

**THE UNIVERSITY OF TOLEDO** Approved @FS mtg. 1/13/09  
**FACULTY SENATE**  
**Minutes of the Senate Meeting of November 18, 2008**  
<http://www.facsenate.utoledo.edu>

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**HIGHLIGHTS**

**President, Board of Trustees**  
**HSC Provost & Dean of College of Medicine**  
**Dean, College of Nursing**  
**Chair, Academic Programs Committee**  
**Professor of Astronomy, Director of CTL**

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Note: The remarks of the Senators and others are summarized and not verbatim. The taped recording of this meeting is available in the Faculty Senate office or in the University Archives.

**President Jamie Barlowe** called the meeting to order, **Nick Piazza, Executive Secretary**, called the roll.

**I. Roll Call –2008-2009 Senators:**

**Present:** Ankele, Baines, Baker, Barden, Barlowe, Barnes, Barrett, Brickman, Caruso, Crist, Crosetto, Davis, Denyer, Dowd, Duggan, Elmer, Fink, Floyd, Funk, Graham, Gunning, Hoblet, Horan, Hornbeck, Hottell, Humphrys, Jenkins, Kistner, Klein, Lee, Lehmann, Lipman, Lundquist, McSweeny, Metting, Niamat, Nims, Olson, Peseckis, Piazza, Powers, Pryor, Randolph, Regimbal, Sheldon, Szirony, Stierman, Teclehaimanot, Thompson-Casado, Tietjen, Wolf,

**Excused absences:** Fournier, French, LeBlanc, Pasupuleti (for Dupuy), Ragu-Nathan, Sharkey, Tietz, Tucker-Gail, Wedding,

**Unexcused absences:** Bailey, Chaudhuri, Coventry, Dismukes, Giovannucci,  
A quorum was present.

**II. Approval of Minutes:** Minutes of 10/28/08 meeting approved as distributed.

**III. Executive Committee Report:**

**Executive Secretary Nick Piazza** asked the Senators to introduce themselves before speaking to get the speakers' names recorded accurately in the minutes.

**President Jamie Barlowe:**

Executive Report to the Faculty Senate, November 18, 2008

Today is the sixth meeting of the merged Faculty Senate. We are almost halfway through this academic year. I want to thank you for your willingness to attend Faculty Senate meetings and to actively participate. Although our two campuses have come together as a Senate, many of us still do not know each other. Therefore, rather than having a December 2<sup>nd</sup> meeting—one we had planned to vote on today—the Executive Committee is hosting an almost-end-of-the-semester Senate party on December 2 from 4:00-6:00 p.m.—at our usual Senate time. We are currently searching for a venue large enough for the Senate and will email you that information when we have a location. If necessary, we will conduct a few minutes of business at the beginning of the party.

As usual, your Executive Committee has been working hard to foster better communications with University administrative leadership and the Board of Trustees and to stay abreast of all university issues that impact our academic mission. Members of the Executive Committee attended yesterday's Board of Trustees meeting. In addition to hearing presentations by Dr. Gold, Dr. Haggett, Dr. Scarborough and a consultant, Eva Klein, the Board approved personnel actions, the four Distinguished University Professor recommendations, the University Medical Center Community Plan, and capital projects for the following: (1) 24 new ICU beds at the hospital, which will replace and add to 14 outdated beds, at a cost of \$7 million; (2) an additional \$7 million from bond proceeds to complete the process for a digital campus; and (3) \$2 million for the Main Campus wireless project. The Board also approved a resolution for refinancing and restructuring of the University's outstanding bonds, a resolution for a 15-year energy efficiency plan, a resolution for competitive procurement authority for supplies, equipment, and services, a resolution for authorization for the adoption of the University's 403(b) tax sheltered annuity program basic plan to comply with changes in IRS requirements, a resolution for authorization to issue general receipts and obligations to pay costs of university facilities, a resolution for candidates for degrees for the 2008-2009 academic year, and a resolution for approval to grant funds to the Science and Technology Corridor Corporation, now called Science, Technology and Innovation (STI) Enterprises, in the amount of \$10 million for potential investments in economic development activities. All of the approved projects and resolutions can be found on the Board of Trustees website, and I encourage you to read them and ask questions or ask for clarifications.

Following the Board meeting, four Executive Committee members—Barb Floyd, Mike Dowd, Harvey Wolff, and I—met with two consultants from Eva Klein & Associates, a firm hired by the University to help define its regional economic development engagement strategy. Eva Klein and Bill Morlock will meet with other university constituencies during this visit, and when they return to the University, they will be seeking further faculty input into this strategy.

Several of us have also met with Scott Scarborough since our last Senate meeting. As he mentioned at that meeting, the university must be prepared for further state budget cuts, although we do not yet know if such cuts will occur or when they will occur. Dr. Scarborough will return to the Senate early in the spring semester if the University is faced with cuts or, if you wish, to discuss other budgetary issues. In addition, as was requested at the last Senate meeting, a Budget Book will be printed. I will keep you updated on this.

