

**THE UNIVERSITY OF TOLEDO**  
**Minutes of the Faculty Senate Meeting of August 27, 2024**  
**FACULTY SENATE**

<http://www.utoledo.edu/facsenate>

Approved @ FS on 09/10/2024

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**Executive Summary of Discussion (see attachment)**

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

**President Van Hoy:** I would like to call the meeting to order. Today is the very first Faculty Senate meeting of 2024-25 academic year. Thank you to those of you in the room, it is a nice turnout day. Thank you for coming out in the heat, you could've had a heatstroke on the way here and navigating around the construction. All right, Secretary Coulter-Harris, would you please call the roll?

**Senator Coulter-Harris:** I certainly would. Good afternoon, Senators. Happy to be back amongst you.

**Present:** Allred, Avidor-Reiss, Barnes, Bellizzi, Benton, Brakel, Cheng, Cioc, Cochrane, Coulter-Harris, Dagostino-Kalinz, Diakonova, Dwyer, Eichner, Elgafy, Ervin, Gilstrap, Giovannucci, Harmych, Heberle, Herrera, Howard, Javaid, Kalinoski, Kaw, Kistner, Koch, Krantz, Kumar, Lapitsky, Reeves (Proxy for W. Lee-Smith), McInnis, McLoughlin, Miner, Moussa, Nigem, O'Connell, Osman, Padilla, Reinert, Rouillard, Sahloff, Schaefer, Scheuermann, Semaan, Sheng, Smith, Sucheck, Sun, J. Taylor, Van Hook, Van Hoy, Yonker

**Excused Absence:** Bigioni, Hefzy, Johnson

**Unexcused Absence:** Chakravarti, Ekwenna, Sindhvani, W. Taylor., Willey

**Senator Coulter-Harris cont'd:** President Van Hoy, we have a quorum.

**President Van Hoy:** Thank you, Senator Coulter-Harris.

**Senator Coulter-Harris:** You're welcome.

**President Van Hoy:** Alright, everyone. The first order of business is to adopt the agenda for today. And let me remind everyone since we have a lot of visitors today, only faculty senators can vote. Is there a motion to adopt the agenda? Okay, and I can see several.

**Past-President Rouillard:** So moved.

**President Van Hoy:** Great. All those in favor, in the Chat [box] put yes, no, or abstain. All those in the room who can vote, all those in favor say, 'aye.'

**Group of Senators:** Aye.

**President Van Hoy:** Opposed, say, 'nay.' Any abstentions? *Adoption of Agenda Passed.* All right, the second order of business is to approve the Minutes from April 23, 2024. This was last meeting of last year's Senate and the first meeting of this year's Senate. I would like to ask if there are any corrections? Hearing none. Is there a motion to approve the Minutes?

**Past-President Rouillard and Senator Semaan:** So moved.

**President Van Hoy:** Second?

**Senators Barnes and Avidor-Reiss:** Second.

**President Van Hoy:** Again, all those in favor of approving the Minutes online put yes, no, or abstain in the Chat. In the room?

**Group of Senators:** Aye.

**President Van Hoy:** Any nays? Abstentions? Thank you, Minutes are approved. ***Motion Passed.*** All right, moving right along to the Executive Committee report. I can't hear you, just say it out loud.

**Senator Barnes:** I just want to say welcome back, Deborah.

**President Van Hoy:** Alright, did everyone hear that? She's giving Deborah Coulter-Harris a welcome back.

**Senator Coulter-Harris:** Thank you.

[Round of Applause]

**President Van Hoy cont'd:** I already whispered that to her.

Okay, so, the Executive Committee (EC) has been very active over the summer, beginning with the resignation of Dr. Postel. As you may recall, the EC sent a letter to the UT Board of Trustees (BOT) asking for a national search for the next permanent president of the university. We have not received a response to our request.

When former Chief Financial Officer, Matt Schroeder, was named interim president, Faculty Senate President Elect Tomer Avidor-Reiss and I requested monthly meetings with Interim President Schroeder and Interim Provost Molitor to stay informed about any planned changes or reorganization over the summer months. These meetings were useful as the Interim President and Interim Provost embarked on a significant administrative reorganization.

As Interim President Schroeder will provide discussion today, and Interim Provost Molitor will discuss at the September 10 Senate meeting; some areas of reorganization or potential reorganization include:

- a. Centralizing business managers
- b. Centralizing IT staff
- c. Centralizing academic advising
- d. Eliminating the DEI office and moving its functions into the Provost Office
- e. Student Affairs moved into the Provost Office
- f. Community Engagement and Community Partnerships moved into the Provost Office
- g. University College and the Honors have moved into the Provost Office
- h. UT Online has moved into the Provost Office

Other initiatives begun this summer include:

- a. Launching the "to do" branding campaign—which will be the topic of our September 24 Senate meeting.
- b. Focusing Enrollment Management on the 125-mile radius around for University Recruitment, and providing in-house marketing training for our recruiters.
- c. Moving program prioritization towards investing in some programs.
- d. Provost search—a search committee and search consulting firm have been engaged to hire a permanent provost. I am on the search committee.

In addition to everything I have already mentioned, Tomer and the Committee on Committees spent the summer populating our standing and ad-hoc committees to make sure we can begin Senate work quickly this Fall.

Finally, with reorganization happening at many levels this year—administrative, college mergers, significant curricular changes, etc.—the EC has created a new report on our agendas, the college council report. The purpose of this report is to allow college councils to apprise Senate of curricular changes, merger/ reorganization issues, or other issues that a college council wishes to bring to the attention of Senate.

And, in an attempt to improve communication with faculty, my Executive Committee reports will be emailed to all faculty after each Senate meeting. While not a replacement for Senate minutes, this is an attempt to get more information to faculty more quickly.

Is there anything the Executive Committee members would like to add to my report? Great. Are there any questions?

**Senator Ammon:** Point of order. I'm only bringing this up because we have to follow our own rules. Constitution Committee Section III., this is pretty difficult. The ad hoc committee has to be renewed every year.

**President Van Hoy:** Yes.

**Senator Ammon:** So, how do we populate them without...

**President Van Hoy:** Well, the ad hoc committees, as I saw it, hasn't been populated.

**Senator Ammon:** They don't exist until we recharge them?

**President Van Hoy:** Right.

**Senator Ammon:** So, we would need to recharge them.

**President Van Hoy:** Yes.

**Senator Ammon:** Okay.

**President Van Hoy:** Do you want to do it now?

**Senator Ammon:** No.

**President Van Hoy:** The Executive Committee approved their existence and next they would have to come here.

**Senator Ammon:** Right.

**President Van Hoy:** Don't want to take the time to do it today though.

**Senator Ammon:** Yes, I just want to make sure.

**President Van Hoy:** Fair enough. I'm sure there were some people who've been asked if they would serve, should they be renewed. Which you don't object to that, right?

**Senator Ammon:** No.

**President Van Hoy:** We won't ... We can do it next time. I'm sure Provost Molitor won't mind that we take the time to do it. Okay, thank you. Other questions or comments? Are you going to give a report?

**Interim Provost Molitor:** I am.

**President Van Hoy:** Okay, Provost Molitor will give his report.

**Interim Provost Molitor:** Thank you, President Van Hoy. And just a minor correction. Nothing in terms of DEI has been eliminated.

**President Van Hoy:** I just said the office, didn't I? That is what I meant to say.

**Interim Provost Molitor:** Okay.

**President Van Hoy:** Thank you.

**Interim Provost Molitor:** Thank you, Dr. Van Hoy. I appreciate the opportunity to provide some brief remarks at the first Faculty Senate meeting of the 2024-25 academic year. It has been a busy summer in the Office of the Provost. With President Schroeder on the agenda today, I will have the opportunity to update you on everything at your next meeting in two weeks on the Health Science Campus. In the interim, my office has just sent out an email summarizing these updates, and this will be one of the topics at the Academic Leadership Team (or ALT) meeting this Friday morning. I will continue last year's practice of sending a link to meeting recordings to all faculty and staff for those that are interested.

One of these updates relates to our initiatives regarding student success, and we are continuing our review of policies to remove barriers for students. Angela Paprocki in my office just distributed three policies with proposed modifications to Dr. Van Hoy and to Dr. Barbara Saltzman, chair of Graduate Council. These include policies on Academic Dishonesty, Repeating a Course and Recalculating GPA, and Grades and Grading. We wanted to give both Faculty Senate and Graduate Council the opportunity to review proposed changes briefly before the 30 day comment posting period but would ask both groups to provide this feedback within the next two weeks so we can move these through the policy modification process in time to effect changes for the Fall 2024 semester.

I would like to finish with a remembrance and some recognition. A former colleague many of you know, Dr. Vijay Goel, passed away last week. Vijay was a Distinguished University Professor and the McMaster-Gardner Endowed Chair in Bioengineering. It turns out Vijay and I arrived at UToledo within two months of each other. Vijay was hired to serve as chair of the Department of Bioengineering after a successful career at the University of Iowa. I had just arrived as an assistant professor to start my academic career. Vijay was one of my mentors, and I will always be grateful for his counsel and for his support of my career. Vijay was a prominent researcher in the field of orthopedic biomechanics and was well known nationally and internationally. Most importantly, Vijay touched the lives of dozens of undergraduate and graduate students by providing them opportunities to do research in his lab. I would request you join me in a moment of silence to recognize Dr. Vijay Goel.

