

**Regular Meeting of the Board of Trustees  
November 18, 2008**

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**UNIVERSITY OF CINCINNATI**

**Official Proceedings of the**

**Two Hundred and Eighty-Third Meeting of the Board of Trustees**

**(A Regular Meeting)**

**November 18, 2008**

The Two Hundred and Eighty-Third Session of the Board of Trustees of the University of Cincinnati was opened at 10:45 a.m. on Tuesday, November 18, 2008, in the Russell C. Myers Alumni Center of the University of Cincinnati. Notice of this meeting was given in accordance with Section 121.22 of the Ohio Revised Code. The proceedings of the Board, when not otherwise provided for by its bylaws, are governed by *Robert's Rules of Order*.

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

**BOARD MEMBERS PRESENT:**

C. Francis Barrett, Margaret E. Buchanan, Gary Heiman, Sandra W. Heimann, Thomas H. Humes, H.C. Buck Niehoff, Robert E. Richardson, Jr. and Jeffrey L. Wyler

**BOARD MEMBERS ABSENT:**

Anant R. Bhati

**ALSO PRESENT:**

Nancy L. Zimpher, President;  
Anthony J. Perzigian, Senior Vice President  
for Academic Affairs and Provost;  
Monica Rimai, Senior Vice President for  
Administration and Finance;  
Michael W. Carroll, Vice President of  
Development and Alumni Affairs;  
Sandra J. Degen, Vice President for  
Research;  
Mitchel D. Livingston, Vice President for  
Student Affairs and Chief Diversity Office

Mitchell D. McCrate, General Counsel;  
James D. Plummer, Vice President for  
Finance;  
Fred Siff, Vice President for Information  
Technology  
David Stern, Vice President for Health  
Affairs;  
Michael J. Thomas, Director of Athletics;  
Gregory J. Vehr, Vice President for  
Governmental Relations and  
University Communications;  
Greg Hand, University of Cincinnati  
Spokesperson;  
Louis D. Bilonis, Chair, Council of Deans;  
Steve Simendinger, Alumni Representative  
Marla Hall, Faculty Representative;  
Andrea Kornbluh, Faculty Representative  
Makram Suidan, Faculty Representative  
Seth Vensil, Undergraduate Student Trustee  
Diana Hechavarria, Graduate Student  
Trustee  
Ryan Rosensweig, 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 Jeffrey L. Wyler began the proceedings at approximately 8:30 a.m.)*

Mr. Wyler:

Welcome everyone. We've got a very full agenda here this morning so I want to get started quickly. Before we start, I wasn't here in September and I want to thank Vice Chairman Niehoff for running the meeting. I had two options (a) to be here with you or (b) to be in Southern France with my wife...you lost. We have a lot to do so I am going to turn this over to President Nancy Zimpher immediately. Nancy.

*(Nancy L. Zimpher, Ph.D., President of the University of Cincinnati gave the following report.)*

### **Report of the President**

President Zimpher:

Thank you Chairman Wyler. I'm Nancy Zimpher and I'm Proudly Cincinnati. So you can't have missed the fact that on October 25<sup>th</sup> we launched our fundraising campaign, Proudly Cincinnati. Today, if approved, our \$1 billion goal will put us in a group of only sixty-five other universities, sixty-five is the number that includes public and private universities, that's pretty rarified air if you don't mind my saying so, who are in the process of completing \$1 billion or above campaigns. Among them are the University of California, Berkley; Stanford; the University of Virginia; Yale University; and Proudly Cincinnati.

This past Thursday, Vice President Sandra Degen presented the State of Research Report. Actually we have had three State of the ...'s this fall – the State of the University Report, which I did, the State of the Academic Health Center which Dr. David Stern delivered, and then most recently Sandra Degen's report on research. She had lots of good news to share including the fact that the University of Cincinnati and its affiliates generated more than \$350 million last year a \$20 million increase. It includes a 70% increase in support for business and industry, an area where we are really working hard to raise the yield.

The College of Education, Criminal Justice, and Human Services celebrated on November 6<sup>th</sup> the reopening of Teacher's College where the renovations of that lovely building are now complete. This new facility includes a library, a video conferencing room with state-of-the-art equipment, a new center dedicated to STEMM (Science, Technology, Engineering, Mathematics and Medicine) updated labs, and new instructional computer labs.

In providing students with 21<sup>st</sup> century learning, UC is increasingly a destination for greater numbers of graduate students. We talk so much about our undergraduates, but the good news from our graduate school, the academic home of our masters and doctoral candidates, recently released in its annual report, a year that made history with the highest number of masters and doctoral degrees ever awarded at the University of Cincinnati more than 2,400 in total. Graduate applications are up 8% and graduate enrollment is up nearly 15% over the last four years.

A new scholarship for students who are physically challenged has been established thanks to the generous gift from the Marge and Charles J. Schott Foundation. The first Unnewehr Fraser Scholarships have been awarded to Shirley Suell, a 49 year old student from Madisonville and a 33 year old Christian Brown who lives in Anderson Township.

While we are talking about scholarships let me add that our Clermont College has inaugurated a 5K Walk/Run to raise scholarship dollars. The first ever Walk/Run held in October raised over \$7500. Thanks to the generous support of eleven sponsors and 115 registered participants and donors.

Our UC Architecture faculty and students are leading design for the 21<sup>st</sup> century. The Fernald Preserve Visitors Center they designed has just won a Platinum LEED rating for environmentally friendly and energy efficient design. LEED, as you know, a coveted award, stands for Leadership in Energy and Environmental Design, and we believe this to be Ohio's first ever Platinum LEED rating.

Another great honor, our dance professor Jiang Qi's original dance titled Space has won a bronze medal for the outstanding choreography in China's National Ballet Competition. This piece was created for the Shanghai Dance Academy. So, I think you have to say from here in Ohio and all the way to China we are reaping rewards.

We have a number of important developments in the Academic Health Center that I think warrant mention. First about the issue of return on investment, our College of

Medicine along with its affiliated teaching hospitals generated nearly \$5 billion of economic impact for the region and the state in 2007. This study commissioned by the Ohio Counsel of Medical Deans also found that our medical school and its affiliates are responsible for more than 55,000 full time equivalent jobs in Ohio and have generated \$151 million in total state tax revenue. We are making quite a contribution to the economy of this region and this state. And second, about quality, more than one hundred UC faculty members are named Top Docs in *Cincinnati Magazine's* November 2008 edition, on your newsstands now. Of course, you can download the complete list of Top Docs on the *Cincinnati Magazine* website.

And still about the Academic Health Center relative to teaching, a professor in our Winkle College of Pharmacy, Adele Sacher, has been named the 2008 Outstanding Educator by the American Association of Pharmaceutical Sciences. The award recognizes his extensive contributions to teaching and research. Fourth, relative to discovery, UC researchers led by Manoocher Soleimann have uncovered a gene that helps control the secretion of acid in the stomach—information that could aid scientists in creating more efficient treatment options for conditions such as acid reflux or peptic ulcers. This discovery was published in the *Proceedings of the National Academy of Sciences*.

Fifth, an important name change, the Neurosciences Institute in October added UC to its name signaling an important shift to strengthen its national awareness and recognition. Professor John Tew of Neurosurgery and a neurosurgeon with the Mayfield Clinic will continue to serve as the Clinical Director of the UC Neurosciences Institute. The Institute employs more than 100 faculty members in areas such as the Brain Tumor Center, the Stroke Center, the Epilepsy Center, the Functional Neuroscience Center, the Neurotrauma Center, the James J. and Joan A. Gardner Family Center for Parkinson's Disease and Movement Disorders, and the Waddell Center for Multiple Sclerosis.

And on one final note to begin the morning, I want to remind you that immediately following the meeting this morning we will have our annual ritual of Board of Trustees appreciation. This is a luncheon that will be held at the Turner Center.

We're going to use shuttle buses for your convenience to take you there and as soon as you need to leave the shuttle will bring you back. You don't have to wait for a crowd, we are going to be very efficient and we are going to keep you on schedule. But we think, in a very exciting experience, we will show you the UC Simulation Center, a lot of work we do with Proctor & Gamble, also the Niehoff Urban Studio, and the Live Well Collaborative in our theme for the day—Creating Opportunity Through Corporate Relations. So we look forward to a lunch with you and with a number of the UC family. I'd now like to turn our meeting over to Caroline Miller, Senior Associate Vice President for Enrollment Management for our regular report on enrollment. Good morning Caroline.

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

Dr. Miller:

Good morning President Zimpher and thank you. In keeping with Proudly Cincinnati our bold, strong and ambitious effort, I happened upon some contact information just recently that is consistent with that theme. It is about how we support our 37, 072 bearcats and recruit a class of 6800 new freshmen and transfers. The data collected are from July through October of this year about a third of the year and I share them not to impress you with our productivity but rather to share with you what it takes to support this enterprise in terms of enrollment.

- Our 37,072 students are registered in 144,600 classes across 7344 sections.
- We've awarded and packaged more than \$433 million in financial aid – that's all types of financial aid.
- Our One Stop Center responded to 74,561 contacts – in-person, by the phone or on the web.
- Not to be forgotten are the more than 680 parents who signed up and showed up for our completely sold out Parents weekend a couple of weeks ago. A far cry from, I think, the 25 that showed up for our first Parents Weekend that I experienced.

- Our 64 Student Strong all volunteer ROAR tour guides (including Trustee Vensil) showed off our campus to more than 2500 prospective students and their parents this fall.
- Our admissions officers met with more than 6,000 students at 407 unique high school visits and college fairs resulting to date in more than 6000 undergraduate admissions applications. If you are wondering that's about 3% ahead of last years pace and we are running about 15% ahead in terms of offers and confirms for next fall.

That's the in-person world – the virtual world is even more crazy:

- Our virtual advisor responds to students and applicants about 300 times a day.
- 2,195 applicants have signed up and are using our Bearcat VIP pages
- There have been more than 4 million hits on the One Stop website with about a half million hits per month on our admissions site.
- We also are utilizing CRM messaging to our market, chat rooms, IM conversations and Facebook Friends. Oh, and you can find us on I-Tunes as well!
- It's really clear how important our partnership with UCit is and equally true for our relationship with our colleagues in marketing and communications. Thank you Fred and Greg for the support of your staff.

None of these numbers include the important work being accomplished by our colleagues in the colleges. We run this enrollment management enterprise with about equal numbers of students and staff. It's important to note because it is cost effective, it's consistent with our enrollment goals that students want to hear from other students and because it supports our UC students in ways that will assure their retention and graduation for on campus jobs are one of our best predictors of graduation.

Speaking of which, UC was recognized this past fall with the National Best Practices Award for the institutionalization of retention and graduation rate improvement at the National Symposium for Student Retention. Quite a testimony, I think, to the efforts of our faculty and staff.

Given the size and the magnitude of this UC planet – we have to and do work in the world of large “n’s” – but every now and then I’m reminded, as I was by Greg Hand last Friday – that sometimes it all boils down to the solitude of a prospective student writing in their blog or usually some less public space. As we learned from EmmaB writing somewhere from the quiet of her personal space somewhere in Louisiana – she was stressing and waiting anxiously to hear from her first choice college – the University of Cincinnati. And, we’d be pleased to give her an answer, but we are missing a transcript. And yes, we’ve let her know that.

