

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

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UNIVERSITY OF CINCINNATI

Official Proceedings of the

Two Hundred and Seventy-Ninth Meeting of the Board of Trustees

(A Regular Meeting)

March 18, 2008

The Two Hundred and Seventy-Ninth Session of the Board of Trustees of the University of Cincinnati was opened at 8:33 a.m. on Tuesday, March 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:

Anant R. Bhati, Jeffrey L. Wyler,
H.C. Buck Niehoff, Sandra W. Heimann,
Gary Heiman, C. Francis Barrett, Thomas H.
Humes, Robert E. Richardson, Jr.

BOARD MEMBER ABSENT:

Margaret E. Buchanan

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;
James D. Plummer, Vice President for
Finance;
David Stern, Vice President for Health
Affairs;

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Gregory J. Vehr, Vice President for
 Governmental Relations and
 University Communications;
 Mitchell D. McCrate, Interim General
 Counsel;
 Greg Hand, University of Cincinnati
 Spokesperson;
 Otto M. Budig, UC Foundation
 Representative;
 M. Ann Welsh, Faculty Representative;
 James Radley, Student Representative;
 Marilyn Paolo, Associate to the Senior 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 8:33 a.m.)

Mr. Wyler:

Good morning everyone. I get back to Cincinnati every once in a while. Last week I came home to watch a snow storm and this week I came home to watch the rain. I am thinking maybe you don't want me to come back. If we could take up some type of collection, pass the hat, to keep me out of town, you'll get better weather. Anybody want to volunteer to do that?

I would like to make a quick note that Margaret Buchanan and Seth Vensil will not be able to attend today's meeting. On the other hand, we have a new face here at the table, Mr. Otto Budig. He has agreed to join the board as a representative of the University of Cincinnati Foundation. Otto joined the Foundation in 1997 and he is one of

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the co-chairs of the capital campaign that the university is going to undertake in the very near future if it hasn't already. Welcome Otto.

Mr. Budig:

Thank you. And it has already.

Mr. Wyler:

People had asked me for money so I assumed that it was.

On the other hand we got a farewell, Heather Huff, who has served as executive assistant to the board for the last two years, has recently taken a position with The Procter & Gamble Company. Her last day was last Tuesday, March 11. All of us on the board really appreciate what Heather has done for the board and with the board over those two years and we all really wish her well. Until that position is filled we have a designated hitter, pinch hitter, Marilyn Paolo who is sitting here on my right. So would you please welcome Marilyn to the table.

Our first order of business today will be a report from President Zimpher.

Report of the President

Thank you, Mr. Wyler. Otto, welcome. It is awfully nice to have you here, and as importantly, something I think Mr. Nichoff said in one of our meetings that this idea that we would always have an enrollment report is central to the business of the

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university and now to regularly have an update on the campaign and development with your presence I think is really important. That's what you said, right? Good. So we're doing it.

And in a moment of real sadness, many of you knew Marti Neiheisel. She was theoretically the receptionist at our office but she really was command central and we lived with her through the challenges of cancer, and she was in all perspective victorious, but really it was a very, very difficult experience for her and this past Saturday evening she passed away – I think from the residuals of success in some sort of irony in the treatment. Her husband Mike was a great partner for her and a great supporter to her, especially during the illness that led to her death, and her son, John, and daughter, Ann were also very supportive during her illness. I know Marti would really have appreciated being remembered at this table and I know many of you knew her and will miss her like we will.

Now, I am not sure what that sound was. It could be the beginning of a video that we want to show, although I do not see any technology supporters but I see that the screen has changed. This is a video that we are taking around the country to reintroduce people to the new University of Cincinnati, especially if they have not been able to visit lately. Take it away.

(Video playing)

Nice, huh? I especially want to thank the foundation and Mark Jorgensen for preparing this video in a very short amount of time. As you might imagine, when we

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move more aggressively into campaign mode we will have lots of media and public relations around that, but this is sort of a transition piece that we used very successfully in our recent annual swing in south Florida. Mr. Wyler is much better at controlling the weather there than here and we used it in each of four city stops and got a real positive reaction. So, thank you for that.

I have more good news. Choose Ohio First is a major scholarship program initiated by the governor and the new chancellor of the so-called University System of Ohio, and UC was very competitive in the first round of these scholarships. There will be more, but in this round 28 proposals were submitted. Only 7 were fully funded; we were one of those fully funded and we are partner in one funded for Ohio University and Central State. It is \$3,000,000. We will team with more than 500 Ohio businesses to attract and graduate 215 new STEM (Science, Technology, Engineering, Math and medicine), students over a four-year period. This is critically important to Ohio's economy. We are calling it "Coming out of the Pipeline: the UC Interdisciplinary Pathway to STEM Professionals." It builds on our cooperative education program, which I must say, is increasingly becoming the envy of the state of Ohio. The governor, the lieutenant governor, the chancellor, are all quite interested in our co-op program. So we think this will work well with our locally-based high-tech industries and I want to thank Professor Chip Montrose in molecular and cellular physiology who headed this effort. We have other proposals in the hopper. There will be further rounds of this extensive Choose Ohio First scholarship. And, of course, the long-term objective is to retain

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On the athletic front...my notes do not remind me but I want to tell you anyway that after we took care of south Florida, then we went to New York for the Big East Tournament. And there we honored Oscar Robertson for his marvelous, now 50-year anniversary record of highest scoring collegiate men's athlete in the Garden. We had a wonderful celebration and he was honored on the floor, on the court, and interviewed by ESPN which many of you probably saw. That reminds me to say that since 2006, our UCATS membership has grown by 32%. It is at an all-time high and I think everybody agreed, Mike Thomas is here, that growing UCATS was one of our high priorities for the athletic department and it is happening.

Now today, if you had time to read the local newspaper, the headline reads, "Partnership to Seek Way to Fight Fat." This is our UC researchers partnering with the Cincinnati-based Ethicon Endo-Surgery to gain a better understanding of the basic biology behind obesity. Recall when we were at the Genome Research Institute we got a pretty good dose of this and this partnership with Ethicon Endo-Surgery is just marvelous. A three-year, multimillion dollar commitment from this medical device company -- I really think the beginning of many, many important partnerships and the centrality of the Genome Research Institute and the next exit up 75 being the exit for Ethicon Endo-Surgery, the embeddedness of that company in the Genome Research Institute is really just exactly what we should be doing and more of it.

We have been in competition nationally in some other areas. The College of Applied Science Culinology program, and I want you to practice that, Culinology,

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because it is a blend of culinary and the science, if you will, of cooking, won a silver medal at the Research Chefs Association annual competition in Seattle. That aligned with a team coached by Chef Grace Yek made us very successful and we are always competitive in this competition.

Along side that success, the College of Business MBA team took first place in the Case of the Year competition sponsored by the Small Business Institute. Their case focused on a project for public broadcasting for station WCET and its CET Connect Web Portal. And by the way, the team's coach, Chuck Matthews, who many of you know is the director of UC's Center for Entrepreneurship Education and Research, has just won a national teaching award from the Acton Foundation. The award was presented to Chuck in February.

So lots of good news. More than I have time to share. Now as I said, we want to bring to you at each meeting, our progress in enrollment and there have been some historic moments in our enrollment profile but probably none more exciting than the time between our last Board of Trustees meeting and this meeting in terms of the decisions we needed to make for a very robust 2008 class. So Caroline Miller will bring us the good news.