[Moment of Silence]

Thank you. I would also like to recognize the efforts of our faculty as we launch our new Power To Do campaign. You may have noticed some new landscaping outside of the Glass Bowl. This is thanks to the efforts of Dr. Todd Crail in the Department of Environmental Sciences, and a student organization called Greening UToledo Through Service Learning. The Glass Bowl is one of several locations around campus this group maintains and includes native plant gardens on the river side of Carlson Library, and within the courtyards of University Hall.

And as I was heading home last night, I ran into my neighbor, Mick Dier, who is a retired UToledo Police officer, and now serves as an associate lecturer in our Criminal Justice Program. Prof. Dier has been working with a group of Criminal Justice students to help resolve “cold cases”, or criminal investigations that remain unsolved. Prof. Dier and his students continued their work over the summer, even though they were not enrolled in any courses that required them to do so, and may have been successful in their efforts to resolve this case.

These examples, along with numerous other examples you and your colleagues can provide, are at the heart of the Power To Do. Thank you for everything you do for our colleagues and for our students, and I am looking forward to working with you during the upcoming year.

**Interim Provost Molitor cont’d:** Thank you. I would also like to recognize the efforts of our faculty as we launch the new... and I am looking forward to working with you this upcoming year.

**President Van Hoy:** Are there any questions for Provost Molitor? I hear crickets<laughter>. Quinetta, do you want to put up the list of committee chairs?

Our next order of business is to approve the committee chairs. Ignore the two ad hoc committees because we haven’t approved those committees yet. You can’t have chairs without committees I suppose. But the four above are senators who have agreed to chair these standing committees but are not on Faculty Senate at the moment. And according to our Bylaws, we need Senate’s approval for those chairs. Is there any discussion? Is there a motion to approve the four chairs on top?

**Past-President Rouillard:** So moved.

**President Van Hoy:** Second?

**Senator Barnes:** Second.

**President Van Hoy:** Thank you. All those in favor online, please put yes, no, or abstain in the Chat box. In the room, all those in favor say, ‘aye,’ ‘nay,’ or ‘abstain.’

**Group of Senators:** Aye.

**President Van Hoy:** Okay, now I’m happy to introduce Interim President Matt Schroeder.

**University of Toledo Interim President, Matt Schroeder:** Well, welcome back. It has been, as President Van Hoy alluded to, a busy summer, but also a quiet summer. So, it's good to have not only our faculty back, but also our students as well. The energy over the last few days reminds me personally why we are all here and it's for our students, and it's for our patients, and frankly, it's for the community of Northwest Ohio. So great to see so many familiar faces, both here in person and up here on the screen online.

So, for those of you who I do not know, I am Matt Schroeder, Interim President of the University of Toledo. Prior to taking this role, I was CFO for the university. At the University of Toledo, just to sort of level set everyone, we’re a little bit different than many of our peers across Ohio. So, we are not only fortunate to not only have a very robust academic enterprise, but also a clinical enterprise and a very strong institutionally related foundation. So, in many ways we look similar to Ohio State and Cincinnati than we do to other schools, not only in the region, but beyond. Those that know me, know that almost the six years I was CFO, I was probably the CFO that met with Faculty Senate the most. That commitment, that level of transparency remains while I'm in this role. We have good line of communication already with President Van Hoy and Senator Avidor-Reiss. That communication will continue, but this communication to Faculty Senate as a whole or any of those committees, or ad hoc committees, I pledge

my commitment to you to be available and to answer any questions, to address any concerns, and probably most importantly, to listen. And why is listening so important? Because I think it is safe to say, 'business as usual at the University has not been working' –and it is probably an understatement for the day, and we will get into it.

I do not have a slide-deck, so we are just going to talk. We are going to have a conversation. But 10-plus years of declining enrollment and thinking doing the same thing over-and-over-and-over again is going to change the outcome is nothing short of insanity. And so, we, and when I say 'we,' it is all of us. I have the questions and I will work through the questions. I think kudos to Senate leadership - it is probably the most dispersed document this week on our campuses, not only for the faculty, but beyond. But, you know, we'll have fun answering those questions today and answering them in an honest fashion. And if I can't answer it, I'll tell you why. And if I can answer it at a later date, I'll tell you when that is. So, that is my commitment to Senate. My commitment as well to Senate, in addition to open communication, but also collaboration. This interaction—and I saw the theme – “administration,” “administration,” “administration is sleeping at the wheel,” “is incompetent,” and blah-blah-blah, but this is about us. If we are truly going to move the needle as a university, the relationship between administration, Faculty Senate, Grad Council etc., has to radically change. We are in this together. I really mean that, and I am open to ideas on how this relationship changes. If it doesn't, and if we don't view our enrollment issue or maybe even some of our patient issues collectively as a whole, we are never going to move the needle.

So that being said, let me pause for any opening questions and then I can just plow through some things. But at any point in time, interrupt me. You have me till at least 6 o'clock. The 'glass slipper' will not fall off, so if I need to stay a little bit longer, I am happy to do that. So, elephant in the room--- Schroeder, how long are you going to do this for? What does that look like, right? I think, honestly, as I sit here today, I'll do this as long as the Board wants me to do it. And that is the God honest truth. The Board obviously, President Van Hoy, received your communication. They are not ignoring you. I know that they have that. That is absolutely at the top of their minds, and at some point, they will do a search. They absolutely will do a search, and they should do a search. But until that day comes and until there's a final decision, I am humbled by this opportunity to work with folks that I've worked with for decades now, but also take this opportunity seriously that I'm not going to be a 'seat warmer.' Working not only with this stakeholder group and this group of constituents, but we're going to do our best to try and position the university for success down the road.

So, as it relates to the University of Toledo and where higher ed. goes and maybe just some foreshadowing, right? I mean, you get a little bit of a snapshot into the Board's thinking, you know, oh my gosh, they made the CFO interim president vs. the provost. What does that mean? And my interpretation of that, and I could be completely wrong, I've not had a conversation, but you look at higher ed. in general right now, and I tease it a little bit with how the University of Toledo is different in a good way, and most organizations like Toledo are billion-dollar enterprises. We have a very strong academic enterprise, in spite some of the challenges, very strong in terms of the portfolio of programs.

We look, and I know this is a comment in here and I'll push back on this comment/question. We look nothing like Bowling Green. We have a little bit of overlap with Bowling Green, but the programs and the degrees that Northwest Ohio, the state of Ohio, the tri-state area and beyond want and need, many of them live here. They don't live at Bowling Green. Yes, Bowling Green is a business school. Yes, is a college education. They've got, and I think we've talked about this, this engineering-like. But they never going to have an engineering program like us. They never going to have health science programs like that. That is just fine, and we need to own it, right? We need to own it, how we differentiate ourselves.

So, back to where higher ed. is going. A university like Toledo is always going to need a very, very, very strong provost that is highly credentialed, highly respected in the academic space, a researcher, a thought leader. That is going to be part of our DNA into perpetuity. Now, you layer in the clinical side of the house and that's an almost \$620 million-dollar enterprise made-up of not only UPMC, but the physician practice plan, and insurance captive. That is now making up 60 % of the university's revenue. So now you sit back, you have about \$400 million in academic, \$620 million on the clinical side, and we are a billion-dollar enterprise. So, in 2024, I think that the University of Toledo Board of Trustees—and you can use Ohio State as an example with Ted Carter down there—is going to go back in time to where there is a traditional academic leader running the University of Toledo. I could be wrong here, but I don't think the Board is going to see that in the perceivable future. Not saying that to threaten anybody. It is sort of the mindset of, you know, we have different business lines, and the provost is the chief executive officer of the academic side of the house. The Board will not compromise on that, but as it relates to an overall leader, I think you are going to see someone that has probably a more business background. I could be wrong, but just foreshadowing that.

So that being said, let's talk about the 'elephant' in the room, [which is] enrollment. Tomer, feel free to chime in here. I won't really talk clinical today because it's not relevant for this office, but let's talk about the 'elephant' in the room. So, what is Matt Schroeder's take on why we been struggling, struggling and struggling with enrollment? And you sir, interrupt me anytime and tell me if I'm wrong. So, number one, I think all of us have witnessed it over the last ten-plus years, we've been chasing gimmicks. We have been chasing 'shiny' objects. We have been trying to do 'quick fixes.' Those have not worked. In addition, for the last four-plus years, we've lacked a strategic enrollment plan. We've lacked a recruitment plan. And we've lacked any support to our 19-plus recruiters to go out and sell and market the University of Toledo. So, what are we doing to fix that, right? That is the 'multimillion-dollar' question in the room.

The power to do branding or campaign is going to help, but that is not going to solve our problem. It is great that we are out there in social media. It is great that we are out there on TV and in the airways, but we've got to get back to fundamentals. So we now have a strategic enrollment plan in place. For fall of 2024, I think many of you probably see the tracker. For the most part that is in the books, no surprise. We knew that when we were doing the strategic enrollment plan, which I think, Tomer, correct me if I'm wrong, kicked off in [late] fall of last year. So, we are going to be down four-and-a-half plus percent. We knew that. We budgeted for it. Right now, based on what we're seeing, we believe we are going to land within budget.

What have we've tried to try to mitigate for fall of 2024? And then I'll talk about fall of 2025. So, since I'd say April, the focus has been on summer melt. So last year, I believe our summer melt was 11 %- ish. Frankly, an unacceptable melt rate. This summer we've been working diligently to get down to that down to 7 %. Yes, sir?

