

# UNIVERSITY OF CINCINNATI

## Official Proceedings of the

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

(A Regular Meeting)

September 20, 2011

The Three Hundred and Eighth Session of the Board of Trustees of the University of Cincinnati was opened at 10:30 a.m. on Tuesday, September 20, 2011, in the Russell C. Myers Alumni Center of the University of Cincinnati. Notice of this meeting was given in accordance with Section 121.22 of the Ohio Revised Code. The proceedings of the Board, when not otherwise provided for by its bylaws, are governed by *Robert's Rules of Order*.

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

**BOARD MEMBERS PRESENT:**

C. Francis Barrett, Thomas D. Cassady, Stanley M. Chesley, Gary Heiman, Sandra Heimann, Thomas H. Humes, William C. Portman, III, and Robert E. Richardson, Jr.

**BOARD MEMBERS ABSENT:**

Margaret Buchanan

**ALSO PRESENT:**

Gregory H. Williams, President;  
Robert F. Ambach, Sr. Vice President for  
Administration and Finance;  
Santa J. Ono, Senior Vice President for  
Academic Affairs and Provost;  
Michael W. Carroll, Vice President for  
Development and Alumni Affairs;  
Karen Faaborg, Executive Vice President;  
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;  
Greg Hand, University of Cincinnati Spokesperson;  
Nick Hertlein, Undergraduate Student Trustee;  
Otto M. Budig, UC Foundation Representative;  
Russell C. Myers, Alumni Representative;  
Richard Harknett, Faculty Representative;  
Marla Hall, Faculty Representative;  
Dale Schaefer, Faculty Representative;  
Alan Hagerty, Student Representative;  
Susan Stringer, Executive Assistant to the Board of Trustees and Sr. Vice President for Administration and Finance;  
and the public

(Prior to the Board Committee Meetings and the Regular Board Meeting, Chairman Heimann began the proceedings at approximately 8:50 a.m.)

Mrs. Heimann:

I want to thank everybody for waiting this morning. We weren't having coffee; we were having an Executive Session. I hope all of you had a really nice summer and it's nice to be back. I would like to note that Margaret Buchanan and Portia Watkins will not be with us today.

We have a couple of new faces at the board this morning. I'd like to welcome Nick Hertlein, our new undergraduate student trustee. Nick was appointed to the board by Governor Kasich on August 31<sup>st</sup>. A third-year Carl H. Lindner Honors-PLUS and Richard E. Thornburgh scholar, Nick is currently majoring in Accounting, Finance, and

Business Economics in the Lindner College of Business. A lifelong Cincinnati native, Nick is a third generation Bearcat.

Also, Dr. Marla Hall is a very familiar face to most of you and to us since she recently served as chair of the Faculty from 2008-2010. We welcome her as our newest faculty representative. What you may not know is that Marla has served on the Faculty Senate for 17 years and is beginning her 20<sup>th</sup> year as a faculty member of the University of Cincinnati. She taught in the College of Applied Science from 1992 until the college merged with the College of Engineering in 2010. She is presently the Interim Director for Nationally Competitive Awards for the university. Marla received her Ph.D. in Behavior Analysis from West Virginia University and applies her training to performance and leadership, practice and research, in the classroom as well as in business and organizational settings. She is an avid SCUBA diver and I have an outstanding invitation to go diving with her sometime, but the board has kept me too busy, and a photographer when not immersed in all things UC. Welcome Marla.

And, unfortunately whenever we say welcome – we almost always follow that up with a farewell. I would like to thank Kyle Quinn for his outstanding service to the Board these past two years as the undergraduate student trustee. Kyle, if you would like to come forward, I would like to present a small token of our appreciation for your efforts on behalf of the University and the Board of Trustees. *(Applause)*

As usual, we have a very full agenda so without further delay I would like to call on President Williams for his report.

President Williams:

Thank you, Madame Chairman. Like Madam Chairman Heimann, I would like to welcome our new student trustee, Nick Hertlein. I look forward to working with you, Nick, and you certainly have big shoes to fill from your predecessor, Kyle Quinn. Kyle, we have really enjoyed working with you. I would say that you are also welcome to come back to Board meetings anytime, as are all of our previous undergraduate student

trustees. Unfortunately, I don't see them back here too often. I guess they don't want to sit around for two and three hour meetings. You have been absolutely tremendous and it has been great to work with you and you've always brought a sense of understanding what the undergraduate students are dealing with as well as a sense of levity that has been very important. Thank you very much and I wish you all the best.

Marla, it's great to have you here as well. Marla is a former member of the Faculty Senate, so welcome back – we know that we're going to enjoy your input.

Because of my UC2019 presentation today, I will keep my opening comments short. I do want to introduce, however, three new members of the UC team.

Over the summer Provost Ono appointed an Interim Vice President for Research, a position that now reports to him. It is also a position that remains a member of the President's Cabinet. We appointed Dr. Williams S. Ball, a professor of radiology, biomedical engineering and pediatrics and he has extensive experience in cross-campus collaboration, he continues to serve at Cincinnati Children's Hospital in his neuroradiology role. He has been a part of UC since 1984 and while here, he has chaired or co-chaired a number of initiatives, including the Bioinformatics Task Force, the Civic Engagement Council, the Initiatives Subcommittee of the Academic Priorities Taskforce and the Research in Radiology Taskforce. He was a steering committee member for the university's Clinical and Translational Science Award through the Center for Clinical and Translational Science and Training, and was a member of the executive committee for the College of Medicine's strategic planning initiative.

Dr. Ball is a respected researcher and admired for his work as well as his research portfolio at UC. We look forward to working with him to move UC to even greater heights in research here at the University of Cincinnati. Dr. Ball is here and if he could stand I would like to recognize him. *(Applause)*

At CCM this month, we have a new dean, Peter Landgren. He has arrived and Peter is a CCM alum and we are very glad to welcome him to his new position. Peter brings to his new role extensive experience as an administrator, a teacher, and a performer. For the past four years, he has served as the Director of the Conservatory of Music at Baldwin-Wallace College, where he has also held the faculty rank of Professor as well. Prior to that appointment, he served for 26 years as a member of the Artist Faculty at the Peabody Conservatory of The Johns Hopkins University, and for 29 years, he played horn in the Baltimore Symphony Orchestra. In his role at Baldwin-Wallace and at the Peabody Conservatory, he also established a proven track record as a fundraiser, which we are all very interested in, Peter. *(Laughter)*

Peter holds a Bachelor of Music in Horn Performance from CCM. In fact, while he was a student here, he won the school's concerto competition three times, was principal horn of the Cincinnati Ballet Orchestra, performed and recorded with the Cincinnati Symphony Orchestra. Peter, would you please stand and be recognized? *(Applause)*

We also welcome a new Chief Investment Officer, whose first day on the job was yesterday. Karl Scheer is a 1997 graduate of Harvard University. He brings to UC a strong skill set and significant experience in managing endowment-style portfolios. He has worked in the area of healthcare and life sciences venture capital partnership in Seattle and in a consulting firm that advised portfolio companies on operational and financing strategies. He also worked for Pantheon, Russell Investments' private equity arm. Most recently, Karl was co-head of investments for Summer Hill Capital Partners here in Cincinnati, co-managing a \$1.1 billion diversified portfolio. Karl, would you please stand? *(Applause)*

Now I turn to our other brief reports. We are fortunate today to have the leader of our \$1 Billion Campaign, Mr. Otto Budig, who has worked very hard on behalf of the university and we appreciate all that you do. Otto?

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

Mr. Budig:

Good morning. As always, I appreciate this opportunity to share the latest fundraising news and progress with the Board of Trustees and I thank you for your continued support and involvement in our efforts to generate vital private support for UC.

Thanks to the hard work of our volunteers, staff members, faculty and academic leaders – as well as the inspirational generosity of our alumni, friends and corporate partners – I am pleased to share with you that the *Proudly Cincinnati* Campaign total now stands at over \$815 million of private support through August 31, 2011.

We have now our sights set on the remaining \$185 million by June 30, 2013. At the same time, we continue to pursue other strategic goals that define our organization; namely, increasing the number of alumni who donate to UC each year, and building a fundraising network that can raise \$125 million or more of private support annually at the conclusion of the *Proudly Cincinnati* campaign.

In addition to our campaign progress, I'm also pleased to share that our fundraising total for fiscal year 2011 was the third best annual result since 2000. In all, \$107 million was raised for UC, including \$80 million in gifts and gift commitments, as well as \$27 million in non-governmental research funding. Equally encouraging, our donor count for the year rose by 3% from last year's mark to 35,757 donors.

These numbers were bolstered by a record-setting performance in the 2011 *Proudly Cincinnati* Faculty/Staff Campaign, which established a participation record of 4,029 active and retired employees who are supporting the University. The campaign achieved a 42% participation rate among full-time, faculty and staff, and perhaps most impressive of all, it attracted 700 new donors throughout the year. I wish I could thank all employees across the university who donated and volunteered to support this effort,

but that's not possible; however, as a special token of the university's appreciation there will be, and I encourage you to attend, the annual UC Loyalty Society Luncheon on Wednesday, October 12<sup>th</sup>.

Now let's turn for just a moment to the UC Foundation Board of Trustees who will be holding our annual fall meeting on Friday, October 20<sup>th</sup> and Saturday, October 21<sup>st</sup>. The weekend will begin with an update on the progress of the Strategic Planning Committee, which is chaired by Provost Santa Ono and Foundation Trustee Jerry Leamon. This committee was formed to ensure that the university has all the resources, people, and plans in place to consistently raise \$125 million annually after the *Proudly Cincinnati* campaign concludes in 2013. The work of this committee, of course, is absolutely essential in realizing our long term aspirations, and I look forward to providing additional information to you as the work progresses.

We will also spend time at the Foundation Board of Trustee's meeting learning about UC Forward from Provost Ono and Saturday's board meeting will feature a presentation by the College of Medicine Dean, Dr. Tom Boat – I hope you are ready for that sir – I think you probably will be – and, other UC Health leaders. Aside from these presentations, a special highlight of the Fall Board Weekend is the annual George Rieveschl, Jr. Dinner, which as you know, pays tribute to the individual who founded the UC Foundation.

Once again, thank you for your time this morning. I'm Otto Budig and I'm *Proudly Cincinnati*. (Applause)

President Williams:

Thank you for that great report, Otto, and particularly for your leadership in the campaign.

