

UNIVERSITY OF TOLEDO
Minutes of the Faculty Senate Meeting of March 11, 2025
FACULTY SENATE
<http://www.utoledo.edu/facsenate>

Approved @ FS on 03/25/25

Summary of Discussion

Note: The taped recording of this meeting is available in the Faculty Senate office or in the University Archives.

President-Elect Avidor-Reiss: Welcome to the March 11th, Faculty Senate Meeting. I now call the meeting to order. President Van Hoy will come late today, so I am going to replace him until he arrives. We are going to start with the roll call.

Senator Coulter-Harris: Good afternoon, Senators. I hope you enjoyed your Spring Break.

Roll call, 2024-25

Present: Allred, Avidor-Reiss, Bellizzi, Benton, Bigioni, Brakel, Cioc, Cochrane, Coulter-Harris, Dagostino-Kalinz, Diakonova, Dwyer, Eichner, Elgafy, Ervin, Giovannucci, Harmych, Heberle, Herrera, Howard, Kalinoski, Kaw, Kistner, Koch, Krantz, Kumar, Lapitsky, Lee, McInnis, McLoughlin, Miner, Mungo, Nigem, Padilla, Pryor, Rouillard, Sahloff, Schaefer, Scheuermann, Semaan, Servick, Sheng, T. Smith, Suarez, Suchek, Sun, J. Taylor, W. Taylor, Van Hook, Van Hoy, Willey, Yonker

Excused Absence: Cheng, Delaney, Ekwenna, Gilstrap, Javaid, Johnson, O'Connell, Osman, Reinert, **Unexcused Absence:** Sindhvani

Senator Coulter-Harris cont'd: President-Elect Avidor-Reiss, we have a quorum.

President-Elect Avidor-Reiss: Thank you, Senator Coulter-Harris.

Senator Coulter-Harris: You're welcome.

President-Elect Avidor-Reiss: The second item is to adopt the agenda. Do we have a motion?

Senator Lapitsky: So moved.

Senator Padilla: Second.

President-Elect Avidor-Reiss: Okay, everyone, if you agree with the agenda please say 'yes' or write 'yes' in the Chat. If you are against, please say 'no' or write 'no.' Or if you abstain, say or write 'abstain.'

Group of Senators: Aye.

President-Elect Avidor-Reiss: Okay, it looks like it passed. *Agenda Passed.* Thank you.

The next thing is to approve the Minutes, February 11th and February 25th. Is there any correction for the Minutes before we move to a vote? Anything online? So, do we have a motion to approve the Minutes?

Senator Coulter-Harris: So moved.

Senators Semaan and Herrera: Second.

President-Elect Avidor-Reiss: So, people who are in favor please say ‘yes’ in the room or write ‘yes’ in the Chat.

Group of Senators: Aye.

President-Elect Avidor-Reiss cont’d: If you are against, please say ‘no’ or write ‘no.’ Or if you abstain say or write ‘abstain.’ *Motion Passed.* Thank you.

So, the next is the Executive Committee report. I’m reading this on behalf of President Van Hoy.

Executive Committee report: Our Executive Committee has really been busy. The Executive Committee will soon send senators an email describing the EC positions that need to be filled for the 2025-26 academic year. Please review the message when it arrives and make nominations of continuing senators to fill these positions.

The Executive Committee has asked the Committee on Undergraduate Curriculum to develop a proposal to create an Innovative/Creative Thinking identifier for courses. If approved by Senate, faculty will be able to request this identifier via a CIM proposal. The motivation for this identifier comes from the Art and Science Group’s consulting report. They found that students are drawn to UToledo for our innovative programs and courses. This is a way to allow programs to identify such courses in the catalog and class schedule.

The Committee on Student Affairs and the Committee on Academic Regulations have concluded that it is currently too difficult to enact the student common hour proposal for the entire university. However, we encourage all colleges to explore implementing a common hour for their 2026-27 class schedules. We have been assured by Interim President Schroeder, that Academic Affairs will help colleges wishing to implement a common hour while still upholding the class scheduling policy.

The provost office has developed a plan to improve centralized advising by engaging professional advisors in their pillars. The discussions at the pillar level will lead to a larger discussion and then to changes that are intended to remedy problems identified by advisors.

On March 5, I presented the Faculty Senate report to the Board of Trustees. My report will be appended to the minutes of today's (March 11) Faculty Senate meeting and is available from the Faculty Senate Office.

The Graduate Student Association needs faculty to serve as judges at the Midwest Graduate Research Symposium on Saturday, April 12th from 9 a.m. to 3:30 p.m. on Main Campus in the Memorial Field House. The Midwest Graduate Research Symposium (MGRS) is an annual event that draws graduate and professional students from both the University of Toledo and other Midwest institutions to showcase their research and field work via seminars, lightning talks, and poster presentations. The MGRS will also bring many graduate and professional students to campus. Faculty participation will not only support our students but help to recruit future graduate and professional students to UToledo. You can volunteer to judge here: <https://forms.office.com/Pages/ResponsePage.aspx?id=BxdrHam6PUqo-N6r-z1Ge2el2AEuwAxGne3iZ9336-xUMzY2WEw3VzZRMjFKWk9DVVY2QUdDWk41TCQIQCN0PWcu>

President-Elect Avidor-Reiss cont’d: Would any member of the Executive Committee want to make any comments? Hearing none. President Van Hoy just arrived.

President Van Hoy: You’re not going to get off that easy<laughter>.

President-Elect Avidor-Reiss: Okay, next is the provost report.

Interim Provost Molitor: Thank you, Dr. Van Hoy. I hope everyone had a good Spring Break. Just a few announcements from last week. I was pleased to announce that our three interim deans – Dr. Imran Ali from the College of Medicine and Life Sciences, Dr. Mohammad Elahinia from the College of Engineering, and Prof. Rebecca Zietlow from the College of Law – accepted my offers to serve as permanent deans. I am grateful for their continued service in this capacity.

You may also have read that the Board of Trustees approved our plans to merge the College of Arts and Letters with the Judith Herb College of Education, and the College of Health and Human Services with the College of Nursing. Many thanks to the administration, faculty and staff of these colleges for their work toward the success of these mergers, which will become effective on July 1st.

The Program Reallocation and Investment Committee, led by Prof. Thomas Atwood, will be forwarding their recommendations on low enrolled programs shortly, and have begun their review of investment proposals. I am hoping to have their review of the investment proposals before the end of the month if possible. I should note that there is language in Senate Bill 1 and House Bill 6 regarding enrollment thresholds for undergraduate degree programs that ultimately may drive some of our decisions regarding low enrolled programs, but we will not take any actions in this regard until this legislation is signed into law.

I have distributed a call for summer course proposals from 9 month bargaining unit faculty. The idea is to generate additional interest, enrollment and tuition revenue from in-person summer offerings of non-credit courses for professional or workforce development, or of for-credit special topics courses of general interest. Note we are only accepting proposals for in person courses, as one of the goals of this initiative is to generate additional activity on campus during the summer. These proposals are due Friday March 28th. And my thanks to the AAUP Executive Board for their assistance in the development of this initiative.

As a follow up to a topic from the previous meeting, the Department of Education published a frequently asked questions (FAQ) document on Friday February 28th to clarify the “Dear Colleague” letter sent on Friday February 14th. As a reminder, the “Dear Colleague” letter stated that “educational institutions may neither separate or segregate students based on race, nor distribute benefits or burdens based on race” in the wake of the June 2023 Supreme Court ruling in the Students for Fair Admissions v. Harvard case. The FAQ document clarifies that programs focused on particular cultures or heritages would not violate Title VI assuming they are open to all students regardless of race. However, schools “must consider whether any programming discourages members of all races from attending, either by excluding or discouraging students of a particular race or races, or by creating hostile environments based on race for students who do participate.”

The FAQ also states the Office of Civil Rights (OCR) will examine the facts and circumstances of each case, including the nature of the educational institution and age of the students in determining whether a “racially hostile environment” exists. The FAQ provides an example of programming that “acts to shame students of a particular race or ethnicity, accuse them of being oppressors in a racial hierarchy.” The FAQ states that this discussion would be less likely to create a “racially hostile environment” at a university as opposed to an elementary school. However, the FAQ also states that mandating courses, orientation programs, or trainings that are designed to emphasize and focus on racial stereotypes would not be permitted at any institution. This last directive, as with the pending Ohio legislation, could impact the ability of faculty to present certain topics in mandatory classes.

The FAQ then goes on to identify “more extreme practices at a university”, which include requiring students to participate in privilege walks; segregating students by race for presentations and discussions with guest speakers; pressuring students to participate in protests or take certain positions on racially charged issues; investigating or sanctioning students for dissent on racially charged issues; assigning students coursework that requires them to identify by race and then complete tasks differentiated by their race; discriminate against students based on race in how we discipline or sanction students in response to complaints or allegations of harassment, or in response to speech that would be protected under the First Amendment, whether through use of “bias response teams,” mandatory trainings, or compelled statements; or use race as a reason not to discipline or sanction a student for conduct that would otherwise warrant these corrective measures if applied to members of another race. I am not aware of any such practices taking place at the University of Toledo; and I believe any of these examples would have been identified as in violation of Title VI long before the “Dear Colleague” letter was distributed.

Yesterday I sent a request to the deans on behalf of Risk and Compliance to begin the process of identifying programs, activities, or job duties that could potentially run afoul of these Department of Education interpretations or could run afoul of the DEI language that is currently provided within Senate Bill 1 and House Bill 6. To be clear – we are not pulling back on any of these activities yet. This effort is purely informational, and no decisions regarding potential impacts on programs, services, or related operations have been made. We are just gathering information to be able to determine if changes are required once legislation passes and/or federal guidance is fully implemented.

As I stated at the previous meeting, we are a public institution bound by state and federal law, and we will comply with federal directives and state legislation while doing everything we can within the law to ensure the success of all students and to provide a safe and welcoming environment for all our students, staff and faculty.

