills, the Lakotas, Sycamore, Milford, LaSalle, at the moment, round out the top ten. That may vary a little bit by the time we get everybody registered but interesting in this, for the first time, a Dayton High School sits in #12. From Centerville High School up in Dayton, we have about a doubling of their class with over 50 of their students coming from Centerville High School.

That recognizes in this freshmen class the 40% growth from Dayton and Columbus, 30% growth from Northeastern Ohio, 33% growth from the Toledo area. The Cincinnati area growth is approximately 6% on this class and so in all regions in Ohio that we track this freshmen class, considerably includes students from across this state. In our out-of-state numbers, we expect a slight drop, maybe 1½% or 2% which is actually pretty remarkable because in the context of this very difficult fiscal year, we did not spend a lot of time out of state. So to the extent that those numbers have held, we are pleased.

I would like you all to know that today is day 3 of new student orientation. To keep you in the cycle of things, we try to route about 250 to 270 new students in a group to try to keep it manageable and a bit personal and if you ever wanted to experience pure energy, show up in Great Hall at roughly 12:15 or 12:20, you will want to bottle it and take it every morning. Our orientation leaders, again, are phenomenal with this class and we are pleased to have them with us for the summer.

Transfer students, this is transfer season as we wind down the freshmen, I am very pleased that our collaborations with Cincinnati State and with Sinclair are seeing both basically a quadrupling of students from Cincinnati State who are scholarship eligible, the number going from 10 to 44; and in Sinclair where last year where we had 2, we have 11. So that connection appears to have been a wise choice on our part and continuing partnerships with our transfer students.

Last week's news was about this entering class but I hope all of you know that last week's news is really about the class of 2008 and the way we are positioning ourselves going forward. We have this little tool on our web site. It is called virtual advisor where students can write in and get instant answers or if we do not have an answer there, we can respond to them later on. The virtual advisor site was slammed over the weekend with people asking questions about admissions criteria for the class of 2008. So, we are pleased with this fall and excited about the next session. Thank you.

Dr. Zimpher:

Caroline, I know that Tony Perzigian and Mitch Livingston who share leadership and responsibility for enrollment would want me to recognize both you Caroline and Tom Canepa stand up so that we can just give you a rousing congratulations.

(Applause)

Dr. Miller:

Thank you and I know Tom would join me in saying that we had tons of help from everyone on this campus.

President Zimpher:

I think now I am going to introduce myself and Monica Rimai so I will leave a chair for you, Monica. This is really our anchor item today. We have collapsed what is typically a couple of reports into one and have named it UC Fiscal Growth Plan 2007-2010. Marianne is going to help me. We imagined this but I want you to look at it closely.

*(Nancy L. Zimpher, Ph.D., President of the University of Cincinnati and Monica Rimai, Senior Vice President for Administration and Finance gave the following presentation on UC Fiscal Growth Plan 2007-2010, utilizing PowerPoint slides. A handout consisting of copies of the slides was distributed to the members of the Board and others seated at the meeting table. A copy of the handout is on file in the Office of the Board of Trustees.)*

Fast forward to 2010 and you can imagine a profile of the University of Cincinnati, fueled by increased investments by the State of Ohio, both in affordability and in the support for instruction and research, complimented by increased private support for endowed professorships, scholarships and study abroad.

In fact, in June of 2010, UC finds itself not only in a stabilized financial environment but successfully growing its revenues to meet the increased demands of a 21<sup>st</sup> century knowledge economy.

I believe this profile of the future is imminently attainable but we have to continue to ask responsibly now and in the future, not only through key board of trustee and administrative decision-making but with the personal commitment of our faculty and staff to exemplary business practices. And, of course, we need to continue receiving investment from our private and corporate and civic partners, our alumni friends and donors to realize this vision for UC's financial future.

That said, how will UC achieve financial stability and actually grow its revenues in the short and longer term future. So, Monica and I are going to represent a series of ideas that have flowed upward through the consultations over the last twenty-four months with our trustees and academic administrators, faculty, staff, student leaders and many conversations with our alumni donors and friends. And really, hopefully reflect, the interest of the entire UC family.

Before moving forward with a recap of our short-term and presentation of our longer term strategies, inquiring minds want to know, again, how did we get here and who exactly got us here. The short answer to the who is probably pretty much everyone.

Together we have created a beautiful, nay transformative 21<sup>st</sup> century campus and given our enrollment status, I think you could say it is working.

Along the way, however, we encumbered considerable expenses. Cost overruns on construction, operating deficits in housing and student services, rising energy and health care costs, accumulated operating deficits in college and division accounts and athletics, deficits in the pursuit of the Academic Health Center's Millennium Plan and decisions to initiate capital construction without sufficient funding in place to advance those constructions.

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We have from time to time referred to our fiscal condition as the perfect storm or for some, the elephant in the living room. Looking back on all this communication about our discovery process which began in earnest in the fall of 2005 and subsequent discoveries, we have made every attempt at full transparency in our deliberations. We have had countless presentations from faculty and student leaders, academic leaders, colleges and departments, donors and investors over this past 24 month period.

So, while the condition we find ourselves in was surprising 24 months ago, it is simply no longer surprising to anybody who is paying attention. Most inquiring minds are well aware of the fact that our entire decision-making process has been essentially revamped to ensure that along with key academic administrators, all of the designated all-university committees has representation from faculty and students, especially in financial and academic decisions that we will recommend to the administration and the Board.

So, we have been referring to our short-term budget strategies as a three-legged stool. We have taken an approach to ensure greater fiscal responsibility and I might add with amazing success and that is a big point of our spending some time on this short-term strategy this morning.

First, one leg of the stool, we began by making immediate changes to our business practices to promote fiscal discipline and responsible planning. In addition to key personnel changes, and the consolidation of two major administrative divisions into the Division of Administration and Finance, we have also offered early retirement incentives, abolished positions, frozen salaries for all administrative staff, reduced energy consumption, generated additional income through IT services, restructured employee benefits, adjusted custodial services, and halted major building projects until funding is identified. If you are thinking, you are feeling a little exhausted, you probably should. All of these steps were taken with the considerable good faith and cooperation of countless members of the UC team and I want to publicly thank all of you who have contributed to such an immediate turn-around in a major aspect of our business practices.

Now, the second leg of our short-term strategy has been about creating a budgeting process that is based on realistic revenue and expense assumptions – especially tuition projections. In the past, the university had been too optimistic on several of these fronts.