**President Van Hoy:** Can you make sure you explain what summer melt means for people who don't know?

**University of Toledo Interim President, Matt Schroeder:** So, and TR (Terence Romer), correct me if I'm wrong here and Scott. When they look at summer melt, it is students that have enrolled at the University of Toledo. No?

**Interim Provost Molitor:** Deposited.

**University of Toledo Interim President, Matt Schroeder:** Excuse me, enrollment deposit which is about \$100 bucks. Not a big barrier to entry, but you at least have 'skin' in the game, right? And to walk

away from a hundred bucks for many families is a big deal. So, we've been managing melts, and what I mean by that is, we know, and maybe [I'll] correct the statement that you had made, where we play and where we went with 250 miles. That is where 90%-plus of our students come from.

We are also partnering with the Business School to provide, and you guys are going to roll your eyes, but I'm just being honest with you. Many of our recruiters are right out of college or maybe just a few years out. They've never had any professional sales training. So, Anne, Deidre and others in the B-School, have put together some comprehensive trainings that we can go out and sell this university to not only direct from high school, but transfers, adults etc. And so, that is underway to allow us to be able to really start competing in October in that recruitment space... not only with direct from high school, but obviously, and Tomer knows this, in the strategic enrollment plan, we have to diversify. It is just not about DHS; we have to diversify who we are recruiting. And in those recruitment efforts, and this is where the provost, Faculty Senate, and other stakeholders are going to come into play, is this year as we look at prioritization, where we going to invest. Right? What are the programs that we are known for? Is it, I'm making it up, mechanical or chemical engineering? Is it cosmetic science? Is it finance in the B-School? Is it, you know, French or German? You name it, right? But where are we going to be and what is, most importantly, the market. Meaning what our students and employers tell us.

So, in addition to moving forward on the strategic enrollment plan, and this gets back to the regions. Where do we recruit? How do we recruit? When do we recruit? We never had a plan for that. And so, we're finalizing the recruitment plan right now, so as we send out not only the recruiters, but at some point, there's going to be conversations with Faculty Senate, the deans, the associate deans, and the department chairs. How do we leverage the talent in this room and beyond to help us, whether it is Preview Day or a Campus Crawl event like we had a few weeks ago. What is this new relationship between the faculty and Enrollment Management look like on a go forward basis? Our recruiters, God bless them, but they cannot do it on their own. It requires all of us to road together in one direction. So, let me pause on enrollment before I go on my rant about the BG article.

**Senator Avidor-Reiss:** So, recruitment is not only about recruiting. That is only the perception the University currently has. And the University has paid a lot of money to a group of consultants to do a survey (the group is called Arts and Science Group) and they have analyzed, and they came with a recommendation about how to change who we are. This was the perception of the students. What are we doing about it?

**University of Toledo Interim President, Matt Schroeder:** Yes, so I'm going to start and then Scott, you're going to chime in here if that's okay, and you may need to come to the microphone. So, not only did we pay a lot of money for the Arts and Science Group, and I'll throw on my finance hat from a few years ago, but I think we spent \$600,000 on it. That is a lot of money for a consultant and a lot of money for a report that better not sit on a shelf, right? Now, fast forward to just a few months ago, we had, was it NIST out of Georgia State come in, and much, much, much more affordable, like \$50,000, to look at not only the combination of what Arts and Science produced, but who we are as it relates to students' experiences.

**Interim Provost Molitor:** Student success.

**University of Toledo Interim President, Matt Schroeder:** And student success. Scott, can you come up and maybe just talk about how the two are complementing one another and what does it look like? I'm having Scott come up because, what Scott and I agreed to this year, by the end of the academic year, if not sooner, we are going to have in place a student success plan. And what does I mean by that? That is pre-enrollment through graduation. And I'm not talking about giving away degrees or anything like that,



right? The students have to have sweat equity or skin in the game. But if we are going to recruit a student, we have an obligation to that student to make sure that upon enrolling either in fall, spring, or summer, they are in a position to be successful. So, if you could speak to that.

**Interim Provost Molitor:** Yes - with respect to the National Institute for Student Success (NISS) engagement, they looked at data as to what we are doing in terms of retaining and graduating our students. In particular, how are we doing in terms of retaining and graduating particular groups of students such as Pell eligible students, black and brown students? They identified significant gaps in the graduation retention rates. Therefore, one of the ideas is that we need to implement changes that would not only improve their success and retention but would benefit all students. The idea is we can improve the success and retention of all students and hopefully in that process, close the gaps with students from underrepresented or traditionally marginalized groups. The NISS report provided some action items, and it was broken down into four areas. Angela, can you jump in if I miss anything? One was changes as to how we onboard students in their first year. One of the things that was identified was looking at how students end-up choosing their programs and particularly, choosing programs that are a good fit for them, not only academically, but in terms of their career goals. The next area is advising and providing support for advisors. I know there is a conversation about centralized advising and we will talk more about that in a couple of weeks when I come back, but I want to make it clear, our advisors are fantastic and are doing excellent work. The problem is, they may be doing too much work, and they are doing different kinds of work. We really need to make sure that our advisors are focused on the issues regarding the success and the retention of our students. We are working with the advisors and the colleges to make sure that our advisors have the support they need, the training they need, and the time they need to be successful with our students. The third area is curriculum and curricular barriers, and I think this may tie in with the Arts and Science Group's report. We want to ensure that our pathways for students do not have obstacles, and make sure that when students decide to change majors, we can do it as seamlessly as possible and ensure that our students can proceed through without excess credits and without having to pay extra tuition. The last area was related to the financial issues for our students. We want to make sure we are leveraging our data to communicate with students proactively. For example, to advise students if you decide to change your plan of study, you may be here an extra semester, and this is what it will cost you, or here is what your situation is with regards to financial aid. We want to make sure that all people who are advising students, whether it be faculty advisors, staff advisors, or Rocket Solutions Central, have the information they need to advise students appropriately. Angela, did I get that?

**Dr. Angela Paprocki:** Yes.

**Interim Provost Molitor:** Secondly, the Arts and Science report focused on what is it that we do to tie our students to the greater Toledo community. That is going to be a part of our student success plan. It is not necessarily something that the NISS engagement identified, but it is something that as the President has talked about, 'winning in our backyard.' This means making sure our 'backyard' is a part of what we do. One of the reasons we thought it was appropriate to bring community engagement into the Office of the Provost is to engage our community partners to help provide our students experiences like those experiences I mentioned in my report. There are many things out there in the community. I think I saw Professor McInnis here. We can talk about the honor students when they go in their community engagement projects. This is a prime example of something that ties our students to the community and provides our students with hands on experiences, and benefits our community partners. At the same time, we think we have an opportunity to bring those community partners to our campus to get involved in activities with students both inside and outside of the classroom. This will be a part of our student success plan and relates to one of the topics that the Science Group talked about.

Another issue that the Arts and Science Group talked about is this idea of having a curriculum that makes sure our students have the opportunities to develop and express their creativity and their innovative abilities. I have been working with Faculty Senate, and we collected a survey of things that examples around our campus curricular and extracurricular where we are doing these things. I also think we need to look at our overall curriculum to make sure everybody's program, particularly at the undergraduate level has an identified required experience or a set of experiences where our students are developing and expressing their creativity and innovation. This will certainly relate to this report in terms of evaluating our curricular pathways, and making sure that the students have an understanding of the direct tie between the courses they are taking, their career goals, and their desired professions in the future. There is a lot of work to do, and [I'm] certainly looking forward to working with everybody on that. Does that help answer your question or your question?

**University of Toledo Interim President, Matt Schroeder:** I don't have a question.

**Senator Avidor-Reiss:** I think there was another element, the certificate programs.

**Interim Provost Molitor:** Yes, the certificate programs as well.

**Dr. Donald Wedding:** One of our early consultants told us that we are getting 40 % of the of the so-called "backyard." We are at one of the highest percentages in the state for getting the students in our own backyard. 40 % is the number he gave, and he said it was the highest in the state. So, as was just pointed out, we've been doing a pretty good job in getting the backyard...

**University of Toledo Interim President, Matt Schroeder:** I don't recall the specific statement.

**President Van Hoy:** That was Dave Meridith.

**University of Toledo Interim President, Matt Schroeder:** I'm going to take that bait, though. Do you have a question?

**Senator Heberle:** Yes, I have a question.

**University of Toledo Interim President, Matt Schroeder:** For me or Scott?

**Senator Heberle:** For you.

**University of Toledo Interim President, Matt Schroeder:** Okay, Scott, you're off the hook<laughter>. Okay, Don, I would agree, and you know Terry's pulled the data. I don't know about the 40 % and how that compares to the state, but we do well in our backyard, right? That's where our students come from, and yes, we have a strong international population, but for the most part, they're within a 2-hour drive. What I would say and, you know, this is me probably being too honest. We as an institution have used the excuse that, you know, the high school population is declining. The number of college-going students is declining, and I'll get back, this is ties into the backyard. So, in our backyard, and Mr. Romer, you correct me if I'm wrong here. But within a very short distance—I'm going to cheat here, Don and look real quick—within 125 miles. So think about, 125 miles is the...University of Toledo. So, that pushes us just over the line in Indiana, pushes us out, you know, east of Cleveland. There's 14.1 million people. If we, the University of Toledo, cannot pick up a couple thousand students in a relatively short period of time, we are doing something wrong. So, I don't subscribe to the enrollment cliff. I do not subscribe to, you know, folks aren't going to college anymore. You have 14.1 million people in play. You folks are providing teaching, leading academic portfolio that is second to none. BG is not competition to the University of Toledo. Exclude Michigan, exclude Ohio state. Our closest competition is Wayne State. Similar size portfolio, meaning programs. I think out of the 14.1, there's enough students to go around.