On a more positive note, the College of Natural Sciences and Mathematics is hosting Dr. David Charbonneau, the Fred Kavli Professor of Astrophysics at Harvard University, this Thursday March 13th at 7:15 pm in Wolfe Hall room 1205 to discuss exoplanets as part of their Excellence in Astronomy series. And the date and time for our R1 celebration has been set – Wednesday April 2nd from 3 – 5 pm in Savage Arena. I hope everyone will be able to attend. An email was sent from the Office of the President last Tuesday March 4th to solicit examples of scholarship to display at this event, including hands-on visual representations of research that can be set up on display tables, or poster presentations that summarize research to a general audience. The March 4th email contained a link to a form if you are interested in showcasing your research at this event.

Thank you for your time, and I’m always happy to take any questions. Dr. Coulter-Harris?

Senator Coulter-Harris: Thank you so much. I have a few questions about summer course proposals.

Interim Provost Molitor: Sure.

Senator Coulter-Harris: First of all, we just got that email yesterday and you want the proposal in 17 days?

Interim Provost Molitor: Yes, I do.

Senator Coulter-Harris cont’d: And there’s a lot to these proposals. So, how many weeks are these courses going to be? Are they going to be the six-week course or are they going to be a twelve-week course?

Interim Provost Molitor: I think it's up to you to determine the best delivery method for the course, but it has to be contact hour requirements for credit hours.

Senator Coulter-Harris: Well, of course, because like in the English department, generally it is three credit hours, six weeks.

Interim Provost Molitor: Yes.

Senator Coulter-Harris: Okay, so then who is actually going to decide who gets selected, you know?

Interim Provost Molitor: Right here.

Senator Coulter-Harris: You are? Okay, so what are some of the parameters? I mean lecturers can also submit, right?

Interim Provost Molitor: Any nine-month bargaining unit faculty are eligible.

President Van Hoy: Up there [a question in the Chat box] is asking about emeritus faculty.

Interim Provost Molitor: No emeritus faculty.

Senator Coulter-Harris: Oh, okay.

Interim Provost Molitor: No, only current faculty in the Bargaining Unit, nine-month faculty.

Senator Coulter-Harris: I have two ideas. Can I do two?

Interim Provost Molitor: You can do two.

Senator Coulter-Harris: I just hope I have time, but I'll try my best. Okay, thanks.

President-Elect Avidor-Reiss: The email that was sent regarding the April 2 events include us for attaching some pictures. Is it the poster that you're going what is the---

Interim Provost Molitor: Oh, I'm sorry, I forgot to mention the pictures. We are also soliciting pictures that would be displayed around the arena in addition to posters and hands-on displays.

President-Elect Avidor-Reiss: So, you don't have to include the poster?

Interim Provost Molitor: No. With the poster, you don't have to upload it to the site. Thank you for clarifying that. Dr. Rouillard, go ahead.

Past-President Rouillard: Just to clarify, these summer courses that you are soliciting, these are non-credit bearing, correct?

Interim Provost Molitor: They can be non-credit bearing or if they are credit bearing, they would be special topics courses.

Past-President Rouillard: Okay.

Interim Provost Molitor: If they are listed under special topics, yes, there's no issue.

Past-President Rouillard: Thank you.

Senator Coulter-Harris: So, for example, if I am proposing two courses, one that would be more on the environmental studies and then the other one on immortality and end of life and the development of thinking towards immortality. I guess [I know since] I've written the book about it. And so, that would be in the Religion department and the other one would be in the English department. Can I write a course that is outside of the English department?

Interim Provost Molitor: We will be confirming with department chairs and deans as to the appropriateness of the course for the discipline.

Senator Coulter-Harris: Okay, thank you.

Interim Provost Molitor: No, that's an excellent question. Thank you.

Dr. Don Wedding: I would think the answer to her question is your credentials.

Interim Provost Molitor: Oh, absolutely.

Dr. Don Wedding: If your credentials to teach something or propose something outside your department, you can do it. Now, also, this question about credit vs. noncredit. The credit bearing courses will receive the three and 1/3rd percent, whereas the noncredit courses generally are at a lower rate. So, that'll be up to you to decide.

Interim Provost Molitor: Yes, we will have to negotiate that, but that's a good point. And thank you for the point on the credentialing, and that's what we would rely also on the chairs and the deans to provide.

Senator Coulter-Harris: So, if I publish books on this particular topic---

Interim Provost Molitor: Well, we have requirements on---

Senator Coulter-Harris: And I have 52 publications---

Interim Provost Molitor: There are specific requirements that we use for HLC, adherence to HLC rules on faculty credentialing.

Senator Coulter-Harris: Okay.

Interim Provost Molitor: Any other questions online?

President Van Hoy: It doesn't look like it.

Interim Provost Molitor: Okay, thank you as always.

President Van Hoy: Thank you so much. Good afternoon, everyone. I'm back, so no more of the 'thrill' of President-Elect Avidor-Reiss. And now we will turn to Ammon Allred. He's the chair of the College of Arts and Letters Council, and he's going to report to us on their change in college requirements.

Senator Allred: Hi everyone, thank you for this. I'm going to pull up in a second here the summary of our -- can you guys hear me, okay?

President Van Hoy: Yes.

Senator Allred: I'm going to pull up a summary of the changes, but this is just an item of new upfront. We appointed a special commission to look at our college BA requirements, and that's going to be

important in a second, which are somewhat more substantial than other colleges. On the basis of the recommendations of that committee, we simplified our college requirements. Our understanding of Faculty Senate rules, which President Van Hoy has confirmed, is that I should let you guys know that, but since it's entirely internal to a college, there's no item of business per se. But I do want to let you guys know about it and then take any questions. So, I'm going to share a short summary here of the former rule and of the changes. Is that visible to everyone?

President Van Hoy: Yes.

Senator Allred: I can try to make it bigger. So, where it says, "proposed college core," that should say it has now been voted on and adopted. That's the only thing that's incorrect there. As you can see, we used to have some very specific courses. Like, seven or eight years ago we had new Arts and Science, like, two years of the World Language. That had become one year or two years along with some cultural courses. We simplified that. So, essentially the new changes are first-year orientation course, 'C' or better in Comp I and II, which is just a slight specification from the university requirement, broadly three courses in Arts Culture and Humanities, and or Social Sciences with at least one in each category and outside of the major. We used to have large, related fields of minor category, but we are now leaving that to individual programs. We increased our writing across the curriculum from one course to two. As you can see, generally speaking, this will allow students more room for electives, second majors, minors etc.

President Van Hoy: Senator Allred.

Senator Allred: Yes?

President Van Hoy: Someone put in the Chat that that they can't see it online. I'm not sure how that can be since we're seeing it in the room and you're sharing it.

Senator Allred: I am sharing it, yes. Is that true for everyone online?

President Van Hoy: But now some people are saying they can't see it, and some are saying they can.

Senator Allred: I sent it to Quinetta. I sent it late; I apologize to Quinetta. I'll make sure that it gets out to everyone. I can try to clarify, but I'm not sure why it would only show up to some people.

Quinetta Hubbard, Faculty Senate Administrative Secretary: I think it is a little delayed.

Senator Allred: Okay, it's just delayed. So, one of the main things that I want to emphasize, this was a proposal for our BA, which is mostly what we currently offer in Arts and Letters. We do offer a few BFAs and BSs, which already this college core did not require them. Now, we realize as everyone knows, merging with one other college to form a new college and also merging with some smaller departments, people have wondered how that would affect that. Had there been BAs in those merged programs, we would have to negotiate what did or didn't become the new core. However, the point is moot because our understanding is that it is BSs and BEs, which are being offered, and so they are not affected by this anyway. So, it should be able to stand as is in the merged college. So that's all I've got for you all, but I'm happy to answer any questions about this. I might not be able to see them, so President Van Hoy, so if you can just tell me what the questions are.

President Van Hoy: Provost Molitor has his hand up.

Interim Provost Molitor: Are you going to update all of your degree program requirements and how they appear in the catalog to reflect these college core requirements?

Senator Allred: Yes. So, my understanding is that the dean's office is going to work with Cathy Zimmer to make sure that's the case. The big issue will be the related fields, which some programs will decide to keep, and some won't. So, that will have to be done on a program-by-program basis. We're going to streamline it within our college as that happens. But as of right now they just wouldn't be there. So yes, I think that the dean's office is working with Cathy Zimmer on that.

Interim Provost Molitor: Will these programs go through the full Senate approval process or are you asking for blanket approval?

Senator Allred: Well, yes. So if somebody changes those, that would be a change to the major so that would have to go through Senate approval which will be---

Interim Provost Molitor: Okay.

Senator Allred: Again, we're hoping it'll be pretty fast because it will be basically updating to where things are for many programs currently and we're going to work to streamline it. But yes, although this does not need to be approved by Senate, my understanding is that those would be.

Interim Provost Molitor: Okay. Thank you.

Dr. Don Wedding: I have a question. What does zero to eight [credit hours] means for two semesters of language?

Senator Allred: It means that if you have demonstrated mastery in a language, you do not need to take it. You have to demonstrate mastery up to the second semester of a language. So, if you don't do that, you would have to take eight.

President Van Hoy: You can always test out.

Senator Allred: Right, and that's already the case with our current program as well with the previous requirements.

President Van Hoy: No other questions in the room Senator Allred.

Senator Allred: Okay, thank you all then I will stop sharing.

President Van Hoy: Thanks, Senator Allred. Okay, so next we'll have a report from the Student Affairs committee. This is Drs. Deborah Coulter Harris, Sally Harmych, and Barry Scheuermann.

Senator Coulter-Harris: Barry won't be here today.

President Van Hoy: That's alright, he still gets credit.

Senator Coulter-Harris: Yes, he does. As a matter of fact, Sally will be giving most of the presentation. Officially, the Faculty Senate Committee on Student Affairs is charged with the following: *"The Senate Committee on Student Affairs shall act as a liaison between the Faculty, the Student Government, and the Administration on matters of common interest that fall within the jurisdiction of the Faculty Senate and shall study and make recommendations on such matters."*

As you are all aware, we go ahead and asked the Student Government to provide us with four very important issues that they have concerns with, and they did that at the beginning of fall semester 2024. This is actually our fourth issue that we're tackling. FSCSA and I just want you to be aware of this, has also added one more issue, and that's going to be summer courses and that will be our last presentation. But this is the last student government issue, and that is going to be summer courses and that will be our last presentation.