Please know that as the campus prepares to welcome the Pitt Panthers for a “little game” on Saturday night, we will be welcoming almost 2000 visitors, I think our largest ever Admissions Open Houses that morning. Due to time constraints we will have to do three simultaneous welcomes for those almost 2000 guests. We are excited about where we are – and where we are headed. Go Bearcats and your Enrollment Management team is Proudly Cincinnati,

President Zimpher:

Thank you. Well that is a terrific segue because our first presentation of the morning is on the topic of affordability – one of our greatest challenges and a growing concern, of course, of families in this challenging economy. It is a subject that is important for a variety of viewpoints that are academic in nature, financial, and student services oriented. So therefore, we have brought to this issue a triple team of presenters, Senior Vice President Provost for Academic Affairs, Tony Perzigian; Senior Vice President for Administration and Finance, Monica Rimai; and Vice President for Student Affairs and Chief Diversity Officer, Mitchel Livingston. So take it away team, thank you.

*(Anthony J. Perzigian, Senior Vice President and Provost for Academic Affairs; Monica Rimai, Senior Vice President for Administration and Finance; and Mitchel Livingston, Vice President for Student Affairs and Chief Diversity Officer gave the following presentation on the College Affordability Challenge utilizing PowerPoint slides. A*

*handout consisting of the slides was distributed to the members of the Board and others seated at the meeting table. A copy of the handout is on file in the Office of the Board of Trustees.)*

Dr. Perzigian:

Thank you and good morning. Today's presentation will attempt to do justice to one of the major challenges facing public higher education especially public research universities like UC. The challenge, simply put, is the title of that slide – College Affordability Challenge. Let me briefly note its causes and consequences. First it is a fact that public university tuition is increasing rapidly. For public research universities it rose at a 6.6% compounded annual rate over the last decade. This is 2.7% faster than consumer prices. It is also a fact that university tuition has increased largely because real student state appropriations have declined steadily. In effect, the result in tuition increases have been just barely sufficient to offset reduced state subsidies. Regardless of the causes, these tuition increases have negative consequences. For our students, it means incurring difficulties in paying tuition and it also means graduating with increased amounts of debt. For public higher education this problem is especially acute for the more expensive sector, that is, UC and other public research universities. Because our tuition is higher and because rates of increases are higher, more and more students now are gravitating to community colleges and for-profit vendors. This is especially true of African American and Hispanic students from lower income families. In short and in sum, large public research universities are seeing their share of the higher education market steadily shrinking, I'll repeat, large public universities are seeing their share of the higher ed market steadily shrinking largely because of this affordability challenge.

Students are voting their pocketbooks. Not only have consumers of higher education reacted, but public policy makers have also taken notice at the federal and state levels. And, next slide, you will see the Higher Education Act (HEA) was reauthorized, finally, last August. Much of it expanded federal authority and oversight of higher education and requires the collection and publication of a dizzying array of data. Regarding annual tuition, HEA seeks now to publicly shame colleges and universities with the highest rates of increases. NASULGC (also on our slide) our primary

membership organization has begun a very serious long-range study and discussion about how to keep higher education affordable. To demonstrate its accountability and stewardship to the public, it is together with AASCU created the VSA (Voluntary System of Accountability) and the College Portrait intended to assemble and communicate consumer information that is understandable and accessible and to measure educational outcomes and effective educational practices. This is a major response, a step, toward greater transparency and accountability on the part of our member peer organization group, NASULGC. Finally, affordability is one of the key elements of the USO plan of higher education in Ohio. In a nutshell, the plan calls for growing Ohio's prosperity to graduating more students. And that translates into one principal goal – by 2017 what in-state undergraduate students pay will be among the lowest in the nation. That, of course, cannot be accomplished without greater state support. Thus higher education is facing greater scrutiny and accountability. The HEA reauthorization only signals more price controls, regulations, reporting requirements, and possible mandatory testing of student learning outcomes. The specter of federalization of higher education is upon us and it would be naïve to assume it will be any less under the Obama administration.

The College Affordability Challenge is serious. Those institutions that are able to control their costs and focus their efforts and programs will be the winners. I know UC gets it and it will be discussed by my colleagues in a moment. I just know historically and on every other previous occasion where there have been critical junctions in history, public universities have stepped up to the plate, whether through their original creation, through their response to the GI Bill, or through their response to Sputnik. I am confident that the NASULGC organization and our peer institutions will meet this affordability challenge as well. It is certainly on UC's radar. I will turn it over now to Dr. Livingston who will define affordability for us.

Dr. Livingston:

From a financial aid perspective, affordability is essentially the total cost of the program, tuition, fees, and living costs less the amount of financial aid received in the form of need-based financial assistance and other scholarships. Also and equally important, affordability is specific to the individual student. Any number of decisions

that a student makes can affect higher education affordability including the choice of institution, degree completion in four years, aid eligibility, on-campus living, and life style choices, etc. The affordability challenge then is a challenge of the price range of tuition and fees across groups of higher education institutions ranging from some \$3,000+ at community colleges – and, as Tony indicated, many are forced to make that decision because of its low cost – to some \$33,500 at four-year private universities.

But what about affordability for Ohio’s higher education institutions? Tuition and fees for Ohio’s public four-year and two-year institutions are almost 50% above national averages. And, students pay high tuition and fees in Ohio because local tax support per student is low. In 2006, Ohio’s tax support was more than \$1600 less than the national average.

Here you see a graph showing in-state, undergraduate tuition fees that compares Ohio to the rest of the nation. I call your attention to the light blue line in the middle of the graph (the year 2006-2007) showing that the US four-year public average is \$5,836 compared to the purple line at the top which is Ohio’s four-year public average at \$8,553. What does not appear there is UC’s figure which is \$9,399. So we, the State of Ohio, are higher than the national average and UC, within the State of Ohio, is higher as compared to our peer institutions.

So what does the research say about the affordability of Ohio’s colleges and universities? First and foremost the two main reasons students say that they leave school is that they need to work, some 23% indicate this and, secondly, other financial reasons. In total, 42% of those who leave identify affordability or financial reasons for reasons for leaving school. Studies also show that perceptions of high prices have a very negative impact on college aspirations which decline by the 12<sup>th</sup> grade – again, because of concerns about college costs and the availability of financial aid. Additionally, many eligible low-income students (1.5 million or so) do not apply for federal aid and moderate and low-income families do not understand costs and the financial aid process. And, nationally, three-fourths of full-time, first-time undergraduates receive some type of financial aid and about 45% of all full-time, first time undergraduates have loans

contributing to what some call in the profession a “loan crisis” in American higher education.

Here is a chart showing the per capita personal or family income comparing Ohio to the rest of the nation. Please note at the bottom of the chart the red regression line, the per capita income for Ohio families at \$33,338, the rest of the nation some \$36,276 indicating that we are significantly strained when compared to national averages.

As a result not only is there a loan crisis in higher education, some contend there also is an affordability crisis with some 400,000 college-qualified high school graduates every year that don’t attend college because their families cannot afford the cost. Also total borrowing through private student loan programs grew by 900% in the 10-year period 1996-2005. Almost two out of three college student owes an average of more than \$19,000. With respect to Pell Grants which are designed to primarily help low income students, in the 1975-76 school year, Pell grants covered up to 84% of the average annual cost for a four-year public college. Because of sharp rises in college tuition and fees, by 2007-08 the Pell grant now only covers 32% of a student’s annual college costs. After taking inflation into account, the cost of attending a public four-year college has almost doubled over the last 20 years.

The last slide I’d like to share with you is an impact statement regarding rapid and changing demographics having a profound and disproportionate impact on families of color. In this chart you see that there is a significant decline anticipated between the years 1993 and 2021 of white students in the college going pool, i.e. high school students, but a 20% decline anticipated over this period. For Hispanics, that number is expected to increase by some 15% and for Blacks that number is expected to remain flat. The purpose of this chart is to indicate that those who are most capable economically in terms of affording higher education (white students) that number is declining and will continue to decline. And those who are less capable (Black and Hispanic students) those numbers are anticipated to increase over this period representing a different kind of challenge for us.

I'll turn it over to Monica now who will talk specifically about what we here at the University of Cincinnati are doing to address these challenges.

Ms. Rimai:

I think that it is appropriate to ask given the context that Provost Perzigian has provided and the definitions and data we heard from Vice President Livingston, how at UC are we addressing this issue? We really do so in two ways. The first is in an indirect way through cost containment so that we don't stretch or attempt to stress our tuition dollars any further than we absolutely have to. The second is directly through discounting our tuition through the general fund as well as from other resources that are within the absolute control of the university as opposed to external financial aid resources that come from the government or from the state.

First a little context, based on our figures from 2008, our total gross tuition revenue is just under \$300 million. If you will recall, our total operating budget and general funds is over \$400 million. So clearly, a significant amount of our revenue is derived from tuition this despite this being a public institution.

In terms of the indirect management of the affordability challenge through cost containment, I give you some examples that you are all very, very familiar with. Over the course of the last three years the university has made incredible strides to control its costs through offering early retirement programs, abolishing positions, and combining divisions. These are just a few examples, but the result of this collective effort has been that over the course of the last three years the university has kept its cost below inflation.

The second method that we use to address the affordability challenge is directly through tuition discounting. We often hear about this in terms of scholarships, many of you are familiar with the Cincinnatus Fund, the Cincinnatus Program and other scholarship programs, but the total amount of scholarships and other kinds of discounting that we do at UC is about \$82 million. If we think about our high expenditures for FY2008, the first being mandatory transfers largely in the form of debt service; and, the second being salaries and wages and total compensation, the amount of discounting that

the university does, this \$82 million represents our third highest expenditure in the budget. We divide that up between graduate professional discounting and the undergraduate. You see we have about \$50 million that we devote toward graduate support and \$22-23 million that we devote to undergraduate support. I think what is significant is that total discounting of \$82 million dollars represents nearly 30% of our tuition revenue. So we are discounting almost 30% of the tuition that we took in in terms of our actual numbers for FY2008.

With that I'll turn it back to Mitch who has some concluding remarks.

Dr. Livingston:

So what else can be done with respect to offsetting costs and to make college affordable? I've identified a number of recommendations that come to us from NASULGC, our affiliate national organization.

- In addition to cutting costs that Monica just identified, also focusing attention on tuition as an investment and not just a consumer purchase or expense. Recently we have noticed the Governor has looked to the higher education community as an investment in our future not just an expense in the state budget line and that change in mentality from expense to investment is a very important one.
- Transforming the way higher education is delivered such as distance learning and the like. It is one of the fastest areas of growth that we are experiencing here and nationally.
- Restoring government subsidy – I find this to be an interesting area in that the subsidy we once received in excess of 40% today is now half that amount. So, the restoring of subsidy is a critical area.
- Amassing endowments to help off-set tuition increases – Monica spoke about the discounting that we do and also the fund-raising that will be a central part of our campaign will help us in this regard.
- Forming multi-party compacts to keep public higher education affordable – President Zimpher has talked to us extensively as late about establishing stronger relationships with our corporate community as one possible way of assisting.

- Reducing the average time to degree – today the average time is five years plus and there are many factors that contribute to that, but the length of time obviously contributes significantly to the affordability dilemma.
- The last point I would like to call attention to is the use the senior year of high school more wisely. And recently, we have heard more about the Senior-to-Sophomore program as just one example that we're participating in to assist us in that regard. There are many other things that one might do to help but it is indeed a challenge not only to this institution but the entire American higher education industry.

That concludes our formal comments and we would be happy to take any questions that you have.

Dr. Suidan:

Since Ohio is higher than average nationally and we are higher than average in Ohio, has there been any attempt to see where our costs are? Are we higher than other universities in terms of administrative costs, staffing and faculty? It depends where the problem is. Because you are looking for more money from the state and it is not going to happen. But, where are we? Do we have more administration to faculty ratio? I think we do than most other universities. Any attempt then to target, you don't do it immediately, but to target?