Mr. Budig:

Thank you.

President Williams:

We begin a new academic year tomorrow – our last on quarters. Of course, as you know we will go to semesters next year. Caroline Miller is with us today and she’s going to give us an update on enrollment – something we’re always excited about hearing.

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

Dr. Miller:

Good morning and thank you. I think you know that I get the fun job of sharing the news about the work our coordinated team across the campus achieves every year. I’d like to particularly recognize our Coordinated College Recruitment Leads, the New Student Enrollment Network, and my staff for the great story I share with you this morning. This year we’ve put a priority in being more coordinated in our efforts in order to extend our reach rather than to be redundant. So for the Deans and VP’s (and others at the table and in the audience) who oversee these folks – please extend to them a very special thank you – from me and from you.

So just what does 115,000 phone calls, 26,000 conversations at college fairs and high school visits, 14,500 campus visit guests, 11,000 emails, 10,000 VIP accounts, and over 2000 Facebook Fans on our 2015/16 site – oh, by the way, those are the central numbers and don’t include the work of our colleges – what does that yield? As of yesterday: 4306 Baccalaureate Freshmen and 1900 Regional Campus Freshmen.

This will equal our largest incoming class (2009) and exceed the profile slightly of our baccalaureate class that entered last year – so, biggest and best in one sentence.

We also welcomed 2300 new transfer students and 2500 new graduate students and that’s a 14% increase. It is led by distance learning in Nursing, CECH and Allied

Health and by a very remarkable 50% increase in our MBA program (310 as compared to 202). While on the topic of graduate students, we will top 10,000 for the first time – projecting a number of 10,700 graduate students at the University of Cincinnati.

There is great detail in the News Release in E-Currents yesterday – but I'd like to highlight a few of my favorites:

- We welcomed 1123 Cincinnati recipients with a mean ACT of 18;
- 350 Honors Program Recipients with a mean ACT of 31.5;
- 284 students from the Cincinnati Public School (that's an increase of 10%) - 70 on Pride Grants;
- The freshman class will be 15% out of state on the strength of our international enrollment and the work that we've done in our metro/reciprocity counties in Indiana and Kentucky (we may hit that 18% President Williams by the time we're done this week);
- We lead the state in Choose Ohio First Scholars (that's both incoming and ongoing and participants);
- Oak Hills has returned to be our Number 1 feeder school, but it was really close with Lakota West and Mason almost in a dead heat, but if we normalized for size, St X would be #1 – with Walnut Hills not far behind. Centerville in Dayton remains in our top 10 feeders.

So as you can see, our growth is diversified. One item that I did not mention is that if you look at our aggregate retention year over year, it accounts for about 40% of the increase we will see in the enrollment this fall – indeed, a good sign for the future.

We are deep into the campaign for the fall of 2012 – our applications opened on August 1<sup>st</sup>. My staff is on the road and while we had a fabulous Convocation on Sunday here, we talked with about 600 prospective students in Columbus on Sunday.

At your places you will find our First Day recognition piece, picking up on two of our exemplars, it will be in the Enquirer tomorrow morning as we welcome our students back to school. It focuses on our distinctive campus – a great place for great students to earn a top flight education!

So, I am pleased to provide you with this report and I too, especially this time of year, enjoy being a very fun Proudly Cincinnati. Thank you. *(Applause)*

President Williams:

Thank you, Caroline. That's a terrific report and we're excited to start the year with such great students.

*(Gregory H. Williams, President of the University of Cincinnati, gave a presentation on UC2019 and the Annual Report Card utilizing the report card website at <http://www.uc.edu/president/reportcard/2011.html>.)*

President Williams:

And now our next presentation is on UC2019 and our annual Report Card. Actually, it's hard to believe that a year has flown by since we launched UC2019 and presented the baseline report card for it. A lot has happened since then. We have already met four of our UC2019 targets, which I will talk about shortly.

You will recall that last year we indicated that on two of our operational principles, Diversity and Mission-Based Health Care, we said that our metrics were yet to be determined. This year, we've made good on that promise by selecting five Diversity and six Health-Care indicators, which I will also show to you today.

In the UC2019 strategic plan, we also promised to create a dashboard – a short list of strategic measures. These are measures that that we need to pay close attention to

measure ourselves against the best universities and to draw attention to the aspects of UC that we excel in and distinguish us as a great university.

The UC2019 Report Card now includes about 70 measures. So I charged a Metrics Committee, headed by the Dean of the College of Education, Criminal Justice and Human Services, Larry Johnson, to take on this task of creating a short list for a dashboard. That is a task that is nearing completion and we will be discussing in the weeks ahead how we proceed on the dashboard.

This past year, you will also recall that I charged Provost Ono with implementing our UC2019 plan and coming up with an action plan to meet our goals. In April, he unveiled a visioning document for an academic master plan and he is hard at work, with input from many quarters, on creating an action plan that he will present to the Board in November.

In regards to UC2019, one of the most satisfying and amazing things this year has been the support and encouragement that we have received about it. Our Cincinnati community and our alumni nationwide are aware of UC2019 and talk about it to me on a regular basis and I'm truly appreciative of that. Our UC community likewise has embraced it with virtually no pushback.

I have at your places a copy of our second UC2019 Report Card. On the screen, we are also showing the report card web site "live".

But before we jump into the details, there are a few acknowledgments I want to make: First of all, I want to thank Institutional Research, particularly: Lee Mortimer, Nick Frame, and Maria Palmieri, for their hard work in collecting and tracking the data for this report card year after year. They are the data people. They have a tremendous amount of demand for data around the university, and we certainly could not do without them. I also want to thank the Office of the Provost for their web site support, including Ben Hofstetter and Nick Whittenburg.

And secondly some housekeeping details – we have made slight adjustments in three metrics to make them more consistent with national practices. Among those are:

- The National Survey on Student Engagement (adjusted to be consistent with recent changes made in it);
- The Athletics Progress Rate (changed from a single-year to multi-year); and
- The Number of Doctoral Degrees Award (counting research and scholarship degrees only now to be consistent with AAU practices).

You will recall the Report Card is structured around the nine Operational Principles and Goals outlined in UC2019. What is so exciting to me to see is the upward trajectory that we are achieving in nearly every aspect of our plan. First, let's look at Learning.

## **LEARNING**

Under Learning, the very first two items are our all-important Retention Rate and Graduation Rate. Of all things on our report card, this is what we are about. On retention we are holding steady at 85% and actually I am told that many institutions are experiencing the opposite. We may have some decisions ahead of us, of course, about how to move beyond this plateau of 85%. On our graduation rate, each movement upward is hard-won, but the needle is moving in the right direction. Our progress has now reached 58%.

Also under Learning, our National Merit Finalists are up over 95% above the baseline year, reaching 45 again this year, tying last year's record level in our freshmen class. Four of these are National Achievement Scholars, and we have never had more than one of those in our freshman class before. Starting this year, we have allocated \$500,000 in additional scholarship monies, funds that I mentioned in my investiture speech last year, and these funds are helping first-generation students with unmet need, but also Merit scholars and honors students. Earlier this year we learned that UC ranks 21<sup>st</sup> among the nation's public universities in National Merit Scholars and we are

certainly very pleased with that ranking. With the additional scholarship dollars we hope to make even more progress as we move up the list.

We are also proud to note a substantial gain in our U.S. News and World Report ranking – we have jumped in the last year 13 places; we also made some of their special lists – making the grade as an “A-PLUS School for B Students” and among “Programs to Look For: Internships” and, of course, no doubt affected by our co-op.

I promised to show you examples of our meeting our UC2019 goals, and under learning, we have achieved our target on the number of library volumes. Dean Victoria Montavon at the University Libraries has purchased several large digital collections at a very attractive price. This is all the more important because having materials available online 24/7 is increasingly what students and faculty expect us to provide.

### **DISCOVERY**

Under discovery, the Vice President for Research reports on the latest findings in November, so we don’t include the new data for 2011 until Dr. Ball presents it later this year. But last year, we had another record year with \$443 million in total research funding. Our Metrics Committee work may help us to identify key ways to increase our corporate and industry funding, as well as our National Academies members and faculty awards.

### **COMMUNITY**

Under community, as you know this is a difficult thing to measure, but it is an area where we have already surpassed one of our targets. Our Number of Students Participating in Volunteer Activities has actually reached well beyond the target with over 11,000 students this year. As we embark on our semester conversion, our systems will enable us to do a better job of tracking our impact in service learning, and we are looking forward to seeing that data as well.

## **ECONOMY**

Under economy, I want to highlight another indicator where we have also surpassed our target – Institutional Liquidity. This is target that is set by board policy. While we have reached the goal this year, we know we must remain vigilant as we make progress and as we maintain the progress that we have, in fact, made.

One other area that I want to highlight is our Alumni Giving Rate. We've made significant progress on this, rising to 12.5%, thanks to the UC Foundation, the Alumni Association and others. Our goal of 18.19% is drawing closer, Mr. Budig.

Mr. Budig:

Thank you, sir. I see it. *(Laughter)*

President Williams:

And another point of pride is the significant increase in our faculty/staff campaign participation rate which Otto mentioned earlier reached 42% and that is something that we're very pleased about. The Foundation's switch to a year round campaign helped us to reach that goal. Also, the Carl H. Lindner College of Business, in fact, achieved a 100% participation rate, becoming the first college to do so. Is David here? Let's give the College of Business a round of applause for that. *(Applause)*

## **SUSTAINABILITY**

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On Sustainability, we were once again honored to be named a green leader by Princeton Review this year. Our recycling rate is up by 5%. We now have an all-recycling program in all university buildings.

## **GLOBAL ENGAGEMENT**

In Global Engagement, our figures are slightly down in study abroad this year. Of course, we can only guess that the economy must have some impact there. Again we hope to mark better progress in the future as we have funneled an additional half-million dollars starting this year into international education including scholarships for honors

programs with study abroad and non-honors students, as well as a program manager that will be hired to assist faculty in creating new education abroad opportunities.

### **DIVERSITY**

In the area of Diversity, we are launching a newly completed Diversity Plan with our new academic year. Mitchel Livingston, along with Lou Bilonis, will be presenting more on that later in the meeting. For the first time in a UC Report Card and in UC's history really, we have spelled out some very clear indicators that we intend to move...among them the retention rate and graduation rate for our Undergraduate African American students, which we want to bring in line with that of majority students.

