

**Medical University of Ohio
and
The University of Toledo
Joint Meeting
Boards of Trustees**

**Friday, November 4, 2005
The Toledo Hilton Hotel – Aspen Room
7:30 a.m.**

A joint meeting of the Boards of Trustees of Medical University of Ohio and The University of Toledo was held on Friday, November 4, 2005, at 7:30 a.m. in the Aspen Room of the Toledo Hilton Hotel, 3100 Glendale Avenue, Toledo, Ohio.

Present: Mr. Daniel J. Brennan, Chairman, UT Board of Trustees
Mr. Richard B. Stansley, Jr., Vice Chairman, UT Board of Trustees
Mr. C. William Fall, UT Trustee
Mr. William C. Koester, UT Trustee
Judge Richard B. McQuade, Jr., UT Trustee
Ms. Susan Farrell Palmer, UT Trustee
Ms. Olivia K. Summons, UT Trustee
Mr. Robert C. Redmond, UT Trustee
Mr. Hernan A. Vasquez, UT Trustee
Mr. Joel L. Todd, UT Student Trustee

Mr. George L. Chapman, Chairman MUO Board of Trustees
Mr. David G. Huey, Vice Chairman, MUO Board of Trustees
Mr. Alfred A. Baker, MUO Trustee
Mr. Thomas E. Brady, MUO Trustee
Mr. Charles E. Dana, MUO Trustee
Ms. Susan E. Gilmore, MUO Trustee
Ms. Cynthia B. Thompson, MUO Trustee

Also present were UT President Dr. Daniel M. Johnson, MUO President Dr. Lloyd A. Jacobs and faculty and staff from the University of Toledo and Medical University of Ohio. Media representatives included *Toledo Blade* Reporter Kim Bates, Independent Collegian Reporter Chris Ankney, WTOL-TV and Fox News 36.

1. Welcome

Mr. George L. Chapman, Chairman of the Medical University of Ohio Board of Trustees welcomed everyone to the joint meeting of the boards to learn more about the proposed Northwest Ohio Science and Technology Corridor. Mr. Chapman congratulated Dr. Jacobs and Dr. Johnson for putting the meeting together.

Mr. Daniel J. Brennan, Chairman of The University of Toledo Board of Trustees thanked Mr. Chapman and Dr. Jacobs for hosting this historical event. Mr. Brennan remarked the

Technology Corridor has been discussed for some time and could serve as a catalyst for economic development in Northwest Ohio, that MUO and UT are positioned to take advantage of the idea.

2. Presentation

MUO President Dr. Lloyd Jacobs introduced UT President Dan Johnson. President Johnson presented an overview of the “Northwest Ohio Science and Technology Corridor.” A copy of Dr. Johnson’s presentation is attached to these minutes as Exhibit #1.

Discussion took place regarding the importance of the Northwest Ohio Science and Technology Corridor and the benefit that this development could have on the region. The remainder of the meeting consisted of questions and answers regarding the Science and Technology Corridor.

It was suggested the two Boards formally direct the presidents of each institution to move forward with the advancement of the Northwest Ohio Science and Technology Corridor.

4. Adjournment

Mr. Chapman and Mr. Brennan thanked the members of the Boards for attending this informational meeting. The meeting was adjourned at 8:40 a.m.

DRAFT

EXHIBIT #1

UT and MUO Boards of Trustees
Joint Meeting

November 4, 2005

*The Northwest Ohio
Science and Technology Corridor*

Dan Johnson

Thank you Dr. Jacobs. I have come to have enormous respect for Lloyd. He has been a pleasure to work with. You put a surgeon together with a sociologist and watch out. Things happen.

I would also like to thank you, Chairman Chapman, for hosting this joint meeting today. George, I think this is a “first” and, in that sense, a historic meeting. I hope it doesn’t take us 40 years to have another one. Thank you for taking the initiative to bring us together.

I see that Steve Weathers is here with us this morning. Steve, thank you and all of the members of the RGP for your support of this important community initiative.

It is a genuine pleasure to be here today to talk about the *role of universities in economic development*.

By way of introduction to some brief remarks on the Science and Technology Corridor, I would like to make just a few observations about our region’s economy as the context for the Corridor.

Most of us would agree that we have a wonderful quality of life here in Toledo and Northwest Ohio. That quality of life, however, is now

- *threatened by the rapid changes* in our economy
- *threatened by rapid growth in the global economy*
- and threatened by our lack of participation in the knowledge economy.