Contributing or trying rather to curb our enthusiasm for only hoped for revenues, we set a target in this fiscal year to stop the hemorrhaging and to close our budget deficits or our budget gaps. In fact, some people remember that the process of over-extending our annual budget goes back as far for the historians as maybe thirty years. Let the record show that we put an end to this kind of, somewhat flattering, aspirational budgeting. Now and forever, and through a lot of very hard work and discipline on the part of the vice presidents, deans, faculty and staff, we agreed to close up front this year's budget gap by taking \$27 million cut during this fiscal year.

Two weeks ago, we announced that the budget would close within a rounding error of plus or minus .6%. The industry standard is 2 to 5%. We thought we would make it in .6%. I am pleased to announce that as of today, we will close our 2007 budget within .5% of a percent in the black. That means we actually have some extra cash on a very, very difficult year all because of the commitment of the UC family.

And, the third leg of the stool in this short-term budget adjustment revolves around our cash policy. You will recall that in November of 2006, the Board of Trustees approved a cash policy. We had no cash policy and a tradition, unfortunately, of over-spending budgets. This policy requires UC to build operating cash over the course of time to monthly and daily averages appropriate to an institution of our size and to an industry standard. This, too, has been painful but a necessary step and we are very appreciative of the help given by our UC Foundation to meet the inquiries and offers of assurances necessary to protect donor intent as many of these funds, particularly from the administrative quasi-endowment transfer were met.

Now, in addition to these three short-term strategies, stop the hemorrhaging by closing budget short-falls, addressing better business practices, and getting a real live cash policy that is working, we have now going forward a tool box of strategies to help us in the longer term and Monica is going to share those.

Ms. Rimai:

Good morning everyone and thank you, President Zimpher. Any sustainable growth strategy requires a variety of tools, techniques, and processes to help achieve increases in revenue. At UC, a number of those tools are already in place while others are still in development but we will need all of them to achieve our visionary goals.

First among equals in this tool box is the notion of performance-based budgeting. This budgeting technique is not designed to generate revenues and it is not a panacea, but it is a critical tool in understanding where our current revenue centers are and knowing where we spend our money. This is vital intelligence when attempting to grow revenue while cutting costs. As important, performance-based budgeting is a coherent and transparent method of directing resources to our academic priorities which should include programs that have revenue growth potential.

The Performance-Based Budgeting Task Force that is working under the auspices of the Fiscal Coordinating Committee is co-chaired by Dean Larry Johnson and Senior Associate Vice President Bill Kelleher and it has been hard at work for many months now, developing the data that is key to successful performance-based budgeting. In fiscal year 2008, we will devote our time to further developing and vetting that data. In fiscal year 2009, we will test that data through a series of performance-based budgeting pilots so that by fiscal year 2010, UC will be ready to adopt its version of performance-based budgeting.

In the meantime, UC should not shy away from experimenting with performance-based budgeting, using programs with budgets that can be fully isolated from the general fund as a whole and it should continue supporting revenue generating programs in

emerging markets, using the current 65/35 split on revenues to bridge to true performance-based budgeting.

Another tool that is well on its way to fruition is establishing academic priorities in priority order. Last summer, through the wonderful leadership of Provost Tony Perzigian, UC identified its programmatic areas of strength as well as those with potential for growth, all meeting the economic demands of our region and our nation as a whole. The efficient allocation of resources requires that we now place those programs in priority order.

Similarly, the effort currently underway to cull through UC's array of degree programs to identify those that are current and viable will also assist in the efficient and economically savvy allocation of our resources.

Already a tool finding a secure home in our tool box is a system of transparent and participatory decision-making. The decision-making process previously referred to by President Zimpher is as much a tool that promotes accountability as it does informed and coherent decision-making and it has already paid off in terms of the budget that we will be presenting going forward for fiscal year 2008 and in discussions around tuition setting.

Yet another tool that has already paid off and that cannot be abandoned is UC's Columbus strategy. Thanks to the new leadership at the Inter-University Council (IUC) for the first time in many a biennia in Ohio, higher education has received the attention it needs and deserves from both the Governor and the Legislature. As we will hear later in our Finance and Administration Committee, this attention will result in increased support for all of Ohio's public institutions of higher education, including UC. That said, there is still a great deal of work to be done, so we must continue working with the IUC to assure that the appropriate kind and amount of state support flows from Columbus to the University of Cincinnati.

Not all growth can be accomplished efficiently on our own. For example, as we have all learned, perhaps the hard way, the continued development of safe and clean neighborhoods, the kind of neighborhoods around the university that will attract quality students, faculty and staff to the university, cannot be accomplished by ourselves. For that reason, we must work in partnership with the other major employers in the area, through the Uptown Consortium to assure a reliable flow of people to our uptown neighborhood from all walks of life, not just students, to help make the neighborhoods around our campus healthy and vibrant, as well as the university.

Another important partnership focuses on the availability of qualified students who are ready, able and willing to pursue degrees of higher education, students who not only support UC but drive the economy of this region as a whole in terms of a successful workforce. Of all our partnerships, none hold greater potential and none are more critical than STRIVE. As it focuses on the entire region, both Northern Kentucky and Greater Cincinnati, to help make sure that students who enroll in college will not need expensive, remedial education and who will remain in college through graduation and then embark upon successful careers.

There have been a variety of tools that we have already identified and started working on through a catalogue wherein we have assigned responsibility to see these tools to fruition. Consequently, UC will soon see new policies beyond just the cash policy that will further institutionalize good business practices, including those around purchase cards and controlling travel expenditure. In addition, to reduce redundant and costly practices and to concentrate cash flows, UC will move from quarters to semesters in the fullness of time in an orderly fashion and well informed by academic interests.

As a final example, UC will find efficiencies and economies of scale through the elimination of redundant services between the East and West Campuses where appropriate. This is a significant array of tools necessary to achieving the goal of sustainable growth. What they all have in common is the ability to promote and support development of new resources from either external sources or from within the university,

although they are not sources of new revenue in and of themselves. For that, we need some long-term visionary growth strategies. And, for an introduction of those strategies, I will turn it back to President Zimpher.

President Zimpher:

So what we have is a series of short-term strategies which we have already executed, stopped the hemorrhaging, create a balanced budget, create a cash policy, all in the framework of good business practices, design a tool kit of practices that we can implement going forward, some of which have already borne fruit for us and then move to a series of visionary, some would just say big ideas. I think we have had big ideas on the table before. We continue to frame our work around UC|21 and its goals but in the dimension of revenue growth, we still have to think beyond our current structures.

