

**UNIVERSITY OF TOLEDO**  
**Minutes of the Faculty Senate Meeting of January 14, 2025**  
**FACULTY SENATE**

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

Approved at FS on 02/11/2025

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**Summary of Discussion**

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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:** Good afternoon, everyone. Happy freezing snowy afternoon and second day of classes. I would like to call the Faculty Senate meeting of January 14th, to order. Senator Coulter-Harris, will you call the roll?

**Senator Coulter-Harris:** I would be happy to. Happy new year, everyone.

**Roll call, AY2024-25**

**Present:** Allred, Avidor-Reiss, Bellizzi, Benton, Bigioni, Brakel, Chakravarti, Cheng, Cioc, Cochrane, Coulter-Harris, Dagostino-Kalinz, Delaney, Diakonova, Dwyer, Eichner, Elgafy, Ervin, Giovannucci, Harmych, Heberle, Herrera, Howard, Javaid, Kalinoski, Kaw, Kistner, Koch, Krantz, Lapitsky, Lee, McInnis, McLoughlin, Miner, Mungo, Nigem, O'Connell, Osman, Padilla, Pryor, Reinert, Rouillard, Sahloff, Schaefer, Scheuermann, Semaan, Servick, Sheng, T. Smith, Suarez, Sucheck, Sun, J. Taylor, W. Taylor, Van Hook, Van Hoy, Willey, Yonker

**Excused Absence:** Ekwenna, Gilstrap, Johnson

**Unexcused Absence:** Sindhvani

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

**President Van Hoy:** Thank you, Senator Coulter-Harris. All right, everyone, the first order of business is to adopt our very simple agenda. Is there a motion?

**Senator Avidor-Reiss:** So moved.

**President Van Hoy:** Thank you, President-Elect Avidor-Reiss. Is there a second?

**Senator Ervin:** Second.

**President Van Hoy:** Thank you, Senator Ervin for the second. All those in favor online, please put yes, no, or abstain in the Chat. Senators in the room, please say 'aye' for yes.

**Group of Senators:** Aye.

**President Van Hoy cont'd:** Any nays? Any abstentions? Hearing none. I'm sure the agenda passes.

**Agenda Passed.** Okay, next is the approval of the Minutes from our December 03, 2024, Faculty Senate meeting. These were sent out today?

**Quinetta Hubbard, Faculty Senate Administrative Secretary:** Yesterday.

**President Van Hoy:** Yesterday. So, you had them for a day. Okay, is there a motion?

**Senator McLoughlin:** So moved.

**President Van Hoy:** Thank you, Senator McLoughlin. Is there a second?

**Senator Mungo:** Second.

**President Van Hoy:** Thanks, Senator Mungo. Are there any corrections to the Minutes? Hearing none. All right, please put yes, no or abstain in the Chat. In the room, all in favor of approving the Minutes, please say 'aye.'

**Group of Senators:** Aye.

**President Van Hoy cont'd:** Any nays? Any abstentions? *Motion Passed.* All right, thank you.

Moving on to the *Executive Committee report:* Welcome to the Spring 2025 semester! I hope you had a pleasant and restful winter break.

On December 11, 2024, I present the Faculty Senate Report to the Board of Trustees. That report will be appended to the minutes from today's meeting and available on the Faculty Senate website.

During the break, two additional faculty were added to the Presidential Search Committee. Their biographies have not yet been added to the presidential search website, but they should be added soon. They are Dr. Ngulula Mubenga from the College of Engineering and Dr. Rupali Chandar from the College of Natural Sciences and Mathematics.

The chairs of the Presidential Search Committee, Board of Trustees (BOT) Chair Patrick Kenney and BOT member Steve Ciucci, have begun meetings with campus stakeholders to explain the search process. They met with the FSEC on January 10 to explain that the presidential search will be confidential. This means that candidate names will not be announced publicly and there will be no public presentation for candidates brought to campus for interviews. The BOT believes this process will produce a better candidate pool than if potential applicants knew they would have to become public at some point in the interview process.

Quick update on the provost search: applications for provost are currently being accepted with a priority deadline of February 10. Candidate review is expected to begin in mid-February with final candidates being brought to campus by April. This schedule is intended to allow the permanent president to choose their preferred candidate from the finalists.

Some faculty have expressed concern to the Executive Committee that student learning outcomes (SLOs) are being updated without faculty governance review. Generally, any SLO changes not submitted for full review had to be considered minor, usually to make them more measurable. However, we discussed the faculty concerns with Interim Provost Molitor, and it has been decided that all SLO changes should be submitted to CIM to be sure any necessary changes in course content do not go without faculty review. We appreciate Interim Provost Molitor's willingness to work with Faculty Senate on curriculum issues.

The provost's office has now finalized a list of minor curricular issues that can be corrected without submitting a proposal to CIM. The list is posted on the curriculum tracking website (<https://www.utoledo.edu/offices/provost/curriculumtracking/>) under the heading, Course/program content that can be administratively revised in CIM.

Today we have Interim President Schroeder and Interim Provost Molitor here to offer some brief updates about issues of concern to faculty. They will both be happy to answer questions from senators and others who are with us today, and I expect Interim President Schroeder may have some questions for us as well.

If you have questions related to centralized advising, please hold those questions until the January 28 Faculty Senate meeting. We have invited Adam Hintz, manager of centralized advising, and Angela Paprocki, the provost office chief of staff, to give us an update on centralized advising at that meeting.

**President Van Hoy cont'd:** Are there any members of the Executive Committee who would like to add anything to the report? Are there any questions?

**Interim Provost Molitor:** There's a question in the Chat. [Senator Eichner wrote in the Chat] "Did they share why?"

**President Van Hoy:** Are you talking about the president search?

**Interim Provost Molitor:** The presidential search, yes.

**President Van Hoy:** The 'why' is simply because the models they are following have been confidential searches like this. They have come to the conclusion, after talking with the search consultants, that this would produce the best candidate pool.

**President-Elect Avidor-Reiss:** What percentage of the search? Did they give an estimate, 10%? Do they know?

**President Van Hoy:** Those conversations didn't happen in the search committee. Those conversations happened with the Board members before the search was launched. Sorry I don't have more information. Any other questions? Provost Molitor, were you going to give a separate report?

**Interim Provost Molitor:** I was going to defer to let President Schroeder go first and then I was going to provide my report.

**President Van Hoy:** All right. Well, let's welcome Interim President Schroeder.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Scott, thank you for yielding your time. First and foremost, those in the room and those participating via Teams or WebEx, welcome back. I want to echo Jerry's comments. Hopefully you had a long and restful winter break, the opportunity to recharge and be here for the final push of the academic year, which is obviously the sprint semester. That being said, [I] continue to be very appreciative of the opportunities that I have to meet with Jerry and Tomer on a reoccurring basis, and also I do not take for granted the opportunity the Board has afforded me to not only work with Faculty Senate, Grad Council and all of our stakeholder groups, but really lead this university in a time of transition and opportunity.

That being said, I know Jerry, you were kind enough to provide a few what I would call 'icebreaker questions.' Those that know me in this room and online, everything is fair game. If I can't answer it today, I'll tell you why or I'll circle back with the answer. But I think I've demonstrated over the years that I try to be as transparent as possible, and I would like to continue that here today.

That being said, I think the last time I spoke to Faculty Senate was also the first week of classes in August, maybe August 24, the start of fall semester. So, it is good to be back and good to have not only you, but our students back on campus. It is quite empty without our faculty and without our students. We are obviously here for the students and the patients of the University of the Medical Center. And as questions pop-up or statements pop-up, feel free to interrupt me and I will try and tackle those.

Obviously, the University of Toledo is at a unique period in our history. Just to refresh everyone's memory, from my perspective, we really have a handful of signature issues where we need to dedicate 80 % or more of our time. The first one is, you know, thoughtfully stabilizing and ultimately growing enrollment along with supporting student success through various retention or student success efforts. Clinical operations, which I know we will talk a little bit more about UT Health. I think that was a question that was asked on the agenda a few days ago. Connectivity into our community, we are Toledo's university. We play a major role within not only Northwest Ohio, those 19 counties, but the Tri-state area. Then obviously, stabilize our financial outlook while continuing to reposition UToledo as the regional force powering opportunities to learn, care, work, play.

So that being said, let's maybe if it's okay, Jerry, we will dive into some of the icebreaking questions. So, one of our, if not singular most important initiative right now is enrollment, right? That is and has continued to be the 'elephant in the room.' As I said in August and will continue to say, there are no quick fixes. I think the Faculty Senate working group led by Tomer (and Yakov) over the last few years has identified that there are no quick fixes. I think we've tried every single silver bullet that is out there in the enrollment space, and it hasn't worked. It hasn't worked because I think the most critical important item that we have missed is the sweat equity, where we're rolling up our sleeves, boots on the ground, recognizing who we are and where our students come from.

