MR. BURNS: Good afternoon, everyone. How is everyone? Thanks for coming out here on a very rainy day. It's supposed to rain most of the evening I hear. (Inaudible.) Pardon? Towels and umbrellas. Most of you I know, but for those of you I don't know, I'm Larry Burns, vice president for external affairs, and I want to thank you for coming out today. The reason I have a microphone, I do realize that I don't need this for you to hear me, but the forums that we’re having — this is the second of four forums over the next two days. We are recording them. And then over the next few days we are going to transcribe them and then have them for the search committee and post them on our website. So that people really have a sense that they are being heard and that their comments aren't just the notes that Carson and Dennis or I take and so we thought that was very important to the process. So when you ask a question, Jon or I will ask you to speak in the microphone, but that's why, and so we wanted to let you know about that. This type of forum is really meant to get your personal, maybe your division, your group's, maybe your family's opinion about what the next president of The University of Toledo should be like. Maybe their personality traits, their experience, the things that they strive for as they help lead the institution. And so, the input that you have is extremely important. There will be other ways to express those opinions. If you go home and you forget something, we have — Dennis will talk about how to do that on our website. And the website — being a marketing guy, I don't memorize stuff like other people who are smarter than me. It's presidentalsearch@utoledo.edu. And that will be a very dynamic, ever changing and developing site. In fact, we’re going to take some photos this afternoon, if you don't mind, just because we want to post those for tomorrow. Tomorrow the search committee meets for the very first time at 7:30 in Schmakel in the Driscoll Center. And so Carson and Dennis, along with Chairman Joe Zerbey and vice chairman Sharon Speyer will be meeting with that group for the very first time. And so our partners in this are the Witt/Kieffer gentlemen that are here today. Carson is from Perrysburg — (Inaudible.)

MR. BURNS: Sylvania. That's where I live. So we're neighbors. And so he is here in Toledo and has a real sense of UT from living here. Dennis lives in Chicago. And both of them have extreme experience and great experience in recruiting presidents and other leaders of educational and health care institutions for that matter. So they're our partners in this and I think you'll enjoy their conversation this afternoon. What we'd like to do, even though it looks kind of formal, is really have it as informal as it can be. And just, you know, express your opinion to begin with about what you think the next president of the University should be like. Today at 10:30 or 10 we had one and we had some great discussion. We had a student there. We had an alum. We had faculty members, as well as staff people. And if you're comfortable identifying yourself and
your area that will help Carson and Dennis sort of put in perspective your comments, so. But if you're not comfortable with that, that's okay too. Any logistical questions? We have coffee and water in the back. Cocktails are on their way. I'm just teasing about that. So I will turn it over now to our partners in this. Dennis.

MR. BARDEN: Thank you, Larry. And thank you all very much for coming. I think Larry's basically covered the basics here. Again just to reiterate, first of all, we're happy to hear anything you have to say, but what we will particularly focus on will be your comments about the kind of person you're looking for here in terms of experience and credentials, as Larry had said, and also where you hope that person will lead you. What comes next for this university and this health center? What are your aspirations two, three years down the line? How do you hope things will be different for you than they are now? Just to go into a little background so you know the framework for Carson and myself. Carson is in our health care practice and has spent a lot of time, and much of his career in academic medicine. I'm in the higher education practice and spent my earlier career within universities. We've worked for four universities, three of which had academic medical centers. So both of us have a frame of reference on the kind of institution that Toledo is. And so we just hope that you'll be as candid as possible and we appreciate your making the effort to brave the weather and be here.

MR. BURNS: And I, you know, I'm a big tweeter, so I'm tweeting out to the world that we're meeting. I'm not looking at my e-mail. And so does anyone want to start with just some thoughts or some comments that they have? Okay. Great.

DR. EDINGER: My name is Walt Edinger. I am in the department of psychiatry. I'm ethics, I teach medical ethics. So I actually teach on both campuses. And I have a daughter attending UT now. And one of my concerns about having my daughter here was she's a humanities person like me, and I wasn't sure that we would have a humanities area at the University under our last leader. So I think there's a lot of us who have concerns that we're not emphasizing the arts and humanities as much as we might. So one of the things I would like to see in a leader is somebody who reassures the University that our direction is as a university and not as a technical school. I think we have been heading down that direction in the past. One of the things that I think would assure, reassure a lot of us is a leader who actually understands academia. I know boards sometimes are interested in having business people because they're business people and they understand business people. But academia, from our perspective, often involves going up through the ranks, understanding the role, roles, of professors, the expectations of professors, understanding the roles of deans or chairs. And when they get to president they kind of know that a president's job may well be to stay out of the way and let people do their jobs. And I think that sometimes when you have someone come in from a business perspective, they think they have to have their fingers into everything and that sometimes slows down, actually, the process. I know it's frustrating that things sometimes move slowly in academia, but it's often deliberate and that's actually what we've come to
appreciate about academia and sometimes change for the sake of change is, just creates chaos. And so I think having somebody come up through the system actually helps understand those different roles and I'm not sure we've had that recently.