In closing, I feel that I must recognize the recent election of the first African-American President of the United States. Whether you voted for or against Barack Obama—or didn't vote at all—is no longer an issue. As academics, we must all acknowledge and celebrate the historical magnitude of his victory and coming presidency. As a Faculty Senate, grounded in the principles and processes of representative, participatory democracy, we can take a cue from his grassroots organizing, grassroots campaign, and his promises to govern differently, including a rejection of unbridled power, the politics of exclusion, and ongoing failures of accountability. The face of American governance has changed, and diversity is now more than a convenient buzzword. As a Senate and as a University, we can follow the country's lead and accelerate our efforts to recruit and retain students, faculty, staff, and administrators who represent the diverse populations of this region, state, and nation. As a Senate, we must also encourage and promote leadership that brings a diversity of cultural experiences, backgrounds, and histories to the Senate and to the University. The Faculty Senate, the University of Toledo, and the United States will all be enriched in ways that we cannot yet imagine.

This concludes the Executive Committee Report.

Our first speaker is Rick Stansley, Chair of the Board of Trustees.

**Chair Stansley:** Thank you for having me here it's always a pleasure to speak to the Faculty Senate. I did not come with prepared remarks today, I am here to answer your questions and concerns regarding a

number of the Board actions or activities in the last couple of months. Primarily Jamie called me about the extension of Dr. Jacobs' contract, and she asked me if I would talk to the Senate about this or any other Board activities. So I would like to open the floor now.

**Senator Dowd:** When the merger occurred, Board Chairman Dan Brennan promised there would be a two-year, belly-up review of President Jacobs. He made this promise because of the concern that President Jacobs was seated without a national search. My question has nothing to do with President Jacobs' performance and we all recognize that the Board has the ultimate authority over renewing his contract. But Chair Brennan made a promise to the faculty that the current Board did not honor. Your actions took us by surprise and, in particular, it was quite surprising that the Board would do this without any consultation from anyone in the university community. So, if you would, please remark as to why the Board did not honor Dan Brennan's promise to the Faculty Senate and please explain why the Board did not consult with anyone from the university community before making its decision.

**Chair Stansley:** I understand there is a clear difference between the issues of the extension of the contract without consultation and anyone's opinion as to whether or not Dr. Jacobs is doing a good job. I don't believe, nor anyone else at the Board level, that anyone is questioning what his performance has been. I also would like to point out that the activities of the Board or the process we go through are not secret. I hope that you are not uncomfortable with that, I am certainly not uncomfortable standing here before you and explaining this. First of all I am not familiar, maybe I should have been, with whatever commitments Dan Brennan made. I was asked that question by a number of people after the fact and I must apologize for not knowing that, or not asking him before we went ahead and did this. The Board has a strong opinion as to the president's activity and his employment and engagement here at the University and we believe that is the sole purview of the Board. We certainly appreciate the consideration you give us for that. The Board is constantly evaluating the performance of the president. One of the lessons learned over the history of The University of Toledo is to call in to question, and to question often and regularly the performance and activities relating to the administration in the president's office. The purpose for that is to make sure that we don't come to a point where there is a significant problem that we are not aware of, or not involved in. So we evaluate the president regularly and we do that using a number of different methods primarily in executive sessions of the Board, and it's typically the topic of conversation how is the President doing with respect to the strategic plan, the perspectives and objectives.

It was suggested that we rushed through this and didn't go through deliberation, so I would like to tell you that's not the case. The discussions began at the end of June with respect to Dr. Jacobs' two year period. We started talking about his performance with the goal that we would in September have him report to the Board on his objectives as we understood them. Frankly, his performance was based on the integration of the two institutions. That is part of what we agreed to and the objectives he laid out for us in July 2006. We believe the integration was successful and the significant savings with respect to the operations have occurred. There was consideration about the transition from two institutions with parochial boundaries to be more community oriented and the goodwill that was created not only in our community but also in the State. We talked about his past performance and objectives were laid out, they were simple and broad objectives. When we met in September for a half a day at a retreat, we agreed that we would pursue the course for "x" number of months into the spring of next year, a process whereby we would develop and provide clear and viable objectives. We are in the middle of that process. If we haven't already provided some of the information to the Faculty Senate Executive Committee, I'm sure in the near future you will have it. We started to talk about the initiatives and activities related to accomplishing some of the significant objectives and we determined that this was not an annual event, but more likely for a number of years. The reason we came up with the year 2013 as it relates to the contract extension, after detailed discussions at the Board level we decided this was going to be a time period required to accomplish significant number of accomplishments toward the objectives we talked about. We have not decided what they were going to be but we understand the transformational judgment to not having meeting long term goals. Most of what we are looking at with respect to those objectives concerns transformation of the institution. So we met on at least seven

occasions and talked about Dr. Jacobs' performance. Some of the meetings lasted a number of hours and we talked in great detail about it, it is unfortunate that this occurs in executive sessions for us. And it is appropriate from our perspective to do that in executive sessions. There was a lot of information as it relates to addressing the issue of contract extension. At the end of the day, the issues that were raised were addressed and the Board voted unanimously to approve the contract extension. The performance I think is up to the executive session.

