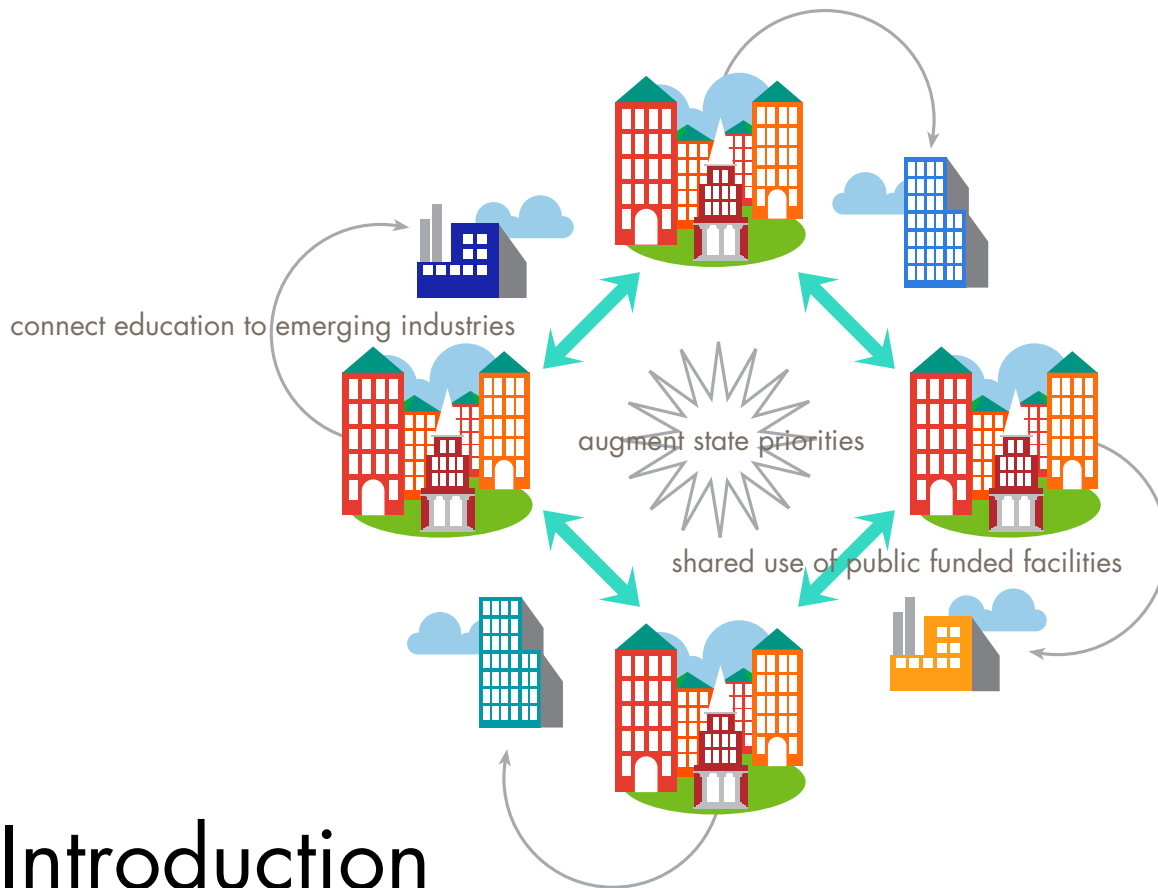


2014 Recommendations of the  
Ohio Higher Education  
Funding Commission





# Introduction

In late 2011, Governor Kasich transformed Ohio’s higher education landscape by issuing this call-to-action: Campus leaders throughout Ohio must work together to rethink how the state allocates the public’s investment in our physical environments.

That challenge resulted in higher education’s leaders abandoning Ohio’s traditional process of allocating capital funds in favor of a more collaborative budget process—one in which all higher education leaders agreed on a single list of capital projects that collectively meet the needs of all Ohioans, not simply the siloed needs of each institution.

Prior to the collaborative process, colleges and universities received state funds according to a formula based on the age of a college or university’s facilities, its enrollment numbers and the amount of infrastructure it must maintain. The formula ensured that there was a fair and predictable distribution of funds, but it was also viewed as being less responsive to the needs of the state. The new process is equally fair and respectful, but it is also more flexible, more accommodating and presents a more strategic vision for the State of Ohio’s investment.

The success of the FY2012-2013 capital budget process led Governor Kasich to repeat his challenge for the

upcoming capital budget cycle. The Governor called on Ohio University President Roderick McDavis, along with Southern State Community College President Kevin Boys, to lead a commission that would examine capital construction requests from Ohio’s public higher education institutions, review those requests against an agreed-on list of principles and recommend a single list of projects that should be funded by the state.