Tied to spring enrollment, those of you in the room and online, I know you receive, whether directly or indirectly, the tracker that Institutional Research puts out. I think it comes out now three times a week. If you are following the tracker on a weekly basis, even a monthly basis, probably not the highest and most use of your time given that there's a lot of things that go on behind the scenes with the tracker, which could create paranoia or a concern. A great example is to look at last Wednesday's tracker, which I think it was January 8th, and I'd heard rumblings across campus of, 'oh my goodness, enrollment is down six plus percent.' From a headcount standpoint, what in the heck is going on? Well, what in the heck is going on is that Tuesday, the day before, in the evening, we dropped 566 students, right? It's part of the normal add/drop process that we do at the start of every semester. The reason why we do this as an institution is to really make sure that our students are financially prepared to attend the University of Toledo. And so, that creates a 'come see me moment.' It also creates an opportunity for some students to have a difficult conversation, [such as] are you financially ready to enroll--in this case--in the spring or enroll in the fall? Since that drop of 566 students, and I apologize for looking down at my notes, I want to get it right -- 324 have already re-registered so we have captured 57.2 % of those students that we dropped. Looking back a year, spring of 2024, we dropped 'x' number of students, [and] we recaptured by the 15th day, 61 %. So, we are on track to recapture a similar capture rate of last year. The most important question though is with enrollment right now for spring and our budget assumptions for FY25; how are we looking from a tuition and fee standpoint? And you know, [I'm] happy to report today, right now with that recapture of the 324-plus—because that will continue to grow through the 15th day—we are in line with our budget assumptions. Those of you that have known me in my previous role as CFO [know that I] really have gone out of the way with Mr. Romer's help and others to break the cycle going back many, many years. It has not happened on my watch, do not plan on it happening of mid-year budget adjustments. That is absolutely something that cripples this organization. I know Kent and a few other schools are going through with some challenges. Because of fall performance, we really try to be very thoughtful as an institution, working with Academic Affairs, working with Finance to make sure that our enrollment

assumptions, I should say IR as well, are reasonable, not overly conservative, but reasonable to avoid a mid-year budget cut.

**President Van Hoy:** May I ask a question?

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, go ahead.

**President Van Hoy:** It is about enrollment. In the spring, you know, when we de-enroll that many students, it makes me wonder if we should also be looking at our scholarship model and if we're giving enough need-based aid.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, I think so. One of the beautiful things with Tony Bourne, and so as a reminder, you know, Tony started October 28th, right? He's not a miracle worker. I do believe, though that Tony has and will continue to be able to influence fall of 25.

About packaging aid, the makeup between merit and need-based is absolutely what he is focusing on. Now, the focus tied to merit vs. need, you most likely will see that come into play for fall of 26. What he's focusing on right now as it relates to packaging for fall of 25, is getting our students packaged as soon as possible. And what do I mean by that is, for example Ohio State will package sometime in mid-March. We want to package at least a week before Ohio State packages. Going forward when I think of fall of 26 and beyond, we ideally really want to package (with a huge asterisk subject to change) in the fall so that our students, because when you look at the demographics of the Toledo student, we've talked about this before, within a couple hundred miles, a combined household income is around \$80 thousand dollars. You know our students are coming from the suburbs, they are coming from metro Toledo, or Toledo proper and rural areas. But when you look at the students, they are often coming from families or households where there is not a lot of disposable income. I think all of us, especially the faculty on the front lines, you see that in your classrooms, how they balance life, how they balance jobs, how they balance family, right? To give them an insight into what it might look like for them, I think it would really go a long way, but right now, for fall of 25, it's getting our students packaged.

Year two of the new FAFSA simplification- so far so good. From the Feds standpoint, working with Financial Aid now to get them packaged and working with the colleges. Some of you may be on the various scholarship committees within the colleges but making sure (and much of this is need-based) we're getting the Foundation or donors scholarships out there as well. We packaged with donor scholarships on the frontend last spring for this fall because of the timing of FAFSA, but we have to continue to get those utilization rates up as it relates to the Foundation scholarships that many are managed at the college level. Our students deserve to know what that financial exposure looks like.

Need-based, again, I think will evolve over time. My 'crystal ball' tells me, probably there's also may be a shifting of maybe some merit and need. But also, we have to do a better job leveraging Pell, OCOG - Ohio College Opportunity Grant. Right now we don't know what the governor is going to put in his final legacy budget, but we know that OCOG has been very near and dear to his heart. We also know that, and I can't remember the name of it here. TR (Terry Romer), maybe you can shout it out. But the scholarship that the governor established for the top 5 %---

**Interim Provost Molitor:** Governor's merit.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, governor's merit. We expect to see that continue. But we really have to take advantage of all these opportunities to make sure that our students are maximizing as much quote unquote 'free money as possible.'

We got spring enrollment approaching, you know, the 15th day here in a few weeks or so. In line with budget, the effort continues to be on fall of 2025. I do believe along with Tony and his team, college leadership, we can't really have an impact on fall of 2025. From an application standpoint, our goal was to get to 8,000 applications by December 31st. I think we were at 7,700. So ultimately, the goal is 10,000. Applications are a great benchmark, however or what I would tell you, and I hear it from other university presidents, is that it's so easy to apply to schools, and it gets easier year-over-year over year. Back in the day, 10,000 applications were pretty predictable if you had a yield rate of 30-32 % which we used to. But now you can pretty much assume, especially direct from high school students that as every year goes by and the competition continues to ramp up, that each high school student is probably going to apply to two more places as each year goes by. So, apps of ten aren't like they were just five years ago.

What we will focus on going forward, as we get into the spring months is really the yield rate. I'll talk a little bit about what you can do to help there. But one last comment tied to spring. We had three walk-in sessions last week, which we typically do those at the start of the semester where we make it super easy. We had a solid turnout from those walk-in sessions that yielded, I think 58 students, which 58 is better than zero. What I would also say is that Scott and his team are working on what I would call a little bit of a 'secret weapon' here. It is something we should have been doing for years now, but we haven't, which is utilizing intermittent call-ins and other resources in Academic Affairs. He's been focusing on stop-outs. So, students who start at the University of Toledo, and life gets in the way, they decide that, hey, I'm just going to pause whether it is a semester or a couple years. Scott, I think that number was north of 1700 stop-outs that you guys have been working on, starting in October, and you've had some pretty excellent success there in terms of making contact, getting students to apply and ultimately register. And so, we will continue to push that. I think of the stop-outs, 58 were walk-ins, another 60 were stop-outs. And so then [I think] this gets to what I have said, I think in the fall, you got to start talking about moving enrollment in the hundreds. Not going back a few years where we were getting excited that 'ooh, we got ten, we got twelve.' That's not material, right? We have to start moving into hundreds to the thousands to get back to where we need to be from a stabilization standpoint.

**President Van Hoy:** There's a comment in the Chat.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** That's a long comment.

**President Van Hoy:** Yes.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** I can't read that far, Jerry.

**Senator Bigioni:** I can read it for you.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, please, thank you, my friend.

**Senator Bigioni:** [Comment from Chat box] "It's anecdotal, but I had a parent calling me when their child was dropped, and they were very confused. They couldn't get through to the registrar because of heavy call volume. Their son wanted to quit school, and they lost the seat in the class that fit their work

schedule. We've resolved it - but it seems very stressful on families. They should be able to get through to register.”

**Mr. Matt Schroeder, Interim President of The University of Toledo:** A hundred percent agree. You know, this time of the year for the Registrar and Rocket Solutions Central is I think what they're really referring to---

**President Van Hoy:** You have to be able to get scholarships and special accounts to resolve those things.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Okay. So, here is one of the things that we talked about, and I just saw Tony an hour ago. And I'm not going down this 'rabbit hole' because you said that at the next Faculty Senate [meeting], we are going to talk about it. So, I'm not taking the centralized advising 'bait.' But what I will tell you is that one of the things that we are working to change is that at the advisor level, for whatever reason, advisors have not been able to get a line of sight as it relates to aid, or the economics associated with the student account. I know Tony is working with Scott and probably the Registrar; I think we're working to get lead access because when a student like that in the example, if they're meeting with the advisor, the advisor through a couple of toggles or clicks should be able to have a conversation with that student and potentially alert that student. It should not come as a surprise that a student is being trapped, right? I know it doesn't through emails and text messages, but there's always a student that misses that. Again, life gets in the way. So, I look to the team to continue to do a better job with outreach to the students and that additional access read only in Banner for the advisors will help I think tremendously. Then also I know Tony working with a variety of partners as it relates to Slate, which is our CRM system to have more line of sight for a student that has not yet enrolled at the university, has not created a Rocket ID, a better line of sight as it relates to what their student bill is going to work. So again, better communication, better transparency is absolutely top of mind and in some cases, relatively straightforward.

**President Van Hoy:** Seems like it was difficult coming right off the break. I think Scott had mentioned to the FSEC that we had de-enrolled a slightly larger group this time than last spring. I think a lot of the problem was that the phone lines just seemed to be slammed. I sat with several students and we just called over and over again.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, and that intel is absolutely correct. I don't know why we were at 566. I think last spring we were at 300, maybe 350 plus.

**President Van Hoy:** It is a big difference.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, it is a big difference. I'm not sure why that was the case. I know we will talk about it at Cabinet, do a postmortem on it, and then also talk about... Again, trying to be better, just some ongoing reoccurring communication challenges between senior leaders that should not be happening.

Then finally, you know, as we think about collectively what can we do together to influence fall of 25, and this is for the first time that I can remember a little foreshadowing. I believe the deans are going to receive communication tomorrow that I expect will percolate down to the associate deans etc. I'm looking at Scott, and I hope that Scott and Tony have been working on this. But it's really a sort of dear college partner type letter where enrollment management is going to do a couple things, and I love this. Number one, line of sight as it relates to their marketing plan for fall of 25. Not super detailed but enough to be

dangerous on 'here's what it looks like over the coming months as it relates to marketing and communications to prospective students for fall of 25.' In there, there are gaps and with those gaps will be suggestions on where the colleges [generically defined] can help fill in, and then also some key events that are coming up. I love that. I think it will give the colleges not only the roadmap that we're following from a marketing communication standpoint, but also hopefully colleges will be empowered to supplement what enrollment management is doing. That said, just a few highlights of spring events. And Jerry, I can share these with you. But these would be events that, you know, all are welcome to, if interested reach out and say, hey, how can I help? So obviously FAFSA, the fact that the vast majority, if not a high, high percentage of our students are in some type of aid. So, you know, vast majority of our students filled out the FAFSA. We got two FAFSA workshops coming up. One this Thursday and then one on the 27th of January. They're already full, and that's a great sign. So probably look to add a third. We're doing an admitted student visit on January 27th. We're going to do modified tours. We're going to leverage admissions ambassadors and really provide a glimpse into what the life of an UToledo student looks like. Solid registration numbers right now, more to follow there. And then as many of you know, every year I believe we give out four presidential scholarships.