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

Dr. Miller:

Thank you President Zimpher. Well it is kind of hard to know where to begin. It seems like every day in 2008 we are taking actions in the enrollment business that are

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new to UC and further validation that UC is an exciting and enticing place for prospective students and their families. On March 26, I made a recommendation to our leadership team that we pretty much close down freshman admissions. We took this quickly through the governance process. We did so because we were rapidly approaching our deans' collective targets and we were in fear of over-enrolling several programs and while the governance process said yes, the boss said no. On a very snowy afternoon she challenged us to reassess capacity on a variety of fronts and equally important asked, "What would it take to move our freshman target up some 300 additional freshmen?" A quick assessment of capacity led us to the conclusion that with about a million dollars and additional instructional and advising resources we could do so and that we have the pool to do so, and that has bought us an additional three or four weeks of freshman admissions. At this point about 50% of our programs are closed and we are in the process of doing several other things that we have never done at this institution. Last week we made phone calls and wrote about 200 of our feeder schools and advised them as to where we were in this process. Their response was heartwarming. They were so pleased for this enrollment success story for the University of Cincinnati and also very appreciative of our keeping them up to date and aware of what was happening. They were also pleased that we took steps to not disappoint an additional 300 students in this process. But disappoint some we must. Last week we also mailed about 500 letters to otherwise admissible students to closed programs. And in doing so, referred them to Raymond Walters, Clermont, Cincinnati State, and Sinclair in keeping with our pathways to many roads to a UC degree concept. It is truly a good southwestern program in terms of supporting the students, not only of our region but from across the

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state. We have also updated the admissions site regarding open and closed programs. So, it has been an interesting three weeks in the admissions business. But equally important, yesterday we concluded our Cincinnatus game plan by interviewing our top 19 candidates. 19 of some 2,300. I wish you could have all been flies on the wall. As you know, Cincinnatus seeks to identify the renaissance men and women in our applicant pool. Students must be academically talented but they must also demonstrate stellar service, leadership, writing, and problem-solving skills. They must be able to communicate well and they must be able to handle seven relatively imposing, although very friendly, adults at the end of a very long table. Many of the students were athletes, extramural musicians, and entrepreneurs. They were fresh air and sunshine and they were politically astute in ways that one does not often find in 17- and 18-year olds. The finalists all faced the same six questions and a handful of spontaneous questions from our crack interview team. The final question was, "Give us one word to remember you by." And in the first time in my experience two of our 19 responded with, "Bearcat". For me personally I would love to be able to award all 19 of those students our full ride scholarship, but alas, we are limited to 10. And I know that you would feel the same way that I do this morning that our future is in good, wise, and creative hands. We look forward to their positive responses over the next few weeks.

We have also just completed a thorough assessment of our Success Challenge grant programs. These are programs designed to enhance retention and graduation rates, particularly among our most at-risk baccalaureate students, those here on Pell grants or those here in underrepresented populations. I am pleased to tell you that our success

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challenge programs are making a demonstrable difference in the graduation rates of these students. Roughly double the graduation rates of similar students who did not participate in such programs. The success carries forward to our not quite so at-risk students as we make Success Challenge programs broadly available to all of our incoming students. This is indeed compelling data that we can to our menu of accountability measures in value added ways that we make a difference in our students' lives.

Beyond this, transfer applications are still up 40%. Spring enrollment numbers look great. Our 10 o'clock and 2 o'clock tours for these spring break weeks are packed and blessedly, mostly with applicants for the 2009 season and not 2008. Dr. Bhati, our volume of June graduation applications is sky high, so I look forward to a positive graduation report for you in September. All I can say is this collection of folks across the campus that are making this happen continue to provide a great story. Thank you.

President Zimpher:

I am sure there might be some comment. That is a lot to take in and I think you are right to compliment everybody on this campus that played a role in stretching our admissions capacity and retaining our students, giving a quality product. Comments?

Mr. Humes:

For the Cincinnatus scholarships – there are 10 full rides, but are there a number of other that are partial rides?

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Dr. Miller:

Yes. As I think you all know, we raised the bar for qualifications for Cincinnatus this year purposefully. Every student who is invited is guaranteed a \$2,000 renewable scholarship so long as they keep a 3.2 and then the top 300 out of that pool are eligible for a range of awards from \$3,500 a year to the 10 full rides.

Dr. Bhati:

Excellent job.

President Zimpher:

Thank you. Thanks Caroline.

Mr. Wyler:

If the business of the University of Cincinnati is educating students, and it is, it appears to me that we are taking care of our product and making it marketable and attractive to the people that we want it to be. I compliment the president and the entire people in the back room there. We have come a long, long way in the last three or four years and I am real proud to be part of it. Okay?

President Zimpher:

Terrific. Well, we also added a new dimension to our board of trustees meetings, which is the Voice of the Faculty. And you know, it's tough to select and think "who next?" because the array of riches is immense but we settled this time on a wonderful presentation by a very engaged faculty member named Robin Engel. Robin is an

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associate professor in our internationally-acclaimed Criminal Justice program and I think the thing that is so appealing about the work of Robin and your many colleagues in Criminal Justice is that while we are consulting around the world and really leading internationally, we pay a lot of attention to this region, this city, and this community of Uptown and so we are thankful for the commitment of the full team of Criminal Justice and present to you now, Professor Robin Engel. Robin. Welcome.

(Robin Engel, Ph.D., Associate Professor, Criminal Justice, College Education, Criminal Justice, and Human Services, gave the following presentation on the Voice of the Faculty: Cincinnati Initiative to Reduce Violence (CIRV), using PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)

Dr. Engel:

Thank you for that wonderful introduction. Good morning. I am Robin Engel and I am here to speak to you today about the Cincinnati Initiative to Reduce Violence, affectionately called CIRV. I speak on behalf of a very, very large team that is involved in this, but also on behalf of the Division of Criminal Justice. As President Zimpher acknowledged, we are nationally known and we were ranked third in U.S. News and World Report last year for the top doctoral programs in the country.

You might be asking yourself, "What is CIRV?" CIRV is a city-wide collaborative effort that was initiated in April of last year to dramatically reduce gun violence. This initiative is funded by the city of Cincinnati and it partners UC researchers with trauma surgeons from Children's Hospital, the broader law enforcement community

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led by the Cincinnati Police Department, service providers, street workers and street advocates, the community, business professionals, and the political leadership in our city. And we are all partnered together in one voice to say, "The violence must stop." What we have done in this city is we have identified violent groups and sent this very targeted and specific message. First, there are new law enforcement rules that are in play. There is a group focus that I will describe to you in just a moment. Secondly, social services are available for any of these chronic high-rate offenders who will seek a way out of their violent lifestyle. But finally and most importantly, we are helping the community establish their moral voice, to stand together and say, "The community will no longer tolerate this level of violence." You might be asking yourself with all the other violence initiatives out there, "Why CIRV?" Well first, CIRV is evidence-based. It is an approach that dramatically reduces homicide and gun violence while simultaneously reducing incarceration. There is a surgical precision that is associated with this strategy rather than a blanket approach. It also simultaneously strengthens law enforcement and communities and the relationship among these groups through a team approach. It can help offenders through its social service option, it addresses racial conflict; and most importantly, it can be done using existing resources by reallocating and prioritizing these resources.

This chart also demonstrates, "Why CIRV?", but also, "Why now?" This is the number of homicides in the city of Cincinnati from 1991 to 2007. And as you can see since 2001 we have seen a tripling in the number of homicides in our city. Thankfully we have had a reduction here of 24% in the last year in homicides. We believe our initiative

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is part of the reason for that, although there are many other things going on in our city.

But you will also notice that even with this reduction we are well above where we

normally were in the 1990s. We have much work to do.

Our CIRV strategy is a focused deterrence approach. It is based loosely on the Boston Gun Project from the 1990s, and the focus here is on street group dynamics and networks. It is based on a number of principles. First, that there are highly active chronic offenders that commit the majority of violence, that these offenders are loosely organized in groups, and that most of the violence in these groups is based on issues of respect on the norms and narratives of what it means to be a man on the streets today. We also believe that this violence can be impacted through group pressure and support and in order to do this we need to engage in a sustained communication with the offenders on the street.

So to go forward with this strategy we have a series of steps, five steps, of our strategy. The first is to organize law enforcement, social services, community, and systems teams. While this looks like one bullet point on my slide I can tell you from experience this took four to six months to do and we were one of the most efficient cities to put this together. It is an ongoing effort to keep these teams in place. Secondly, we have identified violent groups and group members in our city. I can tell you through CPD intelligence and working with probation and parole that we have 69 violent groups in our city representing approximately 800 to 1,000 individuals. 702 of these individuals we know by name.