We are making some impressive strides on retention, bringing our African American retention rate into close range for majority students. You will recall that the overall university retention rate is 85% and for African Americans this year it is 83%. That is very important when you realize that nationally the gap runs around 19-20% so we are substantially different from what is happening around the rest of the country.

You can also see we have a significant way to go on the graduation rate for African Americans but the first step toward improving that is the retention rate I just talked about.

We also have set some goals for African American and Under-Represented Students confirmed for admission, using the Ohio demographics of high graduates as our guide. This is our baseline year, and these targets may change from year to year based on the population figures, but this year we have met the target on Asian undergraduates confirmed for admissions.

### **MISSION-BASED HEALTH CARE**

Under Mission-Based Health Care, with the help of our new dean, Dr. Thomas Boat, we now have, also for the first time, indicators and targets for health care. The six

targets here reflect the educational, research and clinical missions of our Academic Health Center. And this year provides a baseline year on the data.

### **COLLABORATION**

And under Collaboration, we have made strides in our co-op and internship numbers, and have remained steady on master agreements.

As you can see we have begun to make significant strides in our UC2019 goals. We will continue to talk about a shorter Dashboard, as I mentioned earlier, in the weeks ahead – something shorter that we can use more effectively with external audiences. So that is our report. Are there any questions?

As our new academic year gets underway, we are launching a new Diversity Plan and we have for you today a presentation on this five-year plan. Our presenters are Mitchel Livingston, Vice President for Student Affairs and Chief Diversity Officer, and Lou Billionis, Dean of the College of Law and chairman of the Diversity Council.

*(Mitchel D. Livingston, Vice President for Student Affairs and Chief Diversity Officer, and Louis D. Billionis, Dean of the College of Law and Chair of the President's Diversity Council, gave the following presentation titled University Diversity Plan using PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)*

Dr. Livingston:

Good morning, everyone.

Audience:

Good morning.

Dr. Livingston:

We'll try that again...good morning everyone.

Audience:

Good morning.

Dr. Livingston:

That's much better and thank you very much for that kind response back. That has become something of a signature for me and I appreciate your indulgence in it. Thank you.

Dean Bilonis and I this morning will talk with you briefly about our work for the past three years in the building of our Diversity Plan. I'll begin with an overview and start with an introduction that will give you some sense of where our journey has taken us. Dean Bilonis will then speak briefly about background information that's very important to understand where we were and where we are going. I will close out making comments about the plan itself, how we intend to role it out, and some of the immediate action steps that we will be taking and maybe a few comments about future initiatives as well.

During the past three years my leadership with diversity has been complimented by the work for the President's Diversity Council that is chaired by Dean Bilonis. This morning Lou and I would like to share with you the five-year diversity plan for the university and how we got there.

A team of faculty, staff, students and others have worked diligently over the past year listening to our community, conducting research, designing and writing this plan that we're presenting today. The plan has been vetted through various governance groups with key constituents across the campus and I must admit the responses we have received have been overwhelmingly positive. We have had few, if any, major bumps along the way.

Additionally, our work was complimented by previous diversity initiatives such as PACRRHD, the President's Advisory Council on Race Relations and Human Decency, from 1988. Other key documents such as the status of UC women, research assessments and surveys have given us information regarding our current state in various dimensions of diversity at UC.

It is significant to note that the university recognizes a very broad and inclusive concept of diversity. One that includes commonly recognized considerations such as race and ethnicity, gender, age, disability status, socioeconomic status, gender identity, sexual orientation, religion, and regional and national origin. All of these are important. And, it's significant that as we engage in this conversation about diversity that we have a keen appreciation of its diverse nature and its complexities. However, we are very clear that in our first year we are focusing our efforts on race.

It is also our belief that both diversity and excellence should be pursued with the same vigor because both are critical to our success as a public, urban, research intensive university. You should also know that we have had many successes along the way already: programs that have been implemented, initiatives that have been very well received, and those that have helped us move the needle on the report card going forward. We have identified places that need our time and attention. We have applied specific resources and strategies so that we might be able to reach our goals that I'll talk about in a few moments. But, before going there, I would like Dean Billionis to come forward and share some important background information that provides the foundation upon which our plan is based.

Dean Billionis:

Thank you, Dr. Livingston and good morning. In 2007, this board received a report from the President's UC|21 Diversity Task Force. It was in a draft form when you heard it then. Charged to focus specifically at that time on improving UC's diversity with respect to race and ethnicity the report offered fifty-two recommendations to that end. Most, indeed almost all, of those recommendations have been implemented since then.

As you might imagine, those that remain are the most challenging and the most ambitious.

What I'd like to do is summarize very briefly some of the ground that the university has covered since that Task Force's draft report to you. A major area of successful work has been about empowering diversity as a core value with the university and ensuring its priority in our culture day-to-day. This board amended the university's mission statement, for example, to specifically identify diversity as central to our conception of excellence. We established for the first time a chief diversity officer with daily responsibility for our diversity ambitions and reporting directly to the president of the university. We established the President's Diversity Council bringing approximately forty faculty, students, administrators, alumni and outside stakeholders to the table into common cause to press diversity as a priority across the university. We improved our non-discrimination policy. We strengthened our processes for hiring executives and academics to encourage best practices that will enhance the diversity of our pools in hiring. We are also implementing means to ensure the colleges, units, and departments are including diversity in their annual goal setting and that they stand accountable for those.

We've made progress in other areas as well. Our Africana Studies Department in the McMicken College of Arts and Sciences has been strengthened and we were pleased to see a faculty joint appointment to that department and the National Underground Railroad Freedom Center recently. We've seen the creation of an LGBTQ Center and the hiring of a program director to lead that important center. With good work and collaboration we've seen enhancement in supplier diversity. We've been distributing funds to support diversity initiatives in the colleges and elsewhere across the university supporting faculty and student recruitment and retention initiatives and programs to make sure that UC becomes a more inclusive and inviting place.

We're also working to build a diverse student body and to ensure inclusive and positive experience for students of color here at UC. To be sure, there's work still to be

done there but there has been progress there too including improved year-to-year retention rates, as you've heard, for African-American students and levels of engagement and satisfaction reported by our African-American students at UC that are higher than their peers here. Under President Williams' leadership we've since been working to broaden our agenda, to toughen our goals, and to accelerate our transition here. During the past year we have been developing a new University Diversity Plan that promotes that transformation and Dr. Livingston will tell you more about it.

Dr. Livingston:

Thank you, Lou. I only wish at this moment that we could have a drum roll. I don't know how we replicate that, but just put yourselves in that state of mind at this time. In many respects that is exactly where we are. Thank you, Mr. President – he just did... *(Dr. Livingston demonstrated a finger drum roll on the podium)*...that will be my only attempt at humor. *(Laughter)*

We had an opportunity to celebrate just recently here the conclusion of our plan. But, with the conclusion of that plan, it only suggested that our work now lies ahead. We have created a clear path and we will be pursuing that with great vigor over the next few years.

Our diversity plan features six major goals that have been identified and assigned to vice presidential areas for implementation. What is most significant about this plan is that it is just not a set of ideals – it has specific targets, specific strategies, and individuals who will be held accountable for their implementation. They include:

1. Attract, retain, and graduate students who reflect a wide range of diversity. I provided that definition to you before. Certain areas will be more difficult and challenging for us than others.
2. Attract, retain and promote an increased historically underrepresented and other diverse faculty in tenure and clinical track positions including faculty at advanced ranks.

3. Recruit, retain and promote historically underrepresented staff at professional, mid level, and senior level leadership positions.
4. Create and support a learning and work environment that reflects the university's mission which includes a commitment to both excellence and diversity.
5. Increase supplier diversity and strengthen its community partnership with particular focus on inclusion on historically underrepresented and other diverse constituents for the benefits of both the community and the university.
6. To develop and implement and comprehensive, integrated, university-wide system of accountability. If there is magic in this plan it is in the system of accountability where individuals and units have been identified and charged with very specific goals, with very specific strategies, and very specific timetables.

We have a clear sense, a clear vision of where we would like to go. We have a team who is ready to implement, and, I said to you earlier, we have been enthusiastically received in terms of the work that we have defined.

With respect to implementing this plan, we have conceived a roll-out strategy beginning with transmitting the plan to President Williams and to members of his cabinet. This plan will appear on the diversity website following this meeting. The media will be contacted in terms of the particulars that we will be engaged with. Academic and Administrative units will be instructed to identify specific diversity objectives consistent with the goals that we have identified. Lou and I will be visiting with various constituent groups over the course of the next few weeks conversing with them about implications for implementing our plan.

The president has been very clear with myself and with Dean Billionis as chair of the Diversity Council in terms of helping him establish priorities for the first year of

action. We have done so in the area of recruitment and retention of students, faculty, and staff of color, in terms of putting our system of accountability into place, increasing our experience with supplier diversity, and creating measurable steps that will help us improve the campus climate regarding its commitment to excellence and diversity.

In terms of outlook as we look down the road and study the demographics and as we study ourselves as an academic community, we know that there will be three major challenges confronting us. One is with our faculty. The numbers are not impressive as you look across the breadth of this great country, they are indeed modest at best. We are among them, but we have committed ourselves to improving those numbers and we look forward to reporting to you each year on our success. Also, the challenge of balancing diversity and excellence – recognizing that these are common threads of a common fabric – will be a very difficult matter for us. Some have chosen to pursue one at the expense of the other, but this president and our community have committed to doing both. That will not be a small undertaking especially given the landscape as it relates to enrollments, with high school and the like, it will, indeed be formidable and challenging. We believe we have a plan that will allow us to rise to that occasion. Third, we will have to identify additional resources in order to be successful in both of these areas identified.

In closing, I'd like to share with you a brief encounter that I had yesterday with a joint initiative that the University of Cincinnati championed in cooperation with Procter & Gamble, the National Underground Railroad Freedom Center, and STRIVE. This initiative brings together some fifty of our sophomore students of color paired with fifty senior level managers at Procter & Gamble who will be their mentors. These mentors will stay with these students through graduation and likely many of them even beyond. I can't think of a better way to stretch the resources of this institution by reaching out to our corporate community in creative ways and putting forth initiatives that will have a profound impact on the success of our students. What really got my attention toward the end of that program was when five Navy SEALs walked in the room prepared to give a workshop, if you will, on mental toughness. And, by God, if the SEALs can't do it, I don't know who can. What I want to impress you with is that we are looking inward for

all the resources that we can muster to be successful in these ways, but we are also looking externally, beyond the campus and into the community, to enlist the support of others in this challenge. Thank you. (*Applause*) Questions?

