

THE UNIVERSITY OF TOLEDO
FACULTY SENATE
Minutes of the Senate Meeting of October 13, 2009
<http://www.facsenate.utoledo.edu>

Approved @FS mtg. on 12/1/09

HIGHLIGHTS

**Dr. Jeffrey Gold, Provost & Exec. VP for Health Affairs &
Dean of College of Medicine**

Note: The remarks of the Senators and others are summarized and not verbatim. The taped recording of this meeting is available in the Faculty Senate office or in the University Archives.

President John Barrett called the meeting to order, **Nick Piazza**, Executive Secretary, called the roll.

I. Roll Call –2009-2010 Senators:

Present: Anderson, Ankele, Barden, Barlowe, Barnes, Barrett, Brickman, Caruso, Chiarelott, Coventry, Crosetto, Denyer, Dowd, Dupuy, Fink, Giovannucci, Gunning, Grothaus, Heberle, Hoblet, Horan, Hottell, Humphrys, Jenkins, Jorgensen, Kennedy, Kistner, Laux, LeBlanc, Lee, Marco, McSweeney, Moore, Nandkeolyar, Nims, Oliver, Olson, Peseckis, Piazza, Plenefish, Powers, Randolph, Regimbal, Rouillard, Shriner, Skeel, Solocha, Teclehaimanot, Tietz, Wolff,

Excused absences: Baumgartner, Duggan, Elmer, Hornbeck, Metting, Niamat, Sheldon, Thompson-Casado, Wedding,

Unexcused absences: Fournier, Malhotra,

A quorum was present.

II. Approval of Minutes: Minutes of 9/29/09 meeting approved with correction to Prof. Ruth Hottell's remarks on page 9.

III. Executive Committee Report:

Executive Secretary Nick Piazza is asking the Senators and guests to introduce themselves before speaking to get the speakers' names recorded accurately in the minutes.

President John Barrett:

President's Report 10/13/09

Welcome. I am sorry to announce, and I am sure you will react to this news just like my student's would, that our agenda is light today and I have a short President's Report, so we may get out early. However, this also means we have more time than usual to explore issues from the floor should you so desire.

President Jacobs is out of town today and he will not be here, that's part why we will have a little extra time and may get out early. If you wish to bring issues from the floor we have some extra time, so please do so.

With regard to announcements, I would like to call your attention to two policies. First, a furlough policy has recently been posted based upon the authorization given by the Board of

Trustees at its last meeting permitting the administration to impose furloughs in the event of a budget deficit. This policy is currently in the comment period. Second, we anticipate that the new Misconduct Policy will be posted today or tomorrow. Jim Trempe will be at our next meeting to provide and overview and answer any questions.

Next, I would like to comment upon up-coming speakers at senate. President Jacobs is out of town today, and so he will attend our next meeting to discuss administrator assessments, along with Jim Trempe. Since this is likely to be a full agenda, Scott Scarborough, who we had intended to have come to that meeting will come to the following meeting instead. The audited annual financials are required to be filed by the 15th of October and the quarterly financials are also almost ready. I will email both of these to all of you with the agenda for the next meeting so that you will have ample time to review them before Scott's visit.

I am pleased to announce that the Committee on Committees has recently appointed the members to almost all Senate Committees. I will be selecting the chairs of all of these committees by the end of business tomorrow, and then the members of all of these committees will be contacted. Thank you again for volunteering. However, the Committee on Committees postponed appointed people to our recently created ad hoc committees to bring the cultures of our two campuses together and to identify challenges facing UT and potential solutions to these challenges, given a lack of volunteers for them. I therefore ask anyone who is interested in serving on either of these committees, whether you are a senator or not, to let me know of your interest as soon as possible. I suspect the latter committee may ultimately divide into sub-committees to focus on specific issues, such as budget challenges, challenges created by technological changes, etc.

In a similar vein, if anyone wishes to be nominated by Senate to any of the Board of Trustee's committees, please let me know as soon as possible that you would like to be considered. The Board is currently creating a process of selecting these faculty representatives, and I would like to be ready to make recommendations to the board as soon as it has a process in place.

I also want to note that various administrators have been asking me for names of faculty to serve on various groups or committees they have. I have been trying to ask FSEC for suggestions when I get these requests, but frequently the response time is quite short. Thus, I want to remind to that if there is an area you want to be involved with or that you have some expertise in, please contact the administrator in charge of that area to express your interest. For example, if you are a professor in the College of Business with expertise in marketing, contact Larry Burns if you have ideas or suggestions. If we all do this we will create a culture of faculty involvement in decision-making, and I think you will be pleasantly surprised by how receptive the administration is to our offers of help.

I also want to call your attention to the HR forums that will be taking place to explain our new health care benefits. The schedule was sent to you earlier today, with forums beginning on Wednesday and running through the 29th of October. Open enrollment runs through Friday, Nov. 13. All personnel must fill out new forms, even if you do not want to change any of your elections. Forms will not be mailed to you, which is saving the University around \$40,000, so to get your forms go to <http://hr.utoledo.edu>.

Finally, I am sorry to say that the previously announced "Getting to Professor" workshop scheduled for this Friday has had to be postponed. Once a new date has been set, I will make an announcement at a future meeting.

Given that Dr. Gold is giving our only presentation today, I will postpone the provost's report until he comes up to give his presentation and open up discussion to items from the floor.

Any action items from the floor?

Senator Dowd: Please clarify whether the Cost Savings Committee and the Furlough Committee are the same committee?

President Barrett: In the context the Cost Savings Committee has been described, I assume it is the Furlough committee which I have been involved with. I have been out of town and have not been able to confirm that. The Furlough Committee is meeting this Friday, and if I don't see Bill Logie before that I will certainly confirm it at that time and I will stress the importance of having representation on it.

Senator Dowd: As a follow up question, I don't understand the need for the having the Cost Savings Committee given that there already exists the Finance & Strategy Committee. What is the difference between these committees?

President Barrett: I will get a clarification. Having sat in on the Furlough Committee meetings, that committee is in many ways more focused on the practical aspects of implementation of policies rather than the strategic decision of whether to do something. I don't know if the Cost Savings Committee will follow the same format or is even the same group or if it will step in to the other policy and decision making role of the Finance & Strategy Committee.

Senator Olson: The Finance & Strategy is not the same as the Cost Savings Committee, and when this question was broached at the FSCE meeting this past Friday the leadership knows nothing about this committee.

President Barrett: I think this was a casual reference to the Furlough Committee, but I will confirm that and get back to you.

