THE PORTABLE TRUSTEE

A Guide for Members of the Board of Trustees of the University of Dayton
2013-2014

go.udayton.edu/trustees/
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## WELCOME FROM THE CHAIR

Dear Trustees and Colleagues,

The University of Dayton has charted a strategic course to be recognized as a top Catholic University in the nation. We are very proud of our Catholic Marianist traditions that have strengthened our students in academic excellence and service to communities. We have the challenge to continuously improve our academic programs, enhance our research opportunities and shape our campus with the facilities Master Plan.

We can engage our alumni and supporters to move ahead with our exciting vision to be recognized as a top Catholic university. We have the right people, the right assets and the energy to shape academic programs, student life, financial stability and athletics for years to come. The future is bright and the participation of the trustees will ensure our progress.

This Portable Trustee is one tool that I hope will be useful as you meet the challenges of leadership. In this brochure, you will find a brief summary of the Strategic Plan, major responsibilities of the board, a brief description of standing committees and some of the University’s historical highlights.

We will collaborate with each other, administrators, faculty, staff and all University of Dayton stakeholders to be trusted stewards of our assets and our strategic path forward. Thank you for accepting the trust to enrich the University of Dayton’s call to lead and serve.

Sincerely,

Steven D. Cobb
Chair, University Board of Trustees
THE STRATEGIC PLAN

SUMMARY OF GOALS AND INITIATIVES

The Strategic Plan presents an ambitious agenda for the future of the University of Dayton. It is consistent with the University’s goal to be a national leader in higher education and a leader in Catholic higher education. It outlines what is needed for the University to be a first-choice institution for students, parents and counselors of students, faculty, staff, administrators, supporters, and partners at home and abroad who wish to be engaged with its distinctive qualities, practices, and accomplishments. Achieving the goals articulated in this Strategic Plan will require visionary and dedicated leadership, strong and inclusive community support, and substantial new resources. These will be committed to giving vital and tangible form to the Catholic and Marianist values that serve as the foundation of this University.


Strategic Initiative 1:1
Focus the entire University on the concept and practice of transformative education through integrating learning and living in community.

Strategic Initiative 1:2
Focus on selected doctoral and master’s programs that contribute to the mission and to the national and international prominence of the University, serve the needs of our region, contribute to the greater social good, and enhance academic excellence at both the graduate and undergraduate levels.

Strategic Initiative 1:3
Recruit, support, and retain an outstanding faculty, and recognize and reward excellence in teaching.

Strategic Initiative 1:4
Promote learning through active engagement with the community.

GOAL 2 – Cultivate Outstanding Scholarship, Research, and Artistic Creation.

Strategic Initiative 2:1
Invest substantially in those areas of science, technology, engineering, and mathematics (STEM), in which the University shows the greatest promise for national and international preeminence.

Strategic Initiative 2:2
Support selected areas of promising research, scholarship, and creative achievement in the arts, humanities, sciences, social sciences, and the professional schools.

GOAL 3 – Strengthen and Promote the University’s Distinctive Catholic and Marianist Identity.

Strategic Initiative 3:1
Ensure that the University’s Catholic and Marianist identity deeply informs and thoroughly infuses the institution.

Strategic Initiative 3:2
Define the University of Dayton nationally and internationally as both a leader in Catholic higher education and as a Catholic leader in higher education.
GOAL 4 – Advance International and Intercultural Citizenship and Engagement.

Strategic Initiative 4:1
Cultivate a richly varied and engaging environment in which international and intercultural citizenship will flourish across the University.

Strategic Initiative 4:2
Expand and strengthen relationships between the University of Dayton and regional institutions, focusing on opportunities for intercultural dialogue, research, economic development, and positive contributions to the vitality of the University’s broader community.

Strategic Initiative 4:3
Internationalize the curriculum through the enhancement of courses and programs already engaged in international topics, by introducing international elements in appropriate existing courses that do not currently focus on international issues, and develop new courses specifically to address such issues.

Strategic Initiative 4:4
Increase the diversity of the University of Dayton student body, faculty, and staff.

GOAL 5 – Practice Responsible Stewardship.

