Board of Regents Meeting Minutes
Ohio Board of Regents
Central State University
September 7, 2011

I. Welcome and Roll Call

Chair Tuschman called the meeting to order and he asked that the roll call be read.

Secretary Reiling stated, "the record reflects that notice of this meeting was given in accordance with provisions of the Board of Regents' Ohio Administrative Code §3333-1-14, which rule was adopted in accordance with Section 121.22(F) of the Ohio Revised Code."

Secretary Reiling called the roll. Those present were:

Patricia A. Ackerman
Timothy M. Burke
Vinny K. Gupta
Lana Z. Moresky
Jim F. Patterson
Walter A. Reiling, Jr.
James M. Tuschman

Secretary Reiling declared there was a quorum present.

Chair Tuschman recognized that we were coming upon the ten year anniversary of September 11th. He reflected on both our nation's and state's history and was very thankful that we are all safe today. He made a few comments about the University of Toledo and his history there.

II. Approval of Minutes

Chair Tuschman asked if there were any changes or corrections to the draft July 20, 2011 minutes. There being no edits to the minutes, Regent Reiling made a motion to approve the minutes as submitted. The motion carried approving the minutes.

III. President's Presentation

President Garland began his comments by recognizing the ten anniversary of September 11th. He reflected upon what he was doing that day and said that he had a student at Central State University (CSU) that lost family members in the nation's tragedy.

President Garland stated that CSU's 125 year history began at Tawawa Springs, Ohio, in 1853. It was affiliated with the African Methodist Episcopal (A.M.E.) Church and is one of the oldest Historically Black Colleges and Universities (HBCU) in the nation.

After additional comments regarding the formation of Central State University, the discussion turned to the possibility of gaining land grant status for Central state University. President Garland opened the discussion by indicating that an essential purpose of the 1890 Morrill Land Grant Act was to provide opportunities for publicly supported HBCUs. There are nineteen states with publicly supported HBCUs. Of the nineteen states with publicly supported HBCUs, seventeen states have 1890 Land Grant institutions. The two states that don't are Pennsylvania and Ohio. In 1891, CSU sought 1890 Land Grant status but they subsequently withdrew the claim to preserve racial harmony. They are now in the process of pursuing this status again.

After the Land Grant discussion President Garland gave further details on the formation of the institution. He stated that in 1941, the department expanded from a two to a four year program, and in 1947, it legally split from Wilberforce, becoming the College of Education and Industrial Arts at Wilberforce. The name was changed in 1951 to Central State College, and in 1965, the institution achieved university status. Charles H. Wesley, who had been president of Wilberforce before the split in 1947, served as CSU's first president. His tenure lasted for almost two decades.

CSU has grown steadily since its founding, though it suffered a serious setback in April 1974, when a tornado demolished almost 70 percent of CSU's facilities. The twister did not destroy the University's will to survive, however. Students were back on campus less than two weeks later, on April 16th, studying in makeshift classrooms, and a massive rebuilding effort began. The clock tower has become an enduring spirit of CSU; it was one of the structures that survived the tornado.

President Garland stated that CSU has more historical markers per mile than any other place in Ohio, such as Galloway Hall and the Tawawa Springs. CSU also has been named to the National Register of Historic Places. The Carnegie Library, Emery Hall and the Power Plant appear on the National Register. He also noted that CSU was the first college to become lifetime members of the NAACP.

He noted some of the historical figures that have taught, visited or spoke at CSU, such as, W.E.B DuBois, Thurgood Marshall, Count Basie and his Big Band, Dr. Martin Luther King, Althea Gibson, Leontyne Price and Muhammed Ali.

He spoke about the Department of Education's findings about dual systems of higher education. In 2009, The OCR continued monitoring the state's progress on the 1997 agreement with respect to key areas, including operational funding, program accreditation, construction of the new university center, and library improvements. In 2011, the OCR wrote a letter to Governor Kasich regarding CSU's reduction in funding.

President Garland spoke about CSU today. He said the enrollment is up 9 percent from last fall, to 2,503 students. This equates to freshmen enrollment being up 29 percent, to 722 students, transfer student enrollment is up 7 percent, and their Dayton branch enrollment is up 13 percent. The Dayton campus is a 100,000 square foot building that was realized by a combination of creative financing and a gift by an alumnus.

He said they are one of only three HBCUs in the country to receive a Science, Technology, Engineering and Mathematics (STEM) Grant from the Department of Defense. It totaled $3.9M and it will establish a Center of Excellence in STEM. CSU was also designated as a Center of Excellence in Emerging Technologies by the Ohio Board of Regents.