I am not an economist, but I am a student of economic development and the role of universities in economic development. And the following is clear:

We are not a player in the knowledge economy. And this is surprising, unfortunate and even tragic because Toledo and Northwest Ohio have the potential and capacity to be major players in today’s global marketplace and knowledge economy.

The only way Toledo can hope to maintain and improve the quality of life we now enjoy, and to pass on to our kids and grandkids the jobs and lifestyles that will keep them here, will be to diversify our region’s industry through greater participation in the knowledge economy.

Everyone in this room knows what has happened to Toledo’s economy over the past 20 years . . . the loss of several Fortune 500 companies, the loss of manufacturing jobs, and the struggle to stay competitive in an increasingly global economy.

The automobile industry in our sister state of Michigan and elsewhere is also barely hanging on and is being threatened big-time by global economic changes.

Today, some of our very best corporate citizens here in our own hometown are facing difficult times and we are all concerned about them and about what happens if *they* leave.

The solution to this challenge, the solution to this looming problem, is for Toledo to *become a real player in the knowledge economy*.

That is what I want to talk about today.

We have the capacity, the people and the ability to be a player. But how do we do it?

We have to do something differently than we have in the past. We have to change our strategy.

Our four institutions of higher education here in Northwest Ohio—MUO, UT, BGSU and OCC—have a combined annual budget of more than a billion dollars -- and research funding in excess of \$100 million each year.

Whether our region recognizes it or not, these four institutions hold the key to the region's future.

Whether our city recognizes it or not, our two institutions, UT and MUO, are Toledo's hope for the future. UT and MUO are our hometown universities. Our roots are deep.

We are here for better or worse—and we have a responsibility to do what we can to improve the quality of life in the city and region we serve. And, we aren't leaving.

So the question becomes: *How do we leverage these two major assets—the most important assets in Toledo and Northwest Ohio—to help diversify our economy and become a competitive player in the knowledge economy?*

It is increasingly recognized—and it is certainly recognized by Dr. Jacobs, myself and many others working on economic development and diversification efforts—that *we have all the elements for being a competitive player in the knowledge economy*.

We have more to start with than North Carolina had when it decided to bring their universities together to create what we now call The Research Triangle, the most successful research park in the U.S. and perhaps the world.

But we also know that the *competition is bigger and stronger now than it has ever been*. In addition to the Research Triangle Park, there are many other successful research parks and tech corridors: in Silicon Valley near Stanford University; in Austin near the University of Texas; in Boston along Route 128; in Central Florida where the tech corridor links the Space Coast with the Gulf Coast; in Phoenix, Boise, and 150 other cities across the country.

And that is just here in the U.S. In China, there are 34 new or developing science and technology parks. I visited one a few months ago in Qinhuangdao. It started just four years ago and it now has 24 buildings and hundreds of employees in high tech jobs.

My point is this: We have here in Northwest Ohio all the elements to create a strong and competitive base from which to compete in the new knowledge economy.

We here in Toledo and Northwest Ohio have *unique and undeveloped advantages and assets*. These can be used and leveraged to attract research and research-based organizations which, in turn, can and will lead to the development of a science and technology-based center here in the Midwest, here in Toledo.

All we need is *institutional leadership and commitment* to a plan that will bring us to the table.

Today, we have that concept and we have that plan.

It is called the Northwest Ohio Science and Technology Corridor.

Back in the early days of the Research Triangle Park in North Carolina, they used to ask, "*What is it?*" Their response was, "*There is no simple answer* because the Research Triangle is many things."

So I've been asked -- What is the Science and Technology Corridor? -- and the answer is again, it is many things.

The Corridor is a *place*, a geographic location. It is also a *center of research, science and technology*. It is something which will become a complex of new landscaped buildings, modern offices and gleaming laboratories.

The Corridor is a magnet that will attract research and knowledge-based companies to the area. This, in turn, will lead to the development of new industries in our community and region.

The Corridor is a major economic development initiative and a long-term commitment to our city and our region. The Corridor will lead to the creation of new jobs and professional opportunities—high paying jobs—that will keep our kids and grandkids here. We can use it to stop the out-migration of talent and reverse the brain drain we have discussed for so long.

