

**THE UNIVERSITY OF TOLEDO**  
**Minutes of the Faculty Senate Meeting of November 10, 2015**  
**FACULTY SENATE**

**<http://www.utoledo.edu/facsenate>**      Approved @ FS meeting on 1/19/2016

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Summary of Senate Business  
Congresswoman Marcy Kaptur  
UT/ProMedica Academic Affiliation Agreement

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**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 Keith:** I call this meeting to order. Welcome to the sixth Faculty Senate meeting of AY 2015-2016. **Lucy Duhon**, Executive Secretary, called the roll.

**I.      *Roll Call: 2015-2016 Senators:***

**Present:** Anderson-Huang, Atwood, Barnes, Black, Burnett, Compora, Denyer, Devabhaktuni, Duggan, Duhon, Edwards, Federman, Giovannucci, Gray, Gruden, Gunning, Harmych, Hasaan-Elnaby, Humphrys, Jorgensen, Keith, Kistner, Krantz, Lee, Lundquist, McAfee, McLoughlin, Molitor, Monsos, Nathan, Nigem, Oberlander, Quinn, Rouillard, Schneider (substitute for M. Caruso), Slantcheva-Durst, Smas, Srinivasan, Tevald, A. Thompson, G. Thompson, Thompson-Casado, Weck-Schwarz, Wedding, White, Willey, Williams, Wittmer

**Excused absences:** Brickman, Cappelletty, Dowd, Hoblet, Kennedy, Ohlinger, Sheldon

**Unexcused absences:** Elmer, Farrell, Franchetti, Kovach, Malhotra, Mohammed, Prior, Randolph, Schafer, Skeel

**III. *Approval of Minutes:*** Minutes are not ready for approval.

Academic Year 2015-2016. I ask that Executive Secretary, Lucy Duhon come to the podium to call the roll.

**President Keith:** Thank you for attending today's Faculty Senate meeting. I ask the Executive Secretary, Lucy Duhon, to come and call the roll.

We don't have any Minutes to approve so I am going to give the Faculty Senate Executive Committee report. I ask for Senate's indulgence that we alter today's meeting. I will give the Executive Committee report after our first guest.

I just received the signal that our guest has arrived. I ask for your indulgence to stop here and continue the Executive Committee report after she leaves. Welcome.

We are privileged today to have as our guest Congresswoman Marcy Kaptur. Congresswoman Kaptur is serving her sixteenth term as the representative from the Ninth District (which is our district) in the U.S. House of Representatives. She is the senior-most woman in the House and the longest-serving woman ever from Ohio. She has put her knowledge of Congress and what it means to be a woman in Congress to good use by authoring a book entitled, *Women in Congress: A Twentieth Century Odyssey*, published by the Congressional Quarterly in 1996.

Congresswoman Kaptur is a native Toledoan. After graduating from St. Ursula Academy, she became the first member of her family to attend college, earning a bachelor's degree in history from the University of Wisconsin and later a master's degree in urban planning from the University of Michigan.

In 1981, while pursuing a doctorate in urban planning and development finance at MIT, she was recruited by the Lucas County Democratic Party to run for Congress.

In Washington, Representative Kaptur has served our interests in so many ways. Since 1983, She has been a member of the House Appropriations Committee – the committee that has broad authority over federal spending. After the 2012 election, Representative Kaptur became the ranking member on the Subcommittee on Energy and Water Development, which is fitting given that our district hugs the Lake Erie coastline from Toledo to Cleveland. She continues to serve on both the Defense and Homeland Security Subcommittees. Representative Kaptur has advocated and secured assistance for numerous projects in our district, including projects for infrastructure, research, and program development.

She is dedicated to the principle that fiscal responsibility begins in 'one's own backyard'. Leading by example, she refuses to accept Congressional pay raises in that she donates them to offset the federal deficit as well as to charitable causes in the Toledo community.

Congresswoman Kaptur is widely credited with securing federal funding that allows the University of Toledo and our local community to partner with the federal government on crucial projects, such as:

- Solar energy research projects at the University of Toledo
- The UT Lake Erie Center
- UT's Intermodal Transportation Institute
- Research to support the Northwest Ohio Greenhouse Industry in collaboration with the Agricultural Research Service
- Research on human trafficking

Congresswoman Kaptur, we deeply appreciate your efforts to elevate the University of Toledo by:

- Creating opportunities for us with Federal Agencies and National Laboratories
- Supporting the research of our scientists, especially in the areas of solar energy, engineering and agricultural research
- Supporting grant applications that allowed us to increase the capabilities of the UT Urban Affairs Center
- Support for our business incubation facilities
- Helping our researchers obtain funding in the areas of diabetes and nutrition, and for the PTSD project
- And many, many other things that are too numerous to list.

Please join me in welcoming Congresswoman Marcy Kaptur.

[Applause]

**Representative Marcy Kaptur:** I am just so happy to be here. Thank you for that warm welcome. It is an honor to be with the Faculty Senate, it's just like being in the U.S. Senate, right? These are the individuals with the "biggest" shoulders and "biggest" awards, and medals, right? I am just really truly privileged to be here to be with you. President Gaber, thank you so much for being here with us. To Dr. Calzonetti, I say, "Poor Dr. Calzonetti," they must assign him to me every time I am visiting on campus because he is always there and I want to thank him. I want to thank Diane Miller and so many of those who helped. I want to thank my dear friend, Dr. Celia Regimbal who helped carry the cookies up the stairs and all of you for your very warm welcome. I also want to thank Dr. Dillard who I knew his father; when you get to be my age it is grandpa and father, you know them and also their children and grandchildren. It is just so wonderful to be here this evening. We had a great day today. We partly began the day by dedicating the first 75 units of decent shelter for veterans in our community and we hope to open up 30 more.

[Applause]

**Rep. Kaptur cont.:** It's built adjacent to the Market Center in South Toledo and what's amazing about it is that there are so many collaborators on the project, so it can't be anything but successful. I won't go into all the details, you can read about it in the newspapers, but it is only the first of 900 homes for veterans in this region. This will house 75 with supported care. We are working with a group called, National Church Residence, which is just superb, and everyone was just so happy. We put in a full day and then I ended at the Black Cloister Group Club in downtown Toledo. I found out that a UT faculty member spends a lot of time there after work, but I won't say who it is <laughter>. But anyways, it is a brand new business and they already have to double their production and we wish them the very, very best. They employ 10 people and it is one of the new businesses in our region, so today has been a very exciting day for me. I was asked this evening to address some issues and I said, do they want to hear five minutes or fifteen minutes? How about fifteen minutes and then some Q & A? Does that sound comfortable to everybody?

First, I want to begin by thanking you. You represent the most important institution of higher learning in this region. And what you are, what you represent from the different specialty areas is the best we have in this region, and we need you now more than ever. I am going to tell you some things you probably already know, but they are truly alarming to me. I really don't know what to do about them other than cast the votes. I've been mulling over ideas in my own mind and with my own staff though education itself is not my job, I am far from satisfied about what is happening in this region. Let me give you a couple of statistics that are truly a worry: Lucas County kindergarten readiness is at 33% and for Ohio it is 41%, so Ohio can't claim any medals for what's going on with education in our state. So if you ask yourself, are you in the right place at the right time? Yes, you are. This region needs you. It needs you to set a standard for attainment and excellence, and this university has to play a role in that in my opinion. Now, let's look at high school graduation rates- far below Ohio's average which is 89.7%, our region is 69%. These are serious things to think about. Just over 20% of citizens in Northern Ohio have earned a Bachelor's Degree. When I looked at some census figures it made it look like we ran about 39<sup>th</sup> in the country as a state, that is not good, we need to do much better.

One of the reasons why I came here tonight, I didn't know the president was going to be sitting in because I was going to urge you to urge the president, so I am so glad you, President Gaber, are here because I can lecture at you <laughter>. This university has to be the place that draws the whole region up. I don't know

how you do that. I don't know how you work with WGTE. I don't know how you would work with the radio station that accompanies it. I don't know how you work with Head Start. I can't give you all the ways to do it, all I know is the results are far from what I would hope for this region. I often say if we are smart enough to be able to hand out to thousands of people a Rocket Card to show them when the football games are, then surely we are smart enough to tell parents and grandparents what are the four-thousand words a child must speak by the time they go to kindergarten, what are the books we should read to them from the time they are born until they go to kindergarten, and then at kindergarten level, those elementary years, what are the names of the books that people should buy, what are the story hours, and what hours of the day a child should study. You know this because you are already here. But believe me, whatever the rules of the road were before, with all the social upheaval and economic upheaval that is happening in our region and is settling down somewhat, the rules of the road have been forgotten. We don't have a standard. I said to my staff the other day, what can I do? Maybe I should find some experts because I want to know what the four-thousand words are and why do some children come to kindergarten speaking four-thousand words and other children come speaking eight-hundred or four-hundred. What do I do about that? I say, do I turn my office into a school and every month I invite in another classroom and I invite somebody from the library to read a story? I don't know. All I know is the scores aren't good enough. You have hundreds of employees; this university, this Faculty Senate can maybe do something to draw attention to help people help themselves in this region. Work with our library system. We talked to them about offering a GED at some of the sites, offer classes at places people can get to. Think about a way to help us play a more central role in moving people forward. I can tell you one of the great disjunctures we have in this community is that our community college is located far away from the heart of Toledo. They will scream at me for saying this, but maybe this is a moment historically where we have to go back and talk to our state lawmakers and those who are involved in the community college system here and figure out a way to bring education back to the people who really need it and make it easier. Going all the way out to Northwood for most people, I don't care if you provide them with three busses, they can't do it, it is too hard just physically. If you have children and you are a single parent or if you are somebody who had an illness in your family, things happen to people. We have to make it easier to get to education. I don't know how to do that, but I know if this region is going to make it economically and socially we have to raise the attainment level here and we all have to be a part of that, and that's the major reason why I came here today because I am so worried about what I see. Now, we know that there are connections that can be forged with other institutions. I am just going to "tick" them off one at a time, I am sure you know them. I mentioned WGTE, Aspire, Penta County Career Center, The Library, the Toledo Public School system, Head Start, Women, Infant, and Children Program, along with pediatricians, our Labor Training and Apprentice Program, the Source, which is discover money that comes into this region and it is suspended for different purposes, and the Center for Innovative Technology. There are a lot of places that exist, but maybe they are not collaborating in the spectrum, the way it is possible in order to help bring people up. What is amazing about our region is the number of religious institutions that we have and many of them have afternoon programs and evening programs. We have mosques, we have synagogues, we have churches in every variety, and we have temples. Think about them as learning pods- we simply have to raise the attainment level. I believe you can play a more creative role; you are more than your job description, you are the best this region has and we have to figure out a way to elevate you to incorporate more in setting that standard for our region. I want to mention a couple of examples where we have seen progress with the university in meeting certain needs and it was "ticked" off when you were kind enough in your introduction to talk about some of the