So, I want to thank, as well, the Governor and the Legislature, one and all, for the conversations they are having, the budget planning around investments in higher education toward the economic and quality of life welfare of the State of Ohio. And I want to thank our friends and donors, alumni, corporate and private foundation colleagues for their profound contributions as we continue to plan for a major development campaign. We clearly understand that the margin of excellence for the University of Cincinnati depends on those contributions. Our campaign of the future will be nothing short of a testimonial to the pride and support that comes from our friends and alums but we must do something in return, both for the privilege of private investment and the trust placed in us from the State of Ohio.

In short, we must grow our revenues ourselves; not to become totally self-sufficient but to enjoin the compact that our state is making to its premier research universities to be all that we can be. Such a vision requires discrete strategies, like the five you see before you but we want to acknowledge that while depicted and discussed separately this morning, they are interactive and co-dependent as one revenue strategy develops, its success depends on the vibrancy and relationship to another strategy. So, as

we round third here and head for home, we want to talk about these five strategies for long-term fiscal stability and growth and Monica will take the first one.

Ms. Rimai:

Thank you. Well, the relative stability of UC's credit worthiness over the past several years, as established by objective sources such as Moody's, and Standard & Poors, is testimony to the fact that UC is rich in assets. Most of those assets, however, are fixed or illiquid and, therefore, they are not an available source of revenue to build our academic priorities. That said, if we took a more entrepreneurial view of these assets, we might transform some of them from illiquid to liquid. Thus, housing, parking, utilities and other auxiliary services would become something more than just part of our cost structure. If we are willing to consider the ownership of these assets in a nontraditional sort of way through leasing some part or, perhaps, outsourcing some of the services or even selling the assets, we could not only generate cash, we might also be able to generate a revenue stream that could be used to support our academic priorities.

Of course, the decision to pursue a nontraditional relationship with these functions must be pursuant to well considered criteria including, not compromising the quality and reliability of the service, or sacrificing sustainable growth for temporary cash. That said, as we speak, we are beginning to explore the viability of turning some of our fixed assets into assets that can work for the university now and in the future.

President Zimpher:

Okay. The second strategy is manifold but it involves growing our enrollment and you will recall that even since 2004, we have been talking about moving from 35,000 students – now this fall, Caroline tells me maybe 36,400 plus or minus to something in the range of 4,000 targeted and strategic enrollment initiatives. So I begin with co-op – Kettil Cedercreutz, of course, would love to be here but he is in Singapore talking about co-op to the economic development board there - but I think we have some real opportunity here.

Everyone knows that we are the initiator of co-operative education so we have the unique opportunity to become the largest university engaged in what is an umbrella concept of experiential learning in the United States. In fact, if we want to beat the international target, we have to beat 12,000 students enrolled in co-op and I think we can do that, as well. We need to document our experiential placements in service learning, clinical and practical placements in nursing, education, allied health, social work, pharmacy, perhaps even law, and others as we identify over 3,000 additional experiential placements to the already 5,000 co-op placements. And, depending on how we define our evolving relationship with Cincinnati State, they have 3,000 co-ops so you soon understand how we might reach 9,000 to 10,000 to 12,000 co-ops while reputation alone does not generate resources, it sends an international message about our commitment to work integrated learning.

Further, we need to be better at promoting existing co-op programs and boosting our enrollment. We have three mandatory co-op programs that have grown over the past four years by 18%. Growth in business has not been as robust but because co-op is centrally administered, we have the opportunity to grow co-op business, College of Business co-ops. We think by using the industrial business connections that we already have that we could grow these existing co-ops just by generating more enthusiasm within our business partners. While enrollment growth in DAAP might be challenged, given our capacity, we think there is room in Engineering and in the College of Applied Science and in Business, as I mentioned before.

We also think there is room to grow the salaries of our co-op students. Together, they earn about \$30 million a year. Over the next eight years, that might grow to \$46 million. What does that do for us financially? It helps our students pay for their tuition and puts less demand on our tuition remission programs.

But there are other opportunities, including increasing the co-op fee which is modest and has grown very slowly but could grow more swiftly. We could introduce mandatory co-op in the College of Business; we need a co-op like experience for our

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transfer students who come wanting to catch up with the students who started as freshmen. We could have mandatory internships in the STEM disciplines in the McMicken College of Arts and Sciences; we can increase our international co-ops, our CCM co-ops, and electronic media, at Clermont College, at Raymond Walters College. In short, we have a world of opportunity in co-operative education. We are the recognized inventor and leader and we can step up the shared number of commitments and grow our revenues through co-op fees and other embellishments to our co-op program.

The second enrollment strategy, a subset of this second big idea, is around demographics. As you know, there is great potential in the STEM fields; there is going to be state funding to increase our enrollments in this area. We have units that are not at capacity; we think we can develop broader border tuition rates in Indiana, in Kentucky and to the East and, perhaps, as far north as Pennsylvania and Michigan to the North. We have some border state tuition policies but we think we can grow more.

Furthermore, there are a number of states, a handful of states, in the United States, that simply cannot meet their higher education demand. You could start at California to Texas to Arizona to Florida to New York to even Maryland to say why don't we build a relationship with states where we guarantee some admissions from those states to our programs.

And, of course, as you will hear more today, the massive potential, the population of over 25 and over 50 to re-invent themselves. I could imagine how many post 50 students might want to enroll, for instance, in the Culinary Arts Institute, the Midwest Culinary Arts Institute at Cincinnati State and pursue a baccalaureate degree through the College of Applied Science.

The third enrollment strategy I have alluded to which is international, I believe we can strategically in targeted ways grow our international enrollments. Already, we have recruiters on the ground in India and China, one of whom will be Mr. Bearcat, Dominic

Berardi will be in China, helping us recruit students next year. We could not have a better representative. You know we have a partnership now with Shandong University which we believe is a large comprehensive research university not unlike us where we can position recruiters. Our first over seas degree program at Shandong, the executive MBA, pending government approval in China, and many, many opportunities to grow international co-op.

The third big idea is all around Media-Rich Pervasive Learning. We did, a few weeks ago, have a day long retreat with our cabinet and deans and selected faculty and student leaders to examine what these futurists are saying about leading edge 21<sup>st</sup> century teaching and learning. First we believe that we can infuse into our General Education requirement more distance learning options where students can be here residentially but they can take one or more of their Gen Ed courses, particularly where we have some bottlenecks, online in the comfort of their apartment style residence hall rooms.

Secondly, we are learning more about the so-called squeeze market. This is when educational requirements shift for various professions and as is the case in early childhood, there are more demands for continuing professional development, we think there is a market there. In fact, there is a world-wide market for continuing professional development that we believe we can manage, both on campus and through distance learning.