The following report presents the commission’s recommendations. By all measures, Ohio’s college and universities have met the Governor’s challenge. Innovative projects have been proposed that connect education to emerging industries, augment state priorities for higher education and encourage shared use of publicly funded facilities. Furthermore, the overwhelming majority of the recommended projects are aimed at repairing and maintaining existing structures—essentially strengthening Ohio’s past investments in its campuses.

# Commission Membership

To support Presidents McDavis and Boys in their work, Governor Kasich appointed five additional college and university presidents to the Higher Education Funding Commission, as well as three staff members. The Funding Commission is comprised of:

**President Roderick McDavis**

Ohio University (Chair)

**President Kevin Boys**

Southern State Community College (Co-chair)

**Interim President Joseph Alutto**

The Ohio State University

**President David Hopkins**

Wright State University

**President Ronald Berkman**

Cleveland State University

**President David Harrison**

Columbus State Community College

**President Paul Brown**

Zane State College

**Bruce Johnson**

Inter-University Council (Staff)

**Karen Rafinski**

Ohio Association of Community Colleges (Staff)

**Jack Hershey**

The Ohio State University (Staff)

The Higher Education Funding Commission members were charged with soliciting capital budget requests from state colleges and universities, and then comparing the requests against a set of guiding principles in order to create a list of projects that should receive the state's investment.

# Process

The Commission first established a list of principles to help guide the variety of projects that are recommended in this report.

## **The members felt that the state's investment in its campuses should:**

- Help build world-class programs.
- Focus on maintaining the investment the state has already made in existing campus facilities.
- Stimulate creativity by advancing strategic collaborations through partnerships, both on campus and with others in the public and private sector.
- Reflect the needs of today's student by strengthening their learning environments, ensuring their safety and encouraging new degree and certificate completion opportunities.
- Increase Ohio's competitive advantage by capitalizing on our existing strengths.
- Strengthen our ability to respond to new or increased workforce development opportunities in the state.
- Encourage joint efforts to reduce construction costs and generate ongoing efficiencies.

In November 2013, the Commission distributed the guiding principles to campus leaders to aid their capital planning process, and the development of their six-year capital plans. The first two years of each six-year plan was to be considered a college or university's capital request for the next biennium, and those particular projects were reviewed in detail by the Higher Education Funding Commission.

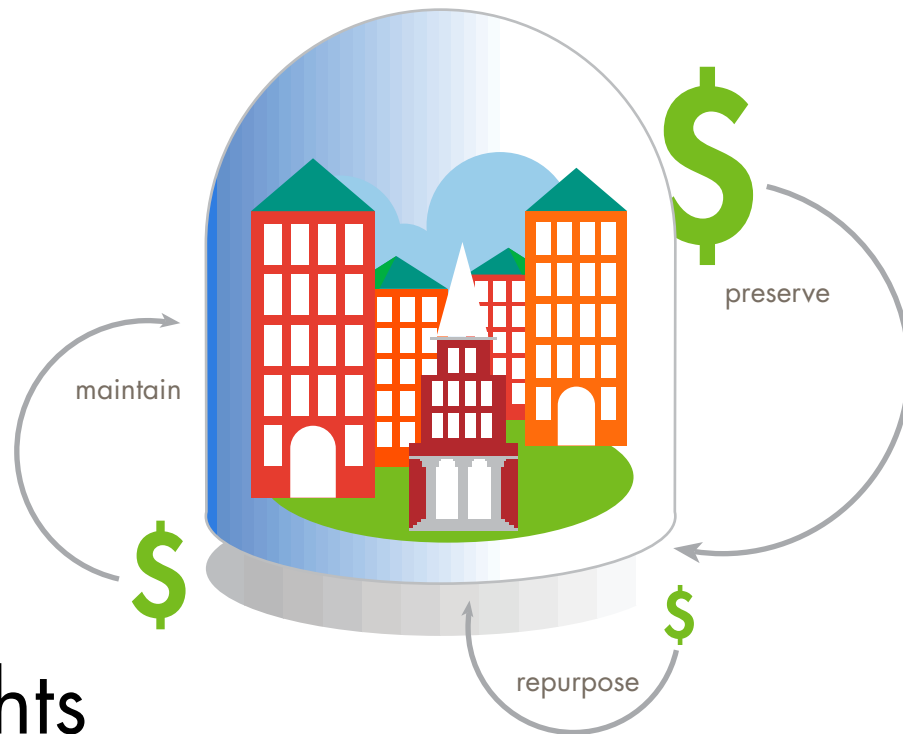
Throughout December 2013, the staff members of the Higher Education Funding Commission participated in numerous conference calls and conversations with representatives of each higher education institution. These calls were a crucial component of the capital budget process. At that time, the Commission staff and the institution's representatives reviewed each capital request and discussed how it aligned with both the Commission's guiding principles and the state's overall needs. In many cases, an institution's request was changed and resubmitted after these conversations.