programs that we've helped to spearhead that were more technical. We talked about the Lake Erie Center that didn't exist 30 years ago, now it exists and now we face a major problem in Lake Erie. UT should be famous for being a central institution in this region collaborating with others to bring global attention to how we can fix this, and we can talk about that in the question period. The Law Center that deals with the water law, that was created here long before we had this major water crisis that we face today. Solar energy, we talked about that. At a time when our country is creeping down a path of new energy systems and modernized energy systems the Department of Engineering at the University of Toledo is world renowned, what more can we do to help invent a new energy feature for our country and our region? I was just out at the 180<sup>th</sup> Fighter Wing this morning looking, they have gone from 100 kilowatts to 1.6 megawatts in terms of production to give you a relative comparison, Davis Besse is 900 megawatts – you've got 1.6 megawatts and growing out there, that is pretty impressive and they were talking about collaboration as [words they used] military-public, public-public private partnership. They have all kinds of ideas about how to cooperate and I said, "you've got to find The University of Toledo." You've just got to pay attention to what's going on out there and think about new grids, new systems, and the additional construction and development that is going on out there in one media. So we have examples of where we've been successful and we need to enhance those and we need to add some other jewels to the crown.

I was going to mention a couple of acts that are before Congress that are passing, but I think I will wait on doing that. Let me mention a big impact and obviously, a worry of yours and mine, the growing level of student debt in the country and how higher education can be affordable and what we do about that. I can give you a lot of bills and so forth that we've already passed and programs are being funded, but I am looking for a pilot project in the greater Toledo area and greater Cleveland area- and what I would like to do, and think about this, and I don't want to get too complicated, but is there anybody out there in accounting or business? I need your brain. Here is what I am thinking of, if you look at the student debt level, \$1.3 or \$1.7 trillion across the country, what is owed to the federal government, it comes through loan services like Great Lakes etc. and they make a boatload of money. The law provides that not-for-profits can apply to be a servicer. Most of these servicing contracts expire before 2020, so this is the time to be thinking about, "well, if we don't use those companies to service, who do we use to compete to service?" Interesting thought of who that might be. Maybe we have some from this region that would qualify as a not-for-profit- take some of the profit of that and put it back into the loans for the students. But, I am thinking of a way of how to change the student debt fees back to the federal government from a debt stream to an income stream. You're probably saying, what is she talking about? Think about our region, Northern Ohio has about 57,000 vacant properties that are habitable between Cleveland and Toledo. We have tens of thousands of student debtors. What if we say to the federal government, we have an idea for you - we want to sample and take 100 individuals in the greater Toledo area who are credit worthy of paying their loan back on time to the federal government, but we want to work with you and the Department of Housing & Urban Development to turn credit-worthy individuals who are paying their loans back to change the debt stream from a purely fee-payment back to, over time, perhaps over 25 years, or 30 years, or 35 years into homeownership. When we look at the debt repayment stream and we begin to convert it, perhaps through refinancing, perhaps through extending the term, perhaps by consolidating the loans that an individual may have and put them on a path to home ownership. Do you realize what that would do to the country? It would be phenomenal if we figure out the math of that problem. Locally, we had an interesting challenge by our local land-bank in Lucas County and we have one in Cleveland, they have the incredible power to discount the value of a home. If we were to work

with institutions like Federal Bank Board, I just talked to somebody this morning on this, they also have authority they can use. What if we work with the Federal Housing Administration in Washington and we say we just want to do a little experiment in Northern Ohio, in Toledo and Cleveland; we can't mess up the country too much by trying this, and we work with our universities and educational institutions to identify some of these individuals in both communities. And then we work with the local land-bank to put the proposals together, we would draft a solution that would help these individuals who try to become educated and they did what they were supposed to, but now they have so much debt that they simply would be debtors the rest of their lives - young couples that have children who want to buy a home, but can't, you know the kinds of people I am talking about, right? Why can't we invent that solution here? So I am working on that proposal very, very hard so we can have Americans again build equity and not just stay in debt. If we can do that, we can prevent a lot of damage down the road to our country, but we will also help others aspire to higher education, and not like my cousin who should be in college. He, my cousin, said to me, "I've just got to earn money. I don't want to go in debt like my sister." Think how many people we are turning off because the financing solution just simply isn't there.

Now, in terms of areas of focus, I am just going to "tick" some things off here that we can discuss more in the question period. This university where it sits globally is at a very important point, a step-off point, the largest body of fresh water on the face of the earth, and the largest river that flows into the entire Great Lakes. We should have much more attention to this region. We should be on the front cover of the *National Geographic* and all these environmental magazines all the time. Somebody said to me after the water situation last summer, "Marcy, the reason that your region didn't get more coverage in the *New York Times* is because you are not Cleveland." I said, "well, I am half of Cleveland <laughter>" But the problem was the Cleveland end of the lake was the Toledo end of lake. That particular challenge gives us an opportunity, those people who are in the life sciences, to use this as a launching pad to lift the reputation of the university and to bring [literally] millions of dollars in here for research. I always have a chair reserved in my Washington office for the universities I represent, where you can send someone, maybe from the Faculty Senate and we will feed them and they can go around to the departments and make friends and find those grant programs and get facility with how to deal with the federal government. This is the time of year when agencies say, "oh, gosh, we have money left because that city or town turned its money back and didn't complete their work on time" and if there's a smart enough group of people who established relationships with those departments they'll say, "go to that person, they visited us; they are next on the list." There are new opportunities coming up with the new fiscal year. If you know what the programs are about, you can bid on something; you can fight for your programs, you can fight for the university, and frankly in doing so, fight for this region by performing research and solving problems that are real for people that live here. So I think we can do more to catapult the region forward by a more robust presence. It doesn't have to be permanent, you don't have to open an office in Washington and all the rest of that, but you can visit on occasion and spend more than an afternoon and really build relationships in the departments, it matters. Let me give you an example of what's going on in a department that I know a lot about, the Department of Energy. The Department of Energy's Secretary, the top person in the department, is a genius. I don't always understand half of what he says, but I know he's thinking. He was talking at one committee hearing and said, "now, a new pathway is going to be the energy-water nexus" I said, "Mr. Secretary, can you please repeat that?" "the energy-water nexus." I know what that means, money is going to follow because that is where he wants it to go, but when I heard those words I thought I know what he's thinking, he is thinking the west because if you know anything about Congress you know it is tilted to the places that have more representatives, so California has the

most. I know he's thinking about "they don't have enough water" and what he wants to do is to figure out a way to desalinate the Pacific, but that costs a boatload, so they are going to put money to help California on this energy-water nexus and to modernize their grid and do all this other stuff and I said, "Mr. Secretary, how does the energy-water nexus fit the Great Lakes?" and he said, "I never thought about it," I said, "okay, so how does it fit the water treatment systems of Cleveland, Lorain, Toledo, all these places I represent" and these sewage treatment systems where cities [that I represent] are spending almost 1/3<sup>rd</sup> of their budget on energy cost, so what about our energy-water nexus? We've got fresh water and we don't have a shortage of it. Now, I thought if my universities will just line up behind me and help me define what energy-water nexus is, then I can bring money in to help my communities. But, I need people who are smarter and more-well trained in all those fields than I am to help me do that. So, that's an example of things that are happening at a federal level.

I don't have to go over the whole question of the Great Lakes or Lake Erie Center, it always interested me and I will say this with President Gaber because she wasn't here when all this happened and we are so grateful for her life and years she is going to spend here; we had to fight to set up a Lake Erie Center. It just didn't always exist. It took us years, and years, and years because the people who were getting the federal money to study the fresh water didn't live near the lake. So, as much as I love Ohio State University and I am a Buckeye, right? Gibraltar was not run by the university and I said, how is this possible that the University of Toledo sits on the lake, but all the money going to research in this region is going to The University of Michigan and Ohio State? So we began to fight to create the Lake Erie Center. I won't bring up everything that happened, but it has been a bloody fight every year. We finally got help from a lot of people, but even till today we have problems getting the kinds of attention, that means we have faculty on the ground in Washington going and visiting all the key departments and agencies that have anything to do with Lake Erie and you need to be better friends with them than perhaps other universities that are located regionally, maybe somewhere near the lake. They may have gotten paid in the past to do the research, but you have to become better connected, all right, very, very important.