Strategic Initiative 5:2
Enhance the University’s degree programs, diversify its student body, and deepen its commitment to its unique approach to education by ensuring continued access to promising and diverse students.

Strategic Initiative 5:3
Support curriculum, faculty, researchers, and staff with facilities, equipment, and information technology and resources that will enable them to fulfill their potential and contribute most effectively to the University and the wider community.

Strategic Initiative 5:4
Operate the University efficiently on the basis of sound business practices.

Strategic Initiative 5:5
Ensure the safety and security of the University community.

A Mission for the 21st Century articulates the fundamental purpose of the University and the core beliefs that define the statement:

The University of Dayton is a comprehensive Catholic university, a diverse community committed, in the Marianist tradition, to educating the whole person and to linking learning and scholarship with leadership and service.
GENERAL INFORMATION

Membership — The current board of trustees consists of 35 members which includes four members who serve as ex officio. The board, with the exception of the four ex officio members, may be as large as 35 or as small as 15. The members represent the Society of Mary, the alumni of the University, the greater Dayton community and the national community.

Term of Office — The regular term of office for all trustees begins at the end of the academic year and is usually for a period of three years. A trustee may be re-elected for a total of three consecutive three-year terms at which time a lapse of one full year must occur before the individual may be eligible for re-appointment.

Meeting Format — The board meets three times each year. The meetings currently are scheduled for Wednesday and Thursday in October, January and May. Trustee orientation and retreats are scheduled periodically.

2013–14 Meeting Dates:
   October 15-17, 2013
   January 15-16, 2014
   May 14-15, 2014

2014–15 Meeting Dates:
   October 14-16, 2014
   January 14-15, 2015
   May 20-21, 2015

Honorary Trustee Status — This honor is given as a mark of distinction to former trustees who have contributed significant service during their term of membership.

Board Development — As a means of governance development, all trustees, chiefly those new to their roles, are encouraged to attend the National Conference on Trusteeship sponsored by the Association of Governing Boards (AGB).

ROLE OF THE BOARD OF TRUSTEES

The members of the corporation of the Society of Mary of the United States have delegated to the board of trustees the responsibility to govern the University. As the governing body of the University, the board is charged with the development and evaluation of the basic objectives and broad policies of the University. Some of the major responsibilities of the board are:

• To promote the purposes of the University and ensure that there is a clear articulation of mission.

• To exercise its ultimate policymaking role through the review, approval and amending of institutional plans and policies.

• To select, nurture and evaluate the president and other executive officers.

• To enhance the quality of the University’s educational programs.

• To ensure the responsible management of the University’s human and financial resources.

• To develop a sound relationship between itself and other groups in the University community.

• To be a court of final appeal on major grievance issues.

• To serve as a link between the University and its major constituencies.

• To provide leadership and support for the University’s fundraising efforts.

• To organize and renew itself in an orderly manner.
BOARD STANDING COMMITTEES

Much of the work of the board is accomplished through 12 standing committees which serve in an advisory capacity to the board. Committees are chaired by trustees, and a senior officer of the University serves as the administrative coordinator. Members of the board are appointed to serve on these committees with representatives from faculty, staff, and students who are appointed by the president and are considered affiliate members of these committees. Meetings usually coincide with the regular board meetings.

**Academic Affairs Committee** — is responsible for oversight of the academic and research areas of the University and for recommending appropriate standards and policies.
   - Chair: Kurtis P. Sanford
   - AC: Joseph E. Saliba, Ph.D.

**Athletics Committee** — is responsible for reviewing the strategic issues of the athletics division.
   - Chair: Lawrence W. Woerner
   - AC: Timothy J. Wabler

**Audit Committee** — is responsible for the audit of University financial statements and the work of the external and internal auditors.
   - Chair: Dennis R. Marx
   - AC: Thomas E. Burkhardt

**Committee on Trustees** — is responsible for seeking suitable candidates for board membership and for assisting in the continuing development of the trustees.
   - Chair: Richard J. Pfleger

**Executive Committee** — Directs the board of trustees and acts on behalf of the board between regular meetings.
   - Chair: Steven D. Cobb
   - AC: Daniel J. Curran, Ph.D.

