

UNIVERSITY OF TOLEDO
Minutes of the Faculty Senate Meeting of October 10, 2023
FACULTY SENATE

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

Approved @ FS on 11/07/2023

Summary of Discussion

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

President Rouillard: Good afternoon. Everyone, welcome to the fourth meeting for the 2023-2024 academic year. While they are working on the technology, we are going to go ahead and start with roll call.

Roll call 2023-24

Present: Ammon Allred, Tomer Avidor-Reiss, Gabriella Baki, Sharon Barnes, John Bellizzi, Sheri Benton, Terry Bigioni, Timothy Brakel, Carmen Cioc, Daniel Compora, Deborah Coulter-Harris, Vicki Dagostino-Kalniz, Maria Diakonova, Holly Eichner, Hossein Elgafy, Elyce Ervin, Collin Gilstrap, Karen Green, Sally Harmych, Samir Hefzy, Cindy Herrera, Mitchell Howard, Gary Insch, Dinkar Kaw, Lauren Koch, Revathy Kumar, Linda Lewin, Kimberly McBride, Daniel McInnis, Thomas McLoughlin, Kimberly Nigem, Mahasin Osman, Elaine Reeves, Jennifer Reynolds, Linda Rouillard, Eric Sahloff, Paul Schaefer, Barry Scheurmann, Gaby Semaan, Kathy Shan, Chunhua Sheng, Stan Stepkowski, Steven Sucheck, Weiqing Sun, Jami Taylor, William Taylor, Kasey Tucker-Gail, Jerry Van Hoy, Randall Vesely, Don Wedding.

Excused Absence: Ritu Charavarti, Rene Heberle, Jason Huntley, Ahalapitiya Jayatissa, Catherine Johnson, Mohamed Osman, Lee Strang, Aela Vely

Unexcused Absence: Elissar Andari, Bruce Bamber, Mohamed Moussa, Puneet Sindhwani, James Van Hook

Senator Coulter-Harris: President Rouillard, we have a quorum.

President Rouillard: All right, the first order of business is to adopt the agenda. Is there a motion to adopt the agenda?

Senator Avidor-Reiss: So moved.

Senator Semaan: Second.

President Rouillard: All those in favor of approving the agenda please signify by saying, ‘aye.’ Those opposed? Any abstentions? Those online, if you can indicate in the Chat Box. ***Agenda Approved.***

We’re also trying out some new microphones today. Thanks to Quinetta, who shopped around to find these. So I hope that this makes it easier for the people online. Or is this the College of Nursing’s equipment that we’re using?

Marc Miller, IT Technician: No, Quinetta got it.

President Rouillard: Okay, great. So those of you online, if you’re having any trouble hearing, please let us know. We are hopeful that these microphones will help. We will also have one circulated in the room for anyone who wants to comment. Our next order of business is the approval of the Minutes for September 26th, which Quinetta circulated. Is there a motion to approve these Minutes?

Senator Semaan: So moved.

Senator McLoughlin: Second.

President Rouillard: All those in favor of approving the Minutes of September 26th, please signify by saying, ‘aye.’ Any opposed? Abstentions? Those online, please indicate in the Chat Box. We can come back to that later after Quinetta had a chance to look at it. *Motion Passed.*

In the meantime, I will give the Executive Committee report. As you can see, we have a full agenda. Interim Provost Molitor will report. Dan Compura, I believe is online and will have a report from Academic Programs. I want to make sure that we are ready for Mr. Matt Schroeder at 4:30-4:45 at the latest.

The Faculty Senate Executive Committee met on Friday, Sept. 29. We discussed the upcoming Faculty Senate survey on consequences to the budget cuts. We hope to launch this by the end of next week Oct. 20. My thanks to President-Elect McBride and the rest of the Faculty Senate Executive Committee who bring significant experience with designing these kinds of surveys.

We also met with two representatives from PSA to discuss possible collaborations.

On that day, we also met with President Postel who told us about consulting being done by the Smith Group from Ann Arbor. They are helping with campus master planning, deferred maintenance, and modernization of selected buildings using state provided capital funds of about \$10 million. There could also be some long-term financing through bonds, but of course the debt service would be added to operating expenses. We returned to the issue of parking and the \$50 million up-front money from that deal. The president indicated that that money was in a board restricted reserve, and that the Board of Trustees was not opposed to using it, but not to fill in budget holes. Deborah Coulter-Harris wanted to know why administration could not reset the parking fees, but President Postel responded that we have no role in setting rates; that is done by ParkUT. When Faculty Senate Executive Committee later met with the president, she mentioned her research led her to believe that UT retains control over “parking policy eligibility, rates and fines.” The president asked for her sources which she sent in a 9/30 email. Parking subcommittee meets tomorrow with Mike Dennis.

President-Elect Kimberly McBride and I met with President Postel on Friday, Oct. 6. We addressed the issue of the revival of the classic rumor of a potential merger with BGSU. President Postel said that was not on the table. We asked for an update about a replacement for the 9th member of the BOT, but there has been no word on that from Columbus. In response to our question about a \$17million dollar for the budget in FY25, President Postel told us budgets were not yet developed. We also referred to the president's recent op-ed in the *Blade* and expressed our concern that the role of the liberal arts was not mentioned, nor is it highlighted in marketing materials. And given the regional and national shortage of teachers, we should also promote our teacher preparation programs. Dr. Postel agreed that it should not be difficult to incorporate mentions of these programs in marketing materials.

We also addressed what appeared to be some serious issues with UTP, the physician practice plan. Dr. Postel said that UTP will now return to its initial function, which was simply a billing function and not a practice plan which is now under the umbrella of UTPCF (UT Clinical Faculty and Physicians), under the larger umbrella of UTHealth. The president also informed us that he is now Vice President of Health Affairs, replacing Dr. Cooper, but with no extra compensation for taking on these additional duties.

President Postel also outlined some other potential administrative cost-savings which include: housing Honors, COGS and UC in the provost office; upcoming administrative retirements that could lead to position sharing. He noted that former President Gaber's house was sold for \$1million and the money put into a scholarship. Consulting costs are down. There remains a contract for Huron, but only for 59k to oversee changes in FAFSA reporting. UT and ProMedica will soon begin mediation meetings regarding the affiliation agreement.

We brought up the lack of research support funding for faculty, even for such things as printing conference posters for faculty and graduate students. President Elect McBride followed up with Frank Calzonetti who informs us that faculty and grad students should apply.

Acting Vice Provost for Academic Affairs Mary Humphrys has informed us that the Academic Honors Committee which selects Distinguished University Professors would like to phase in a decrease in the committee membership from 15 to 9, beginning this year. They would replace 5 of those whose terms are ending with only 3. I'll ask for a vote on this later in the meeting. [Due to time constraints, this was not possible, but senator received an email asking for any objections to be forwarded by Monday, Oct. 16.]

Finally, please be aware that the House Higher Education Committee will holding its one meeting on SB 83 on Wed. October 11, at 9 am. There is still time to send emails to the committee members. I sent you the list of those members and their addresses in an email yesterday. We cannot be complacent, and we must not let up on the pressure against this bill.

That ends the report. Are there any members from the Exec. Committee who would like to add anything to this report? Hearing none. Okay, in that case, I will pass the microphone to Interim Provost Molitor who has a report for us.

Provost Molitor: Thank you, President Rouillard. I appreciate it. I will keep my remarks brief; I know you guys got a busy agenda. I am pleased to note that this Thursday October 12th we will host our promotion and tenure reception on the 3rd floor of Carlson Library. This year we have a total of 44 faculty being honored for receiving tenure and/or receiving a promotion in rank this year. We are continuing the tradition of asking faculty being honored to select a book that will be placed in our library's permanent collection and will be made available for use by the broader University community.

In other updates, I have met with faculty in HHS last week and Nursing yesterday to lay out a process to explore a possible merger of these two colleges. We are working to populate a committee with faculty from both colleges so they can begin exploring the advantages and challenges of a possible merger. We are also working to finalize plans to bring University College and the Honors College into the Office of the Provost and will soon submit our plan to Faculty Senate for your input.

We are also moving forward with implementation and assessment for our new strategic plan that took effect July 2023. In addition to implementing processes related to student success and program prioritization, we are also convening a meeting with various areas identified as leads for individual strategic plan goals in preparation for the December 2023 BOT meeting where we will present an update on our progress.

As a final note, I attended my first IUC provost meeting in Columbus. With few exceptions, most of the four-year public institutions in Ohio are dealing with the same issues we are dealing with – declining

enrollments, challenging budgets, prioritizing resources, the outcome of pending Ohio legislation. And these concerns fall on top of larger challenges such as disruptions in our federal government and conflicts around the world. Like our institution, these and other issues are creating a lot of anxiety among faculty, staff, and students across Ohio. Again, I urge everyone to take care of themselves and to look out for their colleagues during these challenging times.

That's it for my report. Thanks for the opportunity and I'm happy to answer any questions.

President Rouillard: Thanks Provost Molitor for convening a committee of faculty to discuss this possible merger and for including us in your procedures, bringing the proposal of putting Honors College in the Provost Office to us. We appreciate that. I do have a question, though about this merger between Nursing and HHS. Right now the current acting dean is not a registered RN.

Provost Molitor: Correct.

President Rouillard: That's a problem for accreditation, right?

Provost Molitor: Yes.

President Rouillard: Won't that problem be the same if--

Provost Molitor: So, if we merge the colleges, what has to happen is that Nursing would be a school within a larger college and the overall administrator, the chief nursing administrator, would have to be an RN. So, the dean doesn't have to be a nurse, but whoever oversees the Nursing unit has to have an RN.

President Rouillard: Are we doing a search for that person?

Provost Molitor: So, we will either be doing a search for that person or a search for a dean at this point.

President Rouillard: Thank you.

Senator Avidor-Reiss: I spoke with many administration at the University of Toledo and they seem to have a path to dramatically increase the number of undergrad students at the University of Toledo. So, I was wondering what are your thoughts about that?

Provost Molitor: Unfortunately, I wasn't in the last meeting, but I know that these conversations have been going on with senior leadership and the deans to take the recommendations from the Art and Science group to see if we can implement some of those recommendations in terms of, what colleges are doing, how we're marketing ourselves- our individual programs in our colleges, and how enrollment management is using these things to market to prospective students. It turns out, a number of the recommendations that the Art and Science group made, they identified in these surveys of students that either had been in the inquiry pool but did not apply, or were in the applicant pool and were admitted but did not attend. They found out students were prioritizing things that we already do here at the University, but for some reason, that message isn't getting through to the students. So, it seems to me that the

marketing and the communication of what we do here at this institution is the first step in addressing a number of those issues. And so, yes, there's a lot of conversation going on.

Senator Avidor-Reiss: Thank you.

Senator McInnis: Thanks, Provost Molitor. Can you elaborate [at all] on the plan you're working on for University College and Honors? We received a brief note that, you know, this may be moved underneath the Provost Office this week from the associate dean, but that's all the information we have.