# Results

The collaborative process once again yielded tremendous results.

**Based on the evaluation of project requests against the guiding principles and state needs, the Higher Education Funding Commission recommends that the state's investment in college and university facilities should be focused on the following areas:**

- Maintenance and repair
- Reducing operating expenses
- Modernizing classrooms
- Enhancing technology
- Expansion
- Completion



## Highlights

The Higher Education Funding Commission recommended the vast majority of the state’s money be used to maintain and preserve existing facilities.

However, by creatively repurposing some of that existing space, higher education showed not only its innovative nature but also an ongoing spirit of collaboration that has developed between institutions over the last several years.

Two projects in particular, in Dayton and Columbus, propose making significant investments in programs aimed to put Ohio on the cutting edge of two emerging industries. If these projects can help build a workforce of qualified individuals and attract business to Ohio, the economic impacts for Ohio could be enormous.

### **Sinclair Community College**

The Dayton area is on the forefront of the emerging Unmanned Aerial Systems (UAS) industry. The economic impact of the integration of Unmanned Aerial Systems is estimated to total more than \$13.6 billion in the first three years of integration alone. Recognizing a window of opportunity in the private sector’s burgeoning interest in UAS, Sinclair Community College proposed the renovation of existing space to house the college’s National Unmanned Aerial Systems Training and Certification Center. The

Center, which will be housed in a downtown Dayton campus building, will allow for the consolidation and integration of both academic and workforce development initiatives in aviation and UAS. It will create a program with the capability to both educate new students in UAS and retrain the industry’s existing workforce.

The project will expand on Sinclair’s leadership role in UAS and aviation technology and will support its strategic relationships with regional industry stakeholders as well as educational and industrial partners throughout the country. It will enhance student classroom experiences through UAS simulation, and capitalizes on the state’s existing strength in aviation and aerospace.

In short, the project will create a collaborative space where Sinclair and its partners can jointly pursue education, research and training opportunities in a state of the art facility that can begin to grow a highly trained and specialized workforce that should be able to attract businesses to Ohio.

### **The Ohio State University**

Employers and large companies are quickly looking for experts in the rapidly emerging field of data analytics. Businesses will need data scientists to develop new business insights, new data driven products and new business applications. It is estimated that, by 2015, the worldwide demand for employees who can analyze large amounts of data will reach 4.4 million, but only a third of those positions will be able to be filled. Ohio State is looking to meet this workforce need by significantly investing in the field. The university recently launched one of the very first undergraduate majors in data analytics, and is partnering with IBM, who recently relocated its global data analytics hub to Central Ohio.

The Ohio State University has requested state investment to convert two of its most historic buildings (Pomerene and Oxley Halls) into state of the art facilities that will house its new comprehensive data analytics program which will impact almost every college on campus. Ohio State is strategically focusing its research resources into three Discovery Themes: food production and security, health and wellness and energy and environment. At the core of all of these Discovery Themes is the need to understand and utilize large amounts of data. Ohio State will renovate these two buildings into a data analytics headquarters, which will house newly recruited faculty experts and research space dedicated to synthesizing and understanding Big Data across numerous disciplines.

### **Columbus State Community College**

Columbus State Community College (CSCC) took an innovative and unconventional approach to its capital request as it proposes to use the majority of the state's capital investment to expand its online presence instead of its on-campus footprint. Forty-five percent of CSCC students currently take some online classes, and 20 percent of its students take all of their classes online. The cost of supporting this learning environment is not inexpensive. Therefore, the college has requested state funds to significantly invest in its technological infrastructure.

An expanded online learning environment will not only increase access to quality higher education for Ohioans, but also to dual enrollment opportunities for high school students and to certificates and degree programs for the state's growing workforce needs. For example, the project will help expand a promising pilot initiative that has delivered physics courses to the Southwestern Schools District, as well as a partnership with Cardinal Health to provide online Health Information Management certificates to their incumbent workforce.

The recommended funding will be used to increase network capacity, purchase new hardware and software and make related space modifications to allow for continued expansion of the amount of students taking online classes.