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This is a very busy slide and I only illustrate it to you here today to describe to you a social network analysis that we have done where we displayed the relationship between and among these groups, the levels of violence associated with these groups. Each one of these dots represents one of the violent groups in our city and we have given back to the police department a description of how these groups relate to one another.

Most importantly, however, is that our identified 800 to 1,000 individuals in our city represent approximately less than 1% of our population in the city. However, this group of highly chronic, active offenders also represents as a victim or an offender nearly 74% of the homicides in our city. Obviously by impacting this small few we will have the greatest impact on the violence that plagues our city streets.

Back to our strategy. Our third component is to deliver our core message. The message from law enforcement is that there are new rules. We are organized at the state, local, and federal levels. They share information and they focus on groups. And essentially offenders are told, "If any group member engages in a homicide, law enforcement will focus their efforts on the entire group for any criminal activity that those members are engaged in." The goal is to get the groups to police themselves and to operate under peer pressure, and to reverse that peer pressure into something positive. We also tell them that services are available, and then finally, that the community can no longer tolerate this violence. We then deliver on our law enforcement promises and our social services promises and we repeat the process. Just to give you an example here, the

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way that we deliver the core message, our primary method is through what we call a call-in session where individuals who are on probation or parole are required to attend. Approximately 25% of the offenders we have identified in the city are currently on probation or parole and have been required to attend a call-in session. We have spoken to over 170 offenders in this way. When they come into the Hamilton County Court House they are greeted with a group of law enforcement, social service providers and community members that all send this very consistent message and these sessions are very, very dramatic. We have mothers that have lost their sons to violence and they literally talk about the day that they got that call, and they tell these offenders, "You don't want your mother to be here in your place."

We also have to deliver on our promises. Since our first call-in session, six groups have been targets for law enforcement efforts in our community, but more importantly 143 violent group members have actively engaged in services. This number was current as of last week. We now have over 150. I have to send my doctoral students once a week to update these numbers because we are growing so rapidly. This represents 10 to 15% of our target population that have actually reached out to seek social services help.

Ultimately, though, we measure ourselves based on our impact on violence. Homicides have declined by 24% in 2007. As I said before this is likely due to a number of factors. Our initiative is only one of the many great works that are happening in our city. But we measure specifically CIRV success based on the impact of gun-related

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violence involving violent street groups. We also believe based on the application of this approach in other jurisdictions that we would likely see the largest impact after the second call-in session. It literally takes what they call two cranks of the wheel, if you will, to see the largest impact. After our second call-in session homicides have decreased in our target population by 54% within this 5-month period. Simultaneously in the non-target population, that 26% of the homicides that we would likely not influence, those numbers have remained stable suggesting that, in fact, it is CIRV that is having this impact. To graphically display to you here, the red lines indicate the number of homicides that involve either a victim or an offender that is in one of our street groups. The gray line underneath demonstrates victims or offenders that are not involved in street groups and would likely not be impacted by our strategy. These vertical lines here indicate the times of our call-in sessions. As you can see, 54% reduction, dramatic reductions, in our targeted population in the red versus a stable in the gray.

We have a number of challenges facing us. Other jurisdictions that have utilized this focused deterrence approach have been unable to sustain their violence reduction over time. In order to account for this or to deal with this, we have five advances in the CIRV process. First we have an organizational structure for coordinating our team. We use expert consultants both in criminal justice and around our community to bring an added perspective to our team. We also embrace systematic data collection. In fact, I have created a team culture that embraces evidence-based approaches and best practices. We write down everything. If one of them sneezes, I am writing it down so that we can report it back. We also have corporate principles of OGSM -- objectives, goals,

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strategies, and measures. This is for sustainability and accountability, and to institutionalize our process over time. And finally, we have a comprehensive services plan that is unparalleled in any other city that has attempted this type of work. We are also currently exploring a juvenile strategy for the county. And I can also tell you then, in the short period of time, CIRV has been identified as a best practice by cities around the world. We have hosted visitors from London, from Scotland. We have traveled to other cities to talk about this initiative. But we have also designed training curriculum for eight cities in northern Ohio that will be implementing this type of violence reduction project in their cities in the near future.

I am one member of a very, very large team. There are a lot of moving parts to this. I encourage any of you that are interested to give any of us a call or send us an e-mail and we will tell you more about our strategy.

But before I leave here today, there is one message I would like you to leave with, and that is this, the violence in our streets, plaguing our city, can be reduced and researchers here at the University of Cincinnati are leading the way to make this happen. Thank you for your time today. I welcome any questions.

Mr. Barrett:

I have a question, Robin Hood, I have a two-part question. Do you believe you are getting sufficient support from Cincinnati city council and also do you believe you are getting sufficient positive coverage from the local media?

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Dr. Engel:

I will take the first question first. I do believe that we are getting support from the city council. In fact, our initiative was initially funded by city council for the first year and they have continued that funding for the second year. So I do believe that we are getting sufficient support. One of the things that we are lacking, however, is that we would like to expand our street worker program and we are seeking out external moneys for that in a number of different ways. But I do believe that the city of Cincinnati in terms of the city council is supporting us. The second question, in terms of sufficient media attention. One of the issues for our strategy is that we are so very, very busy doing the actual work that we have not been able to come up with a comprehensive plan to get our message out to law abiding citizens. We focus so much on targeting our message so that we are actually effective that we have neglected, I think, seeking out the positive media attention that we, I think, so rightly deserve at this point and also to get the message out to the community. And so, we are looking for ways, volunteers, if you will, to take on and help us and help our team with that marketing effort.

Other questions?

Mr. Richardson:

I have a question. Have you guys integrated with other efforts going on such as CPOP, community oriented policing? Are you guys working with them and if so can you talk about any efforts going on with that?

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Ms. Engel:

Okay. I can talk about...there are two other initiatives right now in the city, Out of the Crossfire, which is from University Hospital. I serve on their board of directors and we are currently engaged with them as well. They are a victim-based advocacy program. Cease Fire in Avondale, we are currently working with them as well. They have a lot of mobilization right here in our Uptown community and they will become, eventually under CIRV, a component of our moral voice. So we are working together with those other initiatives. In terms of the CPOP program, I actually serve on the board for that as well. What we are now calling PIT, Process Improvement Team for the city of Cincinnati, and in fact, we have recently one of problem solving efforts was on a domestic violence series of repeat problems, and what we found was that some of the individuals involved in that are also involved in the CIRV initiative, the offenders. And so we are going a dual effort. So, yes I think there is a lot of collaboration led by Cincinnati Police Department across these initiatives.

Mr. Wylar:

Thank you, Robin.

Dr. Engel:

Thank you for your time today.

President Zimpher:

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Robin, thank you.

Mr. Wyler:

I would like to create a phrase with Robin there...is all great cities need a great university and all great universities need a great city. I think that's original but maybe not.

President Zimpher:

Proof positive. Thank you, Robin. Very engaging. Obviously there is something going on with our electronic connections today.

I now want to introduce Cindy Berryman-Fink, and Cindy if you want to make your way up the walk will seem less arduous while I'm talking. I think you are going to give a history of how we came to the Diversity Council from the Diversity Task Force, but Cindy is partnering in this initiative with our Vice President for Student Affairs and Chief Diversity Officer, Mitch Livingston, and I want to also compliment Lou Bilionis for the work he has done and the continues to do to support this work. I first met Cindy, whose day job is a professor in communications, in the McMicken College of Arts and Sciences. Really, when I initially came to the campus and Cindy was leading a women's initiative and she has not let up since, but when called to serve as the chair of the Diversity Council and to work hand-in-glove with our Chief Diversity Officer and the team of willing participants in our diversity initiative, she answered that call and today you will see the emerging results of her work. Cindy.