Provost Molitor: As you know, there are two parts to Honors. There is the academic or curricular part, and there is the student experience or extracurricular part. So, we're looking to see how that would be organized in the Provost Office, if that's going to report to the same person or potentially go to two different people. We have been working with you and your colleagues trying to identify academic homes for the faculty. We also plan to advertise for an Honors program director, somebody who can work with the Honors Council to oversee the Honors curriculum. We're still trying to figure out how to structure the student experience and extracurricular part. Once we have that worked out, we will communicate that with you and your colleagues.

Senator McInnis: And do you have a sense of the timeline of the director position, like, whether we would wait to fill that role until we have a new provost?

Provost Molitor: We intend to advertise this position shortly and have an Honors director selected by the start of the Spring 2024 semester.

Senator McInnis: Thank you.

President Rouillard: Anybody else?

Senator McLoughlin: Dr. Molitor, you wouldn't mind going back, just real brief, to the merger discussions? The timing of that, I think it started with your predecessor, right?

Provost Molitor: Yes.

Senator McLoughlin: Is it the intent of this subcommittee to just explore the possibility or to implement that before?

Provost Molitor: Oh, no. No implementation yet. This is only exploring. I want to know the answer to one question, and that question is, does a merger even make sense?

Senator McLoughlin: Okay.

Provost Molitor: Again, I am not inclined to put two units together or split units apart just for the heck of it. My inclination is that this takes a lot of time, effort, energy, and expense. And if we're going to do it, we'd better demonstrate that it is worth it.

Senator McLoughlin: Right. The new person coming in, do they have a say in this process?

Provost Molitor: Absolutely, yes. The new provost coming in should certainly have a say. I would hope to have some kind of report for them to say here's what we found and how do you want us to proceed. The President's goal is to have a candidate for the permanent provost position identified as early as the start of Spring 2024, even if they would start in the position at a later date. So, it is possible that we could loop them into conversations on this sooner than later. But you are correct, the next provost needs to be part of these discussions as well as the faculty in these colleges. We have an interim dean in Nursing, so whatever we're planning on doing for the chief nursing administrator or the next dean would need to be apprised of these conversations.

Senator McLoughlin: Thank you so much.

President Rouillard: There's a comment online that reads: "Provost Molitor is hard to hear right now."

Provost Molitor: Oh, I'm sorry.

President Rouillard: It is possible that it was during that brief interlude when you didn't have a microphone. Can you hear him now?

Provost Molitor: Any other questions? Well, thank you once again.

President Rouillard: Does anybody online have a question for Provost Molitor?

Provost Molitor: I'll hang around.

President Rouillard: Appreciate it. Next on the agenda is a report from the Academic Programs Committee. Chairman Compora, are you there?

Senator Compora: I'm here.

President Rouillard: Okay.

Senator Compora: If Mr. Matt Schroeder is ready, I'm happy to defer my time to him.

President Rouillard: Well, he's not here.

Senator Compora: Okay, then I will bring up my report. Can you see the screen?

Group of Senators: Yes.

Senator Compora: Thanks, sounds good. And you can hear me okay?

Senator Coulter-Harris: Yes.

Senator Compora: This report is the approved 20 course modifications. That's an awful lot for the committee, but they were all relatively controversial free. The committee members here, I just listed them in case you want to make note of who your representative is for the future. It's always easy to contact your

representative, or you're always free to contact me as Chair of the Committee if you have questions or concerns. So, moving right to the colleges.

Starting with Arts and Letters, they have the most. The committee didn't have any concerns about any of these. Nothing was raised. These five from Communications, mostly we're just changing courses dealing with electives mostly. There's one in General Communications; they eliminated a minor and Media Communication, and they changed the minimum required hours to be in line with the Comm Studies major. It didn't raise any eyebrows for the committee. I had Quinetta send this out Friday in a different form, but everything I have been presenting was sent to you already. Moving on to the others in Arts and Letters. Theatre Design and Technology Minor had four proposals. Again, none of these raised any concerns. All the paperwork was in order. All the hours lined-up. Were there any questions on the Arts and Science proposals? I'm sorry, I can't see them if they are in the Chat, just because of the way my screen is. I can either take a vote on Arts and Letters, or I can go through them and vote at the end. Do you have a preference, President Rouillard?

- **Communication Studies, Digital Communication Concentration, BA:** COMM Faculty requested additional COMM courses to be added to the elective opportunities.
- **Communication Studies, Interpersonal Communication Concentration, BA:** COMM Faculty requested additional COMM courses to be added to the elective opportunities.
- **Communication Studies – Organizational and Strategic Communication Concentration, BA:** COMM Faculty requested additional COMM courses to be added to the elective opportunities.
- **General Communication, Minor:** Reduce credit hours from 21 to 18, and COMM 1010 to align with curricular updates, allow students to pick from list of required courses, eliminate requirement for 6 credit hours each from major (COMM courses and Media COMM).
- **Media Communication, BA:** Changing the minimum required courses and total required courses for the major to be in line with COMM Studies Major.
- **Theatre Design & Technology Minor:** Removing a course that is no longer offered from the options in the requirements.
- **Theatre – Stage and Screen Acting Concentrations, BA:** Adjusting the plan of study to reflect when we are able to offer courses.
- **Theatre – Theatre Design & Technology Concentration, BA:** Adjusting the course options to remove a course that is no longer offered and adjusting the Plan of study when we are offering course.
- **Theatre – Theatre Art Concentration, BA:** Removing a course that is no longer offered and updating the plan of study to reflect when courses are being offered.

President Rouillard: Nobody has any questions? So, I say we vote on them as a whole.

Senator Compora: Okay, sounds good.

President Rouillard: And I don't see questions in the Chat.

Senator Compora: Okay, moving to Business. This is the only one that had a major concern, and it really wasn't a 'concern.' It was the Sustainability Minor. It was proposed by David Krantz from Natural Sciences. This was a program in Business. I reached out to David who provided such a detailed response of how the process unfolded that we all felt 'sorry' for him. He is here today in case anybody has any questions. He certainly answered the questions of the interdisciplinary nature of the program to the Committee's liking. He even copied in people from the other colleges who were affected. So that was the

only one that we had a real question on. The other two were really simply just updating some courses. I saw a comment in the Chat about not voting on them as a whole. President Rouillard, [your thoughts]?

- **Sustainability, Minor:** Revising the lists of courses to create a more rigorous Minor.
- **Marketing, Minor:** Updated required courses.
- **Operations and Supply Chain Management, BBA:** Add online options to the program so that the program has the modality as face-to-face and on-line options.

President Rouillard: Well, there were no issues on the courses from Arts and Letters.

Senator Compora: Okay.

President Rouillard: Are there issues on the courses from Business? Okay, are there issues online for courses on Business? If not, we can vote on them as a whole. Okay, and you've got some from Engineering as well?

Senator Compora: Yes, I got a quite a few more. Sorry about that. There are three from Engineering in the CSET program. The only concern that was raised was that in the Cyber Security Concentration, they had a discrepancy in hours. We contacted Kathy Zimmer and she fixed that discrepancy, and so that corrected any concerns the committee had about that proposal.

- **Computer Science and Engineering Technology, BS – Cyber Security concentration:** ABET requirements.
- **Computer Science and Engineering Technology, BS:** To meet ABET requirements.
- **Information Technology – Cyber Security Concentration, BS:** To meet ABET accreditation requirements.

President Rouillard: Any questions for somebody regarding these Computer Science or in Information Technology courses, either in the room or online? Okay. So, in that case, we are good to vote on these programs as a whole?

Senator Compora: Oh, I have more. Next is Health and Human Services. There were no concerns with either of these from the committee's point of view. I did seem to remember something last year from the Health 2100 course, but it seemed to me that most of these proposals were carried over from last year because they missed the deadline. It appears that any concerns people had were taken care of, because nobody raised them at the committee, and nobody raised them on follow-ups. So, I don't know if there's any questions on the ones from Health and Human Services.

- **Public Health, BS:** This is simply adding HEAL 2100 (Living Well) to the list of courses from which students must select six for their "Publish Health Content." This does not affect any required courses, number of hours needed, nor anything with general education curriculum.
- **Speech Language Pathology:** This program modification reflects course number changes which better align with the sequence courses and taught and improves base knowledge of communication disorders by moving one of the sophomore courses spring semester to freshmen spring semester.

President Rouillard: No, I don't see any. Do you have another block of program?

Senator Compora: Unfortunately. I apologize, there are a few more <laughter>. Pharmacy, we had three proposals come in. There was a minor spelling error I believe on one of these and I fixed it. When I did that, I checked with the other person just to make sure it was okay. [It] wasn't a concern, but I'm an

English professor, so you know me, I had to fix it. But I did get the person's permission to fix it. There was no controversy with any of these or no concerns. I believe that is it. So, that represents all of the proposals. There were 20 in total. With the exception of four of them, all of them were simply ones from last year that missed the deadline.

- **Medical Chemistry:** PHCL 4760 Toxicokinetic has been replaced as a major elective which PHCL 4160
- **Pharmacy Administration, BSPS:** A new course was added as a required course, PHM 3700 and the Program learning outcomes were reviewed and revised.
- **Pharmacology and Toxicology, BSPS:** PHCL 4760 Toxicokinetic has been replaced with 4160 as a major elective. Program Learning Outcomes were revised.

President Rouillard: Okay. Any questions? Senator Barnes?

Senator Barnes: Thanks, Senator Compora. I'm wondering if you could talk a little bit more about the interdisciplinary minor and sustainability in terms of the entities involved in the creation of that minor? And is it broadly based across colleges, or who was involved in that conversation?

Senator Compora: David, are you online- David Krantz?

Professor Krantz: I am. I'm here. Hi, Sharon. Thank you for the question.

Senator Compora: Would you mind handling this one for me?

Professor Krantz: Yeah, and I'll try to do as concisely as possible. And Dan knows why I say that. So, this is truly interdisciplinary, and it goes across quite a few colleges. This was originated back in 2016 and 17, and it drew from Arts and Letters, Natural Science and Math, Engineering, Business, Honors, and I'm probably missing another college. The central theme is sustainability, obviously. And for administrative purposes, it was housed within a company, Business College. With this revision, there are actually three of us from the original committee, and we represent Natural Science, Engineering and Business. We reached out, as Dan implied, we reached out to everybody involved and got their approval before putting this forward.

President Rouillard: Any other questions or concerns? Hearing none. Senator Compora, do you want to call a vote on this?

Senator Compora: Yes. Since it is coming from a committee, so it does not need to be moved. All in favor of approving these 20 course modifications please signify by indicating 'yes' in the Chat box, or 'aye' in the room.

Group of Senators: Aye.

Senator Compora: Thank you.

President Rouillard: Any nays? Any abstentions? Okay. *Motion Passed.* Thank you, Dan and thank you to your committee for all [of] this hard work. We greatly appreciate it. So, next on the agenda, we will move to a report from CFO, Mr. Matt Schroeder, and he's brought his team. I'll give you a microphone to make sure people online can hear.

Mr. Matt Schroder, Executive Vice Provost of Finance and Administration: Thank you.