Senator Heberle: This might be a good opportunity to discuss at Senate, Article 2-G of the Constitution, "...To facilitate bi-annual formative assessments of the provost, vice provost(s), and deans to ensure accountability and improve administrative performance." It seems to me one way we can be proactive, communicative and cooperative with the administration than to lay-off positions before the president comes and tells us what he thinks. I think we should talk about here, we the Senate. I am not talking about staking out positions or passing resolutions. Open the floor to what people are thinking about the idea of bringing in a firm. I was not clear as to why he suggested bringing in a firm to evaluate just himself, the presidency, or all administrators. If we open up the floor on this we will get a feel for where people are.

President Barrett: I think that is perfectly appropriate.

Senator Olson: In most universities their faculty do evaluate their administrators, and it's the faculty that does it, not outside firms. The president can be commended for getting an outside firm and perhaps offer some advise to this, but we should perform our own evaluation and we should not shed from our duty of performing the evaluations.

Senator Hottell: I repeat my objection to hiring an outside firm in this time of economic crisis.

Senator McSweeney: I don't have any objections to hiring outside firms providing they include faculty evaluations and those from other bodies on campus and the results are in an objective fashion and reported back to this institution. The major issue is how much it is going to cost. That's something we need to look into.

Senator Hoblet: I am wondering if it makes any difference what our opinion is on hiring an outside consultant or not. Did the Board approve hiring an outside consultant and if they did, I am not sure we have any 'aye,' or 'nay' say in that. However, I do think we will have an 'aye,' or 'nay' say in evaluation, and if we want to have faculty do evaluations of top administrations of the university, I think that is our purview and our decision. Whatever the president will do, we can share with them our thoughts and our feelings but I am not sure it will change the course of action.

President Barrett: My recollection of what happened at the last Board meeting is Dr. Jacobs reported that it is his intent to hire an outside consultant to evaluate the senior administrators as well as the deans that have been in the office for an appropriate period of time, and that he was willing to include himself if the Board was so inclined, and he did not ask for approval of any sort. This was his proposal but he did seem to understand the importance of a 360 review. He understands we want to see the data that is created out of this, and that we need to have meaningful input in the process. So, I don't see this as a closed decision. I also echo your

sentiment that if we cannot agree, it is within our purview to do the evaluation that we think is necessary and we should not shy away from that. But I would prefer for us to come to some agreement on a process that everyone thinks is acceptable.

Senator Heberle: Someone mentioned to me that we have all these resources here why are we paying an external consultant to do this. I can see an argument that somehow compares it to external reviews in my department we might hire somebody to come and look at the Political Science Department. I am wondering how are they conceptualizing this so that I can have some input into the process. What would this firm be doing?

President Barrett: I am not the best person to answer this question, but my sense is the view is to hire a very top level, nationally recognized company that does assessments of this type, with which the university and Dr. Jacobs do not have a meaningful past affiliation that could compromise the integrity of the process. And the view is to do a formative assessment focusing on what can be improved, what can be built upon, what can be strengthened, rather than looking at picking at every potential problem or mistake that might have been made in the past. That would be a very appropriate question for Dr. Jacobs when he is here.

Senator Regimbal: Some years ago, Dr. Gaboury chaired a Faculty Senate committee, I served on and we put together a process by which deans would be evaluated. We put together a report, and we used that process for at least one round of evaluations. What has happened to that report or that process? Are we going to throw that process out and start over again?

President Barrett: I don't know if it's the same form but I believe that for the assessments that were done a couple of years ago there was an instrument created, that instrument still exists and it could potentially still be used for these assessments with possibly some tweaking based on past experience and depending on who we are evaluating. That would be something we could discuss as an alternative to going outside.

Senator Barden: Was the consulting firm mentioned by name at the Board meeting, so that we could look it up?

President Barrett: No, not at the Board meeting. At one of my meetings with Dr. Jacobs, one was thrown out, but it is Toledo based and it was identified as an unacceptable example. I do not remember the name, but there were too many connections. There was another one that was thrown out also, it was a national firm, and again, I am sorry I don't remember its name off the top of my head. But the notion was to choose a top three or top five major national company.

Senator Hottell: At the risk of sounding like a broken record, I want to remind the Senate that the Learning Alliance cost \$80,000. That's the outside commission brought in to study Arts & Sciences. \$80,000 is what it would cost to hire one and a half tenure track faculty in an extremely underfunded area.

Senator Jorgensen: Regarding the importance of us carrying out this evaluation I would like to make a couple of points. It would be good if the secretary to the Senate would research what we have done in the past, I don't remember them clearly I understand there was an evaluation done by the provost, including the evaluation of the dean of engineering that was cited in the and extension of his appointment. Obviously the cost is a factor so a survey by an outside company would not be a first choice with me. When dealing with outside firms, even if there is no connection with an individual, someone sets the agenda for the outside firm, what questions are going to be asked, what are you exactly looking for and if an outside firm is hired, then there needs to be faculty involved in deciding on what those questions are. There are lots of possible ways to look at the performance of a president: the amount of funds that the president has raised, community action and that sort of thing. At least from the faculty side it would give a different perspective and those questions need to be addressed. It would have to be done very carefully. I think we do have the expertise - we have a fantastic College of Business which is in the top 301 in the country as recently reported. I would prefer us to use internal people for this, in the way we have done in the past. This also allows us to establish a record. Using the same survey over time has some value to it.

Senator Dowd: President Jacobs mentioned evaluating his top administrators. It would be helpful if he would clarify what he means. I say that because some faculty members may presume he is speaking of only the two provosts. But perhaps he is also talking about evaluating the various vice presidents. Again, he needs to clarify what he means by “top administrators.” By the way, how many vice presidents do we have?

President Barrett: I think I can add to this. It is my understanding it is to be Jacobs, the two provosts, what he calls the senior vice presidents, about 12 people or so, and the deans. I think that’s what he meant. Anything below the senior administrators would not be included.

Senator Dowd: At the senior level would that be about twelve vice presidents? Some of the deans were evaluated already. So that would imply that about 18-20 individuals would be evaluated. Regarding Senator Hottell’s point of cost, suppose the cost is approximately \$5,000 per administrator. That means we would spend approximately \$100,000 if evaluations were conducted by an external firm. That said, the cost could be more than \$5,000 per person. We are talking about substantial amount of money. We need President Jacobs to clarify the number of individuals he wants to be evaluated and the cost per individual.