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(Cynthia Berryman-Fink, Ph.D., Professor and Interim Head, Department of Communications and Chair of the Diversity Council gave the following Report on the Diversity Council, using PowerPoint slides. A copy of the presentation is on file in the Office of the Board of Trustees.)

Dr. Berryman-Fink:

Thank you very much for that introduction. I am honored to be chairing the Diversity Council and as one of our first tasks the council examined our own assumptions about diversity and we concluded that diversity involves both exploring commonalities and celebrating differences.

It is important to realize that diversity is more than merely achieving numbers or more than merely achieving legal compliance. While numbers are important and legal compliance is important, our task is really very much broader, is to create a culture of inclusion, opportunity, support, and individual value.

Our definition of diversity is broad and inclusive. It involves issues of race, ethnicity, gender, age, disability status, socioeconomic status, sexual identity and sexual orientation, religion, and regional or national origin. So there really is room for everyone in this conceptualization of diversity.

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It is imperative that diversity not be just an add-on or not be just project- or event-oriented. Rather, it must be central to all that we do. And so, to that end, we have revised the University of Cincinnati mission statement and I do thank the Board of Trustees for considering and endorsing this revision to the mission statement at a previous meeting. The mission statement now says that, "We are committed to excellence and diversity in our students, faculty, staff, and all of our activities." And, "We provide an inclusive environment...." This change really is more than mere word-smithing. It is more than just adding the words diversity or inclusion to the statement. It is really making diversity and inclusion central to our very mission and therefore part of everyone's job.

Last year, the UC|21 President's Diversity Task Force chaired by Dean Lou Bilonis issued a number of very significant recommendations to advance diversity. And the Diversity Council is pleased to report that we have made good progress in implementing some of these recommendations. We are proud that specifically the university has appointed a Chief Diversity Officer as President Zimpher indicated, Dr. Mitchel Livingston. We have created a standing Diversity Council. We have developed a communication plan for diversity, and as I just indicated, revised the mission statement. We are engaging the entire university community in discussions of advancing diversity. We have created a plan to showcase images of diversity and we are developing an inventory of existing diversity initiatives on campus, a project that I will talk a little more about in a moment. And the university has reaffirmed the African and African-American

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Cultural and Research Center. We do believe that these are major accomplishments given the fact that the Diversity Council has been in operation for only about six months.

The current activities that we are involved in include implementing what we are calling phase one recommendations. These are quick wins. These are goals that are easy to implement because they are either already in progress or they can be achieved at low or no cost. Our major activity is to develop a five-year plan with a budget. We are taking the Diversity Task Force recommendations, expanding them or elaborating on them as necessary, assigning a timeline to them, determining a cost, and then assigning each recommendation to a person or group or office on campus, and very importantly, determining measurable outcomes so that we will have evidence of progress on our various goals. We are conducting information sessions with governance groups on campus. Dr. Livingston and I are regularly meeting with student and faculty and administrative and alumni groups. And finally, this inventory of diverse practices. We have surveyed all units on campus to catalog existing diversity practices and we have received a wealth of information. There really is much to celebrate on campus. And soon we will make the results of this inventory available to the university community. This will allow us to share best practices across units and it will also help us to identify the gaps so that we can deal with unmet needs. The Diversity Council has organized itself into five subcommittees led by very able and well-respected co-chairs. The retention group is dealing with faculty, student and staff recruitment and retention issues. The campus life and climate group is dealing with all aspects of communication, training, all units. The community collaboration subcommittee is focusing on UC community

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sharing of resources generally and vendor and alumni issues specifically. And the leadership and logistics team is dealing with the governance groups, budgetary issues, and coordinating the work across the subcommittees.

The next four slides will give you a flavor of the types of goals being addressed by each subcommittee. So these are the recruitment and attention activities involving faculty, staff, and students. The campus life and climate subcommittee is dealing with these issues. Again, these are just an example of the kinds of goals being addressed. It is not an exhaustive list. The assessment and accountability subcommittee is doing activities such as this. And finally the community collaboration subcommittee will be addressing these, as well as other goals.

By advancing diversity goals at UC we really are creating institutional transformation. By making diversity a central aspect of our mission, it's really about preparing students for careers and for being informed citizens of the 21st century. So part of that preparation means making sure that all students develop an understanding and appreciation and a competence in diversity. Institutional transformation means encouraging faculty to incorporate diversity in their teaching across the curriculum where appropriate. It means increasing faculty scholarship that focuses on diversity, and diversity must increasingly be considered in student admissions and retention, in employee selection, training, and review systems, as well as in our community collaborations.

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So we are doing very important work here and there is a growing excitement and energy and commitment across campus to moving forward in our diversity goals and in transforming the institution in this area. And we thank you, the Board of Trustees, for your interest and support of the work of the Diversity Council and I would be happy to entertain any questions.

Mr. Richardson:

I have a question. Dealing with the accountability and the enforcement, I think when you deal with initiatives like this, from my experience, that's probably the key area really in order to make it have substance. And first of all, I think it is a great idea that the university is doing this. I think we are headed down the right path. The purpose of my statement is there. My question is, how do we make it so the deans of the colleges, because I think that is where probably the buck stops, the deans of the colleges, adopt this as part of their mission? What is being done to make sure that they feel like this is something that they...that it is part of their follow-through that has to be mandatory for them? Because I think if the deans do not buy in, then essentially it won't work.

Dr. Berryman-Fink:

Absolutely. We agree completely that assessment and accountability is a very key piece. We have been meeting with Provost Perzigian and it will be important that each dean articulate goals for their college and to determine ways for measuring outcomes on those goals and that this be an annual ongoing regular process. Absolutely.

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Mr. Richardson:

So it will be something where maybe [Provost] Perzigian would come before us maybe on a like yearly basis to talk about the diversity efforts that are going on with some of the colleges?

Dr. Berryman-Fink:

Could be. We are also looking at having an annual report card related to diversity which will certainly make the assessment and accountability public. Other questions?

President Zimpher:

I want to remind you that in the transition of the deanship role of the McMicken College of Arts and Sciences, Cindy Berryman-Fink stepped up there, too, and as soon as she completed that task we asked her to take on this task. So she is a real stellar citizen of the University of Cincinnati and I want to thank you Cindy for your leadership and your report.

Dr. Berryman-Fink:

Thank you very much.

President Zimpher:

Mr. Wyler, that concludes this portion of the program.

Mr. Wyler:

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Thank you, President Zimpher. We will now begin with the committee meetings. I would like to make a note that Mrs. Buchanan is absent and I am going to volunteer Mr. Nichoff to serve on the Academic and Student Affairs Committee. Sir? Thank you. Mr. Humes is the chairman. Mr. Humes.

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 9:07 a.m.; the meetings concluded at 9:42 a.m.

THE REGULAR MEETING OF THE BOARD OF TRUSTEES

The Regular Meeting of the Board of Trustees was convened at 9:42 a.m. and, as noted on the first page (page 150) of these minutes, roll call was taken.

Mr. Wyler:

The meeting will now come to order, the Two Hundred and Seventy-Ninth Session of the Board of Trustees of the University of Cincinnati.

Approval of the Minutes of the January 29, 2008 Regular Meeting

Mr. Wyler called for additions, corrections, or deletions to the minutes of the

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Regular Meeting of January 29, 2008. Upon motion of Dr. Bhati, seconded by Mrs. Heiman, the minutes were approved as distributed.

Approval of the Minutes of the February 13, 2008 Special Meeting

Mr. Wyler called for additions, corrections, or deletions to the minutes of the Special Meeting of February 13, 2008. Upon motion of Dr. Bhati, seconded by Mrs. Heiman, the minutes were approved as distributed.

Approval of the Items Recommended by the Board Committees

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

Academic and Student Affairs Committee Recommendations

08.03.18.01 Distinguished Teaching Professor

It is recommended that the Board of Trustees approve the following appointment.

Rodney Roseman, Associate Professor of Materials Science, College of Engineering, as Distinguished Teaching Professor.

08.03.18.02 Distinguished Research Professor

It is recommended that the Board of Trustees approve the following appointment.

