

Northeast Ohio
Universities
Collaboration &
Innovation Study
Commission

Cleveland State University
Kent State University
Northeastern Ohio Universities
College of Medicine
The University of Akron
Youngstown State University

Minutes from September 19, 2007 session of the
Northeast Ohio Universities Collaboration & Innovation Study Commission
Held at the Offices of the GAR Foundation, Akron, Ohio

Attendees: Chairman, Ted Boyd, Dorothy Baunach, Bruce Beeghly, Dr. William Demas, Philip Kaufmann, Dr. Lester Lefton, Dr. Lois Nora, John Pogue, Richard Pogue, Dr. Luis Proenza, Dr. David Sweet, Jane Timken, Jim Trakas, Ronald Weinberg, Bradley Whitehead, Mary Jane Saunders (for Dr. Schwartz).

Guests: Chancellor Eric Fingerhut, Ann Womer Benjamin (NOCHE), Kimberly Chapple (OBOR), Tom Maraffa (Youngstown State University), Chand Midha (the University of Akron), Kathleen Ruff (NEOUCOM), Dr. Beth Stroble (the University of Akron), Dr. Peter Kasvinsky (Youngstown State University), Dr. John Case (the University of Akron), Debbie Staats (NEOUCOM), Richard Lewis (NEOUCOM), Dr. Laura Davis (Kent State University), Roger Carroll (Office of the Attorney General), Kirstin Toth (GAR Foundation), Jon Allison (University of Akron)

Unable to attend: James Hambrick, Michael Schwartz, Rob Briggs

Staff: Monica Turoczy, Amy Sabath, Allen Proctor, Stephen Portch, Lynne Woodman

Opening Comments of Chairman Ted Boyd

- Mr. Boyd welcomed everyone.
- Minutes were approved from the previous meeting.

Review of Workplan:

- Dr. Portch noted we are on target with the Workplan. The workgroups will adopt recommendations and then bring the recommendations to the full Commission. The full Commission is then asked to adopt the recommendations out of the workgroups. In November there will be an opportunity to ratify any adopted recommendations. Dr. Portch is hopeful there will be a draft report at the November Commission meeting.
- Mr. Proctor added that the Administrative Workgroup recommendations will be presented in stages. Big ideas and aspirational ideas are presented to the Commission today. Tactical, short-

term ideas will be presented on October 24, with the exception of the Mercer report on consolidating healthcare.

- Language determined to be used to organize implementation of the recommendations in the report will be *tactical, immediate* and *strategic, long-term*.
- Dr. Portch informed the Commission of the upcoming presentation at the October 24 meeting by Dennis Jones of the National Center for Higher Education Systems (NCHEMS). This will cover the issues of how to structure the funding systems to incentivize and reward desired outcomes. Mr. Pogue noted this needs to be specific and focused on the region.

Initial Recommendations – Academic

NOTE: Adopted Recommendations incorporated in italics.

- Ms. Timken noted the Academic Workgroup adopted several recommendations at its meeting the previous day. These recommendations are being presented to the full Commission today for adoption.
- Regional / Universal Internships: *The Commission recommends an expansion of the regional approach to internships through NOCHE, to include: a clearer regional identity; increased promotion; regular evaluation; specific goals (increase to 26 institutions; double participants in 2 years, triple in 5 years, from the current baseline of over 12,000 students and over 6,000 businesses).*
- The motion was made and seconded for adoption of this recommendation. Discussion was held.
- Mr. Pogue asked if we should discuss with NOCHE how it will do this financially since this will be an unfunded recommendation. Ms. Womer Benjamin noted the group is not mandating to NOCHE. Mr. Trakas added there is a financial component that needs to be worked out with NOCHE and the institutions.
- Mr. Whitehead asked if 12,000 students is the baseline. Ms. Turoczy noted it is the baseline of those touched by ClevelandIntern.net. Mr. Whitehead suggested a placement goal instead. Mr. Boyd added we need to distinguish between how many are involved versus how many are placed.
- Mr. Whitehead asked if there is sufficient support of the business community and other groups, and did we consider other business groups to work with NOCHE. Ms. Timken noted that NOCHE is already in this business, therefore there is no need to create another institution to drive this program. Mr. Boyd added that NOCHE needs to come up with a tactical strategy. Ms. Womer Benjamin added that NOCHE is collaborating with a wide variety of businesses.
- Mr. Whitehead asked what is new about this program with NOCHE. Ms. Womer Benjamin stated it is one of their strategic priorities. Mr. Boyd added the objectives and goals are much more ambitious in terms of participation. Also, it has a more collaborative approach and has spread farther across the region.