Senator Hoblet: I have given it a lot of thought to this and when we look at cost strategies one of the things I have been thinking about is that, the University of Toledo could partner with another university within the state to trade off on resources, because they are in the same pickle we are financially. And create a process by which they would come in, they have the expertise, the experience and we would be willing to quid pro quo and conduct and perform the evaluation of their institution’s top leadership and they would conduct ours. The university is asking us to do the same type things to share resources, partner, collaborate and that would be a great experience for our senior leadership to possibly go out and talk to other university to see what they are doing and maybe partner with another university to accomplish the same thing.

Senator Nandkeolyar: If we have a system already in the books, then we should go ahead and do it.

Senator Heberle: It’s in the Constitution and if the Board approved the constitution, it says, “...To facilitate bi-annual formative assessments of the provost, vice provosts(s), and deans to ensure accountability...” I don’t want to muddle through stuff and have him off out there pay some \$500,000 for evaluations. I would like to come together with the administration on this, but they signed off on the Constitution. This is what we are supposed to do. So I am not sure about Karen’s comment that they have the prerogative to go outside. They might have the prerogative to go outside of this document to go out and do whatever they want. It seem also they need to have some sense as a Senate to our reaction to that whatever that will be. Are we going to participate fully and cooperate with the outside consultants demands and needs and surveys and all that stuff that they do. Are we going to say ‘no, I’m sorry, we are facilitating our own.’ It seems to me this document makes it absolutely necessary that we not come to a decision today but think about that. It is our obligation to facilitate bi-annual formative assessment according to our Constitution.

President Barrett: You are bringing up two important points. One is there is a timeline- ‘bi-annual’. The second one is that our role is ‘to facilitate’. With regard to what it means to facilitate, there are different opinions. It clearly indicates we have an appropriate role and that’s why I would like to establish something everyone would be happy about.

Senator Laux: There are two issues on the board here, the Faculty Senate has an obligation to do the assessment, the second, the president has the prerogative to conduct his own assessment. So we have power and authority over our own document which is to do what the Faculty Senate says to do, and if the president is going to conduct his own assessment I would recommend that Faculty Senate consider saying we don’t have control over your decisions, but we would minimally consider the following domains and we recommend that these several organizations you chose outside this university are acceptable to us.

Senator Heberle: We should come up with our own list.

Senator Piazza: Just a little institutional memory, just before the merger, Board of Trustee Chairman, Dan Brennan, made a commitment that faculty would have the opportunity to evaluate President Jacobs as well as the provosts. I don't recall the extent of the evaluations beyond these individuals. But the purpose of making that commitment was because there was not going to be a national search for a president and the commitment was made as a condition of soliciting Faculty Senate's endorsement of the merger as well as Jacob's selection as president. It strikes me that the current Board has to respect commitments made by previous Boards and it would seem to me that this Faculty Senate has the obligation to conduct an evaluation if it wants to, based on past commitments. If the president and the administration want to conduct an evaluation that would be in addition to and not instead of any evaluation we, as a body, might conduct. I would ask anyone else who was in the Senate at that time to either confirm or refute my recollection.

Senator Dowd: At the time of the merger, I was a member of the Faculty Senate Executive Committee on the Main Campus and Dan Brennan was Chairman of the Board of Trustees. Dan promised the Executive Committee that an evaluation of President Jacobs would take place two years after the merger. Last year Board Chairman Rick Stansley came to the Senate soon after President Jacobs received a contract extension. Rick acknowledged that Dan Brennan did make that commitment.

President Barrett: While I appreciate the history of what the Board has agreed to, as the representative voice of the faculty, we have a stake in the administration of the University. Even without the history, we have the power to survey our own constituency in terms of evaluating those that are leading us. The legal affect of the creation of this document is another matter but with regard to our ability to create the document and to survey our people, I think it's an inherent right we have. I think we will be strengthened as an institution if we can do something jointly that everybody agrees to, because that creates added validity, it creates a sense of shared governance and other benefits if we go down that road. However, I don't believe we need anybody's permission to do this. That's just my take.

Senator Barlowe: Part of that issue is Board memory. The other point I want to bring up is the evaluation Celia Regimbal talked about before. The instrument that Celia referred to is a really good one and it was developed by Dale Dwyer in our College of Business. So it would be a good place to start if we have concerns about internal or external evaluations.

Senator Olson: I can also comment when Dan Brennan made that comment about evaluating our leadership. We have a requirement and a duty to do this evaluation. Whether or not there is an external firm that is hired to do this should not be our concern. If there is, I would be glad to work with them. But that doesn't preclude the fact that we should do our own assessment according to our rules and not be bound by discussion in order to meet some outside firm's prerogative.

President Barrett: I will have to respectfully disagree with that. Our duty is to facilitate assessment, the scope of which is up to the collective wisdom of this body. Once we determine what the best assessment is for us, find the right group and give them the right instructions, we have met our duty. But that's a decision for us to make. You are advocating that the best decision is a different course. That may well be the case but I don't think we are abdicating our duties by making a different decision.

Senator Jorgensen: I want to point out something, I was the chair of the Faculty Senate at that time. The Faculty Senate was asked and we voted to recommend the merger of the two campuses. It was controversial, it was by no means unanimous, it was perhaps 60-40. We did not however make an official statement that President Jacobs should the president of the university. Clearly the Senate was not in favor of it. The evaluation that Dan Brennan promised after 42 months was his term, "belly up" in which all constituents would be surveyed, It would include the faculty, students, the community and other groups of the university. So it would be an overall evaluation by all the stakeholders and that would be done before a decision was made

whether or not to extend the president's contract beyond the five years. At first a a three-year contract was discussed. But with negotiations it became five. The Board broke faith on that because they extended the contract beyond the five years last year without doing any evaluation.

Senator Barden: I think our obligation is clear; we need to do this review ourselves. Also we shouldn't dismiss the money factor. If people are being laid off and the administration is crying poor all over the place, why is there a bottomless supply of money for outside consultants? This is going to be very expensive process the way the president wants to do it, so I think we should at least voice our objection. Why not use internal resources or exchange with other universities in Ohio to save money. We are talking furloughs and layoffs yet they are willing to have a Cadillac assessment of the president—one of his own choice. That just doesn't seem right.

President Barrett: As a way to move this forward, I will take all the additional comments, I will review all the minutes of this discussion, and I will try to put together a list from that of the concerns that came out of this. I would encourage any of you that have additional concerns, or if you want to reiterate any of this, to email me with the issues that need to be brought to Dr. Jacobs' attention with regard to what needs to be in the assessment and how the assessment needs to go. I will meet with the Faculty Senate Executive Committee next week to show them the list that I intend to present to him, and email it to him that weekend so that he will know exactly our thoughts and concerns when he comes to speak to us two weeks from today. He can then address those at that time or make a different proposal.