Ephraim Gutmark, Professor of Aerospace Engineering and Engineering Mechanics in the College of Engineering and Ohio Eminent Scholar in Aerospace Engineering, as Distinguished Research Professor.

08.03.18.03 Faculty Appointments

Department Head Appointment

Sourushe Zandvakili, Ph.D. Department of Economics

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McMicken College of Arts and Sciences
 Effective: September 1, 2008, through August 31, 2013

Recommendation for Promotion from Associate Professor to Professor
 (effective September 1, 2007)

McMicken College of Arts and Sciences

Christopher Phillips History Has Tenure

Emeritus Status

Peter Cardullias, Ed.D.	Associate Professor Emeritus of Special Education College of Education, Criminal Justice, and Human Services Effective: January 1, 2008
Elizabeth Gothelf, R.N.	Field Service Professor Emerita in the Department of Family Medicine, College of Medicine Effective February 1, 2008
Edward Klein, Ph.D.	Professor Emeritus of Psychology McMicken College of Arts and Sciences Effective: January 2, 2008
John Morrison, Ph.D.	Research Professor Emeritus in the Department of Pediatrics, College of Medicine Effective September 1, 2008
Robert Rinsky, Ph.D.	Adjunct Professor Emeritus in the Department of Pediatrics, College of Medicine Effective January 1, 2008

08.03.18.04 New Degree Program

Synopsis: New degree program in the College of Engineering for a Masters of
Engineering

It is recommended that the Board of Trustees approve the Full Proposal from the College of Engineering for a Master of Engineering degree. The Full Proposal is the last step in the multi-stage Ohio Board of Regents program approval process.

The Full Proposal has been endorsed by the College of Engineering, the University Dean of the Graduate School, the Senior Vice President for Academic Affairs and Provost, the University Graduate Council, the University Graduate Faculty, the Academic Coordinating Committee, and the Academic Operations Committee.

The Master of Engineering (MEng) designation is distinguished from the existing Master of Science (MS) degrees in the College of Engineering in that it will be a practice-based degree with no research thesis requirement. The purpose of the new degree program is to provide professionals in the technical workforce with an opportunity for continuing their education and development in the context of an advanced degree. The program will provide comprehensive, current, advanced skills that are in demand in the workplace. The Master of Engineering degree will not specify a "major" area of study on the diploma. However, it will consist of specialized "tracks" for the

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student's primary area of specialization. The tracks to be offered are: Aerospace Engineering, Biomedical Engineering, Civil Engineering, Chemical Engineering, Computer Engineering, Electrical Engineering, Environmental Engineering, Materials Science Engineering, and Mechanical Engineering.

08.03.18.05 Graduate Fellows Membership

Synopsis: Granting of appointments in the Fellows of the Graduate School, as elected February 22, 2008

It is recommended that the Board of Trustees approve the attached appointments for membership in the Fellows of the Graduate School. Each person has been reviewed and elected by the membership of the Fellows of the Graduate School.

FINANCE AND ADMINISTRATION COMMITTEE

08.03.18.06 Approval of Tuition and Fee Schedule for the 2008-2009 Academic Year

Synopsis: Authority is requested to implement the Tuition and Fee Schedule for the 2008-2009 Academic Year as follows: no tuition and fee increase for undergraduate students; a 2% increase to the instructional fee and nonresident surcharge for graduate and professional students; and an additional 2% increase for Medical students. The proposed 2008-2009 Tuition and Fee Schedule will be effective Summer Quarter 2008.

The University engaged in an open and interactive process for developing the attached 2008-2009 Tuition Fee Schedule that included seeking and receiving input from students, faculty, deans and administrators through all University committee participation. The resulting proposed Tuition and Fee Schedule is in compliance with the recent mandated actions of the Ohio General Assembly and the Governor, in that it does not include a tuition and fee increase for undergraduate students. The schedule does include, however, a 2% increase to the instructional fee and nonresident surcharge for graduate and professional students, and an additional 2% increase for Medical students. The increase in tuition and fees for graduate students will be offset by an increase in the availability of the University Graduate Scholarship. The proposed 2008-2009 Tuition and Fee Schedule will be effective Summer Quarter 2008.

08.03.18.07 Establishment of Room and Board Rates 2008-2009 Academic Year

Synopsis: Authority is requested to establish Room and Board rates for the 2008 – 2009 academic year. The requested rate increase, in combination with scheduled expense reductions, will allow Housing and Food Services to achieve a balanced budget and reduce its negative fund balance.

It is recommended that the Board of Trustees approve the room and board rates for the 2008 – 2009 academic year as they are listed below. These rates are a result of the evaluation of the capital and operating needs, occupancy rates, enrollment projections, market competitiveness, and contract service costs.

	<u>2008-2009</u>	<u>2007 – 2008</u>	<u>% Variance</u>	<u>\$ Variance</u>
<u>Board Rates</u>				
Meal Plans (per academic year)	\$3,534 - \$3,717	\$3,366 - \$3,540	5%	\$168 - \$177

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Room Rates

Undergraduate (per academic year)	\$5,523 - \$6,930	\$5,258 - \$6,600	5%	\$265 - \$330
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Summer Contract

Turner/ Schneider only	\$313/month	\$298/month	5%	\$15
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Housing and Food Services management continues to improve the efficiency of their operation and have reduced operations and maintenance costs per square foot by 44% since 2001. This has aided in partially off-setting the substantial expense increases in debt service and utilities since this date.

The proposed rates, while necessary to meet the financial requirements of residence hall and dining operations, continue to demonstrate a sensitivity to market competitiveness. From FY 2001 through FY 2008, the average annual Room and Board rate increase for the University is 4.9%. This is one of the lowest rate increases of any State university during this timeframe. Additionally, during this period the University has significantly upgraded its operations with the opening of three new residence halls and one new dining center. A second, existing dining center also underwent extensive renovation in FY 2003.

In addition to upgraded facilities, Food Services has made numerous operational changes to enhance a nationally recognized meal plan program for students. These changes include continuous serving from breakfast through late night, a late night option until midnight every day, featured international cuisines, and the addition of independent (voluntary) meal plans for upper class residents.

The proposed rate increase would be effective July 1, 2008.

08.03.18.08 Authorization to Refund Outstanding Debt

Synopsis: Authority is requested to issue general receipts obligations or certificates of participation to refinance existing outstanding debt if reductions in debt service can be realized, or to react to market conditions, or to manage and/or improve the University's cash flow.

It is recommended that the Board of Trustees approve the attached resolutions, the first of which authorizes the issuance of not to exceed \$350,000,000 general receipts refunding obligations, and the second of which authorizes the execution of lease agreements to refinance outstanding certificates of participation, for the purpose of lowering debt service costs, to react to market conditions or to manage and/or improve the cash flow of the University.

The Board previously approved refunding authority under Board Resolutions Nos. 04.6.22.21, 05.3.29.12, and 07.03.27.15. From September 1992 through February 2008, \$432,065,000 of refunding bonds and certificates of participation have been issued, which achieved debt service reductions exceeding \$22.9 million and realigned a portion of the University's variable rate debt portfolio.

It is recommended that the Board authorize the issuance of up to \$350,000,000 general receipt refunding obligations and the execution of lease agreements to refinance outstanding certificates, should favorable market conditions provide additional opportunities to achieve debt service reductions, to react to market conditions, or to manage and/or improve the University's cash flow.

08.03.18.09 Approval of Changes to Board Rules Arising from Administrative Restructuring

Synopsis: The recommendation seeks approval for changes to certain University Rules to correspond to the recent administrative restructuring.

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The rule changes are designed to reflect the elimination of the position of Senior Vice President and Provost for Health Affairs; the revision of the former position title of "Senior Vice President and Provost for Baccalaureate and Graduate Education" to "Senior Vice President for Academic Affairs and Provost;" the establishment of the new position of Vice President for Health Affairs and the reallocation of responsibilities formerly pertaining to the Senior Vice President and Provost for Health Affairs variously to the Senior Vice President for Academic Affairs and Provost and the Vice Presidents for Research and Health Affairs.