MR. BURNS: Thank you, Walt. I've known Walt awhile and he never ages.

DR. EDINGER: Not intentionally.

MR. BURNS: Right.

DR. EDINGER: (Inaudible.)

MR. BURNS: Yes, right, right. Dorothea, do you have anything you want to?

DOROTHEA: Given your backgrounds, both of you, I was going to ask you what did you notice in the backgrounds and training of the presidents of your medical center, academic university combinations that led to success? Because our merger in terms of the old Medical College of Ohio with The University of Toledo is eight years old. Happened in 2006. I think it’s been very successful. But this would be the first presidential search for this combined larger university, if you will. And so given your experiences in your own, three of those institutions that had medical centers, what made that president of all of that successful, what were their backgrounds?

MR. BARDEN: There are a few commonalities I express, if I may start, Carson. And I would add there's one other significantly complicating factor to your university that also informs a choice of your president, and I put this on the table for your comment. We're not dictating. We're here to get your feedback. But I would suggest that you have — that this is an institution from a presidential perspective in three parts. One is the University, what you call the Main Campus or the main university, the traditional University of Toledo part of the institution. Two is the academic medical center. And three, frankly, is division one athletics. And from both a, from both an incentivizing perspective and, frankly, from a delimiting perspective, those are the three aspects of the institution that we tend to conceptualize. Obviously, you're best off if you have someone that has some frame of reference on each. And I think, if I may be so bold as to put a topic on the table for discussion, I think that there's both the reality of experience, experience with each of those areas, not necessarily in each of those areas, but with each of those areas, understanding them within the framework of the institutional whole, if you will, and then frankly there's the symbolism of it. And I think that as far as I can tell as an outsider, and Carson lives in the community, but as an outsider to your community, I think there's been a certain amount of reacting to the symbolism of it over the course of time. And so it seems to me, and again put on the table for your reaction, that you would be best off with someone who within the frame of their experience has experience with academic medicine, division one
athletics and the traditional humanities, social sciences, physical and natural sciences, the arts and sciences broadly written, plus the pre-professional programs within the framework of their administrative experience. I mean at least that makes sense to me. Carson?

MR. DYE: My frame of reference is actually literally from President Harold Anderson at Ohio State to Gordon Gee's first term in the early '90s before I moved up here to Toledo. And so I lived through actually four presidents at Ohio State and I was down at the medical center. I think where I could see success as a medical center person was someone who respected that, that tension that exists, but didn't always favor one side or the other. And as you probably know at Ohio State, sometimes football grows even, perhaps, larger than much of the state itself. In my search work, I've seen the same thing and so it's not a simple answer of saying well it has to be a physician because only a physician can understand an academic medical center. Quite frankly, I know some places where some non-physicians have had an excellent understanding. And there's also that, if you will, business side to an academic medical center, as well as the teaching and research side. So you have to have somebody who respects and appreciates that balance as well. Not dodging your question. I'm visualizing this real clearly, but not everyone can do that. So as Dennis and I meet with people and a lot of what we do is we just draw them out to talk about their visions and why would they want to come here. And so I know for me, I will listen to some of the similar characteristics of some of the individual presidents I've worked under or have helped recruit and I can better understand that and I'll look for that. Those are the people you'd like to bring forward here.

MR. BARDEN: Is that responsive to your question?

DOROTHEA: (Inaudible) I was just curious is something run in the background, in the background from your own experiences that, that led some individuals to be a more successful president in that complex mix of disciplines and activities – I was just curious.

MR. BARDEN: It's a great question. In my view there's very little — I just, while Carson was talking, I was going through in my head the presidents that I served when I was inside of institutions and the ones with the academic medical centers, and two of the three with division one athletics. And one was a Jesuit priest, who was a humanist. One was a, one was a world famous economist. One was a business professor, another humanist. So I mean it's, you know, there's — but all, and all of them had a good sense of the whole. The other thing I would say is — and again for your comment, please on this topic in particular — is in my experience, I would say that the institutions that have been most successful in integrating academic medicine and the arts and sciences/pre-professional campuses have been the ones where those people have worked together intellectually, where there's been interdisciplinary work. Where the bonds have not simply been institutional or structural, but have actually been intellectual and scholarly.
DOROTHEA: Excellent. And I would like to second Walt's comment about finding individuals who have actually earned their way up academically, so not only are they competent from those experiences, they're actually secure and comfortable.