This is the last Student Government issue. This is a quote, *“Multiple students have come forward complaining about the food in the dining hall. We have noticed great improvements at the Eatery in the Union, but have heard that Ottawa East has had some issues. Food quality has not been too much of a complaint this year. One claim is that the utensils may be used in multiple foods without being washed. Students are also still worried that allergens are not being properly labeled. One suggestion was the creation of an allergen-free station like the one at the Union. Dining is definitely improving, but the dining hall at Ottawa East is slow to catch up.”* I also want to remind Faculty Senate that we had done a very detailed report on dining facilities, and that was published in the Faculty Senate Minutes on November 7, 2023. There is a PDF, and you can access that report through our PowerPoint. And now Sally is going to take over. Thank you very much Sally. Oh, and I just want to say that the people who were involved in this mainly were Sally Harmych, Barry Scheuermann and Karen Green.

Senator Harmych: She wasn't able to make it, but she was there is spirit.

Senator Coulter-Harris: Okay. Thank you very much Sally.

Senator Harmych: We actually met with Don Bargo from Dining Services and also Michael Dennis from the Finance Office and we spoke with them about the issues. So, looking at issue one, the utensils may be used in multiple foods without being washed. They do have a number of self-serve areas and Don Bargo believes that most of the contamination or cross-contamination is most likely students who are accidentally grabbing, if it's a pasta bar, for example, grabbing a bread stick and then going and grabbing something else with the same utensil. They do have people overseeing it and sometimes they don't catch it. So, they are working on making sure that is taken care of better. In some places they actually converted self-serve areas into a --- converted them so a person from Dining Services actually serves the individual. So a salad bar, for example, instead of walking up and getting your own items, they will put it together as you ask them to do that.

The next issue that we addressed was the allergens station. Possibly the allergens are not being properly labeled. One of the suggestions was to create an allergen free station. And they do have an allergen free station over there, it is called “Delicious Without.” It is a separate section. You can look at the kitchen. There is an area over here and a separate section over to the right, and it is just the allergen free station. They have their own cooking services, oven, utensils etc. So, there is very little chance of contamination. So that has been addressed. There is plenty of signage at other food service areas with information as well. So, if there are concerns, there is always information as to what is in the foods there. There is always access online on the app or at the online website to find information about different areas as well. So, that's been addressed pretty well.

We also wanted to follow-up. So, in our previous meeting with Dining Services, I believe it was 2022 as well as 2023.

Senator Coulter-Harris: Yes.

Senator Harmych cont'd: So since then, Dining Services has actually established a student dining committee that includes participants from both the Rocket Dining as well as Student Government. They meet on a monthly basis. They get regular feedback from Student Government. That has allowed them to act on issues a lot more quickly. It greatly reduced the number of complaints. They also provide students with many opportunities to provide feedback about their experiences through the website and on the app. There are QR codes everywhere, 'tell us how we're doing' or 'what do you think of the food today.' So, there is always ample opportunity for students to submit and let them know what's going on. They did make the comment that they wish it would go to them rather than Facebook.

And then finally, a follow-up to our report that was given on November 7th; we did follow-up and ask them what are the big issues in 2023? It was about the dining hall hours. They made a huge switch last year where now Student Union is open early morning to about 2 o'clock in the afternoon, and then all the dining shifts over in Ottawa East in the evening. And there was a bit of an adjustment for students. Students are not complaining about the hours this year. It seems they have grown accustomed to it. We have more new students on campus who didn't know the old way. They also made some changes to the dining plans, providing them with more dining dollars, which was made it more flexible for students. Before they were very tied to meal swipes that can only be used at dining halls and could not always get back to Ottawa Eastern time at night. So those things seem to have been taken care of as well. So, that is it. Thank you very much for your time, I appreciate it.

Senator Coulter-Harris: There are some links---

Senator Harmych: Oh, yes, sorry. There are some links here covering our detailed report on dining as well as links to the website.

Senator Coulter-Harris: Exactly.

Senator Harmych: Okay, thanks.

[Applause]

Senator Coulter-Harris: Thank you so much. That's it.

President Van Hoy: Were there any questions?

Senator Harmych: Oh, I'm sorry.

President Van Hoy: That's alright. Sometimes presenters are so eager to stop presenting, right?
<laughter> Okay, so it is now time for the Undergraduate Curriculum report. Here comes Dr. Rob Padilla.

Senator Padilla: I just want to say, the last month we had a lot of work to do. I think we've reviewed over 130 different courses.

Senator Coulter-Harris: Oh, wow.

Senator Padilla: Yes. All right, so I want to give you guys a sense of what we're doing in terms of evaluation. We will look at [sort of] first, what purpose of the changes are. If it's a new course, we check to see if the presenter or the proposer has checked for overlap with other departments and programs. We

confirm that the syllabus, if there is one that's presented, is complete and functional. We do a survey at the SLOs, the student learning objectives. If it's a slash course, we make sure that we have a syllabus for that course to differentiate between undergraduate and graduate education. And then there are a few other specialty items based on college and program. But those are the general ways in which we evaluate. All the courses that we're presenting here, and I think it is 22 slides have been approved by our committee. So, all I'm going to do here is just give you a brief rundown of why the changes occurred. So the first course we have is:

ACCT 4420 (Auditing): Corrects the entry for prerequisites for ACCT 5420, primarily for students without a background in accounting will take graduate courses (ACCT 5110 and ACCT 5310, as prerequisites).

ANTH 1020 (Introduction to Anthropology): SLOs were revised to align with OT36

ART 4990 (Special Studies): The special studies course addresses the need within the Art Department to provide students with the opportunity to take specialized studies to compensate for fewer upper-level courses being offered due to dwindling faculty.

ARTH 4350 New Course (Global Art Market): Addresses the need to teach the practical side of networking, knowledge of the art profession and art beyond the bounds of museums and galleries

BAUD 3040 (Principles of Financial Management): Removed the statistics prerequisite to allow finance majors to begin finance coursework in their fourth term

CHEM 4800 (Advanced Materials Chemistry): Diversified prerequisites to include physics courses in Quantum Mechanics as alternatives to Physical Chemistry

CI 3400 (Foundations of Literacy): Addresses the state of Ohio's science of reading mandate

CI 3430 (Phonemic Awareness, Phonics and Fluency): Addresses the state of Ohio's science of reading mandate

CI 3460 (Literacy Instruction: Comprehension, Vocabulary and Writing): Addresses the state of Ohio's science of reading mandate

CI4400 (Content Area Literacy in Middle Grades): Addresses the state of Ohio's science of reading mandate

CIVE 4530 (Microbiome and Multi-Omics): Addresses the interest in Bio-Engineering, Chemical Engineering, Environmental Sciences and the College of Medicine evidenced by increased enrollment.

COMM 2600 (Public Presentations): The changes to this course were to align it with OT36 requirements

DATA 4260 New Course (Data Visualization): Data Visualization has been offered as a special topics course as an alternative to the ART 2800 requirement. Student feedback regarding the course has been positive

ECON 3060 New Course (Economics of Education): Explores the broader impact of educational systems, policies and funding models on educational choice and the job market.

EEES 4500 New Course (Understanding Environmental Data and Scientific Methods): Explores the significance of "uncertainty" in statistical analysis related to environmental and scientific studies

ENGL 4110 (Old English): Reactivating this course to expand pre-1800 offerings for students

MATH 4760 (Actuarial Mathematics I): Changes in SLOs and course description were prompted by revisions in the Society of Actuaries Exam structure

MATH 4770 (Actuarial Mathematics II): Changes in SLOs and course description were prompted by revisions in the Society of Actuaries Exam structure

NSCI 4910 (Biomedical Publishing): Changed student evaluations from a pass/no credit to a standard letter grade

NURS 4070 (Family Health Nursing): The changes to this course align with course work in NURS 4510 in terms of content progression

NURS 4510 (Population Health Nursing): The changes to this course align with course work in NURS 4070 in terms of content progression

SPED 4080 (Curriculum Adaptations and Strategies in Early Childhood Education): Changed SLOs to conform to Ohio Standards for the Teaching Profession, and updated “repeatable for credit” and “register for more than one section during a term” from “yes” to “no”

THR 1080 (Theatre Technology I): Theatre Technology I is being combined with THR 1030 and will be taught in the Fall semester

THR 1090 (Theatre Technology II): Theatre Technology II is being combined with THR 1040 and will be taught in the Spring semester. Combining these courses will streamline the one year course sequence

NSCI 4910 (Biomedical Publishing): Changed student evaluations from a pass/no credit to a standard letter grade

NURS 4070 (Family Health Nursing): The changes to this course align with course work in NURS 4510 in terms of content progression

NURS 4510 (Population Health Nursing): The changes to this course align with course work in NURS 4070 in terms of content progression

SPED 4080 (Curriculum Adaptations and Strategies in Early Childhood Education): Changed SLOs to conform to Ohio Standards for the Teaching Profession, and updated “repeatable for credit” and “register for more than one section during a term” from “yes” to “no”

THR 1080 (Theatre Technology I): Theatre Technology I is being combined with THR 1030 and will be taught in the Fall semester

THR 1090 (Theatre Technology II): Theatre Technology II is being combined with THR 1040 and will be taught in the Spring semester. Combining these courses will streamline the one year course sequence

Senator Padilla cont’d: So, I guess we vote.

President Van Hoy: Well, ask if there are questions first.

Senator Padilla: Are there any questions?

President Van Hoy: Not seeing any in the room. Are there any questions online? Feel free to unmute and ask if there are any questions online. I’m not seeing and I’m not hearing any. I guess it is time to vote.

Senator Padilla: Question in the back.

Senator Nigem: The code for the finance course is BUAD, not BAUD.

Senator Padilla: Thank you.

President Van Hoy: Good catch.

Senator Padilla: Yes, thank you.

President Van Hoy: Okay, with that correction.

Senator Padilla: In the room, all in favor say 'aye.'

Group of Senators: Aye.

Senator Padilla cont'd: Any opposed? Any abstentions? Online, please 'y' for yes, 'n' for no, or 'a' for abstain.

President Van Hoy: I think you're good. *Motion Passed.*

Senator Padilla: Thank you everybody.