President Rouillard: You're welcome.

Matt Schroeder, Executive Vice Provost of Finance and Administration: All right, everybody, I think online can see this. Linda, thank you and to Faculty Senate for allowing us to come back. So, just a few people to recognize that are in the room. From the Budget and Planning side, Sabrina Taylor and Lena Carroll. From the actual side of the house and our Treasurer, Mike Dennis. Our controller, Gordy Chauvin, and from the HR labor side of the house, Bethany Zivisky. We should be very well equipped to answer any and all questions, and if we run out of time, as always, we're happy to come back. So, we had the opportunity, seems like 30-45 days ago to give a brief update to Faculty Senate Exec., which I also appreciated the opportunity to do that. At that time, we had not done our preliminary close on the financial statements for the fiscal year--that being fiscal 23. So, Linda, if it's okay with you and Faculty Senate, we'll just quickly run through the performance from a consolidated basis.

President Rouillard: Sure. Absolutely.

Matt Schroeder, Executive Vice Provost for Finance and Administration: So, we've got a lot going on here. And as we have done with Faculty Senate in the past, we will load these onto the MyUToledo internet page so they are readily available. So on a consolidated basis, a few highlights here. The hospital really continues to carry the 'water' from a University standpoint. From a net patient service revenue, finished favorable to budget by just over \$26 Million. And really, a sizable increase year-over-year of almost \$52 Million. We can post these online. You don't need to take pictures. But if you want to, that's okay. From student, tuition and fee, it's pretty much in line with budget, finished favorable to budget by \$1 Million. And then also some of the actions that Dave Meredith and his team on the financial aid side of the house put in play tied to our discounting; I think that's been a reoccurring theme at Faculty Senate, the amount of discounting that we offer. With adding some milestones and other elements, we were able to have a favorable variance on the institution aid side by \$3.2 Million. So when we look at those two line items combined, (both tuition and fees along with aid), just over a \$4 Million favorable variance.

Over on the right-hand side, though, under the \$51 Million, I want to call out, just because it is a trend, and when we show some of our fall 2023 enrollment results, it's important to call out the year-over-year deterioration that continues to go on as it relates to tuition and fees, tied to the declining enrollment. And so, year-over-year, you can see \$13.5 Million of tuition and fee revenue has come out on the actual side of the house. Total operating revenues did finish the year, \$17.5 Million to the good. Again, the big driver being the clinical side of the house. We talked with the College of Medicine Faculty Council last week. You know, if you're in the College of Medicine, right now the 'elephant in the room' is the AAA agreement with ProMedica. Obviously, ProMedica is going through some challenges. They had some headwinds in front of them. And so, some of the variance in sales service, other revenue is tied to the AAA agreement just above the total operating revenue line.

Jumping down into operating expenses. And so, one of the things that goes on at the University when in-patient service revenue goes up, it's almost a guarantee that it is adjusted for volumes. Compensation goes up. Supplies go up. And as has been the case in an environment that has some serious constraints as it relates to labor, their third-party agency spend has gone up. That is not to say that they haven't tried diligently working closely with ASCME to onboard additional talent. But the reality is we're in an over built healthcare market. And so, some of the basic positions, such as med techs, surge techs, and grad techs that are really required to keep the hospital going are very, very difficult to recruit for. And then

obviously, coming into COVID, nurses have also been a challenge. We are making progress there, though, but the purchase service line, we watch closely. Additionally in the purchased service line in fiscal 2023, the hospital implemented Epic a year ago in September. There was about \$6.5 Million of additional outside purchased services on Epic that were not budgeted for. On the non-clinical side of the house, we continued to manage compensation spend at the college level, at the support unit level as best as possible. Just on the non-clinical side, the compensation did finish favorable to budget. Do you have a question? I just saw your finger go up.

Senator Coulter-Harris: Oh, no. I'm just listening.

Matt Schroeder: Collin, are we good so far?

Senator Gilstrap: We're good.

Matt Schroeder, Executive Vice Provost for Finance and Administration: So what we've done with Epic, the initial upfront implementation costs, which Gordy, help me here, it's like, \$32 Million-ish?

Gordon 'Gordy' Chauvin: With the installation credit, yes.

Matt Schroeder, Executive Vice Provost for Finance and Administration: So, \$32 Million-ish -- we capitalized that obviously from cash outlay and we realized that in 2023. The third-party spend in 2023, that would be one-time. So, we really had—I call it—almost a two-phased approach with Epic. The initial goal lies with the bill in September. That stabilized in October-ish. But then we continued to have some type of...cycle side, and so the third-party service was needed to straighten out some of the third-party issues.

Senator Gilstrap: Balance sheet ...[Garbled]

Matt Schroeder, Executive Vice Provost for Finance and Administration: Yes, and so we will talk balance sheet real because you're absolutely spot on with that. So when we did the Epic implementation, there was a delay from the accounts receivable standpoint. And Mike, you'll chime in on that in a minute and talk through that. But that freed-up over Q4 in 2023. So, bottom-line operating margin or embedded earnings before interest depreciation amortization, we were \$5.3 Million to the good. There's a couple of these bars with arrows that I want to call out - just simply observations. So over on the right-hand side, and this has been a 'theme' now for many years. I think I brought this up with Faculty Senate before. So you look at total operating revenues, year-over-year increase of 2.7%. And then when you look at total operating expenses, year-over-year increase of 8.2%. Obviously, we're inverted. I know working with Scott and his team along with the support units; you know, we continue to work our way through that. The other point that I want to call out is, you know, with our operating margins, again, finished favorable to budget prior to non-operating, 4.7%. Then you look at a year ago, 9.5%. A year ago, we had stimulus in play. Now we [also] had some stimulus in play in 2023, which I'll call out. But also, in favorable performance on the hospital side in 2022. So now we go below into non-operating investment income.

So we do not build our budget on 'crazy' assumptions as it relates to investment income. We utilize the Joint Investment Committee and the Joint Investment Portfolio over at the Foundation for our Board designated reserves. So, from an investment income standpoint, we finished favorable to budget by \$15.5 Million. And then also right below the \$15.5 Million, I referenced, this is probably (I can't imagine any additional dollars coming in) the last piece of stimulus the University realized in 2023, and this was

exclusive through the clinical side of the house. On the non-clinical or the academic side, we did not receive stimulus in 2023. And then prior to 2023, and Sabrina, correct me if I'm wrong, we had allocated out all of our stimulus in 2022, which was used for lost revenue and other things. So bottom line, change in net position. Again, this is full gap, full accrual - negative \$20 Million, which is favorable to budget. Now, you know the finance people in the room will say, 'Schroeder, back-out depreciation.' So, if you go to the red box at the bottom and we look at our change in net position, negative \$20 Million and some change. We add back depreciation of \$52 Million, but then we still add spend as part of the principle and the debt and then also the capital spend. And so, the cash basis is changing net position 1.7 in full. Any questions before I move on?

President Rouillard: Yes. You just mentioned, you highlighted the 9.5 operating margin from last year. Did you include the stimulus in that? You just referenced it as being in part due. (I think you might have to mute with the bottom button, so we don't get the echo and then release it when you talk). You referenced the 9.5 operating margin last year and saying that it reflected stimulus money. But then when you're calculating the stimulus here, you're putting it down below the operating margin.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Yes, so stimulus in non-operating, right? And so, if I accidentally said the stimulus was up 9.5, that is not correct - stimulus is non-operating below the line. And so, when you think about the stimulus the University received going back three years or so, there were significant dollars that were passed through to our students, students with greatest need.

President Rouillard: Okay.

Matt Schroeder, Executive Vice Provost for Finance and Administration: There was clinical stimulus and then there were other stimulants that we used essentially for lost revenue.

President Rouillard: And then the transfers, I have questions about the transfer. And so you anticipated \$15 Million in transfers, but we actually had \$19 Million. So, did that mostly go to auxiliaries and athletics?

Matt Schroeder, Executive Vice Provost for Finance and Administration: So when you look, and Gordy, you can chime in here. So, from an accounting standpoint, when you look within the transfers and there's thousands of transactions or exchanges within the transfer lines. It could be a dollar. It could be 'north' of \$10 Million. Some of the big highlights that play out in the transfer line: Number one, student general fees. So, 'by the students, for the students.' Forty-seven percent of that goes to athletics - it's been known for years now. You have a massive transfer out of around \$10 Million or so to athletics - well, less than \$10 Million now because of enrollment. So you have a transfer out to athletics of \$10 Million. You also in this line, to highlight another big item, you have a transfer back from the clinical side of \$5 Million.

President Rouillard: But that still means that, that goes to athletics.

Matt Schroeder, Executive Vice Provost for Finance and Administration: I'm going to say 'no' to that. Gordy, do you want to chime in?

President Rouillard: Well, if we transfer about \$19 Million... That still leaves us with \$14 Million that is going to auxiliaries. My understanding is that athletics...short?

Gordy Chauvin: We have the other changes in that condition. Research and download plant funds, the majority of those are actually going into the plant funds. So the transfers are going to net to zero in total. So, some of these transfers there are actually going to presentation that's got a separate statement.

President Rouillard: Okay.

Gordy Chauvin: So it transfers into the plant funds to do whatever plant operations might be involved in those particular projects.

President Rouillard: What was that? Or was that an echo? [Experiencing Technical Difficulties] ... I mean, 9.5 is huge. And then what about 4.7? So the fact that we were doubled last year, shouldn't we---?

Matt Schroeder, Executive Vice Provost for Finance and Administration: So, let me go back to your auxiliary question because I was looking down for that, so I missed your follow-up question. So within auxiliaries, a couple of things to take into account, yes, athletics. Depending on the year, how far you want to look back, it could be anywhere from 6.5 to 9.5 in terms of support for athletics. Right? It is what it is. The last couple of years with declining enrollment you also have within auxiliaries the negative impact on both housing and dining. So, if you're looking at auxiliaries and saying, you know, the sole issue is athletics, that is not correct.

President Rouillard: I understand that, but we've had some serious there.

Matt Schroeder, Executive Vice Provost for Finance and Administration: I mean, we've had serious issues with dining as well. I mean, pre-pandemic, and I know you're looking at dining and you're looking at parking, but pre-pandemic we were 'north' of 4,000 meal plans. How many meal plans, Mike do we have this fall?

Mike Dennis: Twenty-two hundred.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Twenty-two hundred.

Mike Dennis: Fifteen hundred beds.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Right, 1,500 beds when we can house just right over 3,100 beds if we were fully open. Right?

President Rouillard: Which brings me to the question of, why are you always cutting academics? The cuts that were made to auxiliaries weren't made to athletics.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Sabrina is going to talk about auxiliaries. I know that has been a pressing question of yours, and so Sabrina will go through that in a minute. You know, we're in a very difficult position right now. Right? We've lost 37% of our student FTEs over a 13-year period. I know one of the issues that you're looking into with dining right now are hours of operations. Why have we changed the hours of operations? Number one, it is based on card swipe data, and where the students are going and when. But also, Linda, to your point, what we're trying to mitigate against is putting auxiliaries further in the hole, so that we either need additional support from the academic side of the house or the clinical side. So, we're trying to strike a balance to where the students can get everything that they need. Now, if we were going to go 'full blown' dining operations as if we had 3,100 students living on campus/4,000 meal plans, we would be in the hole \$4 Million. And by adjusting the hours, we're trying to get that down to \$2 Million loss.