**Senator Floyd:** In addition to this two year evaluation, one of the things that was promised to us at many meetings was that this evaluation would be a 360 evaluation, which means it would include input from students, from faculty, and from community members, all the constituents that the president serves in one way or another. What concerns me is that last year when we had a problem with a dean in the College of Arts & Sciences, I had at least four Board members come up to me saying, "I didn't know there were any problems." It seems to me if you want to improve the President's performance you would want input from all the constituents so that you aren't surprised by issues that you don't know anything about. I think it's good that the Board talks to itself about the strengths of the president, but without the input from all of the people who are impacted by his leadership, I don't think you have an effective evaluation process.

**Chair Stansley:** You raise a good issue. Merger integration is a substantial activity in itself. We recognized early in the process that we had clearly defined objectives, that is one of the first meetings we had two and half years ago with regard to the activities of the President. There were a lot things that were suggested with regard to the integration and the merger, it was hard to put it down on paper and one of the reasons was that there was never a detailed plan prior to and things happened quickly and the circumstances were right. Frankly, the strategy was to bring the two institutions together, it was the right thing for the right reasons. We would work through the problems we were presented with, and as a result of that we did not have clear objectives for this president. It was very broad, it was to integrate the two institutions together, that's how we started. We are recognizing today that through this process of us evaluating the president's performance that clear objectives are now right to have. They should be a part of measuring the performance from this point forward and it will be a different process than what we had in the past. It does not help where we are at today, but it explains from our perspective.

**Senator Barrett:** To follow up what Barb said, what concerns me with the process I observed is essentially all the Board's decision-making comes from a single set of data, which is information given by the administration. And while I don't fault a single thing I have heard from the administration, it is the potential of using just one viewpoint that can lead to surprises or not fully informed decision making. I want to applaud the work of the Board for including the President of Faculty Senate, Jamie, on one of its committees, but I wanted to ask you in an open-ended way what can we, as Faculty Senate and as Executive Committee, do to be an information resource to help the Board to have more fully informed broad-based data points for its decisions.

**Chair Stansley:** First of all I would ask if specifically you have an issue with us, and I point to Walt as I say this, Walt had an issue and we got the information that was required. This is not about anyone having problems questioning the decisions we made, or the process. It's been our commitment, at least my commitment, so if in fact you feel that's the case I think it's appropriate to ask the question and the Board may be the appropriate venue for that before we walk into a meeting to ask. I don't see a problem with that if you have a question or an explanation.

**Senator Barrett:** I think you are interpreting my question the opposite of where I'm going with it. I'm not so much interested in us getting information from the Board, but the Board getting information from us. It seems to me that the Board should consider implementing some sort of mechanism for periodically obtaining information from the faculty as the longest ongoing constituency here. Students graduate; they come and go. The administration comes and goes; but we have a long term stake in this place and I think the Board will ultimately make better decisions if it consults with us. I just don't see a mechanism in place that does that very well.

**Chair Stansley:** There are a number of things that you said. First of all, the more input that you have the better decisions are made. I have been to the Faculty Senate meetings at least three or four times in the last six months. We had meetings in regards to shared governance; we have ongoing discussions;

we have a trustee Tom Brady who is involved in the round table discussions of the Arts & Sciences Learning Alliance Review; we are involved in every level of the institution and we do stay in touch with the faculty in a lot of different ways, so we do receive input. It may not be the input that you are talking about and we are open to suggestions and having a dialogue. One of the things that we agreed to when the Faculty Senates merged is give the President of the Faculty Senate a seat in the Academic Affairs Committee, and the idea was to experiment with that process understanding that if we could receive input without sacrificing the purview of the Board, that was the big concern. But we are not fully engaged yet. We are in the processes working through that. My view is that would be a model for how we handle future committees. What I can tell you is that in the University world that I'm accustomed to the changes that take place do not take place overnight. So we can hide and reflect and say, that in ten years we certainly have made progress. It doesn't happen in a month or two. What you are asking for, I agree with and recognize the responsibilities of the trustees at least historically within the academic world. And the principles of being able to express ourselves are the sanctity of academic freedom. Secondly, it's something we are questioning, considering now is the political pressure with the elections, recognizing that the decisions that are made have to be for the benefit of the institution here, considering it as a statement because independence may not be the right thing now what is happening with the economy. Jamie had an opportunity and talked in her presentation about the significance of the role of the University. It's not really stewards of knowledge, it's stewards of the community, and I think that's an important transition, that will require us to consider the principal of institutional independence. We will have to learn to work closer and be more engaged with the community and other institutions as well. Third principal that we value is collaboration with those that are impacted by the decisions, and be able to converse to receive input from our stakeholders and different groups that are involved that have the University's interest at heart. So, we are operating under those guidelines under those principals and we are doing it in the way that we can introduce these things to the modern institution.

**Senator Olson:** I have two very different questions: First, there is a rumor on this campus that the merger activities are not over yet, not with the HSC, but with other institutions. Is the Board engaged at this time at the initial merger discussions?