[Applause]

Group of Senators: Thank you.

President Van Hoy: Thank you to the Curriculum Committee in general and to all of our curriculum committees. Especially in the spring semester, it is a lot of work, and they are staying up late and getting it done. Okay, next is a brief conversation about Senate apportionment for elections.

Past-President Rouillard: I'm going to share because I think it might be easier. So, this is the first thing we want to share. The apportionments are changing a little bit for the next year. First of all, are you seeing my screen?

President Van Hoy: We are in the room, but what about online?

Senator Lee-Smith: Yes, online too.

Past-President Rouillard: Good. So, these are the faculty totals for colleges right now. We currently have a number of 773 faculty who are eligible to vote in Senate elections. This was the apportionment of seats based on the current year. Based on these numbers, this is the apportionment for the upcoming year. There are a couple of colleges who pick-up some seats and a couple that lose. So, Education loses one, Engineering loses one, HHS gains one, Law gains one, NSM gains one, Nursing loses one. This gives a total of 64 senators. These are the number of open seats based on who will be returning or not returning to Senate in the fall. And also based on who is eligible to run for a second term and who is not. Now, how did we arrive at these numbers? Do you see this page on the apportionment method?

President Van Hoy: Not at the moment.

Past-President Rouillard: I guess I have to share it again. Hang on. So, this was done by the chair of the Elections Committee, Don Wedding. I think that he really streamlined this and made it very clear and very easy to use and understand. So, the first thing is that we have 773 faculty total. We have 204 medical faculty. Since our constitution limits the number of seats, we know the College of Medicine typically gets the full fourteen (14). So, we back those faculty out of the total faculty and that leaves us with 569 faculty for the remaining 50 seats. That gives us a ratio of 11.38 faculty for each senator, and that's how we determine the number of seats that each college should have. So, CAL, for instance, has 155 faculty. We multiply that by 11.38, and that gets us to 13.62, and we round up to fourteen (14). So, we use the regular rules for rounding up--five and up, you round up - and below that, you round down. Anything else that I

can explain about this apportionment? I really think that Don did a good job of really clarifying of how we arrive at apportionment. And I think that at next year's elections if you use this formula, I think that apportionment will be quite easily and cleanly determined.

Now, the next step is to forward our lists of college faculty eligible to vote, and then to forward the ballots of all of those who are eligible to be nominated for next year's Faculty Senate.

Dr. Don Wedding, Chair of the Elections Committee: That will be done by the Information Research.

Past-President Rouillard: Yes, and I've sent an email to them. So far, I only received a response that Anne Fulkerson is out until today, and I also contacted Lisa Taylor, who is the person who helped us with the Faculty Senate survey last year. So, I'll be sending our committee lists of faculty eligible to vote and faculty eligible to run as soon as they tell me exactly what they want for format. The Faculty Senate Exec. will discuss dates at our Friday meeting this week.

President Van Hoy: Past-President Rouillard, Provost Molitor has his hand up.

Past-President Rouillard: Sure. Go-ahead, Provost Molitor.

Interim Provost Molitor: Dr. Rouillard, Senate elections are not run through Institutional Research. We have a special system that was developed by the Center for Creative Education. Once I have the spreadsheet from you, I can upload it into the system and then Quinetta will send out an instruction email to all faculty about the link that they can go to, to vote.

Past-President Rouillard: So, this is the CCI on the Health Science Campus?

Interim Provost Molitor: Correct.

Past-President Rouillard: I didn't realize we were doing that through them because we had always gone through IR for dean's evaluations and surveys, so I assumed voting went through them as well.

Interim Provost Molitor: No, this is a different system.

Past-President Rouillard: Okay. Is there somebody at CCI that I can forward the ballots to, so you don't have to? I'm sure you have enough on your plate to not have to deal with this.

Interim Provost Molitor: I already uploaded the lists that I thought we agreed on, so if there are any changes -- well, I will email you offline.

Past-President Rouillard: Okay. All right. Thanks very much.

Dr. Don Wedding: Are you through Dr. Rouillard?

Past-President Rouillard: Yes, I am.

Dr. Don Wedding, Chair of the Elections Committee: I like to say that the key here was getting a list for each college. When you go to get these lists, it's not all that easy. We went to the deans and also the provost office and went back and forth, and finally got these lists. Of course, you never know, but my main concern is if we have missed anybody. [And if this occur] we will, even after the ballots are issued, correct it. We are going to announce that-- if someone did get a ballot, we will take care of that. I do want to say that when we end up sending out the nomination ballots, my committee and I hope people in the

Senate will encourage members in their college and departments to accept the nomination. There's an awful lot of work going into just getting people to agree to serve in the Senate. For example, in the College of Medicine, they have 14 allocated, but there's only twelve that are in the Senate. They are too sharp, and so we need to have a full Senate. I also want to close really quickly here, and I want to acknowledge that the work that was done here was done by Jerry Van Hoy, by Tomer, by Rob Steven who's Chair of our Constitution Committee, by Linda Rouillard, by Provost Scott Molitor, and also members of my committee. I do have to acknowledge those people. Thank you very much.

[Applause]

President Van Hoy: So, before we leave this topic, as I understand it from the Chair of our Constitution and Rules Committee, the Constitution requires that Senate approve this apportionment, right?

Dr. Wedding, Chair of the Elections Committee: Yes.

President Van Hoy: So, is there a motion to approve the apportionment?

President-Elect Avidor-Reiss: So moved.

President Van Hoy: Thank you, Tomer. Is there a second?

Senator Benton: I have a question. This is Sheri Benton.

President Van Hoy: Sure, go ahead.

Senator Benton: So, if I'm understanding this correctly, the Constitution limits colleges to 14. CAL already has 14 and Education with two. The two colleges are merging in July. What happens in the fall when then JHCO, whatever the new acronym is, then has 16 senators?

President Van Hoy: Well, typically we do not eliminate senators in a merger. We wait until people time out, right?

Senator Benton: Okay.

President Van Hoy cont'd: But, yes, if we keep the current system, you know, the merged college will still be capped at 14.

Senator Benton: So, the next year or two as those people finish their terms, there just won't be as many seats up for election to keep the cap at 14?

President Van Hoy: Correct.

Interim Provost Molitor: And Senator Benton, this is Scott. Historically, we apportion based on the current state, not the future state. So currently CAL and Education are two separate colleges.

President Van Hoy: That's right.

Dr. Don Wedding, Chair of the Elections Committee: Correct.

Senator Benton: Thank you so much for the clarification.

President Van Hoy: Are there any other questions before we take a vote to approve the apportionment method?

Senator J. Taylor: Yes, I have one.

President Van Hoy: Go ahead.

Senator J. Taylor: Are we going to look at removing the 14 cap, or is that going to remain?

President Van Hoy: Well, we did put that in front of the Constitution and Rules Committee and the Elections Committee earlier this year. They haven't reported back to us on the feasibility of that.

Dr. Don Wedding, Chair of the Elections Committee: Oh, when was that?

President Van Hoy: Of changing the caps- whether or not it makes sense to change the 14 cap.

Dr. Don Wedding, Chair of the Elections Committee: Well, right now if you change it, open it up, the College of Medicine will have 17.

President Van Hoy: Right, so you have to think about it and how much do you want the largest colleges to dominate Senate, right? That's the point of caps. So, we did ask them to look at it and I expect that---

Dr. Don Wedding, Chair of the Elections Committee: They haven't talked about it.

President Van Hoy: No? Okay, well, they will talk about it and then report back to us.

Dr. Don Wedding, Chair of the Elections Committee: I mean it's both the Elections Committee of which I am chair, and the Constitution Committee of which I am a member---

President Van Hoy: Right.

Dr. Don Wedding, Chair of the Elections Committee cont'd: And so, it's both committees back and forth, but we have not discussed changing the caps.

President Van Hoy: Right.

Dr. Don Wedding, Chair of the Elections Committee: I didn't even understand that there was that much of a---

President Van Hoy: It's just a question that came up because of these mergers.

Interim Provost Molitor: Right.

President Van Hoy: Right. And I think what Rob [Steven] responded was that he would talk to both committees about it, but said, you know, his thought was that it made no sense to increase caps. Otherwise, we would be potentially starving smaller colleges of representation. Unless you're going to increase the Senate, and nobody wants that. We can't staff all our committees as it is.

Dr. Don Wedding, Chair of the Elections Committee: Right.

President Van Hoy: Okay, so are we ready to do---

Senator Allred: President Van Hoy, one thing. Since we're losing a number in Senate without changing the caps, you would be decreasing the size of Senate on back, which could theoretically actually lead to the exact problem you're worried about as staffing committees etc. Again, I'm not saying one way or the other, but I am a little concerned that it sounds like the person who chairs the constitution committee just

said that he wasn't going to actually consider something that's been asked to be looked into it for feasibility. So, I would hope we actually look into it and don't just do the sort of pro forma dismissal that one might infer in this case.

President Van Hoy: I agree with you. The Executive Committee did ask the committees to look into it. I'm sure they will.

Dr. Don Wedding, Chair of the Elections Committee: We will.

Dr. Rob Steven, Chair of the Constitution of Rules Committee: I just want to comment if I can.

President Van Hoy: Yes, go ahead.

Dr. Rob Steven, Chair of the Constitution of Rules Committee: This is Rob Steven. In no way did we say we are not going to consider that. That was not stated at all. We would be happy to consider that. I offered my opinion just directly, but it hasn't been brought up to the committee yet, but I absolutely did not say that we were not going to consider it. We will definitely look into it.

Senator Allred: Understand. My apologies. I apologize.

Dr. Rob Steven, Chair of the Constitution and Rules Committee: Yeah.

President Van Hoy: Thanks, Dr. Steven.

Dr. Don Wedding, Chair of the Elections Committee: We're going to take a vote?

President Van Hoy: Yes, I think we're going to take a vote now. Alright, so if you approve this apportionment method for elections this year, please put 'yes.' If you disapprove, please put 'no' in the Chat, or if you have abstained, put 'abstain' in the Chat. In the room, all those in favors say, 'aye.'

Group of Senators: Aye.

President Van Hoy: Any nays? Any abstentions? Okay, it passed in the room. It looks like it is passing online.