Ms. Rimai:

We have done, I think, over the course of the last eighteen months a lot of research as to why our costs in general are higher. There is no doubt that part of that has to do with the debt we carry, we are a highly leveraged institution and that does drive our costs. But, in addition, we have particularly compared to other institutions in Ohio the number of teaching faculty as compared to, for example, teaching assistants is also a big driver of our costs. And, you can drill into our data in lots of different ways and see that there are areas for improvement, but there are just some structural realities that are the source of those costs. I would also say that it is, when we try to benchmark what our

administrative and faculty costs and other types of costs are compared to other institutions across the country, we run into challenges around how other institutions keep their data. It is increasingly difficult for us to compare apples to apples when we are trying to benchmark. I'm not saying that we are giving up and frankly there are some opportunities for us to join a couple of other surveys beside IPEDS that would help us benchmark. But, it is classically true in higher education that we don't all keep our books the same way and so when we try to compare whether we are in fact off the mark or not that has been a challenge.

Dr. Suidan

If you take the debt servicing out, are we still higher than other Ohio institutions?

Ms. Rimai:

We are higher because of the number of faculty that we have, and again, that sounds judgmental, faculty in the classroom that is, that's something that also stands us apart from other institutions and goes to the experience that students and others have by coming here as opposed to going elsewhere. So, one of the cautionary notes that I have when we talk dollars to dollars is that only tells you part of the picture.

President Zimpher:

Other questions? Tom?

Mr. Humes:

The \$83 million, my perception is that the university has increased the number of scholarships that are given over the last number of years. Can you share with us how many people does that \$83 million serve and do we know what the average scholarship might be and do we know how those numbers compare to where we were five years ago.

Ms. Rimai:

We can give you all that data, I don't have it in my head, and I don't know if Caroline Miller has it or if Dr. Livingston does, but we can get you that data.

Dr. Livingston:

We can get that data for you easily.

Mr. Humes:

Would it be trending upward? My perception of an increased effort to provide scholarships is that an accurate observation?

Dr. Livingston:

Yes.

President Zimpher:

Come to the mike Caroline.

Dr. Miller:

I can't speak to the graduate data, on the undergraduate data there were a period of years where I think both the number of students touched and the average award increased. In the last three years I can tell you the number of students touched has remained about constant even though our undergraduate population has grown and the average award has actually gone down when you look at our percentage of undergraduate discounting. Some of that has been through the crafting of class projects that we are trying to use those resources more wisely in the attraction of targeted students. There was a period of time where it was clearly escalating.

Mr. Humes:

Caroline, do you know what percentage of our students receive some type of scholarship support?

Dr. Miller:

UC Institutionally?

Mr. Humes:

Yes.

Dr. Miller:

Between need and merit dollars it's about 45% receive something ranging from tiny to full-ride Cincinnati.

President Zimpher:

And it would be appropriate to remind this audience that among institutions with over \$500 million in their endowment, we rank among the top five in the country. We were number one three years ago in terms of Pell eligible students who study at this institution.

Dr. Miller:

That number is 31% of our students.

(Inaudible)

President Zimpher:

Significant.

Dr. Miller:

Significant. It adds to the affordability stress.

President Zimpher:

Okay, Margaret?

Mrs. Buchanan:

I was struck by the amount of the \$82 million that went to graduate/professional vs. the undergraduate and considering most of our conversations have dealt with how do we get more high school students to enter college and make it affordable. Why the significant amount of those funds going to graduate/professionals and not more of an even split or some other combination?

Ms. Rimai:

I might turn to Tony for part of this answer but it's important to remember that graduate education is more expensive than undergraduate education. And in addition, when it comes to the sort of traditional PhD program – this is an incredibly competitive environment where the quality of the graduate student that we are able to attract here speaks not only to the reputation of the institution but our contribution to economic development – because, it is these students who more directly go on and contribute to areas of research and the like. I think that one of the issues that we are examining and we have had at least one task force look at this and are now trying to incorporate this into a larger strategy around a longer term enrollment planning is whether or not that split of dollars is right for the circumstances we are in right now.

Mrs. Buchanan:

I just think it is worth taking a look at – it just surprised me.

Dr. Perzigian:

I would only underscore what Monica said about our scholarly reputation and our research agenda. A good bit of that ratio, if you will, has to be understood in a larger context of our broad mission in terms of scholarship and research. A lot of that is involved with graduate students.

President Zimpher:

Neville Pinto would like to comment and maybe Mike Carroll.

Dr. Pinto:

Good morning. I will just comment on the graduate portion of the scholarship fund. The vast majority of that, close to 90%, supports our graduate assistants. These typically do research and teaching as part of their duties and as part of their academic work. There is a portion that supports discounting, but most of it is for professional programs to attract higher quality graduate students.

Mr. Carroll:

President Zimpher just a quick comment, about 15% of our total endowment is dedicated for scholarships which produced last year about \$9 million. In addition, we raised a little of \$1 million for a total of \$10 million, which in and of itself is not a bad number, but for an institution of our size clearly needs to be greater. That is one of the emphasis we are putting forward in the campaign, and Mitch did an exceptional job at our October Board meeting where he talked about financial aid and the stresses for that we are trying to move forward in the campaign. That is going to be a significant part of the campaign going forward and all of the deans and administration are clearly supporting that.

President Zimpher:

We have one more question and I'm sure we need to move on. We have two more questions – it is a popular item.

Ms. Hechavarria:

I just wanted to kind of chime in real quickly as a doctoral student myself, an out-of-state doctoral student and a minority student. Without my scholarship – and I am a graduate assistant as well – I would not have been able to attend the University of Cincinnati because of the cost. My whole life I have been able to attend universities because I have applied for scholarships. I feel this is very important especially at the doctoral level where many of us are training to be academics and give back to Cincinnati. It is really important to assess the situation not just between numbers and the graduate and undergraduate ratio but how we can just increase the pool in general. There are opportunities for both graduate and undergraduate to benefit from scholarship opportunities.

President Zimpher:

Thank you.

Mr. Richardson:

I wonder if anybody has looked to see if there are any opportunities to expand the co-op program. I know that one of the reasons why I suffered through the engineering program for five years was because I was able to work a lot and actually pay for a lot of school. I don't know if there is a task force looking at expanding the model in engineering, but I think students are able to go through that program with a little more advantage than other programs. I wonder if that is something that has been looked at too.

Dr. Perzigian:

It is trending in the College of Business – more and more students are opting for co-op.

President Zimpher:

This is part of our instructional transformation that you'll hear about later that we do need to expand opportunity in co-op. And the state recognizes that, a part of the economic stimulus package from Governor Strickland includes \$50 million, five years each, to grow co-op. They get it and they are using the University of Cincinnati as the model for that growth.

Dr. Suidan:

Just to caution you on this, we had a meeting with the co-op people in the College of Engineering recently, and right now we are not able to find positions for those students. We are hurting because of the economy. Companies that are laying off their employees are not hiring in co-op students.

President Zimpher:

Right. Actually Kettil Cedercreutz is very much on this issue and understands that there will be some tempering as there are lay-offs and other conditions.

In the interest of time, I need to introduce our next topic. Really it is a delight to have the Annual Report of the Athletic Department. The team of three, we seem to be moving in trios today, is represented and led, of course, by our Athletic Director, Mike Thomas. So we are pleased to have you here Mike. What you may not be as aware of is

that Mike is supported by an Athletic Advisory Council. Two years ago we made a concerted effort to embellish this council to get it more engaged in the life of the Athletic Department and to have its leadership secured by a dean, former dean of the School of Social Work, Sophia Dziegielewski, chairs this council in a two-year term and she will present today as well. You may also not be aware that every institution in the NCAA has a faculty athletics representative, a FAR as we call them, and that is personed by Fritz Russ (remember Nancy Hamant did this for many years). Fritz you know as former dean of College of Business and currently a member of the marketing faculty in the College of Business and I believe, Sophia, you will take the lead. Good morning.

*(Michael J. Thomas, Director of Athletics; Sophia F. Dziegielewski, Chair, Athletic Advisory Council, Professor, School of Social Work; and Frederick A. Russ, NCAA Faculty Athletics Representative, Professor of Marketing, College of Business, gave the following presentation on University of Cincinnati Intercollegiate Athletics utilizing PowerPoint slides. A handout consisting of the slides was distributed to the members of the Board and others seated at the meeting table. A copy of the handout is on file in the Office of the Board of Trustees.)*

Dr. Dziegielewski:

Thank you President Zimpher. We're here to talk this morning and fairly briefly, I hope, about the people, the progress, and the performance in terms of what we are doing in Athletics. If you look at the oversight of Athletics, we have a Board of Trustees (all of you), we have our President (President Zimpher), the Director of Athletics (Mike Thomas), the Athletics Advisory Council (which is 18 members chaired by myself), and the NCAA Faculty Athletics Representative (Fritz Russ).

My part is pretty much is to talk about the Athletics Advisory Council. We just reworked the goals and objectives of the council and you should have a copy of the goals and objectives in your packets as well as a roster of who participates and our eighteen members. But this tells us how we advise, we insure, we provide and we focus, but I asked the council what they felt was the task of what we were supposed to do. And, what

they said is success – that they’re looking very carefully at the success of our athletes and not only in the sport but in the academic piece – to really look at the bigger picture.

In terms of the AAC committees and the agenda, we do have it broken down into three different committees or subcommittees under the council. We have the Agenda Subcommittee which would put together the agenda. We also have the Governance Subcommittee which is now headed by Doug Burgess of the Registrar’s Office. We have the Academic Affairs Subcommittee which is headed by Bob Rost who is over in Engineering.

In terms of what we do, we do a lot of committee development, implementation and reorganization and a lot of information sharing. It was interesting, I asked the council what they thought were the three major things that they liked about the meetings and about the council itself. One of the things they said they really liked is the part in terms of meeting the coaches, which we do at each meeting where we go through what each of the coaches is doing, what is the update on the athletics and the different sports. They said they like the director’s report which is provided from Mike Thomas which pretty much gives us the state of what is exactly happening in athletics and what is happening with our sports. They also liked the committee reports where we were able to actually go in and discuss some of the things we were doing and some of the policy recommendations that we’re making. This year we looked at the admissions exceptions policy for athletes and we were able to develop one with the help of Tom Canepa in Admissions. We are looking now at practice scheduling and developing a policy for that working very closely with Robin Martin and Mitch Livingston in drafting our policy which is actually set for our agenda today, excuse me, tomorrow. We are also looking at the NCAA Certification review. And, with that I am going to turn this over to Mike.

Mr. Thomas:

Thank you, Sophia. Good Morning. My part of the presentation today is to give you an update on our CATAPULT Report Card for 2007–2008. For those of you that are familiar with CATAPULT and for those that aren’t I will give you a quick refresher. CATAPULT is our vision for UC Athletics. It includes three ideals:

- Championships
  - UC will win a Big East championship in every sport within the next five years.
- Academics
  - UC student-athletes will continue to lead the pace on campus with regards to graduation rates and grade point averages.
- Together
  - UC student-athletes, coaches and staff will respect and honor the privilege of competing as Cincinnati Bearcats and help to achieve UC's goals by engaging the UC family and the Cincinnati community.