MR. BURNS: Great, thanks Dorothea. Other thoughts?

MS. PORTER: I'm Marlene Porter. I'm a librarian, but I'm also a faculty member in the College of Medicine, so I have — I'm a librarian on the Main Campus. I have ties with that. I'm also on the faculty senate and on the faculty senate executive committee. And we have had some real problems with faculty governance, the shared governance previously. And I think for a lot of faculty, especially on the Main Campus, that is a very big, we would like to see that come back again. Also I think having a view of all, an overview of everything, like you said, the athletics, the medicine, as well as the whole academic side, is very important. Because you can't favor, like you said, one over the other, that there has to be a fair vision of everything. And I think another thing about allowing people to do their, what they do best, allowing the deans to do what they do best, instead of interjecting and saying you must do this, must do that. I think that working with people and working with the faculty to help bring the students along. And I'm also chair right now of the University assessment committee and in the next couple of years we're going to be going through another accreditation, higher learning commission accreditation.

MR. BARDEN: When are they going to be coming back?

MS. PORTER: In 2016. And it's really important, this whole student learning outcomes. I think, I think the incoming, the new president needs to have a real understanding of that and appreciate that.

MR. BARDEN: That being —

MS. PORTER: What students —

MR. BARDEN: Student assessment or both?

MS. PORTER: Both.

MR. BARDEN: Both.

MS. PORTER: Assessment is very important. And understanding that that is a part, assessment is a part of the decision making within the institution. Thanks.
MR. BURNS: Does anyone have any ideas of how many accreditations we go through? I mean it's hundreds, so that. MaryBec.

MS. GWYN: Hi, I'm MaryBec Gwyn. I'm the associate vice president of branding and creative services and external affairs. I oversee the branding for Main Campus and for the Health Science Campus. So one of the things that I think I would like to see in a future president is someone that is forward thinking in the branding of the University and the medical center. Someone that understands being out in the community and in the region, and in the nation is important to the success of our university, not only in enrollment and recruiting students, in recruiting athletes. I do come from a division one athletic background, as well. So I understand the importance of having somebody that supports the athletic department as well. So, I think having someone that, that understands the marketing and communication of the University is very important for the success of a university like ours.

MR. BURNS: I agree.

MR. BARDEN: Really?

MR. BURNS: Yeah, I do, yes. Thank you.

MR. BARDEN: Can I build on that for just a moment please, and notwithstanding that I could turn to my right and get an answer to this. But from out there, we've heard a little bit about brand in the course of our time talking to folks over the course of the last several weeks and a desire to have, perhaps, a more prominent, cohesive brand. What are the barriers to that?

NEW SPEAKER: I have an office over on the Main Campus library. The colors are not the University colors. And it really, if you go to Ohio State, if you go to Penn State, if you to Michigan their colors are very prominent in those institutions. And the library has orange in the library, which is one of our competitors down the road. Ha-ha, ha-ha. Okay. So I think branding in that respect having the colors be more prominent throughout some of the buildings or whatever, but I think it was really brought out in the library that when they started redesign. We have orange chairs and light blue chairs and I think having school colors in there will really, is extremely important.

DR. EDINGER: I would say in the last several years we haven't known who we are as faculty, because our direction seemed to switch a lot. And, you know, the idea of, and I don't want to demean the man, but there was this idea that ideas would pop into the president's head and we would change who we are. That, whether that was true or not, that was a perception.

DR. BARDEN: Perception is reality in these cases.
DR. EDINGER: That's right. So, you know, are we a university? Are we a med. school with a university attached? I think there were a lot of concerns about who The University of Toledo is and would be. And I was serious when I said, we weren't sure whether we would have these departments, because I, I wasn't sure I wanted my daughter to come here. And she can get free tuition here. I wasn't sure I wanted her to come. And I, my son could have come, he was going to be a science student. He would have been fine here. But my daughter, I wasn't sure there was a place for her and I couldn't tell her there would be a degree program for her. That's really sad. So, you know, I think if I'm feeling that way, I think there are a lot of other people who are saying, I'm not sure who we're going to be in five years or 10 years. And most universities don't have that problem. They kind of are on a course and they know where they're going. And I think whether it was because of the merger, whether it was because of leadership, there was a question of where we were heading. So, what is our brand? I don't know who we are. And I think there's some comfort that this process may allow us to brand ourselves more broadly.

