

The University of Toledo
Office of Government Relations



THE UNIVERSITY OF
TOLEDO
1872

**Summary of activities and
responsibilities**

March 2013

REENGINEERING: Office of Government Relations

1. What does your college/department deliver? Outputs?

- Represents UT to elected officials and other senior government officials at the international, national, state, and local level while ensuring that the official position of the university is non-partisan.
- As a public university that receives a large portion of its budget from federal and state sources, the office protects UT's interests at all levels of government.
- Organizes events and conferences that promote UT and increases UT student engagement with public policy and elected officials.
- Serves as the portal for elected officials for requests and complaints that can be handled directly by GR staff, or others on campus, with GR direct follow-up.
- Elevates the stature and recognition of the University to elected and senior level officials who determine policy and often control sizeable budgets.
- Ensures that relationships with government and agency officials are accomplished by a highly professional staff that hold strong credentials and are experienced in the protocol of working at all levels of the university-government interface.
- Protects and enhances UT's reputation at the national and state level.
- Makes arrangements to bring high level officials to campus to showcase UT and to meet with key people on campus.
- Works with Ohio Congressional delegation to position UT for access to federal funding and federal funding opportunities.
- Expresses the concerns of UT for possible legislation or regulations at the federal, state and local level and brings concerns back to appropriate individuals and offices on campus.
- Leads other high priority projects at UT that increase the stature of the university and opens opportunities for the university, such as having Dr. Jacobs serve on the Executive Committee of the APLU Commission for Innovation, Competitiveness and Economic Prosperity; the Abu Dhabi Initiative, the Boeing Initiative, AHEC, and medical education funding at the state level.
- Brings revenue to UT by leadership on grants and contracts and by developing funding for other units on campus, such as the Toledo Police education contract, National Science Foundation grants, AHEC funding, etc.
- Serves as the primary UT point of contact with the Ohio Third Frontier Project fund.
- Identifies opportunities for UT through relationships with elected and government officials for collaboration, funding, student recruitment.
- Represents UT and supports UT's official positions with University Government Relations related organizations, such as at the IUC on the SSI formula, Capital Budget, Gun legislation, administrative bloat, regulatory relief, or the APLU Council of Government Relations, etc.
- Provides both support and advocacy for projects of senior administrators with elected and government officials.

Outputs:

- Meetings with high level government officials:
 - Arranged for Dr. Jacobs and Dr. Gold, leading the Ohio Medical School deans, to meet with Dr. Francis Collins, Director of the NIH, a major source of funding for UT, and approached members of the Ohio congressional delegation together asking them to protect the NIH budget from the sequester and held a follow up meeting with House Speaker Boehner.

- Led on-site advance work for Vice President Biden's visit to campus in October, made arrangements for Dr. Jacobs to meet with the Vice President.
- Led arrangements for members of President's cabinet to UT.
- Led an on-site press event for Senator Brown with a College of Medicine faculty member and a patient at UTMC on the issue of pharmaceutical production shortage.
- Helped initiate the UAE Minister of State for Foreign Affairs visit to UT in December 2012 to serve as the UT commencement speaker.
- Planned and staffed visit of Dr. Jacobs and Trustee Mansour to the UAE Embassy in Washington to discuss student recruitment initiatives.
- Visited the UAE Minister of Education and the Minister of Health with Trustee Mansour to discuss possible collaboration with UT.
- Staffed meeting for Dr. Gold with the White House Office of the First Lady on the Joining Forces initiative to support veterans and their families. Provided on-going follow-up as the UT representative to the Joining Forces through the AAMC. This resulted in UT being highlighted in the compendium publication of research and services regarding veterans.
- Many meetings on a routine basis, such as meeting with foreign dignitaries on campus, Members of Congress, Members of the Ohio Assembly, etc.
- Developed relationships with other organizations leveraging UT's political relationships:
 - Meetings with Boeing Corporation that resulted in an invitation for UT to meet in St. Louis bringing College of Engineering representatives to discuss co-op program development, research collaboration, and other collaboration (February 2013).
 - Meetings with officials from the UN's International Renewable Energy Agency (IRENA) that resulted in UT being invited to submit a case study to the IRENA international summary of renewable energy activities.
 - Developed relationships with the VA over many years that supported relocation of VA Clinic on the UT campus and a stronger relationship between the HSC and the VA.
- Opportunities for funding and revenue to UT made possible through government relations activities
 - On-going meetings with representatives of the USDA's Agricultural Research Service that brings \$2.2 million in active projects to support plant science and environmental research at UT.
 - Developed program with the USDA's Agricultural Research Service that resulted in a current \$421,000 project for the Lake Erie Center.
 - Development of contract from City of Toledo to UT to develop tests and testing services for police and fire (estimated at \$500,000 per year).
 - Invited to submit a proposal to the Environment Agency Abu Dhabi in the area of environmental sciences and engineering—submitted in February, 2013.
 - Leadership at a state level to construct RFP for the Medicaid Technical Assistance and Program Policy (MedTAPP) program, and subsequent development of UT COM applications, and implementation of project as Co-PI. Brought in \$ 1.5 M currently, and projected to bring in at least \$ 3M in FY14.
 - Leadership at state level for the Primary Care Medical Home (PCMH) initiative from legislation development and passage, through implementation for UT COM as one of four specific medical schools to receive funding. Brought in \$100,000 for curriculum development and six \$30,000 annual scholarships for medical and APN students.
 - Participated in the preparation and organization of the successful UT Co-op and Internship proposal to OBOR.
- Revenue to UT directly through grants currently led by Government Relations staff
 - AHEC (Vasquez, PI--\$1.5 million)

