

**KENT STATE UNIVERSITY  
BOARD OF TRUSTEES MEETING  
January 27, 2010  
Urban Conference Room**

**Board Members Present**

Andrew Banks  
Dennis Eckart  
Emilio Ferrara  
Patrick Mullin, Chair  
Katherine O'Brien  
Lawrence Pollock  
Jane Murphy Timken  
Brian Tucker  
Erin West  
Jacqueline Woods

**KSU President's Cabinet Present**

Lester A. Lefton, President  
Alfreda Brown  
Eugene Finn  
Gregg Floyd  
Robert Frank  
Iris Harvey  
Greg Jarvie  
Edward Mahon  
Charlene Reed, Board Secretary  
Willis Walker  
John West

**CALL TO ORDER AND ROLL CALL**

Board Chair Patrick Mullin called the meeting to order at 8:06 a.m. Secretary Jane Murphy Timken called the roll, and a quorum was present.

**PROOF OF NOTICE**

Chair Mullin stated that public notification was given pursuant to state law and university policy.

**EXECUTIVE SESSION**

Chairperson Mullin announced the Board had a need to meet in Executive Session for the purposes of discussing personnel matters, potential litigation involving the university, and real estate matters in accordance with Chapter 121.22, Section G of the *Ohio Revised Code*. Trustee Timken moved, seconded by Trustee Eckart, that the Board retire into Executive Session. By virtue of a unanimous roll call vote, the Board adjourned into Executive Session at 8:09 a.m. Trustee Mullin noted that the Board would reconvene at 9:30 a.m. for its public business meeting.

**APPROVAL OF THE AGENDA**

The Board of Trustees reconvened as a Committee of the Whole at 9:35 a.m. Chair Mullin noted one change in the published agenda – removal of a proposed property purchase in East Liverpool. He then asked if there were any additional changes to the agenda. Hearing none, the agenda was approved by general consent.

## **DISPOSITION OF MINUTES**

Chair Mullin asked for a motion to approve the minutes of the meeting of November 17, 2009. Hearing no objections, the minutes were approved by general consent.

## **REPORT OF THE CHAIRPERSON**

Chair Mullin thanked everyone for adjusting their schedules today so that the Board could both attend to very important business this morning and also have time to dive deeper into the strategic evaluation of facilities this afternoon.

He noted on the agenda that two important reforms have been deliberated extensively and have now been delivered by the faculty for board action. These are revisions in the university's tenure and promotion policies and creation of a new Kent Core for all undergraduate students. He further stated that both of these changes reflect a great deal of work and forward-looking thinking, and he applauded both the administration and the faculty for getting the job done and bringing these recommendations to the Board. He felt both reforms were central to Kent State's Excellence Agenda and noted that the Board was especially pleased to support the Kent Core changes that will make the general education curriculum more relevant and more student-friendly.

Chair Mullin then stated that for lunch and the afternoon, the Board would meet at the Cohn Jewish Student Center, which he felt was a wonderful resource for northeast Ohio. It is also a great example of collaboration, as the center serves students from Kent State and the University of Akron. He noted that at lunch the Board will host 20 students, who in the past year have participated in leadership development programs, including experiences funded in whole or in part by the Dennis E. Eckart Leadership Fund.

Chair Mullin noted that when Trustee Eckart left public service, he donated his remaining campaign funds (about a quarter of a million dollars) to Kent State to support student participation in leadership development programs. Chair Mullin felt that Trustee Eckart's gift was a great example of excellence in action, as more than 50 students in the past year applied for and received funding to participate in a wide variety of leadership programs across the country.

The lunch continues the board's "year of the student" as trustees are spending time at each meeting with students, getting to know them and learn more about their experience here and hopes for the future. He also noted that at lunch the Board will be joined by members of the board of trustees of Hillel at Kent State, who have done a marvelous job in raising funds and stewardship of the center facility and programs.

The Cohn Center is an example of the wonderful, state-of-art facilities at Kent State. In informal breakout sessions the Board will take a look at the other side—the facilities that are in need of renewal, renovation and reconstruction, he said. Chair Mullin made a special note that no actions would be discussed or taken; but that these conversations are part of the continuing process that hopefully will lead to board action on a plan this spring.

He further stated that President Lefton and the staff have been consulting with key university stakeholders, especially students, in developing priorities and funding mechanisms for the capital plan. These consultations have included multiple meetings with the student government and students at large, the Foundation board leadership, senior leadership, faculty, city and county leaders. It has been an inclusive process aimed at identifying Kent State's most important opportunities and most pressing capital needs in its second century.