On the championships side – this slide would look a little different had I submitted it today instead of last week. If you were at the men's basketball game on Sunday evening, we recognized our Women's Volleyball program for winning the Big East Championship. We have won a divisional championship in Men's Soccer, but we did win our first championship as a team sport just this past weekend. I think what's also important to recognize, in the middle of that slide, our Big East Winning Percentage how it's increased from 2006-07 to 2007-08.

On the academic slide, graduation rates – when you look at the Cohort Entering section under 1999-00 student-athletes (the federal rate) and compare to all students (the federal rate) you can see that we have benchmark there and over that three year window that we've increased there I think 10%. We are certainly trending in the right direction there. And the graduation success rate which I know Fritz will touch on here in a few minutes we are also showing gains in that area as well.

Grade Point Averages for Student-Athletes and the Student Body – since we've been tracking this (the fall of 2004) you can see how we compared with the student body – the student athletes are the red line there. There is not much air between the two groups. Really, we're tracking very, very closely as you can see. In the most recent figures for the spring of 2008 we are slightly ahead of the general student population with

both with over 3.00 overall GPA's. So I think both areas should be applauded for their efforts as it relates to grade point averages.

Academic Honors & Recognition – as I had said before, this is a slide that I probably could have created three or four slides when you look at all of our honors and recognition on the academic side for 2007- 2008. I do want to highlight just two things – on the left-hand side of the slide, if you will look at the top, the Big East Conference recognizes a single sport each year for having the highest grade point average amongst the peer schools of the Big East Conference. We had five programs that were recognized for having the highest grade point average. Now, I think it's especially impressive when we have five programs out of a sixteen school conference and we were second to Notre Dame who had six. I think that is pretty special. Also, when you look at the bottom of the left-hand side of that slide you see UC Football was only one of seven teams recognized by American Football Coach's Association with a 90% graduation success rate. That just happened within the last month. When you figure that there are a 120 schools that play Division 1-A football, we were one of seven recognized with a 90% graduation success rate and if you go back and look at that historically that's usually schools like Stanford, Duke, and Vanderbilt – some of the schools that don't compete so well on the football field either. So I think we are doing that on both ends – academically and competitively – with the football program.

UC Athletics in the Community – and finally, you can see that we are working hard at community service putting a lot of hours in. We were involved in staging 70 community caravans last year and we already have this year set up 125 community caravans. That doesn't include, for example, Coach Brian Kelly last year alone had 79 speaking engagements. You can see, I don't think a surprise to anybody, a 67% increase in football attendance from the previous year and I expect that to go up this year as well. And, also a 57% increase for student attendance. We had an additional 1 million hits on our GoBears.com website. When you look at UCATS, our fundraising arm, in 2007-08 we had a 52% increase in the UCATS membership almost 3000 members up from almost 2000 members in one year. That translated to \$5.2 million raised for our annual fund which is an 18% increase over the \$4.3 million that we raised the previous year. In

final UCATS numbers \$9.6 million raised last year which was \$2.2 million over the goal put in place by the UC Foundation. Finally, merchandise sales royalties for last year went up by 11%.

In summary, on the championship side, I do think we are below the curve – we’re showing progress. This fall season was our most competitive in the Big East Conference – when you look at the number 19<sup>th</sup> ranked Bearcats on the road for a BCS bowl game, you look at the fact our volleyball team won a championship and both of our soccer teams qualified for the Big East tournament. Academically we are above the curve, but we would also all agree that we can always find improvement in the classroom. And, together – I give Athletics high marks on this ideal but certainly it will always continue to be a focus of ours. That is my report card summary for CATAPULT for 2007-2008. At this time, I’ll introduce Fritz Russ to talk about academics.

Dr. Russ:

And a little bit of budget, too. 2006 was the hundredth anniversary of the NCAA – that’s for your trivia answers if you need it. In advance of that centennial, President Myles Brand created a Presidential Task Force on the future of Division 1 Intercollegiate Athletics. President Zimpher was one of the leaders of that initiative. Their report called *The Second Century Imperatives* is available on NCAA.org if you want to read it all, but it highlighted the work of four subcommittees one of which focused on fiscal responsibility. A key finding of that subcommittee was that athletic budgets were increasing much more rapidly than overall university budgets. To help universities address this issue, they recommended the development standardized measures that would allow universities to compare themselves to peer groups. As Monica indicated earlier, we do not all keep books the same way so it required a lot of effort from business officers of universities including folks like Jim Plummer to help put that information together. That produced a set of dashboard indicators which are the mechanism for sharing and comparing across universities. That is a work in progress. It so far contains three years of data and allows comparisons on 25 different indicators. I put a few of them up here. Generated revenue, that’s the amount generated by Athletics divided by their total

revenues and so on. It allows comparisons with any conference – the dashboard does – with all football bowl schools, all public universities and custom groups that we create.

You will see what I mean by being a work in progress when you try to get your telescope out or your binoculars out and read what is on this page. It is a work in progress and their print function is not very good yet. It works really well on the computer screen, but we haven't figured out how to make this very big. That being said, I can point out what this kind of dashboard shows: in the upper left-hand corner we see the different comparison groups that we choose to compare ourselves to; just below that are various indicators that we can make comparisons on; on the right-hand side on the bottom are the actual raw data used for comparisons; and on the upper right you see a graph that shows how we compare to the various peer groups not only the average but also the 25<sup>th</sup> and 75<sup>th</sup> percentile. The number you see up here is athletics expenditures as a percent of institutional expenditures. We are about 4%. When we make the comparison to other Big East Schools, which is the set of things on the left-hand side of the bar chart, you see we are well above the 25<sup>th</sup> percentile but that is because of all the non-football playing schools in the conference and you will see that we are pretty close to the 25<sup>th</sup> percentile when you compare us to the more relevant peer groups that we need to look at.

Another part of the dashboard, not financial, are the academic success measures. The federal graduation rate and the graduation success rate that Mike already showed you (and you saw we are doing very well), I would point out that the graduation success rate is a tweaking of the federal graduation rate which includes transfers – both transfers in who are included in the cohort and transfers out who go to some other school. It also includes the academic progress rate which is what you read about in the news more than anything else these days. That is a calculated, term-by-term measure of athletes' retention and eligibility. It gets tweaked a little bit as well with some things added and subtracted one of which, I think, is particularly important to note, in that you get bonus points if you have student athletes who come back to school and graduate. So you get delayed graduation bonus points.

925 is the key score in terms of looking at this that was arrived at through a lot of simulation activity by the NCAA. Hitting that 925 score or exceeding it is very important because if you don't there are penalties both immediate and long term and there is a requirement that universities put together plans to improve the APR rates so they can improve graduation rates in the long term. Here are our APR scores from the sports in which we compete from last spring. We have just submitted new information that will be used in a report that will be provided next spring. What I would point to is two things. One, if you look in the lower left-hand corner volleyball – and I'll just mention that they just won the Big East championship and they have the highest APR scores of any of our teams – among the best in the country. I'm also sure as you gaze over this chart that the one score that is below 925 is men's basketball. There, as I am sure you have some idea, we had some bad scores early on, but I am happy to report that in Mick Cronin's first year as men's basketball coach, the one-year APR score was 977 and this year the number we just turned in was 1000. So we are moving in the right direction, it is going to take a little more time to get out of a couple of years of those bad scores, but we are moving in the right direction with, I think, that progress and scores that we see for women's volleyball. Let me conclude our presentation before you ask any questions with the light motif of today which is Proudly Cincinnati.

President Zimpher:

Any questions for this dynamic trio?

Mr. Wyler:

Yes. Mike, have you been here three years yet?

Mr. Thomas:

December 1<sup>st</sup>.

Mr. Wyler:

December 1<sup>st</sup> Mike will be here three years. In that period of time he has changed those academic numbers. I remember when he first announced CATAPULT there was a little bit of derision in some of the talk radio about winning a possible Big East Football

Championship that that could never happen. So all he's done is hire a new coach for basketball and a new coach for football and if he could win one football game on Saturday night – which I expect all of you to attend – he'll win the Big East Championship for football. And, you're all invited to the Orange Bowl with me. Okay.

Mr. Thomas:

I will say that when I interviewed Coach Kelly during the interview process we talked about CATAPULT and he said would you be okay if I won a Big East Championship sooner than five years so...

Mr. Wyler:

He did too...

Mr. Thomas:

He did say that and we're on track and they're doing in the classroom and on the field.

Mr. Wyler:

You've done a good job Mike. Thank you very much.

(Applause)

Mr. Humes:

Mr. Chairman, I should mention that at our last board meeting the board passed a resolution regarding the National Association of Colleges and Universities. We were presented with a request to comply with their standard form process. We spent a great deal of time analyzing and talking about it and we essentially passed a resolution saying that we believed in the existing process that we have in place and that it had been put in place over the last three years by the university led by the President, the Athletic Director, and the new committees that you have. So just as a reminder to the board, we did talk about that last time and we confirmed our belief in the work that these wonderful

people are doing. So keep up the good work, congratulations on the report and we'll see you every year now for a report like this based on that resolution.

President Zimpher:

Thank you everybody. We added to our board agenda a couple of years ago the Voice of the Faculty so that at every meeting we would be reminded of the tremendous accomplishments and input that our faculty offer to life of the University of Cincinnati. This meeting is no exception. I'm introducing William Heineman, a distinguished research professor in the Department of Chemistry in the McMicken College of Arts and Sciences, to tell us about sensors research. Professor Heineman, welcome.

*(William R. Heineman, Distinguished Research Professor, Department of Chemistry, McMicken College of Arts and Sciences, gave the following presentation on Sensors Research utilizing PowerPoint slides. A handout consisting of the slides was distributed to the members of the Board and others seated at the meeting table. A copy of the handout is on file in the Office of the Board of Trustees.)*

Dr. Heineman:

Thank you very much. First of all, I am going to be at the game Saturday night – about midfield and about fifteen rows back. Thank you for the introduction. It is certainly a pleasure to be here and to represent the faculty and tell you about some of the research that we are doing that I think is very exciting. The topic is something called Chemical Sensors and the first thing that I am going to do is explain a little bit what I mean about a chemical sensor.

For example, this pointer could be a chemical sensor and let's suppose that it's for, let's pick caffeine because I see a lot of coffee cups out there. And, I don't know about you, but in the morning I want lots of caffeine in my coffee. And I could come out and with this sensor and in about 30 seconds I could check your coffee, if you wish, and let you know if you have the right level of caffeine. Now in the evening I switch to decaf. That's pretty important or else it's going to be a real long night. The idea of the sensor is you get a very fast answer for something like caffeine in a sample like coffee.

That's very different from the traditional way which would be to take a sample, send it off to a lab and get an answer in about two days. But, I think you want to drink your coffee now – so that is why we developed sensors.

This is a commercial sensor. This shows an instrument that is hand-held that you would get a read out from and these rod-shaped things are the actual sensors. They can be very small. They can be the size of an iPod and we've made sensors that are as small as a human hair. They do not have to be this big and can be extremely small and that can be important in certain projects. What I am going to do is just pick three typical examples that we have worked on.

The first one is sensors for biological agents. These are some pictures along the top of agents that I think you have all heard of: toxins, spores, bacteria, and viruses. You might ask, "Well why would we want to develop sensors for those?" The reason was, and if you look at the bottom here, is this Environmental Protection Agency (EPA) is charged with protecting our drinking water from terrorism. And, one of the things they are concerned about is somebody trying to put some of these agents in water. What they need is sensors to pick this up very, very quickly. The agents they are interested in, this is their list, but I think you have heard of these things:

- Botulin (botulism – a toxin) – I remember very well my mother when I was small telling me not to ever eat anything out of a can that was swollen. She was right. This is one of the most poisonous things on earth.
- Anthrax – Anthrax spores have been in the news a lot.
- E. coli – E. coli has been in the news a lot especially with the spinach problem we had recently.
- Small pox – A lot of the younger generation has not been vaccinated against smallpox and people like me have, but that was a long time ago, and we don't know if the vaccination is still good.