Mike Dennis: Yes, so dining ... [Experiencing Technical Difficulties] ... issue with hours and ... [Experiencing Technical Difficulties] ...

Senator Coulter-Harris: Yes, but part of the problem, I think, that students are very concerned about is the fact that the dining hall in the Student Union closes at 2:30 in the afternoon. I mean, you know, students have classes until 5 or 6 pm., and then you have the athletes who need to eat. Some of my students have said that "I'm living way over here at Parks Towers and they want me to go to Ottawa East," which does have better hours. But, I don't think Ottawa East is open on the weekends. I know that the Student Union Dining Hall isn't open on the weekends. I do have a great subcommittee on this issue: where is Barry Scheuermann?

Senator Scheuermann: Here.

Senator Coulter-Harris: He is part of my subcommittee. I'm not on that subcommittee. I'm on the subcommittee for parking. So, I think I meet with you, right, tomorrow?

Gordy Chauvin: No, I think you are meeting with Mike [Dennis].

Senator Coulter-Harris: Mike? Oh, great. But it's also about the quality of the food and preparation, which is sometimes below par. We have made suggestions, and I don't know if this is ever viable or not, [that] why not a dining hall in Parks Towers where most of the freshman students live? Right? I know we're talking about budget, and I know that, but this is something that would be a little more logical.

Mike Dennis: We can spend the next hour talking about the dining halls.

Senator Coulter-Harris: I know.

Mike Dennis: So, the Student Union is closed on the weekends. Ottawa is open on the weekends because that is where the students live. And even though the Student Union cafeteria closes at 2:30 pm during the week, there's nine other retail locations open till 7:00, 8 o'clock at night that they can eat at. So, there's plenty of options. There's something open from 7 am until midnight. So there are options everywhere for different palates for different styles, for whatever they want. It is unfortunate that on the 'all you care to eat,' yes, we do close early. Most students are on the north campus during the day for classes, so they have breakfast and lunch, and then they go home to their residence hall in the evening, and so we have that open for dinner. So, that was kind of the compromise that we tried to strike. But again, if enrollment continues to decline and our numbers continue to decline, we're going to have to shutter more operations just to try to lose the least amount of money as possible, because---

Senator Coulter-Harris: I mean, what are you planning on shuttering? Which location? Student Union?

Mike Dennis: We would have to see what the numbers look like.

Senator Coulter-Harris: So why not Parks Towers?

Mike Dennis: There is a dining facility in the basement, but it is for the 600 students that live there.

Senator Coulter-Harris: There is a dining facility there?

Mike Dennis: There was.

Senator Coulter-Harris: Oh, there was.

Mike Dennis: Yes, and there was one in President. There was one in every single residence hall.

Senator Coulter-Harris: Is it still there?

Mike Dennis: It is not. That was years, years and years ago. So, Ottawa East is the most central best location because that's right in the middle where everyone lives. So that would be the best location. So, if we were to shutter, one, it would be the Student Union cafeteria. We'll leave all the retail open like it is and the 'all you care to eat' would be open in Ottawa East. And we can also change the nature of our meal plans in terms of swipes vs. declining debit to make it more amenable to students to buy retail vs. 'all you care to eat.'

Senator Coulter-Harris: How about enabling those who had purchased cards to use those meal cards at varied outside locations that you would select? Is that viable?

Mike Dennis: No, because we need the revenue. I don't want to give the revenue to somebody down the street.

Senator Coulter-Harris: I understand.

Mike Dennis: Again, we're trying to provide the best dining, housing experience we can give with our limited resources. And there are hard decisions we have to make to be able to do that. There's no right answer.

Senator Lewin: Our online students come from all over the country, not just two and three hours away, but they're in Washington State and Arizona etc. They're being charged 100 dollars per credit hour for student services that they cannot possibly use. That means if we have a 30,000 dollar program for cost of education, their cost then is 35,000 dollars because they have to pay additional fees. They won't come here. They'll go to another university that has equivalent education but doesn't charge student fees.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Are you referring to Nursing's online classes?

Senator Lewin: Yes, online.

Matt Schroeder, Executive Vice Provost for Finance and Administration: If we want to be competitive ... [Experiencing Technical Difficulties]

Senator Harmych: Excuse me, but we cannot hear online. Could you please use the microphone?

President Rouillard: Are you not hearing anything at all online?

Senator Harmych: It is very faint. We cannot hear what was just said.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Can you hear me now?

Senator Harmych: Yes, now we can.

Matt Schroeder, Executive Vice Provost for Finance and Administration: What I was saying is, I agree with the senator as it relates to our current online pricing and structure. It's very much still a face-to-face 'bricks and mortar' approach. As we continue to develop the online initiative—which Barb is leading and she is doing a fantastic job—with the goal of getting to 3,000 online students in the next few years,

we have to be more competitive from a pricing standpoint. I mean, when we sit back, working with Scott and just look at some of the online numbers currently (meaning, the students that are thousands of miles away that have selected the University of Toledo) and you look at that pricing structure, it makes you wonder why did they pick the University of Toledo. What was that competitive advantage for them to really ignore, whether it's a Phoenix or New Hampshire etc.

Senator Lewin: In several cases it's been travel nurses. So they were working, they were practicing here in Toledo, but then with COVID, there were lots of incentives for travel nurses. So now..., they are citizens of other states.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Well, in that program, whether it's RN to BSN and then there's some competency-based education on the nursing front, you know, tremendous amount of opportunities in that. Is that your home college, or no?

Senator Lewin: Yes.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Tremendous amount of opportunities; I know Scott and I talked about that. Lots of growth. And I think you just dropped to what, two cohorts a year for BSN?

Provost Molitor: Dropped from three cohorts to two.

Matt Schroeder, Executive Vice Provost for Finance and Administration: So let's jump real quick to the balance sheets, statement of cashflows. I know, Linda, there's some questions around budget development. We'll get into auxiliaries at that point. So, real quick, a few items to call out on the balance sheet. Again, this is preliminary. When we flip to the next page, you're going to see OPEBS. So other post-employment benefits and pension are not populated yet. We're finishing up the audit. Our audited financials will be sent down to Columbus. Is it the middle of October, Gordy?

Gordy Chauvin: Yes, the 15th, which I believe is a Sunday.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Thank you, sir. A few items to call out real quick on the balance sheet. Cash and cash equivalents. You know, over a 12-month period, down \$36 Million from a cash standpoint. AR, and Collin, this gets to your point about the implementation of Epic and some of the rev cycle challenges. We did see some pretty significant uptick in AR over the second and third quarter of fiscal 2023. Towards the end of fiscal 2023 Q4, we saw a lot of that AR free up. It is also our belief that on a go forward basis, given the incremental increases we're seeing on net patient service revenue that, that AR is also going to reset. It is probably going to get a little bit higher than what we've seen typically given some of the efficiencies on the Epic front. Capital assets, the third item that is circled. What I really want to call out there and this gets back to some of the conversations we've had with Faculty Senate over the years about whether it's common area spaces, classrooms, research labs, how the university has backed-off on, not only going to the capital markets but reinvesting in the physical infrastructure or physical space at the University. And so, the reason I circled that is this capital net of accumulated depreciation, we're not keeping up with what we should be spending on the physical plant. That's impacting not only the student experience, but I have to imagine it is impacting the faculty experience and the pedagogy associated with that. And then just jumping over to net position. Again, it does not include pension OPEB currently. That will be updated. And then obviously, total net position, that change year-over-year, when our financials are finalized that will give

with the bottom line on the income statement. But right now, still cleaning up OPEB and pension. Anything to add there, Gordy?

Gordy Chauvin: You know, the pension, OPEB number..., that to me is not meaningful. This year it bumped up close to \$200 Million. I mean, does that mean we owe \$200 Million...? All the pension liabilities are payable by the state...current system, not by us. We are liable for the 14%. So, to me, it is just a little bit of misleading numbers...

Matt Schroeder, Executive Vice Provost for Finance and Administration: So this is one of the more important financial statements, at least from a central financial standpoint, which is the statement cashflows. This is also very important. If you're on the Board of Trustees, we update this now on a monthly basis. This is through June 30th, and you can see at the bottom, net decrease in cash, just under \$39 Million. You know, obviously this is a going concern for us. Some of this is related to timing. I know there was \$15 Million or so from 2022 that carried into 2023, but even setting that one time item aside, we had a material decrease in cash during fiscal 2023. If it's okay, I'm going to have Terry quickly, go through some of the enrollment results that we're seeing from business insights. Mr. Romer.

Terry Romer: I'll use the mic here. Hopefully you can hear me. I'm sure you can in the room, but I hope you can hear me online. Just want to run through some enrollment numbers that we watch very closely as we're thinking about the current state and as we think about the future state, next year and the year beyond. I think one of our problems here at the University is that we're not super diverse in where our students come from. I know we have a really good international student population, but the core of our students are domestic DHS students. Right? And 93% of our domestic DHS students come from within 200 miles of the University. Right? We are basically an Ohio, Southeast Michigan institution. That has actually gotten a little bit worse over the years. We love Ohio students. We love Southeast Michigan students. But we really had a hard time penetrating the states adjacent to Ohio and even beyond. And so, you know, we just had just shy of 1,900 domestic undergraduates, effectively, DHS students. You know, you add in a few hundred miscellaneous other students, and we had just over 2,000 new students this year. That's been declining year-over-year for a number of years. Now, if we look at our historical FTEs and tuition, we've really taken a big hit over the last decade to decade-and-a-half. A lot of it's been in the last three to five years. I think that's clear to many people around. We look and there's fewer students. That feeds into fewer meal plans and fewer beds. That is really right now, at least on the academic enterprise. One of our main problems that is driving some of the results that you just seen on the finance side, you know, we're about 12,400 plus or minus FTEs. Back, not that long ago, 2010-2011, we were closer to 20,000 FTEs'. That's really taking a big hit on our tuition and fees, and I think that is no surprise to anybody in this room. But that has become an increasing problem to try to cover everything that we're trying to do at UT with just that kind of small amount of tuition and fees dollars. And, you know, not shown on this chart is the state share of instruction. It lags in years, but as your enrollment declines, the state share of instruction catches up with you and over time you're just going to find less and less state share of instruction. So even when the state and their biennium budgets increase SSI pool by maybe 1%, maybe 2%, we're lucky if we can just break even over the prior year based on enrollment declines, performance declines in the model. We can graduate more students, that's great. We can retain more students. We can have more completions and all the great work that we do at UT to get students out the door. But when there's fewer of them, that model really favors big schools. If we look at state share of instruction numbers, just year-over-year, with a modest increase to the pool, there were only three

winners. That was OSU, Cincinnati, and I think Miami was in there. They absorbed \$18 Million. Almost all of the increase got absorbed by those three schools.