March 14, 2013

- NSF-PFI Renewable energy (Calzonetti-PI--\$600,000)
- Co-PI on MedTapp grant (Vasquez, co-PI \$1.5-3 million)
- PCMH funding and Choose Ohio First Scholarship support
- Support for the ARS Project (Calzonetti--\$155,688 in active project support)
- Contract with Ohio University for strategic planning with seven critical access hospitals in Northwest Ohio (Vasquez-salary support of \$11,000)
- Leadership on high priority projects that increase UT visibility and stature
 - Lobbied the Association of Public and Land Grant Universities to have Dr. Jacobs serve as a member of the Executive Committee of the APLU Commission on Competitiveness, Innovation and Economic Prosperity.
 - Promoted UT's position in Washington so that UT was invited to compete for the APLU Innovation and Prosperity national award.
 - Lead position in developing alumni group in Abu Dhabi.
 - Lead position at the World Future Energy Summit that arranged a UT faculty member to be a major conference speaker.
 - Leadership in the City of Toledo activities:
 - *Future of Toledo* project
 - EOPA
 - CARENET
 - Preschool Education
- Conferences, workshops organized:
 - State of Ohio conference on renewable energy courses and programs, Columbus, OH (attended by the Chancellor and faculty and administrators throughout Ohio).
 - UT-Environment Agency Abu Dhabi Environmental Workshop (Abu Dhabi, January 2013) that led to the invitation from the Environmental Agency to submit a proposal for funding.
 - Organized Constitution Day with a student group; activities including a Naturalization Ceremony on campus.
 - Organized with the Office of Undergraduate Education the Posters on the Capitol day activities and made arrangements for members of the General Assembly to meet with UT students.
 - Helped arrange for an alumni event for the Law School at Van Scoyoc Associates offices that brought members of the staff of the Ohio congressional delegation to meet with UT Law School administrators, faculty and alumni.
 - Organized an all-day event on the HSC for 15 legislative assistants from the Ohio House and Senate to learn about medical education, graduate medical education and funding of both. That event led to invitation to present the model at a poster session at national meeting of higher education government relations officers.
 - Organized press conference for release of Tripp-Umbach Medical impact report.
 - Organized a medical student program to raise awareness of transitional and health issues of returning combat veterans.
- Supports the President and Chancellor in government communications, protocol questions, and developing agenda items and talking points for meetings with government officials.
- Provides education on public policy and government issues to the UT community:
 - Presentations to the Graduate Council
 - Presentations to the UT Board of Trustees
 - Presentations to the Senior Leadership group at the retreats
- Protection of UT's reputation:

March 14, 2013

- Provided a response to questions raised by the Ohio House Subcommittee on the administrative burden of UT to students by providing updated and correct information.
- Advocates to the IUC and members of the Ohio General Assembly about needs of UT for support from the State Share of Instruction.
- Serves as the point of contact to elected officials to alert them about events and issues related to UT.
- Represents UT on a number of local, regional, statewide, and national committees and organizations.