Dr. Juliette B. Bell, Provost and Vice President for Academic Affairs gave an overview of the academic restructuring as it relates to STEM. Their new College of Science and Engineering will give them more visibility in the STEM related fields. She believes they will grow tremendously in these fields.

President Garland continued by stating that Central State has updated their Master plan and this will enable them to grow significantly. They have completed two new residence halls this year and are ready to begin construction on the new University Center. He also wanted to dispel the myths about fiscal issues. He said they are a financially stable institution. They have had a balanced budget and have been able to make a contribution to their reserves for the last fourteen years. He admits they have had declines in enrollment and revenue. He spoke about aggressive action he had to take to balance CSU's budget, such as last year the institution had an eight day furlough.

President Garland concluded by stating that their goals are by fall of 2016 is to have retention rate at 75 percent, course completion at 83 percent and a graduation rate at 52 percent. This will put them in the upper ranking for HBCUs.

Chair Tuschman asked what the retention, graduation and completion rates were now. Dr. Bell replied that the retention rate was 55 percent, the course completion rate was 75 percent and the graduation rate was 23 percent.

Discussions centered on what President Garland believed it would take to realize the goals he has for the institution over the next five years. He said he believes that an investment in programs, faculty and facilities is important. Also an investment in advisors and counselors is equally important. Dr. Bell echoed this sentiment. Additional resources are needed to retain students in that first year and it is very critical. That was their purpose behind the initiation of the University College, to retain students in that first year and ensure a smooth transition. The additional resources could provide academic advisors and tutors. The state has to provide the institution resources to allow CSU to grow.

Upon a question posed by Chair Tuschman about how an HBCU is different from other universities, other than the fact than it has a history and a predominantly African-American population, Dr. Bell said that they provide a nurturing, engaging, and transforming environment. She said that the faculty is committed to ensuring the student's success and it's a family environment. The students need a lot of help and they move students towards where they need to be. Their typical student is normally a first generation college attendee and may not understand the skill sets needed to succeed in college. President Garland said they are rich in history and they have a no excuses environment. They are able to rise and fall on who they are. At CSU color doesn't matter - who they are and what they can do matter.

Chair Tuschman said there are great leaders who advocate just the opposite - assimilate and integrate. There are students all across Ohio that are attending all types of institutions. He asked if CSU had any goals to diversify the student body. President Garland replied absolutely. But students make decisions about where they want to go based on programs and facilities. When he was a student at CSU the student body was 15-20 percent non-African-American. He stated that HBCUs represented 3 percent of all public and private universities in this country. However they produce 22-25 percent of all African-Americans that earn Baccalaureate degrees.

Regent Ackerman spoke about her experience as a professional educator as an African-American. She believes that CSU offers a different experience. Students that come to CSU often come from large urban high schools and urban environments. The high schools they are coming from are not designed to accommodate some of the unique circumstances that those students have. They need guidance and counsel they have not gotten at this level before. This may be the first time they have been successful.

Regent Patterson made a comment about the Land Grant university status. He would like to see CSU pursue the designation again. He believes there is huge potential here for funding and he could envision a partnership between CSU and the College of Agriculture at The Ohio State University (OSU) for example. This would add another dimension and value to CSU. President Garland commented that CSU had their board retreat at OSU last week and President Gordon Gee spoke and welcomed CSU. He asked him if Mr. Gee would support CSU's petition of Land Grant university status and he replied absolutely.

Regent Gupta commented that he wanted to know what they can do differently to help CSU. What he has been hearing is that there have been studies and reports done over the past twenty years but have they fixed the issues and concerns at CSU. President Garland replied that you have to first determine what the problem is and define different metrics and distinctiveness about the institution. He gave an example entitled *CSU 2000.* Once the problem is defined, the resources must be put behind it to solve it.

Chair Tuschman asked President Garland if he would be open to ways to help CSU in any way if it preserves the history of the institution. He replied yes, it's about the students.

Chancellor Petro said he thinks that CSU is doing quite well. He has never mentioned a word to the General Assembly (GA) about CSU and suddenly language appeared in the budget bill about the Chancellor undertaking a planning process about CSU. The GA does not feel that CSU is making process. He said they need to analyze the things that they can undertake that can assist the university to becoming great. Also to define the resources that are needed and to make sure the GA has a presentation that underscores the credibility of CSU to achieve that greatness. He is very optimistic about their mission.