**Chair Stansley:** No. Here is what I can tell you, the Board is engaged in discussing any way possible with closer collaborations, and what we recognized for the last few years there is list of collaborations. Frankly, if you were to ask the Board what those activities are up until recently, no one would be able to tell you. When the Boards of Owens and UT met about six months ago for the first time in history, one of the things we asked for was a list of collaborations. The list was eight pages long of the activities that take place between the faculty and departments and colleges. So what we thought would be appropriate, not only for the Board to recognize that, but for the Board to develop principles as it relates to collaborations not just for single institutions but other institutions. Not just with institutions of higher education, but the hospital enterprises and other community assets. So that's what we are doing and that has given way to all kinds of rumors. The rumors of a merger are beyond any of our discussions.

**Senator Olson:** My second question, I would like you to discuss the University's position with respect to putting themselves in more debt in this economy.

**Chair Stansley:** The Board is very concerned about the economic times and understands it's impact and we are right now assessing what those impacts could be, and the administration is developing contingency plans for reductions. We are heavily involved and engaged in those discussions. I try to understand what the net asset increases will be because that is really reflective to a degree of our cash flow and if we chose to use operational money for capital investments, those are decisions that we consciously make and have in the past. With regard to short term liabilities primarily payable to some other stuff that we have, the real relationship is what is the net increase in debt and in debt assets, and although the debt is increased by approx. \$150-160 million, the net assets have increased by \$250 million. With respect to where we are at, it seems to me today, and it's going to be presented by the finance people, that we are going to manage the debt load. As much as anybody would not want any debt at all, I, as an individual and not necessarily talking for the Board, am comfortable with the debt

that we have today. I can talk a little about the bond re-issuance, what we did was we gave the authority to our finance people to move those instruments when they had the opportunity to, and actually we were under water with the Lehman agreement we had, and were able to save some money as a result of being able to move them through their bankruptcy.

**Senator Klein:** College of Law. In the not so distant past each of the BOT committees included as ex-officio members the different constituents of the campus—e.g. staff, faculty, and students. You recall that I was on one of those committees with you. This was under President Dan Johnson's administration. I found that to be a very worthwhile experience; prior to each committee meeting we had the opportunity to review the agenda and the materials to be presented at the meeting. At the meetings faculty, students, and staff participated in an active way. We were called on for input and to provide factual information to the committee members and the President (he attended all of these meetings). It was my impression that the committee members welcomed our input and that it helped them prepare for the BOT meetings that followed. I also think that it assisted the BOT in its decision-making. And then it all ended. I'm curious as to why. It seemed to me to be a very good process and it exemplified the goal of the BOT to seek factual input from the three constituencies. These meetings were a great source of information gathering and reporting, and on many occasions new factual information (and some opinions) would come from the faculty members (ex-officio) of the committee, who had expertise and experience in certain areas. I'm curious why it ended.

**Chair Stansley:** From the organizational perspective it ended because during the period of the merger we were focused on not always the subject, but it had to do with the timing of the meetings and the way things were handled. Now we have started to move where the meetings are not continuous but at different times, and we are just now starting to talk about expanding these formats, being able to take on different issues that are policy related and we are able to talk to ex-officio people that represent different constituencies. So we earned the process of restructuring and reformatting the Board. I'm sure next year you will see additional changes. I don't know if that is a good explanation, but that's why it happened.

**Senator Klein:** I do recall, the process was time intensive and on the meeting days there was a lot of activity over a short period of time and Board members had to move from meeting to meeting if they served on more than one committee. I still I think in the long run it was a way for the Board members to learn the facts from the three constituencies.

**Chair Stansley:** This is more reflective of a mature organization and it is clear to me that we have the ability to push out a little when we are dealing with higher level issues, which are more policy related which really is conducive to having that type of input. I think you will see more of that in the future.

**Senator Lehmann:** As the Board approved a large amount of money for digital campus improvements, and does it concern you that we don't require students to use computers, and that as part of coming to college they are not required to come with a computer. If we required it, we could add this to the financial aid, but you don't require the President to insist that educators let students have these, and then if you don't require it, the faculty are not in a position to modernize their teaching methods assuming that students will have laptops. So what is the Board doing about that aspect? You are spending the money on it, but you are really throwing it down the drain.

**Chair Stansley:** Six or seven years ago we were the most wired campus. That technology is irrelevant now. First of all it's something that we have to do to maintain our position with respect to the market and our competition, and I did not know that today people came to school without computers. I'm not in that world, and maybe I need to know more on that. I know we spend a considerable amount of money on computer labs and provide access through technology.

**Senator Lehmann:** If a computer is required, it could be a part of a student's financial aid package. Unless faculty know that students have a computer, they can't necessarily adjust to electronic changes in the way they teach. So, requiring computers encourages innovation in teaching and not holding teaching approaches back so we stay academic dinosaurs.

**Chair Stansley:** I agree and I appreciate that you brought this up. I'm sure you will be hearing more about that.

**Senator Regimbal:** College of Education. I would like to return to the discussion on the President. I saw and heard a variety of figures as to how much money he received for his contract and bonuses around the \$450,000 figure on top of his \$392,000 salary.

