

Minutes
OHIO BOARD OF REGENTS
January 15, 2008

The public board meeting was called to order by Regent Bruce Beeghly at 10 A.M.

The roll was called by Secretary James M. Tuschman. Those present were:

- Edmund J. Adams
- Donna M. Alvarado
- Bruce R. Beeghly
- Anthony D. Houston
- Walter A. Reiling Jr.
- Jerome F. Tatar
- James M. Tuschman

Regent Beeghly noted that minutes were not available from the prior meeting, and stated that the Regents would approve the minutes at the following meeting.

Regent Tatar thanked everyone for the support shown to him and his family during their difficult time over the past year.

Regent Tuschman indicated that the Regents would be reviewing the draft of the Report on the Condition of Higher Education with the mission of determining how well higher education is functioning in Ohio. The categories in the report are: educational attainment, degree production, participation, preparation, affordability, financial condition, productivity, workforce training, technology transfer and the capabilities and strengths of Ohio's Higher Education system. Six key questions form the core of the report:

- 1) Are the current levels of educational attainment, the number of graduates produced and enrollment in higher education adequate for the 21st Century economy?
- 2) Are Ohio citizens adequately prepared for college?
- 3) Are Ohio's educational institutions affordable?
- 4) Are Ohio public institutions currently able to financially support substantial increases in enrollments and degrees?
- 5) Are Ohio's current contributions to economic development through workforce training, research and technology transfer adequate to support a thriving 21st century economy?
- 6) Is Ohio's higher education system capable of providing the educational research, and public services needed to support a thriving 21st Century economy?

Regent Tuschman stated that the draft was a work in progress, and the Regents had not yet formed conclusions. Regent Tuschman said that the Regents had asked for and received feedback from several organizations and that some individuals were present to offer testimony: Mike Suver, Vice President of Government Relations of the Inter-University Council (IUC), Stephanie Franz, Deputy Director of the Ohio

Association of Community Colleges, (OACC), and John Cuppoletti, Chairman of the Ohio Faculty Council (OFC).

Mike Suver stated that the Inter-University Council of Ohio strongly believes that the condition of higher education in Ohio will be determined by the quality of education provided by the four year public institutions. After reviewing the draft *Condition Report* and the 2008 dashboard, the IUC believes that the Regents are on the right track in identifying key areas that should be used to determine the condition of higher education in Ohio. Mr. Suver stated that the nine sections targeted by the Regents ranging from Ohio's economy and its relationship to education, to affordability and preparation capture those components of higher education that should be measured to determine whether state supported institutions are providing a world class education. In addition, he said that these sections overlapped with certain aspects of the Chancellor's Strategic Plan for Higher Education and that this connection is crucial for setting goals and targets.

Mr. Suver said that Ohio's economy is intimately related to education. He stated that the true measure of how well Ohio's higher education system is doing should include taking steps to insure that those graduating from Ohio's public institutions stay and work in Ohio after successfully earning their degrees. Mr. Suver said that the IUC believes it is important for public institutions to demonstrate how state investment enhances the quality of education. He stated that quality can be addressed in a number of areas including world class instructors, researchers, academic programs, degree production, and student support services. Mike Suver suggested that it would be helpful to see the report more strongly address the issue of accountability. He said that the IUC institutions have already made a strong commitment to accountability and are currently seeking opportunities to more efficiently and effectively use tax payers money invested in their institutions. He said that stronger accountability measures would help parents, students and policy leaders more easily determine if desired outcomes are being met.

Stephanie Franz spoke as a representative of the Ohio Association of Community Colleges (OACC). She thanked the Board for the opportunity to speak to the *Condition of Higher Education Report*. She reported that the OACC feels that Ohio's institutions are prepared to address workforce needs, but that more can be done. She indicated that one of Ohio's greatest challenges, particularly for community colleges, is that so many Ohioans are place bound and cannot relocate to obtain higher education. She said that some of the key things that the OACC has been advocating for are touched upon both in the Condition Report as well as the Chancellor's Strategic Plan. The OACC believes it is important to fill in the service gaps so that all Ohioans have access to an affordable college education and this is acknowledged in the Regents report. Ms. Franz also said that it is important to increase the number of university partnerships so that local access to bachelor's degrees for place bound students is possible. Ms. Franz said that the OACC is optimistic about the alignment of the adult workforce education system through the integration of adult career centers into the Board of Regents system as was required in HB 119. She said that this change will increase the number of adult students accessing education. Ms. Franz also stated that efforts such as Accelerate Ohio to break degree attainment into smaller pieces so that adults can step in and out of the higher education system more easily given their life circumstances will help adults.