And oh, by the way, there's a reason why Alabama, Texas, UT Austin, and others are heavily recruiting in Ohio because they see the potential. We've missed or ignored that potential. And again, we have to get back to the fundamentals and stop trying to get the easy fixes. Now that's going to take a lot of work. It's going to take a number of years, but if we have a plan -- and more importantly than having a plan, if we can clearly and transparently report back to this group, report back to the Board, here are our KPIS for fall of 2025. Here's where we hit and here's what we missed, and let's talk about it and let's own it. But to hide behind the national enrollment cliff and other things, I don't have time for that. I don't think anybody in this room has time for that, and I think it sells the university short in terms of what we truly have here.

**Senator Heberle:** Thank you for that; I completely agree. I also like the regional focus. I want to go back to your comment about doing things over and over and expecting different results. One of those has been centers of excellence. ... which we are excellent. Prioritizing those things that we are excellent at, and I've been here for a long time and that's been done over and over again. We've seen results with enrollment. I wanted to just sort of push back a little bit on the kind of way in which the talk comes down from up about investing in that in which we are excellent. I think we are a comprehensive metropolitan university with incredible strengths in Northwest Ohio who do amazing work across the country. But I do feel like there's still that feel in the air with the prioritization plan, and I understand prioritization is complicated and with all its successes and fallbacks. I just wanted to get your feel for that and when you said, you just mentioned investing in the things which we are excellent at and selling ourselves on these points. I've just heard that before and it bothers me.

**University of Toledo Interim President, Matt Schroeder:** Yeah, it's tough to be excellent when you've diluted everything over the years, right? And you've diluted it and it's been done by, you know, looking at the revenues coming in and the expenses. I think, and I'm not going to let Scott come back to the podium because he's going to take another '20 minutes,' but I think what you'll hear from Scott and program prioritization in this academic year, I would say last year—and nobody throw rotten tomatoes at me—was cleanup work, just to be honest. I think this year what Scott has foreshadowed is the approach, working with Faculty Senate, working with the deans, and working with the department chairs. This approach is going to be very thoughtful. I think it's also going to involve, you know, some, I guess crossover between the colleges vs., you know, a single college looking in a silo, but an active discussion based on data across all of the colleges to figure out where those opportunities are. Many of those opportunities, honestly, I think are being driven by what the students want, right? I think it's easy for us to sit back and to pretend that we know what the student wants to pretend what we think business wants from an innovation and research side of the house. But I think we need to listen to our students just like we listen to our patients. So that being said, and I think I maybe saw a question pop up, but I can't read that far. But I think Jerry might have told me there was a STEM-H question.

**President Van Hoy:** Yes, it's just simply asking if that's what we're still promoting.

**University of Toledo Interim President, Matt Schroeder:** So, here I go again, I'll get myself in trouble. STEM-H was nothing more than an acronym at the end of the day, right? The 'H' for health sciences or health care dependent on what meeting you were in and what that meant. I don't mean that negatively because I own everything now. We all own all of this, right? But science, technology, engineering, math. I'm not going to add the other 'M' like back in the day, right? You know STEM with two M's, I think was that Jacobs, or Gold, or somebody had the double M? Set that aside. When you look at who we are as an institution and our portfolio, of course, science, technology, engineering, and math is part of our DNA. Medicine is part of our DNA. Law is part of our DNA. A number of professional programs and others are part of our DNA. To isolate it to STEM-H, I think really sells the University of Toledo short. I will also say, and this was a conversation Mr. Romer, and I had. When you look or Google and do some research

based on IPEDS data, you know, as a STEM-H institution, there's nothing remarkable about the University of Toledo as a STEM-H institution. And I don't mean that in a negative way, but when you think of STEM-H, it's like MIT and others. So, going back to who we are, we are a regional public that does exceptional research. Research is not going away. Research is not going to be harmed under the Schroeder administration. I love research. I'm so proud that Connie and her team are putting up \$72 million plus in awards in fiscal 2024. I'm confident that we're going to blow that number out of the water in 2025. Research is in our DNA, but who we are as an institution, we're greater than just an acronym. And we need to tell that story. The power to do helps, but the real story is told when we're out there doing the grassroots effort to recruit and retain students. Retaining a student is just as important as recruiting a student. Then my final comment about enrollment, you are not going to hear from me that we're going to grow enrollment. No, we need to thoughtfully stabilize enrollment. Once we thoughtfully stabilize enrollment, we can grow from there. So let me pause on this STEM-H topic. Okay, yes, sir?

**Senator Cheng:** You kind of mentioned that we are a regional public university. In some university rankings we are in the national university category. What is your view on these two?

**University of Toledo Interim President, Matt Schroeder:** So, my view, and you guys can beat this up is, as we improve within our region, that allows us to compete on the national stage. My asterisks or footnote on this is, competing on the national stage takes many different forms. If we are going to solely look at US News and World report, that is flawed, in my mind. And why is it flawed? Because I think we're going to hear in a few weeks or a few months that once again US News and World Report changed their methodology. And to say we're going to be the top 100 research university or public university in US News, when they keep moving the finish line, right? I understand why schools are pulling out of that, right? It just, it's very difficult and it's very frustrating. But back to your question, sir. I believe as we continue to focus on who we are, a research institution, as Scott has reported, we will be R-1. Carnegie changed some of its criteria, so we'll get to be R-1 in 2025. We'll get it for three years, but we're going to have to work really, really hard to keep the R-1 designation because we got to keep up with the 'Joneses.' When we get it, we should yell at the top of our lungs, we are an R-1 university. We have to continue to put resources behind our faculty at the bench, in the field. I know faculty startup has been a challenge for the provost. I know it's been a challenge in the College of Medicine, but that is who we are and through that research, it gives a number of our students. Not just RA's/GA's etc., but it gives a number of our undergrad students an opportunity that they wouldn't have at another institution. Yes, Linda?

**Past-President Rouillard:** I thought we were on target to be R-1 in spring of 2024. What happened?

**University of Toledo Interim President, Matt Schroeder:** I don't believe it comes out until 2025.

**Dr. Angela Paprocki:** It doesn't until spring 2025.

**Past-President Rouillard:** Oh, okay. I thought I read something from Dr. Postel that suggested that that is going to be announced.

**University of Toledo Interim President, Matt Schroeder:** No, I don't believe it comes out to 2025, and then correct me if I'm wrong. We hold it for three years and then it refreshes. Is that accurate?

**Interim Provost Molitor:** Yes.

**Past-President Rouillard:** Thank you.

**University of Toledo Interim President, Matt Schroeder:** All right, so, before I move off of enrollment, any questions on enrollment? Okay, we got a couple here. Tomer, you've already asked one, so we got to go to two more before we can come back to you. All right, good to see you sir.

**Senator Giovannucci:** I'm David Giovannucci from the College of Medicine...

[Indecipherable]...Faculty looking at... [Indecipherable]...focused on that steering committee, we were looking at some outreach...that went to dialogue where students would go and potentially apply to the program...[Indecipherable]... navigating to that site and once we're there, we're getting the analytics that can get input into maybe how to better set up that dialogue that interface. It's difficult because MARCOM sits between the program and I guess consultants that we have, the external group that sets this up. So, it seems like a cumbersome process, and it doesn't allow us to have a good occasion to give suggestions to help improve the outreach for this program. And I'm not sure if that's true for other programs. I don't know if you're aware of this.

**University of Toledo Interim President, Matt Schroeder:** I am not, but what I'm going to do, Megan Cunningham, I saw her up on the monitor. So, I'm going to ask Megan Cunningham to follow-up with you tomorrow to make sure that whether it is the analytics piece or the ability to get out there, that there is not a barrier. Or if there is a barrier, this is how you navigate it. But I do want to pick up on the barrier piece because this has been a reoccurring conversation that I've had with not only the president's cabinet, but also what we're calling our top 16 leaders which represent the academic side of the house in the form of the deans, but also has the clinical team. But, we need to be in the business of working together to remove barriers. And so, David, to your question or statement, as barriers pop up that impact either our day-to-day lives or what you see through the eyes of your students. Please, please, please let us know right away. I have been stressing over and over again to the team that one of the main reasons we come together every couple of weeks, is to not only report on our performance and hold each other accountable but remove barriers and obstacles. We were just talking about that program in the cabinet this morning as a rise in star, so, there should be no barriers. Yes, sir?

**Dr. Raphael Mata:** So, I appreciate what you're proposing regarding enrollment. I think that it is a commonsense approach to focus on the regional aspect of recruitment and enrollment. You also mentioned that we've been doing the wrong thing over and over again for ten years. So, my first question is, why did it take us so long to sort of realize that we should focus on the regional aspect of it? And the second question is, what can we do to prevent going off route again and just, you know, focusing on the wrong thing? This is life or death at this moment.