So, the EPA funded us to develop sensors that could be for used these things. Now, I don't want any one of those things in my lab because they are pretty dangerous, so what we do is use what are called simulants. These are harmless things that we develop a

sensor for, then one just switches a little biological element and “bingo” you’ve got a sensor for the real thing. So we work with these harmless agents. In a special government lab they would then transform our work into a sensor for something like anthracis. This worked so well that we got a company, Yellow Springs Instruments, an Ohio based company, interested in developing the instrumentation for this. Together we all got a Taft grant, a technology grant from the State of Ohio to build prototypes. Then the Army got interested because they want sensors for these kinds of things and so with all of this we put together a funding package and recently delivered to the Army a prototype of how all of this would work. Well this is a typical project. It is a big project that involves substantial funding that we need to get to be able to do this and also involves teams of people. In this case, a company like Yellow Springs Instruments. That’s one example.

A second example, totally different and our most recent example, is bone implants. I think you have all heard of this, especially sports people who have been following the Bearcats. This is an individual who broke his or her arm. I can see it, but you probably can’t see it, but there is a break there in that bone and also right there. Typically today one will put in, for example, a stainless steel plate like that and you can see the screws that are holding it in place. It will hold the bone so it will heal more quickly than the old way of the big cast and everything. But those implants are typically made of metal that will stay there forever unless a surgeon goes in and takes it out, the surgeon will literally go in and unscrew those screws and take it all out. So the goal of this project is to develop biodegradable materials. So this is a cartoon of this x-ray that we put down here that we made of another metal, magnesium is one of the candidates we have, and this will slowly dissolve so that as the bone heals the plate that is holding it in place will slowly dissolve away. So that by the time everything is repaired it will be gone so the surgeon doesn’t need to go in and remove it. To do this we are going to need sensors for magnesium. Magnesium will dissolve, the metal will dissolve to a soluble form like a salt and we can sense it out here in this region and tell how fast it is going to be dissolving because it can’t dissolve too quickly or it is gone before the bone is healed. That’s the idea of it. We can even use the sensor as shown here to control a little battery where we can speed up or slow down this corrosion. This is another multidisciplinary

project. We just received from the National Science Foundation an Engineering Research Center Grant. This was pioneered, really the PI from Cincinnati is in Engineering, but it is a collaboration at UC between Engineering, the Medical School and Chemistry. There are other universities involved – the University of Pittsburgh, North Carolina A & T and a university in Germany. The North Carolina people are going to develop different alloys of the magnesium so we get the right one. We're testing all of the alloys here and all the ones that look good are going to go on to Pittsburgh and that is where the medical people are that are going to make implants, stents, facial implants, bone implants and all kinds of products. In fact, I have here in my pocket, if I can find it, one of our collaborators said that she had had some surgery done recently on her leg and she was talking to her surgeon about this. And he said, you know what I would really like is one of these – if you could make this out of something that would dissolve – that's what I would love to have. And this is a screw that's hollow and this is the screw that's used in all these knee reconstructions for the ligament that goes in there. This is our goal to make something like this that will gradually dissolve.

The third example again is totally different from what you have seen so far. This has to do with a big project that the government, the Department of Energy is interested in. This is a cross section, a cartoon, of something called the Hanford project located out in the state of Washington on the very nice Columbia River where if you like to fish, like I do, you can catch salmon and eat those salmon. This is the Columbia River, and if we cross section in, that little building represents a bunch of nuclear reactors that are on the river. These reactors were used to make plutonium for many, many years. The contents of the reactors were every so often transported up to this big building called a canyon and that is where the plutonium was extracted. Then all the waste, which was very, very radioactive, was put in almost two hundred giant tanks that are buried underground that contain this waste. Again, if you read the newspapers, you've been reading about this because of these tanks. How do we get the waste out of there? They would like to put them in glass logs and put them in Yucca Mountain. All of this is in the news quite a bit. Notice one thing – see these plumes coming down – can you guess what that is? Yeah, these tanks are leaking – that is problem number one. And as they get down to the ground water – guess where the ground water flows. It flows in the direction of the very

nice Columbia River. What are doing? Well, the Department of Energy has given us a grant to work with Pacific Northwest National Laboratories and they are out there to develop two kinds of sensors. One is sensors that will enable them to characterize better what is in those tanks. And when they go to the glassification process they will need to monitor certain concentrations and we should be able to provide there wherewithal for them to do that. The other type is sensor is going to be used now to monitor the leaks – what is in the leaks and where are they going. How fast is this moving away because they can put up some protective barriers if they need to. So these are the type of sensors that we are developing with them. Again, we don't tend work with radioactive material so we again use a non-radioactive simulant that's very close to the radioactive materials in our laboratory. Then we take that out to the government lab where they have the capability to transform this to the real radioactive materials. In terms of testing the sensor that is what is shown here on this slide and this is at Pacific Northwest National Laboratories. This is my graduate student, who has developed that sensor to indicate something in the tank waste that is radioactive but the experiment is really being done by the PNNL technician who has all the skill to work with radioactive materials. See he's got the gloves on and my student is just standing there telling him how to use the sensor.

Well just a little bit about who we are. We're nine faculty located over in the Chemistry Department. We work with a lot of postdocs, graduate students and undergraduate students (these are research projects for them). Instrumentation is very important, I haven't talked about that, but we've been fortunate to get almost \$3 million worth of equipment by writing proposals to these state agencies and have been very successful with that. This slide shows some of the funding sources that we have to support these projects and I've already talked about them. Most of them are collaborations because they are big projects that are beyond the scope of a single investigator. So this involves collaborations with other people within UC, government labs, companies, and other universities in the United States and elsewhere.

The last slide, I'm not going to go into this in detail, but there are lots of needs for sensors. This is a list that includes the medical area, environmental area, and NASA. Quite interesting, the Mars probe that got all the information recently had a whole series

of electro-chemical sensors that you read about in the newspapers quite a bit. So with that, I would like to conclude and again thank you again very much. I'd be very happy to answer any questions if you have some.

President Zimpher:

Any comments or questions for Professor Heineman?

Mr. Barrett:

Very Impressive.

President Zimpher:

Very impressive. It certainly adds an element to our meeting reminding us of the brilliance of our faculty at the University of Cincinnati. Bill thank you so very, very much.

Dr. Heineman:

Thanks for the invitation.

(Applause)

President Zimpher:

Mr. Chairman that concludes the opening reports. Thank you.

Mr. Wyler:

We will now have the committee meetings. The first meeting will be the Academic and Student Affairs Committee. Mr. Humes, you are the chairperson.

### **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 9:50 a.m.; the meetings concluded at 10:45 a.m.

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

The Regular Meeting of the Board of Trustees was convened on November 18, 2008 at 10:45 a.m. and, as noted on the first page (page 57) of these minutes, roll call was taken.

Mr. Wyler:

The meeting will now come to order, the Two Hundred and Eighty-Third Session of the Board of Trustees of the University of Cincinnati is being convened.

#### **Approval of the Minutes of the September 23, 2008 Regular Meeting**

Mr. Wyler called for additions, corrections, or deletions to the minutes of the September 23, 2008 Regular Meeting of the Board of Trustees. Upon motion of Mr. Humes, seconded by Mrs. Buchanan, the minutes were approved as distributed.

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

Listed below are the items recommended to the Board of Trustees for approval by the Academic and Student Affairs Committee, the Finance and Administration Committee, and the Governance and Audit Committee at their respective meetings held on November 18, 2008, prior to the Regular Meeting of the Board of Trustees.

**08.11.18.01      Conversion of Academic Calendar from Quarters to Semesters**

**Synopsis:** It is recommended that the Board of Trustees approve the complete conversion from quarters to semesters effective autumn 2012. Implementation will be based on the Semester-Conversion Taskforce Plan presented at the September 23rd meeting of the Board of Trustees.

This recommendation responds to the priorities for 21<sup>st</sup> Century teaching and learning as presented in President Zimpher's state of the University address on October 29, 2008. Consistent with the University System of Ohio (USO) *Strategic Plan for Higher Education 2008-2017*, conversion from quarters to semesters presents an historic and unique opportunity to make fundamental and

transformative changes. When coupled with program review, the conversion will result in new pedagogies, a modernized curriculum, and streamlined degree requirements. When coupled with collegiate re-structuring, the conversion will result in more synergies across programs, fewer programmatic redundancies across colleges, and a more strategic array of degree programs. When coupled with performance-based budgeting and strategic enrollment planning, the conversion will result in greater efficiencies and effectiveness that will redound to the benefit of students seeking a high-quality, affordable education.

Assuming a timeline leading to an autumn 2012 conversion in concert with The Ohio State University, Ohio University and Wright State University, the University will budget over the next two biennia: FY10 through FY13. Costs for implementation over the next four years are \$7.05M (see attached budget)\*. In FY2014, there is an estimated \$2M in additional permanent costs as indicated in the attached budget document\*. Dividends to the University and all of its stakeholders are enormous as UC further positions itself as a major urban research university and 21<sup>st</sup>-century leader in teaching and learning.

**08.11.18.02      Taft Memorial Fund**

**Synopsis:**            Taft Memorial Fund Budget for 2008-09

It is recommended that the Board of Trustees approve the attached Taft Memorial Fund budgetary recommendations\* for the 2008-09 fiscal year.

**08.11.18.03      Faculty Appointments**

**Synopsis:**            Appointments for Faculty Members

It is recommended that the Board of Trustees approve the faculty appointments identified in the attached document. These recommendations have been approved by the appropriate departments, colleges, and office of the Vice President for Health Affairs and the Senior Vice President for Academic Affairs and Provost.