We have formally defined the Science and Technology Corridor in the following way:

"A partnership to marshal the resources of the technology entities in the region so that research produced at local universities is transformed into innovations to promote long-term economic development and diversification as well as a positive transformation of depressed inner-city neighborhoods. It is both a regional initiative and a "technology district" within Toledo."

It is a partnership of institutions, combined with private and public interests and support, with UT, MUO and other institutions of higher education as its cornerstones.

It is a partnership that links science/technology-based businesses with researchers, graduate students, research assistants, laboratories, and specialized facilities.

Why do Toledo and Northwest Ohio need a Science and Technology Corridor?

To have a *viable future*, Toledo must diversify its economy. We have a great history of manufacturing but those industries and jobs are leaving Northwest Ohio. Many of them are leaving the United States.

We must *reverse the brain drain* from our region and our state. We want our children and grandchildren to be able to find great jobs with a future here. We want to *stop the out-migration of our young people and the outsourcing of their future*.

We need to maintain and enhance the quality of life here in Toledo and Northwest Ohio—and *we cannot do it based on manufacturing alone*.

The purpose of the Corridor is to create a pro-business environment...a research environment...that says, “*We do important research here that can stimulate business.*”

To create an environment driven by innovation and knowledge.

To be the foundation of a strong regional economy in an increasingly competitive world.

To provide an infrastructure that allows us to leverage our research to a higher return. An infrastructure that will allow us to get the maximum benefits from our research when it enters the marketplace, and to house incubation facilities that are specialized to our research priorities, for example, bio-medicine and alternative energy.

What assets do our research universities have that can be leveraged for economic development?

We do important research in

- Bio-Engineering, Bio-Medical, Cancer
- Pharmacology
- Specialized Agriculture (Greenhouse)
- Information Technology (Bio Informatics)
- Alternative fuels
- Transportation
- Advanced Engineering
- Glass and Plastics

We have expertise to support business startups and spin offs.

We have a commitment to technology transfer—and expertise in patent law and licensing.

We have the foundation upon which we can build the Corridor—and attract new businesses related to our areas of research specialization.

How will the Corridor enhance collaboration and foster ways to “make things happen?”

A modern transit system or “people mover” will allow our faculty, researchers, graduate research assistants, staff, managers, clients and customers to move quickly and efficiently between and among our labs and facilities. (Metrail)

Joint facilities, laboratories, equipment and personnel will promote information sharing among institutions and our partners.

What should Toledo and Northwest Ohio expect from the Corridor? What will be its deliverables?

The Corridor will help Toledo become a major player in the “knowledge economy” and improve our ability to compete with other major cities for business and corporate investment.

It will increase our ability to attract research funding. It will say to the outside world we are *really serious* about doing business in a global economy.

It will increase the number of high-tech, high-paying jobs—and make Northwest Ohio and Toledo places that talented young people will want to come to rather than leave.

The Corridor will stimulate secondary and tertiary commercial development.

It will have a positive impact on neighborhoods and stimulate neighborhood revitalization.

It will help sustain and improve our regional economy and the quality of life in Toledo and Northwest Ohio.

The Corridor has been the subject of community discussion for two years—and community leaders understand that for the region to become a competitive player in the knowledge economy, we must take full advantage of the assets provided by our research universities and colleges.

The Corridor has been endorsed by many organizations and individuals including:

- the Toledo Chamber of Commerce
- the Port Authority leadership
- ProMedica
- Toledo City Council
- Members of the Findlay business community

- the Governor’s Advisor on Science and Technology
- the University of Toledo Board of Trustees
- the Regional Growth Partners—who are lending their full support to the Corridor. Support that makes the Corridor not just a major initiative but what I may dare call, *with Steve’s permission, the “center-piece” of their regional development efforts?*

Before I hear your thoughts, I’d like to close with a few final comments and a question:

The University of Toledo and the Medical University of Ohio are two of the region’s strongest assets. We are here to stay—and our future is the future of our city and our region.

We have a responsibility to make Toledo and Northwest Ohio a major player in the knowledge economy.

We have an obligation to make our region competitive in today’s global society.

The Northwest Ohio Science and Technology Corridor can be the vehicle that makes this happen.

I ask the Medical University of Ohio to join us in shaping and leading this bold vision and big initiative. To help leverage the assets we hold as major research universities and community partners. To make Toledo a true player in the knowledge economy.

If you do, together, I know we will succeed.

Thank you.