### **University of Toledo, Northwest Community College, Terra State Community College**

The new era of collaboration emerging within Ohio's system of higher education is very much on display with the proposed Northwest Ohio Workforce Development and Advanced Manufacturing Training Center. There are approximately 6,000 plastic manufacturers in Ohio, with a large percentage of these companies located in Northwest Ohio. The University of Toledo has engaged in a partnership with Northwest Community College and Terra State Community College to create the new Center focused on advancing the region's plastics and advanced manufacturing industry. Once completed, the partnership will allow for a degree pathway from certificate to Associates to Bachelors—effectively mitigating the current brain drain in which many community college graduates leave the state to finish their training in plastics.

Northwest State and Terra State will relocate their programs to the University of Toledo's campus, thereby freeing up space on their own campuses for other in-demand programs to grow. The proposal strengthens collaborations between two- and four-year institutions while increasing the workforce and talent base of the region's plastics and advanced manufacturing industry.

### **Wright State University**

Wright State University's proposal is a wonderful example of sharing services across numerous public entities in an effort to increase overall efficiencies. The collaboration began with the realization by Wright State University that its existing salt storage facility was failing. By relocating the storage facility to another part of campus they have made it easier to be jointly utilized by several local municipalities and the Ohio Department of Transportation. Essentially, the university is working with public sector partners to maximize the efficiency of the state's investment. The resources from each partner will be combined to provide a more functional solution than any entity could produce on its own. This unique and highly effective proposal is a direct example of advancing strategic collaborations with public and private partners.

# Strategic Investment Themes

## Maintenance and Repair

Ohio's colleges and universities are the state's economic engines, and will retain that vital role for generations to come. However, the growing costs of maintaining the physical structure of campuses has become a pressing concern for nearly every institution of higher education in Ohio. It is our shared responsibility to protect citizens' investment in our campuses and work together to maintain our basic infrastructures. Therefore, Ohio's higher education leaders recommend that the majority of the state's investment in this capital biennium be targeted toward long-term maintenance projects.

Institution	Project Description	Cost per Project
Ohio State	Pomerene Hall Renovation	\$37,200,000.00
Cincinnati	Medical Sciences Building Renovation	\$28,800,000.00
Ohio State	Oxley Hall Renovation	\$15,600,000.00
Cincinnati	Wherry & HPB Rehabilitation	\$8,000,000.00
Cuyahoga	Structural Concrete Repairs	\$7,000,000.00
Ohio State	Fire System Replacements	\$5,295,000.00
Ohio State	Elevator Safety Repairs & Replacements	\$4,755,000.00
OSU-Wooster	Thorne Hall	\$4,600,000.00
Shawnee State	Health Sciences Program Expansion	\$4,000,000.00
Wright State	Creative Arts Center	\$3,650,000.00
Toledo	Anatomy Specimen Storage Facility	\$3,500,000.00
Central State	Brown Library Structural Repair & ADA	\$3,000,000.00
Ohio University	College of Fine Arts Infrastructure Upgrades	\$2,700,000.00
Akron	Electrical Infrastructure – Loops	\$2,500,000.00
Youngstown State	Elevator Safety Repairs & Replacements	\$2,500,000.00
Youngstown State	Utility Distribution Upgrades / Expansion	\$2,500,000.00
Lorain County	Health Careers Building Renovation	\$2,400,000.00
OSU-Newark	Adena Hall Renovations	\$2,000,000.00
Owens	Kingsley Hall Renovation	\$1,900,000.00
Central Ohio	Adena Hall Renovations	\$1,500,000.00
Central State	Brown Library Mold Remediation	\$1,500,000.00
Terra State	Campus Entrance Road	\$1,200,000.00
Ohio State	Infrastructure Improvements	\$1,170,000.00
Ohio State	Building Envelope Repair	\$1,075,000.00
Columbus State	Elevator Safety Repairs & Replacements	\$1,015,000.00
Hocking	Sidewalk & Lighting Renovations	\$1,000,000.00
Wright State	Shared Services – Salt Storage	\$1,000,000.00
Ohio University	Utility Tunnel Upgrades	\$1,000,000.00
Youngstown State	Instructional Space Upgrades	\$1,000,000.00
Ohio State	Plumbing Repair	\$919,000.00
Belmont	Priority Maintenance Renovations	\$900,000.00
OSU-Mansfield	Repave Campus Parking Lots	\$850,000.00

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# Strategic Investment Themes