MS. MILLER: My name is Jolene Miller. I'm the director of the health science library over here on this campus. I think I would like the new president to have a good sense of, I guess the fact that information is not free on the Internet. You know that, that for quality information resources that that costs money. I mean I know that money is sort of tight and all the departments are sort of getting pinched. But it's a challenge, and I would say not just for the health science library, but I think it's also true for the other libraries as well. That's it's becoming harder and harder for us to provide the quality resources that our students need for learning, our faculty need for teaching and research, what we need for, to help the clinicians with patient care. I mean I don't think there's going to be a nice, neat answer to that, but I would like the new president to have a sense that, oh, we can cut the library's budget because everything's free online. As long as he or she sort of has a sense that, yeah, there's some stuff that's free, but a lot of the really important, current information is not. Thank you.

MR. BURNS: Other thoughts or comments?

MR. BARDEN: Can I roll a grenade into the middle of the room? Okay. We heard over on the main — is that okay if I call that the Main Campus, is that the right verbiage? We have heard throughout our time with the University over the course of the last several weeks, and particularly over on the Main Campus, we've heard an awful of, there being a lot of us versus them at this institution. And frankly I've heard it on a lot of levels. Faculty versus the administration. The health center versus the Main Campus. There just seems to be an awful lot of, I'll be honest with you, this seems to — I'll speak for myself, Carson — this seems to me, at least, to be a campus that's fairly significantly fractured along various constituency lines. I see a lot of head shaking out there. So to the extent that you agree with — if the disagree with that, please tell us. If you agree with that, here's the key question. Let's assume for the moment that you bring in a new president, which is not an assumption, it's what you're going to do. But, you
know, but think of a world under a new president and think of that person as having all the skills and the right frame of mind to fix that. Can it be fixed?

DR. EDINGER: I don't think we want this fracturing. I don't think it's expected. I think it's just happened and I think that's probably a natural outgrowth of a merger that we started off as us and them. And now we're together and it's still us and them. I think there was, you know, since I crossed campuses, you know, I get a little bit different perspective and being on the faculty senate and last year on the exec committee, you know, you get some of where people are coming from. When your president is one of us, you get that sense of, okay, we're protected and he gets medical centers, so we'll be okay. I don't know about the money flow, whether there was really a significant taking of one for the other, but there's a perception about that. There was a perception that a lot of the administrators of the new university were Health Science Campus people, a takeover rather than a merger, and so you do get a sense of that. Can that be fixed? I think absolutely and I think it starts with, frankly I think it starts with not having a physician if you're going to get past that for now. That doesn't mean the next president shouldn't be or couldn't be. I think that there comes a time where you say, well for this to be fixed, we got to get past that perception. So I think that's, that would be important for now. I think even whether it's Dr. Nagi or whether it's somebody from outside, I think somebody who can be a technical person, but I think having a sense of the needs of the Main Campus would be important. That doesn't mean that you ignore this campus for the next term. It just means that, and I think we're doing some of that with the change in our structure, one provost versus multiple provosts with different names. I think that all confused this and exacerbated the problem. But I think it can be fixed I just think it takes a people person, somebody who actually comes in knowing that there are wounds that need to be addressed — healed. And rather than ignoring that problem. I think we can get past, I think most people want to get past it.

DR. HILL: Jennifer Hill, department of physiology. I'm a faculty member. That is actually my main concern as well, is promoting the unity of the University. And I think the important issue for, from what I can tell, to the Main Campus is governance, that was raised earlier. They really need to feel listened to. And I think they really need to feel understood. So having someone who's come up through the ranks or is very familiar with undergraduate campuses would help that. But the, whoever is president needs to also understand the medical academic world as well. I think a concern for this campus is making sure that in trying to unify us, problems, problematic approaches from the Main Campus isn't, aren't sort of brought over here. So there are a fair number of things that are not working on the Main Campus and I would be very sad to see them, in the name of creating a single system sort of forced on the faculty here. So, if we can, some of it can go the other direction, it would be good, but I think we do need a people person and we need someone who is willing to listen instead of just talk down in force.

MR. BURNS: Thank you. Walt.
DR. EDINGER: Along the lines of the division. Most of the faculty on the other campus are, have a bargaining unit. And most of the faculty, not all, over here don't. I think that division creates some differences and regardless of the bargaining aspect and the protection aspect, I think most of that is straightened out in policy. What becomes difficult in merging the University is actually faculty who would like to teach on both campuses. It becomes an obstacle of how is that going to get paid, rather than that's great that you want to come over and teach over here too. And I think that's partly the union issue and I think it's partly the hanging on to the purse strings issue, but I think if we are going to be one university that ought to be easier and not as hard as it is.