**University of Toledo Interim President, Matt Schroeder:** Yes. So, again, probably way too unfiltered for this group today. It takes courage to do the right thing, number one. Within that courage or that mindset to be courageous, it also takes a team greater than one person. It takes a team that is willing to set yourself aside in what's in the best interest of the University of Toledo. You look at the last twelve plus years at the University of Toledo, and you look nationally at the average shelf life of the university president and the average shelf life of a provost. Toledo is a great place for folks to come in and get an exceptional experience and then launch and go do something bigger and better. And I think where we have fallen down is lack of stability. And I'm not saying that a president needs to come in and be here 20 or 30 years, right? That doesn't happen anymore. Maybe it's in the small privates. But what we need is not only the courage, but the commitment to do the right thing for the University of Toledo. In the past, in my humble opinion, seen it from many, many different seats around here, it's the quick and easy thing to build a CV, to build a resume, and not have to deal with the consequences, right? And that is, you know, the double-edged sword of folks that have been at the University over the years and have risen through the ranks. You got to live with the decisions that you've made, right? And many people tap out and they move

on. But I think at this point, and this is why this relationship has to change radically; many of you have been here ten plus years, 15 years, 20 years, 30 years. We've lived it together. We know what needs to be done.

Yes, a lot of it is common sense, but almost all of it takes courage that we have not had or have not called upon as an institution. And with courage comes the need for all of us to support one another. But, in order to support one another, we've got to get on the same page. It starts with the strategic enrollment plan, it starts with the recruitment plan, and then in a very constructive way we hold ourselves accountable and deliver the results, because the current trajectory that we're on is not sustainable. You know, the longer I talk, the some of the frustration in your eyes. I saw it with the top 60 leaders [meeting] the other day. Folks are exhausted. They are burning it, the faculty and the staff, they are burning the wick at both ends. We have to break this cycle. And in order to do it again, to repeat myself the third time, it takes courage, discipline, and most importantly, KPIS to measure success. It's okay if things don't work, but what is the exit strategy? What is the off brand in order to move on to something else? I think we've failed quite a bit as an institution, but I do believe—and I said this this morning—there is still low hanging fruit. You just have to get the ladder out to pick it now - somebody needs to hold the ladder. In the back of the room. Yes?

**Dr. Patricia Relue:** We used to have very, very robust recruiting events. Faculty were involved, staff were involved. Our ...far more...[Indecipherable]...first cut...student...

I have another question in terms of recruitment... When we have issues here, we tend to think, by taking things centrally it is going to solve them. But in fact, the people on the ground in the area have a far better idea of how to solve them. I know you're talking about centralizing advising, but before you break it down and start it over, maybe you want to figure out where it is actually working, where it is not working. If there are areas where it is not working, see what needs to be done to fix those areas. And if you come up with a best practice, offer it and roll it out to the rest of the university before you take things that are actually working really well and dismantle them and then leave us with no support. Because we have no recruiters, we used to have our own recruiters in the college, and they were very effective. We lost relationships with all the regional schools. We used to have somebody in every school because our recruiters were there talking. They welcomed us there and they knew we were there. And then our recruiters got taken away. What happens when nobody goes back to those schools? So, I'm glad to hear you're sitting here talking through..., but different programs have excellence in the way they do things, and if you can let the people that are doing things well run it and take responsibility for it, that would be fantastic. Places that really need extra support, give them their extra support and help.

**President Van Hoy:** Could you repeat for the people online, I doubt they could hear it?

**University of Toledo Interim President, Matt Schroeder:** I can't repeat that.

**President Van Hoy:** Repeat the general theme.

**University of Toledo Interim President, Matt Schroeder:** The general theme was, be very thoughtful, Scott Molitor when you're looking at students' success and advising and don't mess thing up. Meaning, there are colleges—and I'm going to make it up—such as Pharmacy, such as Engineering, maybe Medicine, where advising is maybe a little bit different. And to be very thoughtful not to just pull the lever that, hey, centralization is great, you did it with the business managers, you did it with IT, let's do it with advising as well. And I see the Provost (Molitor) nodding his head, and I think you'll speak further on that in two weeks or so.

**Interim Provost Molitor:** Yes.

**Senator Brakel:** One challenge that I see from the admission side...is that the Michigan achievement scholarship is providing free four-year rides basically for people that attend public institutions or colleges, as well as they are paying their student teachers from their education programs over there. We recruit a large number of students from southeast Michigan, specifically Monroe County. We have to make sure that we are doing and talking to our legislative people to try to increase scholarship money similar to what Michigan is doing, and we need to think about those things where we could provide some money, hoping there is no political harm. We can do that ourselves as individual faculty.

**University of Toledo Interim President, Matt Schroeder:** I could not agree more. I think Michigan for maybe the last two to three years, you know, we lost reciprocity with Monroe County. We've been working on that. It was very clear, I'd say maybe a year-and-a-half, two years ago from our perspective in finance, it wasn't coming back. I mean, there's just too much flexibility in play, you know, up there with the... schools, Eastern, Western, Central, and they are struggling. Right? I think somebody in the questions wrote, hey, what's going on? Everybody's up in the state of Ohio and across the country for the most part, generally saying. But that's not true, right? All the directional schools are struggling in Michigan. Because of their ability to do things at the "local level," meaning the university level, they have a lot of flexibility.

The state of Ohio has been great. I think the DeWine administration over the last couple cycles has, the way they've been operating has increased OCOG, the Ohio College Opportunity Grant, but it's never enough. It is never enough. And then Tim, to further underscore what you're talking about. Katie and I were just talking about, we saw some early data for fall of 24 – Bedford is up there, the top four feeder again, right? It's Whitmer, it's Bedford, it's Northeast, Southfield. I mean those year over year over year, those are the students that lead the pack for that direct from high school class. So we have to be competitive in the state of Michigan. I would also argue that Michigan is bigger than Monroe County. Back to competing within the region, Grand Rapids and Fort Wayne, Indiana needs to be included as well. And we've been talking about that and those areas that have seen consistent growth and are a short easy drive. But if we're not competing in Michigan, it's going to make it difficult. There was a question on the left-hand side. Yes sir?

**Dr. Glenn Lipscomb:** Hello. I'm Glenn Lipscomb from Environmental Engineering.

**University of Toledo Interim President, Matt Schroeder:** Good to see you, Glenn.

**Dr. Glenn Lipscomb:** I would just recommend that when you're considering things such as centralizing advising that you reach out to the other schools that have tried this in the area such as BG and see what their experiences are. Because they have now reversed their centralization because of the impact it had on advising. And so, I know that the consultants come in and they have these great ideas and other schools have tried them out, but we need to make sure that we take the best practices from that and build upon the experiences, especially with our competitors. I know you said BG is not a competitor, but I think they may very well be our competitor.

**University of Toledo Interim President, Matt Schroeder:** Well, Scott, you got that, benchmarking? Be prepared to talk about that.

**Interim Provost Molitor:** Yes.

**University of Toledo Interim President, Matt Schroeder:** Let's go to BG because I was going to forget about the headline from 21 August, because I think that was in the questions that were submitted. So,

right now, BG is absolutely a competitor in terms of headlines, right? They tell an exceptional story. I'm going to cheat now and look down at data. So, when we go back to 2013 and we look at, and all of this is publicly available—all you have to do is go out to the Ohio Department of Higher Ed. website and they've got a ton of excel spreadsheets out there as it relates to enrollment data. When we look at the regional publics in Ohio state, exclude Cincinnati, Ohio State, exclude Shawnee, Central. So when we look at the regional publics, every single one of those publics has been down from 2013 through fall of 2023. Where BG – and this is this should upset all of you or frustrate the heck out of you – where BG is winning right now, you look at that story from last week. That story, in my opinion, was very thoughtfully placed, thoughtfully crafted to shape a narrative, and I'm sure the data is a hundred percent correct, but you have to really read it closely, 22% up in new students or however they phrased it. At the end of the day, I would bet everyone in this room a dollar that overall, they'll be down. But if you're looking to go to BG, or you're looking to go to Toledo or elsewhere, you're going to have top of your mind that they don't sell.

But don't mistake it, people read the Blade. Right? It influences our region. They did a nice job crafting that message, and so we know, and we talked about it this morning, that in two weeks or less, we are going to have to send out a press release and we are going to have to tell our story, and what does that look like? We have an opportunity to not spin it and tell the truth, but yes, overall enrollment is down. However, where are we winning? What are the points of pride? Because not everything is down at the University of Toledo. I know Scott's data mining it right now, but there are programs that are growing. There are programs that are very popular. We believe, don't hold me to this, but I think we're making a little bit of progress on the retention front. But for me, I want to make sure that the numbers that we always report, just like we did for the last six years in finance, are accurate, defensible, and material. And what I mean by material is if enrollment is up two or three students, okay, but I wouldn't necessarily brag about that until we get to a couple hundred students up or a percentage change that has some meat or substance to it.

I don't want to diminish or dilute any of the efforts out there, but, you know, when you're competing for students, headlines matter and how you tell that story matters. And so, we had a very good conversation with Megan and the cabinet this morning. I think we'll have an opportunity to tell a story. What is in that story, you know, it is too.... So yes, BG, kudos to them, great headlines a week ago. We'll see what the 15th day data looks like that ODHE reports. They're going to be down, but they just want a headline from us. I'm tired of losing to Bowling Green on the enrollment headlines because they compete on the same field, in the same region that we do. We again have a better portfolio. I would argue we have better outcomes from a social mobility standpoint, and the three to 400 students that I've talked to since the middle of last week from move-in to Sunday or a Monday, these students just like our campaign, "the power to do." They are doers. They are here for a reason. They are laser focused and they understand what its Toledo degree is going to do for them as they go out and get that job. They're not here to hang out and go 'party,' and all that other. Yes, stuff that happens Yes, the fun factor is important. But the students that I run into, the students that I know outside the University of Toledo that come here, they're here for a reason and it's because of what you folks are not only teaching in the classroom, but the combination of those courses and the degrees that they form are very, very important and supported by Job and Family Service data and the Bureau of Labor Statistics Data. So, any questions before I move on? Tomer?