**Appointment**

Kenneth J. Hirsh, JD	Director of Law Library and Information Technology Senior Librarian with Tenure College of Law Effective: February 1, 2009
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Terry Kershaw, PhD	Department Head Department of African and African American Studies McMicken College of Arts and Sciences Effective: January 1, 2009, through August 31, 2014 Professor with Tenure Effective: January 1, 2009
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Willard Sunderland, PhD	Department Head Department of History McMicken College of Arts and Sciences Effective: January 2, 2009, through August 31, 2013
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\*Filed in the Office of the Board of Trustees

**Administrative Leave**

Warren E. George, PhD                      Interim Dean  
College-Conservatory of Music  
Effective: September 1, 2008, through August 31, 2009

**Emeritus Status**

Cynthia Berryman-Fink, PhD              Professor Emerita of Communication  
McMicken College of Arts and Sciences  
Effective: January 2, 2009

Joseph F. Foster, PhD                      Associate Professor Emeritus of Anthropology  
McMicken College of Arts and Sciences  
Effective: January 2, 2009

Joseph C. Gallo, PhD                      Professor Emeritus of Economics  
McMicken College of Arts and Sciences  
Effective: January 2, 2009

Angelene Jamison-Hall, PhD              Professor Emerita of African and African American  
Studies  
McMicken College of Arts and Sciences  
Effective: January 2, 2009

Richard R. Kretschmer, EdD              Professor Emeritus of Special Education  
College of Education, Criminal Justice, and Human  
Services  
Effective: January 1, 2009

William E. Lasher, PhD                      Associate Professor Emeritus of English &  
Comparative Literature  
McMicken College of Arts and Sciences  
Effective: January 2, 2009

David C. Lundgren, PhD                      Professor Emeritus of Psychology and Sociology  
McMicken College of Arts and Sciences  
Effective: January 2, 2009

John A. Powers, PhD                      Associate Professor Emeritus of Economics  
McMicken College of Arts and Sciences  
Effective: January 2, 2009

Rick Ricer, MD                              Professor Emeritus of Family Medicine  
College of Medicine  
Effective: January 1, 2009

Adel Sakr, PhD                              Professor Emeritus of Industrial Pharmacy and  
Pharmaceutics  
College of Pharmacy  
Effective: January 1, 2009

Lucille M. Schultz, PhD                      Professor Emerita of English & Comparative Literature  
McMicken College of Arts and Sciences  
Effective: January 2, 2009

John S. Thayer, PhD	Professor Emeritus of Chemistry McMicken College of Arts and Sciences Effective: January 2, 2009
Alfred J. Tuchfarber, PhD.	Professor Emeritus of Political Science McMicken College of Arts and Sciences Effective: January 2, 2009
Donald I. Wagner, HSD	Professor Emeritus of Health Promotion College of Education, Criminal Justice, and Human Services Effective: January 2, 2009
H. William Whitmore, PhD	Professor Emeritus of Economics McMicken College of Arts and Sciences Effective: January 2, 2009

**08.11.18.04 The Appointment of Brendan Kelley, M.D. as the Endowed Chair in Research and Education of Alzheimer's Disease, Department of Neurology, College of Medicine.**

It is recommended that the Board of Trustees approve the appointment of Brendan Kelley, M.D., as The Endowed Chair in Research and Education of Alzheimer's Disease in the Department of Neurology, College of Medicine, effective September 1, 2008. Documentation to support this recommendation is attached.\*

**08.11.18.05 University Structural Deficit Policy**

Synopsis: Authorize the Senior Vice President for Administration and Finance to establish the university structural deficit policy

It is recommended that the Board of Trustees authorize the Senior Vice President for Administration and Finance to establish the university structural deficit policy to address accumulated budget overruns, referred to by the auditors as accumulated negative fund balances. These budget and cash overruns have resulted in a structural deficit that significantly hampers the institution's capacity to respond to emergencies and to take advantage of opportunities. The policy is attached to this resolution and summarized as follows:

The policy prescribes how the university will fully discharge the current structural deficits and prohibit future deficits through the following measures:

- No new deficit funds, with the exception of intra-year deficits resulting from timing issues, will be permitted without written approval of the Senior Vice President for Administration and Finance.
- All current deficits will require a written repayment plan submitted to and approved by the Senior Vice President for Administration and Finance.

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\*Filed in the Office of the Board of Trustees

- The university will establish a fringe benefits policy requiring that a change to a budgeted position must provide for the associated change in fringe benefits, and that fringe benefit dollars may not be used for any other purpose than benefit expense.
- The university will adequately budget for Accounts Receivable write-off and will continue efforts to manage receivables through enhanced collection and other practices.
- The institutional structural deficit will become a mandatory budget item in the university's all fund budget process until the institutional deficit is completely discharged.
- In consultation with the President and other university leaders, the Senior Vice President for Administration and Finance may use surplus funds toward paying down the institutional structural deficit.
- In extraordinary circumstances and with the approval of the Chair of the Board of Trustees, the policy may be suspended for a period of time.

**08.11.18.06      Adoption of the Traditional 403(b) Plan and Grandfathered 403(b) Plan**

**Synopsis:** It is recommended that the Board of Trustees adopt the University of Cincinnati Traditional 403(b) Plan and the University of Cincinnati Grandfathered 403(b) Plan (the "Plans") which allow eligible employees to elect to make pre-tax contributions from their salary to a tax deferred annuity program.

On July 26, 2007, the Internal Revenue Service issued new regulations regarding tax deferred annuity programs, which take effect January 1, 2009. Among the changes necessitated by these regulations is a requirement that plan sponsors create and maintain a written plan document. The University currently has two tax deferred annuity programs, also known as 403(b) plans, that are subject to this new requirement. The first of these, the University's traditional 403(b) plan, was implemented on January 1, 1989, and is funded through salary reduction agreements under which eligible employees elect to make pre-tax contributions from their salary in a fixed dollar amount. The second, the University's grandfathered 403(b) plan, was implemented on January 1, 1977, and is funded by mandatory employee pre-tax contributions and an employer contribution. This plan is "grandfathered" for employees who were in the plan on July 1, 1977. No other employees are permitted in the grandfathered plan.

In order to meet the January 1, 2009 compliance deadline, it is recommended that the Board approve the adoption of the 403(b) plan documents, and authorize the Senior Vice President for Administration and Finance, or her designee, to do all things necessary and appropriate, including the execution of additional documents, to comply with the new regulations and to carry out the purposes of the 403(b) plans. The proposed plan documents were drafted with the assistance of special counsel appointed by the Attorney General of Ohio. A copy of the plan documents and a form of resolution are attached.\*

**08.11.18.07      Adoption of the Supplemental Qualified Retirement Plan and Supplemental 415(m) Retirement Plan**

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\*Filed in the Office of the Board of Trustees

**Synopsis:** It is recommended that the Board of Trustees adopt the University of Cincinnati Supplemental Qualified Retirement Plan and Supplemental 415(m) Retirement Plan (the "Plans") to allow the University to provide deferred compensation in an amount beyond the amount deferrable under the University's standard retirement plans.

The Tax Code allows certain governmental entities to establish retirement plans that provide deferred compensation to key employees in an amount beyond the amount otherwise deferrable under the University's standard retirement plans. Generally, the maximum annual contribution to a defined contribution plan is capped at \$49,000 (as revised for cost-of-living adjustments). The proposed Plans will allow key employees to defer compensation in excess of the \$49,000 limitation.

It is recommended that the Board approve the adoption of the plan documents, and authorize the Senior Vice President for Administration and Finance, or her designee, to do all things necessary and appropriate, including the execution of additional documents, to comply with and to carry out the purposes of the plan documents. The proposed plan documents were drafted with the assistance of special counsel appointed by the Attorney General of Ohio. A copy of the plan documents and a form of resolution are attached.\*

**08.11.18.08 Amend University Rule 10-5-14 (Organization: Treasurer)**

**Synopsis:** It is recommended that rule 10-5-14 be amended to reflect a recent change in the Ohio revised code that permits the university the option of securing either a bond or insurance for the university treasurer.

Ohio revised code section 3361.02 was recently amended to allow the university the option of securing either a bond or insurance for the university treasurer. Prior to the amendment a bond was required. It is recommended that the board amend university rule 10-5-14 to allow for the insurance option. It is also recommended that the Board delegate to the Senior Vice President for Administration and Finance the responsibility for determining the amount of bond or insurance required, so long as that amount exceeds the minimum required by the statute. See attached. \*

**08.11.18.09 CCM All Steinway School Piano Purchase**

**Synopsis:** Approval requested for purchase of 165 new Steinway and Boston pianos for the CCM

It is recommended that the Board of Trustees approve the purchase of 165 new Steinway and Boston pianos for CCM. This will:

- a) allow CCM much needed upgrading to a central and key equipment resource and vitally renew its stock of 255 pianos;
- b) empower CCM's pedagogy, artistic product, marketing and prestige;
- c) afford CCM the designation of ALL STEINWAY SCHOOL, the worldwide standard benchmark of peerless quality in music conservatory training.

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\*Filed in the Office of the Board of Trustees

This bulk purchase of pianos, totaling \$4,070,144 apart from the benefits above, carries with it these financial benefits:

- a) a savings of \$1,835,717 off of the retail purchase price, including a trade-in offset of \$414,325 for used pianos which CCM will dispose through Premier Pianos;
- b) a split invoice allowing UC to structure payment of the \$4,070,144 over two fiscal years with \$2,154,090 being paid in FY2008/09 and \$1,916,054 being paid in FY2009/10;
- c) Steinway Pianos appreciate at the rate of about 4% per year, placing the retail value of a Steinway concert grand purchased in 1981 at 238% higher by 2001.

CCM will lease purchase through UC allowing for a repayment schedule amortized over eight (8) years (FY09/10-FY16/17). CCM will provide for the purchase through endowment income, which currently aggregates to approximately \$5.5 million annually. Seventy percent of the annual repayment will be drawn from the new Corbett Endowment to CCM, which is a restricted fund dedicated for such a use. CCM also intends to seek a named donor for this initiative, which would allow CCM to fully retire its UC lease purchase.

This purchase has not been bid. A waiver\* from competitive purchase requirements was sought through the Central Purchasing Department and is supported by them based on my sole-source justification.

**08.11.18.10 UC Capital Campaign Recommendation**

**Synopsis:** UC Capital Campaign Co-chairs recommend \$1 Billion as the goal for the UC Capital Campaign.

It is recommended that the UC Board of Trustees endorse a \$1 billion goal for the University of Cincinnati Capital Campaign.

The goal has been revised through approval of the University of Cincinnati Capital Campaign Co-chairs and the UC Foundation Executive Committee.

**08.11.18.11 Naming of the John M. Tew, M.D. Chair in Neurosurgical Oncology**

**Synopsis:** It is recommended that the Board of Trustees approve the naming of a new Endowed Chair in Neurosurgical Oncology.

In 2001 a campaign kick-off to honor the career of Dr. John Tew with a named chair took place and in early 2008 the full funding was received to complete the chair.

It is recommended that the Board of Trustees approve the naming of the new Endowed Chair as the *John M. Tew, M.D. Chair in Neurosurgical Oncology*.

**08.11.18.12 The Endowed Chair in Research and Education of Alzheimer's Disease Department of Neurology, College of Medicine**

**Synopsis:** It is recommended that the Board of Trustees approve the naming of the new Endowed Chair for Alzheimer's Research and Education.

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\*Filed in the Office of the Board of Trustees

It is recommended that the Board of Trustees approve the naming of the new Endowed Chair within the College of Medicine's Department of Neurology as *The Endowed Chair in Research and Education of Alzheimer's Disease*.

**Comments from Chairman Wyler**

Mr. Wyler:

The full Board has been present at the committee meetings held today and have heard the recommendations of the Academic and Student Affairs Committee and the Administration and Finance Committees. The items reviewed and recommended by the committees are named in the Action Items listed at your place.

In addition to those items recommended by the committees, we have a recommendation for an Award of Excellence. A copy of the recommendation is at everyone's place. The nominee for the Award of Excellence is Mary Wineberg. President Zimpher will you please make some comments?

President Zimpher:

I would be delighted to. I wholeheartedly commend the nomination of Mary Wineberg, UC alumnus and Olympic gold medalist, for the Award of Excellence. Mary has agreed to be our commencement speaker and as we all know, won gold for the 4 x 4 meter relay in Beijing. I commend her recommendation to you.

Mr. Wyler:

So be it.

**08.11.18.13      Award for Excellence Candidate**

It is recommended that the Board of Trustees approve the nomination of the individual named below for the Award for Excellence. This nomination has been reviewed and recommended by the University of Cincinnati Honors Committee.

**Nominee for the Award for Excellence**

**Mary Wineberg**

Mr. Richardson:

This will be a quick comment, but I actually went to school with Mary and know her very well. It was very exciting to watch her on TV and see her get that gold medal. I felt very honored to have gone to school with her and see my fellow alumnus achieve that. I am glad that she is going to be our speaker and that we are honoring her in that way.

Mr. Wyler:

It is kind of interesting, we have an Olympic gold medalist, and about three weeks ago I had the opportunity to meet Miss America at the football game. Thank you, Nancy. She had been wanting to meet me for some time. Olympic gold medalist, Miss America...I mean this is "the place to be."