Chair Mullin stated on behalf of the Board and the university, that he would like to publicly thank Governor Strickland for his unwavering support for higher education in these tough times for Ohio. He felt that the Governor continued his emphasis on higher education as the most important driver in Ohio's future in his State of the State address. Certainly this economy has illustrated the importance of higher education generally, both to the future of individuals and to Ohio, and punctuates the need for continued investment in Kent State's excellence agenda. As demonstrated by the university's recently released economic impact study, Kent State is delivering high value and a strong return on investment to the region and state.

With that, Chair Mullin asked President Lefton to give his report.

### **REPORT OF THE PRESIDENT**

President Lefton opened his report with several recent examples of Kent State's excellence in action, ranging from record Spring 2010 enrollment to recipients of the first-ever President's Excellence Awards.

For the majority of his report, he discussed the university strategy map and what each individual division is doing to support it. Taking two examples from each of the six university-wide goals, he showed the Board unit-specific goals within those areas. Every vice president submitted divisional strategy maps, which the President referenced throughout his report.

Dr. Lefton noted that Kent State is "results oriented" and as items on the map get accomplished, they will come off and be replaced with new goals. He explained that the map is a living document that guides and directs all that Kent State does. Soon, a digital version of the map will be live on the President's page at [www.kent.edu](http://www.kent.edu). The digital map will allow a browser to click on any of the university's goals and find out what each division is doing to accomplish that goal.

With that, President Lefton concluded his report and asked the Board if they had any questions or comments.

Trustee Banks commended President Lefton for all his efforts in developing and executing a strategic vision for the university. He then asked if Kent State University has any "home field advantage" when recruiting faculty and staff? Is the institution having greater success in hiring from Ohio's unemployed?

President Lefton responded that, while there generally isn't preferential hiring based on residency, he has found that when individuals have an Ohio connection, they are far more likely to want to work for the university. He did note, however, that when it comes to business decisions, the university is far more likely to give the work to an Ohio company, all other things being equal.

## **PERSONNEL ACTIONS**

President Lefton asked Provost Frank to present the academic personnel actions and Vice President Walker to present the non-academic personnel actions.

### *ACADEMIC PERSONNEL*

Provost Frank reported that the academic actions were routine in nature.

### *NON-ACADEMIC PERSONNEL*

Vice President Walker noted that the non-academic actions were routine.

**ACTION: There were no objections to placing the personnel actions on the consent agenda.**

## **REPORT OF THE COMMITTEE OF THE WHOLE**

Chair Mullin stated that all the management decision items would be presented, and then placed on the consent agenda unless a Trustee wished to pull an item for separate discussion.

### *REVISION OF UNIVERSITY POLICY 3342-6-14 REGARDING FACULTY TENURE*

### *REVISION OF UNIVERSITY POLICY 3342-6-15 REGARDING FACULTY PROMOTION*

Chair Mullin then called on President Lefton to present the management decision items.

President Lefton first presented the proposed revisions to University Policy 3342-6-14 regarding Faculty Tenure, and University Policy 3342-6-15 regarding Faculty Promotion. He noted that over the last three years and seven months, almost from the time he arrived as President, work has been ongoing to reform these policies, to bring them more in line with other major research colleges and universities. He briefly explained the changes to the policies before asking for approval.

### **Resolution 2010-1**

#### **APPROVAL OF REVISIONS TO UNIVERSITY POLICY 3342-6-14 REGARDING FACULTY TENURE**

WHEREAS, the Constitution of Kent State University requires the university to maintain a register of policies and procedures (University Policy Register); and  
WHEREAS, the proposed revisions of University Policy 3342-6-14 Regarding Faculty Tenure were reviewed and approved by the Faculty Senate on December 7, 2009; and

WHEREAS, the proposed revisions have the endorsement of the Provost and President; now, therefore,

BE IT RESOLVED that the Board of Trustees of Kent State University hereby approves the adoption of revisions to University Policy 3342-6-14 Regarding Faculty Tenure, with implementation beginning the Fall 2010 semester.

### **Resolution 2010-2**

#### **APPROVAL OF REVISIONS TO UNIVERSITY POLICY 3342-6-15 REGARDING FACULTY PROMOTION**

WHEREAS, the Constitution of Kent State University requires the university to maintain a register of policies and procedures (University Policy Register); and  
WHEREAS, the proposed revisions to University Policy 3342-6-15 Regarding Faculty Promotion were reviewed and approved by the Faculty Senate on December 7, 2009; and

WHEREAS, the proposed revisions have the endorsement of the Provost and President; now, therefore,

BE IT RESOLVED that the Board of Trustees of Kent State University hereby approves the adoption of revisions to University Policy 3342-6-15 Regarding Faculty Promotion, with implementation beginning the Fall 2010 semester.