MR. BURNS: Thank you.

MR. BARDEN: That's something I didn’t understand before and appreciate it.

MR. BURNS: Thank you.

MR. BARDEN: Can I follow up on this just for a second? And please feel free to move on from this topic, but just one more, just a point of information because I'm in part a historian. What was the relationship of the two institutions before the merger?

New speaker: (Inaudible.)

MR. BARDEN: So it wasn't us versus them? It was just – didn’t exist at all?

NEW SPEAKER: Well, actually so the medical college was formed in 1964. Actually admitted its first class, I believe, in '67 — '69, in '69. They graduated, three-year medical students graduated in '72. So the Main Campus, University of Toledo is older than that. So we knew about each other. We're about five miles apart. Faculty exchanged, either developed collaborations, gave seminars, went to seminars on each campus, but there was no formal come and teach courses or serve on senates or get involved in the governance issues on each campus. This campus on the medical side was graduate students only. They were all baccalaureate entering students. Main Campus mostly undergrad. So a very different culture in the sense of graduate professional versus undergrad students, so and these were all sort of health science related. The medical school started first. Then its graduate Ph.D., masters programs came, nursing and allied health developed on this campus. So again health sciences. There was a lot of commonalty and sort of that basic understanding and background. And then the whole diversity of an undergraduate campus for the other side. So collegial, I would say collegial. We basically spent our time on our own campuses, but there was some interaction that was individually driven or derived.

MR. BARDEN: Individual. I appreciate it, thank you.
NEW SPEAKER: There was at least one program that kind of was integrated and it was nursing. They took their first two years either at UT or BG and then they came for their last two years here at MCO, but and I think the, I'm not sure about the public health —

MR. BURNS: There is physical therapy and a few of the allied health. That was a very, from an administrative side, that was a very business transaction relationship. It was what are we going to get for, you know, for educating the students from BG and UT. So it wasn't, at least from my viewpoint, it wasn't a real collegial thing that we were doing. It was more of a transaction. Would you agree? Those of you that were with us then?

NEW SPEAKER: (Inaudible.)

NEW SPEAKER: Yeah, I would add it was also for the faculty involved — and thank you, Marlene — it was a service to the community and also an opportunity to recruit students into graduate areas if they so wished, so. I mean our microbiology department we saw it as a service to assist in doing microbiology courses for the nursing students.

MR. BARDEN: If I may, Larry, thank you, another word that's comes up multiple times, both in this conversation and in the previous conversations we've had, and I believe I was counting at some point. I think I heard it said three times in this meeting — is the word transparency or in this particular case, perhaps, the lack thereof. And I wondered if somebody might be willing to expand a little bit upon that within the framework of the topics we're already discussing? I mean I take it that your institution, that you do not perceive — your institution is not perceived by its rank-and-file citizens as being very transparent in its business practices.

NEW SPEAKER: One thing that I have seen, being a librarian. The University of Toledo is a member of a consortium called Ohio Link, which is a, which is really, you know, enabled the state, all the state institutions and now some of the private, to be able to afford the resources, like Jolene was talking about. And I think one of the things that has been so — I think UT was dragged into Ohio Link. They didn't want to join initially. And they were brought in because it was mandated by the state. And even now there are some, there were in the past administrators who didn't feel Ohio Link was important to belong to. We have, we are members and we have to pay for resources, which is a lot of money that we pay every year to be a member as well as access all these resources. And as Jolene was saying, they think it's free, but what we pay to Ohio Link is cheap compared to what we would pay if we did it as an individual institution. And I think understanding that is, is very important because, you don't have those resources faculty can't do research, student can't graduate, have the resources to do their research and such. And I think they thought, you know, it's not important and never really communicated that. So I don't know if that's a transparency issue, but I think they just didn't want to hear it.
DR. EDINGER: I'm a philosopher, not a money guy. So I'll talk as a parent. We get our student fees and we pay for the student fees, but we don't really know what they go to. It would make sense to me that that would be clear that if I pay a fee, a library fee that it goes to the library and not to a pot somewhere else. So it's not a matter of what you call it, it's a matter of what it's actually used for. And I don't think we do that here. I think it goes into different people's pots of money, and again I don't know what's actually happens, but the perception is that those fees are named one thing and they're not used for that thing. And as a payer of those fees, it, that's bothersome. So that's one area of transparency that I think is important.

MR. BARDEN: Thank you for indulging me on that. What else is on the agenda?