Senator Barnes: What is the extent of the evaluation mentioned in the constitution? Was the intent there that this was Faculty Senate's assessment of the president and/or the University administration, or is it a University-wide assessment of the same people?

President Barrett: I think that if you go back and look, it is virtually a reiteration of what was in the old Main Campus Constitution. There was not meaningful discussion in any meeting I was in, so if there was a deliberate intent to be inferred, it is from the history of the Main Campus and not from the meeting that actually created this.

Senator Barnes: As a follow up, if the Board of Trustees of the University breaks faith do we have a recourse?

President Barrett: I am not legal counsel for the university and I am not licensed in Ohio, but my inclination is to say, 'not a whole lot.' But that is something we could look into. We can condemn an action but in terms of any actual legal power, this body does not have a whole of that. But anybody more familiar with Ohio law can correct me.

Senator Solocha: I am a new faculty senate member, I have been here twenty years, and there has been a lot of discussion about the evaluations, but we get evaluated by students. I really don't know what make a dean a good dean and I don't know what make a president a good president. So if we have a one set of criteria for a president, and administration has another set of criteria that don't match, I think we might have the same set of criteria and articulate what makes a good dean what makes a good president, what makes a good vice president.

Senator Dowd: To follow up on Senator Solocha's comment, I would like to note that as previously discussed there is an existing evaluation instrument that has been used previously to evaluate administrators. One of the advantages of using that instrument now is that of consistency. A benchmark has been established by the existing instrument from which we could make comparisons to.

Senator Solocha: Everybody in the College of Business should know what those benchmarks are for the College of Business Dean. Same for Arts & Sciences and others. If you surveyed everybody in the College of Business no one would know what those criteria are. If you are instituting a change you have to make sure that everybody knows what the change is. Even after twenty years, I am not certain what it is.

President Barrett: This Senate has not existed for two years so there is no standing committee specifically charged with that. So that is something we have to create.

Senator Heberle: I am not sure I agree with you, John, I understand that the President needs to know what happened here, and to create positive concerns and I want to come back to this that we facilitate. How we facilitate that we agree to hire an outside firms to do that. Yes, we do the facilitation. The text says, "...To facilitate bi-annual formative assessments..." It don't know what the confusion is here. To me to facilitate, means we do it. We make it happen. Bringing our concerns to him is asking his permission. It seems to me that our position needs to be, we are going to do this. You can do whatever you want because of the legal authority of the Board on your side. We are going to follow through with the constitution. We need a committee appointed as soon as possible to carry this out. We need a process that is happening from us to facilitate this, as opposed to us going to him and saying, 'these are our concerns.'

President Barrett: I would say that it should be our negotiating strategy to show him what we are worrying about and what potential problems there might be going in outside, in the hopes that he might understand our opposition to such a course and be interested in joining in what we want to do.

Senator Heberle: Maybe many will object to this but I'm hearing here on the floor an objection to the President running his own evaluation. That would be me objecting to you running your own evaluation. The consensus is not how we would facilitate it in cooperation with him, but we are facilitating it., not the President. That's what the Constitution says.

Senator Jenkins: In my humble opinion I want to say if you negotiate, negotiate with parties in good faith. If the other party has broken the promise there is no negotiation. So basically the committeemen that they made a couple of years ago and the Constitution, it is our duty to do something.

Senator Skeel: On the word "facilitate", which I think makes easier, helps in the process. It doesn't say, 'do.' Facilitate is we are helping to allow it to happen. Although we may chose to do our own, and I agree with John, we have the right to do our own, but I don't think that our Constitution requires us to do the evaluation. I remember differently from you in the constitution writing committee that the word 'facilitate' was put in specifically because it was not the intention that we had to do the evaluation ourselves but we could do it, and we would want to make sure that it was accomplished.

Senator Jorgensen: In response to Andrew's comment about the criteria. Essentially everyone of us gets evaluated every term by everyone of our students. What criteria they are using in my department is pretty obvious by the questions asked: was the person on time, were there the right number of exams, but at the end they are asked rate the education you received in this particular course. The students aren't given a long lecture, there are no rules followed. We are asking the students to given what they experienced in the entire semester. We put our professions on the line, by our performance every time and that's part of our annual evaluation. I think we are in the same category. Every faculty member at the university knows what they perceive is an effective president is and what is not.

President Barrett: I do want this discussion to continue but also I want to bring it to some sort of closure because we do have Dr. Gold's presentation.

Senator McSweeney: The important things in my perspective with this evaluation are that we have a process which is agreeable to all as much as possible, a legitimate process that is not driven by any one particular stakeholder, that it produces objective information of high quality using specific criteria that tell you something about the person being evaluated, and provide information that is useful in the future. If we can be as a Senate involved in that process and come out with a product that we can agree on, I think that would be a great achievement, and one that I would endorse. I don't think that each stakeholder group needs to do their own separate evaluation.

Senator Heberle: I just wanted to make another comment that the president is not listed in the constitution as a person that we should evaluate. It lists provosts, vice provosts and deans. I needed to clarify this.

Senator Fink: Would you clarify the purpose of the Senate running this? Is it supposed to be developmental? Some comment were that we think he is a great president and we don't have any underlying things. If somebody doesn't like my teaching, I need to know what I need to change. That's why we ask more than two questions on the evaluation, how much do you like the course, and how much do you like the professor. I am confused, what is the purpose of the Senate doing this, is it to try and have the president do a better job, or is the way of saying, we don't like him, or we do love him.

President Barrett: A lot of that may be answered by the instrument. I will try and get a copy of the instrument that existed in the past and distribute it to you all and it may answer some of your questions. Other than that we can try to agree on what we think it ought to be and on what kind of assessment we should do, but we are not all together on this issue.

Senator Solocha: Going back to Andy and the evaluation, there are two evaluations, one is Faculty Senate that ties to something. What you re trying to do is change people's behavior. If I have two evaluations, one run by the administration and one by Faculty Senate and the one run by the administration is directly tied to merit pay and any other incentives, it will be ignored by the one run by Faculty Senate and only concentrate on the other one. If there is some way to marriage the two together in cooperation so that they do change behavior and your input has impact on their merit, the behavior will change. Otherwise, it won't.

President Barrett: That's why I'm suggesting that we need to agree on one assessment. Other comments?

Senator Fink: Again, with all those contracts maybe we should be looking at the Board evaluating all these people. And it doesn't affect their longevity, the only point in doing this would be developmental.