Mr. Barrett:

I have a question or comment. Lou, Mitch – one recurring thing that I’ve heard over the years, especially among the African-American minority, is the most important thing is the feeling of being welcome on campus. Years ago, decades ago, there was the feeling that was not the case. In more recent decades that has been the case. That’s a recurring theme I hear all the time. There is nothing more important than being made to feel welcome.

Dr. Livingston:

Absolutely. We do have data now, two periods of data from the NSSE survey that we do (a national survey) and also the SSI, a satisfaction inventory. What we find from the data we find there is that our students of color, in general, and African-Americans, in particular, report being more engaged both inside and outside the classroom and more satisfied with their experience both on the campus and beyond than majority students. So we’ve done something very special here to make our students feel welcome. They are actively engaged in the breadth of leadership and culture and life of the campus – its academic demands and so forth. We will track that over time. When we look at our peer institutions we find just the opposite – that students of color, in general, and African-Americans, in particular, do not report as positive an experience with engagement or satisfaction.

Mr. Barrett:

Thank you very much.

Mr. Humes:

Until about two years ago we had a program at the College of Applied Science and it was to work with those students that needed extra work to enter the college

community and integrate into the college community. I think that when the conversion happened with the College of Applied Science and Engineering, I don't think that program still exists. Could you explain what happened to the roles that program played and how are they being executed in other ways and have we seen any change in effectiveness.

Dr. Livingston:

I'm going to have to call on Caroline to help us with that. If you could do anything to get us started; and as you do, that will get my wheels turning and maybe Lou's as well.

Dr. Miller:

Mr. Humes, I think the program you are referring to is the Center for Access and Transition.

Mr. Humes:

Yes.

Dr. Miller:

We spend the better part of eighteen months assessing the program's successes over the five years it existed on our campus – you might remember that it migrated from the University College to the CAT. In relation to the effectiveness of that program, while it had many successes, it did not achieve the goals that it was established to achieve in general and that being the move, the fully successful movement of students from the CAT, into baccalaureate programs. We saw some fairly good, transition rates and then significant drop off rates once those students joined the baccalaureate programs. I think we have seen a sort of an immediate hit when that program closed two years ago in terms of particularly African-American diversity on the main campus. With the class that is entering starting tomorrow we have recovered a fairly good percentage of what was lost in the year that closed. Much of the mission that the Center for Access and Transition served has now migrated to our two regional campuses – probably most specifically UC

Blue Ash. UC Blue Ash is probably by far measure the most diverse of our three campuses in terms of ethnic diversity. We have a group that Dean Short-Thompson and Carol Tonge are chairing called the Sims Transition Work Group that will be kicking off this month that is specifically looking at enhancing the transition from our regional campuses to the main campus. A big focus of that group is going to be particularly students of color in that transition. We are working on an assessment project related to that goal.

While it's a little thing, we do think that one of the big sort of enhancements to that process is going to be the fact that we now have a shuttle that goes back and forth from main campus to Blue Ash I think on the half hour, Katie? We have about seventy students living in our residence halls who are actually UC Blue Ash students. We are trying to enhance the community experience there and truly use our two regional campuses as the two access points for UC while we strengthen the profile on the main campus – kind of a long winded answer.

Dr. Livingston:

Caroline, forgive me for putting you on the spot there. When you look at our history of support for students who are academically challenged and the like, we literally have gone from an open door strategy where the casualty rates were just horrific and we now have a more efficacious model that would allow us to be much more effective as admissions standards have gone up and having students in a support environment where they can still have a port of entry to UC and be successful as the same time.

Mr. Richardson:

Just a couple of points – I think it's important too along with our regional campuses to try to gain some type of partnership with Cincinnati State as well. As we know, a great many students come from Cincinnati Public Schools and go to Cincinnati State so to the degree that we can, I think that we need to include Cincinnati State in the process even though they are not a regional campus of ours. If we are trying to do a diversity plan I don't think we can do it without them. I know that Dr. Ono and myself

will be going over there and hopefully we can get them involved in some type of partnership, too. I think they are very key to this. I know that Dr. Owens wants that to happen as well.

Dr. Miller:

We do have a seamless transition with Cincinnati State. It's called Cincinnati Pathways. We have a referral arrangement back and forth with them for students who apply to main campus. If they don't meet our criteria, we directly refer if their choice is Cincinnati State and have something called Operation Boomerang to bring them back when they are ready.

Mr. Richardson:

But, I think the key is and I know this from some of my family members who go to Cincinnati State is there are a lot of gaps in between. We can definitely strengthen that. I can tell you there are a lot of gaps in between and students don't have all the information. To the greatest extent that we can, I think we need to formalize that a little more because I do believe it could be strengthened.

Dr. Livingston:

And we also recognize that as a part of our future in working with the two-years and making that as seamless as we possibly can is important. I would say ten years ago we were probably one of the worst at doing that and today we are one of the better institutions in terms of our ability to do that effectively and efficiently. Your point is well taken.

Mr. Richardson:

One more question – did we look at the Emerging Ethnic Engineers? I know that model works very well. Is that incorporated into any type of strategy that we are trying to do as far as retaining first generation students or students of color?

Dr. Livingston:

Yes, you do have a copy of the plan in front of you and when we get down into the specific strategies and initiatives that are being recommended, that is one of the programs (models if you will) that we were encouraged to consider. Again, I am most hopeful that our colleagues will see the value of that kind of modeling and implement in their respective areas.

Mr. Chesley:

Dr. and Dean, thank you very much – very, very aggressive, great statements and I appreciate it. Last year around September, plus or minus, we received some actual reports on numbers and percentages. Relative to faculty of color and deans and so forth and also some information on students. We have 42,000 students, I couldn't do the numbers but she was kind enough to give it to me on the way out, when do you think we could get some preliminary data on some of these relative, I mean they are very, very aggressive plans that are in the right spot and I know you both have the heart and mind to get this thing moving, but the question that I would ask is could we get some preliminary data to the board to get an idea of how we are doing as we get down into this rather than waiting a year plus or minus? Could we take some comparative data in maybe three or four months to get some feeling as to how the progress is going both as to the faculty side and as to the student side?

Dr. Livingston:

I think the president is well situated given his report card report to start the conversation and I'd be happy to say a few other things as well.

President Williams:

Actually, we have some information on the students who are in the first year class that's developing right now. Students of color this fall represent 13.5% of our incoming class. Looking at our baccalaureate class alone that's about 5% African-Americans, 2.5% multi-racial, 3% Asian and 2.5% are Hispanic in our entering class.

Mr. Chesley:

How does that compare with last year?

President Williams:

I think we're pretty much consistent with last year. Isn't that correct Caroline?

Dr. Miller:

The absolute number of African-American students is up but the percentage is level. Both percentages in Hispanic and Asian students are both up in terms of numbers and percentages in this entering class.

Mr. Cassady:

Stan, it's on page 7 of this report.

Dr. Miller:

Census date is October 5<sup>th</sup> and at that point we are going to do a full analysis of everything once all the dust settles.

Dr. Livingston:

This will essentially give us a baseline year for tracking going forward...

Mr. Chesley:

...great

Dr. Livingston:

...and it won't require waiting an entire year to get something to you.

Mr. Chesley:

That's all I wanted to ask. Thank you.

President Williams:

Thank you, Mitchel and Lou. We appreciate your report and the hard work you've done and particularly the leadership you've shown to us in this area of diversity.

I'd like to now introduce Jennifer Welder, a student presenter. Jennifer is a senior in Astrophysics and certainly I'm impressed with that since I only received a C when I took physics. *(Laughter)* She's in the McMicken College of Arts & Sciences and will be graduating in the spring 2012 term. She is from Mason, Ohio, and recently completed an internship with NASA in Wise, Virginia where she used satellite data imagery to study the air quality in Monterrey, Mexico. Actually, I've been to Monterrey, Mexico and that is a hug issue in Monterrey. She hopes to complete another internship during the upcoming academic year in order to further explore her professional interest in meteorology and atmospheric sciences. Jennifer, would you please come forward? Thank you.

*(Jennifer Welder, gave the following presentation, NASA DEVELOP Program 2011, using PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)*

Ms. Welder:

Good morning everyone. Once again, my name is Jennifer Welder and I'm a fifth year Astrophysics major and this summer I was at an internship with the NASA DEVELOP program.

When people generally think of NASA they think of space exploration. While this is true, NASA also has an applied science division which the DEVELOP program utilizes. In the DEVELOP program, students work on earth science research projects that demonstrate how NASA science measurements can be used to address local policy issues.

There are twelve DEVELOP program locations spread across the United States. The largest DEVELOP program is located at Hampton, Virginia at the Langley Research

Center, which facilitates sixty interns. Other DEVELOP locations include Ames Research Center, Marshall Space Flight Center and Goddard Space Flight Center.

I was located at the DEVELOP program at Wise, Virginia. This is a fairly new location that was started ten years ago by Jack Kennedy who still serves as a local DEVELOP mentor. Wise DEVELOP is a unique location because not only is it the only DEVELOP location that accepts international students, but it is also the only DEVELOP program that works hand-in-hand with students in another country. Wise DEVELOP works in collaboration with a DEVELOP team in Mexico on three projects regarding the air quality, water quality, and Dengue Fever outbreaks in Mexico.

I was part of the air quality team and we studied remote sensing measurements of particulate matter in the Monterrey, Mexico metropolitan area. Just to clarify some terms: remote sensing is the use of aerial sensors to detect and classify objects on Earth and particulate matter, also known as PM, is tiny subdivisions of solid matter that are suspended in gas or liquid. PM10 refers to particulates with a diameter of 10 microns while PM2.5 refers to particulates with a diameter of 2.5 microns.

The air quality was studied in Monterrey because this area exhibited many factors that cause poor air quality. Some of the main factors include industrialization, non regulated transportation emissions in the large overall population. If nothing is done to improve this air quality, there could be an increase in the number of cardiovascular and respiratory diseases such as heart attack, stroke and asthma.