MR. BURNS: One of the things we asked the group this morning was that if you could list one or two accomplishments, and we've talked about transparency, some other things that the new president could have on their list, we want him or her to accomplish these two things. And they can be very self-serving to you because you collectively make up the University. So your individual and divisional goals are important as a university. So if you're comfortable saying.

NEW SPEAKER: I think I would like to see the new president rebuild our foundation, because sort of like Walt was saying about, you know, about every time the wind changed direction, so did we, or at least whether or not that actually is true, that's what it seemed like. And it seems like that perhaps education of our students became less and less important. And I think that's true, would be true in terms of, you know, where the money is going, are new faculty being hired, is the library being supported, is student services being supported. So I guess that would be one accomplishment, if we could make sure that we strengthen that foundation that we're really here to educate the students, you know, research supports the students, you know, taking good care of patients, while not tied to students, I think that's still a foundational aspect of what we do. I would be very happy to see that.

MR. BURNS: Great.

NEW SPEAKER: (Inaudible comment)

MR. BURNS: No what, when they're here, my question, you know, what are — and I think your comments are, when you say foundation sort of building back, in your opinion, the core services we provide to students, patients.

NEW SPEAKER: Yeah, so I would say that some of the initiatives that our interim president and interim provost are working on. I mean initiatives in the sense of looking for things that they could repair or better connect or reach out to different groups on campus, to be more transparent for one, to be more inclusive. I think an individual who can appreciate what those are and how important they are and maybe continue them in their own way, I think will go a
long step to unifying and bringing people together. The other is to continue, and this is, Walt said this, this idea of providing appreciation value and respect to all aspects of the University, not just to STEM. There's been a lot of talk on the sciences, technology, mathematics, medicine and engineering in the sense that the nation has been pushing STEM for the last ten years, but to find a balance. I mean we are in a world which is moving quickly by science, but to find a balance and appreciate the value of the humanities and the arts and so on. Because I think that will go a long way to restoring a sense that the institution values the contribution of all of its students, faculty, programs and staff. So I think the humanist, you mentioned some of your presidents were humanists. I think that, that gives a wonderful grounding just in the ability to communicate, to listen and to appreciate human beings as individual entities. And I think that respect would be fabulous here. And then the other is to take a look at where need is. I know we need new research facilities or additional buildings. There are other, our former president, I think, did a wonderful job cleaning, maintaining and building on Main Campus. Main Campus I think looks gorgeous. So someone who can balance all of that, plan for the future and basically try to bring people together. There is a very strong sense, you mentioned it about us versus them. I've heard some things that I was really quite shocked about. When a college moved over to this campus, some of their folks were told that they had gone to the enemy. And so, I think I was, I mean we were all kind of quite shocked at that because they were Main Campus folks who just happened to move over here. And so that I think that will go away with time, but especially if it is a person from the outside, not from the inside, who is found as the president. They come in without that baggage of having been on one side or the other and so I wish you guys luck and the search committee.

DR. HILL: And I think in the short term what we need is stability. So there have been so many changes in the administration lately. There have been departments that have disappeared and been combined and, you know, there are even little things like faculty members thinking they have money saved up and then finding it's gone. Chairs realizing they don't actually have very much power to do what they had planned to do for their departments because the funds have also been taken. Just and, you know, secretaries disappearing, their jobs, you know, going away to save money. You know, there have been tough times and I think we need to recover and we need to have confidence that the resources that we all need to be successful will be there. And we need a president who can inspire that confidence and not intentionally shake things up. You see what I'm saying?

DR. EDINGER: When you first asked the question about accomplishments, I was thinking what I'd like to come in with. And what I kept thinking was teaching awards, you know, recognition of them as a teacher. What I'd like them to do when they're here is, I think success is at the end when every time they appoint a dean or a provost, everyone nods their head and goes that's the right person because I think what you have now is a lot of people going, how did that person get in there. Not across the board. We've got some really outstanding administrators. But there are a few where you're going that makes no sense. And for this all to work, it really
requires everyone to go, you know, they brought in the right person at the right time and this person is respected and that makes it work and I'm, so what I would like to see is the right people in the right job at all the administrative levels that everybody is in agreement with, and I think that can happen.

MR. BURNS: So the team that this person puts together is critical?

NEW SPEAKER: I have to agree with Jennifer about stabilization, especially on Main Campus, because those poor colleges have been pulled apart, put together, rearranged and everything and, and I think that was one of the reasons that a lot of distrust with administration occurred. Lack of input into why it should happen, because I know that a lot of those faculty members would like to go back to arts and sciences, the college. But, you know, I think we need to have stability to be able to bring that through right now. Because they really are torn apart over there.