**Facilities Committee** — is responsible for the policies on the maintenance and operation of the University and for reviewing the long-term plan for University facilities.
   - Chair: D. Darlene Marlowe
   - AC: Beth Keyes

**Finance Committee** — is responsible for those areas relating to the fiscal operations of the University, including the University budget.
   - Chair: Mary H. Boosalis
   - AC: Thomas E. Burkhardt

**Investment Committee** — is responsible for the stewardship of the University’s monetary and related marketable assets.
   - Chair: Thomas G. Breitenbach
   - AC: Thomas E. Burkhardt

**Mission and Identity Committee** — is responsible for raising issues in light of the University’s Catholic and Marianist traditions and assures that all board policies and decisions are framed within this context and woven throughout all committees and the board itself.
   - Chair: Bro. Joseph H. Kamis, S.M.
   - AC: Rev. James F. Fitz, S.M.

**Research and Scholarship Committee** — is responsible for reviewing the strategic and business aspects of research in both the academic departments and University of Dayton Research Institute.
   - Chair: Anne Eiting Klamar, M.D.
   - AC: Mickey McCabe, Ph.D.

**Student Life Committee** — is responsible for oversight of all issues of nonacademic student life under the administrative responsibility of the division of student development and the office of campus ministry.
   - Chair: Catherine V. Babington
   - AC: William M. Fischer, J.D.

**University Advancement Committee** — is responsible for oversight of the advancement of the University through strategic marketing, fundraising, public relations and alumni relations.
   - Chair: George P. Hanley
   - AC: David Harper
Marianist Province of the United States

Bylaws of the Corporation

**Ohio Statutes on Nonprofit Corporations**

**Articles of Incorporation**

**Members of the Corporation***

**Constitution**

**Board of Trustees**

**President**

**Executive Officers of the University**

**Vice President for Mission and Rector**

**Director Campus Ministry**

**Vice President for University Advancement**

**Vice President for Finance and Administrative Services**

**Provost**

**Vice President and Director Athletics**

**Vice President for Research and Executive Director UD Research Institute**

**Vice President for Enrollment Management and Marketing**

**Vice President for Student Development**

**Vice President for Facilities Management**

**Vice President for Human Resources**

*The corporation consists of four to six members of the Society of Mary designated by the governing board of the Marianist Province of the United States, and the chair, vice chair and secretary of the board of trustees of the University of Dayton.*
MEMBERS OF THE BOARD 2013–14

Chair
Steven D. Cobb
Henny Penny Corporation
Eaton, Ohio

Vice Chair
Rev. Martin A. Solma, S.M.
Provincial
Province of the United States
St. Louis, Missouri

Richard P. Davis
Founder and Former President
Nuveen Flagship Financial Inc.
Dayton, Ohio

Rev. James F. Fitz, S.M.
Vice President for Mission
and Rector
University of Dayton
Dayton, Ohio

Secretary
Daniel J. Curran, Ph.D.
President
University of Dayton
Dayton, Ohio

Catherine V. Babington
Retired Vice President, Public Affairs
Abbott Laboratories
Abbott Park, Illinois

John M. Forte
President
Forte Properties
Coral Gable, Florida

Bro. Thomas Giardino, S.M.
Executive Director
Association of Marianist
Universities
Dayton, Ohio

George P. Hanley
President
Hanley Group Capital
Chicago, Illinois

Mary H. Boosalis
Executive Vice President
and Chief Operating Officer
Premier Health Partners
Dayton, Ohio

Thomas G. Breitenbach
Retired CEO
Premier Health Partners
Dayton, Ohio

Bro. Edward M. Brink, S.M.
Assistant of Education
Province of the United States
St. Louis, Missouri

Joseph R. Hinrichs
Executive Vice President, The
Americas, Ford Motor Company
Dearborn, Michigan

Thomas Holton
Counsel to the Firm
Porter, Wright, Morris & Arthur, LLP
Dayton, Ohio

Anne Eiting Klamar, M.D.
President and CEO
Midmark Corporation
Dayton, Ohio

Kevin P. Maloney
President
Maloney & Associates
Bethesda, Maryland

Annette M. Chavez, M.D.
Family Physician
Dayton, Ohio

Kevin M. Crotty
Retired Executive Vice President
and Chief Operating Officer
Van Dyne Crotty
Springboro, Ohio