- The vote for adoption of this amended recommendation was passed unanimously.
- Cross Registration: *The Commission recommends the development of a formal cross-registration program at both the undergraduate and graduate level among the four comprehensive institutions. The key features of the program would include:*
 - *Students may cross register for any course that they have the prerequisites for and which is not offered by the home institution in that particular semester. Students must be currently enrolled in their home institution.*
 - *Students may cross register as long as they pay all regular tuition and fees, when due, to their home institution. Special fees (such as lab fees, parking fees) normally paid by the host institutions students must be paid to the host institution by cross registration students.*
 - *Undergraduate students may cross register for no more than two courses per semester at any host institution(s), and for no more than a total of 18 hours in their undergraduate experience. Graduate or professional students may not exceed cumulative cross registration course total equal to 15% of the total courses taken during their graduate experience. The combined course load in any semester should not exceed the full-time semester course load allowable at the home institution.*
 - *Each institution shall designate a cross registration coordinator and shall make information about the program readily available to all students.*
 - *The program will be implemented for the 2008 – 2009 academic year. Records will be kept on the financial implications (i.e. tuition differential) for three years. During those three years, no financial rebalancing will occur. At the end of the three years, the Presidents shall determine, as a group, whether it is cost-effective and desirable to implement financial rebalancing.*
 - *The program will be developed to be simple and convenient for students and will be actively marketed to students.*
- The motion was made and seconded for adoption of this recommendation. Discussion was held.
- Mr. Weinberg asked how rigorous the restriction is. Dr. Portch noted it is very rigorous. It's meant to fill in gaps for students.
- Dr. Lefton asked if the program was on a space available basis. Dr. Portch noted that it was not, but that a school could not decide to limit the number of sections to force students to seek cross registration.
- Mr. Pogue asked if we should recommend the General Assembly create enabling legislation. Dr. Portch said this is a recommendation to the Presidents for their institutions. The legislature will receive a copy of our recommendations as part of the report. If it chooses to do this statewide that is their choice. Mr. Boyd stated it is to our institutions advantage to begin the process and hopefully the state will adopt the regional model.

- Dr. Lefton noted this only affects these five schools so why not implement it statewide. It seems very narrow to need legislation. Ms. Timken said it is appropriate for us to move forward with this pertaining to our institutions and not wait for the State.
- Dr. Sweet added there will be geographic dimensions to this based on distance from one institution to another. Dr. Portch noted this will start slowly but will likely pick up steam. It would make a big difference if there was a contact person at each institution to market the program. The program can be expanded to private institutions, at some point.
- Dr. Portch suggested that the need for legislation for this program was a separate issue. Mr. Boyd noted the implementation shouldn't be contingent on legislation. Ms. Timken suggested the institutions go forward with this plan on the three year track as listed in the proposal. Then if issues need to be resolved by the General Assembly at the end of the three years, the legislature can intervene.
- Mr. Pogue noted initiating this pilot program is a great benefit to our region. Mr. Trakas stated that we don't need legislation to go forward with this as long as the Boards of the institutions approve it. If you need funding, then it has to be part of the budget process. If you want this to become policy then you can ask the legislature to do that.
- The vote for adoption of this amended recommendation was passed unanimously.
- Northeast Ohio Universities Online Degree Programs: *The Commission recommends that the institutions work together to establish collaborative degree programs on-line, including a general studies baccalaureate and programs of high regional economic need. The regional presence and effectiveness of the Ohio Learning Network (OLN) should be enhanced. Kent State University should be the lead institution in developing these programs, in working with OLN, and in packaging/marketing the degrees.*
- The motion was made and seconded for adoption of this recommendation. Discussion was held.
- Mr. Proctor stated the Administrative Workgroup is making a related proposal on creating a learning object repository. This has been classified as a strategic, long-term effort.
- Dr. Portch noted there are gaps in the inventory of degree programs which is significantly different from what the repository or OLN currently does. This recommendation suggests the institutions should get together, with KSU as the lead institution, and do a gap analysis of the degrees available that originate in this region. They should determine where there are gaps and start the process of developing those degree programs subject to market demand.
- Mr. Pogue asked where the diploma eventually would be awarded from. Dr. Portch responded it comes from the home institution. The structure of the degrees varies. They will be available and marketed throughout the region.