NEW SPEAKER: The department of philosophy is language, literature, social science, which is abbreviated loss or less, and I think that's the way many people feel is that it was created and made less than what it once was. And less in terms of number of people, less in terms of significance, and less in terms of value and I think there are things like that that sticks in people's craw. Not that that was intentional.

MR. BURNS: Bobbie?

MS. VAUGHAN: I'm Bobbie Vaughan. I work in the Center for Creative Instruction, which is part of the division of external affairs and I want to take a little bit of different tact. I guess what I'd like to see in a new president is someone that can really come to the level with the students in terms of being kind of young at heart and relating to them, whether it's using social media or — and I'm in technology, so I'm sorry, I'm going to talk about technology, but I understand humanities too. So, I think that would be great to find someone like that and really meet them at their level. Also I'm an alum. Almost everyone of my — pardon? Oh, the University, the Main Campus, college of engineering, just about everyone in my family is alum at some point in their lives. So I have a lot of pride in The University of Toledo. And I think that there's maybe a lot more that could be do. I think the alumni association does a fair job, but I think their budget is kind of cut too and they're trim. But I'd love to see a president reach out maybe a little bit more to our alumni, generate a lot more pride. We have a lot of alums in the Toledo area and across the US. I'm not really sure what the numbers are of all people that have graduated from the two institutions, but it's got to be pretty large and it would be great to get more people engaged, not only in academics, but also scholarship which, you know, they have, the alums do really support the University in terms of scholarship, so that's great, but there's always more than can be done to help the students out, so.
MR. BURNS: Great. Thank you. MaryBec.

MS. GWYN: I agree with what you were saying about being in line with the students and everything. Another thing that I think might help with branding and cohesiveness and foundation building is having a president that thinks of, understands, and implements tradition. I feel like the University — and I come from an athletic background — doesn't have a lot of tradition. And I would like to see something that happens that lasts after this president. And you think of other universities, Ohio State football games, you think about the tuba dotting the I. You know, and it doesn't have to be revolved around athletics, but having something that — we're trying Rocket Fridays right now. Allowing faculty and staff to dress in Rocket colors or Rocket gear on Fridays. And I think having somebody that comes in and does that, might help the cohesiveness of both the Main Campus and UTMC and, you know, we need the faculty and staff to get on board with that as well. But I think coming from a top down versus coming from athletics or coming from external affairs will help that cause.

MR. BURNS: Great, thank you.

NEW SPEAKER: (Inaudible comments)

MR. BURNS: Well and Santa Ono has done a great job at Cincinnati at well. Let me ask a question that a lot of institutions, and maybe arguably UT is one of them, in the history of what they need is sometimes they need a president who it a soother of relationships. Other times they need a president who is such a hard charger that they take the University to the next level, be it research or education or whatever. What do you think this person is, is it soothing, is it the next level, is it all of the above from a, what they need to really bring to the table from a talent standpoint? I don't know if that's a good question or not, but.

DR. EDINGER: Well, if what we keep hearing is stability, then it's probably not kicking it to another change. It's probably allowing the merger to gel a little bit and so that's probably more of a healer. We're going to go through some tough times with the number of faculty that are retiring and that impact on graduate students who need senior faculty. It's going to put an increased service demand on a lot of the faculty who stay. When we bring back retired faculty, retired faculty tend to do what they want to do and not what they don't, which means that the rest of the people have to do everything else. I think there's going to be some really hard times as, as people leave and I think you need some stability during that time. So I think it's healer rather than a change agent.

NEW SPEAKER: I think with a healer, the kicking it up to the next level will come, because I think a healer will allow the faculty to be innovative, be, you know, be able to do their jobs and do it best. And I think that will, enabling them to do that will take it up to the next level. So I think
having the healing is much more important, I agree with Walt, than having the innovator at this point in time.

DR. HILL: Yeah, I just want to say that we can get to the next level if the administration really invests in our strengths, so we have a lot of strength here and I think that if the departments are given the resources and the encouragement to, you know, hire for those areas and, you know, really focus on their, on their brightest parts of themselves, I think that we can get to the next level without it needing to be something radical.

MR. BURNS: Excellent. One of the things I wanted to add is that one of the questions one of the faculty asked me a couple of weeks ago is how can you have a job description and sort of a perspective of what the president should be when you haven't had the forums. And we put an ad in the Chronicle of Higher Education for the September 5th issue, which is the most well-read of the academic year. So we needed to do that and Carson and Dennis worked on that after talking with a lot of faculty and students. And then the website will be something that we will be changing as things change. So if through these forums and through other conversations Carson and Dennis and Joe Zerbey and others say, you know, the job description isn't exactly what we're looking for, we need to change it. Then we'll have the ability, at least on the website to do that, and I want people to know that that is going to happen.