2. Are they measurable? And how are they measured?

- Number of meetings with high profile government officials:
 - On campus
 - Off campus
- Representation of UT to the ICU, City Council, APLU, etc.:
 - Weekly meetings of the IUC GR Committee
 - Quarterly meetings of APLU
 - Bi-weekly meetings of Toledo City Council
- Cases where UT's visibility is raised at the international, national, and state level:
 - Significant participation in meetings, workshops, conferences.
 - Service on prestigious committees and panels.
 - Conferences and events as speakers, sponsors and organizers.
- Promotion of Government Relations engagement with UT students:
 - Number of events
 - Participation at events
 - Publicity of events
 - Number of Scholarships
 - Student organizations for which GR staff serves as advisor:
 - Spanish Outreach
 - Urban and Rural Medical Association
 - Number of political science interns in office
 - Number (7-9) of medical students hired annually to work AHEC-sponsored science and medicine career camp
- Development and maintenance of relationships with external organizations that leverage UT engagement with elected and government officials.
- Funding and Revenue brought to UT through relationships made possible by Government Relations leadership.

3. Is your area meeting those metrics or expectations? Absolutely

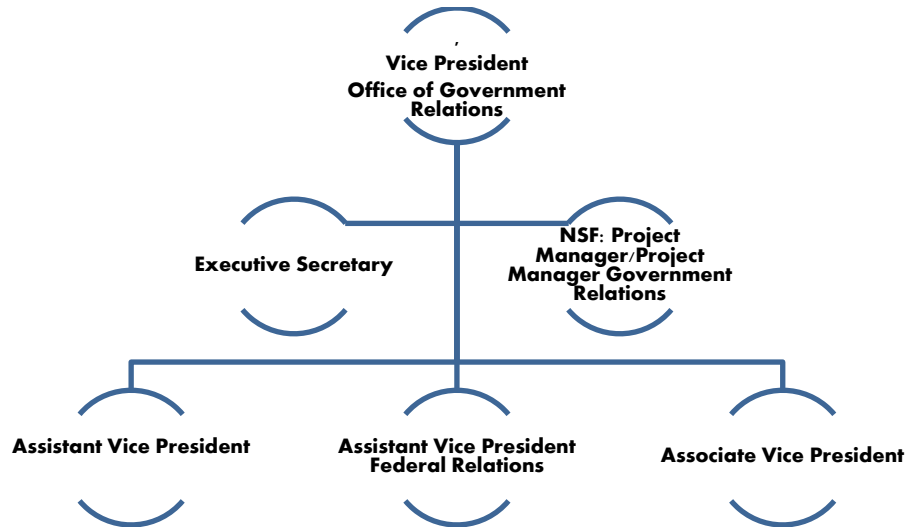
4. If not, what could you change to be able to meet those metrics?

5. In an ideal world what would your organization look like?

- We would be well connected and integrated with other offices on campus so that UT would have a clearly defined portal to elected officials. Having a person interface with each major campus unit as an assigned contact would help communications to government and elected officials flow more smoothly.

- We would have the Project Manager position fully base budget funded.

6. Fill in your current staff into that ideal organization. Leave off those who do not fit into your ideal organization and add those positions that are needed.



7. What current tasks/processes would you eliminate and or change to achieve this ideal organization and desired outputs?

- a. Better communication among senior leadership to the Office of Government Relations about contacts with elected officials.

Office of Government Relations--Vice President for Government Relations

Why does this work need to be done at all? As a public university that receives a large portion of its budget from federal and state sources, the university needs respected and competent representation of UT to elected officials and other senior government officials at the international, national, state and local level to protect and promote UT's interests. The Vice President is the leader of the office and is responsible for elevating the stature and recognition of the University to elected and senior level officials who determine policy and often control sizeable budgets that affect almost every aspect of the university's operations. It is imperative that the individual in the office has the respect of faculty and administrators as well as deep experience in working on federal and state higher education issues and projects. The individual must have experience in the protocol in working at all levels of the university-government interface. If UT does not have this function it will be marginalized and will not participate in important government related activities nor take advantage of the opportunities provided through elected offices and agency officials to advance UT's mission. The university will lose out on funding opportunities and will see other universities, particularly BGSU, gain opportunities that would have gone to UT such as funding for the Great Lakes Restoration Initiative, and many others.