I am going to pivot to a whole other campus, the Medical Campus. This is the only institution in Northern Ohio with Pharmacy; that is an asset beyond belief. Cleveland doesn't have one. NEOMED has one, but the fact that it is the only one, what can we do with it? What can we do with this pharmacy school beyond what we are doing today to help with the development of opportunity and to attract students here because of what exists. Here's a story: I was out at the South Campus several years ago and I was trying to create jobs by inspiring ideas to happen and so I met this group of advance practice nurses and I said, "okay, you are part of the future. If you got ideas, we can turn them into products." This is the kind of thing we do in this region, we can make things, we can package them and treat them, we can do all types of things. So I said, "I want to know one or two ideas from the best nurses that exist and all the professors where we can create a product and create money and even help you subsidize the cost of nursing education in this particular program." One great nurse raised her hand and she goes, "well, Congresswoman, we do that already." I said "you do, how do you do that?" And she said, "every year we have a lunch and Eli comes in and we give him all our ideas." I said to myself, now I get it. She said, "you know like the surgical glove with the longer finger?" I had no idea what she was talking about, but I said, okay, let's think about our assets and how we use them for our advancement of this institution of the various programs in a way that attracts others to us because of what we do. So there are many ideas here. I just met with a professor who is a doctor at the UTMC, he is a neurologist. He came to see me because he is thinking at the highest levels, he's a surgeon, but he is very interested in something we are working on at the Department of

Defense and the Department of Veterans Affairs. Think about an electrical stimulation of the human body, how we can implant devices that help an arm to move when it is paralyzed or a leg to move, as a doctor we've got to get you connected to the VA and to the DOD hospital systems, the researchers. He is not connected and I thought, how is this possible? I vote for money for research in those areas and we are willing to work with him, we are willing to help the medical part of the university, but we have to know where you are headed and what you want to do and then we will better connect you, so that is another example. I met with the 180<sup>th</sup> this morning and we were talking about the Simulation Center at the UTMC Campus. One of the projects I've been very interested in, but it failed me for a number of years now because I just can't put the parts together well - we have a mess in the Middle East if anybody's noticed. One of the problems the United States is having is becoming that facility in friendly people. We can bomb from above, but that doesn't mean that we can do any change at the grass roots, which is where organizations like Al Jazeera and the Muslim Brotherhood are making inroads. So I said medicine is a natural and community health is a natural; we have broadcast capabilities and we have a former head of our UT Medical Center, Dr. Gohara, she was born in Egypt and she speaks Arabic. I met with Arabic speaking doctors in our community and we have a representation across our nation like you wouldn't believe. I said, "let's get together with those doctors." Let's figure out if we were to broadcast to the universities and Cairo or at American University in Beirut, do you realize what this can do to medical? We can use health as a broken-end to heal. And to provide information in places where they are so God-forsaken and troubled, we can really do something, but how do we coalesce that power that we have that is multiethnic, multilingual at the highest levels of learning and communicate it. I met with a group of doctors from our region, Syrian Americans, and I suggested this to them and they were just so powered-up because the land of their families is being completely destroyed. When I suggested help, their faces just lit up and I said, "we are on to something." I was in Egypt last March and I was talking with our government and I said, "what could we do here? Egypt to me was so much more poor than what I imagined. I talked to one of the political officers from our embassy and I said, "I want to go back home and I want to organize doctors and nurses who work at a community level;" we've got to figure out how to broadcast UTMC; we've got to figure out a way to help this. One of the political officers said, "Congresswoman, you are on the right track, but you can't do it through of the U.S. Embassy. You have to find a way to work through an NGO or some type of broadcast mechanism to reach others, but don't get us directly involved" and I said, "okay, we will figure out something." I just mentioned that to you because this university [I think] where it's located has a particular relevance because of the ethnic and religious diversity that exists in this region -we have to see it, we have to embrace it, and we have to empower it to make a difference in other places in the world.

I think I gave you enough to think about. Just know that our office is very open to help you in any way that we can. We will partner with you; if you chew on something I just said and if you have a thought six months from now, that is okay. I am very anxious to help you do a better job of what you do. Believe me, you have my total respect in what you do here at the university. I am not here with you every day, obviously, but the kind of standard you set for our whole community, and don't underestimate that. I viewed the campus and I read the president's remarks. Thank you so much for wanting to link to the broader community here, to people who in their own families perhaps have never had anybody graduate from college and you can't imagine what that might be and maybe they are frightened away by the rising cost of higher education, but stick with it. Stick with your teaching assignments and do what you can to improve those, among your colleagues and your collaboration, and keep inspiring students.



I am going to tell you a little story. I think I'm going down to El Salvador in December. I have never been to El Salvador, but I was educated as you, President Keith, started by the Nursing Sisters. About 35 years ago, a sister name, Dorothy Kazel was murdered along with three colleagues in El Salvador. I was thinking, I just wanted to go down and do something, and what are we going to do for El Salvador when we go down. I happened to be talking to some of the Banana workers from El Salvador about some of the challenges that they are facing- even their method of payment is so cruel. They lose so much of the pittance that they earn. I happened to be speaking to the gentleman that organized the committee and I told him about my plans and he said, "I will go." And I said, "oh, good; that helps me out." As I was talking to some of the people in El Salvador, I said, "how do I get help to you?" Many of them were religious so I said, "do you trust the Cardinal?" and they said, "no." I said, "whoa." I was trying to figure out how to help them manage their money, their little bit of money that they earned. I said, "who do you trust?" and they said, "we trust the Jesuits" and I said, "okay." I said, "whatever happened to that Jesuit priest from Toledo that used to run St. John's?" Nobody seemed to know in my office and I didn't have a chance to call St. John's. I was getting off a plane in Washington and this young man that I knew said, "hi, Congresswoman, do you remember me? I was your intern about 13 years ago for two weeks. I drove you in the UT parade" I said, "where are you working?" and he said, "I am working with Father...who used to run St. John's, Jesuit." I said, "are you kidding me?" and he said, "yeah, we have been working all over Central and Latin America." And so, amazing things happen in this job by just getting to know people and trying to connect to help others. By being here in this discussion today I hope that some of what you suggest will make something that I said trigger even greater collaboration to help empower the people of this region of our country and they surely need your attention. Thank you so very, very much for allowing me this time this evening. We are following your program so if you have any questions, please ask.

**Senator A. Thompson:** Thank you, Congresswoman Kaptur for being here; it is wonderful having you. I read an article this weekend in The Columbus Dispatch that actually talked about the rankings of Ohio in terms of student assistance for college grants, financial aid etc. We, the University of Toledo, were ranked fairly low in comparison to other states and obviously, at UT, we're facing some enrollment issues, so I am just wondering do you have any insight in terms of what might be happening in the future to [maybe] equalize some of these subsidies so our students will be able to obtain for their education?

**Rep. Kaptur:** I am sure that relates to the economy. We know the budget that is being talked about now for next year, unfortunately cuts higher education by about \$100 million and that will impact all across the boards. I did not see the article that you're referencing, but I would think it partly reflects the fact that Ohio has lost over 30, 0000 manufacturing jobs and the nature of our economy is very, very tied to production. It is tied to production, but it is also a function of our region not having the kinds of relationships that can build the floor for innovation and that starts with higher education, and that is one reason I wanted to come today. So for example, on the committee that I serve on we fund 17 federal research labs just in the energy realm, not one exists in Ohio. These are brilliant people and they are involved in inventing all kinds of things like looking at how biology works and trying to produce fuel off of micro-biological interaction. I walked into one research lab, they knew I came from auto country and they thought they would make me happy by taking me into this lab. They took me into this lab, and it was this big engine hissing and was going up and down and I said, "what you are trying to show me?" They said, "we are trying to show you how the...occurs." I said, "who is the user of the research?" They said, "Cummins." I said, "Cummins comes all the way out to California rather than auto country?" They said,

“we don’t have a research lab that can do that research.” So we are underinvested in by the federal government and part of my message to you is to think about establishing partnerships with labs that do exist, and some of you have them, so you become a part of research that is going on and that is federally-funded and in so doing, ultimately attract research dollars here and some of those projects here. As I was leaving that particular campus, even though First Solar was invented here, I was there at the birth of First Solar Energy at this university, they said, “Congresswoman, we know you will be interested in this, we are building a \$100 million solar lab.” I said, “\$100 million.” They had 12,000 scientists that deliver ideas together at the highest level, all PhD’s spinning off because of the federal investment through the Department of Defense and the Department of Energy for 50 years (or so); if you look at that, you’ll go “wow.” So what do members of Congress like we do? We try to get members like you included - if I know you are involved in something that is happening somewhere else - so that I can draw resources here.

Part of the reason I would think for those results is because we do not have the diversity of economic pathways forward that some other parts of the country do and we definitely do not have the level of federal support. So think about this, I said it one time and got in trouble in Washington because it was the truth - I said, how is it that the state of Ohio that gave birth to John Glenn and Neil Armstrong in the area of state of the art science has the smallest NASA center out of the 10? How is this even possible, that’s the highest research institution we have in northern Ohio? One of my goals is to make them bigger and to ask them to help develop partnerships which The University of Toledo is participating on many levels, with that center, so I can draw more federal resources for you and more federal partnerships. That will help with those parts of higher learning in academic research that would benefit job creation through innovation in our region. They have been signing contracts, for example, battery storage and with Argon Glass outside of Chicago; I think Dr. Calzonetti, you were probably helping with that, were you not? We are trying to find ways to help use the NASA Research Center as a place where we can bring in these federal agencies to extend more research dollars here establishing those collaborations. We have an Air Force Research Lab down in Dayton, the biggest air force research lab in the country. They do all kinds of research on the brain etc., all kinds of miniaturization of sensors that go on the human body that test, to dispense medicine in pharmacological treatments. They are into a lot of miniaturization which is really exciting. Even they are limited as Ohio and they’ve just now been working because we’ve been pushing to establish an Ohio research network, which I think the University of Toledo is now a part of because I just had a lecture over at NASA, they have really led this effort in Ohio. We are seen as a research network to be able to access federal dollars coming in here, but truly it kind of hurt. It took me a while to really understand this, even though I should have known it from the moment when we saw how hard it was to get the Lake Erie Center started because several of the universities were lined up ahead of us. I now more clearly see, first, we have to understand where we are in the field, before we can figure out how to report, right? It took a while to really understand where we were in the field.