**Interim Provost Molitor:** Yes.

**Mr. Matt Schroeder, Interim President of The University of Toledo cont'd:** These are full ride, highly competitive. I think for all of 25 north of 300 exceptional young men and women applied for these scholarships. We're going to do a Presidential Scholarship Dinner where all 300 plus are going to be invited to attend. This is where we're going to need to leverage the deans and the faculty to try and convert some of those students that didn't get the full ride, but still would be packaged quite nicely to consider attending the University of Toledo. We've never done that before. This is a great example of what Tony has said probably to this group and others. It's not about the number of events that we do, but it's the high-quality events and the number of touch points that we have with the students between those events. So when I say 'touchpoints,' not emailing or spamming them to death. But quality touchpoints and engagement with students, prospective students to build that relationship.

Then another big one, undergrad admissions Open House on February 17th. That will be another all-hands-on-deck. And then "Choose UToledo." This is our big flagship event on April 4th, which will be also hands-on-deck. We'll get that information to you to see if faculty are interested. In the meantime, the faculty who participate in the 1:15, I'm so appreciative of that ongoing engagement. That does matter. But then also day-in and day-out in the classroom, not every day, but when appropriate - you know, no issues. If faculty want to continue to strongly encourage students, hey, have you registered for fall? Hey, have you thought about summer, make-up/catch-up, pull ahead? And supporting that with various marketing materials coming out centrally does go a long way in a student's mind, especially when I think registration will open up third week-ish of March. So let me pause for any questions in the room or online. Any suggestions? Or glaring omissions that faculty senate or any of the faculty members participating today have picked up on that you think to yourself, 'oh man, I saw this in the fall?' Any huge, missed opportunity the University should be doing 'x, y or z?' Any questions or suggestions? Anyone?

**President-Elect Avidor-Reiss:** I do.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** I was looking at Jerry, but I figured you would be the first mover.

**President-Elect Avidor-Reiss:** I think one aspect is great to hear all the things that we are doing to get the students in new activities, but there is also an element that there is only ‘x’ amount of energy for everybody to be involved in the process. And then when we have all those centralization process, repurposing process and we are not always, the faculty, aligned with those ideas, it seems/feel that a lot of energy is sucked to those things that do not build enrollment. The question is what can be done to make sure that whenever there's a new idea coming up, let's ask the question, does it help enrollment? If not, let's put it aside.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** I agree. Is it something that we have to do? So, does it benefit our students, does it benefit our patients? Does it impact enrollment? And if not, then we really need to look long and hard about, you know, is that relevant? I say that because what I have been seeing and then as I say, you know, as you change the chair that you sit in or the seat that you are in, you see things very differently, especially the longer you sit in that seat, whether you're faculty, whether you're staff and staff at all levels. Or whether you're a faculty clinician, our people are at the breaking point, right? And it is great to have new ideas and new initiatives, but whether you're a faculty member or a staffer, all of us have to prioritize.

I look around this room and I know the amount of service individuals in this room and online are doing that's above and beyond, what I think we would say is ordinary and customary service. And the university, number one, I don't think says thank you enough. So, thank you. But number two, we have to be very thoughtful because, you know, Tomer, as I look at you and I think about some of the research you're doing, you know, we put up \$72.2 million in research awards in 24. It is highest I believe in our history. We are a research institution. We will continue to be a research institution. And so how do you strike that balance of allowing folks to get into the labs, out in the fields, on the water to do their research, but also making sure that we're maximizing efforts in the classroom and beyond to attract and retain students? And so, I think there have been things over the years where we chase our tail and it's all hands-on deck- here we go again, Groundhog Day, another fire drill, and we just haven't been thoughtful about that. And so that's what I do like. And I think it has been adjustment for some folks where, you know, Tony rightfully so is pulling back on the number of events because everyone in this room, his team were at capacity, so let's reduce the number of events, but let's do really high-quality events vs. just, ‘oh, we did 200 events.’ Well, 190 of them were terrible. So, it is incumbent upon—what I would say—the deans and the provost to make sure that if we're calling upon our faculty, if we're calling upon our chairs, if we're calling upon associate deans that we're laser focused on how best to maximize your time. Scott, would you agree with that?

**Interim Provost Molitor:** Absolutely.

**President Van Hoy:** There's a comment in the Chat. “How can we encourage students to register for summer classes when we started receiving info today about classes that are being canceled for the summer?”

**Interim Provost Molitor:** I cannot answer to that.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Say that again.

**Interim Provost Molitor:** I have not sent out anything on this, so I cannot answer the question. I do not know if this is specific to a college or department.

**President Van Hoy:** Gabby, do you want to unmute and give more information?

**Senator Semaan:** Well, we just received an email, for example in our department today for one of the summer classes that were listed for students to register in, saying we are cancelling it because of budgetary issues. That's all what I know. So, I assume other classes would be doing the same or this would affect other classes as well.

**Interim Provost Molitor:** I am not aware of it. No deans have come to me to discuss their issues with their summer schedule or cancellations, so I cannot speak to that. But I will look into it and respond to this question.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Alright, so the Provost, for those of you who are online said he will look into it. He is not aware of conversations around summer currently, but we'll look into it and follow-up. Is that accurate Scott?

**Interim Provost Molitor:** Yes, thank you.

**President Van Hoy:** I just want to say the one thing that I do in my classes, especially in our senior capstone and in our proseminar in Law and Social Thought, is I ask students who are very satisfied with the program with the university to talk to their friends, to talk to their siblings, to talk. You know, go back to their high schools and talk to the teachers and counselors about us, because I think that word of mouth is more productive than anything else than that we can do.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** I agree. Absolutely agree. Alright, any other questions? Oh, we got one.

**Senator Allred:** Just to piggyback on the summer, are we having a commitment from administration to run courses that traditionally do fill?

**Mr. Matt Schroeder, Interim President of The University of Toledo:** I say from my seat as president, here's what my statement on summer is. I am sick and tired of the numbers that are coming in from summer as it relates to students registered, and then ultimately the revenue that's coming in. To me, summer has been an opportunity that the university has not taken advantage of. One of the conversations that we will have at cabinet next week is what are we doing to market summer, right? I cannot remember, or actually I can remember, and Gaber would have been here; it would have been one of her first years here of marketing summer, and I think you guys that were here would remember the stickers on the sidewalk and stuff like that. But whether it is the role as president or even CFO the last few years, [it is a] huge, missed opportunity not marketing summer. I said it quickly and I'll say it again, summer should be make-up, catch-up, pull head. And I'll also say, which is completely outside of my lane, but I will acknowledge that. But in my humble opinion, it is okay to offer certain courses in the summertime to pique a student's interest.

I think where we struggle in summer, and this is just my general high-level understanding, what we offer in the summer is what we offer in the spring and fall, right? And so, to do little carrots in the summer to where maybe a faculty member wants to try and pilot something, I'm not necessarily saying if it is a capstone course you should only do it in the summer. That's probably not fair to the student. But I do think there are opportunities, and I'll turn it over to the Provost to throw some carrots out there to drive

interest in the summer. And then also, I appreciate this about Tony. If we missed out or lost students as it relates to a fall enrollment cycle, we have started to market to those students, ‘Hey, essentially, do you have any buyer’s remorse? Would you like to reconsider the University of Toledo?’ ‘Oh, by the way, when you reconsider the University of Toledo, what you were offered as a direct from high school student, even if you’ve been gone a year out of high school for a year, we will still offer you an identical or similar scholarship package.’ Previously other enrollment VPs, you know, at that point you become not a direct from high school student, you become an adult student and therefore your aid is off the table – that is in my mind absolutely ridiculous. If they made a mistake and went to Bowling Green, they should have an opportunity to rebound and come to the University of Toledo, and they should be able to be packaged the same way that they would have a year ago as a direct from high school student. Summer is a great opportunity also for students who didn’t choose the University of Toledo, but are coming back to town from IU or wherever to get a taste of the University of Toledo or to just enroll, and we should own that. Yes?

**President-Elect Avidor-Reiss:** I think that is a good example of what I was trying to say about this before. How did we damage ourselves? By sucking the energy. Last year we cut summer classes. Everybody knows that the University of Toledo has cut one time and probably will cut again. They are not going to believe anything we are saying. If we want to change, it needs to be a new major initiative by you and the Provost, shifting, saying, we are making the commitment like was asked a second ago, and we are going to do that, we are making a major declaration and we’re going to do it. People have it set in their minds of what they have seen happened in the last couple of years.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** So, on the record of Faculty Senate, my mandate to the broader University of Toledo family is we have to grow summer. We have to grow summer starting from now. I’m remembering from back in the day, \$34-ish million in revenue down to \$26 million-ish in revenue lack of offerings. And Scott ultimately as the head of Academic Affairs has to figure out which section goes or doesn’t go, or if you phase in sections as enrollment hits. That’s a hundred percent his business decision. But my directive to all of our campus partners is summer is a huge opportunity. It’s been a missed opportunity. We need to thoughtfully market summer and should position summer as an opportunity again to make-up, catch-up, pull ahead and just help the overall engagement on campus for via online modalities. Absolutely.

I would also say, tied to engagement opportunities with students’ internships and co-ops, right? Not every student is going to go and take summer courses. I think Scott had told me a few months ago, 60-ish percent of our students participate in an internship or co-op. That’s fine, but I really think internships and co-ops over the summertime is also a great opportunity for university students—doesn’t matter what house you are in, doesn’t matter what program you are in—to really get out there and see, ‘hey, I’m majoring in ‘x, y, and z,’ let me find a an internship or exponential learning opportunity to see if I really like that,’ right? It is very low-down, downside risk. I know many of our community partners, nonprofits, corporate etc. would love that talent. So working with career services and the college, I see that as another opportunity for us, not only over the summer but during the academic year as I think Engineering has done quite well with year mandatory co-ops positioned in a way; I think those are paid for the most part, ‘hey, look here, by the time you graduate from the University of Toledo, your debt is going to be student loans’ or whatever the talking point is there. Is that close to your talking point?