All right, so when we look at just kind of the underlying numbers and our FTEs over time, we're looking at about a 37% decline in FTEs since around 2011. On the undergraduate side, that's closer to a 40% decline. Kind of hidden in there and kind of feeding into the tuition numbers is this increase in the proportion of our FTEs that are produced by CCP students. You know, we are doing about 400 plus or minus FTEs a year in CCP. Those are coming in at pennies on the dollar on the tuition side. I think it's terrific for the students. It's a terrific opportunity to get more college credit, but it kind of pinches us on the back end when we're expecting students to take more hours, right? You need 120 hours to graduate. If you're coming in with 30 hours CCP and graduating with 120 hours, we got 30 hours at again, pennies on the dollar. Fantastic for the students, but it does hurt us financially. On the new first-time students, we're down 47% in that same time period. Transfer students down over a long period of time.

Graduate students down. This year there was some bright spots the Pharm-D program kind of rebounded, which was great. We like to see that. But overall, grad is down. Law is starting to rebound, but we think they're kind of settling in where they are. And Med as you would expect, they bring in the same size cohort so they're locked in. Right? They can't really grow the way you think they might. So, I think all those numbers are really kind of driving us to this position where 12,400 is probably not the number we want. You know, I think we'd like to go back to the 20,000 days. But I think a lot of us agree, just talking around the institution that, that kind of growth is maybe a little bit too optimistic. But, you know, where can we grow? Or can we capture Barb's plan for online growth?

Senator Coulter-Harris: What about 15,000?

Terry Romer: I'll take 15,000. I'll take it. I'll take it right now. Right? Any day of the week.

Senator Avidor-Reiss: Over the years, we are just losing, cutting and cutting. We are really disabling most of the units at the University of Toledo. So, we do need to grow enrollment. Right now there is a company that the administration hired to provide a vision called Arts and Science, and they predict that they can increase our enrollment by 80% or so if we make an investment in certain things. The question for you guys is, are you going to do it since we have extra money, the \$50 Million from the parking? How are you going to make this investment?

Matt Schroeder, Executive Vice Provost for Finance and Administration: So I have not seen the Arts and Science report yet. I know that they were on campus last week. I think Scott, did you meet with them?

Provost Molitor: They had an online meeting...

Matt Schroeder, Executive Vice Provost for Finance and Administration: So I have not seen the final report from Arts and Science. I want to break your question up into two parts. So, number one, we absolutely need to make investments on a couple fronts. So not having the benefit of seeing the Arts and Science group's report, I will tell you, in fiscal 2024, we've allocated additional \$3 Million as relates to marketing on the enrollment front. When Scott and I had gone around and met with all of the colleges, and I want to dispel a rumor—Mr. Matt Schroeder is not going out and meeting with the colleges one-on-one. Scott and I are meeting with the colleges. We have heard loud and clear the desire for some additional marketing resources and some additional recruiters. Marketing, check the box - an additional

\$3 Million on top of what they have already had, and we increased them, I think, in fiscal 2022 as well. Now, the overall branding strategy for the University, you know, Megan Cunningham, which I would suggest at some point, probably in the spring to have Megan come in to talk about what that campaign looks like, I think it needs to be multipronged. It's one: brand awareness. But then you also have to introduce, and I'll let my 'B' school friends chime in, some performance-based marketing. Meaning, you're going to have to have some pretty solid KPIs to be able to track, you know, if this channel is working. Are we seeing the students? Are we not seeing the students? I think a lot of our problems has been over the last decade or so, which is that the commitment to marketing has not been there, and when it was there, it was in the wrong channels. And I think those of you that lived through the days where we had the blue and gold, we had this concerted effort in the Detroit marketplace; you know, if we could go back in time, I think we would change a lot of that. As it relates to investment in general, Scott and I – and Scott, I don't want to speak for you, but I look for a head nod—I think that we agree as it relates to the fiscal 2025 budget development, and just budget development in general. We have to begin investing in those areas that have the potential to thrive or already thriving.

These incremental cuts, I will tell you this all day long. I will go on a polygraph test. Central Finance, Academic Affairs, we do not enjoy the incremental cuts. It is decimating the academic side of the house. It is decimating the support unit side of the house. We have to figure out what are those opportunities that the market is behind and that can generate enrollment growth in the near term. Now, there are also some opportunities, and I've been very consistent with all of the deans and I'll be consistent here, that are going to take some time to materialize. Right? And we understand that. The consistency there is as these deans and these department chairs work with Scott and his team, and they develop performance business plans etc., whatever you want to call it, it will not come as a surprise if there are some areas. In my opinion, there's probably some areas that we are already in, but in order to capture that market share, it may take three to five years. Right? But we need to think collaboratively on what that looks like. And Scott, do you want to add on there at all?

Provost Molitor: This relates to my philosophy on program prioritization. We need to take the resources we currently have and allocate them towards the programs where we can get the most 'bang for our buck,' where we can see enrollment growth, where we can see strong return on that kind of investment. As Matt said, it would be nice to have money to invest in those areas and we need to look at that as part of the FY 25. But in the end, given the revenue that's coming in, we're only going to have a limited, if any amount of money and funds to invest in those areas. So, we have to concentrate on the resources we currently have to see if we can reallocate those two areas where we have potential for growth.

Senator Avidor-Reiss: Plus, the area, the \$50 Million from parking for things that may help us grow. The recruitment, the best way is to try getting this different idea in a place where you would invest. There is a market, but we're just not looking for it.

Provost Molitor: I'm going to have to let somebody else answer that question.

Matt Schroeder, Executive Vice Provost for Finance and Administration: I mean, if you want to start and I'll chime in and help you. But, I mean, well, to your point, and really, I think the focus of Academic Affairs and Finance along with the President and along with the Board is that, you know, from a peer operating budget revenues need to match expenses. Right? I mean, that is pretty basic. What we also need to do, though, is we need to have some long term plays and with some KPIs. So, let's just say Collin's

department comes up with a great idea and two years in, it's not working out. You know, we decide as an institution, Academic Affairs decides that, hey, they're going to unwind that. Let's say there's some things going on right now. I know we work with ODHE on low enrolled programs. We've put, I think quite a few on hiatus or stopped enrolling based on the ODHE requirements. But whether it's the parking revenue which is just over \$50 Million. Or whether it is an even bigger picture tied to the deferred maintenance issues that are impacting classrooms and research labs. We are trying to be fiscally disciplined right now, so that we have the dry powder, whether it's within Board designated reserves, whether it's within the capital markets. What we are avoiding, and so you use Wright State as a great example. And I know it often comes up, is when everything was said and done at Wright State before all heck broke loose, they were down to \$38-ish Million dollars. They had exhausted everything. So, what we're trying to do right now is to identify where we want to go as an institution. That first starts with not only the strategic plan, but also the President's vision of where we want to head as an institution. And then once you have that supported by the strategic plan, the strategic plan then, along with the vision also guides our overall space utilization that's ongoing right now, which we know, utilization based on declining enrollment, we'll probably see opportunities to contract our physical footprint. All of this is being done to put us in a position for growth. Now, some will argue that we're moving too fast. Some will argue that we're moving too slow. I guess what I can say is number one, Scott, and I have a fabulous relationship. I think the tour with the colleges was very eye opening for all of us. I mean, we've got some real gems as it relates to opportunities. We now have to put that together during budget development and then also we have to bake that into our five-year financial plan as well. Yes?

Senator Coulter-Harris: I just like to bring up something really positive that I've noticed. And this relates to marketing. I have noticed a real uptick in marketing on social media platforms, on television, on radio. So, kudos to the Marketing Department because really, I was very discouraged last winter-break when I was seeing so many ads from BGSU and none from us. But now, I mean, the good news is, is I see a lot happening.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Yeah. I think how you quantify that one second ago right there is you look at, prior to the 15th day, the enrollment trackers going out. There's also tracking tools as it relates to housing in the housing tracking tool. This speaks volumes to what Megan and Jen Sorgenfrei are doing. The amount of inquiries and Scott, I can't remember, was it 2x, 3x, 4x year-over-year? I think that gets to your point about whether it's the social media presence or just overall presence, students are taking a look at Toledo. We see it with the click through traffic. Yield rates, we still have to increase. But the initial inquiries, I think, underscores the importance of that investment in marketing.

Senator M. A. Osman: Besides the marketing, we also have some targeted efforts, like articulation agreements with some community colleges. We can do that with several of them. I know I hear [a lot] about Owens. Do we have that in our plans?

Matt Schroeder, Executive Vice Provost for Finance and Administration: Do you want to take that one? It is sort of outside of my lane.

Provost Molitor: Can you repeat that, I didn't hear you?

Senator M. A. Osman: So I am asking about targeted efforts, such as articulation agreements with some community colleges we can have.

Provost Molitor: Yes, we are working very hard on those. We have a dedicated Transfer Center and Mary Humphrys, who is in the Provost Office is taking the lead. We've already approved a few recent agreements, like the one with Northwest State. The President went with Dave Meredith to Sinclair and Cuyahoga County Community College, which has much larger number of students than the community colleges around here. So, yes, we are working very hard in developing those kinds of agreements. And those are going to take time to materialize and yield students.

Senator M. A. Osman: Thank you.

Senator Scheuermann: I just have a real simple question. Maybe Scott can address this or Matt. I think a lot of people are wondering about, when are we actually going to commit to the RCM budget model and end this detrimental budget process we've been in for 15 years or more? Because until we stop that, we're just going to keep 'robbing Peter to pay Paul.'

Matt Schroeder, Executive Vice Provost for Finance and Administration: Do you want to go?

Provost Molitor: Yes, but I'm having a hard time hearing with the echo.

Matt Schroeder, Executive Vice Provost for Finance and Administration: So, Barry, do you want to repeat?

Senator Scheuermann: So again, the simple question is, when are we going to commit to fully implement the RCM model? Because until we do, we are going to continue to 'rob Peter to pay Paul,' filling in the gaps and we're not going to get to a real incentive-based model.

Sabrina Taylor: So we definitely are in an incentive-based model. The reason it doesn't 'feel' like it is, because the overall revenue is going down. When we talk about an incentive-based model, everyone thinks about that as allocating additional resources.

Senator Scheuermann: No, that's not the case at all. An incentive-based model is simply, you get to keep what you make rather than having to pay someone else's debt.

Provost Molitor: Yes, but we still have the subvention component of the incentive-based budgeting model.

Senator Scheuermann: Yes, but who is controlling subvention? Then the question is, with the cost units, who puts the guardrails on them on how much their budget can or cannot be?

Provost Molitor: The subvention is a different category from support units. To cover the cost to operate the support units, we established rules which relate to the budgets they need to operate, and they've been cutting their budgets along with Academic Affairs. Subvention is for the academic colleges. Some colleges are profitable and other colleges are not. And, you know, you still need to have students in your college taking courses in other colleges, and those colleges need to be around and need to operate. And so, that's kind of where we are. Ideally, and in true successful RCM or incentive-based budget model, everybody would be able to meet their operating expenses with the revenues they generate and would not need to be subvented, but we're not there yet.