**Senator Avidor-Reiss:** Yes, so one element that is actually related to the early question was that the RRC recommended is to have somebody that can centralize all the problems related to retention and recruitment. The example that I have is that there is a problem changing the website. This is just one example. We need somebody that we can report to, and this person should have the power from you to



really work with whoever is in administration to solve whatever challenges. Can you give us the name of a person that we can reach out to, to remedy these sorts of problems?

**University of Toledo Interim President, Matt Schroeder:** I'll answer that question in a second, but let me just add on to what Scott was talking about. So student experience, [is] critically important. Someone asked in the sheet as I just saw as I was flipping through, we did away with DEI. We did not do away with DEI. DEI has been part of our DNA, part of our culture, part of who we are before it was popular coming out of COVID. Right? What we did do (and I will do this time and time again) is we looked at the makeup of the administrative team, and we looked at the team within the DEI office and what they were doing and it's a high performing team. And understanding the role that diversity, equity, and inclusion plays as part of the student experience, the community that it builds, the support that it provides, I made the decision working with Scott to move it over to the Provost Office as part of the entire student experience continuum.

The DEI folks that make up that office, Malika Bell and others are still here. They're still doing their thing. They report up to the provost now to ensure that, that community, not only the sense of the community, but the community that we've built, that we will continue to build is there and it is supported more than it ever has. It went from a silo to now part of the Academic Affairs team. There is no vice president, and I think I'm going to see a nod of heads. There's been some administrative bloat around here. I've got a high performing team that's going to report to the Provost. I don't need a vice president leading it. And that is just my two cents.

**Senator Avidor-Reiss:** I was not speaking about---

**University of Toledo Interim President, Matt Schroeder:** No, I was going to go back to the core of your questions. Then I'll go there next and there. I think you had your hands up too. All right, point of contact. If there are issues or barriers, number one, the ultimate safety valve, the President's Office. Just call Katie, call me. It gets back to my opening statement, I'm accessible, I am here to remove barriers. The barriers that you're talking about, whether it's on the enrollment side or the student success side. I would say Scott, or do you have someone below you?

**Interim Provost Molitor:** Angela.

**University of Toledo Interim President, Matt Schroeder:** Do you have someone below you? Oh, Angela Paprocki, she is the barrier remover. I'm dead serious. So if there's anything non clinical that gets in the way that you believe is disrupting the student experience or a student matriculating through, call Angela or email Angela. If you don't hear back from Angela, email me, email Scott.

**Interim Provost Molitor:** I should add to that as part of this student success initiative is looking at those challenges and barriers, identifying solutions, and identifying who needs to be responsible for implementing these solutions.

**Unknown Speaker, College of Engineering:** There are many ideas for centralization, but at the same time, we need to acknowledge that the administration is not capable of handling this issue. There are many instabilities here...[Indecipherable]... I think we are doing our jobs very well, working with the students and the foreign students at the same time. When we heard all the news about the University's enrollment..., I felt like the operating...you guys are not doing the job properly. And then now I feel like all the consequences need to be verified by the staff and the faculty at the lower level. And now there's talk for everything to be centralized, although we knew that previously, all the centralized idea did not work very well. At the same time, you know, you guys did not manage the businesses properly and you

talk about the other, BG. I have many colleagues there. I feel like, administrators aside, BG is pretty stable. They do not experience high turnover (like UToledo) every two or three years. I'm just wondering what your vision is to bring stability to UT and function among the upper administration level.

One of the examples that I've already shared is regarding the college enrollment. My own daughter received the UT brochure after May 15<sup>th</sup>. So, we know that the main focus is actually decision day, but my daughter received the brochure three years ago and other information from UT even after the decision time. I was recently contacted by my neighbors who have their first child to be a senior, and they asked me about UT because they never received any email, not a single email about or from UT. But they received five to seven emails from Bowling Green State University. They actually had a visit from Bowling Green at their high school. Why don't we offer anything like that? This is frustrating.

We want to support our current administrators, and we are willing to meet upcoming students, but everything is now trying to be centralized. Upper administration, you guys tend to drop the ball and then we bear the consequences. Another example, first semester we had an open house event and then you tried to be centralized and you dropped the ball, and the event was cancelled. The Engineering College tries to open our own open house by ourselves. I don't know the reason why you cancelled it, but the Engineering College, you know, we try to open our own open house event by ourselves without receiving any support. So, things are working, things are working well in certain places and then when you try to go to centralizing. You know, I want you to consider those kinds of the aspects. I mean, this is very frustrating that we hear bad news continuously. Without having any vision, what would be the University's future? What would be the direction? And what can we do together as a team? But we are all asked to sacrifice continuously, not knowing what will be the consequences.

Also, I feel like the instability you bring also goes to the other departments and college level continuously. And then under those unstable situations, I feel like the morals decrease continuously. And then people are concerned about their future, so how can we actually work as a team under this kind of environment continuously, you know?

**University of Toledo Interim President, Matt Schroeder:** Alright. Jerry, I'm not going to repeat that. So let me start and I'm going to go in no particular order and if I miss something, please have me come back to it. Number one, and we'll start with the Experience Day in April and the suggestion that Experience Day on April 5<sup>th</sup> was canceled. It was not canceled. We had over 500 prospective students. We had total attendance of 987. So I'm not sure where the rumor mill is on that April Experience Day. It absolutely happened. Just like Campus Crawl happened a few weeks ago that I attended, and we had, I think total headcount including parents was over 500. Many, if not all the colleges turned out. It was a great event. So, correct the record, Experience Day absolutely happened, just under 1000 people there. Number two, tied to the example from three years ago, offer letters coming out after May 1<sup>st</sup>, which is obviously a national deadline. That is completely unacceptable. Unacceptable. You do that, you're getting bottom of the barrel, right? You got to be out there, and you got to compete, and you got to get those offer letters out. And so, I believe this year, you know, with the FASA and having some issues with the FASA, but I do believe Scott, correct me if I'm wrong, but we have gotten better being within our peer group, within the standard window of time of getting offer letters out especially to grad students. Correct?

**Interim Provost Molitor:** Yes.

**University of Toledo Interim President, Matt Schroeder:** Okay.

**Senator Semaan:** What is left of the grad program?

**University of Toledo Interim President, Matt Schroeder:** That is for Scott in two weeks. All right, number three. We have to change, and I hear the frustration here and there, but the ‘you guys,’ that has to stop. Right? I told the Board on May 22<sup>nd</sup>, when I met with them and I outlined my vision for the University of Toledo, which is to get back to being the regional force that empowers our students to learn, care, work, and play. I pledged to them, I own it on day one. I don't own it a year from now, so everything that came before me, I own and the fact and the frustration that I hear in your voice and the theme around the room about centralize advising, I have confidence in our Provost that not only is he being thoughtful, but he is going to walk you through where he is in a couple of weeks. And so, for you to hear directly from me, I hear you loud and clear on centralized advising. Scott is going to be thoughtful, and Scott will benchmark, and Scott will share what does that look like, and it is probably not a one-size fits all model.

In addition to how we break the cycle? Engineering is a great example. I think at one point you had three recruiters, maybe. Was it three-ish recruiters? The relationship between a college like Engineering, this applies to many colleges, but we're just going to use Engineering since we're on the Engineering's home field right now, is that a general recruiter can only do so much. And when that recruiter reaches a point to where maybe the conversation is getting way too technical or additional information is required. That is where the recruiter needs to know what do they do in that situation and how does that handoff work to make sure that constant contact continues. And to underscore your comments even further, we've fallen there. Our recruiters, and I've seen it firsthand, they don't know what to do when they're in situations like that. Yes, sir?

**Unknown Speaker, College of Engineering:** Actually, we work with them and develop the PowerPoint slides so share our research and then also have those close relationships. We can share what we are doing very clearly, and then they can deliver what we are doing to your team. But without them, as you mentioned, there is no connection and then the network information does collapse.

**Interim University of Toledo President, Matt Schroeder:** Yes, I agree. What else am I missing?

**Unknown Speaker, College of Engineering:** How can we have a little bit more stability with the upper administration? And then, at the same time, if parties are unstable then we are all at the bottom so we also feel very unsafe. Everything is unstable, things are changing continuously.... The problem that the provost has... they are here two or three years and then they leave... [Indecipherable]... the president and provost have recommendations, and so I don't understand why... [Indecipherable]... I don't know why things are not functioning here. I don't know what is going on with the university across the streets.

**University of Toledo Interim President, Matt Schroeder:** Okay, ‘across the streets.’ So just a couple of random thoughts: leadership comes accountability, right? We talked about courage a few minutes ago and being courageous to make the tough decisions. We also have to hold our leaders accountable, and I teased out the key performance indicators, setting goals, measuring those goals. We have not done that as an institution. I can assure you working closely with the Board over the last six years or so, that is changing. How we report out, and Engineering I think would appreciate this as well as others in the room, we are going to be very methodical, and we are going to measure our results and hold our leaders accountable.