1. Rule to be Abolished

- a. Rule 10-5-06 "Organization: senior vice president and provost for health affairs"

Rule to be repealed in its entirety.

2. New Rule to be Adopted

- a. Rule 10-5-08 "Organization: vice president for health affairs" (Tab 1)

3. Rule Changes

- a. Rule 10-5-02 "The vice presidents of the University" (Tab 2)

Changes required to correct the title of the Senior Vice President for Academic Affairs and Provost and to eliminate reference to the Senior Vice President and Provost for health affairs (section (B)).

- b. Rule 10-5-05 "Organization: Senior vice president for baccalaureate and graduate education" (Tab 3)

Changes required to change "Senior Vice President for baccalaureate and graduate education" to "senior vice president for academic affairs and provost (Title; sections (A), (C), (D)); elimination of references formerly excepting medical center deans and academic officers from the authority of the Senior Vice President and Provost for Baccalaureate and Graduate Education (sections (A) and (B)).

- c. Rule 10-5-10 "Organization: Vice president for research" (Tab 4)

Adds references assigning authority to the Vice President for Research in areas previously under the authority of the Senior Vice President and Provost for Health Education in the areas of internally and externally sponsored research, entrepreneurial affairs, and human subject protection (sections (B) and (C)).

- d. Rule 10-17-09 "Conduct and ethics: Employee financial interests in private companies that are commercializing university discoveries, inventions or patents" (Tab 5)

Change from "the relevant provost" to "the senior vice president for academic affairs and provost" (section (D)(2)).

- e. Rule 10-43-13 "Records: Corrections" (Tab 6)

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Change from “the appropriate senior vice president and provost” to “the senior vice president for academic affairs and provost” (section (B)).

- f. Rule 10-51-01 “Sales and solicitation: Policy and procedure” (Tab 7)

Eliminates separate approval processes for sales and solicitation on east campus; establishes uniform approval process for sales and solicitation campus-wide.

- g. Rule 20-31-01 “Fees: Establishment and administration of fees and refunds” (Tab 8)

Substitutes “the senior vice president for academic affairs and provost” for “the appropriate senior vice president and provost” with respect to changes to instructional fees which occur during the intervals between official board action (section (B)).

- h. Rule 30-16-01 “Compensation and attendance: Emergency closing” (Tab 9)

Eliminates reference to the Senior Vice President and Provost for Health Affairs; specifies that the College of Medicine will remain open when east campus emergency closing rules are in effect.

- i. Rule 40-5-05 “Conduct, rights and responsibilities: Student code of conduct” (Tab 10)

Replaces reference to “the provosts for baccalaureate and graduate education and for health affairs” with reference to “the senior vice president for academic affairs and provost” (section (D)(4)).

- j. Rule 50-1-03 “Colleges and divisions: Faculties of colleges and divisions and their powers” (Tab 11)

Eliminates reference to the senior vice president and provost for health affairs; substitutes “senior vice president for academic affairs and provost” for “senior vice president for baccalaureate and graduate education” (section (A)); substitutes “senior vice president for academic affairs and provost” for “appropriate provost” (section (C)).

- k. Rule 50-3-02 “University faculty: Bylaws” (Tab 12)

Eliminates references to the “senior vice president and provost for health affairs” and replaces “senior vice president and provost for baccalaureate and graduate education” with “senior vice president for academic affairs and provost” (sections (A)(3)(b) and (c)); Substitutes “report from the senior vice president for academic affairs and provost” for “report from a senior vice president and provost” (section (C)(5)(c)(iv)).

- l. Rule 50-3-11 “University faculty – Four quarter operation” (Tab 13)

Substitutes “senior vice president for academic affairs and provost” for “senior vice president and provost” as officer empowered to approve academic appointments made during the eighth quarter of a biennium (section (E)).

- m. Rule 50-77-11 “The graduate school: Governance” (Tab 14)

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Substitutes “senior vice president for academic affairs and provost” for “senior vice president for baccalaureate and graduate education” (section (A)); eliminates reference to the senior vice president and provost for health affairs and substitutes “senior vice president for academic affairs and provost” for “senior vice president for baccalaureate and graduate education” (section (A)(5)).

08.03.18.10 Amendment to rule 50-77-26C

Synopsis: It is recommended that the Board of Trustees amend Rule 50-77-26C to require that attempted credits from failed courses to be counted towards the total 260 credit hour maximum used in determining a student’s eligibility for a graduate award

Graduate awards are not available to students who have accumulated 260 or more credit hours. As currently written Rule 50-77-26C only counts credit hours actually earned towards the 260 credit hour maximum. The Rule does not take into account attempted credits, that is the hours for those courses for which no credit was awarded because a failing grade was received. This is inconsistent with the requirement that awards be based on merit and that those receiving awards be students first and foremost. The amendment would factor in all courses by substituting the word “attempted” for the word “accumulated” in paragraph C.

08.03.18.11 Donald C. Harrison Health Sciences Library

Synopsis: It is recommended that the Board of Trustees approve naming the Academic Health Center library as the Donald C. Harrison Health Sciences Library

Donald C. Harrison has pledged \$1,000,000 to establish the Donald C. Harrison Health Sciences Library Fund. The gift will support a portion of the capital expenses associated with the CARE/Crawley Building in which the Health Sciences Library at the University of Cincinnati Medical Center will be located. A pledge payment of \$100,000 will be in July 2005 and \$100,000 in July 2006. The remaining \$800,000 will be paid with outright or irrevocable planned gift payments over the course of the Donor’s lifetime in payments of \$100,000 per year with the option to pay in full at an earlier date. The balance, if any, shall be made from the estate of the Donor.

Comments from Chairman Wyler

Mr. Wyler:

The Board members have been present at the committee meetings held today and

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have heard the recommendations of the Academic and Student Affairs Committee and the Administration and Finance Committee. The items reviewed and recommended by the committees are named in the Action Items list at your place. May I have a motion to approve all items?

Mr. Humes:

So moved.

Mr. Niehoff:

Second.

The roll was called by Ms. Paolo.

Recommendation Nos. 08.03.18.01 through 08.03.18.11

AYE: Dr. Bhati, Mr. Wyler, Mr. Niehoff, Mrs. Heimann, Mr. Barrett, Mr. Humes, Mr. Richardson and Mr. Heiman

NAY: Dr. Bhati, except item 08.03.18.07, Establishment of Room and Board Rates for 2008-2009 Academic Year

ABSENT: Mrs. Buchanan

ABSTAIN: Mr. Niehoff, item 08.03.18.08, Authorization to Refund Outstanding Debt

Mr. Wyler:

Thank you ma'am. All items are approved.

Unfinished and New Business

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Mr. Wyler:

We now have an additional item to consider today. It's a recommendation to approve the nominations for Honorary Degrees and the Award for Excellence candidates.

The nominees for Honorary Degrees are Brig Owens, William Wiesmann and Stan Herman. The nominee for the Award for Excellence is Milton C. Anderson. Mr. Carroll, would you like to comment on these nominations?

Honorary Degree and Award for Excellence Candidates

It is recommended that the Board of Trustees approve the nominations of the individuals named below for the Honorary Degree or Award for Excellence. These nominations have been reviewed and recommended by the University of Cincinnati Honors Committee.

Nominees for the Honorary Degree

S. Stanley Herman
Brigman Owens
William P. Wiesmann

Nominee for the Award for Excellence

Milton C. Anderson

Mr. Carroll:

Thank you very much Mr. Chairman. It is my pleasure to talk about these individuals just a bit.

Brigman "Brig" Owens is Vice President of the Bennett Group in Washington DC. The Bennett Group, which was founded in 1980, provides real estate development, construction and property management services. Brig is also President and CEO of Super Leaders, Inc., also in Washington DC. Super Leaders was founded by Mr. Owens, and a

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fellow named Frank Crosby in 1983. It's a non-profit organization that is a school-based, comprehensive youth leadership program for at-risk high school students. The program focuses on the traditional values of respect, sharing and caring to help young people improve their abilities to make positive choices through life skills, mentoring, nutrition and physical fitness programs provided by the organization. It's remarkable that Super Leaders is credited for the graduation of 21,000 at-risk students since 1985.