And, then, not to beat a dead horse, I have spoken repeatedly about expanded scheduling. You and I both know that from 10:00 o'clock on Tuesday to 2:00 o'clock on Thursday, you cannot find a classroom on this campus but you could bowl here on Saturday and not hit anybody. We have to be better stewards of our facilities. We have to use them at night; we have to use them on the weekends and while the demand will be for increasingly savvy instructional technology imbedded classrooms, we could build more which would cost more money or we could use the ones we have 24/7. I rest my case.

Now, I think, I am on the fourth strategy – Innovation & Economic Development – let me start by saying that we have immense opportunity in the coupling and relationship of CincyTechUSA, BIO/START, and Techsolve. All are examples of how we collaborate to take our research from the bench to the bedside. This is an incredibly supportive environment and we are lucky to have these agencies helping us develop business plans and taking great ideas to market. We are very involved in the regional, economic development plan, now referred to as Agenda 360, led by the chamber and others and GO Cincinnati, led by the chamber and the city.

But, I believe we have immense opportunity remaining in the Genome Research Institute affectionately referred to as the GRI. Our recent acquisition of a library of chemical compounds from Procter & Gamble Pharmaceuticals and the potential of moving more industry relationships in and through the GRI certainly presents an opportunity for us. While traditional federal grants will help move our drug discovery operation, we think that some fee for service initiatives, both internal and external customers, milestone payments for UC collaboration on drug discovery and development and royalty payments could raise the revenue potential of this terrific asset – the Genome Research Institute.

And, then, finally, our plan for Articulation & Transfer – we tried to put everybody we could think of that provides a pathway to the Uptown Campus, our partners at Raymond Walters, and Clermont, certainly our new Cincinnati Pathways partnership with Cincinnati State, and the work we are doing in Warren County with Sinclair gives us huge opportunity not to speak of the 2+2 programs that we have at Cincinnati State, the College of Applied Science, we simply have to find a better, more assertive way to connect these regional campuses and community college campuses into an array of distinctive programs that will draw people in to the baccalaureate, masters and doctoral programs at UC.

So, we put these long-term visionary ideas, once again on a matrix; we don't yet have the steps; we don't yet have the business plan but our challenge is to gather the

committed and convinced around these and, perhaps, some other plans to create a business plan that we can then review this fall in administrative and faculty retreat where we can put these recommendations through our standing committees and our new decision-making process and come out with implemented strategic ideas to grow our revenues.

It is hard for me to believe but during the winter of my first year here, we equated our budget situation with the perfect storm. Who knew a bigger storm was coming. While the tempest has not yet passed, there are signs that the sky is clearing. This year's budget reductions have been executed with considerable and labored decision-making, if not a whole lot of pain, but I think we are seeing daylight. We are achieving a model of integrated, academic and fiscal planning and are increasingly prioritizing our academic ambitions in an environment of responsible and transparent financial forthrightness and to this end; once again, I want to thank the entirety of the UC family for your persistence, your trust, and your great good faith. I believe we will come through this process stronger than ever as is often the case and, certainly, our trustees have reminded us of this. Great challenges present wonderful opportunities to re-examine our goals and the business model that under girds them.

As Collins suggests in his oft-cited *Good to Great*, we must reject the idea that well intentioned as it is, but dead wrong, that the primary path to greatness in the social sector is to become more like a business. Most businesses, he observes, like most of anything else in life, falls somewhere between mediocre and good. Few are great but a culture of discipline is not a principle of business. It is a principle of greatness. To this end, we are leaving no stone unturned and at the same time adding incredible energy to our vision and goals and the discipline to achieve our ambitions. So, thank you for your discipline. This was a very important matter of record and we decided to share it in totality so that you would know exactly where we stand. Thank you, Chairman Wyler.

Mr. Wyler:

Thank you, President Zimpher, Monica. On behalf of the Board of Trustees, I want to thank first of all Dr. Zimpher and Monica for their efforts and significantly the faculty, students, deans, the administration. This has been an incredible process for 24 months that has brought transparency and daylight to what takes place at the University of Cincinnati. We have challenges ahead of us. To quote the Field of Dreams, if you build it they will come; they are coming.

We have a wonderful facility and campus. We have transformed the academic mission of this institution over the last four years to getting to great but not without pain and that pain looks like it will continue for a period of time but to see that the budget is balanced; it's transparent and for you students there, I noticed that half of the population of the world at 2050 will be over 50 which will include you. You guys will be on social security by then. Well, there won't be any social security left. But, Nancy and Monica, that was a fantastic presentation and thank you for putting it on the table. Are there any questions?

Dr. Bhati:

I would just like to congratulate the entire family. I think the job has been done extremely well and it has been due for a long time and I think we ought to congratulate these people. They have done a wonderful job. Thank you.

Mr. Wyler:

Thank you, Dr. Bhati. The Board is willing to forego their salary for the next three years also.

### **THE BOARD COMMITTEE MEETINGS**

Prior to the start of our committee meetings, I would like to appoint Fran Barrett as a temporary member of the Academic and Student Affairs Committee; I would like to

appoint Dr. Bhati and Mr. Humes as temporary members of the Governance and Audit Committee.

(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 9:17 a.m.; the meetings concluded at 10:11 a.m.

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

The Regular Meeting of the Board of Trustees was convened at 10:11 a.m. and, as noted on the first page (page 146) of these minutes, roll call was taken.

Mr. Wyler:

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

#### **Approval of the Minutes of the May 22, 2007 Regular Meeting**

Mr. Wyler called for additions, corrections, or deletions to the minutes of the May 22, 2007, Regular Meeting of the Board of Trustees. Upon motion of Dr. Bhati, seconded by Mrs. Heimann, 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, the Finance and Administration Committee and the Governance and Audit Committee at their respective meetings held on June 26, 2007, prior to the Regular Meeting of the Board of Trustees.

**Academic and Student Affairs Committee Recommendations**

**07.06.26.01 REAPPOINTMENT OF DEPARTMENT CHAIR,  
DEPARTMENT OF OPHTHALMOLOGY,  
COLLEGE OF MEDICINE**

It is recommended that James J. Augsburger, M.D. be reappointed as Director (Chair) of the Department of Ophthalmology, College of Medicine, effective September 1, 2006 through August 31, 2014.

**07.06.26.02 REAPPOINTMENT OF DEPARTMENT CHAIR,  
DEPARTMENT OF FAMILY MEDICINE,  
COLLEGE OF MEDICINE**

It is recommended that Jeffrey L. Susman, M.D. be reappointed as Director (Chair) of the Department of Family Medicine, College of Medicine, effective September 1, 2006 through August 31, 2014.