Regent Gupta wanted the Central State Task Force to be involved in the CSU report. Chancellor Petro replied that he will have the Task Force involved in the implementation of the recommendations. He will need them more in the advocacy.

Chair Tuschman said the goal at an institution is to get more students into the system and get them to graduate, if they don't they have failed. They must have a higher graduation rate at CSU. They will find ways to make CSU better.

IV. Centers of Excellence

Noah Sudow, Assistant Vice Chancellor, Research and Innovation, summarized each of the eight institutions that were proposed for a COE. They were the following: Bowling Green: Developing Effective Businesses and Organizations, Central State University: Fine Arts & Performing Arts, Cleveland State University: Next Generation Economy, Kent State University: Information & Knowledge Management, Miami University: Institute for Entrepreneurship, University of Akron: Development, Protection, Marketing and Commercialization of New Technologies, University of Cincinnati: Design and Innovation, and Youngstown State University: International Business. Discussions centered on when these proposals were received from the institutions and if the data was current. Mr. Sudow indicated that the proposals were received in 2009 and that they have not received any updated information, other than making sure the rankings were up to date. However, if any additional information is needed or is not clear, they can request the school provide it.

All of the Regents were in favor of recommending all of the institutions for COE with the exception of two, Kent State University and the University of Akron. A motion was made by Regent Reiling and seconded by Regent Patterson to ask Kent State University to provide more information on its proposal. All Regents voted of favor of this request. As it relates to the University of Akron, all of the Regents were in favor of tabling this recommendation for further study by the staff. This was because of the future release of the Condition Report and the staff is working towards renaming the category of this COE category.

Vice Chancellor Byron White discussed the next steps as it relates to the COE program. He said there are three key steps. One is regarding the existing centers and how they will be reviewed, evaluated and on what schedule they will do that on. The second is what to do with those institutions that were not designated. They may have been emerging and they had insufficient

information. Then finally is to think about those areas where they have not yet solicited proposals - community colleges and private institutions. He understands there is a COE Task Force, so he would like to meet with them to discuss these points. Chair Tuschman said he welcomed the input and asked Vice Chancellor White to put these points together and they would get together to discuss them.

Regent Reiling commented that they should add for consideration applications of two or three universities as one COE. He believes if their expertise combined is a collaborative effort of excellence in one area they should encourage that.

V. Condition Report

As Chair of the Commercialization Task Force, Regent Gupta gave an overview of his vision of the Condition Report process moving forward. The Condition Report has been a mandate by the GA since 2008 and is due annually. The target due date is March 30th. He believes the mission of the Condition Report is to define higher education's needs and to keep our universities, students, citizens etc., competitive in the 21st century.

With the growth of the U.S. population and the population of other countries dwindling he believes there is a huge opportunity for this nation, particularly, Ohio in the commercialization and innovation area.

Regent Gupta stated that in the past the Regents had very little input into the process and a consultant was hired to produce the report. This time the report will be produced by an entirely different process. With the change in the process of how the Condition Report is produced he believes this will increase participation by the stakeholders and there will be a paradigm shift. He stated that even though the Condition Report is due in March the process will not be compromised by the due date.

He outlined the members of the Condition Report Panel and they include: three Ohio Board of Regents Task Force Members, four University Presidents (regionally represented), four industry representatives, four NGO's (non-governmental) & ESP's (entrepreneur signature program), one Entrepreneurial Attorney, one Attorney General Representative, one Third Frontier Representative, four University Interns, and one Consultant. He has already reached out to some individuals who he believes may be a good fit for the team and has received positive interest.

Regent Gupta stated that he envisions a team choosing the consultant from a group that has been narrowed down to four or five individuals. The selection and interview process will be defined before the interviewing of candidates begins. The consultant must be motivated by the promotional value. He also stated that the consultant must be knowledgeable of higher education in Ohio, entrepreneurial, and reputable.

He went on to discuss the characteristics he believes are important that each team member possesses to be an integral part of the process. The team members must be progressive, out of the box thinkers who are passionate about commercialization. They must be reputable and have a record of sustainable high achievements as well.

Third Frontier is a key partner with the Ohio Board of Regents. There is an $8 million a year earmark for commercialization incentive. Third Frontier may use our Condition Report as a guide for the earmark.

He asked the following of the Board: to approve the Conditions Reports panel proposal, to approve the formation of the Conditions Reports panel under the Commercialization Task Force, to approve the Chairperson, and to keep the process as free from politics as possible.