**Interim Provost Molitor:** Yes.

**President Van Hoy:** Ammon Allred has his hand up.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Go ahead, Ammon.

**Senator Allred:** Yes, so thank you so much, President Schroeder. I'm really excited to hear this really clear-headed stuff on summer.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Right.

**Senator Allred cont'd:** But I just want to make sure I'm understanding it correctly because in some of the past years, we've heard the ways in which, and I completely agree with you, lost revenue opportunities that have been driven by the faculty. We've been told that we don't have a budget to pay for staffing, which has forced us to really tank. I mean, dramatically greater than the number of classes we've offered, not with the marketing issue. I mean these are classes that are being filled even with marketing [issues]. The classes are filling, and we just cancel them despite the fact that they're filling. And, you know, that was under the previous CFO as well. So, I'm really excited to hear that this is changing, but I just want to make sure I'm understanding correctly. We are reprioritizing the fact that summer can be a huge revenue, not just for our current students, but also for students who are coming back from other areas. I'm understanding that correctly?

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes. And so, I want to clarify a couple things. So, you know, as it relates to, and this gets into a bigger conversation, which I think is another question around budget. You know, budget decisions on the academic side are led by and carried out by not only the Provost Office but the deans as well, right? They have a budget just like everyone in the support units, the clinical side of the house. Now I'm going to 'dip my toe' into sort of the centralized shared services initiatives. One of the reasons tied to the announcement I made I think back in June about some centralized shared services, and the business manager piece of that is, and Scott, you can chime in here, but, you know, we've had business managers both on the academic side and support units forever. The strength and the skill set of those business managers varies greatly. In pushing to have business managers quote unquote "centralized," it really—and now I'm going to put words in Scott's mouth; so, you tell me if I'm off here—it really gives Academic Affairs an opportunity to assess what a college needs in collaboration with the deans. Some of our colleges are pretty low maintenance, right? They're processing POS, they're making payments, or reconciling P-cards I should say. They don't need a highly skilled business manager. Now, the business manager may also be able to cover two colleges or three colleges, but what a college really needs though, back to the summer question, is an individual that may have a skill set slightly greater than a business manager that can sit down with the deans or the associate deans and really think through, 'hey, we're going to do the following or we want to do the following in summer, what do the economics look like for that?' And then ultimately the case for support. I think we've put some of our academic leaders over the years in difficult positions, not intentionally, but difficult positions where you just didn't have the support around them to help tell the story of, 'hey, I've got my fixed costs, I've got some variable costs, but I'm going to bring in the following revenue. Yeah, there's some over-heading here,' but look, Scott, at the end of the day, you know, this is going to be positive for the university, therefore, that course or that section should run.' And so, that is one of the things I'm looking forward to is with what Scott and Brenda. [I'm looking forward] to seeing what they are doing to reposition some of those business managers. But yes, to repeat myself a third time, we have to really focus on opportunities for summer. I know we tried a J-term back in the day. That didn't work. I

don't know why it didn't work. But right now, yes, summer is moving forward. The colleges working with their deans really need to be thoughtful about summer and making sure we have opportunities for our students and then supported by marketing initiatives. Scott?

**Interim Provost Molitor:** Spot-on, on the business managers. I did want to comment a little bit on the summer issue. We did meet with the Faculty Senate Budget Committee. Jerry was a part of that meeting back in the fall before the holiday, and we just shared some information with them on summer. To President Schroeder's point, our summer offerings tend to be things we offer in fall and spring. Yes, we have seen a decrease in summer tuition revenue associated with the reduction in the number of sections. We have also seen reduction in expenses, and an increase in the average enrollment sections in a number of colleges that offer electives. Overall, if you look at the revenue balance, the revenue we lost in summer was not lost overall across the entire fiscal year. It was spread back out into the following semesters. To President Schroeder's point, if we can create offerings that are unique to summer that are not necessarily things that a student is required to have to complete the degree program, but something that is a cool opportunity and something that they want to do, that would be an opportunity to generate additional revenue that would not take away from the revenue we would see in our fall and spring enrollment.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Agreed, and here's where I would also probably get myself in trouble, but I'm going to say it anyway is we have to start budgeting for summer, right? I think when, and Scott, this is an opportunity going into fiscal 26, I mean, we look at, I think, historically budgeting for twelve months, right? And summer's lumped into there and that's potentially fine, but we also know over the last probably five or six years, you know, through some challenges due to enrollment decline, there's been other shenanigans around summer where, 'oh, I'm not going to be able to do anything. I'm going to have to cut summer.' We're trying to essentially, not you [Scott] but previous provosts call their bluff on what that looks like. But I think we do need to put just as much effort as we do for fall and spring into summer as well from a budgeting standpoint. I think the revenues are what 60/40 split as it relates to the revenues that come in for summer. But it's a great opportunity now as you get into—or you've already in—budget development cycle for 26 to really look at summer differently as well. Yes, sir?

**Senator McLoughlin:** Another food for thought for summer. You had mentioned regular classes, Scott, that are offered fall and spring. Some programs are stretched extremely thin in terms of faculty, but we can't offer multiple sections of required courses throughout the fall in the spring. That really puts a strain on program directors and faculty members to offer these classes during the regularity. We can't offer multiple sections. The opportunity to offer the courses of the summer helps to remediate some of that scheduling stress. And also, if we look at student centeredness – this helps students schedule their academic life in the fall and spring a little bit easier as well. So, there's other added benefits to having ordinarily run courses offered in the summer as well.

**Interim Provost Molitor:** Thank you, I appreciate that, and I agree. From a success standpoint, that could be important. But we have to be careful that we are not shifting tuition revenue from fall, spring to summer while increasing the additional expenses that is required to deliver summer. That is the financial challenge. But I see your point, well taken.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Good. All right, so I think item number two, Faculty Senate Exec. wanted me to touch on. I teased it a little bit with the business

managers is the idea of centralized shared services. I believe it was in June of 24, *UT News* story came out with just a number of changes that were going on and in there was a paragraph or two about: opportunities to look at centralizing business managers, IT, human resources, recruitment, clinical. I'm not sure if clinical EDS was in there or not, but I'll talk about that along with marketing. You know, those are easy to all to talk about at a high level, but the execution of that as with anything, you know, can be difficult. The context around my thinking there and what I'm hoping for as relates to outcomes really comes down to making sure that within those various buckets that we are delivering exceptional service and really trying to look at—in a thoughtful way—potentially some duplication or overlap. I believe a few of these have been completed but others are still in conversation and that's okay, right? As long as the various areas are talking through it. I think there might have been an update, Scott last week or so at Academic Leader, ALT, maybe. But right now, IT, I know there are some IT support services at the college level. We obviously have a ton of IT services centrally speaking. This is not an initiative to put anybody out of a job, but it's making sure that the level of service is consistent. Right now, I'm not sure this group knows, but some of the support, and I'll use the B school as an example, I think we got Corey and Company over there. If they're out sick or they're on vacation, Central IT backs them up anyway, right? And then you got classroom support with Mike Harr and his team. It's really just looking at all of these separate buckets holistically and is there a better way or a better opportunity for those areas to come together? I know IT wise, they're still very much working through this. To me, I think they, being IT and the academic side still have a way to go there. Being thoughtful that from a support or a resource standpoint, what the faculty have grown accustomed to in the classroom, that level only increases in terms of support there. Business---

**President-Elect Avidor-Reiss:** You mentioned something which is very important if you just can maybe repeat it louder. This is not about cutting jobs. This is about making everybody work more efficiently because there is this concern between people about the energy being sucked that people avoid. So, if you could clarify that the jobs is indeed not to cut jobs.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes. So this is to be more efficient. This is to leverage technology, right? I mean from a help desk standpoint, right? You don't need people roaming around. It's also, I would say looking at some of those individuals who I've known for years, in many ways, it creates a career ladder for them, right? I mean, you look at the team in classroom support services. I don't know how many decades those guys have been doing it and they are not aligned with IT, and so then they are stuck, right? So, just trying to make sure we're delivering higher service or better quality service, making sure that there are career ladders, and making sure that we are leveraging technology. There's not a secret mandate of, 'oh, this is a great opportunity to cut jobs.' No, absolutely not. It's a great opportunity to make sure that we're working smarter, not harder. Now, at the end of the day, technology continues to evolve. Modality as the faculty have done so well, you know, pivoting during COVID, coming back. We have to leverage technology, right? And we have to be smarter with how we do things, and this is really to drive the service level is what it is and to give some redundancy in terms of support.

**President Van Hoy:** There's a comment in the Chat.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Sure.

**President Van Hoy:** [Comment from Chat box] “College of Law has great concerns about centralization discussions that could result in it losing its present IT business manager and recruitment personnel, and believe any such changes would be counterproductive to what is working now.”

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Okay, so I'll try and unpack that and just tie to recruitment since I have not mentioned that, and I'll go back to the other two. The beauty with Tony Bourne, I mean he does not, I was going to say he doesn't care, that's not true. He cares deeply. He is agnostic as it relates to a college having recruiters at the college level, right? I think there's one in Engineering, obviously there's reference that there's one in Law. What we want, though, as an organization, if there are going to be recruiters at the college level that those recruiters coordinate with Enrollment Management to make sure that there is no duplication, that everyone's on point with the marketing, the collateral, the talking points, and that, you know, as it relates to events, who's attending what so that we're maximizing that time. You know, recruiters at the college level, if colleges like Engineering, Laws etc. want to add a recruiter, I don't think Tony is going to have any concerns there other than wanting to have close collaboration with those individuals. As it relates to business managers, and I know, I think if I'm remembering correctly, and I am, Law has a very good business manager. That's something that Scott---

**Interim Provost Molitor:** By the way, their budget manager is already shared.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Okay, already shared?