The main focus of our project was to investigate how different factors such as wind speed, wind direction, temperature and precipitation affected PM10 and PM2.5. Satellites such as MODIS, TRMM, and TERRA were used to collect wind speed and temperature data. Seven SIMA stations that are located in and around the City of Monterrey were used to collect data for PM10 and PM2.5, wind speed, wind direction, and temperature. After analyzing this data in a number of different softwares including HYSPLIT, Mathematics, and MiniTab 15, we concluded that the wind that affects the

City of Monterrey is blowing from the south and west directions. When the wind is blowing from these two directions, the PM concentrations are actually higher. This information led us to develop a theory that the City of Monterrey may actually be getting some of its pollution from industrialized cities from the south and west.

This summer allowed me to be a part of a one-of-a-kind experiences that will help mold me for success in the future. Being five hours away from my friends and family was quite an adjustment at first, but the people who live in Wise, Virginia were so warm and welcoming that they made the transition a little bit easier. Also, while in Wise I was able to work hand-in-hand with students from different parts of the world including Puerto Rico, China, India and Mexico. Being exposed to people from different cultures allowed me to become a better, well-rounded individual. There were also many valuable skills that were acquired this summer. Such skills include public speaking, communication, time management and problem solving. Many problems arose this summer from solely working on a research project based in another country. The Mexican government was very strict on what information they would let us have so we continually had to change our project based on what information was available to us. Another valuable skill that was learned was how to stay calm in high pressure situations because for our final project we traveled eight hours to Langley to present to some of the top scientists in the United States.

Although hours upon hours were spent on these research projects, it wasn't all work and no play. We got the full Wise County experience by going on a Power Plant tour, square dancing at the local country cabin, conquered the rope course at Camp Bethel, and we hiked six miles up a mountain in Thomas Walker National Park.

This was truly an amazing experience getting to work for NASA and working with students with a variety of different backgrounds and education levels. Students' majors ranged from environmental science to nursing and education levels ranged from high school seniors to Ph.D. students. It was amazing to see how students with diverse backgrounds could come together and create some amazing projects. I would highly

recommend this program to anyone who is interested in earth related sciences. Thank you for your time. Does anyone have any questions or comments?

*(Applause)*

President Williams:

Thank you, Jennifer. Madame Chairman that concludes my report.

Mr. Humes:

Madame Chairman, before we conclude I think that we should take a moment and all congratulate Dr. Williams on this remarkable document. I know that we kind of tried to read it our place, but I think that this report card that we've seen annually, the results of this are really outstanding. It gets better and better every year. We know that while it's a brief ten-minute presentation, we know how much work from your team and yourself and the commitment that goes into making this happen. I think we should congratulate you and your team on making this happen and also on helping to make the enrollment happen through Dr. Miller's office and their great work. Congratulations to you and thank you for everything you are doing on this.

President Williams:

Thank you.

Mr. Barrett:

Sandy?

Mrs. Heimann:

Yes?

Mr. Barrett:

If I could just ask Greg if he could get us in writing Caroline Millers report? It has some incredibly valuable statistical information on the student body, incoming

students, different high schools, just good information for us trustees. If you'd ask her to put that in writing for us and we could get a copy of that.

President Williams:

We can certainly provide that.

Mr. Barrett:

Thanks a lot. Thank you.

Mrs. Heimann:

Thank you President Williams. We will now proceed with the committee meetings. I'd like to appoint Nick Hertlein as a member of the Academic and Student Affairs Committee. Our first committee meeting this morning is the Academic and Student Affairs Committee which is chaired by Rob Richardson. Rob?

### **THE BOARD COMMITTEE MEETINGS**

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

The committee meetings began at 9:56 a.m.; the meetings concluded at 10:30 a.m.

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

The Regular Meeting of the Board of Trustees was convened at 10:30 a.m. and, as noted on the first page (page 269) of these minutes, roll call was taken.

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

Mrs. Heimann called for additions, corrections, or deletions to the minutes of the Regular Meeting of the Board of Trustees of June 21, 2011. Upon proper motion by Mr. Cassidy and seconded by Mr. Humes, the minutes were approved as distributed.

**Approval of the Items Recommended by the Board Committees**

Listed below are the items recommended to the Board of Trustees for approval by the Academic and Student Affairs Committee and the Finance and Administration Committee at their respective meetings held on September 20, 2011, prior to the Regular Meeting of the Board of Trustees.

**Academic and Student Affairs Committee Recommendations**

**11.09.20.01      ACADEMIC APPOINTMENTS**

**Synopsis:**            Appointments of Faculty and Academic Administrators

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

**Dean Appointment**

Greer Glazer, PhD	Dean College of Nursing Schmidlapp Professor of Nursing (with Tenure) Effective: January 1, 2012 through December 31, 2016
Peter Landgren	Dean College-Conservatory of Music Thomas James Kelly Professor of Music (with Tenure) Effective: September 1, 2011 through August 31, 2016

**Academic Unit Head Appointments**

Shellie Cash	Division Head Dance Division College-Conservatory of Music Effective: September 1, 2012 through August 31, 2016
Grace Falciglia	Department Head Department of Nutritional Sciences College of Allied Health Sciences Effective: September 1, 2012 through August 31, 2017
Shuk-Mei Ho	Department Director Department of Environmental Health College of Medicine Effective: September 1, 2012 through August 31, 2019
Steven Howe	Department Head Department of Psychology

McMicken College of Arts & Sciences  
Effective: September 1, 2011 through August 31, 2015

Gerald Kasting  
Division Chair  
Division of Pharmaceutical Sciences  
The James L. Winkle College of Pharmacy  
Effective: September 1, 2011 through August 31, 2015

Karen Machleit  
Department Head  
Department of Marketing  
Carl H. Lindner College of Business  
Effective: September 1, 2012 through August 31, 2015

Marshall Montrose  
Department Director  
Department of Molecular and Cellular Physiology  
College of Medicine  
Effective: September 1, 2011 through August 31, 2016

Michael Sander  
Academic Unit Head  
Department of Electronic Media  
Blue Ash College  
Effective: September 1, 2011 through August 31, 2014

Kenneth Petren  
Department Head  
Department of Biological Sciences  
McMicken College of Arts & Sciences  
Effective: September 1, 2011 through August 31, 2016

#### **New Faculty Appointments**

Hanna Hall  
Associate Professor of Design (with tenure)  
School of Design, Architecture, Art, and Planning  
Effective: September 1, 2011

Julia Heath  
Professor of Economics (with tenure)  
Carl H. Lindner College of Business  
Effective: March 1, 2012

Charles Jones  
Professor of Africana Studies (with tenure)  
McMicken College of Arts & Sciences  
Effective: September 1, 2011

#### **Emeritus / Emerita Appointments**

Arlene Elder  
Professor Emerita of  
Women's, Gender, and Sexuality Studies  
McMicken College of Arts & Sciences  
Effective: January 1, 2012

Janet Heasman  
Professor Emerita of Pediatrics  
College of Medicine  
Effective: November 1, 2011

Anthony Leung	Professor Emeritus of Mathematical Studies McMicken College of Arts & Sciences Effective: January 1, 2012
George Marketos	Associate Professor Emeritus of Mathematical Studies McMicken College of Arts & Sciences Effective: January 1, 2012
Sandra McGlasson	Associate Professor Emerita Division of Professional Practice Effective: September 1, 2011
Anthony Perzigian	Provost Emeritus of the University of Cincinnati and Professor Emeritus of Anthropology McMicken College of Arts & Sciences Effective: September 1, 2011
Frank Weinstock	Professor Emeritus of Keyboard Studies College-Conservatory of Music Effective: September 1, 2011
Barbara Wenner	Associate Professor Emerita of English and Comparative Literature McMicken College of Arts & Sciences Effective: January 1, 2012
Cornelia Wilson	Professor Emerita College of Nursing Effective: September 1, 2011

**11.09.20.02 ADMINISTRATIVE LEAVE****Synopsis:** Request for Administrative Leave in 2012-2013

It is recommended that the Board of Trustees approve an administrative leave for Victoria A. Montavon, Dean and University Librarian, from September 1, 2012 through August 31, 2013. This leave would follow eleven years of exemplary decanal service and help to facilitate Dr. Montavon's effective return to the faculty as a Senior Librarian.

**11.09.20.03 NEW DEGREE PROGRAM****Synopsis:** New degree program in the College of Allied Health Sciences

It is recommended that the Board of Trustees approve the new degree program in the College of Allied Health Sciences for a Master of Health Informatics. The proposal has been reviewed and approved by the appropriate authorities.

**11.09.20.04 NEW DEGREE PROGRAM****Synopsis:** New undergraduate degree program in the College-Conservatory of Music

It is recommended that the Board of Trustees approve the new undergraduate degree program in the College-Conservatory of Music for a Bachelor of Commercial Music Production. The proposal has been reviewed and approved by the appropriate authorities.

**11.09.20.05      NEW DEGREE PROGRAM**

**Synopsis:**      New undergraduate degree program in the College of Education, Criminal Justice, and Human Services

It is recommended that the Board of Trustees approve the new undergraduate degree program in the College of Education, Criminal Justice, and Human Services for a Bachelor of Signed Language Interpreting. The proposal has been reviewed and approved by the appropriate authorities.

**11.09.20.06      MODIFICATION TO ENDOWED PROFESSORSHIP IN LINDNER COLLEGE OF BUSINESS**

**Synopsis:**      Modify the current eligibility requirements for The David Sinton Professorship to permit other well qualified tenured or tenure-track faculty members in the Department of Economics to hold this title.

It is recommended that the Board of Trustees approve modifying the current eligibility requirements for The David Sinton Professorship, established by the Board on November 15, 1899, to permit other well qualified tenured or tenure-track faculty members in the Department of Economics to hold this title. At present, only the Chair of the Department of Economics is eligible to hold The David Sinton Professorship. Approving this modification would allow the Dean of the Lindner College of Business greater flexibility in retaining or recruiting outstanding faculty.

**11.09.20.07      DEPARTMENT MERGER AND NAME CHANGE IN LINDNER COLLEGE OF BUSINESS**

**Synopsis:**      Change from “Department of Information Systems” and “Department Operations & Business Analytics” to “Department of Operations, Business Analytics, and Information Systems”

It is recommended that the Board of Trustees approve the following change in the Lindner College of Business, effective July 1, 2011: 1) the merger of the Department of Information Systems and the Department Operations & Business Analytics; and 2) the subsequent name change to the Department of Operations, Business Analytics, and Information Systems.