And, you know, as we look at opportunities around here and [I] was talking to the team this morning, we have to have the best people in the best positions to be successful, and I don't think we've had that for a while, just to be honest. And so, yeah, you've seen a lot of movement over the summer. There's probably more movement that will be coming, but that is to really build the strongest team possible. Part of that team is the faculty of the University of Toledo. And the ‘elephant’ in the room that we need to work together now on is how do we engage the faculty in a way to where not only do you have a voice, but you're also contributing to the success of the University. That is where we need to go next. And if we

don't go there, we'll get what we've been getting, in my opinion. You are up next, ma'am. Thank you for being patient.

**Dr. Monita Mungo:** No problem. Monita Mungo from Sociology and Anthology. You've said several times that DEI has not gone away, and I thank you. My question is how is it on a practical level being distributed across the entire University when there is one person that has moved to the Provost Office and the others, while it seems they are in the Provost Office, have been moved to Student Affairs, and it's actually one person who actually runs the program and works for three centers. But that one program is in all three of those centers. And then another person who is moving to the Eberly Center, and that's again, is just one person and you named two programs that they are assisting. So that's three individuals that have been dispersed to help an entire campus community do DEI. What does that look like on a practical level?

**University of Toledo Interim President, Matt Schroeder:** Scott, do you want to take this, because in addition to the three individuals, you have folks not only in the colleges but in the support units as well, correct?

**Interim Provost Molitor:** Correct. I should point out that that number has not changed from what it was before. We had those three or four individuals in a single office that reported to a vice president that reported up to the president. To Matt's point about KPIs and given what we just heard from the National Institute for Student Success, we have wonderful people doing great work, but they were not getting results. Putting them in Academic Affairs positions them so that we can multiply the effect of the work that they are doing and get them directly involved with the academic enterprise.

**Dr. Monita Mungo:** I'm asking how? So that sounds beautiful, but what does it look like practically? Give me 'a,' 'b,' 'c.' What does that look like?

**Interim Provost Molitor:** That is going to be part of our student success plan. How is it that we can improve outcomes for students from underrepresented groups? What is it we can change for advising financial information, curricular issues? I made a point in a meeting with Malaika earlier today, I am a white kid that came from a very 'white' background. What are we doing for our white students so that they can succeed in a multicultural world when they leave our institution? I really want to make sure that our colleagues are involved in curricular issues and student success issues. We have Sammy and his group in Student Affairs. I want to make sure operationally that their recommendations, their ideas, their programs are reaching a larger audience throughout the institution.

**Dr. Monita Mungo:** I hope you are asking that same question about other students with different identity characteristics as well. DEI is not just about race. I think on this campus we conflate that, and that's going to be a problem because in about 20 years demographers have said, the minority is going to be the numerical majority, and UT is not positioned right now to handle that kind of work that's coming. So, I really hope that you are surrounding yourselves, both of you, with individuals who understand what that is going to do to an institution who is struggling right now with even how to define itself. When you look at the people who are making the decisions - a lot of them look like you right now, white. And so, it's not saying that they can't help, right? But there are nuances in the experience on this campus that you need to know about that's not going to come from the people who look like you.

**Interim Provost Molitor:** I appreciate that. Thank you.

**Unknown Speaker:** I think I'd to piggyback on that because there's a huge opportunity in our own backyard with Toledo Public schools, e.g., they have the Jones Leadership Academy, the supply chain, and also, they're heavily engaged with college credit plus. Bowling Green, to be very blunt about it, they

are beating us and it is a one-sided beat down. There's been discussions primarily initiated by Owens to restart some programming at the old Scott Park Campus, collaboration with Owens and Toledo Public. Because many students who go to Owens have mobility challenges that come from the background that I think we are hearing about. Are we serious about being part of that discussion because it seems like that the collaboration between Owens and Toledo public is coming. I mean, are we represented there? Are we thinking about college credit plus?

**Interim Provost Molitor:** A very timely conversation. I have a meeting with the provost at Owens scheduled, either next week or the following week, to talk about this program and how we can engage and contribute this initiative between Owens and TPS. They want to reproduce what we have in terms of Toledo Early College High School on our campus, but more relevant to the programs that are offered by Owens, particularly the two-year associate degree programs. However, there are students who will move from those two-year associate degree programs into our four-year programs here at The University of Toledo.

**Unknown Speaker:** And we already have our articulation. It took us three years to develop an articulation for one track which was probably about two-and-a-half years longer than what it should have taken.

**Interim Provost Molitor:** I'm not familiar with that specifically.

**Unknown Speaker:** You know, similar to Monroe Community College and that is part of the problem. It really hasn't been advertised because Owens has a business transfer track, so there's a pipeline from Toledo Public to Owens and it's not going to be attained of students, but they are the students that I believe come from first generation college and many of them are non-traditional learners. My concern is it isn't visibly high level.

**Interim Provost Molitor:** The President probably wants me to stop talking, but he may have a comment on this. We are not really competing with Owens. They have a set of programs that lead to different outcomes, different career paths for students. It becomes very high demand for many of their graduates.

**Unknown Speaker:** Exactly. And with this collaboration, they want an onsite presence because they want a place for their students to go to Owens, so they would start with the Toledo Public, go to Owens and they can market that – if you go to Owens Community College then you can go to the four-year institution if you want or have a standalone degree. I'm just wondering if we are part of the discussion about Scott Park.

**University of Toledo Interim President, Matt Schroeder:** You can just shoot me an email and a specific example. I mean, we had Robert Express for years. It should be seamless. But if we've on the struggle bus with that, please let us know.

**Past-President Rouillard:** I'd like to come back to some of the comments that you've made regarding engagement and also address what you've said about reduction and administrative positions. I think you're absolutely right. You have too many VPs. And I applause you for reducing that number. I know that those people are still in positions and rightly so because they are very well experienced. They have a lot of institutional knowledge, and we need them. And I'm very glad that they're still here, but I'm very glad that you're also readjusting the administrative schedule structure. You mentioned earlier something about how we need to address this 'you and I' that is happening.

It is the division that exists between administration and faculty and staff; however, you want to look at it. The demoralization of faculty on his campus is serious. And I will remind you that you came to this very

body and told us that we were 300 too many. You may want to walk back at this point, but the damage has also been. Many people have left [UT] because they had felt disrespected, disregarded, and... There is a lot to be done on this campus and we can make this University better. One way to do that would be to engage faculty with, these issues. So, rather than continually hiring new administrators, perhaps faculty could get involved in some of those activities and we could respect the experience that this faculty has and what we all have to offer to this institution, faculty.

**University of Toledo Interim President, Matt Schroeder:** I had the privilege of hosting new faculty breakfast the day after a new faculty orientation, and I'll look to Scott or Angela to tell me how many faculty were present.

**Interim Provost Molitor:** Twenty-four.

**University of Toledo Interim President, Matt Schroeder:** Twenty-four or 25 new faculty, tenure, tenured-track, lecturers.

**Unknown Speaker:** How do you get those positions around here?

**Interim Provost Molitor:** There were not many tenured and tenured track faculty.

**University of Toledo Interim President, Matt Schroeder:** There were not?

**Dr. Donald Wedding:** There not that many tenured track faculty?

**University of Toledo Interim President, Matt Schroeder:** No. What was the makeup of the 25?

**Interim Provost Molitor:** I do not know the exact number. I suspect there was maybe five at most tenure/tenured track faculty. The majority were lecturers, visitors, etc.

**Past-President Rouillard:** Clearly, the university want to invest in contingent faculty that can easily be dismissed.

**University of Toledo Interim President, Matt Schroeder:** That would be a question for the Provost. But my point of bringing that up is we are continuing to hire the faculty. Right? How Scott and how the deans prioritize the hiring, how they determine if they are going to be a lecturer vs. tenured/tenured-track, I defer to the academic side of the house on that. You know, the comment, and I appreciate you bringing that up from November 2021, I think, was a moment in time. That moment in time was one whereas the case we're going through some difficult conversations. And right or wrong, I'm a transparent person. Looking at the data, that is what the data suggested at that point in time. To the comment that someone made in this room, this is a trend that we have to stop. We know based on the data, we lose anywhere from 35-40-ish faculty members a year. We know that in that natural number attrition that some of those faculty are some of our brightest rising stars. We have to buck that trend. We absolutely do. Faculty drive the academic engine of the University of Toledo. Faculty, and we talk about the professional programs, we talk about the STEM, we talk about the non-professional programs that are meeting the job market. Those programs don't exist without our faculty. So I think what I have seen, out of the Provost, out of the deans is not a hiring freeze. What I've seen is very thoughtful hiring in programs that the deans are coming to the Provost and saying, hey, there's some outside potential here.

**Past-President Rouillard:** But remember please that you are the one who gave deans control over their budgets. And why are those deans not hiring tenure tenured track hires?

**University of Toledo Interim President, Matt Schroeder:** So let's let me clarify that. The deans do not report to the CFO. The deans do not report---

**Past-President Rouillard:** But they get their budget from the...

**University of Toledo Interim President, Matt Schroeder:** No, they do not. The deans do not report to the CFO, they do not report to the president. They report to the provost. And the provost, and this is why we need a strong academic leader like Scott in the provost chair; it is the responsibility of the provost to determine based on a budget of 'x' number of dollars working with those deans on how those resources are being allocated.