Senator Coulter-Harris: Yes.

President Van Hoy: *Motion Passed.* All right, I'd say we can move on.

[Applause]

President Van Hoy cont'd: Thank you, Elections Committee. Okay, now we have finally gotten to the 'main event.' So, I'd like to welcome Dr. Lee Johnson, who's the Executive Vice President for Finance and Administration and the CFO. He is going to give us a finance and budget update, something which senators have been asking for all year long. Here he comes.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Thank you, Jerry. It is a pleasure to be here. I look forward to our discussion. Do you mind if I take my coat off, it's beautiful outside?

President Van Hoy: No.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: We ought to applaud the weatherman for coming through, right?

Dr. Don Wedding, Chair of the Elections Committee: Do you need a bottle of water?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: No, I'm good sir. Thank you. I'm going to be delivering to you what I gave to the Board of Trustees at their meeting last Wednesday, March 5th. I'm going to deal with a consolidated financial statement. When I say 'consolidated,' that means it does include the Medical Center along with the athletics as well as the academics of the institution. I'll also be getting into some terminology of unrestricted - so unrestricted when it comes to income and unrestricted when it comes to expenses. The 'unrestricted' term just means there isn't any hold on it from the standpoint that his owner has given it to us or has a special use to it. So, it's unrestricted and can be used for operations, okay?

So, again, this is through January. What that means, it is seven months of the fiscal period, so starting from July 1 and going through January 31. You'll see that we have here is the actual fiscal 25 budget, and then we have comparison of actual to budget. And again, our fiscal year started July 1, and this goes through January 31.

So, as you can see, at the very top, number one, the line item, it reads total unrestricted revenue. So, these are revenues that we've earned through this seven-month period. And as you can see, the number is \$589 million, and it does reflect the positive variance of 7.2. So, we're comparing the \$598 [million] to the budget that was anticipated through that period of \$591 million. So, we have a positive variance of 7.2. The next line item, again, is unrestricted expenses. So, those are expenses that can be used for our operations. There is no restriction on them from a donor or special use of some sort.

So here we have a line item of \$502 million, comparing that to the \$513 million that was anticipated in the budget for that seven-month period. So, we are under budget or it's a positive variance at that point of \$11.1 million. Line number three is the change in net position. This is before pension and OPEB. The pension information, that is really the state of Ohio's matter, and so we included it, we have to include it because of financial accounting principles. We included it in our financial report. You would see it in the audited report at the end of the year, but here we don't really report the pension because it has no effect on our results for the fiscal period. Does that make sense? Okay, so it's not an obligation of the universities- it's at the state.

So, with this we can see the change in that position, and another way of looking at that is your own personal budget. How much revenue did you bring in or cash did you bring in, and how much did you spend in your differences in net income or a net loss line item depending upon the week or the month that you're looking at? So here, we have a change in our net position which is a positive \$81.7 million. That compares to the budget of \$43.2 million or you can see the difference of the \$38 million. One thing we need to keep in mind is that when you look at the financial statement of any college/university that has a year end of June 30th like the University of Toledo has—and probably close to 95 % of the institutions across the country are June 30th-- there are exceptions to that. But we are accounting for the fall semester of revenues and also at this point in time, the January semester of revenues. So, what that means is that the months of February, March, April, May, June, we have very little revenue coming in because we account for it as the students return from the winter break. And so, you're naturally going to see the

revenue line item higher, exceeding expenses at that point in time. This is legitimate at most institutions because of the timing of your cash cycles.

I also want to bring to your attention some other numbers, if there aren't any questions on that top part. Okay, some additional things that I thought would be interesting for us to understand.

President Van Hoy: Just let me interrupt you for a second and say, anyone online who does have a question, remember while sharing the screen, we can't see the Chat, so please unmute and ask a question if you have one.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Okay. So, let's go to the next one, liquidity. Liquidity is another term that's used for cash or what's liquid out there, what you can spend. Next slide. And so, liquidity cash on hand at this point in time, (again this is as of January 31) it's 72.6 days.

So that tells us, you know, for operations, and again, this is consolidated information, so it includes our teaching hospitals, it includes our medical school, it includes our academics, athletics, everything. So, when you think in terms of 72.6 days, it seems like a lot of cash, but on the other hand, it's a billion-dollar organization, okay? So, we got to keep that in mind. The benchmark comes from the NACUBO, that's the National Association of Colleges and University Business Officers. They are experts on this. Now, this is a little stale because they haven't updated it, but they are experts going back to 2022; they stated that they felt 90 days was a good benchmark for all colleges and universities of this size. That does not mean that it includes institutions in total that have academic medical centers and an academic enterprise. So, in other words, it is a broad range of institutions.

The next line item is our actual debt service to revenue. Through the end of January, we are at 3 %. So, in other words, our debt service, that's principal and interest, that's going towards the debt that we owe to the bond holders and such. So that is 3 % of the revenue, and the benchmarking's budget was 3.1 %. And there's a couple things to keep in mind, and this is true with whether it is bond holders or private placement with a financial institution, is that there's timing during the year of when your debt services are due. So, in our particular case, we have interests that's due in the fall, and then we have interest and principal that's due in the latter part of the spring. Okay, but it varies. The institutions I've been at, it just depends on when you take out the issue and what you can negotiate.

Okay, looking at line-item number three, what we're going to do is now kind of turn the corner a little bit and think about the investments that we have. The investments are held with the Foundation. What we're doing is we're comparing actual results through fiscal year 25. So, in other words, that January 31st line-item deadline, we're comparing it to the benchmark that the investment advisor's management are giving us of how the dollars were invested and what the return or the yield has been. In this particular case, our short-term investments that are held by Star Ohio, our yield was 4.5 %. Their benchmark was 4.3 %, so we are doing fairly well. By the way, I need to just mention, this is as of January 31, so don't think about the last two weeks, what's going on because this would look much differently.

Senator Coulter-Harris: Yes.

President Van Hoy: We'll see how all that plays out <laughter>.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Yes, we will.

On line-item number four, these are intermediate investment pools or the bond portfolio, particular dollars and the bonds. In any good investment portfolio statements, your bonds are going to have a ladder approach. Now, some will mature in one year, some will mature in three years, some will mature in seven years, and that's their thing. The investment advisors are doing that in a way of offsetting any swift movements in the marketplace. So, in this particular case, 4.9 % is the yield vs. the 4.3 % benchmark. Our next line item is the one-year term investments. This is where the investment advisor is saying, okay, over the past year, February 1, 2024, through January 31, 2025, what has been the yield on the portfolio? And in this case, it's 12.3 %. It's a benchmark of 7.6 %. So, so far everything is reading green.

Now we're going to look at the next line item and say, what's going on? You're going to say, Lee, what happened? Next slide item is we're looking at the three-year long term. So, this takes it back now to February 1, 2022, it's going to take it through January 31, 2025. So, you have three years that you're looking at with the portfolio as yield. In this case, it yields 4.4 % against the benchmark of 7.6. Well, let me ask the question, who remembers what happened in 2022? The market went south. Okay, by the market going down, those numbers are included in that yield number. The last couple years have been very good for our portfolios, but we did have a 'sour' year in 2022, which is affecting that calculation. Notice that it's not a negative yield. It just happens to represent it or compared to the benchmark, which is below the benchmark.

President Van Hoy: Significantly.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: And then we have our credit rating, which is Standard & Poors (S&P) reports and Moody's, which is Aa2: we are a stable outlook. We just went through our Standard's course review that was finalized right around February 18th to 20th of this year. They held us at the grade 'A,' the rating of 'A,' which is where we are at. This is a stable outlook. If you were to look at some of the reports of Moody's and Standard's report over the last year-and-a-half to two years, when they take a look at higher education, it's not as pleasant as it used to be. So, for our standpoint, a stable outlook, that's good and 'A' is an excellent rating to have. Questions on this slide? ~Okay, can we skip to number four, please?

This is a consolidated income statement. A couple things I want to point out, so we've circled them in red and such. But, you know, honestly the whole statement's up for discussion. But as you can see, consolidated again. There's your patient care service revenue, our tuition revenue, student aid that we provide, state subsidy, grants and contracts, auxiliary enterprises. Auxiliary Enterprise is going to include the athletics and then we always have a kind of a rounding area where it's other sales and services that the institution has. And then we have our expenses, which you know, again: compensation, supplies, purchase services and such. Same matter is that the timing is going through July 1, 2024, through January 31, 2025, so it is a seven-month report. If you go across from the left to right, we have actual, we have budget, we have a variance. And then we're comparing to the actual of a year ago with the variance. And that actual of a year ago was through January 31, 2024. So, from operating revenues through January of 2025, that equaled \$598 million dollars, so, that's our total operating revenues. That is 7.2, and that's been circled there, 7.2 million ahead of the budget at this point.

We also have a \$30.5 million number on the far-right hand side, which is above last year. So, if I can make sure I'm looking at this correctly, the \$30.5 million is comparing the hospital revenue as well as, as you can see, the \$30,452,000. So, what this is telling us is that, that positive variance of \$30,452,000 is

being generated by the hospital. It is patient care services. The college itself, student tuition and fees compared to a year ago is slightly down and student aid is slightly up. In other words, we didn't aid as much at that point in time. And then we've got some other variances that are somewhat modest, but they do exist. So, when we compare operations through the first seven months of this year to the operations seven months from last year, the hospital has significantly supported the operations, okay? And then as you can see when we compare ourselves to budget, there's the \$7.2 million and 64.

Then going down the statement and looking at our operating expenses, the costs themselves are \$11.1 million below the budget. That's because any good budget has contingencies, and not always are contingencies used depending upon the month that you're looking at. So, for example, it's quite possible that any institution has contingencies in their budget through the first six, seven, eight months because of your revenue cycle of cash coming in the fall and cash coming in in January. You may not be into your contingencies until you start going through the period of time where there's less cash being cycled for being given to the institution or received by the institution, I should say. So, at this point in time, we can see that \$502,000,000 of total operating expenses, the budget predicted \$513,000,000. We are \$11 million of favorable variance when we compare ourselves to budget. Now if we scan across, we can see that \$502 million compares to \$47 million of a year ago. Okay, now that's a \$30 million or \$31 million variance there. But we have to keep in mind that the operations of the hospital haven't increased quite a bit. Because there's higher patient care, so you're going to have higher expenses.