May I have a motion to approve all the recommended items?

Mr. Humes:

So moved.

Mr. Wyler:

So moved by Mr. Humes, may I have a second?

Mrs. Buchanan:

Second.

Mr. Wyler:

Ms. Stringer, will you please call the roll?

The roll was called by Ms. Stringer.

**Recommendation Nos. 08-11-18-01 through 08-11-18-13**

**AYE:** Mr. Wyler, Mr. Niehoff, Mrs. Heimann, Mr. Heiman, Mr. Barrett,  
Mrs. Buchanan, Mr. Humes, and Mr. Richardson

**NAY:** None

**ABSENT:** Dr. Bhati

Mr. Wyler:

All items are approved.

### **Unfinished Business and New Business**

Is there any unfinished business? Hearing none, let's hear the report from the Faculty Senate, Marla Hall?

### **Faculty Senate Report**

Dr. Hall:

Thank you, Mr. Chair. On behalf of the University faculty and the faculty senate, I have the following report.

On Wednesday, October 29<sup>th</sup> the Fall meeting of the All-university Faculty was held in conjunction with President Zimpher's 'State of the University Address'. Faculty attendance at this event was one of the highest we have seen in recent years—likely due in large part to the topic of President Zimpher's address—Teaching and Learning for the 21<sup>st</sup> Century.

At that meeting as well as at the October Faculty Senate meeting and at the various college meetings I have attended, I outlined two main goals for my term as Chair of the Faculty: 1) to build a stronger sense of community among the faculty and 2) to strengthen the voice of the faculty in decision making. One effort to develop a stronger sense of community that we will undertake this year is the initiation of what we hope will become an annual activity—a Faculty Staff Art Show and Auction with proceeds this

year going toward funding the endowment set up for the Faculty Senate sponsored Faculty Service Award. Relative to strengthening the voice of the faculty, an ad hoc committee on By-Laws and Governance is being formed to revise and review the university faculty by-laws and to develop a template for college governance to assist interested college faculties in developing or modifying their college by-laws.

At the November 13<sup>th</sup> meeting of the Faculty Senate, two resolutions were passed. The first resolution was brought forth by the Human Relations committee and was a response to the current draft of the Religious Observance Policy. The Senate joined the Human Relations Committee and the Faculty Senate Cabinet in reaffirming our endorsement of the current policy and in not endorsing the proposed policy. The rationale for this decision can be found in the report of the Faculty Senate Human Relations committee.

The second resolution was precipitated by the abrupt announcement on October 31 of a decision to merge the College of Applied Science and College of Engineering—a decision that was reached without any apparent involvement of faculty in discussions. The historical background used to frame the resolution will be available with the resolution on the Faculty Senate website. The resolution presented by the Faculty Senate Cabinet and passed unanimously by the Faculty Senate follows:

**Faculty Senate Resolution on “One University” Initiatives**

The Faculty Senate Cabinet offers the following resolution:

**Whereas** the Faculty Senate appreciates and continues to support initiatives intended to improve the reputation and financial condition of the University;

**Stipulating** that the University has three distinct, yet interrelated, planning initiatives currently underway: enrollment targets, centers of excellence, and collegiate restructuring as well as the expectation of quarter to semester conversion;

**Acknowledging** that conversations regarding the potential merger/acquisition of the School of Social Work with the College of Allied Health Sciences have been ongoing for a year;

**Noting** that a potential merger/acquisition between the College of Engineering and some elements of the College of Applied Sciences have been announced recently;

**Recognizing** that semester conversion, the various planning initiatives, and merger conversations carry the potential for “one-university” outcomes as envisioned by the Collegiate Restructuring charge;

**Realizing** that clear articulation of a strategic vision which justifies outcomes is critical to the effective integration and ultimate implementation of any recommendations which flow from the various initiatives:

**Noting** the relationship and potential synergy between semester conversion activities and individual planning initiatives within the units;

**And in keeping with** the spirit of the integrated framework for decision making and the spirit of the principles of shared governance as well as the faculty’s contractual responsibility for curriculum and instruction;

**Be it resolved that:**

1. The Faculty Senate calls upon President Zimpher and Provost Perzigian to define and communicate the strategic vision of “one university”, as it relates to the initiatives and outcomes identified above. The Faculty Senate seeks the articulation of the underlying vision justifying such outcomes (e.g., In what manner is university control over room and course scheduling going to result in improved student learning, or greater research productivity by faculty, etc.). Further, the Faculty Senate asks that the definition and articulation of the vision be communicated to the Faculty Senate before the end of Fall Quarter, 2008.
2. The Faculty Senate asks for the benchmarks and/or metrics (a report card) that will provide the assessment for the “one university” initiative and also that will inform units of the goals toward which their efforts should be directed.
3. The Faculty Senate asks that the timelines for implementation of any recommendations emerging from the planning initiatives be integrated with the semester conversion timeline.
4. The Faculty Senate recommends that the Academic Coordinating Committee be explicitly asked to monitor the recommendations of the various task forces

to assure integration and consistency with the vision articulated in section 1 of this resolution.

5. The Faculty Senate asks that faculty be involved in sufficient numbers and areas to demonstrate meaningful involvement and consultation.

It should be noted that both President Zimpher and Provost Perzigian endorsed the sentiments of the resolution during the discussion at the Faculty Senate meeting. This concludes my report for the November 18, 2008 meeting of the Board of Trustees. Respectfully submitted.

Mr. Wyler:

Thank you, Marla. We appreciate that. I call for the Alumni Association Report – Steve Simendinger?

### **Alumni Association Report**

Thank you, Mr. Chairman. There have been some important events and organizational developments within the UC Alumni Association since this group last met. Our new Board of Governors is rapidly gathering momentum as we execute against our new strategic plan. About 70 volunteers have populated seven diverse working committees. Approximately 60 of these alumni and friends are new to our work and bring fresh perspective and vitality to this critical process.

Last month, we launched our new membership model, which embraces a philanthropic approach that positions the Alumni Association as an entity critical to UC's future success, and thus worthy of direct financial support.

In the new model, all UC alumni receive an initial level of services and communications, while any alum who donates to any part of the university, in any amount, is considered an Alumni Association member and receives a higher level of services and contact. There are more than 25,000 such alumni donors. Importantly, those who donate a minimum amount annually to the Alumni Association – \$50 for

individuals and \$75 for families – become Alumni Sustaining Members. Those who donate a minimum of \$1,500 for individuals, or \$2,000 for families, become UC Alumni Association Life Members. There are currently more than 10,000 Sustaining and Life Members, and they receive our highest level of services, communications, and opportunities. Meanwhile, alumni within their first year of graduation can become Sustaining Members for a lesser minimum gift. The Alumni Association’s web site has all the details, including the online opportunity to join.

Along with launching our new membership program, Steve Rosfeld, who has been leading our Cincinnati programs and services team, was promoted to the new position of UCAA Development Director. He will seek major gifts to help sustain the Alumni Association, which will enable the organization to have a greater impact on the UC community. At the same time, four new staffers have joined the Alumni Association to strengthen its offerings in the program and services area. Alumni in Cincinnati, across the country, and around the world will benefit from our increased ability to deliver high-quality engagement opportunities.

Our fall slate of events was led by our “All-American Homecoming” on October 11. And, Mr. Wyler, we brought CCM student and current Miss America Kirsten Haglund and she was the grand marshal of the annual Homecoming Parade and we also had five UC Olympians honored including Mary Wineberg and David Payne. We had week long student activities that culminated in a campus full of students, alumni, staff and friends from the community. The reigning Miss Black Ohio, UC grad Whitney Gaskins, by the way Whitney has an undergraduate degree in biomedical chemistry and is working on a graduate degree in business, also stopped by and mingled with her fellow Bearcats.

In recent years, Homecoming was coordinated in part by members of our Student Alumni Council, as we have tried to use this signature event to enhance the “student experience.” By doing this, we will create more engaged young alumni in the years to come. Homecoming weekend also included our annual Network Leader Conference, and we welcomed a record 28 regional alumni network leaders from around the U.S. – from

California to Texas to Florida to New York, in addition to many of the networks here in the Midwest were present. The group brought valuable perspective and input to the Alumni Association staff, shared best practices with each other, and left with new ideas and energy toward engaging our alumni in key metropolitan areas around the United States.

UC alumni network activity isn't confined to the States. I had mentioned in my last report that a UC alumni reception held in India, where UC has many alumni. The event, which attracted about 30 people, was co-hosted by a member of the Alumni Association's new Marketing & Communications Committee.

We were gratified to learn that the UC Alumni Association's recent web site redesign earned a Gold Award from the Council for the Advancement and Support of Education, Region Five, in the category "Best Practices in Alumni Relations." While this is a great honor, we know that enhancing our Web presence is an ongoing mandate of the marketplace.

We were thrilled to take part in the October 25<sup>th</sup> launch of the Proudly Cincinnati campaign. We know that our constituency is central to its success, and that our alumni-engagement efforts are paving the way for the success of all future campaigns. It's also great to contemplate just why each of us is "proudly Cincinnati." Reflecting on this idea reminds us about our lifelong connections to UC and our UC friends — to consider the powerful ways UC has positively shaped our lives.

Myron Hughes, our Executive Director, has asked me to share the following. Recent discussions among the UC Alumni Association staff and volunteer leadership have brought the future of the Myers Alumni Center to the forefront. Specifically, we're interested in exploring the full potential of our facility and how it might be enhanced to better meet the needs of our constituency and fulfill our organizational mission.

One of the six goals within UC|21 is to "establish a sense of place." For current and future UC alumni, that speaks to this facility — the Myers Alumni Center. We have

a responsibility to our alumni and the university to make this place welcoming, versatile, and fully functional for the needs of today and tomorrow. To that end, we are hosting two “brainstorming sessions” on Monday, December 8 – one in the morning, one in the evening. Each member of this board is invited to either session. With staff and volunteer leaders of the Alumni Association and the UC Foundation, as well as current students, we’ll explore ways the Myers Alumni Center can be enhanced to better serve our mission and the UC community. If you’d like to participate, please let me know, or just stop by the front desk and let Myron know of your availability.

This Saturday night marks the most important football game in the history of UC as we fight for a BCS bowl bid. Our Alumni Association is ready to host a large contingent of our alumni before the game. So, if you get chilly, please warm up here at the Alumni Center. We hope you can join us for this great event.

In closing, we have a definite feeling of “the stars aligning” for the university and especially the UC Alumni Association as a crucial partner in our collective journey. Thank you for your ongoing interest and support.

Mr. Wyler:

Thank you, Steve. I’ll now call for the UC Foundation Report. Otto is out of town – Mike do you have something to say?

Mr. Carroll:

Thank you, Mr. Chairman. October 25<sup>th</sup> was very special to us and we have talked a lot about it, but I want to thank everyone in this room who played a role in that. I’m looking at Ryan Rosensweig and the great job he did mobilizing students who helped us as volunteers and then also Greg Hand and his shop who did a wonderful job. If you went home, as I did, about midnight and you went to the web site you saw that the new goal was announced and it was a great spread that day. We got a lot of great comments and Greg told me it was the most viewed site in October. We do really appreciate all the help from everybody at the university.