**Interim Provost Molitor:** Yes, I think three or four different units.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Oh.

**Interim Provost Molitor:** This is a perfect example of the shared services model.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes. Thank you for that. And then as it relates to business manager, recruiter, and then was it IT?

**President Van Hoy:** Yes.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, and again, my position statement there in IT, is to make the service level even better. Right? Often, and I see this frequently with some of our top 60 leaders, we are a people organization, and that human element is so important. But with that human element, again, I think we have an obligation to our employees, especially as described in that comment, some high performers to make sure that they have opportunities to continue to grow. I know a lot of our people when they leave this organization and if they complete an exit survey, they are leaving for bigger and better opportunities. It can be very difficult right now in general to recruit to higher ed. A lot of folks are leaving higher ed., especially on the enrollment front. The pressure that those folks are under across the country is great. And so, anything we can be doing to give our folks additional career paths, I think is a good thing for the University of Toledo.

**President Van Hoy:** Can we just clarify? Because with recruiters, in a lot of colleges the recruiters are also kind of the college communicators. Right? I do think that they are answering questions about what their job duties are to look at centralization, correct?

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, absolutely. The other item is marketing, right? The campus communicators and Megan are still, and I know Megan is on listening in and she's probably working diligently right now on the summer marketing campaign. But with the campus recruiters or communicators, there are individuals that have a recruitment component to it. I think those in the colleges that understand the conversations and the meetings around the campus communicators, that's a complicated conversation because Jerry, to your point and other points have been made, you know, a lot of these individuals are doing two or three different jobs, all equally 40 hours a week, but two or three different jobs. And so, as it relates to a campus communicator and especially those that are also doing some recruitment, you know, I know Megan has been working not only with the academic areas, but also Tony to figure out, okay, how do we ensure that consistency, right? Its consistency of message, its consistency with recruitment efforts, and do those individuals stay at the college level? Do they go to enrollment, do they go to marketing? All of that is still to be determined. But what I've been pleased with whether it's the marketing piece of this, the IT piece of it, are the business managers because I do think the business managers especially open some opportunities to provide a greater support and expertise at the college level. I'm very pleased that we're having these conversations. We're working to an outcome open minded on what that outcome looks like, but I do believe it'll be various outcomes that will benefit us as an organization. This is not a gosh darn-it, do it. It's let's get together. Let's collaborate and figure out how we can be better as an institution. But you are absolutely correct, the campus communicators are ones that are probably some of the most complicated given the number of hats that they wear.

**President Van Hoy:** Right, and if I understand it correctly, when a group or someone in a group that's being centralized and moves their budget money then moves right into the centralized organization. So, a college doesn't necessarily have resources left to hire another person to do the half of the job that the person taking away was doing.

**Mr. Matt Schroeder:** My statement there, the budget and the following, my key objective is similar to IT, is wherever we land, right? For some areas the answer may depends, 'wherever we land.' The value to that college or that unit should only go up in terms of what they are getting in return. That is why it has been a long conversation to work through all of that. I do appreciate the communicators, Megan in her role there, IT, you know, you got the query involved, and you got the colleges involved. And I just appreciate that folks are willing to be a little bit vulnerable and have some difficult conversations because obviously business as usual will yield the same results, and for us, it's making sure that the university is out there and then when folks do come here, faculty, staff, students, they're getting the support that they need. Human Resources was on the list, and it really doesn't impact anybody I think on this campus. That is really tied to the clinical side of the house. Making sure that Human Resources with the hospital operations that there is more of a centralized approach to make sure that the clinical side is getting what they need. Out of everything that goes on in the world of HR across this organization, clinical is very, very 'needy' or demanding given some of the turnover and movement that they have. HR is really focused on the clinical side when I referenced that.

And then we talked about enrollment, a little item, environmental services, which, you know, these are some of the hardest working people on this campus that make rooms like this and other classrooms beautiful. EBS was a separate standalone unit over on the clinical side. We've merged that in centrally, which Maggie Garcia does a fantastic job there. That's been an easy win there and that went live on July 1st. Then we talked about marketing, I think those are the buckets.

**President Van Hoy:** There is a comment in the Chat. Can someone see it over there?

**Interim Provost Molitor:** [Comment from the Chat box] “I’m not finding that with IT. Had an issue that went on for 6+ emails. Finally asked whom I was speaking with, and they would not share a name, So, there was no one to follow up with and [the] issue was never resolved.” Dr. Eichner, I want to follow-up with you to give more specific details on this and figure out what happened.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** All right, one of my top pet peeves, going on record to Faculty Senate and I say this to non-academic leaders who are listening in. It drives me absolutely ‘bonkers’ when we send out emails whether it is internally to our team members, to patients, or to students where the individual sending that email hides behind a generic signature block. We have to—whatever that email is, whatever it says—we have to own that. You need to put your name, your contact information on that email because individuals have the right to follow-up and have a conversation or ask for additional context. Again, sending out generic emails, or generic responses, or even detailed responses from generic email addresses with a generic email block - has to stop. We are here to support one another and our students and if you're unwilling to have a difficult conversation or to defend why we're doing x, y, or z, that's the bigger conversation.

**Interim Provost Molitor:** If I had to guess, IT does employ a number of student workers and that is probably what is happening there. I doubt it was an IT staff member. Holly, I will follow up with you and get this worked out.

**President Van Hoy:** She wrote “thank you” in the Chat.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Excellent. Thank you, Scott.

Alright, well, we will stay on this theme of IT, and those online, those in the room, interrupt me at any time, I [can] go anywhere with these topics. But obviously, the next one, cyber has been, I think near and dear to many of us, especially as you know, on occasion, [it is] not uncommon in 2025 to get a notice at home that says, ‘hey, you're following personal identifiable information,’ or ‘PHI, personal health information has been compromised.’ You know, we're offering you credit monitoring for the next year blah, blah, blah, blah, blah. It is real. It will continue to be real. I think somebody on Faculty Senate Exec. was very thoughtful in this question of, you know, ‘hey, what is the University of Toledo doing right now to prevent quote unquote hacking?’ So, number one, I encourage you, if so desire, to have someone [come] in from IT. But here's my perspective on what is going on and there's obviously been, you know, some high-profile incidents around the country. I think one of the largest, looking back over the last almost twelve months was Change Healthcare back in February. Change Healthcare was compromised and we're talking not tens of thousands of records, but probably millions of records compromised with Change Healthcare. Still, I think the healthcare space is recovering from that. But what the University of Toledo has done and will continue to do, I think all of us now have at least a year under our belts tied to multifactor authentication, whichever so often you got to click the button, your phone rings, you got to validate. That's one way.

Number two, phishing, which is often how individuals or bad actors get in. What we're doing from a phishing standpoint, more and more messages are going into quarantine. I think all of us now have a lovely promotions folder, which within that promotions folder, it's clustering messages that potentially could be phishing or just spam. Then also on the procurement side, any vendor that we're engaging with

that has a software product, whether it lives behind our firewall or not, that due diligence continues to be quite rigorous before we go down the road with any vendor. Then also, what IT will call pen testing, but this happens every so often, where IT through a third party will try to trick you into sort of a phishing type incident, which then we turn around and we'll use as teaching moments for individuals that took the bait on that. So, we do all of that, and then obviously our email platform is Microsoft and they're pushing out updates on a daily basis. So, we are very diligent, but obviously ransomware and things going on around the world are very real. And then how we back up our data in multiple off-site locations is critically important as well. So, if you want to go a deeper on that and really 'geek it out' on hacking in what we're doing, I would suggest bringing an IT guru [here]. But, yeah, Change Healthcare, which was handling our clearinghouse on the UT Health side happened in February. Just beginning of December, we covered from that in terms of changing out the clearinghouse and getting back up to full operational out there. So, it's real and it's happening. Any follow up questions on the hacking?

Alright, I'm going to pick up the pace so we can just go to the round table here. Campus morale, which I do want to spend quite a bit of time on this one. I know campus morale starts with each and every one of us. You know, when we wake up in the morning what face are you going to be put on? Are you going to come to campus energized and engaged, which I know all of you do in the classroom? Professional staff, you got to come in and you got to own it, right? You got to love it that you're coming to work. If you don't love coming to work, then maybe it's time to either find a new job within the university or just find something else. But I think we're all here for the mission, for our students, and our patients. And so, how we go about changing morale? It is really first and foremost looking within and making sure that all of us want to be here. That's number one.

Number two, we obviously launched the Power To Do back in August. I think that has gone a long way in telling our story, but there's always more that we can be doing there. The marketing campaign helps, however what goes on on our campuses and within our walls really creates a tremendous amount of opportunity for all of us. And working on opening our campuses for increased summer camps and conferences is a priority of mine. But just, I think this past fall we had the Great Lakes Water Conference on campus. We are going to do a concert in the Glass Bowl on May 23<sup>rd</sup>-ish, the Friday of Memorial Day weekend. We have not done a concert in the Glass Bowl since the Beach Boys, not Beach Boys like back in the day, but Beach Boys like recently. So that will be a great opportunity to showcase the campus, and then also, you know, as I said, with the camps and conferences and just overall activity. When I say that, I'm not talking about athletics, right? That's a given. Athletics does their stuff every summer. I'm talking about what the faculty had to offer in their various colleges.