- Mr. Kaufmann asked if anyone can go online and take classes anywhere. Dr. Portch noted that currently they are mainly masters and special degree programs. Dr. Stroble stated most are older adult students getting certification.
- The vote for adoption of this amended recommendation was passed unanimously.
- Mahoning Valley Community College: *The Commission recommends the creation of a community college in Mahoning Valley. The initial activity should be an integrated community college partnership of Youngstown State University, Kent State University, Jefferson Community College, Career and Technical Centers, school districts, and employers. Youngstown State should be the lead institution in forming the initial partnership. No formal structure or governance system should be put in place, pending the outcome of a state review of two year education.*
- The motion was made and seconded for adoption of this recommendation. There was no discussion.
- The vote for adoption of this amended recommendation was passed unanimously.
- Two-Year Education Transfer: *The Commission recommends that the Chancellor and the State legislature simplify and unify two year education in Ohio so as to clarify mission to increase access and to provide greater equity of opportunity for students. Two year education in Ohio should provide students a low-cost, high-quality education; should prepare students for success in careers and/or in baccalaureate programs; and should increase overall higher education participation by attracting additional students to higher education in Ohio. The Commission recognizes that statewide solutions to structure are required to resolve regional issues and challenges.*
- The motion was made and seconded for adoption of this recommendation. Discussion was held.
- Dr. Portch noted the Chancellor wants to rethink the provision of two-year education as it is not the most accessible to the type of students who need a two-year education. The system needs simplifying.
- The vote for adoption of this amended recommendation was passed unanimously.
- Mission Distinctiveness: *The Commission recommends greater mission distinctiveness among the institutions in Northeast Ohio, with special emphasis on increasing quality and increasing the number of degrees in areas of need in the regional economy. The process for defining this mission distinctiveness and for establishing and supporting Centers of Excellence should be developed in concert with the Chancellor.*
- The motion was made and seconded for adoption of this recommendation. Discussion was held.
- Mr. Trakas asked for a specific timeline to insure this recommendation is implemented and asked whether there was there any discussion of contraction of programs. Dr. Portch responded he

hopes to have more specifics regarding contraction before the group ratifies these recommendations at the November meeting.

- Dr. Lefton stated that he supports this statement as it is written. He noted to be careful of the missions of the universities as they are written by the Board of Trustees and we don't have the right or responsibility to change them.
- Mr. Weinberg suggested we include the concept of distinguishing the mission of the universities in relation to the community colleges.
- Mr. Pogue suggested we needed more specificity for each institution. Dr. Portch indicated he would ask the Presidents to assist on this prior to ratification.
- The vote for adoption of this amended recommendation was passed unanimously.
- Single, Regional Electrical Engineering & Computer Science Program: *The Commission recommends a pilot program to have a single, regional academic program across all of the institutions. The pilot should be in computer science (and if appropriate, electrical engineering) as there is current unmet need in the regional workforce, a supportive industry, and no present individual program of distinction. This virtual department will focus on both education and research. It will seek a unique combination of industry support matched by state support to generate the additional resources necessary. The lead institution in this initiative will be determined.*
- The motion was made and seconded for adoption of this recommendation. There was no discussion.
- The vote for adoption of this amended recommendation was passed unanimously.

Medical and Health Professions Education Workgroup

NOTE: Handout was in meeting materials.

- Dr. Portch noted the analysis will be provided to the Academic Workgroup once it is finalized.

Initial Recommendations – Administrative

NOTE: Recommendations were included in meeting materials.

- Combine IT and Back Office Functions (Aspirational):
- Mr. Proctor noted this was the biggest of the ideas, to combine back office systems and move functional units to a central office system. He also noted this is an achievable strategic goal.
- The motion was made and seconded for adoption of this recommendation. Discussion was held.

- Mr. Proctor added that the evolution of technology now makes things more feasible. Most schools are already on two basic systems. Convergence of systems is already occurring to make this more achievable.
- Dr. Case noted the CFO's have all been meeting and discussing moving this beyond Northeast Ohio.
- Mr. Pogue noted that he does not think this should be done unless we urge the legislature to provide funding.
- The thirteen recommendations from the Administrative workgroup feed into this particular recommendation.
- Mr. Weinberg noted this concept has an appeal but is also misleading in that it is very expensive. Over time, it would be ideal if all universities would be on a comparable platform. Mr. Weinberg feels that without money, this will not happen.
- Mr. Proctor noted that the universities cannot get to this point until there is a common server environment. There is a natural replacement cycle in these over the next ten to twenty years for the universities to spend \$10 million to \$20 million to replace their administrative systems. They will do this anyway. This recommendation suggests that as the institutions replace their systems, they do it in ways that are similar and compatible.
- Mr. Boyd called to question. The vote passed with 13 votes for the amended recommendation and one dissenting vote from Mr. Richard Pogue.
- Tuition and Fees (Aspirational):
- Dr. Case noted this proposal is to help students and parents understand the costs to the school, any fees incurred and what the bill will be. The plateau at each institution is a fee for a certain level or number of credit hours. It is complicated and may be different at each institution.
- Dr. Case added this recommendation is about simplification for the student and the back offices of the institutions.
- The motion was made and seconded for adoption of this recommendation. There was no discussion.
- The vote for adoption of this amended recommendation was passed unanimously.
- Learning Object Repository for the University System of Ohio (Aspirational):
- The motion was made and seconded for adoption of this recommendation. There was no discussion.
- The vote for adoption of this amended recommendation was passed unanimously.