Senator Heberle: Personally I have no idea why the bonuses were given out. I got four different explanations from didfferent administrators. So, I don't know how they are now evaluated.

Senator Grothaus: This is a new item, we are in the College of Nursing and in the College of Nursing building we have not had heat or very limited heat in the last few weeks. A lot of faculty are getting sick as well as the students. It's been extremely poor planning on the Facilities Management because they are building in the building and turned off the heat. Our offices are in the 50's. We have been sitting around with blankets and coats on, and we were told, 'get used to it,' because it's going to be a while before we get heat back. This week some heat went into the classrooms, but the faculty offices did not get heat. Then, the elevators went out a few weeks ago, unbeknownst to any of us, we the faculty some disabled had to be carried by the police. The security people came to every classroom that evening asking if anyone needed help going down the stairs. Now the elevator went out this week and we had no advanced notice, although apparently a notice went out to certain persons but the Facilities person in charge of that contacted our dean's secretary, who was retiring the next day. So none of us got that information. We have hundreds, if not thousands, students going up and down those stairs every single day. So three weeks of being cold make the faculty very irritated. I know Dr. Gold's office is aware of that, the Dean's Office is aware, and I think that Dr. Gold is trying to work with facilities to make sure there is some planning for the heat, if the heat doesn't come back on in the faculty offices, we will probably be working at home. It's unbelievable. That's our issue.

President Barrett: I will make sure this is passed along to Chuck Lehnert.

Senator Grothaus: He is well aware of it. We just want heat.

President Barrett: It doesn't hurt to remind him again. I am probably not the right person to be pleading this to, because I keep my house at 50, but I am a little better insulated.

Senator Fink: Is there a way to table this, so that I can hear his presentation?

President Barrett: We are pretty much at that point.

Senator Chiarrelott: A quick question, Owens lost their nursing accreditation, what impact does it have on any relationship we have with Owens? Are we going to throw a lifeline to any of those students to move them to a program that is accredited?

Senator Ankele: The College of Nursing is very aware of the problem. At the present time any student that graduates from Owens can still take the State test, so that they can become registered nurses. What will happen to them is in most schools that have a baccalaureate program they require that the student graduates from an accredited program if they want to go on from an associate degree to a bachelor degree. We are in the process of looking to see if there are any ways that we can help these students overcome this particular barrier in the way of testing, but as of right now our initial criteria does state that they cannot just automatically step into this but we are looking into it. All our nursing programs are accredited.

Senator Wolff: I know that earlier this year we announced the elimination of our two-year program, does that program correspond to the Owens' program?

Senator Ankele: We are both associate degree programs, and yes, we are still closing.

Senator Wolff: Is our accredited?

Senator Ankele: Yes.

Senator Wolff: So we are closing ours at the same time Owens is closing theirs and theirs is unaccredited.

Senator Ankele: That is true. But I am not the right person to discuss this.

President Barrett: With that I would like to bring Provost Gold for his report to talk about UTMC Club 100 and any other related issues on the College of Nursing or otherwise.

Provost Gold: While the comment was made about the heat, I was on the phone with Chuck Lehnert and he is actually with a team of workers and will stay day and night until this problem is resolved. When I finish here, I plan to walk over there to see how warm it is. They stripped the under flooring that's why there is a lack of conductive heat.

As far as the Owens report I did read in the paper and heard from Dean Gaspar, I don't know what implication it has for us, but it is possible that we do everything we can to assist them. We have been in contact with them. All of our programs are accredited. We should be all very grateful to faculty in the College of Nursing for a spectacular accreditation.

John asked me to talk to you about this concept of our development vision for the Academic Health Center on this campus. But before I go on, I would like to ask if you have any question about other issues.

Senator Regimbal: Do we have an arrival date for our regular vaccines and our H1N1 for faculty and students? I'm more interested in faculty.

Provost Gold: We have had a very limited number of students that have come to the Student/Employee Health Center on the Main Campus and the Health Science Campus. On the average two to four per day, we had six yesterday on the Main Campus. How many faculty in the room have had students contact them with medical excuses - some but not huge. We have not by any means seen the volume that other universities have seen. The seasonal flu vaccine, and it's very, very limited quantity was received about ten days ago. We have immunized a large number of patients and medical staff. Persons can call the student medicals center on the Main Campus or email me and I will forward their question. On the H1N1 side, this community has not received the injectable vaccine, we may actually get it later this week. We have trained and educated about 700-1,000 students who will try to administer the vaccine, and as soon as we get it we will go through the CDC prioritization to administer this vaccine. Most people sitting in this room are either too young or too old to be priority one for this vaccine. Priority one vaccine will be basically for students under 24 years of age, and those with underline illness and the direct-line healthcare providers. This is the injectable vaccines. There has been very little of the inhale vaccine. About 3,000 doses for the entire Northwest Ohio region and we have not received any of that. And there is some risk associated with the university residence hall type setting. The

website (utoledo.edu/flu/prep) will contain all this information. It's updated essentially every day.

Senator Olson: I am being told by other faculty and they are being told by the Medical Center that there will be no vaccinations for seasonal flu on the Main Campus. Is that true?

Provost Gold: That is not correct. We ordered over 20,000 doses of seasonal flu vaccines and received less than 5,000. We have a very limited amount and we have been trying very hard to adhere to the CDC prioritization vaccination guidelines, which means immediate health care providers, very young, care givers and those that have underlying diseases. So if there are faculty members or other individuals who fall in that category, let us know.

Senator Peseckis: The intent is to get the students vaccinated, but the problem is the lack of the vaccine. This is early in the season, the normal flu vaccine season begins November 4th. They already produced 77 million doses and it's the earliest they have ever produced the seasonal vaccine in the country. So the problem is the shortage of the vaccine around the country.

Senator Olson: So there will be seasonal flu vaccines?

Senator Peseckis: When it is available it will be free to all students and faculty.

Provost Gold: Because of the timing of the earlier vaccinations that CDC may actually recommend re-vaccination in late winter or early spring. If that happens we will do everything we can to secure the vaccines. Right now, the big stores, the Wal-Marts, the Kroger's, etc., have bought out the seasonal flu vaccines. They paid premium price for it and hospital systems such as ours have no access to that vaccine, and the little that we do get is being sold to us at several times what we originally would pay for.

Senator Heberle: Could you clarify and maybe make some more announcement through The Collegian I am telling the students not to go the Health Center or the doctor's office if they feel sick and have flu symptoms, but at what point should they seek medical attention. I think they need to know that.

Provost Gold: Anything that they feel is out of the ordinary, very high fever, difficulty breathing,

Senator Heberle: A little more PR would help, because my students have absolutely no clue.