Okay, what you want to make sure that doesn't happen is that your expenses rise faster than your revenue. So, in this case as we went down to different line items, you can see compared to a year ago it's a \$10 million..., \$11 million variance. Now we have to think of time—any institution is going to have things change, patterns change: we have new hires; we also have terminations; we have retirements. We have new hires coming on. It could be brand new positions, or it could be replacement positions etc. In particular on the hospital side, there's been—because of the higher patient care—some hiring on that particular side, so, the variance is understandable. And the other ones, when it comes to supplies, purchase services, (particular supplies) you need to keep in mind that that line item includes the pharmaceuticals from the hospital side. And so, when you have higher patient care revenue, you're going to be delivering more services, which means your supplies are going to be higher.

Okay, so that is the operations and then you want to always do a comparison of their operating income margin. So that's the difference between the revenues and expenses expressed as a percentage. So here we have an operating margin of 16 % through January that compares to a budget of 13.1 %. However, when you look at a year ago, we're at 17.1 %. So, a slight difference, not much, but something we need to keep in mind. And by the way, the computation for an operating margin is something most institutions do; there's a variety of metrics and ratios that they'll use to measure their operations. Beneath that is what I like to refer to as 'below the line.' This is the line that we all want to pay attention to where we are at. We have what's known as below the line that includes investment income, interest expense depreciation, and then any sort of transfers that may have taken place. In this particular case, again, going through January 31 investment, income is up \$19.3 million. So the marketplace has been good. That compares well to last year, the marketplace was good in 2024. And so here we have last year's \$16 [million] rounded to 16.5 million, and so it is a \$2.8 million increase when we compare the two years. Next is our interest expense, and you can see it's at \$5.6 million compared to what the budget was saying, \$5.6 million. That's slightly below a year ago at \$5.8 million. That's because as you pay down your debt just like your home mortgage, you're paying less interest each month.

Our next line item is depreciation. Depreciation is the representation of what's been exhausted at the useful life of a physical asset. So, a building may have been built for, I'll just use crazy numbers, \$100 million dollars, and it's been open for ten years and it has a life of 40 years. We can do the math and figure out its value has declined. It is useful because of... Depreciation is something we want to keep an eye on because you want to be able to fund your depreciation because you recognize that you have to replace your assets, whether it be equipment, renovation stability, things like that. We all want modern classrooms, that's another way to think about it—technology, the needs that we have there for the right equipment, the right servers, the right software, etc. Then we can tally things up and we come up with a total for the non-operating revenue expenses, and then we have at that moment the change in the net position that you saw on the scorecard the very first year. So, the change of nearly \$82 point million compared to a budget of \$42.3 that compares to a year ago at this time of \$77.7 million - so a positive percent compared to last year for a variety of reasons, right? Yes sir?

President-Elect Avidor-Reiss: I see that the Medical School revenue is \$30 million, and I see the Medical School expenses of the hospital is \$31 million. Is there---?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: No, that includes all expenses and that includes academic as well.

President-Elect Avidor-Reiss: What is the Medical in all these lines?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: The Medical is in all these lines, sir. It is a combination of everything.

President Van Hoy: It's all combined.

Past-President Rouillard: I have a comment as well. This is Linda. I don't know if I'm repeating Tomer's comment because I didn't quite hear it, but we can certainly see that the hospital revenue is driving these positive total operational revenues, but you're not breaking out the compensation, and supplies, and all of these other expenses according to the source of those expenses the way you are for revenues. So that paints a slightly different picture.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: That's a very good question that you're asking. This is a typical format that you're going to find when you consolidate the picture of an institution. You're going to have those line items of revenue broken up this way. Your expenses are going to be combined. Compensation is going to, whether it's through the teaching hospital, the medical school, or the academic side of the business, it's just going to be called compensation. Sometimes an institution will break out compensation and do benefits as a separate line item. This happens to be the format that the institution and I---

Past-President Rouillard: And I understand that, but the problem is that this allowed the decades long, I don't know if the word is 'competition' between the medical side of the house and the academic side of the house. And the traditional rhetoric on this campus has been that the hospital has financed academics. The hospital is doing well, and they should be recognized for that good work. But I think that academics also needs to be recognized for the fact that it generates a profit. This condensed way or consolidated way of reporting revenues and expenses—while it may be traditional on this campus—allows for that skewed rhetoric. And that has been the source of an enormous amount of anguish here.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Good point, I can't argue the point. I will state this though, in my 47 years of higher education, this does not look unusual; and my over 50 accreditations in looking at finances of institutions, it doesn't look atypical. You know, to gather things and present them this way, we certainly have the detail that backs up how much the hospital has, how much the academy's brought in and things like that. I'm going to say something perhaps as a reminder, it is something I learned a while back – is that at one point in time the hospital was on the selling block.

Past-President Rouillard: Correct.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO cont'd: And it wasn't generating enough revenue where it had a, what we call a deficit or a loss. So, by reinvesting in the hospital and the patient care services, it looks like we're making a good move because it's improved the revenues.

Past-President Rouillard: And I agree that the hospital has done some incredibly hard work and is seeing positive outcomes. I don't quibble with that at all. But when you can't also demonstrate in your report that academics has also been producing a profit, that leads to a skewed view of what happens on this campus, and it covers up the fact that both sides of the house are generating profits. And the current rhetoric has always been that academics is pulling down the whole enterprise, and that we have to constantly cut, and cut, and cut, and cut. That is my point here.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: I respect your point, and what I can say is that if we compare tuition and fees to a year ago, the academic side is a little bit down. We know the story there that we've experienced some downward slippage when it comes to enrollment. And by the way, a lot of institutions are experiencing the same thing.

Past-President Rouillard: Right, but we've also experienced a decrease in compensation, and how much of that is due to a decrease in compensation to faculty, the number of faculty who have left?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: I'm not prepared to answer that question ma'am.

Past-President Rouillard: That's okay, that's okay. I'm not faulting your presentation. I'm just pointing out to my colleagues that the traditional way of reporting this doesn't give academics its fair dues for what it has produced for the institution.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Yes, sir?

Dr. Don Wedding, Chair of the Elections Committee: The 1.7 % is a decline in tuition and fees, revenues. It does not tell us what profit is being generated by the academics. Right now, they are generating over \$5 million in surplus- I'll use the word 'surplus' instead of profit. But the question I have is, looking at the hospital—that does not include the Medical School, does it? The Medical School has to be included with us.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: The Medical School is included with the academics, that's correct.

Dr. Don Wedding, Chair of the Elections Committee: It's including academics? So, the Medical School is with us and when you break out these colleges, you get a very different look as well. Linda's point is that there has been a story on campus, and I've heard it at Board meetings, that the hospital is carrying the academic enterprise. And to support Linda on this, that just is not true. That is just not true. I've seen the numbers all the way back to 2012, and academics have run a surplus from 2012 to now. That is just a fact. That was even in the Huron report. There's been nothing shown that academics are in fact being carried by the hospital or anything else. The real problem with the hospital is it's a 200-bed hospital, and 200-bed hospitals have a great difficulty in surviving in this world today, that's the real problem. That's all I have to say.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Thank you. Yes, sir?

President-Elect Avidor-Reiss: My question is, is it possible for you to generate--basically what we are asking--the operating expenses along the same line that you have on the top so we can see if the academic unit is making profit or not? And this is very important because you need to understand that over the years the academic part was designated. A lot of stuff was lost and still they are not hiring faculty. And without this, it's very hard for us to make the argument that we're actually making profit and there should be investment in the academic model.

Interim Provost Molitor: Dr. Johnson, can I jump in here?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Yes.

Interim Provost Molitor: One of the challenges we have with this is that our clinical operation is also an academic operation. We are training medical students and residents. We are training nurses. We are providing clinical opportunities for other students at the institution. So, it is very challenging for us to say, here's the academic piece, here's the clinical piece, because you have healthcare providers who are playing a dual role, who are serving patients and are also supervising students. It is difficult to disaggregate that. That's why we can't just pull that out cleanly.

Dr. Don Wedding, Chair of the Elections Committee: But you can, but it's right now lump summed into the academics.

Interim Provost Molitor: It's not necessarily lump summed into the academics. It depends on whose budget items---

Dr. Don Wedding, Chair of the Elections Committee: Talking about the hospital.

Interim Provost Molitor: If it's a physician who's worked in the hospital, that compensation would fall under a different budget model.

President Van Hoy: But a lot of this you're saying really has to do with the language we're using because we do hear our Interim President, we hear the Board sometimes talk about the clinical operations vs. the academic operations in this way when actually—and I've made the same point that you've made when talking to those groups—the hospital is an academic hospital, right? So, it is hard to understand why that doesn't come through in the language the Board uses, the language our Interim President uses and so on.

Interim Provost Molitor: What I hear from the Board, and Dr. Johnson and Terry [Romer] can verify, is they look at this as we have challenges on the academic side with enrollment. They have also identified

the challenges on the clinical side in terms of seeing more expenses as we are seeing more revenues. So, it is not like an 'either or' or 'us vs. them.' They are looking at the operation as a whole and identifying challenges they see.

Senator Coulter-Harris: But isn't there a kind of disparity in employment opportunities? There are many more opportunities that UTMC listed then there are on Main Campus, academic.

Interim Provost Molitor: We do have challenges recruiting personnel for medical professions.

Senator Coulter-Harris: I mean, I look at it [employment opportunities] a lot.

Interim Provost Molitor: And that's a challenge on the revenue side when we cannot find enough providers in certain specialties where we would be able to accommodate more patients.

Terry Romer, Chief of Strategy and Business Insights: Yes, I think---

Dr. Don Wedding, Chair of the Elections Committee: That's because of the affiliation agreement.

Interim Provost Molitor: I don't necessarily think that's the challenge. Terry, you were going to say something.

Terry Romer, Chief Strategy and Business Insights: Well, that's okay.

Senator Nigem: I have a question. Did we not have an unconsolidated report in the past where we had the three entities separate which was presented at the Board meeting? How was that done?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Well, if we can generate a consolidated report, we certainly should be able to generate a report that breaks things down.