MR. BARDEN: And obviously on that position leadership profile and on the website, you're going to find two links, the one that Larry gave you before that said utoledo.edu and within the leadership profile there's a link that's Toledo president at wittkieffer.com and that comes to our team, to both of us, and the rest of our team. We're actually a team of five. And so this does not have to be the last time or the only time you have an opportunity to make comment. And certainly there are going to be people you're going to deal with, you're going to talk to in your everyday lives out there who were not in a position to come today. We hope that you'll give them an opportunity to go to that website and to send us comments. And I promise those comments will be shared with the people who are making the decisions here. And for goodness sakes, if you take nothing else away from this meeting, please send us ideas. We want your nominations, your referrals. Refer us to a specific person. Refer us to an institution that you admire and that you think is well run that has the same scope and the same complexity. We'll either know or we'll find out who the people are. You know, refer us to a person, a leader you admire and say we want somebody like that person. Remember how we do our jobs, we call perfect strangers on the phone and we say, hey, maybe you ought to be the president of The University of Toledo. And if they convince us, if they say, if they tell us a convincing no, then the next thing we say to them is, well who should be? And believe me, nobody cares more about the answer to that question than the people sitting in this room. So if you send us ideas we'll follow them up aggressively and assiduously, I promise you we will. So please be active in this search, please urge your colleagues to be active in this search. This is your search, we're just here to help you do it. So we hope that you'll continue to be a part of this. And as Larry has
said, you'll see updates on that website. We'll keep the campus community informed. We want you to know what's going on. One of the advantages, frankly one of the only advantages of a totally public search is there will be almost no surprises, almost no secrets, we'll be able to tell you virtually everything.

NEW SPEAKER: (Inaudible comment)

MR. BURNS: Couple of other meetings that we have scheduled, our scheduling is that we've reached out to the alumni association, working with Tom Wakefield, who is the president, graduate of both MCO and UT And we have a meeting scheduled with a number of alumni that he has suggested and we can certainly expand that. And then we're working with the student leadership, government leadership, and activity leadership to engage the students. There's one student, I believe one student, on the search committee. It's the current president of the student government. But we'll be engaging those communities as well. (Inaudible.)

MR. BARDEN: We're trying to cast as wide a net as possible.

MR. BURNS: If I could before we adjourn ask you, one of the things when I first met you you described the search you did with Marquette and how that sort of was an interesting search and I just found it extremely interesting how things developed that sometimes you're not expecting.

MR. BARDEN: Yeah, it was very interesting search and it's germane here because we spent a lot of time doing this. What we had in Marquette's case, we had eleven of these sessions that members of our team were present for and they got almost 1,500 comments online, helping to guide the search. And Marquette obviously is a private institution, Jesuit, Catholic, and so all of those aspects of the search informed it. And what was interesting was after casting the widest possible net, after sort of exhausting the Jesuit community, after being very, very broad in our inquiry into leadership and higher education, they actually found their new president across the street at The University of Wisconsin Milwaukee. He was a sitting chancellor, was the title in that particular case. And he, for a community like Marquette's community, he was really the ideal choice because he was a very widely respected leader, who on the one hand was external, did not come from Marquette, was not a Marquette person, was really bringing, actually spent his entire career in public higher education. So he was bringing completely new ideas and particularly new concepts to the table, but he was extremely well known within the Milwaukee community. And so for an institution like Marquette, which is a fairly conservative institution, perhaps a little bit circumscribed by its geography, that was just an ideal choice. They got somebody they knew who had completely new ideas. And so that's, it was, it was a fascinating search.

MR. BURNS: You don't always get who you expect.
MR. DYE: Seldom. If you got what you expected, you wouldn't need us.

MR. BURNS: Right. Well, I mentioned this morning that I've worked for six presidents in my 24 years here, and Nagi is the first non-M.D. So, it's interesting. So it's sort of like the first non-Jesuit priest running Marquette.

MR. BARDEN: Right, exactly. And he was the first non-Jesuit to run Marquette.

MR. BURNS: Well anything else? Thank you all very, very much. Appreciate it.

MR. BARDEN: Great conversation.

MR. BURNS: We have two more if you want to have your friends, colleagues tomorrow.

MR. BARDEN: Tell them we don't bite.

MR. BURNS: Right, tomorrow at Student Union at 3 and then 10:30, cool. Thank you.

MR. BARDEN: Thank you all very much.