Bro. Joseph H. Kamis, S.M.
Assistant Provincial
Province of the United States
St. Louis, Missouri

Anne Eiting Klamar, M.D.
President and CEO
Midmark Corporation
Dayton, Ohio

Kevin P. Maloney
President
Maloney & Associates
Bethesda, Maryland
MEMBERS continued

D. Darlene Marlowe
Owner
D&G Management
Dayton, Ohio

Dennis R. Marx CPS/PFS
Principal
JMG Financial Group Ltd.
Oak Brook, Illinois

Katherine Schipper, Ph.D.
Professor
Fuqua School of Business
Duke University
Durham, North Carolina

Lynton P. Scotland
Vice President for Energy Services
Sustainable Star
Fairfax, Virginia

Richard J. Omlor
President and CEO
YSI, Inc.
Yellow Springs, Ohio

Richard J. Pfleger
Retired Vice President
Juniper Networks
Indianapolis, Indiana

Joseph Spadaforo
Computershare’s Chief Operations
Strategy Officer & President,
Georgeson Securities Corporation
Jersey City, New Jersey

Thomas Swidarski
Former Chief Executive Officer,
President & Director
Diebold, Incorporated
Hudson, Ohio

Bro. Bernard J. Ploeger, S.M., Ph.D.
President
Chaminade University
Honolulu, Hawaii

John C. Riazi, CFA
Principal
Riazi Asset Management, LLC
Dayton, Ohio

Deborah Tobias
Retired, Director of Sales
Juniper Networks
Carmel, Indiana

Rev. Rudy A. Vela, S.M.
Vice President for Mission and Identity
St. Mary’s University
San Antonio, Texas

Michael A. Ruffolo
Chairman
Edgware AB
Stockholm, Sweden

Kurtis P. Sanford
Chief Executive Officer
ProQuest, LLC
Ann Arbor, Michigan

Ty J. Williams
Senior Vice President
Fifth Third Bank
New York, New York

Lawrence W. Woerner
Retired Global Head of Regions
Mercer, Inc.
Miami, Florida
HISTORICAL REFERENCE POINTS

1817 — Society of Mary founded in France by Father William Joseph Chaminade

1850 — Dewberry Farm purchased from John Stuart for $12,000 and the St. Mary’s School for Boys opened

1882 — Empowered to confer collegiate degrees

1920 — Became the University of Dayton

1935 — Enrolled first women

1943 — Marian Library founded

2000 — UD celebrated its 150th birthday; Father William Joseph Chaminade, founder of the Marianist family, beatified by Pope John Paul II

2002 — Daniel J. Curran became the first lay president in University history

2005 — UD purchased a 50-acre parcel of land from NCR extending campus west to the Great Miami River

2008 — The Princeton Review’s 2009 edition of The Best 368 Colleges listed UD seventh on its list of “Happiest Students”

2009 — Joseph E. Saliba — a three-time University graduate and former engineering dean — was named provost

2010 — UD acquired former NCR headquarters building for the new River Campus

2012 — The $25 million Caldwell Street Apartment Complex welcomed 427 international and upperclass students

2013 — UD and GE Aviation celebrated the opening of a $51 million, 120,000 square-foot research and development center on campus
The University of Dayton is one of the nation’s 10 largest Catholic universities and Ohio’s largest private university, with an enrollment of more than 11,000 students, including more than 7,400 full-time undergraduates. UD is the alma mater of more than 100,000 alumni.

- The University of Dayton is a top-tier Catholic research university.
- *Entrepreneur* magazine has ranked UD’s undergraduate entrepreneur program one of the top 20 in the nation for nearly a decade.
- In 2009, the University of Dayton graduated the first class from the region’s only doctorate of physical therapy program and introduced a new master’s program in renewable and clean energy.
- UD is “A Best Midwestern College” as named by The Princeton Review in the 2013 edition of *The Best 373 Colleges*.
- The fall 2013 class set a new high in international enrollment with an estimated 13 percent of the total student body hailing from other countries.