**07.06.26.03 APPOINTMENT OF EMERITI, COLLEGE OF MEDICINE**

It is recommended that the Board of Trustees appoint Gabrielle M. de Courten-Myers, M.D. as Adjunct Professor Emeritus with the Department of Pathology & Laboratory Medicine, College of Medicine, effective September 1, 2007 and Harry Stagaman, M.D. as Adjunct Professor of Clinical Emeritus with the Department of Family Medicine, College of Medicine effective September 1, 2008. Documentation to support the recommendations are attached.\*

**07.06.26.04 DEPARTMENT HEAD REAPPOINTMENT**

It is recommended that the Board of Trustees approve the reappointment of Guy N. Cameron as Department Head of the Department of Biological Sciences in the McMicken College of Arts and Sciences effective September 1, 2007, through August 31, 2011.

Guy Cameron received his Ph.D. in Ecology from the University of California, Davis, in 1969, and served as a postdoctoral student from 1969-71, at the University of California, Berkeley. Professor Cameron was appointed as Professor and Department Head in the Department of Biological Sciences at the University of Cincinnati in 1998, after a long and productive career at the University of Houston.

Professor Cameron's research interests and current projects include the ecology of terrestrial rodents and conservation biology. He is the author of "Laboratory manual for ecology," and his recent articles have appeared in major journals such as the Journal of Animal Ecology, Journal of Mammalogy, and Animal Behavior. Professor Cameron currently serves as President of the American Society of Mammalogists, and has served on the Board of Directors of the American Society of Mammalogists.

**07.06.26.05 DEPARTMENT HEAD APPOINTMENT**

**Synopsis:** Appointment of Department Head in the Department of Humanities, Media and Cultural Studies in the College of Applied Science

It is recommended that the Board of Trustees approve the appointment of Janet L. Reed as Department Head of the Department of Humanities, Media, and Cultural

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\*Filed in the Office of the Board of Trustees

Studies in the College of Applied Science effective September 1, 2007, through August 31, 2012.

Professor Reed earned her M.A. in English (1973) and a B.A. in English/Education with highest distinction (1969) from Purdue University. At the University of Toledo, she completed all the course work and examinations for a doctorate in English, with a major area in drama and a minor in linguistics. She has made 85 teaching/pedagogy presentations and 21 literature/culture presentations in several different countries. In addition, she has taught and accompanied Jane Austen Honors classes to London. She is a member of several professional organizations including the National Council of Teachers of English, College Composition and Communication, Modern Language Association, Association of Departments of English, American Association of University Professors, and the Jane Austen Society of North America.

**07.06.26.06 TENURE APPOINTMENT**

**Synopsis:** Award tenure to the Director of Design Graduate Studies in the College of Design, Architecture, Art, and Planning

It is recommended that the Board of Trustees award tenure to Paul Michael Zender as Associate Professor with Tenure of Design in the College of Design, Architecture, Art, and Planning effective September 1, 2007.

Professor Zender has proven to be an exceptional researcher and advocate of design research, having undertaken several important interdisciplinary research projects, with grant funding over \$250,000. He has effectively built upon his educational background, 20 years as CEO of a prestigious award-winning design firm, an international reputation in the design profession, and 20 years of successful teaching experience. He has authored several books on design and digital media, and has done research and development in the area of internet data-base systems. His professional and academic contacts provide him with the very real potential to continue to develop meaningful and financially fruitful research initiatives and industry collaboratives.

**07.06.26.07 RECOMMENDATIONS FOR TENURE AND PROMOTION**

**Synopsis:** Approval of tenure and promotions

It is recommended that the Board of Trustees approve granting of tenure and promotion for faculty effective September 1, 2007, according to the list below. These recommendations have been approved through the process of progression through the departments, colleges and the Senior Vice President and Provost for Baccalaureate and Graduate Education.

FROM ASSOCIATE PROFESSOR TO PROFESSOR

College of Education, Criminal Justice, and Human Services

Janis Walter	Criminal Justice	Has Tenure
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College of Engineering

Jay Kim	MINE	Has Tenure
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**UNIVERSITY OF CINCINNATI**  
**TWO HUNDRED AND SEVENTY-FIRST MEETING OF THE BOARD OF TRUSTEES**  
**JUNE THE TWENTY-SIXTH TWO THOUSAND AND SEVEN**

FROM ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR

McMicken College of Arts and Sciences

Therese Migraine-George Romance Languages and Literatures With Tenure

College of Education, Criminal Justice, and Human Services

Gulbahar Beckett Teacher Education With Tenure

Mark Gooden Educational Studies With Tenure

Wei Pan Educational Studies With Tenure

Kent Seidel Educational Studies With Tenure

LihShing Wang Educational Studies With Tenure

**07.06.26.08 EMERITUS STATUS FOR FACULTY MEMBERS  
AND LIBRARIANS**

**Synopsis:** Emeritus status for faculty members and librarians

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

Joyce Borkin, Professor Emerita of Social Work, School of Social Work

Richard Elder, Professor Emeritus of Chemistry, McMicken College of Arts and Sciences

Daniel Hershey, Professor Emeritus of Chemical Engineering, College of Engineering

Gary Lare, Senior Librarian Emeritus, University Libraries

Michael Margolis, Professor Emeritus of Political Science,

McMicken College of Arts and Sciences

David Naylor, Professor Emeritus of Education, College of Education, Criminal Justice, and Human Services

Leslie Vuylsteke, Associate Senior Librarian Emeritus, University Libraries

Thomas Zinn, Assistant Professor Emeritus of Economics,

McMicken College of Arts and Sciences

**07.06.26.09 APPROVAL OF A FULL PROPOSAL FOR THE MASTER OF  
PUBLIC HEALTH DEGREE IN PUBLIC HEALTH SCIENCES**

**Synopsis:** The Master of Public Health Degree will prepare individuals for careers in public health practice and research.

It is recommended that the Board of Trustees approve the Full Proposal from the College of Medicine and the College of Education, Criminal Justice and Human Services for a Master of Public Health degree in Public Health Sciences. The Full Proposal is the last step in the multi-stage Ohio Board of Regents program approval process.

The Full Proposal has been endorsed by the College, University Dean of the Graduate School, the Senior Vice President and Provost for Baccalaureate and Graduate Education, the University Graduate Council and University Graduate Faculty.

The proposed program will prepare individuals, including health professionals, for careers in public health practice and research. Students graduating from the accredited course of study will be able to apply their public health knowledge to engage in effective, evidence-based public health practices and generate innovative solutions to public health challenges. Skills will be developed and refined through proven learning strategies and practical experiences that conclude with a culminating experience. Special

emphasis will be given to ensure training within a multidisciplinary environment to foster appreciation for, and ability to function effectively within, the evolving public health workforce and public health environment.