**Chair Stansley:** I will explain to you those figures. His current salary is \$392,000, he has longevity bonuses one for \$150,000 at the end of year two, which was last July, and then at the end of his five-year period which will be in 2011, and then one other longevity bonus that is at the completion of this term in 2013. So the contract extension provided an additional \$150,000 on top of his \$392,000 salary. Does that make sense?

**Senator Regimbal:** No, but it explains it.

**Chair Stansley:** \$392,000 annually, and \$450,000 over the seven-year contract.

**Senator Regimbal:** Is that a common practice with presidents?

**Chair Stansley:** Yes, it is.

**Trustee Tom Brady:** Actually, you should look at the most recent *Chronicle of Higher Education* which was featuring compensation for presidency. You will conclude that we got a bargain.

**Chair Stansley:** I will be happy to provide the information that we use in determining whether that is fair or not.

**Senator Dowd:** \$10 million were recently transferred to the newly reorganized Technology Corridor. Also, given the state of the economy we're looking at projected budget cuts from the State as of January. If the budget is cut by approximately \$10 million, can we expect a similar \$10 million transfer from the same source to Academic Affairs so that students, academic programs, and faculty are not affected from such budget cuts?

**Chair Stansley:** I want to make some clarifications here. First of all, the \$10 million transfer is not a transfer going to some expenditure. It's not a line item expenditure. Those monies are on the balance sheet as an asset. It will not be moved from that column. This was the result of speaking to the Attorney General about the University's ability to have an equity position in the company. As technology is created and intellectual property is created, we know that intellectual property created at the University environment is owned by the University and shared with the creators of the intellectual property. Intellectual property outside the university environment brought into the university to collaborate on, it's not really clear how that works. People brought intellectual property to us and said, we have a product and want the university to engage in this and the review process. There is a significant likelihood that in the long haul after the development of a product, it could even provide income back to the university. They said, here are the steps you need to go through to do it. So, the Attorney General's office suggested if we could identify within the university monies that weren't generated from the State, those would be the unrestricted funds identified for the purpose. What we did was to embark on the program and identify the sources, and there were \$15 million that were identified, \$10 million of that is not encumbered obligations, so that's how the number \$10 million came about. In the interest of transferring the \$10 million the purpose of that \$10 million is to identify what was available to the State to the Attorney General's for the purpose of making available through an investment committee within that Science & Technology Enterprise. So that's why it happened. Your question is very relevant. It really is a challenge to determine what you are going to invest in the future. I am going to give you an example. Solar cells, the intellectual property was created in conjunction with the McMaster family right here in Toledo. As the result of the university not having an equity stake in this business, the intellectual property was transferred to First Solar which is headquartered in Phoenix, AZ, it created a company that had at the time as of three or four months ago a capital of about \$20 billion. Here is the problem, the university got "zero" for what we did. So the Board recognizes the importance as a relationship in technology and innovation in development of intellectual property not only what it means to the university but what it means to the community. Part of our fiduciary responsibility is to develop ways that the university receive value for the stuff that is created right here. So there is a balance between addressing what the absolute needs are today and what our investment for the future is. Those are the considerations the Board is dealing with everyday and we intend to receive input from all of our constituencies with respect to that. So to answer your question today, I can't.

When we know what the results or the impact of the slow down of economy will be, I will be able to come back in the future and have an answer for you.

**Senator McSweeney:** I just want to reiterate the value of receiving input, it's a win-win situation. You will be better informed and it increases a sense of ownership by the people that you receive information from, the stakeholders in the organization who become more committed to its success, and finally everyone becomes more enthusiastic and supportive. I think it's something you should actively work towards rather than just waiting for people to come to you.

**Chair Stansley:** They are worthwhile and shared governance is one of the priorities that we have right now. Thank you for the comment.

**Senator Lipman:** With respect to the STI Enterprises, is the vision to collaborate with the retail Dorr Street initiative the development around the campus, or is it really dedicated to tech transfer and patents?

**Chair Stansley:** The answer is no, we will not be involved with development activities. One of the reasons for the name change was to clearly define the enterprise and what we are doing has nothing to do with space and proximity. Those are important aspects but Science & Technology Corridor originally was just a concept and an important process being linked between the entrepreneurs and the institution. What we are doing is continuing to refine how it is that it takes place and to answer your question, this will be a focus on creating wealth and opportunity with respect to intellectual property, technology transfer.

**Senator Barnes:** Can you explain the competitive procurement resolution?

**Chair Stansley:** Those are vetted through committees and they come with recommendations and we have the opportunity to review the information.

**President Barlowe:** Thank you. Sharon, that particular resolution, I believe, has to do with competitive bidding for services and supplies. The President has the authority on day-to-day operations to sign or to decide which bid is most competitive. Anything over \$500,000 or any commitment longer than five-years has to go back to the Board for approval.

Our next speaker is Dr. Jeff Gold, Provost of the HSC and Dean of the College of Medicine.

**Provost Gold:** Thank you Jamie and for the opportunity to speak to you. I have a couple of things to talk to you about and I also want to share with you and how much I appreciate the opportunity to have the Chairman of the Board of Trustees to talk to the faculty and answer tough questions.