Senator Nigem: Disaggregated.

Interim Provost Molitor: But how do we disaggregate the salary of a physician who's seeing patients and teaching students?

Senator Nigem: Like we did in the past.

Terry Romer, Chief Strategy and Business Insights: No, I will tell you my perspective here and I think Scott's right, and I think all the points are well taken, right? That there are component units of the University. The Board of Trustees, the president, and I think many of us, even folks in this room, we're an entire enterprise, right? And I think after nearly two decades of the merger, you know, a lot of tumults over the years and as we said, the hospital was struggling. We've been seeing declines in enrollment. I think ultimately, we are a single enterprise. We are audited by our external auditors as a single enterprise. I think what's being presented today is a representation of the enterprise overview, right? And to that extent, sure you can tear pieces apart and pull things out, but ultimately, it's a three-legged stool, right? It cannot exist without one of the legs. And so, you know, to be fair, I think we've had years thinking about and talking about selling the hospital when the hospital was struggling. I think there's been years where the academics have been struggling. I think the focus [is well received], and I think rightfully so. To Scott's point—would be that we are an academic on the hospital side. But that can't be taken apart necessarily. You can't have the College of Medicine and the hospital fully pulled apart, right? They exist together. We exist with the College of Medicine. We all exist together. The programs on the hospital side

feed into clinical programs that go into the hospital, and that's a natural progression over the last two decades. Now, you can present things any way you want, but I think the reality of it is that at the end of the day, the Board of Trustees, the President, many of the people in this room, see this as an enterprise level operation with some different kind of divisions, different program product lines for lack of a better term, right? But none of them can operate without one another, right? And so, I think to that extent we're trying to show here kind of what the enterprise does.

Dr. Don Wedding, Chair of the Elections Committee: I'm not going against this commercial for the enterprise. What I'm saying is that the academics on this campus have run a surplus since 2012. That data is absolutely in the financials, and there is no way that the other half of this enterprise is supporting us. You can point to the revenues [and say they are] down, but revenues are not the same thing as surplus or deficit. Are we running a surplus right now in the academics? That's the question. I think we are. We have in all prior years.

Past-President Rouillard: And this issue is all the more important because of the way the state is insinuating itself more and more in our curriculum and is using numbers, is using statistics to base what they're forcing universities to do.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Let me just state this. I think you've all come up with some very good points.

Dr. Don Wedding, Chair of the Elections Committee: I'm not challenging your data at all. And I'm not challenging that the hospital didn't show a variance of \$31 million. I'm into that. But what I'm saying is that the academics do not justify all these calls for cuts.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Let me just make this comment if I may. What I was trying to resonate here is that when I look at revenues, I'm looking at various [numbers] compared to a year ago.

Dr. Don Wedding, Chair of the Elections Committee: That's right.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO:
[Indecipherable]...hospital...up by \$30 million dollars.

Dr. Don Wedding, Chair of the Elections Committee: Very good.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: I am not suggesting that the hospital's making all the money or the profit vs. some of the other pieces of the enterprise. I'm just saying that if you have a rise in your revenue of \$30 million, it's not surprising you have a rise in expenses of something compatible. That's the only point I'm trying to make here. This does not break it out as to what the PnL [profit and loss] is for the hospital, the PnL for the academic side of the enterprise, or the PnL for any other division, maybe research---

Dr. Don Wedding, Chair of the Elections Committee: That data is not here. We don't have that data today. I mean you have it, but we find---

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: That is not on the sheet.

Dr. Don Wedding, Chair of the Elections Committee: That's right. And my point is that academic from 2012 to now has run a surplus. The general fund, which includes all the colleges, has run a surplus. That's all I'm saying, and there's been no support. I heard from others that they gave us a \$5 million or \$10 million transfer from the hospital. That I can't believe; I cannot believe that we're getting money from the hospital because we don't need it as we're running a surplus.

Past-President Rouillard: And Dr. Johnson, I would also like to reiterate that I fully understand that yes, this is the traditional form of reporting this, and we appreciate your time here. We appreciate your straightforwardness. What we are saying is that it would be very helpful for us to see a similar breakout in the operating expenses as we see for the operating revenues. Not because we want to cast dispersions on the hospital. I think we're all very proud of the work that's happened at that hospital and the turnaround that has happened at that hospital. But we have historically had very little respect for what happens on the academic side, and I think it would be useful for all of us as well as for the Trustees to see a breakdown of operating expenses.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Your points well taken. Is that Linda?

Past-President Rouillard: Yes.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Linda, well taken. Thank you.

Dr. Don Wedding, Chair of the Elections Committee: Thank you very much.

Past-President Rouillard: This is not against you. Please understand that! And, you know, your willingness to come here and speak with us tells us that you're a straightforward guy. We appreciate that.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Well, thank you for your kind remarks.

Dr. Don Wedding, Chair of the Elections Committee: It's also not an anti-hospital position. We're not taking anti anything. We're just simply saying we are doing well. We could do better. We've had enrollment declines, but even with enrollment declines since 2012, for some magic reason, we've been able to maintain a surplus in academics. That doesn't mean we should not be addressing enrollment. That does not mean that we shouldn't be trying to do better. But I don't think cutting academics, and programs, and faculty is a way to do it when the enterprise is still running surpluses.

President Van Hoy: We should probably let Dr. Johnson move on before we run out of time.

Dr. Don Wedding, Chair of the Elections Committee: Yes, I know.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: If I could just take a couple more minutes. I mean, this has really been a great discussion because my starting of my career at the Medical College of Ohio and working myself up to be in the treasurer of that institution, the discussion between the hospital and the college were similar to this: Two children knowing they have to..., but they are going to argue. And I say that with all sorts of compassion because both, all units—it's about an enterprise like Terry was mentioning—really care for one another. But, you know, it's important to sort out the details too. I don't disagree. When I was with the college at MCO, by being a treasurer, you

oversaw the finances from both the hospital and the college. What was important is that I had to be able to convey that information in a way that was going to be evenly spoken, and [I] pointed out what the challenges are, as well as what's running really, really well. It's not always easy to dissect, but again, you know, that section can take place. But in doing that you have to make some assumptions along the way. You have services that are shared by both the hospital and college back then, and we called it a 'cross charge.' When I first came in December of 2024, you still had a cross charge and so there's always going to be some sort of contention between the estimates there. Jerry, how much time do I have?

President Van Hoy: Well, we started about 10 minutes late, so I'd say you have about 10 minutes.

Dr. Don Wedding, Chair of the Elections Committee: At least.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Okay. Well maybe it's best if I just talk about some trends and that sort of thing and then we can take things a little bit further. And by the way, you can email them at any point in time to continue to present your questions and things like that. One of the things I wanted to kind of end with is that first of all, I think there's a book you all need to read. It's called *Who Needs College Anymore? Imagining a Future Where Degrees Won't Matter* (Work and Learning Series) by Kathleen deLaski, a 2025 publication. She will be one of the keynote speakers at the Higher Learning Commission's annual meeting next month. It's a very interesting book about what's taking place in our industry. And what's good about this discussion is that in the enterprise, we have two industries, right? We the healthcare side and we have the academic side. You could probably even break out athletics if you wanted to on that, but we will stay with the two for the moment. Both are being challenged by lots and lots of issues, changes in regulations. Please?

Dr. Don Wedding, Chair of the Elections Committee: I couldn't hear what you said or see it. Would you write the name of the book down?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Would you do me a favor Jerry?

President Van Hoy: Sure.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Would you write it down for me?

President Van Hoy: Sure, no problem.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: A couple other things that the Higher Learning Commission does is each year their president, Barbara Gellman-Danley, publishes what is known as trends. These are trends from publications; it could be Chronicles or it could be Inside Higher Ed, but it's attracting year-by-year the trends in higher education. So, it's not pointed at Northwest Ohio, it's about the country, what we see going on. There are a couple quotes in here that I'd like to, and excuse me for reading to you, but I'd like to just mention them to you. The Commission has been doing this for probably close to seven or so years. I told Jerry that the annual meeting is next month, and this will become a public document at that point in time, so I'd be happy to send it to Jerry to distribute it to all of you and such. But what's kind of interesting about what's taking place in our industry is that this has to do with Business Model Innovation and Digital Transformation, which is what the title of it is. So, it's articles that pertain to them. What the Commission is saying, in general, these articles are

producing relentless pressures to rethink about their business models, business models of higher education and the programs that they offer. They must be open to partnerships with businesses and innovators outside the traditional academic mode. Again, this is coming from a whole variety of different authors, people that have participated in seminars, people that have put together articles for us to take a look at. For some institutions, it's a matter of survival. Certainly, you can imagine the small private institution, [their] small endowment, they might have trouble, right? While faculties fight to defend off the cuts and out of favor academic programs, students look for business, engineering, and technology classes to learn skills they think will get them a job. And by the way, it's not always true that they end up with a job. They could end up with more debt. They could also end up being underemployed. Okay, so what I'm getting at, is that the American dream has been out there for some 400 years, and is being challenged, okay? And in particular, the last 25 to 30 years has been very challenging. The advent of generative AI has put digital transformation on the fast forward as institutions scramble to harness and potential to enrich teaching, research and learning as well as to improve operations from guidance counseling to alumni relations. Very strong thoughts coming through in terms of transformation. It is all about change management and accepting in the right timeframe and right sequences, and with all parties coming together, making the right decisions, the right movements. Yes, sir?

Dr. Don Wedding, Chair of the Elections Committee: I think this is very good; this is pretty much out there. But the one thing that they always miss, they tend to want to cut academics, they want to cut faculty and programs. But they don't cut administration. An administration represents a big, big chunk of what's costing this University. And when they start cutting administrators, I think I'll believe in what they're saying, but it is the faculty who have been cut on this campus. We've lost 150 faculty in our bargaining unit in the last three years.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: I can't address that, but I can tell you what's going on in education from what I read.

Dr. Don Wedding, Chair of the Elections Committee: No, I'm talking about nationwide.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: But if there's something that's particular about this particular institution, I don't know that. But what I can tell you, here's what we're all facing.

Dr. Don Wedding, Chair of the Elections Committee: But you'll see the data as to what it's costing us to drive from an administrative standpoint. You know what these administrators cost across campus.