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

#### **07.06.26.10 CONTINUATION OF FY 2007 BUDGET INTO FY 2008**

It is recommended that, due to the uncertainty of the state biennial budget process which includes FY 2008, that the Board of Trustees approve a continuation of the currently approved FY 2007 budget to go into effect on July 1, 2007 until such time that the State of Ohio budget bill is signed into law. At that time, a revised FY 2008 University Budget will be prepared and submitted to the Board of Trustees at the Special Board meeting that has been set for July 17, 2007.

#### **07.06.26.11 REQUEST TO RENAME THE INSTITUTE FOR LIFETIME EDUCATION TO THE OSHER LIFELONG LEARNING INSTITUTE AT THE UNIVERSITY OF CINCINNATI**

**Synopsis:** Approval is requested to rename the Institute for Lifetime Education to the Osher Lifelong Learning Institute at the University of Cincinnati.

It is recommended that the Board of Trustees approve renaming the Institute for Lifetime Education to the Osher Lifelong Learning Institute at the University of Cincinnati. The Naming Committee and the ILE Board of Directors recommends renaming this successful volunteer program in order to enable the ILE to reach its goals without any additional University Funds. The receipt of the grant requested by ILE requires the name change and the funds received would be used to fund a fulltime Executive Director and for marketing efforts. The University of Cincinnati has received \$100,000 from the Bernard Osher Foundation in support of the ILE. The \$100,000 is renewable for three years at which time the University is eligible for an additional \$1 to \$2 million endowment from the Bernard Osher Foundation.

#### **07.06.26.12 RESCIND UNIVERSITY RULE 70-3-11 BOOKSTORE DISCOUNT POLICY**

**Synopsis:** The University of Cincinnati has contracted with Follett Higher Education Group, Inc. to manage all bookstores. Based on the Operating Agreement dated September 6, 2005, the contract governs bookstore discounts and eligibility.

It is recommended that the Board of Trustees rescind University Rule 70-3-11 Bookstore discount policy. Section 6.16 of the Operating Agreement between the University of Cincinnati and Follett Higher Education Group, Inc. states the policy on discounts and eligibility. Based on this agreement, there is no need for a University Rule.

#### **07.06.26.13 APPROVAL OF AGREEMENT BETWEEN THE UNIVERSITY OF CINCINNATI AND COMBINED INSURANCE COMPANY OF AMERICA (CICA)**

**Synopsis:** Authority to enter into an agreement between the University of Cincinnati and Combined Insurance Company of America.

**UNIVERSITY OF CINCINNATI**  
**TWO HUNDRED AND SEVENTY-FIRST MEETING OF THE BOARD OF TRUSTEES**  
**JUNE THE TWENTY-SIXTH TWO THOUSAND AND SEVEN**

It is recommended that the Board of Trustees approve the agreement between the University of Cincinnati and the Combined Insurance Company of America (CICA). In connection with the 2006-2007 Insurance Policy to be issued by Combined Insurance Company America to the University of Cincinnati, University of Cincinnati has requested that both University of Cincinnati and Combined Insurance Company of America enter into a Retrospective Premium arrangement in the amount of \$6,000,000.00.

It is recommended that the Board approve this Agreement between the University of Cincinnati and Combined Insurance Company of America.

**07.06.26.14 TITLE CHANGE FROM ASSOCIATE SENIOR VICE PRESIDENT AND UNIVERSITY DEAN OF THE GRADUATE SCHOOL TO VICE PROVOST AND UNIVERSITY DEAN OF THE GRADUATE SCHOOL**

**Synopsis:** Recommendation to amend various university rules to reflect a title change from Associate Senior Vice President and University Dean of the Graduate School to Vice Provost and University Dean of the Graduate School

It is recommended that the Board of Trustees approve the title change from Associate Senior Vice President and University Dean of the Graduate School to Vice Provost and University Dean of the Graduate School. This is a change of title only and does not reflect a change in duties and responsibilities.

Copies of the rules (50-77-01 - Vice Provost and University Dean of the Graduate School, 50-77-11 – Governance, 50-77-12 – Admission to Graduate Degree Programs, 50-77-17 – Individualized Interdisciplinary Programs, 50-77-23 – Doctoral Degree Programs, 50-77-26 – Graduate Awards, 50-77-28 – Policies and Procedures) to be amended are attached\* to this recommendation.

**07.06.26.15 APPROVAL OF MEMBERSHIP BY THE UNIVERSITY OF CINCINNATI IN THE “LIVING WELL” CONSORTIUM**

**Synopsis:** The recommendation seeks approval for the formation of and membership in the “Living Well” Consortium.

At the May Board meeting, the Board was presented with an overview of a proposal by the University and the Procter & Gamble Company to create a consortium of regional and multinational corporations to act in partnership with the University to develop products and services to meet the unique needs of the rapidly growing 50+ population. At that time, the Board was advised that the proposed consortium would be submitted for approval at the June Board meeting.

The University of Cincinnati will serve as the primary resource for research and development projects designed to meet the needs of the 50+ consumer market through the use of an interdisciplinary approach integrating the Colleges of DAAP, Business, Engineering and Medicine. Participation in the Consortium will involve the creation of innovative new options and methods for cooperative education, internships, and graduate education and research which will directly benefit our students in a number of different disciplines and will enhance the University’s national and international reputation. Participation will also foster the creation of partnerships between these corporations and UC which will bring added economic resources to the University. It is further projected that the activities of the Consortium will provide stimulation for economic development in Ohio and the region.

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\*Filed in the Office of the Board of Trustees

The Consortium will be established by the University and Procter & Gamble as a separate, not-for-profit, tax-exempt corporation which will conduct business in an off-campus location. The Consortium will collaborate with the University in offering the services of interdisciplinary teams of professors and students to create innovative solutions to problems in this defined area, as well as providing educational and consultative resources on a fee-for-service basis. The legal and business structure of the Consortium, however, ensures that the Consortium will function independently of the University, both financially and programmatically, such that the University shall not be responsible for any liabilities incurred by the Consortium. Membership in the Consortium will include a world-class roster of companies to be recruited by a management team involving representatives from the Procter & Gamble Company and UC.

Creation of the Consortium will involve a loan of funds for the startup costs by the University and Procter & Gamble. The University's portion of the loan will be funded from the Ohio Department of Development Third Frontier grant program. Accompanying this Recommendation are copies of these documents and an executive summary of the same.