I got a call at the eleventh hour of the eleventh day, of the eleventh month, a Veterans' Day, that there was a gentleman from the Joint Commission, an organization that accredits hospitals across the United States. The Joint Commission came unannounced. They used to let you know months in advance they are coming, now they just show up. On their website at 7:30 in the morning they tell you they are going to do a survey that day and today they gave us the information that this was a full blown, four-person Joint Commission survey that went on for a total of four-days. They looked at our inpatient and outpatient care, our ambulatory care locations, adult medical programs, child mental health program, they looked very carefully at our emergency department They opened drawers, they were incredibly detailed, they pulled personnel files of dozens of nurses and physicians and others. They looked at the cleanliness of the hospital. At the exit interview this is what they had to say: that they found us to be fully certified. They said that in their aggregated years of doing surveys, that this was the finest, or one of the top three finest institutions that they have ever visited. They said the esprit de corps of the faculty and staff, of the people that clean the rooms, to people who serve the dinner trays, to the administrative team to the Board of Trustees were absolutely remarkable. So remarkable that they wanted to take policies and procedures back home to their own institutions, so they could use the way we do things in their own institutions. They did find a several areas for improvement, a total of four, but it was far better than in our anticipation and experiences with other academic medical centers. They did say that among the medical centers across the United States, we could easily be rated as the single number one top academic center in the United States. I'm telling you the story because it's almost like a fairytale. It's a story of a cast of characters who worked for months and years to make this happen, who thought in advance to develop policies and procedures and to create the environment where you



and I would want our families to be treated and an environment where you and I would want to work in. It's a place where we can be proud to call our university. To the people who made this happen, to Dr. Brickman, Mr. Chastang, Mr. Logie, to Mr. Lehnert and hundreds of other people that were so instrumental of our success I extend to them my deepest thanks and my warmest congratulations. External validation of this nature is almost impossible to get.

**Senator Klein:** About two months ago over a two week period, I made two outpatient visits to the medical hospital, one with a hand issue with Dr Skie that involved an outpatient surgical procedure, and the other was a dermatology visit with Dr. Gottwald, one of her residents and her medical assistant. I talked to ten or twelve staff members from check in to checkout during these two visits and my experience confirms what your survey reported. Both visits were quick and thorough; and all of the staff was very professional. Figuring I would be subjected to a long wait, I brought my course books and had planned to get in about 4 weeks of class prep; the visits went so quickly that I got nothing done. I really appreciate the quality of service I received.

**Provost Gold:** You are very kind to say that publicly. When I first came to the university it was extremely rare that a member of the Board of Trustees would call and ask for access to one of our physicians for a procedure or some clinical care. Now it's almost on a daily basis. I feel an incredible moment of pride because the Board of Trustees have the closest look at the quality of care we provide.

**Senator Brickman:** It is clearly not an accident that this happened under the Dean's leadership. We never knew when they would show up. They used to let us know when they would show up and you got yourself ready. The game is over, now you have to be ready all the time, and since Dr. Gold has been here there has been a whole new tone how the hospital functions, how the people function in the institution and it is a whole new day in time. It is largely the responsibility of the man standing at the podium that we were able to achieve the level of success that we did, and I would like to applaud him.

**Provost Gold:** This is another subject I am going to talk about. We are well along the lines of finishing construction on what is currently know as the Student Medical Center. I have asked Mr. Lehnert to scrap the word "Student" of the building, and replace it with The University of Toledo Medical Center on the Main Campus because we are building an area for faculty and staff, separate from the area for students, which was promised to be delivered as part of all of the collective bargaining agreements. We are committed to all of the employees, faculty, staff and students on the Main Campus as well as this campus to put in place a facility for health care that exactly reflects the quality of care surveyed by the Joint Commission. We are very excited about it, I think the designs are sound and I'm hoping that it will be used widely. It has been extremely successful on this campus, and it has essentially been a call-in and walk-in type of urgent care setting, and the major goal is to cut back absenteeism, because it more than recoups the benefit of the cost of it, in terms you don't have to take a day off work to try to see a doctor. I have never "enjoyed" going to a doctor who believes their time is more important than mine.

One other subject, the Health Science Programs are highly dependent on teaching at health science affiliated institutions. They would include institutions such as the ProMedica Health System, Mercy Health Partners. We have limitations in terms of the number of such sites I refer to as UGME, Undergraduate Medical Education, for nursing students, pharmacy students, physical therapy, occupational therapy, physician assistant students, resident fellows, etc., In order to continue to expand the repertoire of institutions that are willing to host our students, and we have fostered a wonderful relationship in Southeast Michigan with Trinity Health System. We are well along the lines now building bridges for all of the health related programs in the College of Medicine, and we now have students in every single one of the required electives rotating in Ann Arbor and several residency issues as well, and we are working on executing a master affiliation agreement in not so distant future, and this will include learning opportunities for all of the Health Science Campus collages and programs. It's very important that we have stable teaching relationships with all of our local affiliated institutions as well as those in local community. We would have a very hard time in providing all of our needs were it not for affiliations that we have in Detroit and now in Ann Arbor, Columbus, Cleveland, actually 245 sites across the State of Ohio and Southeast Michigan

**Senator Dowd:** How often do you have to go through this certification?

**Provost Gold:** In the best case scenario it's every three years unannounced.

**President Barlowe:** Thank you. You will recall that we have been introducing deans who are new to our campus and today I would like to introduce you to Dr. Timothy Gaspar, the new dean of the College of Nursing.