**11.09.20.08      ACADEMIC REORGANIZATION AT UC BLUE ASH**

**Synopsis:**      The Department of Office Information Technology will join the Department of Business and Economics; The Medical Assisting Services and Medical Billing Technology programs will join the Department of Allied Health; the Radiation Therapy program will join the Department of Allied Health; and Electronic Media Communications will become an Academic Unit.

It is recommended that the Board of Trustees approve the following academic reorganization at UC Blue Ash, effective July 1, 2011: 1) The Department of Office Information Technology will join the Department of Business and Economics; 2) The Medical Assisting Services and Medical

Billing Technology programs will join the Department of Allied Health; 3) the Radiation Therapy program will join the Department of Allied Health; and 4) Electronic Media Communications will become an Academic Unit.

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

**11.09.20.09      CHECK SIGNATURE/COUNTER SIGNATURE AND ELECTRONIC FUNDS TRANSFER APPROVAL**

**Synopsis:**      Update check signature/countersignature and electronic funds transfer approval

It is recommended that the Board of Trustees approve the following resolution to identify the individuals authorized to sign/countersign checks (manual and automated) and approve electronic funds transfers related to university payments to external parties. A list\* of the authorized individuals whom the Vice President for Finance proposes to designate pursuant to this resolution is attached for information.

RESOLVED, that effective September 20, 2011, all checks drawn upon the depositories designated by the Board of Trustees of the University of Cincinnati must bear the signature of Gary Hunt, Treasurer. This signature may be a digitization, the proper affixing of which shall be the responsibility of the University Controller.

RESOLVED, that effective September 20, 2011, all university payments in excess of \$100,000 whether by check or electronic funds transfer must be approved by the Vice President for Finance or a person authorized in writing by the Vice President for Finance to approve such payments. Where such payments are by check, approval shall be by countersignature. No person who has a direct or indirect reporting relationship to the Treasurer may be authorized to approve payments in excess of \$100,000.

RESOLVED, that a list of those individuals authorized by the Vice President for Finance to countersign and/or approve electronic funds transfers shall be submitted to the Board for information at its next regular meeting and that copies of this list shall be maintained in the Controller's and Treasurer's Offices. Any future changes to the list shall be submitted to the Board of Trustees for information at its next regularly scheduled meeting or at such intervals as the Board of Trustees shall direct.

**11.09.20.10      REVISION TO RULE 3361: 10-5-14 ORGANIZATION: TREASURER**

**Synopsis:**      This rule is being revised to indicate that the Treasurer will now report directly to the Vice President for Finance.

It is recommended that the Board of Trustees approve the revision\* to the rule based on an administrative decision to have the Office of the Treasurer report directly to the Vice President for Finance.

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\*Filed in the Office of the Board of Trustees

**11.09.20.11 APPROVAL OF AMENDMENTS TO UNIVERSITY RULES 20-41-01\* AND 20-41-0\*3 DELEGATING RESPONSIBILITY FOR OVERSIGHT OF THE INVESTMENT OF FUNDS HELD IN THE TEMPORARY INVESTMENT POOL (“TIP”) TO THE INVESTMENT COMMITTEE THAT CURRENTLY OVERSEES THE INVESTMENT OF ENDOWMENT ASSETS; REASSIGNING TIP INVESTMENT MANAGEMENT FROM THE TREASURER TO THE CHIEF INVESTMENT OFFICER; AND ELIMINATING FROM THE UNIVERSITY RULES CERTAIN RESTRICTIONS ON INVESTMENT.**

**Synopsis:** This resolution seeks the amendment of University Rules 20-41-01 and 20-41-03 to improve oversight of the Temporary Investment Pool (“TIP”) and increase the efficiency and integrity of investment management practices for both the Endowment assets and TIP funds.

These amendments have three objectives. The first is to extend oversight of the Board of Trustees’ Investment Committee to TIP. Ohio Revised Code Section 3345.05 requires the establishment of an investment committee to oversee the University’s administration of its operating cash pools. Under existing University Rules, investment of the TIP funds are overseen by an investment committee consisting of the Vice President for Finance, the Associate Vice President for Financial Services, the Treasurer, and the Associate Treasurer. Amending Rule 20-41-03 as proposed would replace staff oversight of this important pool of assets (TIP) with the oversight of the Investment Committee, an independent body of investment experts that reports directly to the Board of Trustees and currently oversees the investment of Endowment assets.

The second objective is to reassign TIP investment management authority from the Treasurer to the Chief Investment Officer. Such a reassignment implements best practices by separating financial activities between two distinct offices creating a check and balance, consolidates investment management capabilities of both the TIP funds and Endowment assets in a single office for efficiency, and delegates investment decisions to the office possessing dedicated investment management expertise and resources.

The third objective is to eliminate ineffective and overly prescriptive investment provisions from the University Rules. Instead, detailed oversight will be vested with the Investment Committee. The proposed changes allow the University Rules regarding investment to focus on the core requirements of investment goals, diversification, and standard of care, while delegating oversight of particular investment decisions to knowledgeable professionals. The Investment Committee members, at least two-thirds of whom by University Rule must be seasoned investment professionals, will incorporate necessary and appropriate restrictions in the Investment Guidelines establishing relevant and effective risk controls and eliminating overly prescriptive provisions that reduce the agility of investment management for both TIP and the Endowment.

The Endowment Investment Committee and the outgoing TIP Investment Committee have each formally endorsed these amendments. Moreover, all investment restrictions removed from the amended University Rules will be incorporated in an addendum to the existing Investment Guidelines and be made applicable to both the TIP and the Endowment until the Investment Committee has an opportunity consider those restrictions and adopt amended Guidelines.

The language of the specific amendment sought is identified by underline in the attached.

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\*Filed in the Office of the Board of Trustees

**11.09.20.12 AUTHORIZATION TO PURCHASE A 2 STORY BUILDING ON 4.1 ACRES IN HAMILTON COUNTY**

**Synopsis:** This resolution seeks authorization of the Board of Trustees for the purchase of a two story concrete building containing 210,000 square feet on 14.1 acres at a cost of \$3,395,000.

It is recommended that the Board of Trustees approve the purchase of the property located at 5121 Fishwick Drive, Cincinnati, Ohio, from Forest 1, LLC, at a cost of \$3,395,000, to replace the Campus Services Building (CSB) located at 2900 Reading Road.

Almost two years ago, P+D+C determined that it was not economical to repair or reconstruct the physically and functionally obsolete 5-story CSB. In an effort to replace the facility and consolidate operations from other off-campus leased facilities, the market was searched over the last 18 months. After considering numerous properties, the search was narrowed to three facilities that met the criteria of proximity to the Uptown Campus, size, condition, age, and cost.

After review, P+D+C determined that the best proposal submitted was for the Fishwick Drive property based on the established criteria. Two independent appraisals of the Fishwick property were solicited resulting in fair market valuations in the amounts of \$3,250,000 and \$3,600,000. Based upon those appraisals, purchase of the property by the University for the negotiated price has been approved by the Department of Administrative Services and the Ohio Board of Regents.

To facilitate the proposed transaction, the University and Forest 1, LLC have negotiated in advance a Purchase and Sale Agreement subject to a number of conditions including approval of this transaction by the University's Board of Trustees and the State Controlling Board. A copy of that agreement is attached.

In order to accommodate an anticipated closing on or before October 10, 2011, we respectfully request that the Board of Trustees approve the purchase of the subject property and authorize closing of the transaction as set forth in the attached Purchase and Sale Agreement\*, subject to any technical amendments as necessary to facilitate the closing to be approved by the Office of General Counsel under the direction of the Office of Vice President for Finance.

**11.09.20.13 AUTHORIZATION TO LEASE 40,000 SQUARE FEET OF PROFESSIONAL OFFICE SPACE**

**Synopsis:** Recommendation that the Board of Trustees approve the Lease of approximately 40,000 square feet of professional office space to be developed by U Square, LLC as part of the mixed-use development known as U Square @ the Loop, for relocation of and use by non-academic units to free up swing space on campus and allow for renovation of aging academic buildings.

It is recommended that the Board of Trustees approve the Lease of approximately 40,000 square feet of professional office space to be constructed on a 4.2 acre site located between Calhoun and McMillan Streets adjacent to the University's Uptown Campus (the "Premises"). The space is to be located on the second and third floors of a building to be constructed as part of a long anticipated development known as U Square @ the Loop. The University intends to utilize the space to relocate various functions unrelated to our core educational and research missions, which will free up space on campus and allow for the relocation of academic units over the next decade as the University commences the rehabilitation of aging academic buildings.

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\*Filed in the Office of the Board of Trustees

While final terms of the Lease are still in negotiation, current terms outlined include: the Lease will be ten (10) years with two five (5) year options to renew. The rent will be approximately \$1 million per year, with rent for the first year abated. The landlord will provide a tenant improvement allowance to build out the space in the amount of not less than \$35 per square foot. The University will also obtain a Right-of-First Refusal and, an Option to Purchase the Premises for an appraised value. Purchase of the Premises would require consent and approval of this Board, the Ohio Board of Regents, and the Controlling Board.

A copy of a draft of the proposed Lease\*, still in negotiations, is attached. We recommend that the Board of Trustees approve the Leasing of this space and authorize the Senior Vice President for Finance and Administration and the University Real Estate Advisors, with the advice and counsel of the General Counsel's Office, *and together with the advice and counsel of Fran Barrett on behalf of the Finance and Administration Committee*, to finalize the terms of the Lease, subject to the satisfactory resolution and approval by the Board of Trustees of the following project items:

- (i) Governance issues, including requirement of the University to approve all "Major Decisions";
- (ii) Development Budget;
- (iii) Minimum retail leasing requirements;
- (iv) Construction Plans and Specifications;
- (v) Cash flow distributions and fees; and
- (vi) The finalized 40,000 square foot professional office space lease.

The Board further authorizes the Chairman of the Board and President to execute the final approved lease as long as final documents reflect resolution of all contingent project issues to the University's satisfaction.

### **Comments from Chairman Heimann**

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

Upon motion of Thomas D. Cassady seconded by Thomas H. Humes, the Board approved the items recommended by the Committees by the roll call vote.