Provost Gold: What we encourage to do is to call the Student Medical Center if they are unsure, and then they will be told on the phone if they need to be seen. Basically, the physicians or the nurses they talk to on the phone will determine if they will need to be seen. Another fact I would like to share with you, there have been 86 flu related deaths in children thus far this year. That is twice the number typically seen by this time of the year. The real scary thing is that those children were medically perfectly normal.

Senator Anderson: Should we be seen by our own providers? Or if we are low on the end of the CDC list, on the prioritization list, should we notify the Medical Center or our own family physicians?

Provost Gold: Whatever you want to do, if you are on the Main Campus I would just call over there and talk to one of the staff members there and see what their recommendation is. The H1N1 vaccine, unlike the seasonal vaccine, this is coming directly through the County Health Department and completely paid for by the federal government. So I don't know if the commercial chains will ever have access to it or not. They really want school age children immunized first, people with malignancies, etc. We are working very closely with TPS and our volunteers will probably work with TPS on immunizations.

Senator Jenkins: Do you know if the Apple Tree Day Care children and staff are on the priority list?

Provost Gold: I do not, but that's a great question to email me or Dr. Peseckis and I will get this to the work group. We have a work group that meets several times every week that does nothing but talk about the H1N1.

John asked me to talk to you about this concept of our development vision for the Academic Health Center on this campus.

The PowerPoint presentation was initially prepared to deal with the issues of economic development in the community and the responsibility of the health care delivery and it is entitled Club of 100 Vision of the Future of our University's Academic Health Care Center. If any of you were at The Rotary a couple of weeks ago, and heard this presentation you won't offend me if you chose to excuse yourself.

There are four people who are a part of this story, some you may know.

First, *(inaudible)*.....who addressed the American Medical Association, speaking about the reform in health care. The reform will not come if we wait for some other person or some other time. We are the ones that have been waiting for, we are the change.

The messaging that is coming out of Washington, the Senate, The House, The White House and various agencies that there is a tremendous urgency, and broad consensus that the current system we have is at least partially broken, if not thoroughly broken. Many think it's unsustainable. I think for the long term is unsustainable and that the time is certainly now ready for a broad based change. That change will be very costly, hundreds of billions of dollars. It's highly political, as we have already learned. Clearly there will be more control out of our government sector. Whether we will have a public option or not remains to be seen. We already have a public option, Medicare and Medicaid is a huge public option that we now have, and that worked for us of all types of physicians, nurses, respiratory therapists, pharmacist, etc. But President Obama continues to go on the concept of American's Academic Health Centers, which I affectionally call The Club of 100, which I will define for you in a minute.

What he says is these institutions have tremendous responsibility currently and even more so into the future, particularly work force development, i.e. educate the next generation of physicians, nurses, pharmacists, etc. We offer for the most part safety of hospitals for the underinsured and not insured. We are the basic research base for the country. We do almost all of the research. Any possibility of public option access will be focused on the academic health centers *(inaudible)*.....reform are the so-called cooperatives. *(inaudible)*..... will be *(inaudible)*.....the academic health centers. The leadership of the academic health centers will have continued input on not only the health reform policy, but there will be an ongoing dialogue and multiple attempts to preserve the structure, the safety and the integrity of the academic health centers of the United States. Because of their critical role in all of these areas, not just the providers of health care, but much more than that. So this is the concept of the Club of 100. We basically made it up, it's not something you will find on a website. It does have to do with the vision of the University of Toledo to create a single metaphor of what we believe the future of the health care in this community an and should be. Specifically to the *(inaudible)*.....of an elite group of the top 100 American Academic Health Science centers.

What defines the Club of 100, what are the common characteristics of these top 100 academic health centers? How will Northwest Ohio and the University of Toledo benefit from membership in this club. What are the current status of *(inaudible)*... the University of Toledo, and the University of Toledo Medical Center, we are all on this quest, and what are any and all logical routes for us to get there, assuming that we agree that is the appropriate place to go.

On the screen is a graphic, the cartoon that talks about the Club of 100, it's a very highly organized group of approximately 100 academic health centers all part of a medical school, and part of a great university that have a strong education program, a strong research program and a strong critical care program that work together. Equal partners in carrying this forward. It is a shared mission and culture and a set of values of excellence that not only is held on the educational side and the research side, but also on the clinical side. Excellence now comes in extreme patient and family focus, learner and scholar centric and highly community engagements identifies every one of these 100 centers. Interestingly, they all have stable economics sustaining and growing. They are full service programs, high quality clinical programs. They are the choice made by patients and students who have a choice. If you have a child with a

(inaudible).....syndrome, or an immediate relative with a malignant brain tumor, you are going to find a Club of 100 academic health center to care for that person. Full services are only available in the very small number of very highly regarded academic health centers. The leadership of a university, leadership of a hospital system, leadership of medical school, practice plan, etc., alignment of physicians with a strong regional and national and international distinction and (inaudible)...physicians and scientists working in a facility that economically drives the community.

So in the words of another one of the photographs on the screen, T. Collins (?), what is the big audacious goal to take the (inaudible)and take the resources and work very hard towards joining the Club 100.

On the screen a typical community hospital. It consists of high quality physicians, nurses and other health professions, possibly a president or Board of Trustees. There is some market share (inaudible).....that have X-ray equipment in an operating room (inaudible).....this is not what get you in the Club of 100, this is not the model that we are aspiring to. We are not trying to make this model bigger. We are trying to move this to a different level. So what we want the excellent physicians and nurses align with professional strong leadership. We also want them to work arm and arm with clinical scientists and fellows and students. The Club of 100 institutions have a market share of facilities and technology and reputation. They also have to manage capital reserves, clinical research programs (inaudible)....They have a national and international presence. They live off basic clinical activity but they also live off of basic philanthropy and research activities.