Another story I always tell. I was at MIT before I was asked to run for this years ago, by a miracle I got elected. When I got to Washington and they showed me where my room was for Congress, nothing was connected. I mean, there weren’t even computers in those days, I think there were typewriters, but the phones weren’t connected. There was this man standing in the doorway and I said, “how do you do? who are you?” He said “I am the lobbyist for MIT.” I thought, wow, I don’t even know where the office is, but he got the name and the number. I will say to you, this is the competition that we’re in, in terms of advancing the work that you are doing, whether it’s education, whether it’s in the physical sciences, medicine, whatever it is - the competition at that level is so key, and if you don’t get part of some research

program you will never be on the peer group to pick the next set of grants. So if you don't get yourself in there, it continues to lessen the amount of resources that come to a region like ours. So if I were to ask the Faculty Senate, I can't do that, but I would say, subdivide into groups and prepare a battle; every single federal agency is your target and you need to be good friends. You might not get it the first year, but you will go back and you will find how the place works. I can tell you another thing and I can say this while the president is in the room, I am in the public arena, my job is to sort of get the essence of what is happening in our community and try to give "her" a better future. One of the biggest lacks we have in this region is people who specialize in that arena of public policy. You see, people who get elected to office they are basically good people, there aren't too many crooks around here, but they had no education. So they get in a job and who wants to say, "I don't know what I am doing, but I am here" and your job is to take care of the housing of the region or your job is to run the water system of the city, but when you really get in there and you look and you see how thinly staffed some of these places are, continuing education for people who are in those positions is really important. Even if it's only a short course to bring ideas to them from other places they haven't had a chance to travel.

One of the things that has happened in our region is that because we had job washout we came to a lot of things over the past two decades. What is happening in government is people have shifted from one position to another that they were in, and sometimes it was not something they were highly trained in and they only have staff to a limit, so they are flying by the seat of their pants trying to get something done. An institution of higher learning can be a place of great comfort and inspiration to them and the people that they work with. This is true whether you are talking about the law enforcement functions, whether you are talking about people who are working in certain service arms for the local government. I was with a man the other day whose job it was to be in charge of leaf collection, which was one of his jobs for the city. I just wanted to hug him. This was a Saturday and he's been working all weekend and he's all dirty, then I thought, does he have the best machines etc. You start thinking, you just have to get out there and roll. So I think the institution of higher learning can really pay attention to some of these folks that work in the public ground and help give them backup in some small way to help them. You are in a unique position to make a difference on many levels without giving you too much extra to do. Just think about how you can be more, you can raise prospects for the community by virtue of what you know. Your students, every class, are a potential powerhouse of information in some way in this community. Direct some of your classes, the projects you give them to write about, and then make sure once they're done that that it gets to somebody to whom it will be useful to; maybe you know who that somebody is and you talked to them and they said I can really use this information, or this will really help me out. I know the people from the water plant are looking for the next generation out there, that's true in many places in this community. Maybe your classes can be sources of information. Maybe we have mayors who don't have 59 people working for federal grants, but your classes can find one or two grants for a city of this size and could go after the federal government because they had left [us] in abeyance simply because they don't know we exist. So, there are lots of ways that I think the university can be really a powerful asset for community betterment. May I ask, what is your field?

**Senator A. Thompson:** Public Health.

**Rep. Kaptur:** Public Health, that is a good one. We have a terrible record at the state; I think we are 39<sup>th</sup> in ranking. Mississippi may be ahead of us. It is like, "whoa," what happened here?" There's lots of federal money in public health; I don't know if it comes here. Yes, sir, please give me your name and field.

**Senator Quinn:** My name is Anthony Quinn; I am an associate professor in Biological Sciences. First, I want to say, thank you, you've been very inspirational, at least to me. I found myself jotting down notes and ideas and thoughts from what you're saying. And in the midst of doing that, I paused for a second, and I ask a frank question, which is, how many of your colleagues are like you? Oftentimes when watching the news and watching politics over the years, and even our state's governor, we are portrayed as the enemy, "higher education is putting "bad" ideas into the minds of children etc." Then I think you hit it right on the head, in order for us to move forward to stay strong as a nation, as a region, we do have to invest in ourselves, but yet we see in Ohio, one of my concerns, I keep hearing from students the "big" push is to graduate in three years. When most institutions, when they look at graduation rates, they are looking at four-to-five year graduation rates and yet we are pushing [our] students to graduate in three years, so will quality be a concern when we start cranking out students in three years? If we had four or five years historically and then push them to three years, what about the quality? Again, my concern is, as I sit here with my enthusiasm, my question is, how many colleagues are likeminded as you with "this" enthusiasm and "this" notion that education is going to be central to our moving forward?

**Rep. Kaptur:** I think that a lot of members talk about education and my guess will be, though I never had a survey, at least half of the individuals I serve with never had to worry whether they would go on to college; they came from families where [I could be wrong] their education was just assured. I didn't come from that kind of family. So, what's happened in Congress is, it has become more and more tilted to those who have lots of assets. I think the latest study on that, which was published by one of the newspapers, a [particular] foundation goes into the assets of members of Congress. So I think it is partly a work perspective based on those sitting there. We seem to have gotten to a point where people only care about test scores - at the elementary level where it is test, test, test; that is why I am thinking if we can figure out how to help people understand what they need to do to educate in those early years when the child is still in the womb, right? We need to get to our pediatricians here in town and we need to work with our women, youth, and children's' food program, the WIC program. We need to put these in the bags in the hospitals that they give the new mothers so they see the words that their child should be saying, maybe have the books in there. They don't have to be expensive books, just little story books that you can read to your one-year-old, to you two-year-old, grandma picking up, and uncle picking up etc. I think in those early years we can really make a difference and establish a standard. Every child should have a library card. I don't know what I would change, I will have to ask the people down at the library, but story hours are good things. We should have story hours and the books should be on whatever list the teachers tell us are important for us to read, I don't know what those books are, but I am happy to read them [as one helper] and to help mobilize our community in order to help these youngsters learn. I think there's been so much economic washout in this region and we are doing so much better now. But we have to help individuals who live in places that most members of Congress couldn't imagine or negotiate if they have to, because of the lives they've had, it's been too easy. So I think we have to take what we have and help these children have a brighter future by not falling behind. And I know because I brought a lot of money in, if we lose them by the third grade we basically lose them. We've got to get them up to third grade and we've got to be successful here. I don't mean by just leaving it up to the schools, they simply can't handle all that is necessary. I was fortunate, I had a mother who loved to read, I had a father who read the newspaper every night, and I watched the news. I had a very loving family and I think that is the reason I ended up in Congress of the United States. I followed that path and I was fortunate, but so many of our youth unfortunately aren't. We had two boys that wandered in the Padua Center over on Nebraska and Junction and they came for bread, they were hungry. We have poverty in this city and we have to face it,

we can't just ignore it. The Sister there said, who are you? They said, well we come for bread. She followed them back to where they lived and the mother of those two children was a diabetic in the bed without treatment, that's the reality. So we have to find the ways as community to provide paths, not just in the summer, but ways for children to learn. There has to be more than one place; we have to picture where they are, you know how kids are, scattered all over the place. So after school maybe the university can do something with our public school to make a big deal to come for cookies or [healthier than that] broccoli and yogurt dip or something <laughter>. We find ways to elevate and we get our local broadcasters here that are known on the radio stations and rock stations, they can help us by using words that children need to know and I am sure that there are people with majors in education so you know what children listen to, we need to get into their mindset. Our community has all the statistics that will allow us to receive extra money by the private foundations because of the situation we face in our school systems, but are we really doing everything we can to access those dollars? I think that is a question the university-level people can help guide us on, and you shouldn't feel alone. I think one of the worst things about education on the education level - I used to live on the Medical side of the Campus when I was at the University of Wisconsin, it was like you're doctors, and you are a lawyer, so you are on that side of campus, or you are History, so you are on that campus. One of the most important sources of power is we collaborate and if we pull our resources together, we will have one of those "awe" moments when you really see a different path because you are not just held captive by your major field. I guess Faculty Senate provides that kind of opportunity for the prospect.

**President Keith:** I've been told that you have to leave at 5:00 p.m. It is a little after 5:00 p.m., so one more question or more than that, it is really up to you?

**Rep Kaptur:** I believe it's a 5:30 call.

**President Keith:** All right. Thank you.

**Senator Anderson-Huang:** What is the discussion that we're going to have on the tax code division that they're going to pass for education?

**Rep. Kaptur:** Well, let me say this, as far as the education tax code, Ohio's representatives on that committee are Pat Tiberi, a man from Columbus, and Jim Renacci who is from the Canton-Avon region of Northeastern Ohio, so those are our two representatives. If there are ideas for that, begin cooking them up. I suppose they could suggest a greater tax deductibility, something like that, that is usually what that committee does. It will be important that there are ideas, that they are shared with those individuals because they will be key members on the Tax Writing Committee. Now, the new Speaker of the House [Paul Ryan] was the head of that committee and he's from Wisconsin, northwest of Milwaukee, Wisconsin, so he's a Midwesterner. Right now there is nothing that's really come out, but I would say it would be important to network with the representatives from Ohio that are on that committee.

**Senator Molitor:** Scott Molitor from the College of Engineering. As my colleague, Senator Quinn alluded to earlier, it would be nice if we had more friends in Columbus than "enemies," and certainly to do a lot of the things you're talking about. We need resources and we need help. So how can we work with you and maybe work with our colleagues in Columbus to make this possible because there are a lot of great things we can do if we had the right people and the resources to do it?