I know Tomer, your faculty in NSM brought up some barriers to entry as it relates to minors on campus. We're working through that. We'll continue to work through it, but it should be easy to do, whether it's an astronomy camp or a medicine camp, we should want to do that. The faculty should be in a position to have the support to do that. And then also tied to morale is—and we do not do this nearly enough and really trying to change the tone because I think the tone starts at the top—is we have to pause, and we have to celebrate our wins. And so, I mentioned to Tomer here maybe an hour ago, you know, putting up our faculty, our faculty putting up \$72.2 million in research awards, second highest. We have to celebrate that. We have to recognize that, and we have to take time to just really take a deep breath vs, okay, Tomer, you just got an award, so what are you going to do for me now, lately type of a thing? I think that recognition goes a long way. What I've seen with our our top 60 leaders, academic, clinical, and support unit leaders, it doesn't have to be a lot. Right? We're doing this rock star initiative now. People being

recognized goes a long way in and of itself and I think that helps with morale tremendously. In addition to the research awards, another one that I know from the clinical side of the house they are going to recognize, their clinical staff, both physicians, providers and support staff. They just received a leapfrog award. This is a third-party nonprofit that manages or that monitors patient safety. So, it's a letter grading scale. I 'hate' being the best. UTMC got a 'B.' They're the only 'B' in Northwest Ohio and also, I think creeping into Southern Michigan. That's fantastic, right? Patient safety is number one priority over there and recognizing the entire clinical team also goes a long way. Tomer?

**President-Elect Avidor-Reiss:** I do want to pick up on the research element. So, it's great to recognize what scientists do and successful in getting grants, but there needs to be support from the university to do research. We have discussed the issue of other small grants that do need to get some support in the fashion that tuition... should be given and faculty should not pay... Be careful, because... faculty who are just struggling to be able to give a big grant and this is something the university...

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Tuition waiver and then I think you also had talked about going from what, a hundred to 125 or something like that. And so, I know Scott, you and Dan were looking into that. Is there any update on that yet?

**Interim Provost Molitor:** Yes, looking at the in-state tuition for example, if you go an extra \$25,000 in director costs, you can cover the additional \$10,000 a year in tuition support with money to spare. At this point, we do not see evidence that suggests that this is impeding the ability of faculty to submit these proposals. I should point out that we also provide tuition waiver support for any junior faculty that are pre-tenure, regardless of the grant size, and we are also providing out-of-state tuition support for all grant funding. I understand there is a specific mechanism that increased its direct funding amount, but it appears these costs can be absorbed unless we see evidence to the contrary.

**President-Elect Avidor-Reiss:** What you are answering is no. You're saying it is not going to change; that's basically the answer. And this is the answer that is held by all the faculty that are struggling to get those grants. It's not only one mechanism. There are 21. There are other types of grants that are in this category. These are the entry level grants. They are essential to make faculty enter the full ability to do research. If you want to go from \$70,000 to \$100k like you were saying, we need to help this faculty to leverage the money of those small grants, to be able to give the payments. I know that you have said no, but I think that's a mistake, and that is an example where you could demonstrate that you really have faculty. Because faculty are struggling, they are working very hard. They are getting 'no, no, no' on the grants because they do not generate enough preliminary data to submit the... That's the struggle of faculty.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, so I heard him say 'no' as well. But I also heard him provide maybe some additional elements. Those additional levers that he provided, was that on your radar already?

**President-Elect Avidor-Reiss:** This is before. There's nothing new.

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

**President-Elect Avidor-Reiss:** We have a lot of senior faculty or mid-level faculty that are stuck in a place that they need help to reinitiate the research, otherwise you are losing them. The way to do it is to find ways to get some money in the beginning, and then if they start to get it, not thinking \$100k a year is enough, it's not enough. It's just enough to start. Taking \$10,000 or \$20,000 is significant in that level.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, sir?

**Senator Cheng:** One additional topic related to research funding. The ICR, when I first joined here, I noticed ICR kind of went away each year. I think that is probably something we could change, if possible. If we incentivize the faculty getting some funding, accumulating ICR to support the key initiative is... soon as possible.

**Interim Provost Molitor:** Connie and I have had conversations with Lee Johnson, our new CFO about this issue. Not only do I think we have an opportunity to incentivize faculty and departments, but also save money as an institution. Currently, you see people trying to spend all of their money before the end of the fiscal year, knowing it is going to get swept, vs. holding on to for a while and planning accordingly. I think we will see less cash out of the door as an institution if we can carry forward ICR balances.

**Senator Cheng:** Thank you. I will fully support this idea.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** And Scott, it also gives a faculty member an opportunity to get scientific information from instrumentation vs. user...

**Interim Provost Molitor:** Yes, exactly. How did your Hackathon go? Did you do that yet?

**Senator Cheng:** Yes, it's going to be March 15 and 16th. It's also going to have a high school event component.

**Interim Provost Molitor:** Excellent.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Good. Yes sir?

**Senator Bigioni:** I want to go back to morale? Yes. We spend more time thinking about faculty and staff, but I want to talk about the students' morale. You know, clearly student engagement is an important component of enrollment, right? We see problems in student engagement these days, right? We see fairly an unexpectedly empty campus given our enrollment strength. And I know there's been work done to try to give students more things to do. You're talking about the concert various things, right?

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

**Senator Bigioni cont'd:** So that's good, that's progress. It's important to keep our students happy. But are we actively measuring student morale? Do we have our fingers on the pulse of student morale? Are we getting feedback from them, what they want and need to be happy here at UT?

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Yes, and I'm going to look to the Provost here, but I'm going to give some context. So yes. And then context, students are obviously actively engaged in the classroom, right? And for me, I break up a student's time in my mind into thirds. So you have a third in the classroom. A third outside of the classroom looking for opportunities and things to do on campus or pedestrian to campus. And then you've got a third of managing everything else in their lives. And so, Scott is working on finalizing. I think Katie is going to meet with Angela on what does the student success plan look like. But this past fall, I'm very proud of Scott and Sammy and their teams. I think they did 245 plus or minus events on campus. It touched—these aren't unique, but you know students participate multiple events—touched over 10,000 students. And keep in mind we've got about 240-ish student orgs. So, the opportunities that we offered from an engagement standpoint this fall was greater than the previous fall, right? There's always more that we can do, and my expectations I've set

with Scott is that for the spring, we have to do just as much. My focus is our offerings. They really should be across the spectrum, meaning, you know, there are students that actually live on campus, pedestrian to campus, but we have a lot of students who come in and go out, right? And so, the students, and this was how I was in undergrad, I came in and I left, right? I didn't get involved in much. So, there should be some opportunities for those students to get engaged, right? I had asked Scott, and I'm looking for a head nod here, to following the false semester, let's survey our student body and see what did that engagement look like? Where are these opportunities to do more? Where are we with the survey?

**Interim Provost Molitor:** I was going to discuss with Sammy tomorrow and see when we will launch that. We will be coming up with that shortly. This is something we need to do on a more regular and immediate basis vs. just waiting for the end of the semester, as we have done in the past.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Now I would also say the survey data is great, but you know, we have more than just undergraduate students here, right? We've got 2500-2700 students over on the Health Science Campus. We got grad populations similar, you know, it's bigger than undergrad. I will say I meet with Student Government leaders and Grad Student Association. I probably meet with Student Government a little bit more than the Grad Student Association. I ask them straight up every time I meet, number one, what do you need? How can we support you in Student Government and the students in general? And number two, how is your experience going? What does morale look like? And feedback, and they don't speak for everyone. But from their perspective with engagement has been different this past fall. From their perspective, energy is changing on campus but there's always more that we can do. And doing it in a way where our students, each and every one of them is different, right? So how do you do events that are inclusive or unique vs. repackaging the same thing over, and over, and over? Yes?

**Senator Mungo (proxy for S. Barnes):** I have a couple questions. So what are you measuring? With the surveys, are you measuring morale and engagement or both?

**Interim Provost Molitor:** The student engagement?

**Senator Mungo (proxy for S. Barnes):** Yes.

**Interim Provost Molitor:** The student engagement survey is their satisfaction with the offerings and quality of extra-curricular and co-curricular events. We are also doing a campus community survey for faculty, staff and students that will be coming out shortly, which is part of our climate survey process. I don't know if that's what you're alluding to as well.

**Senator Mungo (proxy for S. Barnes):** So, I'm asking because the question was about morale, and we switched to engagement and those are two different things.

**Interim Provost Molitor:** I think the question to student morale is---

**Senator Mungo (proxy for S. Barnes):** They are related. I know they are related, but they are different. And so, that is why I'm asking. So, what are you using on the surveys as the indicator of each, right? Because the student can be engaged and show up, but not be happy or not like to be on campus, right? Those are two different things. And so, I think we need to be careful because I sat in on one of the virtual calls for student success and was very disappointed in the fact that definitions were not given for some of the very important terms that were used. We were never given more information, like I have yet to know

what happened to that because we were supposed to be sent things and we weren't sent those things. And so, words like 'cultural competence' were never defined. The assumption of the presenter—so whoever you're paying to do this—was that we had a campus wide definition problem, right? So, any—in my humble research opinion—policy, any recommendations that come from this expert are going to be flawed because we didn't know what was meant. None of us answered that question, and I'm sure with the same understanding of what we meant by it, right? What I know to be cultural competence may be different from you, right? And I brought that up in that meeting and it was talked about, but there was never any follow up with that. And so, my concern is that if we continue to do surveys, and we're at a research institution, that we are measuring what we are attempting to measure, right? That is really important, especially if it's going to inform policy.

**Interim Provost Molitor:** Surveying itself is an academic discipline.

**Senator Mungo (proxy for S. Barnes):** It is, absolutely. And so, I think we need to be sure that we are intentional in that. Then my second question- and thank you for that. My second question is particularly for you, President Schroeder. I agree, we do need events that are unique to the different student populations as well as be inclusive. How are we able to do that when we cannot target a specific population of students?

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Are you referencing what the AG has said? Give me a little bit more context.