He has a degree from the University of Cincinnati, a BS degree in Elementary Education from the College of Education in 1965. He was a professional football player with the Dallas Cowboys in 1965 and 1966, and with the Washington Redskins, where he was the defensive team captain from 1966 to 1978. He was named Washingtonian of the year by Washington Magazine in 1978, and named to the DC All-Stars in 1982. He won a NCAA Silver Anniversary Award in 1990.

Mr. William Wiesmann is the founder of several start-up companies and serves numerous organizations. He is the President and Chief Executive Officer of bioSTAR Group, the President and Chief Executive Officer of Hawaii Chitopure, and is the President and Medical Director of Sekos, Inc. Dr. Wiesmann joined the military in 1978 as a medical researcher, ultimately rising to senior scientist position at Walter Reed Institute of Research, and then director for combat casualty care at the US Army Medical Research and Materiel Command. Dr. Wiesmann retired with the rank of colonel. He holds more than 20 patents for medical devices, devised to increase the likelihood of survival for trauma victims. He is the inventor of HemCon bandage. This bandage is used

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to prevent uncontrolled bleeding and has been credited with saving the lives of thousands of US soldiers. HemCon bandage was recognized as one of the top ten greatest inventions by the US Army in 2004. Dr. Wiesmann graduated from UC in 1968 with a degree in Chemistry. He earned his M.D. from Washington University in 1972.

The present owner of Stan Herman Studios in New York City, Mr. Herman is the president and owner of Stan Herman Studios—a company that provides uniform design, high quality print-ready files, graphic design, print fulfillment, Web design, product design, packaging and design, and creative services.

Mr. Herman has over 30 years experience and has served as president of both the Council of Fashion Designers of America, and Seventh on Sixth, a New York-based fashion organization. He received the Coty Fashion's Critic Award for Young Designers in 1965, for women's wear collection in 1969, and for lingerie design in 1975. He also received the Distinguished Community Award from the United Hospital Fund of New York in 1998. Mr. Herman graduated from the University of Cincinnati in Applied Arts from the College of Design Architecture, Art and Planning in 1950.

And for our distinguished service award, Mr. Milton C. Anderson. Mr. Anderson is the Founder and Director of the New Young Americans Incorporated. A non-profit California-based national touring song and dance company he founded in 1962. This company has produced 12 albums and CDs and toured over 150 cities around the world. Mr. Anderson began his career as a Choral and Math teacher at Hughes High School. He

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served as Musical Director for CBS television for such shows as Playhouse 90, Studio One, Rawhide, and The Twilight Zone. He has produced musical numbers for 27 network shows for all networks. He produced musicals for national touring companies of West Side Story, Music Man, Oklahoma, and others.

He graduated from University of Cincinnati with a BM in Music Education from the College Conservatory of Music in 1950.

Mr. Wyler:

Are there any questions of Mr. Carroll on these nominees? (There are none.)

Dr. Bhati:

Move to approve all of the nominations.

Mr. Wyler:

We'll move to approve all of the nominations. May I have a second?

Mr. Humes:

Second.

Mr. Wyler:

Second from Mr. Humes. All those in favor, signify by saying "Aye".

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(All members approved.)

Mr. Wyler:

All those opposed, signify by saying "Nay". (There are none.)

Mr. Barrett:

Mr. Chairman, if I could just add one point of comment. He mentioned Brig Owens and I'm sure you remember when Brig Owens played for the Bearcats.

Mr. Wyler:

I was in the third grade. Yeah, I remember that.

Mr. Barrett:

And do you remember when he came to Cincinnati? It was a very cold day. And he was persuaded to come here anyway. Maybe Tom remembers it, but in November of 1964 when he was a senior, that was probably the greatest, most exciting UC/Miami football game ever played at Nippert Stadium. Ernie Kellerman was a quarterback for the Redskins. He was an option quarterback for the Miami Redskins. Brig Owens who was called "The Brig-O" was option quarterback for UC and it was the battle of the quarterbacks. It was one of the most exciting games ever played. I just wanted to recall that for everybody.

Mr. Niehoff:

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I'm sure Tom remembers that game.

Mr. Humes:

Well, I'd like to say that I was in the third grade with Mr. Wyler, but I won't even honor his comment.

Mr. Wyler:

Actually, I was at the game and as I recall it was frosty. Very cold. Buck, were you there?

Mr. Niehoff:

I was there.

Mr. Humes:

I think Brig is a wonderful guy and a true rep...great representative of the University of Cincinnati.

Mr. Wyler:

You weren't.

Mr. Richardson:

I guarantee I wasn't.

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Mr. Barrett:

Jeff. I wasn't born yet either.

Mr. Wyler:

Alright. Enough of this posturing. Is there any unfinished business? If there is none, I'll call for the Faculty Report. Ms. Ann Welsh.

Ms. Welsh:

Good morning, Mr. Chairman.

Mr. Wyler:

Good morning Ma'am.

Ms. Welsh:

Good morning to the rest of the Board. As you know, this is Winter Quarter exam week, so most faculty are buried, literally, under stacks of paper and final exams and eagerly looking forward to Spring Break so that they can work on their research and prepare for their Spring Quarter classes. A lucky few may actually get a day off. Despite their focus on their normal work, faculty continue to express deep concern with the budgetary pressures facing the university. As I noted in remarks to the Board last fall, we continue to be concerned that the university has not yet found that combination of infrastructure, faculty, and students that would enable us not just to live within our means, but to consolidate and expand our areas of excellence. As everyone knows, this is

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crucial to the prosperous future and the faculty are ready, willing, and able to make substantive contribution to the process of identifying that appropriate production function for the university.

Faculty would like to note that under the leadership of President Zimpher, integrated academic planning is moving ever closer to a reality. Each pass through the budget cycle illustrates our collective improved understanding of what it really means to place academic priorities in the center of the budget process. Further, we would also like to recognize the President for her continued, relentless advocacy for UC's identity as a flagship institution in the emerging University System of Ohio. We trust that her persistence will pay off.

The faculty would also like to take notice of the critical work on program review that is emerging under the leadership of Vice Provost Kristi Nelson and Dean Andrea Lindell. When this work is complete during the next couple of months it will represent the first time, at least in my 28 years here, that the university has consistent, accurate, and in-depth information on its academic programs. As you can imagine, this will greatly facilitate the process of data-informed decision making. While we note we are so pleased with all of these improvements, there are still significant challenges among them; the budget pressure on the general fund, the need to respond to the external pressures that will be put in place by this emerging University System of Ohio, the continued struggle to implement the powerful, yet rigid and unforgiving, information technology system, the need to decide whether quarter-to-semester conversion is worth the financial and

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behavioral cost it would entail. We need to make performance-based budgeting a reality, not a possibility, and we need to address the salary and work life issues that have resulted in plummeting morale and the "UC Brain Drain." In other words, Mr. Chairman, there still is a great deal of work ahead of us. The faculty remains committed and eager to contribute to the resolution of those issues and this concludes the report of the Faculty Senate. Thank you.

Mr. Wyler:

Thank you Ann. And referring back to my earlier comment about the product is the students and without you and your colleagues the product doesn't get any better, so we understand and we appreciate your comments. Alumni Association report. Mr. Dobbs.

Mr. Dobbs:

Thank you Chairman Wyler. Before I get started with my report I just wanted to say, "Thank you" to Dr. Zimpher, Caroline Miller, and the entire university for recognizing the opportunity to expand our incoming freshman class in the fall. Those of us on the alumni side get tremendously excited to see the ranks swelling every year with record numbers of incoming students. Knowing that in a few years we'll have tremendous numbers of alumni trumpeting the wonderful work that this university is doing here. So, thank you very much.