**Rep. Kaptur:** Right, I know that. I don't know about Columbus, they can be such an "odd" district, I wouldn't trust those people to begin with <laughter>. So I am, as a federal representative, saying, despite

what's happening down there, maybe one of the areas we should look to is federal support, enhance federal research, enhance federal interest here, and also private support from some of the big foundations that are focused on areas that we know, based on what's happening in this region we will get attention. Ohio wouldn't be 39<sup>th</sup> in the country, the last time I looked, in educational attainment if they were doing a good job down there. But I always say, okay, let's disconnect ourselves from them and say, if we didn't have anything from them, then what would we do? You are in a particularly difficult position because this is a university which is chartered in Ohio, right? So you've got to deal with the Columbus folks, but I think that you certainly must meet with state representatives and state senators; you can't ignore them, right? And you should constantly be inviting the head of the Board of Regents, all of these different officials down there, they should know that you exist because they will tend to do what they like to do and that is just fund Ohio State - I just drive around Columbus and I just "shake my head." I will say this, here's an argument you can use for Columbus: The top ten employers in Columbus are government. And I like government, but it is the private sector that holds this state up, and in this region our top ten employers are not government. If you look at the nature of our diversity here, they are really spending a disproportionate amount in a place that has done quite well because it is standing on tax payers in the state of Ohio. Franklin County and Ohio State always had a lot of muscle for being the state capital. I can remember at one point I looked at our state and I felt so sorry for Youngstown. I was looking at federal research and state research dollars going to these different institutions and Youngstown University was getting [silence]. I thought that was shocking. I think one thing is to be able to show where the dollars are flowing statewide, let them feel guilty about the distribution of those dollars, so make sure your information is diverse and you people are people like me and friends to education so we can talk about it and talk about our fair share of the tax dollars we send down there. One of the interesting things that has happened with Columbus, I will just tell you: years ago, back in the 1990's, I got all this money for retraining the workers and trying to get people schooled-up and up-to-date, and our region, not the state, but our region gave up \$1 billion. [Disk change] If the state's resources are limited, then let's work with NASA and let's figure out ways we can connect with federal research establishment. There's more than one way to "skin a cat" and there's more than one way to work your way out of this maze. Also, use the private sector - some of the foundations that are looking to help places that are falling behind - because of what happened with the economy - and they might be willing to help. I think we should be searching for those engines that could help us right now. I had a man ask me from a private foundation, how come those people down there never apply for money? So there are private foundations that are looking to help us, but if there's no application, somebody else takes the money. They were giving money for building etc. I just mentioned this to you because I am not so sure how the university decides on its grant-seeking process. I don't know if I would do all of that in different departments, but I think it is important to think about going after dollars that are not just state dollars. I have to leave now. But, like I said, if you want to send a representative from the Faculty Senate, perhaps once a month, we are more than willing to work with you as a federal government. Thank you, thank you so much.

[Applause]

**President Keith:** Thank you. Well, our next guests are here, but I still have to finish the EC report. Actually, I think I was interrupted when I was reading Mr. Morlock's title <laughter>.

**Mr. Morlock:** All around a good guy <laughter>.

**President Keith:** Your Executive Committee has been busy since the last Senate meeting. Aside from our

usual meetings, we met with the President, the Provost and attended the President's Advisory Council AKA PAC. Along with Graduate Council representatives, we also met with members of a Higher Learning Commission offsite review team to explain the Faculty's role in the curriculum modification and approval process.

During our meeting with the President, we discussed how the Academic Regulations Committee will have a busy year reviewing several academic policies. After we told her how the incomplete policy was modified with few faculty being aware of the changes, President Gaber remarked that academic policies need to be reviewed by Faculty Senate early in the approval process. We discussed with Provost Barrett the need to modify this process to include the proposed review by Faculty Senate. He suggested this be a topic of discussion at our next meeting, which is this Thursday, November 12, 2015. Since the Provost also noted that policies that apply only to graduate education should be vetted by Graduate Council, we've invited Rebecca Schneider, Chair of Graduate Council, to join us in that discussion.

We met with Jason Toth, Associate Vice President for Facilities and Construction and Dave Morlock, Executive Vice President, CEO of the UT Medical Center and Interim CFO and Executive Vice President of Finance and Administration, to discuss UT's Higher Education Six-Year Capital Plan. Because the plan will be submitted again in two years, we focused on the proposed FY2017-18 list of capital projects. It was a very productive discussion. The suggestions we made, which included prioritizing elevator safety upgrades above window replacements and putting Accessibility/ADA improvements/Enhancements higher on the list – were incorporated into the draft plan presented to Dr. Gaber. We also agreed that future meetings with the FSEC on this topic need to happen sooner in the process to allow for better information gathering and collaboration.

Last Thursday you received an email from Provost Barrett explaining that we can submit Student-Athlete Academic Progress Reports through email as long as we hit reply when returning the completed form. The Provost stated that The Office of Legal Affairs has confirmed that sending this information through the internal UT email system does not create a FERPA issue so long as it is addressed to the correct person.

He went on to state that if you are uncomfortable sending email, the Starfish software can be set up to pull the data from Banner and submit it to the appropriate party. Anyone interested in using this approach should contact Julie Fisher-Kinney, Assistant Provost for Student Success and Retention.

At our last meeting I told you there would be a link on the Provost's webpage that contains all the Provost Search information. That link is up – it's on the left-hand side of the page. I requested they add a link for candidate nominations, which they did. Simply click on the email address of either Porsha Williams or Jacob Anderson both from Parker Executive Search. All you need to include in the email is the name, title, and organization of the person that you want to nominate.

Finally, several EC members are meeting later this week to talk with the Peg Traband, Senior Vice Provost for Academic Affairs, and other members of the Provost's staff about the relationship between our General Education courses and the courses in our Ohio Transfer Module. We will update you at a meeting before the end of the year where we are on this issue.

Those are some of the issues that FSEC has been involved with over the past two weeks. As for our

meeting today, we have Congresswoman Marcy Kaptur who is the U.S. Representative for the Ninth District – in other words, our district. At our last meeting we asked you to give us your suggestions, comments, questions, etc., which we would send to her people as part of a list of potential discussion topics. However, I also told you that ultimately the choice of topic was up to Congresswoman Kaptur. Dr. Christopher J. Cooper, Senior Vice President for Clinical Affairs Dean of the College of Medicine & Life Sciences, David R. Morlock Executive Vice President, CEO of the UT Medical Center, and Interim CFO and Executive Vice President of Finance and Administration here to talk about the University of Toledo College of Medicine & Life Sciences/ProMedica Academic Affiliation Agreement. I will ask the EC members, is there anything you will like to add? Hearing none. Senators, do you have any questions or comments? Okay, if you don't then I will like to introduce our next set of guests, Dr. Christopher J. Cooper, Executive Vice President for Clinical Affairs and Dean of the College of Medicine & Life Sciences and David R. Morlock, Executive Vice President, CEO of the UT Medical Center, Interim CFO Executive Vice President of Finance Administration, and apparently an “all around nice guy” are here to talk about the University of Toledo, College of Medicine & Life Sciences ProMedica academic affiliation improvement. They have a PowerPoint. [View PowerPoint on Faculty Senate website]

**Dr. Cooper:** It is a pleasure being back at Faculty Senate. Some of you know that I was a member of Faculty Senate until this last year when I took the role of dean, so this is my first time back and it is nice to be with you. Dave and I are going to split this presentation. I am going to talk about some of the information and Dave is going to talk and we are going to go back and forth as appropriate.

The topic of today's discussion is going to be our academic affiliation with ProMedica Health System. I know that Marty had a question in a recent Faculty Senate meeting about that and it is important that you guys understand what is going on so we will bring you up to date. There is a lot of interest right now in academic medical centers about the relationship with the clinical enterprise. If you look around the nation, the University of Arizona did an academic affiliation with a system called Banner, the University of...did an affiliation with one of the capital systems just this last year, and this article from the *Wall Street Journal* speaks to the reason why folks are looking at affiliation strategies. I am going to read to you a couple of things that says, “*Smaller, mid-market academic medical centers are the most distressed types of hospitals nationwide. The marriage between universities and their cash-cow clinical operations are starting to fray as changes stemming from the health-care, ACA/Obama Care, law threaten to make university hospitals less profitable. Schools' growing reliance on hospital operations, and potential for shrinking margins in those businesses, as both credit strengths and challenges.*” I think the next slide will make that more tangible as it relates to The University of Toledo and The University of Toledo's Academic Medical Center, UTMC. So this slide talks about a balance that we have in the College of Medicine, related to missions. What is pretty typical in the College of Medicine is that money flows from the hospital or physician practice plans to support the education or research mission. If you look at the College of Medicine, our class size is at the 70<sup>th</sup> percentile. Each year we matriculate about 175 medical students and that puts us with the University of Michigan, Ohio State, and the University of Cincinnati, their class size is in the 75 range. If you look at our, the College of Medicine, faculty size we are at the 15<sup>th</sup> percentile, so we have about 350 faculty in the College of Medicine. If you look at the University of Michigan they have about 2,000 full-time faculty. If you look at the University of Cincinnati and add together the College of Medicine faculty, plus Cincinnati Children's Hospital, plus the VA of Cincinnati, it is about 2,500 faculty and Ohio State is between the 1,200-1,500 range. So the College of Medicine, we are educating the same size class and our peer group is educating that class size with multiples of faculty. If you look at our hospital, our hospital is in the 2<sup>nd</sup> percentile for academic medical centers. There are only one or two academic medical centers in the United States that are smaller than ours. So what



happens, if we are taking support from the hospital, from the physician practice fund and we are transferring that over to the academic mission to support research and to support the education of our students, it is unsustainable. We can't continue to push that much resource out of the hospital, out of the practice plan and sustain the mission, we are underfunding it.

The second piece is, it is unlikely that we are going to be able to increase the size of the hospital physician practice plan simply by working at a growth. If we are on a five-year plan to double the size of our hospital, double the size of the physicians and the physician practice plan, there are full-time faculty; first, it would be somewhat unrealistic that we would double in five years. Secondly, we would still be half the size of Ohio State, and one-third the size of University of Michigan, and one-quarter the size of the University of Cincinnati. So simply trying to work to organically grow physicians to sustain our mission would be a challenge. So from this perspective we, Dave and I [from separate directions], came to the conclusion that we needed a stable long-term partner to be affiliated with and to deliver our missions of education and research. So as we thought about doing an affiliation strategy, and one of the things we talked about was, what were the principles that were going to guide the affiliation? Sort of the North Star that guided our decision-making was that the needs of learners was the overarching issue, right? Of all the issues that we could think about, and there were a bunch of them that we thought about, we had to meet the needs of learners. UTMC alone wasn't going to meet our needs; we already knew that 45% of education was occurring outside of UTMC at department hospitals like Toledo Hospital, or St. Vincent's, or St. Luke's etc. and the College of Medicine will be significantly capital over the next decade. David Giovannucci is here. David can tell you that in certain pockets we have really nice lab space for some of our faculty and in other places the lab spaces are falling down. The Science building has labs that haven't been renovated since the early 1970's. In order to maintain our mission we had to invest in the academic enterprise. So we sought the affiliation to commit to the capital to rebuild some of that and if we weren't able to do that, it would threaten our ability to be effective in education, research, and in patient care. So we thought that an opportunity existed after doing a lot of effort, that a strong and durable affiliation with ProMedica would allow us to expand the training opportunity for our healthcare professionals. I described that as bringing to our students, residents, and learners a larger, more diverse faculty. We will be able to increase our region by our medical research and we will begin that process now by plowing money into our lab renovations and recruitment for faculty. Lastly and equally important, group community help. Improving health is a central tenet of the ProMedica Health System and frankly, should be a central tenet of The University of Toledo and its Medical Center. So our partners, as I mentioned, will have access to more patients and a larger, more diverse faculty. Diversity is a couple of axes, so it is the traditional axis of race, ethnicity, and gender – that is important, right? For our female medical students to have women physicians to work with is important. For our African-American students to have African-American faculty work with them, to have a larger, more diverse faculty matters, but there is also the diversity of specialization, right? So at UTMC we have one, and by the end of the year, we will have three. At many of our competing academic medical centers they have 20... of folks focusing on thyroid syndrome, Type I Diabetes, or Type II Diabetes. For us to meet our academic mission for research and education, having that diverse of a faculty is critical to having well-trained students and residents. To increase funds for research to put together a plan to renovate research labs and attract new faculty at The University of Toledo, and then finally, the support to recruit those faculty to The University of Toledo.