Can it be absorbed by someone in your department? Some of the functions could be taken up by others in the department at the expense of reducing the effectiveness of their primary responsibilities.

Is there another UT employee (either campus) that can absorb this work? It is important for the head of UT's Office of Government Relations to have the standing with both internal constituents (administration, deans, chair, faculty, staff) and external stakeholders (elected officials, agency officials, etc.). To my knowledge I know of no one else on campus that is a tenured full professor with a Ph.D. who has delivered testimony both in Congress and to the state legislature in two states, who has also conceived and developed state legislation that was passed into law, who served as a senior officer in a governor's office, has worked at both private industry and a federal R&D laboratory (Argonne National Laboratory) and who has the senior academic administrative experience including serving as a PI on grants from the NSF, Department of Defense, NASA, the Department of Energy, the Department of Commerce, the USDA and several state agencies.

Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both? We have used students to work as assistants who can work on various GR projects. For the most part, this is a learning opportunity for the students and they may be able to provide contributions to some routine work of the office.

How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known. The work may need to be done by Dr. Jacobs directly.

Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart. The office was reengineered in 2011.

Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them? Not to my knowledge.

Office of Government Relations--Associate Vice President and UT AHEC Program Director

- 1. Why does this work need to be done at all?** GR: State and federal funding (NIH, SSI, Medicare, Medicaid) is an important fiscal foundation of the University, UTMC and the clinical enterprise. The primary purpose of GR is to serve the President as his frontline to multiple levels of government from which funding originates. AHEC: Clinical education through AHEC is a requirement of the COM curriculum and provides 20% of required clinical education for medical students.
- 2. Can it be absorbed by someone in your department?** GR: It cannot be absorbed by anyone else in the department because the AVP/AHEC Program Director is the sole professional with any health care and health education experience and expertise. AHEC: No; the AHEC Dept. is staffed with just 1.5 FTE other support staff, whom are not credentialed.
- 3. Is there another UT employee (either campus) that can absorb this work?** Highly unlikely as the GR work was absorbed with existing fulltime commitment to AHEC. It is vital for UT medical education , hospital and the clinical enterprise to have experienced and credentialed government relations staff to serve the Chancellor and to contribute to progress on Directions 2011, particularly Goal 5, Healthcare Access and Delivery. Sound judgment, long –standing relationships in local and regional healthcare arena, non-partisan political acumen, technical knowledge, policy interpretation, institutional context, and solid professional reputation are what this position requires and this individual provides.
- 4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?** GR and AHEC: As additional support perhaps, but not to supplant this position. The AVP/AHEC Program Director is on the GR budget at 25% of salary, while actual time spent on GR work is above 60%. AHEC budget covers 75 % of salary, of which 15 % for FY 13, 5% for FY14 is MedTAPP grant funded and the rest is used toward cost share for federal AHEC grant. In addition to the equal share of the state budget line for AHEC which each medical school receives (\$196,848), UT COM receives an additional \$42,402 for work as Director of the Ohio Statewide AHEC program.
- 5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.** GR: No one else in OGR has health care expertise so this work would probably need to be done by Dr. Gold himself. For AHEC- the AVP/AHEC Program Director is the PI and Project Director on the federal AHEC grant which requires that the Project Director have a faculty appointment in the College of Medicine. The AVP/AHEC Program Director holds appointments as Clinical Assistant Professor in both the Dept. of Family Medicine and the Dept. of Public Health.
- 6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.** The OGR was reengineered in 2011.
- 7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?** GR and AHEC: I do not know of anyone else on campus who could replace this employee with the required skill set, experience and unique dual responsibilities of Government Relations and AHEC. See #3, # 4 and # 5 responses.