Senator Scheuermann: Then the question is, how do we get there?

Provost Molitor: We are all trying to solve that problem.

Senator Scheuermann: Other universities have achieved that. Can't we?

Sabrina Taylor: So the crux of the issue is enrollment. When you're down 40%, and I know nobody likes this word, but it's clear I think when I say this, we've not right sized the overall budget by 40%. We've just been trying to continue to do what we've always done, but just with fewer resources. So, we've just been snipping kind of across all areas. And I know this isn't popular, but we just don't have enough tuition and fee revenue state subsidy coming in to support everything that we've been supporting. So, at some point in time, we have to really commit to what are we going to invest in, what are we going to grow, and what we are going to stop doing. I feel like, historically we've been really good about establishing new programs and selecting areas that we want to invest in. We've not done as good of a job in terms of what we're going to divest of.

Senator Avidor-Reiss: I won't speak about that because there are many new programs that seems to be very attractive. For example...Biology in NSM, but nobody advertises it. Nobody spreads the rumor that this program is outstanding. So, faculty are creating new programs, putting a lot of energy, and wasting a lot of time. And then in the end, when you guys need to advertise it or give the money for MarComm to do it, it doesn't happen. So, we just wasted time and money because we don't have enough faculty to do these things and we are going to be losing again. So that is the problem. If you do not grow a successful program, you are damaging the overall...

Sabrina Taylor: As Matt indicated for fiscal year 2024, we are making an additional investment of \$3 Million for advertising.

Senator Coulter-Harris: Just a quick question. Do gifts, endowments or donations affect the budget at all?

Sabrina Taylor: Are you speaking to this or just in general?

Senator Coulter-Harris: In general.

Sabrina Taylor: So most of the time those are going to be above and beyond – so value add. Now, there are some Foundation resources that are built into the existing budget. For instance, I know for athletics, they budget a certain amount that they're going to bring over from the Foundation. Those aren't super large dollars across the institution. They typically come in as additional resources for additional spend for departments.

President Rouillard: I think there was a hand raised online. Do you have a question?

Senator Tucker-Gail: I do. I wanted to follow-up on Senator Scheuermann's point. I wanted to ask a question. This gets asked in my college council meetings all the time, and it is why have some colleges taken much more significant cuts, had to restructure, had to rebalance, had to lose people and programs etc., and other colleges had not had to enforce those kinds of cuts or take a look at their budgets to the same degree or level as other colleges? And when will that actually happen? When will everybody be held accountable for cutting their costs to a reasonable amount?

Provost Molitor: I can start with that. So, not everybody took the same amount of cut in FY 2024. Those metrics were based on the incentive-based budget model. So, one of the criteria we used, whereas that colleges that were subventing other colleges, we cut their budget less than other colleges. So, overall, Academic Affairs had to meet approximately a 7% budget cut. Some college budgets were cut less than

7%. And some college budgets were cut more than 7%. And again, these decisions were based on the metrics from the IBB model. So, it wasn't a 'true' IBB implementation. But we were using the information and the metrics from the IBB model to make those decisions. If your college performed better, in terms of the budget model, you received less than a 7% cut. There were other factors that went into it. There were also residual unmet cuts leftover from FY 2023 that need to be met in terms of our permanent budgets. And so, depending on where your college was, with respect to those, that ultimately determined the overall cut that you received.

Senator Tucker-Gail: But that's not exactly the question I was asking. I understand that some colleges took less of a hit than others. But there are some colleges that have an excessive number of other expenses that have not been looked at or reduced in their overall budgets that reflect the same as others. So, I'm in a college that has been stripped of just about everything and I'm not seeing that in other colleges to try and get to a solution to these problems.

Provost Molitor: I'm not sure what you mean by "these other things." Overall, the percentage cut was based on the overall based budgets of those colleges. So, unless you have a specific example, I'm not sure.

Senator Tucker-Gail: Well, I'm just saying, like we're down to like four or six secretaries. Senator Scheuermann can correct whatever is wrong there. We are down to three departments that share an enormous amount of resources. We no longer have PhD programs. Like, we've made significant cuts in HHS that don't seem to be reflected across other colleges.

Provost Molitor: I'm not aware of any colleges that did not make significant cuts. Colleges have reduced their funding for graduate students. They've reduced their staffing levels. They've combined, even though you may see separate departments, they will have one chair and one secretary serving as three or four different departments. So really across the board, all colleges were doing similar things to what your college did.

Senator Tucker-Gail: I guess then I would ask that we share that [information] across the Senate or across the University that that be communicated, because I don't feel like everybody understands where everybody stood and where they sit now, so to speak.

Provost Molitor: Okay.

Senator Barnes: I don't know if you can hear me or if this is even on. I've heard that phrase "right sizing" a lot. And it has always shown with the enrollment numbers to say this is the problem. There was an infamous remark a few years ago about how many faculty - "we have too many." But I remember then asking a question—it might not have been at that meeting, but at that time—how do we look size-wise in the other elements of the institution besides faculty? So, for example, I hear endlessly that our football coach is paid the highest in the MAC and way more than we need to [pay]. And so, I, at that time was asking about the size of the administration generally. I feel like I remember you saying, it's really hard to compare because it's 'apples' to 'oranges.' But in terms of what we look like as an institution, where else are we not right sized besides faculty?

Matt Schroeder, Executive Vice Provost for Finance and Administration: Great question. A couple of points there. Yes, I did make that remark, was it November of 2021? Well, whenever it was. We are a people organization, right? When we look at our spend, 80% of our spend is on people. When we look at

the general fund operating budget, 75% of that budget is within Academic Affairs. Right? So, if I'm saying however many years ago, and I'm not going to repeat it now—but if we're overweight in a certain area, being a people organization and as we're hearing some of the questions with cutting operating expenses, I think every single dean, department chair, support unit leader will say there's hardly anything left from an operation standpoint. So then it gets into the 80% of our spend on people. And so, when you think of what Terry had shown, where not too long ago we were at 20,000 student FTEs; we're now at 12,400 student FTEs and some change. We've looked at how our employment numbers have ebbed and flowed over the years. I think from a faculty standpoint, correct me if I'm wrong, there's been a little bit of a 'saw tooth,' but has returned close to the levels -13 years ago. Right?

Provost Molitor: Yes.

Matt Schroeder, Executive Vice Provost for Finance and Administration: When we looked at the last ten years, faculty have decreased 7%. Now, keep in mind, dispelling another rumor, any given year we have 35 to 40 faculty that leave this institution through natural attrition. Also keep in mind, whether it's been Scott or folks that have sat in Scott's seat before him, we've offered at least two voluntary separation incentive programs. There was one in 2017. One a few years ago. And I know in a recent budget development, there were some conversations between deans and department chairs, and they tried to have targeted conversations with some individuals. I know Law has also managed their attrition for a long time. So, you've got 35 to 40 there. So, [we're] 7% down with faculty. We're calling them administrators, I think director level and above, is 15% down? Am I right? So, 15% down. Then all other employees, and this is nonclinical, I'm looking at Scott and Terry, 12%. So it gives you a sense of [where we are at].

Senator Barnes: That sort of compares us to ourselves. But I'm asking, how do we compare to similar sized institutions today? Is it in the faculty that we are bigger? I mean, when I hear we have the highest paid 'x' in the nation or whatever.

Matt Schroeder, Executive Vice Provost for Finance and Administration: The Mid-American Conference.

Senator Barnes: Yes, but I'm trying not to pick on athletics because I really feel like --- what I want to know is where are we really outsized? I hear you say "faculty," but where else? Not compared to ourselves in 2010, but compared to other institutions today? Where are we not right?

Matt Schroeder, Executive Vice Provost for Finance and Administration: I think there'll be two data points on this. Scott, I know you guys were updating the Delaware data, so that would give a sense of the faculty side of the house. Right? In terms of how we compare to other institutions at the course level or the department level. Am I correct there? On the Delaware?

Provost Molitor: On the Delaware data?

Matt Schroeder, Executive Vice Provost for Finance and Administration: We'll say there's data points within the Delaware study and then also in IPEDS. And so, Sharon, to get back to your question. What I'm saying as we sit here today as a people organization, generically speaking, based on where our enrollment is at 12,400, based on how the operating budgets have been decimated, we are still heavy from a talent standpoint. I am generically saying that, right? We're not going to categorize it, but as a people

organization, we are still built for a number greater than 12,400. I'm seeing a nodding of the head from the Provost and then also from business insights.

Unknown Speaker: [Indecipherable]... faculty everywhere?

Matt Schroeder, Executive Vice Provost for Finance and Administration: Yes, I would generically say that as a people organization, we're heavy. Now, everybody will point back, and they'll say, well, I've cut my administrative assistants and I've cut my secretaries. Facilities will say, CWA has been decimated. And they absolutely have, but we're still overbuilt when 80% of our spend is on people. Now, we cannot cut our way to success. And this gets back to the growth. Where are we going to grow? And we have to start taking some risks there, investing in those programs of growth and marketing in those programs of growth. We have to do that.

Senator Barnes: I still don't feel like that's the answer I want to hear. Is there any university that is successful that is our size? And how are we different from those institutions that are balancing their folks or whatever? Like, where is it? If it is faculty, I mean, we feel like we've taken a lot of hits. Right?

Matt Schroeder, Executive Vice Provost for Finance and Administration: Right. We looked at some interesting data. What was it, TR (Terry Romer) a few weeks ago? Was it IPEDS? What was it we were looking at? So, the University of Toledo, we have said, and this goes back to like the Gaber days; you know, one of twenty-eight comprehensive universities in the country. And so, what we did utilizing IPEDS data is we put a filter on, and we looked at schools like Toledo that have medicine, law, and what was the third?

Terry Romer: Pharmacy.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Medicine, law and pharmacy. And how many schools have those three professional programs? It populates a decent list of the closest competitors such as Wayne State. But then you've got Land-grant and Flagships. So other than Wayne State, we don't look anything like those schools. You know, a small or medium size Midwestern university that based on Terry's data, pulling 92% of our students from within 200 miles. We do not look like the schools that have the programs that we have. Now, I would view that right now, as we are looking for growth opportunities, as a positive. Because within those professional programs and beyond, there is a lot of market demand. So, for example, when Terry referenced SSI briefly a few minutes, every so many years they tweak the model. One of the tweaks that they made in the last two to three years was based on Jobs and Family Service data. The students that you graduate, are they being placed in in-demand jobs for the definition of the state of Ohio? Who leads the pack? Toledo and NEOMED are the highest in terms of placing students in in-demand jobs. Now, that is a great point of pride, but as it relates to the SSI model, we're going to continue to lose market share because we can't go any higher. And Ohio State, Bowling Green and others will pick up that market share. Did I get to your question, or do you want to ask one more follow up?

Senator Barnes: It does make me wonder what do we look like compared to Wayne State? ... How are we're doing?... [Indecipherable]

Matt Schroeder, Executive Vice Provost for Finance and Administration: Is there anything that comes to mind? One second, Barry.