**Senator Mungo (proxy for S. Barnes):** So we cannot get a list of, let's say, African American students' email. That's a no, we can't do that. Right? For example, if a program in OMSS for instance was to be run for a specific group of students, they have to just advertise it for everyone, right? It cannot be a unique event for a particular, let's say it's Black History month. They cannot send an invitation to just Black students or students that identify as Black.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Well, we talked about this at cabinet. Scott, if I'm remembering correctly, wasn't Charles going to go back and look at it because we intake that information? We have it in Banner. I think in my humble opinion with the whole AG's position statement on things, we have overachieved in certain areas which I don't think we needed to overachieve. But that was in Charles's court to figure out what we could, or we could not do---

**Interim Provost Molitor:** Correct, there were two issues. The one I think in Charles' court is when we are looking at aggregate data, breaking down student populations in terms of success rates, retention, graduation rates and DFW rates. IR has hidden all identifiers of race and ethnicity from those data sources. The other issue is our ability to offer particular events or support based on race or ethnicity. It is my understanding that Legal Affairs had concerns about federal laws that we may be potentially violating by engaging in this practice. I do not know if we specifically addressed this [at cabinet].

**President Van Hoy:** It is not only race and ethnicity anymore, but also gender as well.

**Interim Provost Molitor:** Correct this does include gender. For example, we had to pull back on scholarships that were not only based on race and ethnicity, but also gender. This is part of that response to the Supreme Court ruling---

**Senator Coulter-Harris:** Hi. This is Deborah Coulter-Harris. I have both a question and a statement please if I may?

**Interim Provost Molitor:** I am sorry, can I please finish answering this question, Deborah? Yes, because the State AG then came out with a ruling related to the Supreme Court ruling that scholarships and other benefits that you provide to students based on race or ethnicity is a concern. This is still a work in progress.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** For the record, I will follow-up. My interpretation of the question is where is the commonsense line drawn? Right? Again, as I said in cabinet last week, we love Legal, we appreciate the guidance that they provide, but we also have to layer in some commonsense, right?

**President Van Hoy:** Okay, Senator Coulter-Harris.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Go ahead, Deborah, you have the ball.

**Senator Coulter-Harris:** Thank you. I have both a statement and a question. I'm going to reference back to what you were talking about on the student survey that's going to go out by the Office of Student Affairs. Last year or the year before, the Faculty Senate Committee on Student Affairs sent out a very detailed survey. Dr. Karen Green and I, and members of my committee worked on this survey and sent it out and over one thousand students replied. And this survey just seems to be brushed under the rug. This kind of goes to morale. You know, I'm just wondering if the work that the Faculty Senate Committee on Student Affairs is just 'running on a treadmill' that is going nowhere? So, you know, I mean---

**Interim Provost Molitor:** Dr. Coulter-Harris, can I respond, this is Scott?

**Senator Coulter-Harris:** Well, I'm not finished actually. Because this has really affected my morale and the morale of people on my committee. So, I understand the Office of Student Affairs is going to put out I guess a larger and more comprehensive [survey]. But speaking of the targeted specific groups, we specifically targeted both on campus groups and we targeted commuter students. We received a ton of information, which I sent to you, I sent to the Interim President, and other parties. It just seems to be completely ignored. So, go ahead.

**Interim Provost Molitor:** So---

**Senator Coulter-Harris:** I'm kind of upset about this.

**Interim Provost Molitor:** I appreciate that, and I am sorry you are upset. I hope my answer will help. What the committee sent us was a very valuable survey of what students want. You were talking about different types of events, different times these events would be offered.

**Senator Coulter-Harris:** Yes.

**Interim Provost Molitor cont'd:** We did share those results with Student Affairs, and they responded to that in part by designing the types of events that were designed in the fall. Now we want to go back to the student to see how we did. How effective were the changes that Student Affairs made? The information that you provided was very helpful for them to think about how to frame and setup the events that they scheduled for the fall semester. Now we want to go back and see how this worked. I do not believe that

you wasted time at all. I think the work of your committee was very helpful and now we want to see how helpful it was.

**Senator Coulter-Harris:** Okay, thanks.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** To Scott, Jerry made this comment. The effort that Faculty Senate put in was not waisted. I think the big takeaway here is whether Student Affairs or whatever is circling back and closing the loop.

**Interim Provost Molitor:** Yes.

**President Van Hoy:** And while we have a moment, let's catchup on the Chat box comments---

**President-Elect Avidor-Reiss:** Well, let me---

**President Van Hoy:** Let's do this first and then you can come back to it because they've all been up there for a while.

**President-Elect Avidor-Reiss:** Okay.

**President Van Hoy:** So, first of all, you should know that Dan McInnis thanked everyone for putting on the tenure and promotion event in the fall. He said it was beautifully executed. Steve Sucheck is asking, "Have online offerings affected student engagement on campus?" Then, there's a third one that was agreeing with Deborah about not closing the circle.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** I guess from an online operating standpoint, I'm going to look to the Provost. It is a very good question. And where my mind goes with online offerings, and I think we've seen an increase in online in general that is cannibalizing the other things that Barbara Kopp-Miller is doing for the online push. Do you have any thoughts on what you guys are seeing through Student Affairs, Registrar, etc.?

**Interim Provost Molitor:** Yes, Terry Romer and I worked on this as well. We do believe that in some cases that our online offerings are taking away from face-to-face offerings. In other words, students who are opting for these online offerings would have been here on campus had we not had some of those online offerings. Now clearly, we do have some specific online offerings that are unique and do not conflict or cannibalize what we have on campus. This is something we are trying to get a better handle on. It is not easy to figure out if a student would not have come here at all or would have opted to participate in an online version. We also have an issue where several face-to-face programs are casually sliding into the online space without being labeled as online programs. I would argue that those are hybrid programs. We have situations where students are complaining that they signed up to live at a residence hall and all of their classes this semester are online. We do need to get a handle on this issue. I agree that online offerings do potentially, adversely affect our students engaged on campus. How to measure that, how to get a handle on it, is something we are working on.

**President Van Hoy:** In addition to that, there is probably the issue of student work schedules when it comes to on-campus engagement.

**Interim Provost Molitor:** Absolutely.

**Senator Bigioni:** Has that changed over the years?

**President Van Hoy:** Well, I don't know. It seems---

**Senator Bigioni:** It seems different, right?

**President Van Hoy:** It seems like more of my students are full-time employees instead of part-time employees. But I don't know if that is just my students or if that is a trend.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** I mean you just look at inflation and the ability to spend, right? You know, a 20-hour a week job is now a 30-hour a week job or what-have-you just to make ends meet and pay for school, right? That's where going full circle to need-based aid [comes into play]. And again, understanding. TR (Terry Romer) and I looked at this over and over again; our students are different than students who go to Ohio State etc., and we need to lean into that and recognize that, right? There's nothing wrong with being a regional public research university, I think we meet the needs of not only Northwest Ohio but beyond. But we also have to understand what a typical Toledo student look like and embrace that, right? Because these are students that when they become our alumni, and I think we're up to 174-ish thousand living alumni, they would often say, Toledo gave me that chance. Toledo believed in me. And as we see in social mobility and in other data points, they do launch as Rockets. But we need to really understand who our student is and make sure we package appropriately to meet that.

**President Van Hoy:** For sure.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Just really quick. Tomer wants to ask a question. Go ahead.

**President-Elect Avidor-Reiss:** I want to follow-up on what Deborah said because what she said is real and is likely what many faculty thinks – she is just the one that has the bravery to say it. The thing is that faculty do a lot of work and then the work at the end is either swept or get a superficial response and maybe sometimes get a response, but never reflect back. So there's no communication to let the faculty know who have worked very hard, 'hey, you know what? We took a few things and actually made something out of it.' Let's go back to this very strong feeling that I think you guys need to somehow help to repair that faculty feel they are wasting their time.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** And I would gather here that you probably felt that two years ago with you and that working group and the efforts that you put in understanding enrollment. And if my institutional memory is correct, I was not in the position that I'm in now, I think you got, 'thank you so much, Tomer for your hard work. Here are 75 bullet points on all the stuff we're already doing that you recommended, right?'

**President-Elect Avidor-Reiss:** Just to let you know, to be frank here. We thought many of the answers were superficial.

**President Van Hoy:** But at least you got an answer. Right?

**President-Elect Avidor-Reiss:** Yes, but---

**President Van Hoy cont'd:** Because there's also the whole problem with just closing that loop and people not getting an answer at all.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Right. And that is important, right? And, it may not be an answer you like, like the research conversation a few minutes ago, but we have to close the loop, right? And again, as I say, you know, if I can answer it now, I'll answer it. If I can't, I'll tell you why. But if I can't answer it, I have to go back and then I'll follow up, right? That's the right thing to do.

**President Van Hoy:** Right. Well, that's part of communication but it's also part of taking responsibility.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** Real quick, just to close out the morale conversation and just a few more examples of things that I'm trying to thoughtfully do, encourage folks to do. It is number one, and I get this can be difficult in a resource constrained environment, but ultimately it comes down to prioritizing. A lot of our folks have ideas. You know, two examples that came to mind earlier today just thinking about these questions would be what the Board of Trustees approved, I think in December with the new School of Interdisciplinary Science, right? That was an idea coming out of not only two colleges, but I'm going to guess that a number of faculty members had their hands on that for probably a number of years. Then also the Mobile Medical Clinic, just to link into the clinical side of the house. I mean, these are ideas that percolate. What better way to take those ideas than to become reality? That's really foreshadowing for the fact that I think program prioritization has been, you know, a 'dirty' phrase for the last couple years. Obviously, the Academic Affairs, about 58 programs or so last year. I know that they had a deadline back in December, [and now they're] looking at another 25 or so. You know that can be tough. I think that process just needs to become standardized, right? These are just things that we should be doing on a regular basis, but also, I think what faculty and staff would appreciate is not only a standardized process but with some predictability around it. If a —now I'm making it up— course is low enrolled for a couple semesters, maybe it gets on double secret probation and then it is suspended etc. I know we're trying to catch up for lost time, but where morale I believe can improve is similar to interdisciplinary. And the Mobile Medical is Scott, you're in the position right now where we're asking from an academic program standpoint, where are there opportunities for growth?