It is recommended that the Board approve the University's formation of and membership in the Living Well Consortium. A proposed form of resolution is attached.\*

**07.06.26.16 TAFT MEMORIAL FUND**

**Synopsis:** Taft Memorial Fund Budget for 2007-08

It is recommended that the Board of Trustees approve the attached\* Taft Memorial Fund budgetary recommendations for the 2007-08 fiscal year.

**07.06.26.17 DESIGNATION OF OFFICERS TO SERVE AS REPRESENTATIVES OF THE UNIVERSITY WITH OTHER PUBLIC ORGANIZATIONS**

**Synopsis:** Annual resolution designating officers to serve as representatives of the University in outside public organizations for insurance and indemnification purposes.

It is recommended that the Board of Trustees approve a resolution in the form below designating University officers to serve on the boards of outside organizations as representatives of the University. A resolution of this type is passed annually to avoid conflict with state ethics laws, and to assure that University representatives are protected in the event of litigation arising out of their service on boards undertaken on behalf and at the direction of the University:

BE IT RESOLVED, that the officers named on the attached\* list are hereby designated, as representatives of the University of Cincinnati, to serve as officers, directors or trustees of the organizations set forth next to their respective names, such designees to serve in these capacities as part of their official responsibilities to the University of Cincinnati, entitling them to any insurance or indemnity protection to which officers and employees of the University now are or hereafter may become entitled; and

BE IT FURTHER RESOLVED, that this resolution shall constitute formal direction to the designees to serve on the aforesaid boards.

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\*Filed in the Office of the Board of Trustees

### **Governance and Audit Committee Recommendations**

**07.06.26.18 APPROVAL OF CHANGES TO BOARD RULES ON  
COLLATERAL EMPLOYMENT AND CONFLICT OF  
INTEREST**

**Synopsis:** The recommendation seeks approval for recommended changes to three Rules governing the reporting of collateral employment and conflicts of interest.

The University Compliance Board has recommended changes to three Rules governing the reporting of collateral employment and conflicts of interest. These changes are intended to enlarge the University's oversight over these relationships, and to assist in the implementation of a uniform campus-wide electronic reporting system, which will ease the reporting process for faculty and staff. The changes are summarized as follows:

Rule 10-17-08 (Policy on conflicts of interest in the conduct of research at the University of Cincinnati): Empowers appropriate Vice President(s) to oversee the reporting of conflicts of interest in research; expands the category of researchers subject to the reporting requirement to all university employees involved in the design, conduct, analysis or reporting of research funded by internal or external sources; eliminates references to obsolete University forms; empowers the President to submit matters to the University Standing Committee on Conflicts of Interest; language changes for clarity.

Rule 30-21-02 (Policy on collateral employment for faculty members and librarians): Empowers appropriate Vice President(s) to approve collateral employment for faculty members and librarians; clarifies that activities (apart from patient care activities) by College of Medicine faculty represent reportable collateral employment when conducted under the auspices of an affiliated clinical practice corporation; language changes for clarity.

Rule 30-21-03 (Collateral employment policy for all employees (excluding faculty and librarians): applies the same approval criteria to non-faculty collateral employment reports as apply to faculty reporting; language changes for clarity.

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

**07.06.26.19 APPROVAL OF THE UCAHC COMPLIANCE PROGRAM  
ANNUAL REPORT**

**Synopsis:** The recommendation seeks approval of the University of Cincinnati Academic Health Center Compliance Program Annual Report for 2006.

At its January, 1997 meeting, the Board of Trustees adopted a written Integrity Program Compliance Manual for the UC Academic Health Center which was effective January 1, 1997. The Program coordinated several on-going monitoring, education and auditing programs into a single, coordinated effort to ascertain compliance with federal and state regulations governing medical practice, reimbursement, and research compliance. The Compliance Plan calls for an annual report to the Board of Trustees provided by the Senior Vice President and Provost for Health Affairs. Enclosed\* is the Annual Report for 2006.

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\*Filed in the Office of the Board of Trustees

It is recommended that the Board of Trustees approve the UCAHC Compliance  
Annual Report.

**Action Items**

Mr. Wyler:

The Board members have been present at the committee meetings held today and have heard the recommendations of the Academic and Student Affairs Committee, the Finance and Administration Committee and the Governance and Audit Committee. The items reviewed and recommended by the Committees are named in the Action Items list at your place.

We would like to vote on all the items here today. May I have a motion to approve all of the items?

Upon motion of Mr. Wyler, so moved by Dr. Bhati, seconded by Mrs. Heimann the Board approved the items recommended by the Committees by the following roll call vote:

**Recommendation Nos. 07.06.26.01 through 07.06.26.19**

**AYE:** Dr. Bhati, Mr. Wyler, Mrs. Heimann, Mr. Heiman,  
Mr. Barrett, Mrs. Buchanan, and Mr. Humes

**NAY:** None

**ABSENT:** Mr. Cox and Mr. Niehoff

**ABSTAIN:** None

**Unfinished and New Business**

Mr. Wyler:

Any unfinished business? There was none.

I will now call for the Faculty Senate Report, Ms. Ann Welsh.

Ms. Welsh:

Well in an effort to keep things swift and dry, I have a limit of what I have to say that the Faculty will find the report very interesting and we look forward to seeing what we can do to swell the ranks of the committed and convinced.

Mr. Wyler:

Outstanding, Ms. Welsh. Bob Dobbs, Alumni Report.

Mr. Dobbs:

Thank you, Mr. Chairman. This is a season when we set our scholarship classes for the coming academic year and we have had good news to share. About 40 incoming freshmen have accepted their Demakes Legacy Scholarships for the 2007-2008 year with more to come as our June 30 deadline approaches. These are children and grandchildren of UC alumni who are members of the UC Alumni Association. Those who have told us they are coming bring an average high school GPA of 3.85 and average ACT scores of 28.5. They represent seven different UC colleges.

In addition, we will soon be awarding about 40 legacy scholarships to upper classman, who have established a record of academic excellence and leadership during their time here at UC. In all, this year, the alumni association will be helping about 80 students get their UC education as those who come before them have also done.

In this case where more is better, we want to help those students keep UC in the family. That obviously requires funding and on that, we have good news. As I mentioned in our last meeting, John and Gloria Goering designated the Demakes Legacy Scholarship fund for donations made in recognition of their receiving the William Howard Taft Medal last month. These donations plus the matching gifts of the Goerings and the UC Alumni Association have added an additional \$20,000 to the Demakes fund.

The fund has tripled in value over the past four years and now stands at \$550,000. That figure will again rise this fall through a campaign that culminates with our annual

labor day fireworks reception at the University House. It is also worth mentioning that private contributions are supplemented by the funds we receive from the sale of the official UC license plate. Every C-Paw plate on a State of Ohio vehicle sends \$25 each year to our scholarship funds which are used for the Demakes Legacy Scholarships.