Office of Government Relations--Assistant Vice President

- 1. Why does this work need to be done at all?** This work is critical for supporting and advancing the university's strategic plan by forging and maintaining valuable partnerships between the university and local and state governments and public agencies. This work helps to elevate the stature of the university; it helps influence government policies that control revenue; and, it informs the UT community of critical relevant policy and legislation. The Assistant Vice President, GR has primary responsibility for local and regional government relations activities and also supports UT's state relationships. In addition, The Assistant VP works on special projects for UT President and represents UT as a member of several area boards and committees, for example the Assistant VP currently serves as Chair of The Mayor's Future of Toledo Regional Education Master Plan Committee.
- 2. Can it be absorbed by someone in your department?** No. Each member of the department has his or her specified area of expertise. Specifically, there are members with specializations in federal, state, and regional government relations.
- 3. Is there another UT employee (either campus) that can absorb this work?** Carrying out government relations activities requires expertise that is earned through experience and supported by credentials. As both an MBA and a published PhD candidate who has studied not only policy analysis and strategic planning, but has also generated and implemented them as well, the current Assistant Vice President for GR has a unique skill set. While experience and credentials are important, this position also requires a capacity for garnering and activating social trust from legislators and other officials. To that end, the current Assistant Vice President, GR serves on 5 boards and many government-related committees as the face and voice of the university. Among these boards are the Toledo Metropolitan Area Council of Governments where the Assistant VP serves as Chair of the Education Committee, and The Economic Opportunity Planning Association where the Assistant VP serves as Vice Chair. Given the depth and breadth of this position, I'm not aware of other employees who can absorb this work, because there are not many other employees who have similar credentials, and who have earned the trust of legislators and officials through years of relationship building.
- 4. Can any of the work be supplemented with a student, thus providing experiential learning? Or part-time employee or combination of both?** No. Because confidentiality is often required about sensitive university concerns, and because long-term, sustainable relationships are required to build trust, it is difficult to supplement the core activities of this position with a student or a part-time employee that cannot invest the time to build and maintain critical relationships. However, students have been and can be trained to interact with government officials, while they earn course credit, by supplementing more peripheral activities.
- 5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.** I am not sure.
- 6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.** In 2011.
- 7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?** Not that I am aware of.

Office of Government Relations --Assistant Vice President for Federal Relations

- 1. Why does this work need to be done at all?** UT is a government entity and is bound to federal government policy and regulations and obtains a major portion of its funding either directly or indirectly from the federal government. The University must keep good and informed relationships with government figures, government agencies, and federal policy. With respect to federal government relations: 1. the University receives much of its research funding through the federal government, 2. UT also relies on students being able to receive federal student aid to pay for their tuition. Both the law providing for this funding and the regulations surrounding it are at times shifting sand. First, it's critical to have the intelligence to know when issues that affect the University are raised, second it's important for the University to have a voice to speak to the federal government about these and other similar issues, and third, the University has to have ongoing relationships with those in government so that the University can leverage relationships to raise the stature of the university and to bring additional revenue into the institution. The AVP for FR is the primary contact with the federal government and also acts as the primary point of contact for university visits by elected and appointed government officials such as the visit by Vice President Biden to campus last fall.
- 2. Can it be absorbed by someone in your department?** No, we have concentrated on putting the right people, with the right relationships, experience, expertise, and credentials in specific roles. The AVP for FR is the primary university contact for Members of Congress, their staff and the U.S. Federal Administration and is responsible for formulating the university's position as it relates to federal opportunities and policy. The AVP for FR is responsible for advancing the University's federal research portfolio, aligning university researcher strength to federal funding opportunities, special projects to raise the stature of the University, including international outreach to government officials in other nations. Before coming to UT in 2007, the AVP for FR served as District Representative for a NW Ohio United States Senator and has a deep understanding of Congress as well as UT's programs and faculty strengths. The AVP for FR was admitted to the Ohio Bar in 2008 and received a J.D. from the University of Toledo College of Law (2008). The AVP for FR is uniquely qualified for this role.
- 3. Is there another UT employee (either campus) that can absorb this work?** No, the AVP for FR is uniquely qualified and with distinctive relationships allowing the accomplishment of University goals.
- 4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?** We welcome students to work with and learn from this office perhaps as interns or co-ops. A concern is the sensitive nature of the communications of this office.
- 5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.** We do not have other staff to fill this role; its duties would largely go undone. Some activities may be farmed out to various offices with no order or method and this would result in an uncoordinated and likely unprofessional interface with federal elected officials, their staff and federal agency personnel.
- 6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.** Yes, in 2011.
- 7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?** No, not that I am aware of.