President-Elect Avidor-Reiss: I wonder what the solution is for those things. The solution part is probably bringing new faculty with new expertise that would help the university to transform itself, but we do not do it here at UT. We almost don't get any new junior faculty to bring this new idea and help us to adapt.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: But here's what I thought about as to how I could answer this, how I feel about this, all the things that I've read and looked at. This is my own personal response. You know, for example, I'll give you a quick example. The other night I was asked, what did I think about hope? Well, I thought, first of all, hope's a commodity, right? You need to have hope, right? We all need to have hope for this enterprise, right?

Group of Senators: Yes.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: But it's a commodity. It moves around. It has a different price. It has a different value. It has its ups and downs like everything else. So anyways, the Johnson approach to this, and what I gave some thought of by looking at all this information and thinking gosh, what can I say about this? Well, I can say this. I am optimistic and that I will subscribe to both the fix it and disrupted camps of social change. Those are my remarks. May I answer any other questions?

Senator Coulter-Harris: I don't have a question, but I do have a comment. We do foresee the employment opportunities of the future are changing. And the academic areas that are going to be more popular are changing, and they've changed away from the humanities, so that the humanities are kind of getting, you know, short changed in a lot of ways. Right?

Dr. Don Wedding: Chair of the Elections Committee: Right on.

Senator Coulter-Harris: So, you know, the humanities is becoming more of a support unit for what's going to happen in the future. So, I think that we have to come up with better ideas and more viable ideas for the humanities and kind of merge them, merge faculty with these upcoming academic enterprises such as cyber security. I mean, someone with a cyber security certificate or degree is going to walk into a six figure a job right after graduation. And so, you know, why would someone then want to spend money on getting a degree in the humanities that they're going to end up working in a 'coffee shop,' right? For, you know, minimum wage. I mean, we have very smart students, and this is what the students are looking at, especially the young people. They are looking at, well, okay, what can I get at the University of Toledo that's going to give me a very good employment opportunity at the end of my tenure here? I'm not asking a question, I wanted to make that statement.

Terry Romer, Chief Strategy and Business Insights: Great segue. It's just in my mind you told me your question, so I thought part of this conversation was going to be [at least in my mind] about budget and future things. But I love your comment there because also to Tomer's point, you know, I think Scott had solicited colleges and departments for investment proposals. I think the committee is just kind of looking at those that, they just got them and they're just looking at them. But I would like to think that some of those proposals can be funded, right? And I think that's largely going to be up to the provost, but I think your points are well taken in the sense that yes, we want to invest. We want to maintain our R1 status, and that's going to take faculty. There's a lot of headwinds out there. Unfortunately, I think there's also a lot of tailwinds I think we could follow, right? I would say there's headwinds and we also want to pick up on the tailwinds. I think Deborah, your point about humanities getting shortchanged. I'm not quite sure about the word you use, but I think there's got to be a space for humanities, right? There's got to be a space for social sciences. There's got to be a space for that. You can't only have certain things, right? They are a critical part of what we do here, so I think the real question is, how do you work those in? How do you work those in?

Senator Coulter-Harris: How do you merge those with some of the other new academic offerings in STEM?

Terry Romer, Chief Strategy and Business Insights: And I have not reviewed all of the investment proposals, but I'm hoping that some of those investment proposals look to do exactly what you're trying to do, right? And I think that there's a lot of challenges out there, but I do think there's a hunger to kind of invest and see that optimism that Dr. Johnson was talking about in the academic space, right?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Yes, it is interesting when you have future funding at the federal level or the state level. It's a little bit unknown, right?

Senator Coulter-Harris: Right now especially.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Forty years ago, it was pretty consistent, we were all pretty happy. Well, 40 years ago perhaps some of you were less than that, not 40 yet. But the point I'm saying is that for an enterprise such as UToledo and all across the nation, when we look at our institutions and such, it's really about the institutional leadership. And when I use institutional leadership in this way, I'm talking about all of us. We are a team. We are all leaders and whether you run a department over here or you run a section over here, the importance of that is that we're all leaders. We're all part of the puzzle and such. We're balancing this commitment of how do we keep higher education a public good, and it's being challenged.

Dr. Don Wedding, Chair of the Elections Committee: But beyond the numbers, which I think right now favor academics on this campus, STEM is great. But you can't have a good engineer who doesn't also have a good dose of the humanities in his education. We need the humanities to go with STEM, and that's what I'm concerned about is they're throwing out humanities or cutting back on them, and not just here, but across the country. They are very, very important when you're trying to create engineers who have creativity or are broad thinkers. That's what you want. You want people who are well educated, likely in art eventual and that type that goes back in history. Even Einstein had a great host of humanities, played the violin and was but very much into poetry.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Einstein was a surfer too according to Jimmy Buffett.

Dr. Don Wedding, Chair of the Elections Committee: What?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: He was a surfer.

Dr. Don Wedding, Chair of the Elections Committee: Oh, I did not know that.

President Van Hoy: Senator Heberle, you should be the last to speak.

Senator Heberle: I always appreciate these broader conversations as well to get us thinking about what we're looking at and who we are as an institution. But I also wanted to throw in a different perspective though, and that is to say that one of the things that I find in my career over the course of academia is that, and I was just looking at the website for this book, for example, and the language that Dr. deLaski uses that students are facing a gauntlet of four-year education. And it seems to me that one of the goals for us in terms of working with our students, instead of always throwing so much stuff at the wall as I've seen over the last 30 years in my career, it seems to me – so, all I'm saying is I am a fan of thinking about it as less like following every trend and every book that gets published out there, and really thinking about the core values of the institution and why we still exist because we're not going anywhere.

But if we're constantly following all these trends, students get confused. They start using bad language because I hear students say, get a certificate here, do that, do this, do that, do this. I mean, they are overwhelmed and so it does become more like a gauntlet, but it's not because the basic values of an institution and a teaching institution like ours and a research institution are wrong, it is because there are all these pressures pulling it apart in 50,000 different directions. And so, the idea that a four-year

education is gauntlet, I'm really resisting that language. I'm a person who has always gone outside the university to seek out opportunities for students and to do community education and do all that work. But the constant sort of, well, this is the trend and we just have to follow it because that's what everybody's doing is—it makes me nuts as I head into my retirement and leave this site because it's been ongoing for so long. So, I'm just wondering if we could also just really focus on why we exist, instead of this constant like pick it up here or pick it up there, you know, think about it this way. It's just blows my mind how complicated it's become for students in terms of the messages they're getting about four-year education. I think that is one of the problems.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Renee, if I could add to that, I think there were very good points that you raised. The experts out there, you know, they're using terms such as 'students are consumers,' okay? And as consumers, we have choices. How well are those choices explained to the 18, 19, 20-year-old? I think that's another deficit that society has is that ability to communicate what is worthwhile and what is blessed and worthwhile.

President Van Hoy: Especially across generational boundaries. Peter, go ahead.

Dr. Peter Andreana: Thank you, Jerry, for this opportunity to ask Dr. Johnson a question. I really understood your presentation today and this compository budget. But I have a scenario for you, Dr. Johnson, okay? Here's something I was thinking about while we were discussing academics on one side and the clinical hospital studies on the other. Here's the scenario: You have three years, and you got a hundred million dollars in your pocket. You're going to make an investment. Where are you going? What are you doing?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Good question. Are you specifically asking me?

President Van Hoy: Yes, just hypothetical.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: I would step back and find out where are the priorities. I mean, there's a lot of background information that I would have to know before I would say, let's run this direction. But if you told me we were in the red zone with a hundred million dollars, I might take greater risk. If we're on my one-yard line with a hundred million dollars, I may play a little defensively or be a little bit more conservative with my offense. So, I would look to an offensive coordinator to tell me where I'm at on the field, what my options are. That's the best I can do, Peter, right today. There's always tomorrow, though.

Dr. Peter Andreana: So, what I'm hearing from you right now after this budget discussion are that there are no truly big red flags. I mean, we talked about enrollment, we could do a better job. We've been noting that for a couple of years now, but budget wise, Dr. Johnson, the state of the union affairs as of when we leave this meeting, should we feel threatened? Should we feel anxiety? What is your bottom-line take-home message from this budget summary?

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: I think we're going to make it through the fiscal period without any major disruption. Fiscal year 26, and you probably have heard this from other people in this position, I don't know yet because there's so much that's unknown. I don't know what the governor's going to do. I don't know what the senate's going to do. I don't know what the house is going to do. In many of those things we are reliant upon having an answer.

Senator Coulter-Harris: We don't know what Washington is going to do.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Oh, Washington is another issue. Don't get me going there. We will be here for a long time, right?

President Van Hoy: And we're already over time <laughter>.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: But it is the people like Terry [Romer] that can run these numbers, and run these estimates, and use the advanced software in understanding what that trend line might look like or where it might be going. But there's just a lot of unknown at this point. But we have a lot of good minds on this campus, across this campus and we're going to figure this out. As I said, I am optimistic, but to make change, there has to be a disruption.

Interim Provost Molitor: Dr. Van Hoy, if I can just make a closing comment? I just want to say how fortunate we are to have Dr. Johnson.

[Applause]

Interim Provost Molitor cont'd: Not only does he have experience from the Medical College of Ohio and his experience at Siena Heights, he is also a member of the Higher Learning Commission Board of Trustees, so clearly has a big picture view of higher education and I believe we really benefit from this experience and are fortunate to have him here!

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Thank you all very much. You've been a wonderful audience and thank you for putting up with me.

President Van Hoy: And vice versa.

Senator Coulter-Harris: It's been an honor having you.

Dr. Lee Johnson, Executive Vice President for Finance and Admin. and CFO: Again, if there are any additional questions or such, I live in University Hall.

[Applause]

President Van Hoy: Thank you again. Are there any items from the floor? I don't see any. Is there a motion to adjourn? Okay, I see lots of hands.

Group of Senators: <laughing>.

President Van Hoy: Thank you all. We are adjourned. I'll see you in two weeks.

IV. Meeting adjourned at 6:21 pm.

Respectfully submitted,
Deborah Coulter-Harris, Executive Secretary

Tape Summary:
Quinetta Hubbard, Administrative Secretary