### **Recommendation Nos. 11.09.20.01 through 11.09.20.13**

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

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\*Filed in the Office of the Board of Trustees

**NAY:** None

**ABSENT:** Margaret E. Buchanan

**Recommendation No. 11.09.20.14 – Consideration of Honorary Degree**

Mrs. Heimann:

We have two additional items to consider today – the first is a recommendation to approve the nomination of H.C. Buck Niehoff to receive an Honorary Degree at the December 10<sup>th</sup> Commencement. A copy of the recommendation is located at your places. President Williams, do you have any comments?

President Williams:

I do. It is indeed an honor and privilege to recommend Buck for this honor. As all of you know, Buck served on the UC Board and was the Chair of the Presidential Search Committee which brought me to UC. He has been and continues to be a wonderful ambassador for the University of Cincinnati. He's a great friend of the university and it generous with his time and expertise and this is a well deserved recognition.

Mrs. Heimann:

Are there any questions or comments?

Mr. Humes:

Great selection.

Mr. Barrett:

I agree.

Mr. Quinn:

I would just add that I hope as I leave today that someone will revive the bowtie so that Buck and I will always remain.

Unknown Speakers:

You've got Dr. Ono. (*Laughter*)

Mrs. Heimann:

That's already been passed on. May I have motion to approve the nomination of H.C. Buck Niehoff to receive an honorary degree?

Upon motion of Mr. Barrett, seconded by Mr. Heiman, the Board approved the nomination of H. C. Buck Niehoff to receive an honorary degree by a unanimous voice vote.

Mr. Barrett

Sandy, is that the only person for the December Graduation?

Mrs. Heimann:

That's the only one we have now.

Mr. Barrett:

We can add to that later.

Mrs. Heimann:

Yes, we can. You know there's an Honors Committee that consists of faculty and staff and they meet periodically and review nominations and look into nominations. They spend a great deal of time on the subject.

Mr. Barrett:

Thank you.

Mrs. Heimann:

Our second item is the President's compensation. President Williams has provided the University of Cincinnati with very strong leadership since his arrival two years ago. He has launched the university on a very clear and ambitious course with the new strategic plan, UC2019, a plan that is already making significant stride on its goals. Among those strides is a jump of 13 places in our U.S. News & World Report ranking. In addition, the higher education environment is a highly competitive one and the president's compensation needs to reflect the university's stature and remain competitive with and in line with other institutions. Margaret Buchanan serves as Chairman of the Compensation Subcommittee which has had several meetings on this and other compensation issues in the last several months. In absence of Margaret today, Gary, I was wondering if you would have some comments.

Mr. Heiman:

Yes, I would.

Mrs. Heimann:

And, I will say that the Compensation Subcommittee is a subcommittee of the Finance and Administration Committee.

Mr. Heiman:

I was actually going to mention that. *(Laughter)*

Mrs. Heimann:

Go ahead. Sorry.

Mr. Heiman:

Sandy took the words out. . .

*(Laughter)*

Mrs. Heimann:

. . .I am so sorry.

Mr. Heiman:

Okay. I would like to report that the Compensation Subcommittee, a subcommittee of the Finance and Administration Committee of the Board of Trustees, met on September 16, 2011, which is exactly four days ago.

The President's compensation is a recognition of the great work he has done. He has not only met our expectations, but he has exceeded them. President Williams has not been given a raise since his arrival two years ago. He has played an instrumental role in overseeing the university's return to a strong partnership with a new health network, UC Health. Therefore, at their September 16<sup>th</sup> meeting, the Compensation Subcommittee approved a recommendation that President Williams' base salary be raised to \$451,000.00 and he receive a bonus of \$102,500.00.

Mrs. Heimann:

Are there any questions or comments?

Mr. Barrett:

Do you want me to make a motion?

Mrs. Heimann:

May I have a motion?

Mr. Barrett:

I'll move that we accept the recommendation of the Compensation Subcommittee as a member of that committee.

Mr. Chesley:

I'll second it.

Mrs. Heimann:

We need to call the roll on this one.

**Recommendation No. 11.09.20.15 – President's Compensation**

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

**NAY:** None

**ABSENT:** Margaret E. Buchanan

**Unfinished Business and New Business**

Mrs. Heimann:

Is there any other unfinished business? If not, we will have reports of the Board Representatives and the Student Trustees. Rusty, could you give us the report of the Alumni Association?

**Alumni Association Report**

Mr. Myers:

Madame Chairman, I'd be pleased to do that. I'm going to keep my report brief due to the hour.

First, I'd like to address alumni participation. The 2010-2011 fiscal years saw a rise in our alumni participation rate from 11.2% to 12.5%. The Foundation and the

College Alumni groups are working more closely in an effort to continue to increase our participation rates. With the fiscal year goal for 2012 being 14%, a new alumni participation subcommittee has been formed populated by representatives from college development groups, the UC Foundation and UC Alumni Association staffs, and UC Athletics. The new structure finds colleges stepping up to own greater responsibility for increasing alumni participation.

Continuing on the theme of development, our fundraising committee has worked hard over the summer to develop a guide to UCAA's funding efforts going forward. This plan includes more active involvement of board members in direct and indirect fundraising for the UCAA. In addition, specific plans are being finalized around the next phase of enhancements to the Alumni Center with new chairs for the Board of Trustees' meeting being a high priority on our list.

On the event front, Homecoming is scheduled Friday and Saturday, October 14<sup>th</sup> and 15<sup>th</sup> and traditional festivities will be taking place here on campus Friday night including the Homecoming Parade down Clifton Avenue and a big pep rally here at the Myers Alumni Center. Then on Saturday, we will move downtown where the Bearcats will meet arch rival Louisville at Paul Brown Stadium with a time to be determined in early October. This year's Homecoming provides a wonderful opportunity for UC to become further ingrained in the consciousness of the city. More details on my report can be found in your board book and that concludes my report. As always, I'm Rusty Myers and I'm Proudly Cincinnati.

Mrs. Heimann:

Thank you, Rusty. I'd like to call for the University Faculty Chair Report with Richard Harknett, but before I do, I'd like to thank Richard for his very lively and engaging remarks at the Freshman Convocation on Sunday. It was very well done. Thank you.

### University Faculty Chair Report

Dr. Harknett:

Thank you. It is always a pleasure representing the faculty. Madam Chair, it's my pleasure to report to you on the activity of the University Faculty as we begin the 2011-12 academic year, which promises really significant changes for the university. Of course, this year the faculty will be engaged with the momentous transition of our curriculum to a semester calendar. As we had promised several years ago when the decision was made, we have sought not simply to add weeks to courses, but rather use this unique institutional moment to examine our courses and programming so that the curriculum at the university has been transformed to new standards of depth, rigor, and interdisciplinarity where possible. This effort will be on-going this year as we develop individual advising plans to guide all our students through the new curriculum. There will be heavy lifting at the department level to insure a smooth transition for our students. We will culminate the planning with a faculty retreat in spring quarter at which all faculty will come together in their departments to discuss and work on collaboratively their course syllabi to secure for us our true transformational moment. That is where the rubber meets the road when you change those syllabi.

Simultaneously, we are involved with the Provost's office with the development of our Academic Master Plan, which will strategically orient our academic goals and priorities at the university level. The AMP has the potential to enhance fundamentally the effectiveness of our resource allocation so that we leverage the points at which excellence does and can intersect across our campus. It has the potential to shape our efforts toward cross-college and cross-disciplinary collaboration and coordination and to raise it to a level we have not achieved in the past.

In addition, faculty input has continued on the Chancellor of Ohio's plan for enterprise universities and we remain in close coordination with the President's office in the development of a constructive input that may help to develop an opportunity for advancing our public research university mission with enhanced affordability,

accessibility, and greater impact on state-wide goals which include workforce development, economic growth, and demographic stabilization. The faculty as you would suspect are as well intently tracking the electoral process this fall of Issue 2, which could have significant impact on the functioning of our campus and our currently well-designed and functioning system of shared governance.

Finally, on the “big activity” list, we will come together as a faculty intellectually on October 25<sup>th</sup> following the President’s All-University address and you will be receiving an invitation to that assembly shortly.

Of course, these major issues will not crowd out the day-to-day faculty effort to advance university efforts through our integrated decision-making system that includes eight Standing Faculty Senate and tens of all-university committees. I have to submit to you in report, it is my analysis after a year in this position and talking with chairs across the state that we, in fact, have the strongest and most effective shared governance system to date. I wish to thank the Board of Trustees directly for their commitment and support of this system, because it truly is working very well. I also wish to thank President Williams and his leadership team, including Senior Vice Presidents Ono and Ambach, for their focus on elevating the academic profile and outcomes on our campuses through this effective collaboration with faculty expertise. Most importantly, I wish to thank the faculty who have committed to service in the expectation that their expertise can help position UC institutionally for great success. It promises to be an exciting year for the University of Cincinnati and on the faculty side – we’re ready to go.

Mrs. Heimann

Thank you, Richard and I would like to say on behalf of the Board of Trustees that we appreciate your remarks regarding shared governance. It is clearly something that your board believes in. I can say, as a person for the corporate world, when I initially started participating on this board nine years ago I thought it was an interesting

concept, but it didn't take me very long to learn how well it worked and how great your input is. We really appreciate that.

Portia Watkins, our graduate student trustee couldn't be with us today, but her report is at your places. We now have remarks from Nick Hertlein unless Kyle wants to say a few remarks before Nick or is Nick?

Mr. Quinn:

I do have something scheduled.

Mrs. Heimann:

I know he will want to say something. *(Laughter)*

Mr. Quinn:

But, I'm going to leave Nick first and then he's going to pass it off to me.

Mr. Hertlein:

And, I'll be quick.

### **Undergraduate Student Report**

Mr. Hertlein:

And thank you Madame Chairman. Before I begin, I would like to recognize the outgoing Undergraduate Student Trustee, Kyle Quinn, for two years of distinguished service to this University. As we make the transition, and like President Williams said, I am beginning to realize what big shoes I have to fill.

For my report, I would like to express my sincere gratitude and appreciation for all of those involved in the appointment process: the Search Committee here on Campus; Mike Carroll, our state government representative; the staff in Columbus at the office of Boards and Commissions; and Governor Kasich himself. I am truly honored with this

appointment, and I assure you I will work hard in the next two years to contribute to both this Board and to the University as a whole.