Regent Gupta finalized by outlining the deliverables and timelines of the Condition Report. This will be a compliment to the Strategic Plan and provide guidelines for areas not covered in the Strategic Plan. It also will provide meaningful guidelines to policy making and a roadmap for commercialization legislation. He said that every effort will be made to complete the report by March 30, 2012. All members of the board will receive minutes of the panel meetings and an update will be provided at monthly board meetings. The final report will be approved by the board.

Chancellor Petro asked Regent Gupta what type of consultant he had in mind, a commercialization expert or a good writer. He replied that he wanted to discuss that with the staff and he didn't have a particular consultant in mind. He wanted to lay out the scope and find a consultant who would meet the objectives.

Chancellor Petro cautioned about being overwhelmed about the number of persons on the Commercialization Task Force. He suggested narrowing down the numbers to two industry representatives instead of four etc. He also commented on the regional representation of the Task Force throughout the State. Regent Gupta replied that if a task force becomes too large it can become unmanageable, but he believes what he has recommended will work.

Regent Ackerman stated that she appreciated Regent Gupta's paradigm shift and valued his vision. As the leader he knows how many people he needs and he should go with that number of people. She believes he will have more volunteers than he will be able to handle for this project.

The Board approved Regent Gupta's proposal for the Condition Report.

VI. Task Forces Discussion

Chair Tuschman said he has narrowed things down to five Task Forces. He briefly discussed speaking with Christine Poon, Dean of The Fisher College of Business at OSU during the annual Trustee's Conference. He talked about the idea of the Board of Regents meeting there and having a roundtable with her faculty and seeing The Fisher College of Business in action.

Regent Gupta was already selected as Chair of the Commercialization Task Force. He now needed to select Chairs of the other Task Forces and solicited volunteers. The Task Forces and Chairs of all of the Task Forces are the following:

- Centers of Excellence Task Force – Chair, Regent Moresky
- Central State University Task Force – Chair, Regent Ackerman
- Commercialization Task Force – Chair, Regent Gupta
- Enterprise Universities Task Force – Chair, Regent Burke
- Shared Services Task Force – Chair, Regent Patterson

He said that the Centers of Excellence Task Force and Enterprise Universities Task Force are currently in process. Commercialization is the topic of the Condition Report. Chancellor Petro will give the Shared Services Task Force a sense of when he would like and what the deliverables will be. Chancellor Petro is going to give an update on CSU and how he would like the CSU Task Force's involvement.

Chair Tuschman asked that Charles See have a conference call with each Task Force Chair to discuss timelines for their Task Forces. He also said each Task Force will have a report at each Board of Regents meeting.

Regent Ackerman posed a question regarding Trustee engagement and wanted to know where they stood on that topic. Chair Tuschman felt it was important topic and wanted to have a roundtable discussion about it and asked that it be placed early on the agenda for the next meeting.

VII. Chancellor's Report

A. Enterprise University Update

Chancellor Petro began by speaking about the concept of Enterprise Universities (EU). The Legislative Services Commission has begun the drafting of legislation and they have prospective sponsors in the GA. He doesn't believe that the GA will take any legislative examination of EUs until next year. There are other things going on that will keep the GA fairly busy. There are obstacles in the GA with the concept of EUs. He believes they feel that they do not want to release any authority to the universities beyond what they already have.

The initial reception during an Inter-University Council of Ohio (IUC) meeting was very good among the universities, and now they are having second thoughts. Some are not as excited about giving up funding for relief from mandates as they had initially indicated. He believes that the universities understood the concepts involved as it related to the shared sacrifices and the merit scholarships. He plans to continue discussions with the IUC and its members. It's important to him to have their support.

He said that creating EUs would be less time wasted through red tape with mandates in statute. Less time wasted is money saved. He believes there is an opportunity to create something very valuable. That would be in the form of a merit-based scholarship. These scholarships create an opportunity to recruit and retain some of the best students in Ohio. We need to do more with the resources to attract and retain these students. As it relates to the merit scholarships, the Board of Regents staff is doing research on the level of attainment growth in states where they have merit-based scholarships. We need to have more degree attainment for Ohio's economic growth prospects.

Regent Patterson commented that he thought there is value in the program and that if the Chancellor or Senior Vice Chancellor would go out on the road and meet with key university administrators and explain this to them face to face. He also suggested changing the name of the merit-based scholarship, Ohio already has merit scholars. Chancellor Petro commented that he liked his thoughts on meeting with the universities and he has expressed this with the institutions. He has met with some and has more meetings upcoming. He also said that he has been calling it a merit-based scholarship, however, it's called the Ohio Preeminent Scholars Award.