Mr. Wyler:

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I might add record numbers of retention of students also. We're keeping a lot more than we used to.

Mr. Dobbs:

In the past I've provided occasional updates of a strategic transformation that is developing through the joint efforts of the staff and the core group of volunteer leaders. The result will be an alumni-driven engagement environment centered around the connectedness that is a unique part of the Alumni Association's Value Proposition. In late November, about sixty UC stakeholders, staff, alumni, and students participated in a strategy session which laid the groundwork for identifying the UC Alumni Association's brand as well as most compelling opportunities and challenges in the marketplace. Next came a research component to determine how various groups of alumni loyal locally and nationally see alumni association and their UC alumni experiences. An ideation process followed again involving dozens of diverse members of the UC community. This step leveraged our research findings and developed concepts for products and services in the new Alumni Association: one that is more sharply focused on the role of connecting alumni with each other and with their university. In early April, this evolving strategy and our new understandings will turn into a specific action as we shape future work in this new era for the UC's Alumni relations effort. And in about five weeks from now we'll share our plans and deliverables with the Boards of both the UC Foundation and the UC Alumni Association. So we still have a lot of work to do, but we're going to actually come up with an action plan.

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We have begun our second century of service to the university and with a new level of enthusiasm for our own work. We have taken the time to learn about the perceptions, wants, and needs of our alumni. We have examined our best, most realistic opportunities to recreate the Alumni Association accordingly. We have made sure that this work is fully integrated with the UC|21 environment and we are moving forward under our new leadership with Myron Hughes that reflects our values and purpose.

Now in terms of our alumni engagement activities, which are easily visible, let me mention two specific dates, so please get your 2008 calendars out. Alumni weekend will be Friday through Sunday, May 16-18 positioned as spring's counterpart to Homecoming, the alumni weekend will include a variety of events for alums of all colleges including the Sigma Sigma Carnival and the Golden Bearcat Reunion festivities honoring the Class of 1958.

Homecoming has been set for Saturday, October 11, when UC will play Rutgers. Already, members of our Student Alumni Council are working diligently with UC Alumni Association staff to make it a great weekend for the whole UC family and Uptown Cincinnati community. And, as always, we look forward to sharing our future reports and I continue to share my thanks to the Board for your continued support of our efforts. Thank you very much.

Mr. Wyler:

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Thank you Bob. And the Board kindly thanks you for lots of effort that you've put in in the last several years. You are a devoted Bearcat. We appreciate that very much.

I now call on our newest Trustee, Otto Budig, who will give us a report on the University of Cincinnati Foundation.

Mr. Budig:

Thank you Chairman Wyler, President Zimpher, members of the Board, on behalf of the Foundation, Jeff Williams, and the Trustees of the UC Foundation, thank you for extending this invitation for us to be regular participants in these meetings and I look forward to providing timely information concerning giving to UC.

The news about giving is encouraging. Through the first six months of Fiscal Year 2008, the total private support stands at \$69,549,000.00 as compared with \$33,300,000.00 during the same period last year. Along with Buck Niehoff as one of the convening co-chairs of the comprehensive campaign, we are currently involved in seeking comments for what we've established as the Nucleus Fund. Simply stated, this is the sum of all pledges and gifts that the Foundation and UC Board Members will make prior to the campaign kickoff. When I made the presentation asking the Board to accept the amount of the endowment effort, your Chairman suggested that because I'm involved, you should all watch your wallets. You will have to in the next two or three months. It's significant because this Nucleus Fund will represent each of our personal commitments to UC's vision as articulated in the university's case for support.

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During the past year the Foundation and campaign co-chairs have been actively recruiting volunteer leadership across the nation. Regional committees are forming and when we convene the Foundation's Spring board meeting on April 26th, we're inviting hundreds of these volunteers to join us for an afternoon of campaign training. The board meeting will also feature a presentation from the new Executive Director of the Alumni Association, Myron Hughes, who is going to address initiatives to attract younger alumni and donors. The importance of that work throughout the greater higher education was highlighted in a story in last Sunday's Enquirer. I hope you saw it. And although the President mentioned the gathering at Madison Square Garden and the events in Florida, I would accentuate that by saying that over 125 people gathered at Madison Square Garden and the Big East Conference recognized Oscar Robertson's achievement during the Bearcats game, which is nice. And the alumni in Naples, Sarasota, and Ft. Lauderdale featured the video presentation which you saw earlier. Staff leadership is also an essential part of the formula for success. I am pleased to announce that Barbara Tartaglia has joined the UC Foundation as Associate Vice President of Principle Gifts Officer. She comes from the University of Toledo where she served as Principle Gifts Officer and Director of the East Coast Region. She brings extensive experience in major gift fundraising and capital campaigns. And a final note of interest regarding fundraising success: in February the Foundation completed the largest, single, monthly transfer of cash from the Foundation to the university in the history of the university, more than \$9.9 million. That concludes my report Mr. Chairman.

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Mr. Wyler:

Keep making those kinds of reports Otto and you can come back a lot. Thank you very much.

Mr. Budig:

Of course.

Mr. Wyler:

Student Trustee reports, as you all remember from last meeting, Daisy Malloy-Hamburg has moved out of state and the governor has not appointed a graduate Student Trustee. Our undergraduate student Seth Vensil; could not make it today, so there will be no Student Trustee reports, however, we do have a student and Jay Radley will give us a Student Government report. Jay.

Mr. Radley:

Thank you Chairman Wyler. Throughout the past couple of meetings we've had, I think, one recurring theme from Student Government is the revitalization of the Ohio Student Government Association. I think through our efforts we've really struck oil, if you will, with this organization. In addition to providing the other universities of Ohio with great ideas such as the Bearcat Transportations System or our partnership with the city's Metro bussing system, we too have been able to gain a lot of great ideas and resources from this organization. Some of the things we are currently working on are establishing a yearly legislative dinner to help match students and key decision makers on

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the state and citywide level. Additionally, creating a student legal services. This is something we're modeling off of a couple of other institutions in the State that will provide legal representation to students as kind of an optional fee that they would buy into. We're one of the few universities in the state that doesn't currently offer this, and we want to explore this opportunity as much as possible.

Additionally, another idea that we came away with was the establishment of an electronic student newsletter. It sounds like common sense but we have never explored it before and after several meetings we discovered that there are current channels that are in place that we can utilize to inform students on what's going on within student government and campus life as well as current actions on an administrative level.

Additionally, exciting news, three members of Student Government were able to participate in a video that was shot from Blackboard. They spotlighted the University of Cincinnati as their hallmark institution as we have been partners throughout a lot of the advancement of the Blackboard service. That was a nice way for students to get involved and to spotlight the university in a positive manner.

Additionally, with April coming up we'll be kicking off our campaigning and elections so you'll see Student Government even more than ever, but sadly, that means my time here is coming to an end rather soon. So we still have a lot of work to come, but the light at the end of the tunnel is approaching quickly. Thank you.

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Mr. Wylar:

Jay, does Student Government have term limits?

Ms Welsh:

Self imposed.

Mr. Wylar:

One year?

Mr. Radley:

The term is one year but...

Mr. Wylar:

...Or like us with nine years?

Mr. Radley:

Eventually I've got to graduate and get a job, so...as much as I'd like to linger...

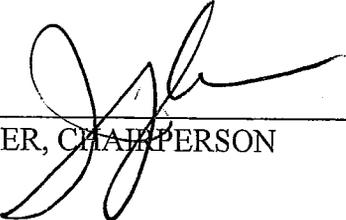
Mr. Wylar:

There's a whole bunch of people in this room that have gone through that experience at point in there lives say, "Oh my God! What am I am going to do now? I don't have to go to school tomorrow." And my son is doing the same thing because I'm tired of supporting him. Thank you very much.

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Adjournment

There being no further business before the Board, upon an affirmative call of the roll, the meeting adjourned at 10:12 a.m.



JEFFREY L. WYLER, CHAIRPERSON



ANANT R. BHATI, SECRETARY