We outlined ProMedica's series of guiding principles and I will just go through these briefly. We agreed to these, Article I, of the Academic Affiliation with ProMedica's Health System. I paraphrased these down as much as I could:

(1) Enhance training of students, residents and fellows - as I said, it is about meeting the needs of our learners.

(2) Retain trainees in northwest Ohio - historically, we did a great job of keeping our best and brightest who trained with us in northwest Ohio. We have Doug Federman sitting back there. Doug trained at MCO back in the day, he did his residency training. Doug chose to stay on as a faculty member and we benefitted from that. There was a period of time where there was hospital wars between different institutions and many of the talented students and residents chose to leave our community; we need to do a better job retaining folks in northwest Ohio

(3) Elevate Toledo, Ohio as an academic medical community – I had some people say, “Chris, that is an unrealistic expectation” because nobody wants to be in Toledo, Ohio because we all want to leave.” However, I don’t buy that argument. What I would say to you is that there’s a frozen cornfield in Rochester, Minnesota that plenty of people go to for higher education, research, or healthcare, it is called Mayo Clinic. If you’ve ever been to Rochester, Minnesota it is flat and there’s nothing around it and it is not a big town. It is in a middle of a frozen cornfield and plenty of people change to go to the Mayo Clinic. They do it because of their strength in programs, their strong academic programs that un-limits us of our vision of building strong programs to attract things and we are going to do that.

(4) Sustain and enhance UT’s education and research

(5) High quality care delivery by the Parties

(6) Transform Toledo Hospital and Toledo Children’s Hospital into a premier academic medical center – right now when you talk to leadership, Toledo Children’s Hospital is a good community hospital. They provide excellent quality care. It is not an academic medical center. Part of our partnership is a longitudinal plan to get it to a place where it really is a regionally strong academic medical center.

(7) Partner on safety, quality, and cost-effective medical care – you’ve got to do that if you want to stay relevant – you’ve got to do that if you want to train people to be good at what they do.

(8) Develop areas of clinical and research excellence - I think that is possible. We already have folks doing that and we are going to expand that.

(9) Philanthropic support for the Academic Affiliation - we want to take what we are doing and put these two organizations together and go out and work on it to continue to extend and expand the academic mission. Mr. Morlock, do you want to talk about the agreement?

**Mr. Morlock:** Yes. So the next few slides talk about the key elements from the affiliation agreement itself. Somebody asked me, is this a public document? It is a public document. The *Toledo Blade* had it on their website at least for some period of time, but I don’t know if it is still there so you can read it. It is a 50-year affiliation agreement with few “outs” on either side, meaning, we are “married” and it’s going to be hard to get a “divorce.” When I say a few “outs” I mean things like if our med. school loses its accreditation, they can get out or if their hospital loses its accreditation, we can get out, things like that. So there are symmetrical opportunities to get out, but there are very few ways to actually get out of the agreement. The agreement is going to be governed by a group called The Academic Affiliation Operating Group (AAOG). There are six members, three from each side. The president of the university picks our three members. The three coming out of the “gate” are: Dr. Gaber, Dr. Cooper, and myself. The three

from ProMedica are: their Assistant CEO, their Chief Physician, and then the CEO of Toledo Hospital, those are the six. It is bioc voting setup, so for some reason if we are in a meeting and three of their folks show up and two of ours show up, they can't "steal our lunch" or something, we have to have all three there<laughter>. The dean of UT College of Medicine is forever the permanent chair of AAOG. University of Toledo gets two non-voting members on ProMedica boards and they get two non-voting members on our boards, the Academic Affairs Committee. In terms of the affiliation and medical staff matters, they have agreed that they will amend their articles of incorporation and their mission statement to factor in academics missions. They are a good community hospital historically and academics just haven't been a key part of who they are and why they exist, so they go right into the "guts" of the organization to make that change. Residency slots, these are the resident positions, those slots will be aggregated into ProMedica facilities, but The University of Toledo and the College of Medicine retain ownership of the residency programs from an accreditation perspective. When we worked through our fairly extensive process, you will see a timeline in a few slides, it took us over a year to get to this point of work. We looked at a variety of options and what is interesting about ProMedica is of all the folks that we talked to, they were the one potential partner that was most interested in sharing governance like residency programs etc.; all the other folks we talked to said they were going to take all that stuff over from the College of Medicine.

**Senator Anderson-Huang:** What is their government structure? Are they completely private or are they publically, owned at all? Who do they have to answer to, change their Article of Incorporation?

**Mr. Morlock:** They are a private entity, not for-profit. I don't know if I can answer the question with correct legal terminology, but they are like a community asset in some sense with a founding set of articles of incorporation and then there's a community board that oversees the health system.

**Senator Anderson-Huang:** They don't have to go out to shareholders?

**Mr. Morlock:** No, they don't have to go out to shareholders.

**Provost Barrett:** Their organization document is like any non-profit, it will have a set of rules for who can be elected into the governing structure and what the process is and what the eligibility is, but they don't have shareholders or owners because it is not-for-profit. If their mission for some reason became nonviable in the future they would have to find another mission or allocate the assets to another non-profit.

**Mr. Morlock:** Thank you, Provost Barrett.

**Provost Barrett:** You're welcome.

**Mr. Morlock:** In terms of the relationship, we agreed that we don't designate each other as an exclusive educational partner and there are certain provisions around that, sort of grandfather provisions and relationships that we both have. I will give you a quick example, they had a small number of medical students from West Virginia University Medical School rotating in their facilities and that relationship is going to end and they are going to focus on us. So what I found interesting in learning, that because we didn't know that until we got in the middle of conversations with them, they had a line for moving in an academic direction before we got heavily involved in this round of negotiations. Now, for those of you who have been in Toledo for a long time, I've only been here a couple of years, you've probably heard

conversations going on back and forth between health systems in this town and our Medical school, the old College of Ohio for at least 25 years.

The UT faculty, which is the University's physician faculty will get privileges at Toledo Hospital, Toledo Children's Hospital, and Flower Hospital, and then they will get access to patients and resources at those hospitals commensurate with the other ProMedica physicians. The medical staff in those two hospitals will then also have access to faculty appointments in our College of Medicine. We've agreed that we will jointly recruit faculty members to be based at those hospitals with the intent that the core teaching faculty recruited will be for those physicians within the UTP Physician Group. Then we agreed that we will jointly select their service chiefs and their hospitals and the department chairs in our College of Medicine, and ultimately over a period of time, the idea is that my position will be vested in a single person. For example, they have a service chief in surgery and we have a chair in the department of surgery, they are two folks – both sides think we can work with each other, but over time we will eventually have a single person in both roles in each organization. We will be joining their Accountable Care Organization (ACO). The Accountable Care Organization is born out of the Affordable Care Act. Right now we are in ACO with Toledo Clinic till the end of this calendar year and then we will join ProMedica's ACO. From a patient care perspective, ProMedica's ACO is multiple times larger than the Toledo clinics ACO. We are going to develop a co-branding strategy. The details have not been worked out yet, but certainly things like when you read advertisements for ProMedica Health System you will see the affiliated college, The University of Toledo College of Medicine and vice versa. The resident physicians will have free access to ProMedica's electronic medical records. Finally, the agreement does not include UTMC. So, the University will continue to own and will be operating at 3000 Arlington, so we are not selling the hospital to ProMedica, it is a merger of the hospital. The economics to the deal, they are providing \$40 million "up-front" payment over the first 18 months. They gave us \$22 million in signing and there's another \$11 million that will come in this fiscal year 2016 and then the final payment will come in fiscal year 2017. In addition, we are putting into place a five-year transition plan that would move in a deliberate fashion, certain academic programs from our hospitals and facilities will transition over to Toledo Hospital and Toledo Children's, that plan will still start in July of 2016; and July 2016 is actually fiscal year 2017, so they then will be paying us that second payment of money in academic support payments: \$12.5 million in 2017, \$20 million in 2018. You can see it moving down to \$50 million after five years. So as the academic programs are leaving here and going there, the academic support payments will be ramping up over time. At the steady-state, the payment will be based on percentages of ProMedica's revenue, set at \$50 million per year plus increase tied to the growth of ProMedica. So, as our physicians are over there practicing, there is an alignment incentive for us to be productive physicians [over there] to help drive growth. In addition to the academic support payments, they have offered capital money towards the College of Medicine and this is to be clear, it is not our hospital, it is the College of Medicine: \$250 million over 25 years. The first \$100 million is to be spent by 2027, so that is the first 12 years and then the final \$150 million will be spent in roughly the last decade of that first 25-year period. The money can be used towards three broad categories: (1.) Refurbishment in the University of Toledo Health Science Campus buildings. (2.) Building new buildings on the ProMedica Campus. (3.) It could be academic space in existing ProMedica buildings or soon-to-be-built ProMedica clinical buildings. In terms of the College of Medicine being in the ProMedica buildings on the ProMedica Campus, we will determine that after ProMedica makes the capital spend – the shared expectations are that it's minimum rent, but we might be picking up the cost of lights and the janitorial service. In addition to all of that, ProMedica will provide us access to clinic space so this means doctor's offices where they are seeing patients etc.