Office of Government Relations-- NSF Project Manager /Project Manager Government Relations

Grant funded-77%; Base budget-23%

1. Why does this work need to be done at all?

Grant funded: Compliance with National Science Foundation Partnership for Innovation Program Grant "An Innovative Model for a New Advanced Energy Workforce"

Base budget:

- Advancing the University's energy agenda and increasing the stature of the University through international and state projects, such as the coordination World Future Energy Summit preparation activities, and implantation of the Energy TAGs.
- Coordination of the University's application the Commission on Innovation, Competitiveness and Economic Prosperity (CICEP) award from American Public Land Grant Universities (APLU).
- Assist in the coordination of VIP visits on campus, such as Vice President Biden.

2. Can it be absorbed by someone in your department?

Grant funded: No, university would be out of compliance

Base budget: No, workloads would not permit

3. Is there another UT employee (either campus) that can absorb this work?

Grant funded: Unknown

Base budget: Position must be closely aligned with the Office of Government Relations, no other individual known.

4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?

Grant funded: Not supplemented, but could observe activity

Base budget: Base budget funding is less than .25 but students can assist with advance work on VIP visits.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

Grant funded: Work would need to be completed to remain in compliance with grant.

Base budget: Reassigned work may not have as high of a priority. President would need to make the reassignment of activity.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

Grant funded: N/A

Base budget: Yes, Office of Research and Office of Government Relations reorganized in 2011

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

Grant funded: N/A

Base budget: Yes, if a portion of their time would be reassigned to the Office of Government Relations.

Office of Government Relations--Executive Secretary

- 1. Why does this work need to be done at all?** The OGR is responsible for managing many complex relationships requiring many meetings, special events and VIP visits to campus. As such, the OGR needs an administrator to keep logistics of the office running smoothly. This administrator oversees the monthly budget and pcard reconciliation and determines if there are any inconsistencies and that expenses are justified. This position also manages pcard statements for audits and prepares travel reimbursement forms. The administrator also compiles and updates information for the OGR annual Congressional Briefing Book and other materials and reports produced for government officials. The OGR Executive Secretary assists in the general day-to-day operations of the office (ordering supplies, maintenance/IT requests, updates website, staff scheduling, department mailings and compliance). It is imperative that the office be staffed at all times that that regular visitors to the office are greeted by a familiar face and know exactly who to contact if there are any issues. Given the travel demands of the administrative staff in the office without this position the office would not be staffed at times sending a poor message to external stakeholders of the seriousness of the university in being responsive to the needs of elected officials.
- 2. Can it be absorbed by someone in your department?** This is the only support staff in the OGR.
- 3. Is there another UT employee (either campus) that can absorb this work?** The OGR requires continuity because of the type of relationships that are being built and maintained. There has to be someone that will regularly interface with those that have a relationship to this office. This position requires consistency and a good rapport with the other executive secretaries, the board of trustees' office, the office of special events and the president's office as well as having relationships with staff members of elected officials. The OGR Executive Secretary has a familiarity with the university having held various positions at the University of Toledo and developed many invaluable relationships.
- 4. Can any of the work be supplemented with a student, thus providing experiential learning? or part-time employee or combination of both?** Official visits are usually scheduled on very short notice. It is essential to have a full time support staff member that can immediately begin in the preparation process and know the issues that will have to be addressed and who to contact to make it happen. Students may be of assistance in helping prepare for events under close supervision. This office also demands a great deal of confidentiality; as a former legal assistant, the OGR Executive Secretary understands the magnitude of confidentiality. The OGR Executive Secretary is also asked regularly to assist in the Office of the President.
- 5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.** The Vice President, Associate Vice President, Assistant Vice President, and Assistant Vice President of Federal Relations would need to take of all support services and reports.
- 6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.** Please see the attached current Position Control Roster for A10041.
- 7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?** Doesn't know of anybody.