This is the model that defines the Club of 100 and this is the place we are trying to go. I did a little research and you might not be totally shocked. Please don't misunderstand me, I do not think of US News & World Report is a measurement of quality having been in academic health care my entire life. But as a way of illustrating this point I thought I would share it with you, these are the top nineteen universities in the United States that were published in the US News & World Report, 2008. Listed are 23 schools, but I excluded those that don't have a medical school. Number 2, Princeton University, not listed because they don't have a medical school. Top nineteen medical schools in the United States were evaluated by a totally different criteria. I hope you will agree that there is quite a synergy in this top twenty list. What you might not realize when you take the same top universities and the same top medical schools in 2008 and look at the top hospitals, those top hospitals are created from totally different criteria: Number of nurses to patients, number of square feet, what you see is the synergy between the top list is very, very tight as well. So the great universities of our country at least the ones defined but US News & World Report have the best medical schools and the best hospitals are all tightly aligned. And they are for the most part a part of this Club of 100. We can look at those hospitals and medical schools in a different way, and this is a financial matrix, US News matrix, for Moody's Standard & Poor, for the 2008 debt rating, according to Moody's & Standard & Poor of all of the entities that Standard & Poor rate so AAA is about 3.5%, AA is about 11%, single A is the highest category, etc. This is the breakdown of the top universities, the same list I just showed you, according to Moody's Standard & Poor, these are highly financially stable, good outlook, high bond rating for (inaudible).....capital, and the same list of top hospitals I shared with you, same rates in 2008 again. New York (inaudible) ..is so wealthy they didn't show any debt in 2008. They are richer than God. John Hopkins for instance, Harvard, many have gone close to \$1 billion in NSF funding (inaudible).....tremendous ongoing (inaudible).....campaign and tremendous philanthropy.

So the quality of patient care is significantly higher, a couple of hundred teaching hospitals at a community hospital because the specialty physicians diversity is generally greater, the quality of medical staff is generally greater and are more patient centered. There are more physicians on duty on all levels. In addition to that, as many of you know there is a constant need to improve

the quality and safety, this is a continuous enhancement of patient satisfaction and service programs, and providing patients access to newest medical knowledge and technology. In addition to the quality of care, the sustainability of economics model of this 100 is also *(inaudible)*because some specialty referral base is larger. The complexity of patients referred to diagnosed care is greater, and you get paid more for more complex cases in various stages.

In addition to that there is an enhanced access to federal and state grant program, access to clinical research, a capital based upon a strong bond rating, enhanced confidence for philanthropy and foundations. Federal state and corporate sectors prefer academic health centers for their business relationships to sponsor research and other activities.

This is some data that comes from Bio-Ohio 2007 statewide economic impact data, and this is a look at the Bio science economic *(inaudible)*in 2007. \$146 billion of economic impact in the State of Ohio and about 1.37 million people directly employed in the health industry. Three major sectors, hospital and health care, medical schools and commercial bioscience industry. Unlike the health care delivery, the community hospitals, the academic health centers a combination of hospitals and medical schools, bring genuine tangible wealth to the community, because they bring research grants, great regional economic prosperity from intellectual property transfer, etc., which is generally not the book of business of a community hospital. They generally serve as providers. The top 100 are far more than providers, they are the economic entity that work in the community.

This is a look at the number of bio-entities in Ohio in 2001 and 2008, research and development spent, it went from \$481 million to \$1 billion; new company stocks in 2001 – twelve, 65 in 2008, venture capital has gone up from 8 – 63 during the seven year period. They are all located along the lines of the Club of 100.

A quick look at what happened to the economic impact.

The top 100 teaching hospitals in the State of Ohio. All medical schools together. In 2002 overall economic impact, Ohio medical schools, about \$25 billion, that is now \$36 billion in 2007. Using same methodology, hard to find another economy in the state that has had 50% economic impact over this period.

If you look at the State of Ohio and the economic impact in each of the six major areas in the state and how they rank, the three genuine Club of 100 health care systems, *(inaudible)*.....in the lower east and central and southwest state there is clearly designated s Club of 100 institution and if you look at the number of jobs and the economic impact, it's absolutely.....

Comparison to other cities, Ann Arbor MI, Iowa City, IA, Madison, WI, Rochester, MN, they all have something in common. They all have a Club of 100 institution in the United States particularly hard hit by the current economic decline.

Iowa City – 2009/2008 unemployment rates in the State of Iowa, 4.7% in 2009, 6.2% for the rest of the state.

Madison, Wisconsin – same experiment – 9.2% unemployment rate in June, 2009, 6.2% in June of 2009 in Madison has the lowest unemployment rates for both years of all the NSA in the state.

Ann Arbor, MI – small town 50 miles north of us. State of Michigan, June 2009, 15.4%, Ann Arbor was 10.6%. Ann Arbor has the lowest unemployment rate for all of the NSA's in the entire State. Hourly wages for 2008 in Ann Arbor vs. State of Michigan, annual rate. Ann Arbor has the highest pay rate in the entire State of Michigan.

Job growth – a projection, health care support, health care practitioners – 15% increase.

All of the manufacturing and production industry continue to decline over this period.

If you look at the US average, in 2009, this is an unfortunate number of 9.7% in July. If you look at these cities you can see that Iowa City, Madison, WI, Rochester, MN, all have certain things in common, is that they have a Club of 100 academic health center, a great university and a strong medical and a life development program.

Another photograph that I (*inaudible*).....share some of the blatant truth of where we are. This is my estimate, an estimate reviewed by a number of people of where we are in getting to this Club of 100. In education, we are about 80% there, in research about 60%, clinical care about 40%. We have some exemplary programs that are clearly the level of Club 100 programs. But for the most part on the clinical side and on the research side in volume and in scope we are not there. These boxes create a so-called debt analysis and what we would need to do get into the Club of 100. Some of the evidence supporting our education position – we have 1,503 faculty members and 23,064 students this fall semester, of which 523 faculty members are in the bio-science area and 6,953 students are in the bio-science area. That includes 1,200 doctoral and professional students. 4,500 undergraduate students. That is a lot. This university focusing at any given time we add a lot of breath and depth scoping our excellence in transportation, alternative energy and other areas, but to not lose track that full third of our faculty and a number of our student body is engaged somehow in a health related bio-sciences aspect of life.

On the residency and fellowship side that has directly to do with the pipeline of physicians in our community, we have about 236 residents and about 36 fellows, so we cover everything from anesthesiology to cardiology. The areas in yellow are areas that we have added over the last two-three years. So the University and the medical center is actively engaged in trying to enhance physicians pipelines. Because we believe they will do extremely severe shortages of physicians, particularly in these areas in the near future in Northwest Ohio, so that your children and my children don't have to drive 60 minutes to get that care.

The research picture you probably know better than I do but we have currently 322 research staff in bio-sciences occupying about 1.5 million square feet. We had a total this year, from Dr. Calzonetti, \$73 million research spent, and 54% of federal dollars are in health and bio-sciences. Over a three-year period, this information is from the State, over 4,300 publications and presentations. A good deal of intellectual property transfer are licenses, invention disclosures, patents, etc.