Okay, a lot of folks asked me how did this deal "fly" with ProMedica's difficulties with St. Luke's. Well, we worked with the Attorney General's office in the Trust Division before we got to the signing stage.

We had numerous visits down in Columbus sorting this out. They provided advisory attorneys and provided us with the right information with respect to this affiliation agreement, so it is not creating any problems with trust. Now, the FTC is the federal agency that will receive this. We have been in communication with FTC. We actually think since it is an academic affiliation agreement it is simply following the FTC jurisdiction. I do know that they had discussions with the Attorney General's office and they are taking a look after the arrangement, but we feel confident about it.

**Dean Cooper:** One of the reasons we are meeting at Faculty Senate, Marty asked a question, how does this affiliation influence other colleges, so we put in a couple of slides to address that issue. One of things we put into the agreement is that ProMedica is committed to accommodating substantially all of UT's learner needs. Let me be really clear about why we put that phrase in there, it was unclear what would happen with other health systems regionally that our students go to. If they say, well you are doing it in affiliation with ProMedica and we want to kick all your learners out and think of a variety of different types of learners we have – we want to have some place where our learners can go to get their needs met, right? So ProMedica has agreed to meet all our learners' needs. My third column down, each college's needs match in ProMedica in a different way. Marty is in the College of Pharmacy and when you talk to Dean Early about the needs in Pharmacy, Pharmacy has learners at CVS and Kroger and a bunch of retail spaces, so what you wouldn't want to write in the agreement is all learners must go to ProMedica then you would be disrupting the arrangements of other colleges which meets the needs for our learners. So we purposely make a fairly broad statement that they are prepared to accommodate the needs of all our learners. It doesn't specify as an example that Dean Early must move all his learners to ProMedica Health System. During the process, the Health Science Campus deans met as a group with ProMedica's leadership to talk about the affiliation. I think admittedly it wasn't as deep as a conversation that the College of Medicine was having. But, what I will say is that the AAOG is beginning conversations regarding ProMedica's workforce needs and starting to think how that...to the available resources in our other colleges. Some of the things we talked about as an example is nursing, the workforce development with nursing and how that can help the College of Nursing or the College of Natural Sciences and Mathematics; we have a med tech program and ProMedica has the DV for medical technology.

So what can we do collaboratively to help build that workforce and create opportunities for our...colleges? One of the tangible impacts on colleges is that this is scholarship money. We have these scholarships right now that have been out-booked to Affiliation. So when Dave mentioned the \$22 million got transferred into the College of... at the end of August to September 1<sup>st</sup> the very gross expense was ProMedica's scholarships offered. I thought it would be helpful for folks to see where those scholarships are going. I am going to take a step back for a minute and say Rhonda Wingfield provided data and she did the very best with figuring out where these scholarships are going and then I went through the spreadsheet to try to assign them to a college the best I could. I think if you are getting a Master's of Business Administration, that is probably the College of Business. Some of the other things I was a little less aware, you will see that first and foremost, the college that seemed to be getting the most effective scholarships is Sciences and Math, I think it is pretty accurate. You will also notice that the next biggest is "other." I wasn't quite certain what college things mapped to, so I just "dumped" it in the "other" category: The College of Business is about \$450,000 etc., etc. This slide is showing you the timeline how we got to where we are and where we are heading because there were other questions in the Faculty Senate about when are things happening in specific terms, so I thought it was important to give the Faculty Senate some perspective of where we've been and where we are going. So, in January 2014, we initiated an analysis what our current position was in the College of Medicine; that was the other slide if you will. So it was a period of about seven or eight months of diligent work to understand our position.

Then in August of 2014, we began to work on our...to go out to other health systems to see who we might affiliate with and the right way of doing it. We started getting responses in November of 2014 and it was that period of about six months where we negotiated with multiple health systems in parallel to try to negotiate the very best we could get for the university. So we looked at a variety of health systems that might want to partner with us and that was six months of negotiation...and signing the letter that says ProMedica Health System and then Med. After the letter was signed we went into a 90-day exclusive negotiating period and we extended it a little longer because we couldn't quite get there and that finished in late August when we signed an agreement. We've now begun the process in August of forming the AAOG governance group for the collaboration. We were starting to think how we are going to implement this collaborative academic affiliation. There's a title that should say, July of 2016, the first actual change we anticipate to be July 2016 and we think the major elements are likely to be in place by July 2022. The reason why I drew this slide is because it was important to some of the questions that were asked at Faculty Senate and that is, some folks have come to me and said, my college or my thing would like to do something with ProMedica, can we start it tomorrow or next week? The answer is it's taken us one year-and-a-half to get to where we are going and we just started, we haven't moved anybody yet to the College of Medicine. So part of it is framing an expectation with folks; if we are going to do this affiliation right, it has to be done carefully and thoughtfully, and some organizations have done that, right? The ones that come to mind are...University and Rhode Island Hospital, they had a good affiliation. The University of Minnesota and...Hospital got about a 20-year relationship that they successfully navigated. But, other systems have failed such as Penn State and..., they came together for a while and split apart in a painful divorce because they didn't manage it well.

So one of the messages that I keep giving to folks inside the College of Medicine and outside the College of Medicine is it is better to do this right and do it thoroughly than to try to break when something is done and it becomes unraveled. So, why do we do this affiliation? First, it is to raise the profile of prominence in The University of Toledo and ProMedica in the area of bio-medicine. We want to make our community and our thing is better than it is. Secondly, create resources to recruit faculty, and stabilize advance missions to research, education, and patient care. What I did say and what I made really clear when I was looking at the position as dean, I thought for the university to move forward they needed to have an affiliation which brought resources to the university that will allow us to achieve our potential. If you look at the medical schools that were established in the mid-1960's and look at where they are today, many are further than what The University of Toledo is. We haven't shared this strong affiliation strategy which allows us to build programs and invest in the academic mission like many of our peer institutions. As a department chair and as a faculty member, it just felt like we were under-resourcing our academic mission and in order to resource appropriate we had to do something different. Finally, it mitigates the financial risk to the university being in the patient care business, right? It would be really harmful to the university in regards to finances because the way we were operating our physician practice plan and hospital, so this allows us to mitigate that risk.

So in conclusion about our mission, it has to be mission-focused. We have a share interest in training the next generation of healthcare professionals. Folks ask us, why does Medical want to do this with The University of Toledo? It is really clear. We talked to the CEO and we talked to the leadership and they understand how difficult it is to bring healthcare professionals into their region. They have 14 regional hospitals in northwest Ohio and southeast Michigan. We are helping them train the next generation of healthcare professionals. We are going to make their places better. We are transforming Toledo Hospital and Toledo Children's Hospital to an academic medical center; we are going to improve their institution. It is about delivering high quality mission subject care and we are going to do that collaboratively. We strongly believe that this affiliation creates a stronger academic clinical community. It is going to take us

a while to get there; some folks think we are moving too fast and some folks think we are moving too slow, but we will get there and we will be stronger together. Finally, the partnership creates opportunity for patients, healthcare professionals, and scientists that we all want. I said this to a variety of folks, I came to the Medical College in 1994, folks were kind enough to give me a little startup money, I think it was \$25,000. I wrote eight grants that didn't get funded, but seven or eight finally did get funded through the American Heart Association, then I got more funding etc. Over the last decade I've been funded through the NIH continuously. We need to have those resources to invest in our young faculty to create opportunities that folks are going to enjoy and I think this is our best strategy in doing that. So anyways, are there any questions?

**Senator Molitor:** First of all, I want to understand the nature of these academic support payments. Do these pay the salaries of the UT physicians and residents that are going to be working at ProMedica facilities?

**Dean Cooper:** So think of it this way, currently, we believe that The University of Toledo Medical Center transfers in the mid-twenty million, \$25 million, or so support to the College of Medicine on an annual basis, right? The physician practice plan – as the Dean of the College of Medicine, we tax the physician faculty and that also helps go towards the academic mission teaching research. So roughly we are thinking about \$35 million will be replaced. What currently UTMC and the practice funds are contributing to the academic mission which simply is about \$15 million additional, which is to invest in things like research. So right now we are looking at a new chair of neurosciences and cancer biology, we are looking at faculty, and physiology and pharmacology, and then we have capital dollars. I am putting together a lab renovation plan for the Health Sciences building and Health Ed. building to give our researchers a clean, nice space to work in. Basically, our major educational room for medical students hasn't been upgraded substantially since the building was built in the 1970's, we've gone way beyond that, so part of this is the infrastructure and to educate through research.

**Senator Molitor:** My other question, if I may. This agreement is between the UT College of Medicine, the UT Physician Practice, and ProMedica and leaves UTMC out completely, right?

**Mr. Morlock:** Yes.

**Senator Molitor:** Okay. So, what do you envision? Doesn't that compromise the long-term viability of the UT Medical Center in terms of its ability to fill beds and attract patients?

**Mr. Morlock:** Yes, and we are working on the planning part. The question was, does this secure the long-term viability of UTMC? First off, I would say, remember that picture early in the presentation where UTMC was "this" little level and the academic mission was this "big" level with the cash flow flowing out of UTMC, leaving virtually no capital to support UTMC with a long-term financial viability with UTMC already compromised. They start with that premise, which I think is accurate. We are working through a plan of process, we committed to the Board that we continue to run a patient care operation at 3000 Arlington Ave. All the transition was done in five and a half years, the academic medical center is going to be located at Toledo Hospital or Toledo Children's Hospital and what we do on Arlington Ave. is very likely going to have focused, specialty components to it, but we are definitely doing the planning with the notion in mind that it's got to be financially self-sustainable. So we are getting some incremental economic boost as a university from this deal with ProMedica and the last thing we want to do is throw it down the drain, a losing proposition in patient care. Does that make sense? Maybe it is not politically well expressed, but accurate.