That weekend was also important though because we had a very important University of Cincinnati Foundation Board of Director's meeting. We had our committee meetings on Wednesday – wonderful volunteer participation. That Friday night we had the Rieveschl Dinner where we presented the UC Trustees' Award to Bob Dobbs for his outstanding work with the Alumni Association. We also presented the Chairman's Award to Jim Kautz, the former chair of the Foundation. Both of them were in town and had lots of friends and loved ones with them and that was a very touching evening as well. During the two week process it seems like we were doing something every night on this campus, something very different, celebrating an awful lot of what goes on at this place – remarkable to see. During that session of the Board of Directors we elected a new Vice-Chair of the Foundation, Steve Wilson. Steve Wilson is a 1965 graduate of the McMicken College of Arts and Sciences. He is from Wyoming, Ohio and also has a home in Ft. Lauderdale, Florida and we're looking forward to him taking the role. He is, in fact, going to meet with the deans as well as some of the academic leadership on November 24<sup>th</sup> at a breakfast the Foundation is hosting. We think that Steve will be very well received. Those of you who know him, know that he is extraordinarily supportive of the university in a lot of different areas and I think he's going to be a great addition as we move forward. Very much in the tradition of the other kinds of volunteer support we've had, the President mentioned the current issue of *Cincinnati Magazine*, I would refer you to one issue before where it listed a lot of things. First, and foremost, it listed our President Nancy Zimpher as the most influential person in Cincinnati in education. It listed Dr. David Stern in the area of medicine. In the area of philanthropy, we got a double hit – Otto Budig, who is one of our campaign co-chairs, was listed, but also Jeff Williams was listed which is most unusual because Jeff does not live in the City of Cincinnati, but was recognized by *Cincinnati Magazine* anyway. I think, what is important is the person who they quoted with respect to finding out about both these two gentlemen as well as others recognized. That was Buck Niehoff, the other co-chair of the campaign. So, he was considered the resource person with regard to philanthropy in the City. We are very fortunate and very glad to move forward. We had great attendance at the board meetings and recognized new board members – Brian Hall from Cleveland Ohio and Frank Shuman from Philadelphia, Pennsylvania. We are ready to move

forward and I would also like to say that I'm Mike Carroll and I am very Proudly Cincinnati.

Mr. Wyler:

Thank you, Mike. I'll now call for the Student Trustee reports – the Graduate Student is Diana Hechavarria.

**Student Trustee Report**

Ms. Hechavarria:

Thank you, Mr. Wyler. I am happy to report that the National Association of Graduate-Professional Students, also known as NAGPS, recognized the UC Graduate Student Governance Association among all the attending graduate schools this November at their national conference on behalf of their efforts for the graduate student community here at UC.

Closer to home, our GSGA has approved about \$20,000 to date in graduate student travel grants for conference presentations university-wide and two group grants to fund the CCM Music Series and a journal published by the German Studies Department. Furthermore, as you all may know, the health insurance for dependent coverage was removed in 2007 and this has been an important issue with graduate students who have dependents. Therefore, the GSGA is actively working on organizing committees to investigate options regarding reinstating the dependent coverage for the graduate student community in the subsequent future. Furthermore, and another issue closer to home, the Task Force in Graduate Student Housing is currently preparing to submit a report to the university administration this week on the future of graduate student housing. Peggy Shannon-Baker serves as our appointed graduate student representative on this issue and has collaborated with various graduate students, including myself, and the Graduate Student Association to prepare and submit reports to the Housing Task Force on behalf of our graduate students. Our report will be included in the Housing Task Force's overall report to the administration as part of the report appendix. An integral part of our recommendations to the Housing Task Force and UC administration is to pursue efforts

to secure a federal grant managed by the Office of Post Secondary Education titled Strengthening Institutions Program – Development and Planning Grants, also known as Title III, Part A. This fund has specifically been identified as a funding opportunity to secure future efforts at establishing at some capacity a permanent graduate student housing complex on campus and it funds projects aimed at facility, maintenance and construction for example. Last fiscal year the fund appropriated about \$78 million and we hope that the UC administration investigates our eligibility and the requirements in regards to securing this fund.

The GSGA has also been conducting surveys of the graduate student population to hear and be a voice for graduate student concerns. It appears that safety & security and transportation are two main concerns for our graduate student population. A considerable proportion of graduate students are now using the BTS system to commute to campus since there are no housing options currently on campus. For the GSGA it became a concern when a lot of the graduate students who took the survey said that safety was a major concern for them because 76.4 of all the graduate students that completed a survey said they did not feel safe leaving campus after 10:00 p.m. So the GSGA did subsequent analysis of crime statistics from the City of Cincinnati that were reported (these did not include crime statistics from UC – these were solely statistics from the City of Cincinnati). We found there was significant clustering around certain BTS bus stops and incident reports to the Cincinnati City Police. We are doing subsequent analysis to further investigate to determine if this is a significant finding. Furthermore, we hope to work with the undergraduate governance association in helping streamline and optimize BTS routes in order to promote the safety of both undergraduate and graduate students who are using the BTS service. That concludes my report for this meeting.

Mr. Wyler:

Thank you, Diana. The undergraduate student report – Seth Vensil.

Mr. Vensil:

Thank you, Mr. Wyler. My remarks today will be brief because I know we are all excited to get to the Appreciation Reception after the meeting. I really couldn't begin

my report today without first congratulating the Bearcats on their first win against the University of Louisville since 2002. I know we are all very excited that the keg of nails will be resting here at UC for the next year, and the year after that, and the year after that. It's really amazing how far the UC football program has come in the last three years that I personally have been here. The members of the student body are excited for the remainder of the season and even for the post season. You really can get a sense of unity among the students in backing the team and all the events. Really, to me it seems like my term as student trustee just began, but we're already beginning the selection process again, getting that underway with student government. The process will take until about May at which point the governor will choose a new student trustee and I will become part of the Alumni Association. In the meantime, I'm working with University Libraries and the UC Bookstore to help make textbooks more affordable to students. To really help combat rising tuition, we are also going after the extra costs associated with education, namely textbooks. The bookstore is beginning to offer a wider selection of electronic textbooks or ebooks to students. Not only are ebooks more sustainable to use (Ryan, I know you'd appreciate that) but they also typically save the student about 40% to 60% off of the traditional textbook price. This is really starting to get in line with some of the federal and state mandates that are starting to come down through the University System of Ohio and through the federal government. This is all really just an effort to help make education more accessible and more affordable to students across the state and across the nation. Also I'll be working with Provost Perzigian to identify some (inaudible)...committee I will be working on that. That concludes my report. Thank you very much.

Mr. Wyler:

Seth, thank you. Now we will have the student government report. Ryan Rosensweig.

### **Student Government Report**

Mr. Rosensweig:

Thank you very much Mr. Chairman. A few notes before I begin the report – I'm excited about Mary Wineberg, a Walnut Hills alumnus. It always excites me when you get to recognize another alumnus. Secondly, we are almost halfway through our term – Sean and myself – as leaders of the undergraduate student government. We set out a (inaudible) and I feel very glad to come to you today and say that everything is already in route to be completed by about January. It gives us a great opportunity to look into some deeper issues and look at partnerships and look at other opportunities on this campus to really make an impact different than maybe any other undergraduate students have been able to. We've had a great team that has done a lot and I will cover a few of those items. We partnered with faculty quite a bit on the issues of sustainability and diversity. This weekend we have a collection of a little over a dozen student leaders from ethnic leadership groups coming together to discuss the issues of diversity and kind of divine what diversity is inside and out as students. We represent some 37,000 students here and we really appreciate the focus on us, but we want to make sure that we have our time to define what we think it is, where it's going, and how we can positively impact it from our angle. Also sustainability – another partnership opportunity – we came together and had Campus Sustainability Day. We partnered with other universities across the nation and it was a great success recognizing the efforts of many different student groups as well as faculty within our university and the impact that we are trying to have on our climate, our climate commitment, and our carbon footprint. Student trustee Vensil covered ideas about textbooks. We are partnering or we are joining Brown University, Dartmouth, Harvard and the University of Virginia in an effort for online comparison of textbooks partnering with the company or group called Bruno Books. What this will do is this will allow students to go online, select their class from the existing list that professors already submit without changing the process, and allow them to see the price in our local bookstore, DuBois Bookstore, and other local bookstores as well as online resources – used and new. What we hope this will allow is a competitive market for these textbooks so that you're not necessarily arguing with the publishers, but you're just sharing information that is already available. We're very excited for this and we should launch this in January. This is coming at no cost to students and actually the revenue that will come off of this site based on advertisement, well not advertisement, but if somebody buys the book through Amazon.com the revenue comes back to us and goes towards

different programming efforts of the student government as well as possibly a scholarship for interning students with our program. We are working on a housing website to identify opportunities in our neighborhoods as well as rerouting the Bearcat Transportation System with focus on research by a doctoral student from the College of Business partnering with Ohio Eminent Scholar, Michael Magazine, former interim dean of the College of Business, to identify strategic opportunities within our neighborhoods. So we are not only looking at where students want to stop but also we are looking at topographical data at how the hills changes and what is the most fuel efficient route. We are doing a full, deep-dive analysis for proposed review for next fall. We worked together with Xavier and the community for Cookout for Cause and fed some 800 homeless people downtown on Government Square cooking burgers. We're also looking at new ways we can support international students. We've arranged to pick up the students from the airport with the Indian Student Association so we have a welcome that they deserve to this institution. We're also looking very proactively and working together with Public Safety in identifying opportunities to educate our students on how to be safe. A big part for us that we talked about a lot was the election process. We were able to get 863 students through our efforts in 2008, no joke, through combined efforts with our partners, Register to Vote this Election. We called over 6000 on Election Day to tell them where their polling place was. We're working right now with the Hamilton County Board of Elections to identify the data opportunities from that – seeing how the youth vote has changed and what kind of impact we had. And with that report which we will share with you when we finish it, we want to identify and take that down to city council so they know who is voting for them in the upcoming elections. Finally, since I know we do want to get to the wonderful event after this – a lot of us went to the Foundation event and were impressed and were very excited about the support from all angles. I think there's an important comment that should be made. We are all Proudly Cincinnati, but I think as undergraduate students and graduate students our goal is not necessarily to be Proudly Cincinnati – we will be at the game this weekend – but that we want to make Cincinnati proud. Thank you and that concludes my report.

Mr. Wyler:

Thank you, Ryan.

Mr. Wyler:

Is there any other business?

Ms. Hechavarria:

Can I interject quickly? I want to say in anticipation for UC attending the Orange Bowl, I have already bought my ticket because I will be home in Miami so I hope to see you all there.

Mr. Wyler:

Thank you, Diana. I want to mention to the Student Trustees that cocktails and beer are not served today at the luncheon. Okay?

**Executive Session**

Mr. Wyler:

I'll now call for an Executive Session. There will be not business conducted at the conclusion of the Executive Session. Our next meeting will be here, January 27, 2009. Thank you for joining us today.

May I have a motion to enter Executive Session for the purpose of litigation – conferring with counsel concerning disputes involving the university and personnel management issues – to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee or official.

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

**AYE:** Mr. Wyler, Mr. Niehoff, Mr. Barrett, Mrs. Buchanan, Mr. Heiman,  
Mrs. Heimann, Mr. Humes and Mr. Richardson

**NAY:** None

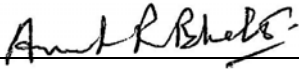
**ABSENT:** Dr. Bhati

Upon proper motion and second, the Executive Session adjourned at 11:42 a.m.

**Adjournment**

There being no further business before the Board, upon proper motion and second, the meeting adjourned at 11:42 a.m.

  
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JEFFREY L. WYLER, CHAIRPERSON

  
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ANANT R. BHATI, SECRETARY