**Dean Timothy Gaspar:** Thank you Dr. Barlowe, I appreciate the invitation and the opportunity to be here. I asked Jamie what I should share with you. She said that I should tell you about myself and so I will give you the short version about me. I have a Ph.D. in Nursing from the University of Utah, and my masters is from the University of Nebraska Medical Center, and my bachelor's degree is from South Dakota State University which is my home state. I am a humble farm boy from the southeastern South Dakota in Sioux Falls. There is a family farm and in my spare time, I hobby with my brother on farming. A little bit different from a nurse, an opportunity that is a great diversion for me. I am really pleased to be here as a dean at The University of Toledo. Prior to my coming though I spent my last 13 years of my academic career as a dean of college of nursing and health sciences at Winona State University in Winona, Minnesota with an outreach campus in Rochester. In fact, half of the faculty in the college resided in Rochester and the other half in Winona. It's an hour commute between Winona and Rochester. The thing that I do miss here are hills. Being an environmentalist that I am, I did enjoy living in the Mississippi Valley with the hills there, so I am going to have to adjust here, that's all there is to it. When my son and I were coming across Ohio he said, "Dad, there is not a hill to be seen."

The fun thing here is that I came to Ohio to work in the College of Nursing and I think I can make a difference here. I am not a maintenance man, if you know what that means. We have an opportunity to work with colleagues on both of the campuses and I am very committed to work with all members of the colleges. I am excited about the opportunity developing more interdisciplinary initiative across our campuses. I think it will be absolutely critical to our future. Some of the previous discussions in my interviews talked about that very issue, that means that we will probably have to do things a bit differently. I am not scared to deal with this challenge. This challenge will enhance all of our opportunities in any of our colleges. I think the College of Nursing has a great opportunity, it's an exciting time in the field of nursing right now because there are some issues in terms of how you practice and the direction in which we are going relative to our academic programs. The doctorate of the nursing practice began here last January at The University of Toledo, a collaborative initiative with Wright State University. I am really excited about this initiative and if you have been around the students, they are the electricity. We all know that from our own experience. It is going to be a wonderful opportunity at The University of Toledo that will put us on the map, where we are the first institution in the State of Ohio to offer the doctorate of nursing practice (DNP). This will make a difference in terms of value. We do have to deliver on that value in terms of quality care, excellence in practice, patient outcomes, the kind of outcomes that you would aspire to all across this world. I'm really excited about that. I think we are seeing changing phases of our master's program, and we are going to see more in the future. The faculty are excited about the change and also have a sense of fear because the fear comes in changing ways of business as we have not done before. And it's a very legitimate feeling. Our undergraduate program is known for it's outstanding baccalaureate and applied associate science practice. Just a week ago, if anyone saw UT Matters, I am very proud of our students, we had three of our students elected as president, treasurer and legislative director of the Ohio State Student Nurses Association. Three of those five positions were elected from The University of Toledo from all baccalaureate nursing programs in the State of Ohio. That's something to be proud of. We received two significant community humanitarian awards out of that scenario, and then they had what I call significant competition from twelve prominent baccalaureate programs where the students gained first place in that competition. We were up there with private colleges and our students did very well. Also, the AASN students were semifinalists this year in the similar competition. We have some great opportunities here. I am real proud to be here and I appreciate the great level of support from the faculty who have asked me to served them, and I appreciate the support from both of our provosts and all my colleagues in administrative offices. That is something that is to be cherished and to be earned. I look forward to working with you.

**President Barlowe:** Thank you Dr. Gaspar. We are happy to have you at the University of Toledo. Mary Powers, Chair of the Academic Programs is next.

**Senator Powers:** Thank you for the opportunity to provide a report to you on the work of the Academic Programs Committee. All the information and details about the new program proposals and modifications are posted on the web. You were sent the same information by email prior to the meeting and you also have a handout of those programs, as well as on the screen in front of us.

### **Academic Program Committee Report**

All new programs and program modifications are posted at:

<http://curriculumtracking.utoledo.edu/>

#### **Item 1 – EDU – Computer Technology Endorsement**

The Computer Technology Endorsement program does not exist at the undergraduate level and it should be deleted from page 127 of the 2008-2010 general catalog.

#### **Item 2 – EDU – Early Childhood Education**

The changes are needed for state mandated transfer assurance courses.