**Interim Provost Molitor:** Yes.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** And as you budget for not only this coming year, but really forecasting out the next five years, where are we going to start putting some of our financial resources to areas that grow? I think higher ed. in general especially in the state of Ohio, you know, a lot of the folks in Columbus want higher ed. to operate like the business, okay? They say that not realizing the fact that they've put constraints on higher ed. over the years with the tuition guarantee, which is great for our students. But with the tuition guarantee there comes some constraints. They continue to, you know, massage the SSI model and so, you know, 'act like a business, but oh, by the way, you're not going to be able to grow your revenues at a rate that a for-profit business can do.' And so with program prioritization, we have to start investing. We cannot continue to cut, cut cut. And with that investment, I know will come some very thoughtful analysis. I think at the end of the month you're going to start diving into it, but if done correctly, that should hopefully give some folks some things to look forward to vs. another round.

**Interim Provost Molitor:** I think the review that you mentioned, the standardization and the regular process for looking at low enrolled programs and courses, needs to also apply to investment. We need to have a standardized process by which we can identify and review opportunities. I thought we saw a nice

demonstration this morning of some potential tools that we could use to help us with this process. There would certainly be more information coming on this as well.

**Mr. Matt Schroeder, Interim President of The University of Toledo:** And then final item, and I say this, so, you know, I'm approaching the ten-month mark now if I'm counting correctly in my head of having the fortunate opportunity to be in this role. What has been super impactful to me is, you know, as interim president, getting out and seeing things on campus, both on this campus and the Health Science Campus. If you ever are down and out and you want to just improve your outlook, go to an event and really enjoy it. The one that comes top of mind to me that was just exceptional, back in December on a Sunday, The Department of Music did a holiday showcase over in Doermann. Doermann was absolutely packed. Students performed exceptionally. You know, if you're ever down and out, go to an event, especially, you know, a student-centered event, a lecture series, etc. Really, I think it is not only an opportunity to see the exceptional talents of our students, our faculty, but really to me, level set you and why you're here. So, more events you can get to. I know your time is tight with the classroom, research and service, but just open your mind to more opportunity.

Then finally, Jerry, I know you're giving me a hard stop at 6 o'clock, and I think I have two minutes left. Just a couple rapid fire updates. Somebody had asked about the ProMedica affiliation agreement, somebody asked about UToledo Health. I always try to be sort of balanced, academic vs. clinical. The ProMedica affiliation agreement was a big, big deal for the College of Medicine. An amendment was signed back in May. I know some College of Medicine faculty I think through Faculty Senate Exec. expressed concerns about what does this look like for the next eight-and-a-half years? It's a ten-year deal and we are halfway through year two. This brings predictability to the College of Medicine as it relates to revenue flowing from ProMedica to the College of Medicine.

Back in the day, the College of Medicine did get a payment from UTMC. This was pre-affiliation, about \$12 million. That went away when the affiliation really started to ramp up. In structuring this and also making sure the College of Medicine was positioned, one of the things that we did to make sure-- and it will be, the College of Medicine it's a straight \$30 million for ten years. There are no inflationary factors in there, right? The College of Medicine is going to have to continue to manage their expenses, but also make sure that the College of Medicine is being appropriately compensated for the residents at UTMC. Which I think previously prior to the amended and restated, they had 85 residents that were being reimbursed from UTMC, when they had a hundred and nine. So, starting this year and going forward, full reimbursement for residents. Also looking at not to get too technical spot aggregations. Even though Medicine has expense management top of mind for the next eight-and-a-half years, really trying to make sure that anything tied to graduate medical education and undergraduate medical education, working with Imran and his team to make sure that they are being reimbursed appropriately there.

And then finally, UT Health, just general overviews. The UT Health went live in July of 23. UT Health is really the governance structure for the clinical enterprise. It replaces the clinical, was it clinical affairs committee? Back in the day they did privileging credentialing at the Board level. UT health, it's not a separate 501C3, it's really an umbrella entity to make sure that the physician practice plan and UTMC are coordinating. We are an academic Medical Center. We are a teaching hospital; everything that we do here, whether it's on the patient side or the student side, it comes back to teaching. Those two entities, the practice plan at UTMC have a great opportunity to work better together and the UT health governance structure, make sure that. And then also opens-up a level of transparency that the Board of Trustees has

not had, probably going back to the merger with the Medical College of Ohio. So, all of those, whether it's the affiliation or the UT health are really designed to make sure in an academic medical center setting that the teaching piece through the college, the clinical faculty through the college, and the practice plan, and then the facilities through UPMC or ProMedica are there to support our learners. Not only in the College of Medicine, but Pharmacy, Nursing etc.

So, Jerry, I appreciate you. I appreciate Faculty Senate for having me. As the semester plays out, I'm happy to come back at any time, but [I] really appreciate all that you do for the University of Toledo in the classroom and on the research side and service as well. So, thank you very much, and welcome back.

**President Van Hoy:** Thanks Scott.

**Interim Provost Molitor:** I am glad I let him go first.

**President Van Hoy:** Exactly. So on January 28, in two weeks, it's all provost office, all the time.

**Interim Provost Molitor:** I did also circulate the ALT meeting recording and notes. Most of my report today was based on that, so I encourage you to take a look at that in your emails, and I will be happy to submit my report as an attachment to the Minutes if the Senate prefers.

**President Van Hoy:** I think that's great.

**Interim Provost Molitor:** Feel free to circulate it with your report.

**President Van Hoy:** I'd be happy to do that and then, you know, you will still have time in two weeks to talk about prioritization, take questions and then also we'll do centralize advising and inclusion and community updates, right?

**Interim Provost Molitor:** Yes.

**President Van Hoy:** So, so it should be another good Senate meeting. Are there any items from the floor or from online? Do you see any?

**Senator Taylor:** I make a motion to adjourn.

**President Van Hoy:** Okay, I heard that. Good night, everyone. Have a good first week back. Meeting adjourned.

IV. Meeting adjourned at 6:03 pm.

Respectfully submitted,  
Deborah Coulter-Harris  
Faculty Senate Executive Secretary

Tape summary: Quinetta Hubbard  
Faculty Senate Administrative Secretary

**Faculty Senate Report  
Board of Trustees Meeting  
December 11, 2024**

Faculty Senate has had six meetings since my last report on September 25. At our meetings this semester, we had several important discussions for the future of the university. These include the academic program prioritization process, the draft student success plan, the class scheduling policy and student common hour proposal, and the strategic enrollment plan. Here are some highlights from those discussions:

1. Interim Provost Molitor presented the Faculty Senate Executive Committee and Faculty Senate with his initial plan for academic program prioritization for this academic year (AY). He was very receptive to our critiques and recommendations to improve the process. This is important because faculty find the potential loss of their academic programs to be stressful and a distraction from our job of producing new knowledge, teaching students, and serving the university, Toledo, and our professional communities. It is important that the program prioritization process not degenerate into pitting faculty (and deans) against one another in a battle for resources.
2. The discussion of the draft student success plan was productive. We are pleased to work with the provost office to help improve student retention, graduation, and satisfaction with their college experience. Concerns about the draft plan revolved around implementing meta majors to track students into specific majors, whether centralized student advising will contribute to student success, and the lack of specific measurable outcomes. The provost office has pledged to keep working with faculty to make the plan more understandable, avoid the possibility of tracking students to unwanted majors, and to implement the plan
3. The new class scheduling policy is controversial for both students and faculty. The goal of the policy is to schedule classes more effectively to reduce the university's building footprint as called for in the master plan. To achieve the goal, the policy (and procedure) requires more morning, evening, and Friday classes, and limits one-credit hours classes and one-day a week classes to specific scheduling conditions. Student government opposes the policy because it may make it difficult for students to keep their jobs to pay for college, it may make

class sizes larger, and there may be less time available to participate in student organizations and other campus events. Faculty oppose the policy because it seems unfriendly to our students who must work to afford college, past attempts to increase the number of Friday classes have failed, it was not developed in consultation with students, and it sets class size minimums that faculty find unreasonable. Interim Provost Molitor has promised to revise the procedures if outcomes prove to be harmful to student needs.

4. During the discussion around the class scheduling policy, a Student Government representative proposed implementing a university-wide common hour. The common hour designates a period each week (e.g., Tuesdays and Thursdays from 12:00pm-1:30pm) when no classes would be scheduled. This time would be used for campus activities, such as student organization meetings, guest speakers, committee meetings, etc. The students argue that this would make it more likely that commuter students could be involved in campus community and events. While acknowledging that the common hour proposal may conflict with the new class scheduling policy, senators voted to send the proposal to our Academic Regulations and Student Affairs committees for further review.

5. Tony Bourne, our new Vice President of Enrollment Management, introduced himself to Faculty Senate, presented the Strategic Enrollment Plan, and discussed his ideas for achieving the enrollment plan's goals. This was a positive conversation and faculty look forward to working with VP Bourne to improve enrollment at UToledo.

Finally, in the day since the presidential search committee was announced, the Faculty Senate Executive Committee has been contacted by many members of the UToledo community with concerns about the make-up of the search committee. Faculty, staff, and students believe the committee does not represent the university's diversity of faculty, staff, and students, or our academic programs. This search committee has less representation from the campus community than has been past practice (for example, the committee that resulted in the hiring of Sharon Gaber). We believe it is important to communicate to campus stakeholders the rationale for the search committee's composition and how the search process will include the input of those who are not represented on the search committee.

We are a large, diverse campus, and feeling included will help to insure the next permanent university president is welcomed to campus.

Submitted on behalf of Faculty Senate

Jerry Van Hoy  
Faculty Senate President