**Senator Coulter-Harris:** Yes, I hope this comes alright. I worked a lot of places in my life. I've worked here for 22 years now, and I like to compare it to other places I've been in terms of how people or employees' talents are used to their fullest compacity. I feel that you have a kind of medieval system here of a tenure, tenured track faculty and lecturers, especially lecturers like me who have PhDs and we've published books and done all kinds of things and worked on all kinds of committees and yet never get recognition. And I'm not just talking about me. I'm talking about many other lecturers here. I think that the system is positively archaic. When I went to undergraduate school, there was no such thing as lecturers. Everybody was tenure or ten tenured-track, even if they just had a master's degree, okay? And it was a wonderful university. It was a wonderful place to learn. So I'm just wondering if we need to look at how we're structuring our faculty.

And in part of what you're saying and piggybacking off of what Linda is saying, about the lack of morale here amongst faculty. That is definitely a part of it. I mean that is definitely a part of it. I mean, when I was, I won't talk about me, but I mean, I find a lot of appointments and things are strictly political. It's got nothing to do with, your accomplishments, experiences, or your education or anything. It's all about politics. Who likes whom? And I think that's ridiculous and unprofessional. When I was at the Central Intelligence Agency, that didn't happen. That did not happen.

**University of Toledo Interim President, Matt Schroeder:** A couple comments. I agree, morale and even culture is broken, right? We have to rebuild that together. I would also agree with you, Deborah that even culture is broken. We have to rebuild that together. I would also agree with you, Deborah that when we look at how folks over the years have advanced around this university, some of those advancements are quite easy to question. Right? How did that happen? What's going on there? As an institution, this goes back to Linda and others recognizing it, at this point in time, we have to put the best people in the appropriate seats. Right? Those people include our faculty and they include our staff, in making sure that they are in seats that can help the university.

**Senator Coulter-Harris:** Well, sure, I understand that.

**University of Toledo Interim President, Matt Schroeder:** The politics, unfortunately and this is not an excuse. Unfortunately, and this is not an excuse, but, you know, politics is in every organization. I think how you rip through or tear through the politics is the accountability piece. Right? And, you know, as I said to the team this morning, you know, you are the starting lineup, but just as in baseball especially the pro-season play right around the corner, you could get traded. You could get sent to the minors or you could be released, right? And what I need to do and what I believe we need to do, is not only the accountability piece, but also, and I've got to defer to the Provost here on the academic side of the house, but we have to start empowering people to make decisions, and hold them accountable.

**Senator Coulter-Harris:** It's really been heartbreaking here. I had a heartbreaking experience, literally.

**University of Toledo Interim President, Matt Schroeder:** I know, we've talked. It is 5:51, and I know you've got stuff to wrap up, and so I am going to take one more question.

**Senator Heberle:** It is not a question, just a suggestion that we take a look at the Chat box.

**University of Toledo Interim President, Matt Schroeder:** Okay, let me take a look here.

**Unknown Speaker:** We should ask the Provost....

**President Van Hoy:** He will be the main speaker on September 10<sup>th</sup>, so come back.

**Interim Provost Molitor:** Different campus.

**President Van Hoy:** It will be on the Health Science Campus.

**University of Toledo Interim President, Matt Schroeder:** Scott is going to address the centralize advising. One second here. Space utilization, so fiscal year 2024, it has not closed yet, but as part of the June Board meeting. The Board approved carrying forward some resources to invest in classrooms, labs, and also to provide the local match for some of the state biennium capital, which is about \$19 million over a couple of year period. Also in that allocation, I think was a couple million dollars to raise some buildings and, you know, the easy plug number to keep in mind—as we operate our overhead costs on a square foot basis, it's just under \$7 a square foot. We know with enrollment and enrollment stabilizing, we know through some forecasting tied back to the strategic enrollment plan that to operate 3107 beds on campus, those days are behind us. Part of the opportunity—this tie into the campus master planning—is to raze Academic House, I- House, and then Sullivan right in between the two. And so that has been approved by the Board. Those will be razed, I believe, May 2025. We are working actively. Facilities is, to continue to activate the academic core, which is anchored by the Field House. From a classroom space utilization standpoint, I know we'll be working thoughtfully to try and relocate some folks out of Rocket Hall and get them to the academic core. We are also through the state biennium capital will have renovations for a one-stop-shop. So, we are going to build out off of Scott and Tucker to create that one-stop-shop and to have Rocket Solution Central, advising, the bursar, and registrar, all in a convenient location and one that is easily accessible for current students and prospective students—so that tied to space and consolidation.

Oh, let's talk athletics. We are haven't talked athletics. Is that alright? Okay, I'm going to talk athletics first. I'm surprised that we didn't get an athletics question yet. So, we announced maybe a month or so ago that we were adding a 17th score. So, right now we are at 16, and that is the bare bones minimum for division one program. I'm not going to go in the weeds as it relates to athletics, the impact on the student experience, and the success that athletics has had. But, why did we add rowing? We've spent a lot of time talking about enrollment today, talking about moving enrollment in a material way.

So why is rowing so important to BG vs. Toledo? Number one, the barrier to entry is relatively low. Number two, that's a roster size of roughly 60 young women coming to the University of Toledo. Number three, those 60 young women are for the most part going to be full pay. They will have some merit awards. These are not full scholarship athletes. Then the facilities that are needed: we are blessed to have the Maumee River, and fortunate to have a relationship with the Rowing Club downtown in the Metro Parks. So, to add this opportunity, which I would say we are in year zero right now (we will go live next year), is really to drive enrollment. It is not to continue to build the athletic empire. This is an enrollment play to get 60 full pay students or non-scholarship athletes to the University of Toledo that by all accounts, looking at the national data as it relates to a women's rowing team or crew team, they perform



well in the classroom and will graduate. So, that is the reason behind adding rowing. Anything else before I turn it back to Jerry?

**President Van Hoy:** Well, we did get a lot of questions about the budget and what would the budget process be from now on. So, if you just want to talk generally about that?

**University of Toledo Interim President, Matt Schroeder:** Yes.

**Dr. Monita Mungo:** Can you tell us about faculty contacts?

**Senator Heberle:** What about contracts?

**University of Toledo Interim President, Matt Schroeder:** So, given that we are at the bargaining table, there will be no direct dealing coming from me. But we are working in good faith with our partners from the AUUP. The conversations have been going well. If you want any more information with that, I encourage you to have a conversation with Don [Wedding] afterwards. But I know we are trying, we are very cognizant in the fact that the deal has, or the current contract expired and we are trying to get a new one in place. Yes sir?

**Dr. Don Wedding:** The contract continues under state law, and so there's no 'expiration' of the contract. The only thing we're discussing at this point is money. That's it. But the contract itself is continuing and all the benefits, and the only thing that we're concerned about now is the money which we will try to make retroactive.

**Senator Avidor-Reiss:** Is it correct that this is done in good faith from the side of administration?

**Dr. Don Wedding:** I would not criticize the administration on it at all, no.

**Senator Avidor-Reiss:** [*Indecipherable*]... If that is the case.

**Dr. Don Wedding:** Right now, negotiations are going lawyer to lawyer. We have a lawyer that talks to their lawyer, and we have---

**Senator Brakel:** Don, please take this offline.

**Dr. Don Wedding:** Yes, you're right. That is good for now.

**University of Toledo Interim President, Matt Schroeder:** Thank you.

**Interim Provost Molitor:** A quick question.

**University of Toledo Interim President, Matt Schroeder:** Okay, what is the question?

**Interim Provost Molitor:** Will the reports be shared of the membership of 60, and what is the charge of this group?

**University of Toledo Interim President, Matt Schroeder:** The 60?

**Interim Provost Molitor:** The president's leadership council.

**University of Toledo Interim President, Matt Schroeder:** Oh, yes, so this is the president's leadership council, University Leadership Council. It is made up of clinical leaders, academic leaders, administrators. We come together every six weeks to not only problem solve, but to report out on goals for the year. This is, I think it's a good group. It's an influential group. There are no minutes, but it's an opportunity to get everybody together and it's truly being driven by data and performance. This is not a

meeting as in years past where we sit around, and we pat each other on the back and tell all the good news stories. No, this is driven by our performance.

**Senator Heberle:** So, this is different from the academic leadership group?

**University of Toledo Interim President, Matt Schroeder:** This is different from the academic leadership team, which I think I'm going to that on Friday.

**Interim Provost Molitor:** Yes.

**University of Toledo Interim President, Matt Schroeder:** But I'm going to defer to the provost on that one as well.

**President Van Hoy:** Sure. And then the question there, will there be reports or minutes that would be shared with the community. It sounds like the answer to that part is no.

**University of Toledo Interim President, Matt Schroeder:** No, that is between the top 60. We truly are not trying to hide anything, but it's really trying to move the University forward. In many ways getting that group to be vulnerable and uncomfortable, so that we can figure out what to do and not figure out but execute on what we're doing.

And then the budget process, you know, I'm removed from that now, but I would imagine the budgeting process, academic affairs, would start working on that here in the next couple months or so. I know that I believe in October-ish is typically when we start looking at enrollment for the fall of 2025. So just like previous years. So just like the previous years that budget process would kick off. Alright, thank you all. Thank you.

**President Van Hoy:** Alright, everyone, it is six o'clock. It's time to go home. Are there any items from the floor? I'm not hearing any. Is there a motion to adjourn?

**Senator Barnes:** So moved.

**Past-President Rouillard:** Second.

**President Van Hoy:** Thank you very much. We're done. See you in two weeks.

IV. Meeting adjourned at 6:01 pm.

Respectfully submitted,  
Deborah Coulter-Harris  
Faculty Senate Executive Secretary

Tape summary: Quinetta Hubbard  
Faculty Senate Administrative Secretary