In terms of student achievement this summer, we have exciting news. Foremost under the banner of Community in the UC2019 plan, four members of our University of Cincinnati community have joined the prestigious Teach for America program. Matthew Craig, Lyndsey Miller, Michelle Prinzo, and my friend K.D. Miller will start spending the next two years of their lives teaching underserved and underprivileged children throughout the U.S.

Next, throughout the summer, the record class of incoming freshman students contributed more than 4500 items toward a UC sponsored school supply drive. These collected materials will be split evenly between Cincinnati Public Rees E. Price Academy and Matthew 25 Ministries.

Under the banner of global engagement – six UC students received the Department of State offered Gilman Scholarship. This scholarship is meant to promote the study of certain critical languages and this scholarship allows our students to either spend a semester or a full year abroad. Of our six recipients (and just to highlight where they will be studying) we have students in Dubai, United Arab Emirates; South Korea; and even St. Petersburg, Russia.

Now, before I finish, I must say that as a student of this fine institution, and a third generation Bearcat, I, just like everyone else at this table, have a vested interest in seeing this University continue on its path of excellence. Because of this, I really have only one goal for my service in this position. I want to know that in two years' time I will be able to look back and be confident in my knowledge that together we contributed to a better present and better future for this University.

Again, I thank Governor Kasich for his confidence in my powers to serve in this role, and I thank everyone on the Board for allowing me this fantastic opportunity to give

back to my University. I would like to defer to former Trustee Quinn to make his last speech.

Mr. Quinn:

Thank you. I didn't send this Susan because I am pretty sure it will go over the two minutes, but I'll be as quick as possible. (*Laughter*) So, thank you Nick and good luck. I know you are going to do a good job and I am very proud of you.

As this is my final board report, I'd like to extend my deepest gratitude to everyone that I've worked with for now almost 2½ years as Undergraduate Student Trustee including Governor Ted Strickland who appointed me.

Serving in this position has truly been the absolute achievement of my undergraduate involvement and I was so fortunate to have built so many great relationships with the finest people UC has to offer. This university is definitely most prepared to tackle its exciting future with the people who sit at this very table. Your passion and dedication to the alma mater is astounding. You all individually have inspired me to always place UC at the top of my professional, personal, and even financial agenda. As I came into this position during my freshman year, this board served not only as teammates, but also as exceptional mentors. For that I thank you. At such a time with development in my life I wanted to share just a few following life insights that I've learned from the people I've worked with on this board.

1. The first is that time goes fast. If we ask ourselves – what did I do today for UC – and have a positive answer to that question, I think our future will be very bright. So, don't let a day slip by bearcatless.
2. Take advantage of your position. To be in position of influence and not use it for UC's betterment is one of our university's greatest tragedies.

3. Never turn up your nose. The Golden Rule is the best rule to live by. You all have garnered so much respect from our students by simply giving them the time of day. Mentor a student – we desperately seek your advice.
4. Awareness. There are a lot of things that must be listened to that are actually never said.
5. Leave some money on the table. Sorry, Gary, but I'm going to say it. There's always a bigger picture and something of value that is not exactly what you are negotiating for as well in terms of Finance and Administration.
6. Relationships remain just not at the same intensity.
7. Make memories. We don't own anything. The only things that go with us at the end of the day are intangible.
8. Status quo will move you backwards. I'm inspired by others. There's lots of smart people out there. What are we doing today to achieve the pinnacle of excellence?
9. Build your brand. What are people saying about you when you're not there.
10. There's a lot less traffic on the extra mile.
11. The more you know the more interesting you are.
12. Pay it forward.

13. Always make time for yourself.

As I conclude, I was at the Sigma Sigma House the other day and I popped in the Centennial Celebration DVD that was created in 1998. Highlighted by the tales of some of our greatest Bearcats and photos of the decorated past of our university, the disc ended with the sound of a solo trumpet solemnly playing the Alma Mater for the Sigma Sigma brothers. You remember this part. As my mind filled with all the wonderful memories and relationships I've built here. I couldn't help but allow tears to actually fill my eyes.

I grew up the son of college football coach who never experienced loyalty and allegiance to an institution due to all the relocations. My father coached football here at UC during my collegiate search and he had to pull teeth to even get me to take the campus tour as I vowed I would never go to the university which he coached at – for the sake of my own independence. Not only I had I planned on confirming attendance to the University of Illinois, I had stocked my closet with Illinois gear and had already reached out to my future roommate there in fact. So, I begrudgingly agreed to tour UC's campus after a heavy dose of convincing just to appease him and vividly remember the joy I felt when I stepped on campus. It was one of those things I couldn't explain, but just feel. It was a cold, windy day in February and I was alone just passing the campus Starbucks. On my right, and I moved swiftly from the Business College where I was interviewing for the Honors Plus program on the way to the football offices, and as I passed I will never forget stopping on for (1) for a coffee; but (2) what the server said to me. She looked at me and she said, "I've never seen somebody so happy." And I said, "I just want to be a Bearcat" and the rest of history. (*Laughter*)

So I sit here today looking now back that the stars have aligned and having let this university and its people guide me through some of my most significant challenges in life, in fact, overcoming paralysis to some of my greatest achievements by being appointed by the governor of the great State of Ohio to this very board. Beyond that, though, UC has created a Cincinnati man in Kyle Quinn: one who nearly vomited after his first bite of Skyline Chili to one that now dines there multiple times a week;

*(Laughter)* one who is dearly committed to the alma mater and promises to give time, energy and even money for the rest of his life and beyond; and one who desires to call Cincinnati his home and see the bright university of this great university and equally great city transpire. As I thought of a way to close this address I struggled to find the right words to summarize my feelings until I thought of the very moment of me tearing as the tune of a solo trumpet, playing the Alma Mater hit my ear just last week. The right words are ones that you already know and although it may seem very unorthodox what I'm about to do in a public board meeting, I hope you all will join me and stand, especially my Sigma Sigma brothers in reciting the Alma Mater. *(The group stood and sang the Alma Mater.)*

All:

O Cincinnati magic name, I proudly to the world proclaim;  
No sweeter word e'er charmed my ear, none to my heart was  
e'er so dear,  
A fountain of eternal youth, a tower of strength,  
a rock of truth:  
O'Varsity, dear Varsity, thy loyal children we will be,  
Thy loyal, loyal children we will be.  
*(Applause)*

Mrs. Heimann:

Well Kyle, thank you.

Mr. Quinn:

Madame Chairman that concludes my report.

Mrs. Heimann:

We will definitely miss you and we will look forward to working with Nick and I just learned that Tom Cassady can really sing. He was our strong leader in that chorus.

Mr. Humes:

Madame Chairman, Kyle is not going to go very far because he is one of the student co-chairman of the Bicentennial Celebration. We are not going to let him go anywhere.

Mrs. Heimann:

That's great. We'll now have our Student Government report, Alan Hagerty?

### **Student Government Report**

Mr. Hagerty:

Good morning, everyone. Thank you madam Chairmen and also Kyle, thank you for those great words. I certainly can't top that in my report. (*Laughter*) Thank you for all your service and I wish you all the best. I know we will remain close friends throughout the future. Also, welcome Nick. I have known you since my freshman year and fortunate to work with you since then – since the days of soccer. Let's have a great year and I look forward to representing the students with you.

This summer was certainly refreshing as students returned home, studied abroad, co-oped, took classes, or all of the above! However, you can already feel the buzz here on campus as you walk around down MainStreet as we prepare for the first day of classes tomorrow, Wednesday, September 21<sup>st</sup>. It certainly is exciting.

On that note, Convocation was fantastic this past Sunday. There was a great energy as well and I know our incoming students are excited for their experience as Bearcats.

In my report:

- Community

We will have our Bearcats Friday Tailgates this fall on McMicken Commons from 11-1 pm. So if students wear their red and black (or board members) faculty as well – come get a free lunch on behalf of Student Government. This is an opportunity to meet some government leaders, talk with students and just get excited for the spirit this year.

- Collaboration

We have been working on student busing to the Homecoming Game at Paul Brown Stadium with UCAA, Athletics, and Student Activities and Leadership Development to make sure that we have a great turnout there to support our team.

- Diversity

We have our student welcomes coming -- our Asian, Hispanic, Akwaaba, & Turner Scholars welcome. Our student government will be there to introduce ourselves to these students and make sure they feel at home on campus here. It is very important that we can retain those students as we talked about earlier.

- Sustainability

If you haven't heard – Zip Car is coming to campus. They are going to have four cars here to start off with and hope the service grows. For those of you don't know, Zip Car is basically a car sharing project and its not just for students. Faculty can get cars as well and you can sign up on line. That way, if you have a co-op interview as a first year student or anything else that might come to mind as an international student and you need to get somewhere Zip Cars will be a great resource for us.

Also, this October is Sustainability Month. We will have our second sustainability pledge with our water bottles, T-Shirts, and will continue to push sustainability here at the university to make sure that is part of our education – the economic, the social welfare, and the environment piece – all is one and that is what sustainability is all about.

- Student Government

This fall we have our Ohio Student Governance Conference. It's going to be in Columbus, Ohio at the State House and we will be meeting with state officials on October 21<sup>st</sup> and 22<sup>nd</sup>.

That concludes my report, and I am Proudly Cincinnati.

Mrs. Heimann:

Thank you, Alan and as all of you can see clearly we all do what we do is to have the opportunity to transform lives. You can see that we have an awful lot to be proud of just right here at this table so thank you very much.

Mr. Richardson:

If I may, Madame Chair, speak just very briefly – Mr. President, congratulations. I know how much of a challenge it is, obviously, to be student body president and to be an engineering major. I know that you are going to do a great job keeping up with your academics as well as being a great student leader. To Nick Hertlein – congratulations and welcome. Kyle, you've shown great leadership and we're going to enjoy seeing you in the future and I know you have great things in store.

Mrs. Heimann:

Thank you, Rob. Any other comments?


**Adjournment**

Mrs. Heimann:

Our next regular scheduled board meeting will be held here in the Russell C. Myers Alumni Center, on Tuesday, November 15, 2011. Thank you all for being with us today.

There being no further business before the Board, and upon proper motion of Mr. Humes, seconded by Mr. Barrett, the meeting adjourned at 10:57 a.m.

  
SANDRA W. HEIMANN  
CHAIRPERSON

  
THOMAS H. HUMES  
SECRETARY