Regent Tuschman mentioned, in regard to increasing university partnerships, that the offerings of the institutions vary. He indicated that Terra and Lorain Community Colleges often work together and that Lorain County Community College has assisted with specific programs that Terra might not have.

Regent Tuschman also stated that Regent Beeghly had spent time profiling the two year institutions and the disparities that exist in the state between two-year institutions and branch campuses. He asked the OACC to comment on the profile presented in the report and whether it was accurate and correctly states the situation as it exists today.

Stephanie Franz responded that community colleges with local community support are the affordable institutions in the state of Ohio. She said that the OACC acknowledges the challenges that exist in Ohio's current system – that university branch campuses are more expensive than community colleges and technical colleges and that there are differences between community and technical colleges.

Regent Alvarado said that the Chancellor had told some of the Regents that the staff did a GPS look at the state and found that every Ohioan has an institution of higher education within thirty or thirty-two miles. Regent Alvarado said that her question is: "Is the current model that we have for delivering education to people that never aspired to higher education, sufficient to address this changed need that we have in the state or does the model itself need to be re-invented? The institutions are there but the enrollment and the degree production is not."

John Cuppoletti, from the University of Cincinnati, and chair of the Ohio Faculty Council (OFC), provided feedback on the Condition Report. The Council is recognized by the Chancellor and the Board of Regents and represents the faculty of all of the four year colleges and universities in the state of Ohio. The OFC addresses concerns common to faculty members of the four year public colleges and universities and issues critical to the citizens of Ohio related to higher education.

Dr. Cuppoletti thanked Chair Alvarado and Secretary Tuschman for their invitation to comment on the draft 2007 Condition Report. Dr. Cuppoletti said that a key goal for education is to have 230,000 more Ohioans enrolled by 2017. He said it is essential to have more of these students complete their degrees and stay in Ohio and that the Ohio Opportunity Grants and the Choose Ohio First Scholarship Program will help with participation and completion of degrees for the targeted low income adult population. Since state resources are likely to be limited, he said that institutions may need to find other ways to assist these students such as increasing cooperative education and engaging in increased fund raising for scholarships. Dr. Cuppoletti said that partial debt forgiveness for students who remain in-state may also help encourage students to stay after graduation. However, he said that the question arises about whether there are sufficient classroom space and faculty to handle the increased student load. Dr. Cuppoletti said that it appears that the increased number of students will strain current resources and will also require additional, innovative changes that have not yet been identified in the draft report.

Dr Cuppoletti said that the Ohio Research Scholars program will greatly assist institutions in the areas of workforce training and technology transfer. He said that questions remain about whether there is a sufficient high quality research base, whether there are resources for developing and maintaining such a base in the future, and whether the highly expensive technology training transfer activities can be adequately supported by individual institutions which have many other financial needs. He indicated that it is not clear that the workforce development, research, and the technology transfers areas have been highly developed in the draft report.

In response to the question about how appropriate the criteria listed in the report are, Dr. Cuppoletti said having more participation and having more of these students complete their degrees and stay in Ohio are the key measures. As to what additional key areas should be assessed in the 2008 annual report due December 31, 2008, Dr. Cuppoletti said that academic health centers greatly benefit the people in regions in the state and should be considered for the next report. He also said that there are no specific indicators for progress of the Ohio Research Scholars program on the dashboard.

Regent Tuschman asked if it would be important to measure the number of patents obtained by universities. Dr. Cuppoletti responded that measuring the outcomes of research is a very complex issue. Regent Huston asked about faculty senates and department chairs and how they go about evaluating programs. Dr. Cuppoletti said that at his institution they review graduate programs every five years. Metrics include the number of graduate students - Ph.D. and Master's students - and the faculty is evaluated in terms of publications, teaching, and teaching quality as measured by measures such as student evaluations. In addition, the quality of research in terms of publications, quality of publications, and research funding, is evaluated. That information then goes to those in charge of graduate education and research, which varies among institutions.

Regent Reiling asked if Dr. Cuppoletti had suggestions about how to measure technology transfer. Dr. Cuppoletti said that the University of Cincinnati has a variety of systems for technology transfer, but said that technology transfer offices are typically underfunded. He said that a lot is being done in Dayton, and probably at the Ohio State University. He also suggested that funding for technology transfer should be considered at the state level.