- Central Hosting and Shared Data Center (Tactical):
- Mr. Kaufmann noted this recommendation would offer significant savings and test the market.
- The motion was made and seconded for adoption of this recommendation. Discussion was held.
- Mr. Pogue asked who would bear this cost. Mr. Proctor noted discussion among the CFO's of the State's plans to construct a new State Data Center. Ideally, this recommendation could be implemented by way of the State's choice to locate that center in Northeast Ohio. Mr. Kaufmann suggested we add language about cost obligations in the recommendation.
- The vote for adoption of this amended recommendation was passed unanimously.
- Common Application for Admissions:
- Mr. Kaufmann stated there is a need for this process. Universities need to be more "user friendly" and more accessible to students.
- The motion was made and seconded for adoption of this recommendation. Discussion was held.
- Dr. Lefton asked if you apply to one institution, then do you apply to all. Mr. Proctor noted that the applicant can choose to apply to all institutions but does not have to.
- Mr. Proctor added that the data is set to "quick-fill" into the appropriate fields on the application. Each institution can have their own unique fields on their application. Transcripts and ACT scores will all be handled electronically. Application fees would be paid online via credit card.
- The vote for adoption of this amended recommendation was passed unanimously.
- Administrative Collaborative Organizational Structure to Continue and Expand Dialog:
- The motion was made and seconded for adoption of this recommendation. There was no discussion.
- The vote for adoption of this amended recommendation was passed unanimously.
- The remainder of the tactical issues will be addressed at the next Study Commission meeting.
- The next Academic and Administrative Workgroup meetings have been changed to 8:00 to 11:00AM with lunch at 11:30 with Senate President Harris and Speaker Husted.

Chancellor Eric Fingerhut

- Chancellor Fingerhut thanked the Commission members for their hard work. He acknowledged the important relationship between the work of the Commission and the broader construction of the University System of Ohio.

- Chancellor Fingerhut noted that many of the proposed administrative recommendations of the Commission could easily be implemented statewide. There would local implementation and statewide benchmarks and goals. There are currently discussions to fill educational gaps all over Ohio. Chancellor Fingerhut will take the recommendations of the Commission and consider them carefully, as well as how to implement them in the state's plan. The Commission can provide a statewide plan in appropriate areas. Chancellor Fingerhut noted to not wait on the State in order to act on these recommendations; however, the State will have the final say on any statewide recommendations.
- Chancellor Fingerhut noted another goal is to expand research in the various facilities across the state.
- Ohio is currently at the national average of the number of high school students going on to college. Chancellor Fingerhut stated the goal is to be higher than average.
- Mr. Kaufmann noted some recommendations will cost money and may require legislation. Chancellor Fingerhut stated that some things may require legislative change and some may not, yet they may be presented to the legislature regardless as they may require funding in the future. He added that if recommendations require funding then include this in the report, but do not make the report all about money.
- Mr. Whitehead asked the Chancellor about his thoughts on information technology and shared services. These will also require investment. Chancellor Fingerhut noted this is a statewide issue. He welcomes ideas and creative thinking on this issue. He added that he is currently looking at utilities developed in higher education.
- Mr. Weinberg asked the Chancellor to share his thoughts as he prepares his report for the State which is due March 31, 2008. Chancellor Fingerhut noted important ideas such as the concept of the University System of Ohio. The early stages of this effort have focused primarily on communication and branding.
- Chancellor Fingerhut also noted there is a unique and special role for higher education in economic development. It is important to drive the economic well-being and future of Ohio and set benchmarks to demonstrate this. Chancellor Fingerhut noted Ohio should be known as the "state of higher education," and this will help drive the economy.
- Chancellor Fingerhut advised the Commission to think about healthcare and biomedicine as they are the fastest growing areas.
- Mr. Proctor noted there is enthusiasm to take on pilot programs; however, there are risks. The program could fail or the state could choose another path. Mr. Proctor asked if the State will support schools willing to go down the path and try a pilot program. Chancellor Fingerhut stated when need for a statewide collaborative is there, we will work together to welcome the idea.
- Dr. Saunders asked if there is a plan to increase state support to alleviate the cost burden on students. Chancellor Fingerhut noted it is an "intention, not a plan." One core element of the

plan is affordability and benchmarks will be needed for this. The Chancellor added he hopes his plan will excite the General Assembly and increase their support.

- Mr. Boyd thanked the Chancellor for taking the time to sit down with the Study Commission and closed by stating the timing of the Chancellors reports and the Governor's efforts will increase the success of the Study Commissions efforts.

Adjourn 11:00AM