**Dean Cooper:** So let me add two other comments to Dave's comments. First, is it creates a sense of respect. I was on the phone with one of my friends, Jon, Epstein vice dean of Penn, and their hospital last year made \$300 million and Jon was on the phone with me and he was really enthusiastic about all the money that they were going to invest in this next year's research education. The challenge that we have is we are the second smallest, 2<sup>nd</sup> percentile, so we don't have those types of resources to invest in the academic mission and so this gets us on to a slightly larger playing field [still not as large as Penn] to be able to invest in those academic missions. Does that help? The other thing that I tell my colleagues, what this is going to do to UTMC and aren't you designing to doom. One of the challenges about operating UTMC is it had to be all things to all people, right? So we are doing kidney transplantation, cardiac surgery, level one trauma etc., and we do a whole bunch of services. The opportunity that this poses for us is we can now look at what we do and we can choose to do what we do and we can focus and we can be excellent at it. So that is why I am pushing folks like Dave and others, we need to make a strategic decision about what we are going to do and we need to be really, really good at it, really good for our patients we care for, and our students, and residents that are learning in that environment, really good for raising the prominence of The University of Toledo. So we are not going to be all things for all people anymore, but we are focused and we are going to be really good.

**Senator Jorgensen:** First, thank you for all the information. Second, something had to be done about finances when it appeared that the merger was not a positive thing for the Main Campus; it drained our funds to help the Health Science Campus from the Main Campus, so it is good that there is other money coming in. But as this is the Faculty Senate and there's a couple of hundred faculty in the College of Medicine, the largest college by faculty in the university. But the statement of what the future is reading from your website, "*The current affiliation agreement is more comprehensive in that it aims to move the primary academic teaching functions to ProMedica.*" I guess if I was a College of Medicine faculty member, I would be pretty nervous that they were hired by The University of Toledo to be faculty members here and now it is this new entity coming in. So it seems to be a point of concern of the academic integrity of this university and we are now turning that over to Pro-Medica, over to a separate entity which is not the Board of Trustees, for example nor is part of the state of Ohio; it just seems like it might be a nervous thing for medical faculty.

**Dean Cooper:** Okay, let me just "bite" off a couple of things you just said. They're subdivided about this issue about transfer money from the Health Science Campus and Main Campus; I don't want to dive into that today, it's been a subject for discussion. You may say that different bits of it are true, but understand, different folks have different perspectives on that. The second piece is, you made a comment that faculty were hired into the College of Medicine faculty by affiliation, and there is certainly no question, the anxiety level for some folks has gone up, right? It is a substantial change, what does this mean for me? I think the reality and what folks are slowly coming to terms with this is this a great opportunity. Some folks, when that opportunity faces them they may not want to walk through the door, but what we are doing, we are providing a larger infrastructure for folks to be successful in. One of the challenges as department chair as a faculty member, me, how do we have information flowing through the doors to meet our needs for education and to meet our needs for research? Frankly, to fund salaries, only a minority of the faculty because their salaries derive from The University of Toledo, the majority is throughout their clinical activity and practice plan activity. We are expanding a number of opportunities for them to be successful in that regard. I think you are dead-on when you say that for some folks it may be nerve-wracking. What I will also respond is, keep focus in the academic affiliation and what I would hope in five years that the majority will say this is a terrific opportunity. There was one other point I was trying to make, I am trying to think what it was.



**Senator Molitor:** Controlling the education mission.

**Dean Cooper:** Yes, controlling the education mission. So, that is a strong point and again, that was taken out of a myth, not exceeding the academic mission; that was absolutely not the case.

**Senator Jorgensen:** It says it on the website.

**Dean Cooper,** No, we have an academic partnership. It is the location that will be delivering the academic mission. Having said that, the Dean of the College of Medicine, old and academic faculty report to me, right? Even if you are employed through the ProMedica Health System, as it relates to academic activities, that rolls up to the Dean of the College of Medicine. It is an academic affiliation and as Dave pointed out, we talked about the residency program and we looked at partnership with other affiliations with other organizations; they made it really clear what they wanted, they would take the residents and then they would control the residents. If you go to Cleveland, Ohio, Case Western University Hospital, Case Western doesn't have residents, the University Hospital does. Case Western doesn't control the residency program, University Hospital does. In this affiliation, The University of Toledo, not ProMedica Health Systems, is the party responsible for residency training. I understand what you are reading, but I hope you interpret the University of Toledo, it is our job to manage the academic component affiliation.

**Senator Humphrys:** I am not from the medical side of things, but related to what senator Jorgensen was asking, it's of a concern that you are saying that ProMedica physicians who have not successfully completed the Medical College's tenure process will be given faculty status. We will be giving faculty status to these individuals, which seems to diminish the steps that current tenured professors took to be considered faculty. Also, there have been times when we've had a University-wide vote of faculty. Giving faculty status to medical people who are not UT employees makes it difficult to determine who actually qualifies to vote as "faculty." Also, faculty senate membership is based upon how many faculty there are in a particular college, this adds a hurdle to the determination of who should be included in this count.

**Dean Cooper:** We are not the first institution to deal with this, right? If you go to the University of Michigan as I said a few minutes ago, they have 2,000 full-time faculty in the College of Medicine. If you go to the University of Cincinnati they have 1,000 and Ohio State is 1,400 full-time faculty. It is not that unusual because your full-time faculty are doing a couple of jobs, right? They are teaching, doing research, and taking care of patients and the driver for most of that mission is through patient coverage, right? So rather than being concerned about what this does to me, I think it is an opportunity to embrace the opportunity. It brings resources to The University of Toledo. It brings capital to your partners who need it. Like David Giovannucci is faculty in Neurosciences, having renovated lab space and to be able to recruit additional faculty to do research – I think it is a positive thing, it is not a negative thing.

**Mr. Morlock:** I don't think we pinned down the details of what the faculty construct means here. For example, the College of Medicine has had hundreds of volunteer faculty which is different from core teaching faculty, those details haven't been sorted out.

**Dean Cooper:** That was an example. When I met with the leadership of Faculty Senate we talked about who is representing Faculty Senate and who is not, tenured eligible etc. etc.. So if you have a bunch of volunteer clinical faculty they are not tenured-track, they are not going to all of a sudden overwhelm and swamp Faculty Senate.

**Senator Humphrys:** In the past, we've actually encountered the issue of determining who are Medical College faculty and not solely hospital staff when it comes to Faculty Senate matters. I would just suggest that we have clear definitions when awarding ProMedica employees the title of "faculty."

**Dean Cooper:** That is pretty clear today. We've gone through the list.

**Senator Rouillard:** The other component to this is that ProMedica has faculty, are they coming in as tenure-eligible or tenured faculty members?

**Dean Cooper:** What I envision is that most of the physicians in ProMedica's Physician Practice Plan probably don't want to be in a tenure-track faculty position at The University of Toledo. Most of them went into private practice to take care of patients etc. I think we want to bring as many people into our house that we can. I don't think we want to exclude folks. I don't think you are going to see an enormous number of folks from ProMedica Systems saying, can I please have a tenure-track tracking point. Let me also take a step back and just put it in perspective, maybe you will disagree, but I'm going to put it out there. If somebody came with a plan to triple the size of the College of Business faculty, I hope each of us would embrace that and say that is a good thing for the university, we are building stronger programs for the University of Toledo. And so, I guess the point I would make is, what I would hope is for all of us to build stronger programs for the university.

**Senator Humphrys:** I would say that it makes me even more nervous that it hasn't been hammered out; who's to say that tenure is not just going to be granted to these physicians?

**Dean Cooper:** So, in the College of Medicine there is a, I actually chaired the promotion and tenure process early in my career, I sat on the Promotion and Tenure Committee; David, are you on that?

**Mr. Morlock:** No.

**Dean Cooper:** It is a pretty rigorous process. I've seen faculty members independent to the dean or independent to the provost. They had a very central function in assuring the academic credibility of faculty in the College of Medicine. I can't imagine them ceding any of that to a dean or a provost or anybody else.

**Unknown Speaker:** Dean Cooper, you said you transferred \$20 million to the College of Medicine each year, is that right?

**Mr. Morlock:** I think it was \$20 million in round numbers, but it actually varies a little bit from year to year. There's some that goes to the general fund of the university as well.

**Senator Unknown:** And the practice plan generated about \$50 million a year, right?

**Mr. Morlock:** \$30-\$35 million which includes allocations from overhead areas of the university to the hospital to the general fund and the hospital payments [I think] go to the College of Medicine.

**President Keith:** Well, it is almost 6:30 p.m., which is a half-hour passed 6:00 p.m., quick, does anybody have any more questions?

**Senator Smas:** I think I saw on one of your slides that you're renovating buildings on the Health Science Campus, but any new buildings will be happening on the ProMedica Campus?

**Mr. Morlock:** As well as implied.

**Senator Smas:** So I am wondering, with the recruitment of basic science faculty, I am not sure if there's enough physical space on the Health Science Campus to accommodate some faculty that hopefully will be bringing NIH funding with them to hopefully large laboratories, so in the future will the basic science faculty be divided on the two campuses or will they be brought together in some way? We all look to be having more interactions across the faculty base as opposed to being separated physically.

**Dean Cooper:** Quick question about how much lab space is available. I am pretty confident that if you look at the allocation of lab space right now we can accommodate more scientists and physician scientists based on our square footage and our grant funding. Frankly, there are a number of labs that are sitting empty and there are a number of labs which are partly used, so I am not too concerned about the ability to recruit faculty in a short intermediate term. I think there is a longer-term perspective which you are starting to think about which is good, which is, as the academic mission begins to shift and move, where is the right place to have some of our basic science faculty. I think that is a question that is probably somewhere between seven and fifteen years from now. Right now, my personal belief is that it wouldn't make sense to move the basic science faculty on ProMedica's Campus.

**President Keith:** Are there any other questions? Now, I will ask if there's any items from the floor, and if not, I will ask for a motion for adjournment. Meeting adjourned at 6:29 p.m.

**IV.** Meeting adjourned at 6:29 p.m.

Respectfully submitted,  
Lucy Duhon  
Faculty Senate Executive Secretary

Tape summary: Quinetta Hubbard  
Faculty Senate Office Administrative Secretary