Regent Adams asked about the role faculty can play in looking at the needs of the state and shifting resources to more productive uses. Dr. Cuppoletti said that at the University of Cincinnati, the Faculty Senate asked for more rigorous assessments to shift resources to stellar programs. He said that the faculty is aware that resources are limited and that resources should go to further improve stellar programs.

Several Regents provided additional comments on the draft report. Regent Adams said that he thought that additional work was needed about productivity, specifically defining what is meant by productivity. Regent Beeghly suggested that the dashboard be placed in the executive summary. He said that even though every Ohioan lives within 30 miles of an institution of higher education, that only 25% avail themselves of the opportunity.

Chancellor Eric Fingerhut suggested that the Regents might want to look at the Voluntary System of Accountability at their next meeting. Chancellor Fingerhut then provided an overview of his draft Strategic Plan for the University System of Ohio. Regent Tatar asked why cost per FTE was not included in the draft Strategic Plan. Chancellor Fingerhut responded that there is a balance between quality and cost, and that just looking at cost per FTE gives the impression that one is trying to spend as little as possible per student. He said that he wants to make sure that the plan looks at efficiency and that he would be looking at measures such as the number of degrees and certificates obtained and graduation rates as measures of efficiency and productivity.

Regent Alvarado suggested that measure #9 regarding improvement in student's knowledge during their college careers include some indication of work readiness. The Chancellor responded that currently we don't have a way to identify if what we produce serves business and industry. He said that he had met recently with the Ohio Business Roundtable and the Business Alliance for Higher Education and the Economy and will work with them to develop and administer a tool every year to see to what extent college and university graduates from the USO match up with business expectations.

Regent Alvarado said that she believes that what college graduates need is critical thinking skills and teamwork skills. Chancellor Fingerhut said that the Critical Learning Assessment (CLA) (part of the Voluntary System of Accountability) doesn't measure content knowledge, but is a measure of critical thinking skills.

Chancellor Fingerhut stated that while it is important to develop metrics for public institutions, the entire system also includes private institutions who are important to the state in areas such as research, adult education, and attracting and keeping talent in Ohio. He reported that the Association for Independent Colleges and Universities is undergoing its own strategic planning process in an effort chaired by President Dan Curran of the University of Dayton. Chancellor Fingerhut has assigned Dr. Jane Fullerton and Dr. Barbara Donnelly (currently on loan from Antioch McGregor University) to work with the AICUO on the plan. He reported that he has also been working with Susan Zelman, State Superintendent of Public Instruction, on ways to align with each other's strategic plans.

Regent Alvarado stated that she continues to grapple with the topic of aspiration – that Ohio has silent cultural norms that keep people from aspiring to higher education. Chancellor Fingerhut said that there will have to be a marketing campaign and that we will have to sell higher education in an aggressive way. The Chancellor indicated that the USO will have to segment its market and target its message to various markets.

Chancellor Fingerhut reported that the Ohio Skills Bank was an idea that originally appeared in Governor Strickland's Turnaround Ohio Plan. The ideas also grew out of the OWETEC Report. Three initiatives began this year:

- a) The Ohio Workforce Guarantee – the Ohio Department of Development is taking the lead on this initiative
- b) The transfer of adult career centers to the Board of Regents to create a seamless adult education system
- c) The Ohio Skills Bank – to match the production of skilled workers with employer demand in a systematic way

The Chancellor reported that the Ohio Skills Bank was originally located at the Ohio Department of Jobs and Family Services. But as the idea was examined, it made sense for the Skills Bank to be located at the Board of Regents. Mr. Fingerhut reported that Tom Fellrath, previously of the Indiana Chamber of Commerce, will build 12 regional skills bank teams. Mr. Fellrath will have access to Ohio Department of Jobs and Family Service (ODJFS), data and Department of Development (DOD) data and will push this data to the regions. There will be an industry committee in each region, and Mr. Fellrath will put into place a system for analyzing regional needs.

Regent Alvarado said that in the past, individuals were trained with very specific skills for a particular job, but that in today's world, people need to develop skills that are transferrable. Chancellor Fingerhut said that he wants the Workforce Investment Boards to develop courses that provide portable credentials.

The Board discussed the upcoming trustees' webcast and videoconference and Chair Donna Alvarado provided information about upcoming future study sessions, in which the Regents will focus on key issues of relevancy to the condition of higher education.

Chair Donna Alvarado adjourned the meeting.

Secretary Regent

Date