Terry Romer: No, I can't. I would love to sit down and take a look at us vs. Wayne State on some of these more detailed level staffing, and faculty, and administrative costs. But, I will say that what we tend to look at IPEDS for many things, just because it is an easy way to look at other institutions, and how we sit in that mix. We spend, and we continue to spend an increasing amount of our revenues on labor -- much more so than other institutions that we look at. And I think, you know, as a people's place, that makes sense. Right? But as the revenues decline, the labor costs don't decline at the same rate. So, that proportion of spend vs. your revenue devoted to labor keeps going up, and up and up. Other institutions aren't necessarily doing that. And I think when we talk about investment in the plan, investment in the classroom and investment in other things around the institution, because we are so invested in labor, those are the things that we are unable to invest in right now, understanding that it is a very difficult thing to divest of labor - particular, when we feel like we're poised for growth in programs, we're poised for growth in a lot of things. You get click throughs on marketing things and students' eyeballs are on there. So, you certainly don't want to decimate something where you think you're on the verge of greatness. But at the same time, you know, thinking about pressures---

Senator Barnes: Can I ask a follow-up?

Terry Romer: Yes.

Senator Barnes: I think the problem when you say "labor" is that that includes a lot of people. For example, cutting part-time faculty who don't make any money, but makes lots of money for the institution, particularly, for example, in the summertime. Is it that we are paying some people too much? Can we be ...more specific in terms of what it means when we say, "labor costs?"

Terry Romer: We could probably look into some of those things as we develop these plans, [such as when] the President get his vision going, the strategic plan, then we [can] start looking at those things. I totally agree with you. I would be the first person to say, yeah, I think it's smart to have a good pool of part-time laborers when you need to teach a class etc. Those are not things that I don't necessarily (myself) would cut. But I understand the deans and other academic leaders... Their hands tend to be tied. But I totally agree.

Senator Barnes: I'm not advocating for exploitative labor practices. What I'm suggesting is, can we look and say, you know, that is excess weight? Right? If we are paying our football coach the highest amount, and he's successful, is that a return we are getting back in terms of investments in students, or do we need to be in a different division? Do we need to downsize our vision of who we are athletically to match the size of the institution? I think from the perspective of faculty, we feel it on the day to day, right? We're interacting with students with a limited amount of time to do more things with them, which is of course, what we want to do. I know you administrators are taking cuts here and you're doing three jobs -- Provost Molitor, I don't know how many jobs you're doing. But the idea is that we want to see that time and cost cutting shared and communicated in a way that makes sense to us. And frankly, this isn't it for me. The way you talk about these numbers, it's just not in my wheelhouse. Right? I think you have to be able to communicate with the people who are doing the work. And I appreciate the labor that goes into this because I'm sure it takes a lot of effort to produce these documents. But it feels to me, like, you know, you say that the hospital side is making so much money, but then you talk about the millions and millions of dollars that you just spent on a new system for the hospital. It seems to me that that must be coming out of

the money that the institution is making if we're paying all these millions of dollars out for the new system, too. So, I don't know what to suggest about that, but I hope you can attend to this issue also.

President Rouillard: Senator Barnes, one of the things that you are getting at is that many times we are so focused on cutting expenses that as we cut the expenses, we forget to ask about what revenue we're also going to lose because we're cutting those expenses. And for me, that is the huge issue around part-time faculty. And like you, I don't want to exploit people. Right now we haven't been allowed to hire full-time faculty. Right? And we have to rely on part-time faculty and then we get penalized for having to rely on part-time faculty. So, for me, a lot of this cutting, cutting, cutting is about cutting expenses without looking at the consequences on revenue.

Senator Gilstrap: Are all the faculty in your college on 3:3s?

Unknow Speaker: That was the question I was going to ask.

President Rouillard: But also, we're teaching more than 3:3s.

Senator Barnes: We can't do this forever.

President Rouillard: But uncompensated services that we offer is also significant, and that is never accounted for.

Senator Gilstrap: I agree with that, but you are not to the contractual level yet as we've been pushed to in the Business School.

President Rouillard: We have also been pushed.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Yes, sir?

Senator Avidor-Reiss: I want to touch on one point that Senator Barnes said. The presentation that you brought here is not communication. Most of us do not understand what you are speaking. If I was to present that to my class, the presentation, they will throw me away. This is not comprehensive. A few business people here can understand, but most of us cannot. Part of the problem here at the University of Toledo is communication. There's no communication from administration, or they give something like that that most of do not understand. For us to understand and for the presentation to be effective, you may be right, but we have a feeling that you are not right. But you got to understand that you need to put it in terms that we can understand. I think... so we can understand you and work together...

Senator Coulter-Harris: May I say something?

Matt Schroeder, Executive Vice Provost for Finance and Administration: Sure.

Senator Coulter-Harris: I think part of the problem is that sometimes there is a misallocation of resources without great thought. For example, two of our tenure faculty left because they looked at the future, they looked at what was going on, and these were very popular people; these were very popular professors in the English department, and they went and got other jobs somewhere else. And one of them was fairly new, he had just received tenure. And then we've lost 12 lecturers in the past 5-6 years, and none of them have been replaced. And so, we had to continue to rely on some part-timers. But, I think one of the greatest misallocations – money that was taken away -- is for our administrative assistant, Natalie Bullock, who now is the administrative assistant for the English department, which is one of the largest

departments because all the freshmen come through us -- and so she has to deal with that and what goes along with that. Plus, she is also in World Languages as an administrative assistant there, which is another huge department. So, I think that that is a misallocation of resources right there. I think that there needs to be another administrative assistant or secretary immediately hired, or at least funded for the World Languages Department. I mean, these are huge departments with thousands and thousands of students coming through our doors. So, you know, you just can't willy-nilly (I'm not saying 'you') cut, cut, cut, cut. That needs to have thought. Should we get rid of the World Languages secretary? Should we - when that Secretary was doing way more than secretarial work? Right?

President Rouillard: That brings us to the issue again of cost.

Senator Coulter-Harris: Yes, "of cost."

Terry Romer: I mean, CAL is in the hole one million dollars. I mean, you guys are in the hole substantially.

Senator Coulter-Harris: How relevant?

Terry Romer: I mean, if we go back to FY 2022. I mean, we had a breakdown for each college, but [I'm sure] you don't want me to get into it, right? At some point our resources are shrinking.

Senator Barnes: Yes, one of the problems is that we don't get credit for the students we graduate in our college who leave the other colleges. So, like students who transfer into our college are still counted for other colleges. At least we hear [of] all these things, and I think there are lots of ways where we just feel it's a little bit of a shell game in terms of how the accounting functions.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Scott, jump in here. So students in their home college are out taking Gen Ed maybe in Arts and Letters or where have you. Is it 75/25 split where the home college [receive 75]? What is the split?

Provost Molitor: I believe it is an 80/20 split for college of instruction vs. college of enrollment.

Brenda Grant: It's 80/20.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Barry, you've been waiting patiently, or did you give up on us?

Senator Scheuermann: Well, I was just going to extend the conversation a little bit about the fact that... [Indecipherable]... So we need to have the right balance so we can achieve the goal... Master's degree... than the college down the streets.

Senator Coulter-Harris: Addendum to what you're saying, Senator Scheuermann. I don't think that we utilize some of the faculty we have to their full potential. I mean we've got PhDs who are still lecturers and teaching four courses. I personally don't see any pathway anywhere else. But besides that, sometimes lecturers are treated like second class citizens here, and it is terrible. But we're not being utilized to our full potential. Why aren't lecturers with PhDs becoming teaching professors and being able to teach master's students, and teach in the areas of which their PhD is in? I mean, I also have a master's degree in business. It is very frustrating.

President Rouillard: But to your point, Senator Coulter-Harris. It is a much more honest question than what the Huron report put out, which was, you're not using your faculty to the fullest degree, or you're not deploying them in the best way possible -- which is code for, make them simply teach more. Now, we are at 6 o'clock. If we're going to continue this discussion, we do have to pass a motion to extend.

Matt Schroeder, Executive Vice Provost for Finance and Administration: You are going to lose us at 6 o'clock; we were supposed to leave at 5:30, so we're done. But for the written record, we are happy to come back. A couple of just closing comments. I can't let you go with "you don't believe the numbers." The numbers are the numbers at the end of the day. Right? We're finishing up an audit with CLA. It goes to the auditor of the state. It'll go to the Higher Learning Commission. It is what it is. How you interpret those numbers, I take your comment to heart and maybe I'll tap Collin on the shoulder to help us maybe simplify this even further. I think we can all do a better job communicating, so I take that to heart. But it is what it is in all of these slides.

Number two, real quick. There's also a rumor out there that we've set, Scott and I, targets and held a certain college armless for fiscal 2025 budget development. None of that is true. What we are doing right now, now that the 15th day has come and gone, is we're updating our five-year financial plan in partnership with Academic Affairs, and we will work through that. In the fall, or as we continue through the fall, we will focus on fiscal 2025. There are no numbers that have been shared with any of the colleges. Scott, I don't know -- have you shared any numbers?

Provost Molitor: No.

Matt Schroeder, Executive Vice Provost for Finance and Administration: Scott has not shared any numbers. No one is being held harmless at this point. But there is the takeaway, a commitment between Academic Affairs and Finance to really find those areas this budget cycle, working with the deans, the department chairs and Faculty Senate on where are we going to thrive as an institution, how does that link into the strategic plan, how does that link in with the President's overall vision? So, I thank you very, very much for your time today, and I turn it back to Linda. Thank you.

President Rouillard: We thank you all. We thank you for your time and your efforts. We do have a couple more items of other business, including some Student Government visitors. I would put out a motion to extend the meeting by 15 minutes.

Senator Coulter-Harris: So moved.

Senator Semaan: Second.

President Rouillard: Okay. Any discussion? Okay, in that case all those in favor of extending the meeting for 15 minutes please signify by saying, aye or indicate in the Chat box. Any objections? Abstentions? Okay. ***Motion Approved.*** Thank you, Matt and your team. Thank you again.

Okay, one really quick item before we go to the students. I need a motion to support two non-senator committee chairs. According to our bylaws, we can have non sitting senators for committee chairs, but they must be approved by Faculty Senate. That would be David Black, chair of Elections and Lynn Hamer, chair of Undergraduate Curriculum. This is coming from the Faculty Senate Exec. We don't need a motion. I simply need a vote to approve these chairs. If you approve, please signify by saying, aye. Those in the Chat box, if you would also do the same. Any objections? Abstentions? ***Motion Passed.***

In that case, it is my pleasure to introduce to you, two members of Student Government. That would be Lucas Will, Student Government President and Lauren. Please, come down. Tell us a little bit about your positions, your goals for the year, any items where you think that Faculty Senate can be of help, and any particular issues that you have that you would like to bring to our attention.