Chair Tuschman commented that he has spoken with university Presidents. They are having second thoughts out of fear and a lack of specificity as it relates to equating what they will give up in State Share on Instruction (SSI) funding to what they will get in exchange with mandate relief. Chancellor Petro said the EU Plan outlines the statutes that will get repealed. All of the details that were released in August were understood and somewhat negotiated with the universities at IUC meetings. The universities need to stay engaged or the EU concept will die. The pursuit of this initiative is being done on behalf of the universities.

Regent Moresky wanted to know with the shift in the economy where Ohio stood as it related to higher education. Chancellor Petro responded that he believes we are in top half nationally, maybe the top 25 percent, but the bottom 20 percent in terms of degree attainment.

B. Central State Update

Chancellor Petro began by discussing the CSU plan that the GA had outlined in the budget bill. He believes the language that relates to CSU is sometimes misplaced. Some legislators have thoughts about maintaining a HBCU in a way that doesn't give the university the freedom to grow. There is a desire to reduce the amount of any supplements or constrain in some ways any status that's been historically available to the university. He believes this is what prompted the idea that the Chancellor should develop a plan for the future growth and development of CSU.

President Garland offered background on this and said that this budget language was initially offered by Chancellor Fingerhut. The language was developed after Chancellor Fingerhut was visited by the Office of Civil Rights. It grew out of the results of the speed to scale initiative.

Chancellor Petro didn't think the speed to scale initiative was attainable. He doesn't believe that CSU's success should be measured by unattainable goals. There are things that need that need to be examined at CSU. They are going to consult with volunteer experts that have dealt with HBCUs. Also they are going are to work with Auditor of State on an operational performance review. They will keep in mind the goals that are consistent with the college. Obviously, goals would be to increase enrollment, recruitment, retention and graduation rates. There also has to be a plan in place as it relates to completing the University Center and that the GA will participate in the process at the earliest possible time.

Chancellor Petro also commented that he wants to explore Shared Services. CSU can partner on educational and operational services with other providers in the region and beyond to realize a cost savings. President Garland commented that they currently partner with Wright State University.

Chancellor Petro said he wants to pursue a broad marketing plan. CSU needs to identify itself and its mission through its branding in a better way. Possibly even through a name change. He also wants to see CSU pursue the Land Grant Application.

As Chair of the CSU Task Force, Regent Ackerman asked Chancellor Petro what his vision was for the Task Force. He replied that he wants the Task Force to critique what he recommends for CSU. He wants to engage the CSU Task Force in some of the implementation of the recommendations.

Discussions centered on the team of experts. Regent Tuschman wanted to know if they were engaged. Chancellor Petro said they have been contacted and they plan to come in the beginning of October. There are two visits planned, one as a group, and one as individuals. Chancellor Petro said he was given a charge by the GA and he has to manage the process. He plans to try to participate jointly and actively with everyone involved. He is looking forward to getting ideas from individuals and issuing a report that ultimately leads to success thereafter.

IX. New Business

A. Meetings

Regent Reiling inquired about the schedule for next year's Regent's meetings. Chair Tuschman indicated that he would still like to keep the monthly schedule because there is a lot going on. He asked that the Ohio Board of Regents Staff work on the meeting schedule for next year.

B. Miscellaneous

Chair Tuschman provided comments regarding a Cincinnati Enquirer news article. It related to a Hamilton County Court of Appeals decision on February 18, 2011 that dealt with open meetings and the *Cincinnati Enquirer vs. the Cincinnati Board of Education*. He summarized the findings and read the article.

Regent Gupta asked if anyone was following the situation at Youngstown State University. Sloan Spaulding, Deputy Chancellor & General Counsel, gave an overview of the situation at the institution and said they are currently acting with an employer/bargaining unit contract but are not yet on strike. The union has filed an unfair labor practice against the employer. Chancellor Petro commented that enrollment is down 40% at Youngstown State University. What is going on there is heartbreaking.

The Regents commented that they would like to know about the Centers of Excellence events at the institutions around Ohio as they would like to attend and support the Chancellor and the University System of Ohio.

X. Adjournment

Chair Tuschman asked if there were any further items to be brought before the Board. There being no further items, Chair Tuschman declared the meeting adjourned.

Walter C. Reiling Jr.
Ohio Board of Regents

October 5, 2011
Date