Our clinical faculty is high quality but too small to achieve critical mass. Base of science in translational research is high in quality, but our clinical resources are limited by the number of patients and the size of our clinical (*inaudible*)..... a resident fellow research is high in quality but limited in staff. There are important fellowships and residencies that we are missing. Our clinical competition in this community erodes educational research and erodes opportunities for us in clinical care, causes out migration.

The gap analysis slide on a clinical side where we are lacking to get to this Club of 100.

Northwest Ohio has got challenges, the economy has been particularly hard impacted by the national and regional downturn. The health status of our community is *poor (inaudible).....you can tell by* looking at some national tables by zip code how many people migrating out of this community to get health care. The numbers are absolutely amazing. Furthermore, there is aging and inadequate supply of medical and other health care professions. Markedly inadequate pipeline for faculty and residence and physicians and other health care providers. Growth and complexity of care has created an increased demand.

The next slide shows a chart that comes from AAMC, looks at the twenty-year projection supply of physicians in the United States and a demand, nobody every retires, everybody dies in their office (*inaudible*)will be 15% or 125,000 of physicians shortage in the United States by 2025.

In Northwest Ohio if we grew at the same rate as the national growth, of course we're not, we are growing more slowly, we are going to have 35-40% shortage of physicians. So you can think of all the economic developments, but nobody is going to stay in this community if they cannot be sure to have access to quality healthcare.

Next slide, a couple of high points, a document produced every year by AAMC and it rates every single medical school in the United States. This shows total revenue of a medical school, practice client revenue, hospital support of a medical school educational program, support of (*inaudible*).....organizations in the State, philanthropy and endowment income.

-50tieth percentile

- the yellow bars show where our medical center schools are in 2007, the 2008 has just been released and is essentially the same.

-50tieth percentile of the Club of 100, facing the blatant truth is we are not in the Club of 100. We have wonderful aspirations but we are just not there.

There are only a handful of strategies to get there;

1. To remain status quo,
2. We can either continue to have organic growth from within, we can invest in partnership growth in the community and outside of the community or we can blend internal organic growth and external partnership growth to get there.

Organic growth – meaning growing from within, extending Saturday hours here, four more operating rooms there. That's organic growth.

Maximum control of the culture and quality, it's ongoing, and highly strategic and it's continuous incremental progress. It's the most expensive for us because we are building new facilities, hiring new physicians, more expensive because already paying too much for healthcare.

It is clearly the greatest time to achieve our goal, but it also has the least legal regulatory impediment, relatively less political complexity.

Growth through partnership is quite different, it's the greatest risk for us because it gives us the least control of cultural aspects. We relied on new partnership value systems as opposed to relying on our own value system. It may be less strategic. It's the least expensive to the university and to the community. It is the fastest and the shortest time to achieve our goal, but it clearly has the most legal and regulatory impediment and has relatively more political complexity.

There are a number of things already in our favor, the university already has a number of great educational programs. We already have growth regional partnerships for education.

We have established excellent basic science, and a good number of clinical research programs to get this off the ground. There is a strong and clear hospital and community focused university.

Finally there is an imminent state in national health system reform on the horizon.

Whether it is done to us or whether it is done with us, it is almost no question something is going to happen. There are limitations with state laws and political realities which we understand, state and legal challenges, there are historical cultures in Northwest Ohio community that prevent people from working together. This is an extremely risk intolerant community. Maybe for a good reason but clearly very risk intolerant.

There are tightly interwoven regional business relationship and a short time available for dramatic change. We need to have this done before the federal healthcare reform program is finished, or we are going to miss a major external funding opportunities that are going to be bestowed upon Club of 100 institutions. This uncertainty of this reform (*inaudible*)...but if we could get this Club of 100 will allow and develop extension of diversification of many of our wonderful education programs and not drive our learners out of our community, therefore keep them in the community as part of our workforce. It will allow our community access to all our wonderful research activities and translational programs, etc., it will allow patients access to clinical trials particularly in oncology, cardiology and other areas. It would bring jobs, clinical dollars and research dollars and corporate opportunities to our area. It would generate (*inaudible*) ...corporate opportunities for investment, economic development through research, engagement, provide opportunity to create a collaborative brand to market Northwest Ohio above and beyond (*inaudible*) our and create national health care that would stabilize our health care institution in the community they serve at a time of great economic turbulence at a time of imminent healthcare system reforms.

The fourth picture, Mr. D. Hock (?) Mr. Hock started out and grew out of a very impoverished situation on the West Coast, became a teller in a small bank and ultimately went off and found the Visa Corporation. He co-wrote a book called, "One From Many," he says in the final chapter, on the final page in the final paragraph of the book, he say, "*The fault of that is not, but the man Is (inaudible) ...*"

So this is a call for understanding and a call for action. People ask me all the time, what can I do.

- First you can understand our strategic decision to persist in this quest, not only through the university and our medical center but the community and the region.
- To recognize that all the components of the Club of 100, the hospitals, the medical schools, the universities, etc., are community assets.
- To appreciate the critical linkage of the regional economic prosperity or lack thereof, in entrance to the Club of 100 status for this community.
- To embrace the concept of organic and partnership growth recognizing the fact that we need to do both, certainly not buy our time and hope for the best.
- To work and facilitate the necessary resources supporting that, that means to understand what we need to do to continue to grow our education programs, research programs, clinical care programs to enter into this Club of 100 status, and then, and only then, when you are in line for produce, or put gas in your car at the Speedy Station, when you are sitting with your family over Thanksgiving Dinner to reach out to the community leaders, your peers, your friends and colleagues and help them understand and help them embrace this concept.

I hope that I have answered the question of defining the Club of 100, the common characteristics and try to explain to you how not only the university but our region in Northwest Ohio will benefit from this quest and hopefully outline a couple routes how to get there, and of course your role.

In the words of the Association of American Medical Colleges, speaking of the Club of 100 hospitals, (*inaudible*).....happens in the American teaching hospitals.

Thank you and I hope you will remember some of this, I hope we can count on you in being a strong advocate because the clock is ticking. This is not to miss a window of opportunity. This is somewhere in the range of 6-12 month in order to take this to the next step. We don't want to be left behind.

President Barrett: Thank you, Dr. Gold for this interesting point of view. Are there any calendar questions? Any old business? Any new business? May I have a motion to adjourn? *Motion was made and seconded.*

V. *Calendar Questions:* None.

VI. *Other Business:*

Old business: None

New business: None

VII. *Adjournment:* Meeting adjourned at 6:00 pm.

Respectfully submitted,

Nick Piazza
Faculty Senate Executive Secretary

Tape summary: Kathy Grabel
Faculty Senate Office Administrative
Secretary