#### ***ESTABLISHMENT OF KENT CORE TO REPLACE LIBERAL EDUCATION REQUIREMENTS (LER)***

President Lefton then presented a resolution establishing the Kent Core to replace the Liberal Education Requirements (LER). He stated the Kent Core would be a set of core requirements that would prepare students for life in the 21<sup>st</sup> century. He further noted that among the changes proposed is allowing courses within a student's major to "count" as part of the Kent Core requirements. He asked that the resolution be approved. With that, he asked Provost Frank for comments. Provost Frank also noted that the transition has a three-year implementation timetable.

### **Resolution 2010-3**

#### **ESTABLISHMENT OF THE KENT CORE TO REPLACE THE LIBERAL EDUCATION REQUIREMENTS**

WHEREAS, approval is sought to establish a new set of university course requirements, the Kent Core, to replace the current model, the Liberal Education Requirements; and

WHEREAS, the mission of Kent State University is to prepare the 21st century graduate, to which the Kent Core will be integral; and

WHEREAS, review by two groups, composed of faculty and academic administrators and staff, resulted in the proposal to create the Kent Core to replace the current Liberal Education Requirements as the university-wide set of required courses for undergraduate students; and

WHEREAS, the creation of the Kent Core will promote a learning-centered pedagogy, which places emphasis on students being able to use, apply and explore knowledge in meaningful ways that support a deep, rather than a surface, approach to learning; and

WHEREAS, the Kent Core will create a positive academic environment with learning outcomes centered on the four principles of Kent State University's 21st century undergraduate philosophy: knowledge, insight, engagement and responsibility; and

WHEREAS, the Kent Core will allow students to use specified courses to satisfy both university requirements and their individual courses of study, allowing a more streamlined approach to programs and bringing clarity and ease to navigating their academic experience at Kent State University; and

WHEREAS, such a change from the Liberal Education Requirements to the Kent Core will be implemented over a three-year period to ensure that current students are not disadvantaged by the transition; and

WHEREAS, the proposed Kent Core has been reviewed and approved through the Educational Policies Council and the Faculty Senate, and also has the endorsement of the Provost and the President; now, therefore,

BE IT RESOLVED, that the Kent State University Board of Trustees hereby approves the establishment of the Kent Core, to replace the Liberal Education Requirements, effective Fall 2010.

*TRANSFER OF JACKSON TOWNSHIP FIRE STATION PROPERTY, STARK COUNTY*

President Lefton then presented a resolution transferring university property now housing the Jackson Township Fire Station to the Jackson Township Board of Trustees. He noted the fire station could be eligible for grants and other monies, if the township had ownership of the property. If the land was not used for a fire station in the future, the ownership would revert back to Kent State, he explained. President Lefton asked Vice President Floyd for comment. Vice President Floyd described the location of the property in relationship to Kent State at Stark. Dr. Lefton asked for approval of the resolution.

**Resolution 2010-4**

**TRANSFER OF 2.033 ACRES OF LAND TO THE  
JACKSON TOWNSHIP BOARD OF TRUSTEES, STARK COUNTY**

WHEREAS, Kent State University owns 200.54 acres of property in Jackson Township, Stark County, for Kent State University at Stark Campus; and

WHEREAS, on September 9, 1983, the Kent State University Board of Trustees authorized a 25-year land lease of 2.033 acres to the Jackson Township Board of Trustees for the purpose of constructing a fire station; and

WHEREAS, the 2.033 acres of land is currently not titled to the Jackson Township Board of Trustees, which limits their ability to secure grants and allowances available to similar fire stations; and

WHEREAS, the Jackson Township Board of Trustees asked Kent State University to transfer title of the 2.033-acre parcel to the township to ensure continuation of the fire station and to make additional long-term improvements to this fire station; and

WHEREAS, the Jackson Township Board of Trustees agree that the property will only be used for the purpose of a fire station and should this use end, the property shall revert back to Kent State University; now, therefore,

BE IT RESOLVED, that the Kent State University Board of Trustees hereby authorizes the Vice President for Finance and Administration to complete the property transfer of 2.033 acres of land to the Jackson Township Board of Trustees, Stark County, Ohio for its' use as a fire station.

BE IT FURTHER RESOLVED, that should this use end, the property will revert back to Kent State University.

*EXPANSION OF GEAUGA CAMPUS TRANSIT SHELTER PROJECT*

President Lefton then called on Vice President Floyd to present the next item, a resolution authorizing the expansion of the Geauga Campus Transit Shelter Project.

Vice President Floyd explained that this project previously was approved by the Board of Trustees, and was to be funded in large part by federal grant money. As development of the project continued, campus officials realized they could utilize significant economies of scale, and strengthen the roadways and parking lots associated with the transit shelter. With those additional components, the project cost exceeded \$1 million, which requires Board approval. He asked that the resolution be approved.