*For future new program proposals and program modification proposals that would impact course offerings from other departments, please note the Academic Programs Committee requires that the contact person for the proposal would communicate with the affected departments about the changes and how the proposed changes could impact their course enrollments before the Academic Programs Committee would consider the proposal. Evidence of the communication should be included with the program proposal form.*

On the two items above, our committee recommends a vote in favor of the modifications and I ask all those in favor to please say “aye”. Opposed? None. ***Motion passed unanimously.***

**President Barlowe:** Thank you Mary.

Most of you know that Dr. Bernie Bopp, who is currently the director of the Center for Teaching and Learning (CTL) and professor of astronomy, is stepping down from his position as director of the CTL. I will read the Senate Resolution in honor of Dr. Bopp’s commitment and service to the faculty and students at UT:

**Resolution of Thanks to Dr. Bernard Bopp,  
Director of the Center for Teaching and Learning from  
The University of Toledo Faculty Senate**

**Whereas**, Dr. Bernard (Bernie) Bopp was selected as the director of the Center for Teaching Excellence in 1993;

**And Whereas**, he oversaw the operations of the CTE until 1999;

**And Whereas**, during that time, he created the CTE from the ground-up, organizing teaching workshops, creating the new faculty orientation program, establishing grant programs to improve classroom teaching, and encouraging the effective use of technology in the classroom;

**And Whereas**, the CTE was widely recognized as such an important part of the university that when it was abolished in 1999, the faculty demanded that it be reconstituted;

**And Whereas**, the Center for Teaching and Learning was established in 2001 to replace the Center for Teaching Excellence;

**And Whereas**, Dr. Bopp was selected as the new director of the CTL that year;

**And Whereas**, in his role as CTL director he has continued to assist faculty in the most difficult aspect of their jobs, that is, being effective teachers;

**And Whereas**, the CTL's summer teaching fellowship program, small grant program, luncheon programs, student observer program, and Techno-Bits program have assisted many faculty and graduate assistants in becoming better classroom teachers;

**And Whereas**, by assisting hundreds of faculty in becoming more effective in the classroom, the CTL has had a lasting impact on its ultimate audience, the students attending the University of Toledo;

**And Whereas**, Dr. Bopp has announced his intention to resign from the position of Director of the Center for Teaching and Learning at the end of this semester;

**Therefore, be it resolved**, that the University of Toledo Faculty Senate hereby wishes to recognize Dr. Bopp for his 12 years of dedicated service to improving the quality of teaching at the University of Toledo, and we do so knowing that he has positively impacted this institution in ways that cannot be measured, and;

**Be it further resolved**, that the members of the Faculty Senate wish him well as he returns to his first love—teaching.

**Prof. Bernard Bopp:**

It is a great honor to be commended in this way, and I am deeply grateful to my colleagues. I promised Jamie that any remarks I would make would be brief, but permit me a moment to tell you a story about teaching. I play a role in the story, but at the center of it – as it should be – is a student. You may know that for many years I have taught a 1000-level course, “The Physics of Music and Sound.” Thousands of students – all non-science majors – have taken this course, but the most wonderful memory I have from all these years of teaching comes from Rose, a non-traditional student who came to the class with a record of failure in science which terrified her. After a lesson on the Bernoulli Effect, which produces sounds in wind instruments, she asked me if that could also be an explanation of how birds fly. Indeed it is, and she had made an astonishing jump in understanding, for which I congratulated her. Her reply, which I will remember all the days of my life, was “You know, I’m beginning to see physics in everything.” Rose earned a B+ in Music and Sound. It is my wish – my hope – that a rose like this blossoms in all our classes. Thank you again.

**President Barlowe:** I have received notification from some colleges about their existing governance bodies or their establishment of faculty committees to revise bylaws/constitutions or create new governance bodies and constitutions or bylaws. If your college has not yet reported, as our Senate Constitution requires, please do so as soon as possible. The deadline for this first round of reporting is at the end of November.

Secondly, the Executive Committee was notified of the concerns about closing of the Scott Park Library by faculty who teach at the Scott Park campus. As I understand it, the closing of this Library is already under way. The faculty members are concerned because the library closure was not announced to them, and because they depend on the library for audiovisual technical assistance for their classes, for holding books on reserve for their students, and for monitoring make-up exams. They want to know who will provide these services during the Spring semester of 2009. Dr. Gaboury, can you answer that?

**Interim Vice Provost for Faculty & Organizational Development John Gaboury:** Marcia Sutter has been designated to handle that and she was to get the announcement out regarding that.

**President Barlowe:** That includes providing services for faculty next semester?

**Interim Vice Provost John Gaboury:** There will be no library services there, only IT. As mentioned before at the Senate meeting, only IT will maintain that operation. 90% of the utilization of the classes taught there are going to be on the Main Campus. Classes are being rescheduled to be taught in the Memorial Field House this Spring semester.

**President Barlowe:** Any comments? Any new business?

**Senator Barnes:** Last Spring this body approved a resolution condemning the treatment of Bah'ai students in Iran who are regularly denied access to higher education. The student group just forwarded to me that the AAUP at their 94th annual meeting also approved a similar resolution. She wanted to thank us again for acknowledging it, and I wanted to pass this along to you.

**President Barlowe:** Thank you. Any other business? May we have a motion to adjourn?

*Motion was made and seconded.*

**V. Calendar Questions:**

**VI. Other Business:**

Old business: Bah'ai students, Sharon Barnes

New business: None

**VII. Adjournment:** Meeting adjourned at 5:45 pm.

Respectfully submitted,

Nick Piazza  
Faculty Senate Executive Secretary

Tape summary: Kathy Gabel  
Faculty Senate Office Administrative Secretary