Lucas Will, Student Government President: Hello. My name is Lucas Will. I am the current Student Body President. I even see one of my former teachers back there, Mr. McInnis. I am majoring in Spanish and economics here at UT. It's a pretty weird combo, I know, but I plan on going into foreign policy with it. I'm currently getting humbled by Dr. Dowd. I could be the first person that you would meet who has gone to an exam, taken it, did not cheat, and got a zero. But I impress myself everyday with my capabilities. Other than Student Government, I'm involved in the Sigma Phi fraternity here on campus. I'm going to turn it over to Lauren.

Lauren, Student Government Representative: Hello. I am Lauren, and I am an incoming freshman Physics major. I'm planning on a minor in mathematics, but still kind of tentative. I joined, well, I came here with Lucas today because I wanted to hopefully foster a closer connection between students and faculty to really help follow some of the major issues that students are concerned with recently. I am also involved with UTSG Orchestra and Rocketry, which covers some of my main interest.

Lucas Will: So, to speak on Lauren a little bit. We are looking at having her be our Faculty Senate representative. It is a new position that I added to my cabinet this year, hopefully to ensure that there will always be constant connection between the two of our groups, even when I'm gone. Lauren has been very involved since she came to you UTSG. And I don't know if you saw, but the second the data finance sheet came out up here, she just whipped out her phone to take a picture. So, feeling pretty confident about sending her here to represent us. The one thing that we were super worried about coming in was involvement. And then we came here and come the involvement fair, we see that this new class of freshmen is just so willing to get involved. We had, I think 35 guys joined my chapter, my fraternity this year, which was huge. Student Government is at capacity. We're in the process of adding more seats to our Senate at this point -- we have 49 out of 50. So, it was very weird that all of these things that we had made plans for to address and plans to go after, just kind of fell through because someone else took care of them for us. But with that, parking and dining never go off the table for us. Dining in particular was kind of in our area of focus for right now. Somehow my report to the Board of Trustees got out to Dining before I even gave it, so I got a pretty strongly worded email from Don Bargo. I've since then distanced myself from dining a little bit to ensure that they keep contact with our Dining Committee and don't hold them accountable for anything I said. Basically, I told the truth. That sucks for them. I passed along the pictures of the moldy food and all that to the Board of Trustees. And thankfully for Don Bargo's email, it actually confirmed that other people had been lying to us and to the students. So, it was a win/win for me. With that, parking, we coincidentally just had our parking townhall today or our Q&A is how we're rebranding it so that students don't get the idea that they can come argue necessarily. It is more for answering questions and answering concerns. I don't know if that was super successful. It seemed that people were a little upset that they couldn't speak on their behalf, because we do a monitored question format where you put your questions in, and then it goes to our Justices and they'll read them as they come up. You can vote on them, and you can upload this one because you like this one and upload this one because you wanted to ask the same thing. That being said, parking again deflected most answers, and I don't think we got any good feedback from that, which was very disheartening because I had a very hopeful meeting with Parking in August.

We want to come to Faculty Senate, because given all these issues, whether it's dining, finance and parking -- it is our issues, both faculty and the students. Our voices are a lot stronger when we go together. I know there are times when you are completely glossed over. And there are times when we are completely glossed over. Like, I don't believe that is possible when we're together and we are saying the same things. I noticed that when Dr. Rouillard gives her report right before me to the Board of Trustees, I am reiterating half of the things she's saying. Sometimes and I think that's really good because that shows that we are working toward a better University and bettering our university instead of giving up on it.

I have a meeting with Mr. Matt Schroeder next Friday. It was really awesome too, I think that was Mike Dennis back there.

Senator Coulter-Harris: We meet with him tomorrow.

Lucas Will: Yes, I got a lot of information from him to bring up. The whole thing about closing down the eatery, I can tell you right now those students will riot.

Senator Coulter-Harris: Yes, they will.

Lucas Will: I'm surprised they haven't already the way that they've been talking. But I just think that it is really important that you have our perspective, and we have yours. That way, when we go to have these meetings, we just make such stronger points. We can say, well, the faculty say this, and the students agree with them because. Then they have no one to deflect off; they can maybe go to the staff, but the staff usually agree with us too. So, with that, do you have any questions for me?

Senator Avidor-Reiss: Why aren't you rioting?

Lucas Will: Well, because I like to do this method where I go into these meetings very cheery and I present myself as someone who's a little bit stupid, so that they underestimate me a bit and then I turn right around and spill all their information to the students.

Senator Avidor-Reiss: Wow.

Lucas Will: Yes, yes, so I've taken that stance a bit. My cover was blown, unfortunately. But we're in the process of building back up relations. Student Government has had a relatively weakened voice due to some presidents in the past who were even more shrewd than I was. So, we have to make sure that we go about it in the right way and that we are getting the correct information before I can riot. I'm not saying I won't do it.

President Rouillard: Questions. Anybody online have questions for our Student Government reps?

Senator McLoughlin: A student perspective, you've heard this presentation about enrollment problems and retention problems. From your perspective, a student perspective, if you were given this hat to wear, what would be your perspective on your boots on the ground communication with your fellow student colleagues. What are some of the issues that you foresee to be the retention and enrollment problems that we can work together on?

Lucas Will: I first want to start by asking you a question. And that is, when have you ever heard of a university where the students are concerned with enrollment? Because I have people joining Student Government to specifically address it. I'm floored by it, because at the same time, you know, we're searching for what can we do as students with it. Working together with Faculty Senate, I have had very

insightful meetings with Dr. Coulter-Harris on what we are doing correctly and what we're not doing correctly. You know, it is so frustrating because like she said, we are not advertising. We don't have people who go to schools for recruitment to the capacity that we need to be doing that. you know, I came here by accident. I got here because I didn't get into the University of Michigan, and then I didn't want to go to BG because all my family went there. A lot of people have very similar stories where they just kind of ended up here. And although it worked out for me, and I fell in love with the University -- that's bad. That's really bad. People should be wanting to come here because they had a great experience when they toured, or because they heard about our pharmacy program. So, I don't exactly have an answer for you, but I would love to work with all of you on how to get more students in here. Because they're really quick to show us how many students aren't coming here and that's why we don't have more money. Period. End of story. What are we going to do about it? What are we going to do about it?

Senator McLoughlin: Well, that is my concern. Thank you for sharing that with us. The conversation we have with students in our colleges is kind of that, I'm glad I came here... [Garbled]... So it doesn't seem like we are in front of things. The net that we're... But I didn't hear that mission of how we're going to do things moving forward – a solution to these problems. Thank you for sharing that.

Senator Gilstrap: Are you satisfied with student life?

Lucas Will: Can you define student life a little more?

Senator Gilstrap: Sort of the organization for things that we have to provide for you on campus. Things that keep you on campus. Things that keep you engaged outside of the classroom.

Lucas Will: So, honestly, yes. My one issue, though is that we cannot find proper ways to advertise. For our parking Q&A today, for example. So many students talk about wanting to ask questions to Parking and have that time. And we have these events and 15 students outside of Student Government show up. I have 70 brothers in my fraternity, and I think maybe two of them came that were already in Student Government. So, you tell people about it --- I mean, we're on a loss too for advertising. I heard 91 students participated. It was less than 10%. I can make the argument that I'm not [a] representative of the student body because of that. The things that I would like to address with student life is advertising it. Because, when our commuters go home, whether it is 2 pm or 5 pm, they do not come back and that is 80% of our population right there. So, a way to snare them in an org or at least keep them around or keep them looking out for things to do, I think it could be absolutely huge for involvement on campus.

Senator Semaan: I just want to say, welcome Lauren to Faculty Senate. We are happy to have you, both of you back in the future. Being the representative, feel free to speak up and to share with all of us. And I think I'm speaking on behalf of all the faculty here and online. We are here because of you. And our administration is here because of us serving you, I believe. I think that's with Provost Molitor's approval, because without our students, we don't have a university. We are happy to have you. Let's work together to make this university better.

Lucas Will: I appreciate that sentiment for sure. I'm not sure since this is my first year interacting with administration, but it seems like they are extremely willing to listen this year in comparison with the Student Government leaders of the past. You know, there's no one saying we don't have a problem here, and if they are, they are in the vast minority. I like to live by the saying of high hopes and low expectations, but I do truly have very high hopes for what we can accomplish this year.

President Rouillard: Absolutely.

Senator Coulter-Harris: We're trying.

Lucas Will: That is all we can do.

President Rouillard: Thank you both. You are always welcome to come back.

Senator M. A. Osman: [Indecipherable]... Problem of this enrollment that we see here. There are specific complimentary activities that we can alleviate, complimentary activities....

President Rouillard: Well, first of all, the articulation agreements with other community colleges typically goes through the Provost Office, and that has been quite active. The issue with recruitment, we have an ad hoc committee chaired by Tomer and Yakov, who have been reappointed for a second year to address issues about retention and recruitment. They have done some extensive research studying of our own practices. They produced a list of recommendations. They have had very productive conversations with the administration.

Senator M.A. Osman: Is that report online?

President Rouillard: We haven't put that report online? Is it on our---

Senator Avidor-Reiss: Yes, last years.

President Rouillard: Do we have an updated report that we can post?

Senator Avidor-Reiss: We just gave one like two weeks ago.

President Rouillard: So, actually, if you read the Minutes. If you read the Minutes from our last meeting---

Senator M. A. Osman: I was present for it.

President Rouillard: One of the other things that we are doing, we are preparing to launch a survey of faculty experiences of these budget cuts. So, what are your personal program, college, departmental experiences of these cuts. I think that may be more helpful for both administration and finance to get back to this question of, well, it is one thing to cut expenses, but how are you now affecting revenues in that? And I think what our students are describing is the same thing. You know, you are worried about cutting expenses, but if you cut our dining hall options, if you're, you know, if you've given us food plans that are unappetizing or potentially a health hazard, what's the cost to doing that?

Senator Avidor-Reiss: [Indecipherable]

Senator M. A. Osman: ... [Indecipherable]... community colleges.

President Rouillard: It doesn't really fall under the charge of Faculty Senate, per se. We deal more with curricular matters, but we also certainly deal with some administrative issues with structural issues, too around colleges and programs and such. I think that our first line has been through this ad hoc committee, which has been having some very serious and regular meetings with administration to talk about recruitment and retention strategies. And, you know, as you pointed out, they give us updates. I'm not

quite sure what you expect Faculty Senate in particular to do beyond that, but I'd be open to suggestions. Certainly.

Senator Semaan: You can have her meet with the ad hoc committee.

President Rouillard: Are you open to meeting with the ad hoc committee? I'm sure you'd be welcome to if you want to. And you're also welcome to come to the Faculty Senate Executive Committee if you have some more pointed, more focused suggestions. Absolutely, we will entertain them. Okay. And welcome to Faculty Senate. We've gone over our extended time. In fact, is there a motion to adjourn?

Senator Barnes: So moved.

Senator Semaan: Second.

President Rouillard: All right, I don't think we need to take a vote. I suspect it's unanimous. *Meeting adjourned.* Meeting adjourned at 6:28 pm.

IV. Meeting adjourned at 6:28 pm.

Respectfully submitted, Deborah Coulter-Harris
Faculty Senate Executive Secretary

Tape summary: Quinetta Hubbard
Faculty Senate Administrative Secretary