**Resolution 2010-5**

**EXPANSION OF GEAUGA CAMPUS TRANSIT SHELTER PROJECT**

WHEREAS, \$441,000 has been designated from a federal transportation earmark grant, combined with \$89,000 in local matching funds, to be used for a regional transit shelter at the Kent State University at Geauga Campus to encourage and enable students, staff and county residents to utilize public transportation; and

WHEREAS, the project budget will be increased to \$1,380,000 which will include \$939,000 in local funds to be combined with the \$441,000 grant to support this initiative; and

WHEREAS, the scope of the project will include the transit shelter, roadway improvements, and pedestrian pathways; and

WHEREAS, the project scope will be increased to also include the resurfacing and expansion of the existing student parking lot and the construction of a canopy over the main student building entrance; and

WHEREAS, the design, bidding, and construction of this project will follow all state laws and regulations; now, therefore,

BE IT RESOLVED, that the Kent State University Board of Trustees hereby authorizes the Vice President for Finance and Administration to proceed with this project in accordance with University Policy 3342-7-04.



*ENERGY CONSERVATION PROJECT AT THE STARK AND TUSCARAWAS  
CAMPUSES*

President Lefton then called on Vice President Floyd to present the final item; a resolution authorizing an energy conservation project at the Stark and Tuscarawas campuses.

Vice President Floyd referenced House Bill 251, which requires all public universities to achieve a 20% savings in energy usage by the year 2014. These are the first two energy-specific projects the university is undertaking, he explained. The proposed work meets all of the payback requirements of HB 251, and is seen as a good investment. He recommended approval.

**Resolution 2010-6**

**APPROVAL OF ENERGY CONSERVATION PROJECT  
STARK AND TUSCARAWAS CAMPUSES**

WHEREAS, Kent State University publicly solicited proposals for a design-build energy conservation project for the Stark and Tuscarawas campuses; and

WHEREAS, the solicitation and evaluation were completed in accordance with Ohio Revised Code 3345.761-3345.65; and

WHEREAS, the selection team has reviewed and validated the proposals, and has selected The Brewer-Garrett Company to perform the design-build contract; and

WHEREAS, the project will include energy conservation measures required to reach the House Bill 251 20% energy reduction goal by FY 2014, and it will be self-funded within a maximum of 10 years for each campus; and

WHEREAS, the contractor will be responsible for any costs that do not meet the projected savings; and

WHEREAS, the design and implementation of this project will follow all state laws and regulations; now, therefore,

BE IT RESOLVED, that the Kent State University Board of Trustees hereby authorizes the Vice President for Finance and Administration to proceed with this project in accordance with University Policy 3342-7-04.

**ACTION: There were no objections to placing the management decision items on the consent agenda.**

**ACTION: Trustee Tucker moved, seconded by Trustee Pollock, that the consent agenda be approved. There were no objections. The motion passed.**

## **INFORMATION ITEMS**

Chair Mullin asked the Board if they had any questions regarding the information items found in the Board Book.

Trustee Pollock had a question in reference to the Centennial Campaign Report. Vice President Gene Finn responded that the report was missing a page, which would be sent to trustees as soon as possible.

Trustee Woods then asked about the Report of Expenditures, and the format in which the information was provided. She felt the report was hard to follow and gave the wrong impression of the data. Vice President Floyd responded, and also said that this has been an ongoing issue since he came to Kent State regarding how to show the data. Trustee Pollock agreed that the report should be revised. Chair Mullin added that he has also felt that way and asked that the report be addressed immediately.

Trustee Eckart posed a question regarding planned increases in overhead charges to the regional campuses. President Lefton responded that the fee increases are being phased in on a three-year schedule. Vice President Floyd explained further, noting that all campuses are paying the administrative fee. Trustee Eckart then asked for the reasoning behind the fees. President Lefton responded that the actual value of central services provided to the regional campuses, is higher than the overhead rate assessed. Sharing administrative costs as an eight-campus system helps the regionals keep their own administrative costs down, he added.

Trustee Woods asked that at the next meeting, she would like to have a report on how Responsibility Centered Management (RCM) is going. Vice President Floyd stated that he would be glad to provide such a report.

Trustee Eckart then asked if the administration had any reaction to the Governor's proposal to reinstate a couple hundred million dollars back into student internships, which was zeroed out in the last budget. President Lefton responded that Kent State will be ready to apply as soon as funding is restored, as it already has developed some proposals in collaboration with others.

Chair Mullin then reminded the Board that Governor Ted Strickland supports placing the renewal of Ohio's Third Frontier program on the May ballot. He also asked the Board to consider when might be an appropriate time to discuss supporting that ballot initiative as a Board.

## **ADJOURNMENT**

Having no new business to come before the Board, Chair Mullin announced that the next regular business meeting of the Board of Trustees would be March 16, 2010, at the Kent Campus. On motion duly made and approved, the meeting was adjourned at 10:51 a.m.