Your Alumni Association is proud that Scholarship is a central part of what we do, helping to place students at the center, achieve academic excellence, and engage our alumni in the process.

Good attendance and high enthusiasm have marked the ongoing series of UC alumni events held at Cincinnati Reds games across the country - even though they are in last place. In conjunction with our Regional Alumni Networks, these events are taking place throughout the spring and summer in twelve different cities. By the time we are done, we expect that more than 700 alumni will have directly engaged in this way with their Alumni Association and, more importantly, with each other.

Earlier this month, we welcomed members of the Class of 2007 into the family of UC Alumni. At the annual grad bash party, the night before commencement, we hosted graduating seniors and their families and about half of the new grads joined the alumni association on the spot. The following day at each commencement ceremony, a representative from the Senior Class joined the head of our young alumni committee to talk about the student-to-alumni transition and invite their active participation.

And, finally, as a member of the inaugural men soccer team in 1973, I share the Bearcat pride and offer my congratulations to the 2006 men's soccer team and Coach Hylton Dayes for their wonderful accomplishments. They are a tremendous assembly of fine young men that is a typical reflection of all of our student athletes.

As always, I thank you for your support and wish you a happy summer.

Mr. Wyler:

The reference to the last place Cincinnati Reds is not necessary for you to raise your money, okay? Thank you very much, Mr. Dobbs. We appreciate the report.

Student Trustee Reports – Daisy-Malloy Hamburg.

Ms. Hamburg:

Thank you, Mr. Chairman. I have just a few items for you today. The Graduate Student Governance Association (GSGA) held its second annual Graduate Awards Ceremony on Thursday, June 7 and at this ceremony, a variety of graduate students were awarded for exemplary scholarship and leadership.

The current GSGA initiative priority is to re-evaluate the constitution and we are working on that over the summer. A special committee has been established to refocus the constitution and to re-evaluate the GSGA's overall goal for servicing graduate students. And the last thing I wanted to tell you is that the GSGA elections were held at the May meeting and the new GSGA president you may see around is Ezgi Akpinar.

Mr. Wyler:

Thank you, Daisy.

Nick, you may be here in 2050 as a student representative. You told me that you were not coming back, son.

Mr. Furtwengler:

Thank you for pointing out that I will be over 50 in 2050 and, in fact, I will be 65.

Mr. Wyler:

Nothing wrong with being 65, dude.

Mr. Furtwengler:

First, I would like to congratulate Professor Ann Welsh on behalf of the students for her recognition as a member of the inaugural class for the new Academy of Fellows for Teaching and Learning at UC. This recognition is a great reflection of UC|21 and your excellence in teaching. We certainly congratulate you.

Even though it is summer, most students are co-oping, interning, working summer jobs or, possibly, vacationing. There are still classes and projects, in fact, in the works on campus. One of the more notable projects is the Solar Decathlon house. You may have heard about this but I wanted to give you a brief update. The Solar Decathlon is an international competition between twenty teams selected by the U.S. Department of Energy. The teams participate in an unparalleled solar competition to design, build and operate the most attractive and energy-efficient solar powered home.

UC's team is a collaboration between DAAP, the College of Engineering and the College of Business. This October, UC's team will transport their house from the McMicken Commons to the National Mall in Washington, D.C. They will form a solar village there with many other teams across the country. Each team competes in ten contests to determine an overall winner. Using only solar energy from the sun, the team's generate enough electricity to run a modern household, including all amenities and appliances. This is just one of the many academically challenging projects, taking place around campus this summer.

The most concerning content of today's meeting to students is the uncertainty of the budget situation. We have seen a lot of changes this past year regarding the flow of money at UC. We certainly appreciate the transparency that decisions have been made with and hope that this continues in fiscal 2008. And, we also hope, that a reduced reliance on tuition and fees is put in place and looking at the solutions, it is great to see that the budget predictions are good and that the greatest tuition increase that students will face is 3%, something much more bearable. It is also understood that UC's monetary policy is significantly determined by the State of Ohio's biennial budget

process and we will push as much as possible to see increased support of higher education.

Finally, as Mr. Wyler pointed out, there is not a new face sitting next to me ready to take my position but I went ahead and called the Governor's Office and said don't worry about it. I am happy to serve until 2050, however, I did hear this morning that two of the possible candidates have been contacted for interviews so hopefully by our September meeting, we will know who will be sitting next to me. Thank you and have a good summer.

Mr. Wyler:

If it is a typical government process, don't count on it. Thank you very much, Nick.

Student Government Report – Jay Radley.

Mr. Radley:

Thank you, Mr. Chairman. Real quick, I just wanted to update you on a few projects we are working on within Student Government. The first, the Bearcat Transportation System, which I am sure you all know about is going through a few renovations. We are making it more efficient for students to use, creating timed stops. Also, we are going to be advertising the Bearcat Campus Card locations on the routes that students can get around campus and also know where they can use their campus card at local vendors.

Also, with the increase in enrollment for the incoming students, we are looking to also take advantage of that and get some new high qualified first-year interns with Student Government so we can have more hardworking individuals, making this campus better for all students.

And then, lastly, our five executives in Student Government will be taking a retreat this summer around the State of Ohio, visiting Ohio State, Toledo, and Xavier so we hope to create some collaborations and make our place in the Ohio higher education arena. Thank you.

Mr. Wyler:

Thank you, Jay.

I am now going to ask that our guests exit the room as expeditiously as possible because we have a time constraint on the Executive Session. I will now call for an Executive Session. There will be no business conducted at the conclusion of the Executive Session.

Our next special board meeting will be held here in the Russell C. Myers Alumni Center on Tuesday, July 17, 2007.

### **Executive Session**

Mr. Wyler:

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

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

**AYE:** Dr. Bhati, Mr. Wyler, Mrs. Heimann,  
Mr. Heiman, Mr. Barrett, Mrs. Buchanan  
and Mr. Humes

**NAY:** None

**UNIVERSITY OF CINCINNATI**  
**TWO HUNDRED AND SEVENTY-FIRST MEETING OF THE BOARD OF TRUSTEES**  
**JUNE THE TWENTY-SIXTH TWO THOUSAND AND SEVEN**

**ABSENT:** Mr. Cox and Mr. Niehoff

Upon motion of Dr. Bhati , seconded by Mr. Heiman, the Executive Session adjourned at 11:08 a.m.

**Adjournment**

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

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JEFFREY L. WYLER, CHAIRPERSON

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ANANT R. BHATI, SECRETARY