## Maintenance and Repair

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Institution	Project Description	Cost per Project
Ohio State	Road / Bridge Improvements	\$850,000.00
Ohio University	Campus Accessibility Improvements	\$850,000.00
Akron-Wayne	Basic Renovations	\$800,000.00
Ohio University	Building Envelope Restorations	\$750,000.00
Eastern Gateway	Welding Laboratory Renovation	\$723,598.00
OSU-Lima	Road Resurfacing	\$700,000.00
Youngstown State	Moser Hall Advanced Manufacturing Lab	\$700,000.00
Ohio State	Electrical Infrastructure	\$696,500.00
OSU-Mansfield	Replace Sidewalks & Curbs	\$630,000.00
OU-Eastern	Parking Lot Repairs	\$600,000.00
Hocking	Integrated Security Solution	\$500,000.00
Youngstown State	Restroom Renovations	\$400,000.00
OSU-Lima	Resurfacing of Parking Lots	\$300,000.00
OU-Southern	Parking Lot Improvements – Ironton	\$300,000.00
Edison State	Electronic Lock System	\$252,000.00
Stark State	Atrium Skylight Glass Replacement	\$220,000.00
Edison State	Parking Lot Resurfacing	\$218,000.00
Ohio State	Emergency Generator Replacement	\$200,000.00
Eastern Gateway	Fire System Replacements	\$172,596.00
Edison State	Security Cameras	\$160,000.00
James Rhodes State	Water Pressure Improvements	\$150,000.00
Zane State	Concrete & Asphalt Repairs	\$150,000.00
OSU-Lima	Campus Security Improvements	\$132,000.00
OU-Southern	Safety & Security System Improvements	\$100,000.00
Stark State	Parking Lot Resurfacing	\$95,710.00
OU-Southern	Parking Lot Addition – Proctorville	\$70,000.00
<b>Total</b>		<b>\$166,749,404.00</b>



# Strategic Investment Themes

## Reducing Campus Operating Expenses

The Commission encouraged campus leaders to place a high priority on projects that would help maintain the buildings already on their campuses. More specifically, the Commission recommended that long-term maintenance projects that would also reduce the ongoing operating expenses of the campus should give a high priority. Roofing, electrical and mechanical projects that replaced current systems with more energy efficient ones are recommended below.

Institution	Project Description	Cost per Project
Ohio State	Roof Repair & Replacements	\$6,309,958.00
Ohio University	Campus Roadway Improvements	\$6,000,000.00
Ohio State	HVAC Repair & Replacements	\$5,189,500.00
Ohio University	Roof Repair & Replacements	\$4,250,000.00
Ohio University	HVAC Repair & Replacements	\$3,400,000.00
Akron	Auburn Science & Engineering Center	\$3,300,000.00
Toledo	Campus Infrastructure Improvements	\$3,000,000.00
Cuyahoga	Roof Repair & Replacements	\$2,900,000.00
Stark State	HVAC Repair & Replacements	\$2,483,890.00
Clark State	Energy Efficiency Improvements	\$2,100,000.00
Toledo	Elevator Safety Repairs & Replacements	\$2,000,000.00
OSU-Wooster	Farm Operations Building	\$1,900,000.00
OSU-Marion	Roof & Electrical Repairs	\$1,850,000.00
UC-Clermont	HVAC Repair & Replacements	\$1,750,000.00
James Rhodes State	Cook Hall Renovations	\$1,500,000.00
Toledo	Campus Energy Reduction	\$1,500,000.00
Toledo	Building Automation System Upgrades	\$1,500,000.00
Toledo	Mechanical System Improvements	\$1,500,000.00
Youngstown State	Campus Wide Building System Upgrades	\$1,500,000.00
Youngstown State	Roof Repair & Replacements	\$1,500,000.00
NEOMED	HVAC Repair & Replacements	\$1,244,750.00
Akron	Central Hower Infrastructure	\$1,200,000.00
UC-Blue Ash	Roof Repair & Replacements	\$1,170,000.00
Marion Tech	Roof & Electrical Repairs	\$1,000,000.00
UC-Blue Ash	Muntz Hall	\$1,000,000.00
Kent-Trumbull	HVAC Repair & Replacements	\$950,000.00
Washington State	Roof / HVAC Upgrades	\$900,000.00
OSU-Wooster	HVAC Repair & Replacements	\$856,000.00
OSU-Wooster	Roof Repair & Replacements	\$825,292.00
Youngstown State	Campus Core Exterior Upgrades	\$800,000.00
NEOMED	Roof Repair & Replacements	\$792,000.00
OU-Lancaster	Brasee Hall Roof & Building Envelope	\$600,000.00

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# Strategic Investment Themes

## Reducing Campus Operating Expenses

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Institution	Project Description	Cost per Project
Zane State	Roof Repair & Replacements	\$525,000.00
OSU-Lima	HVAC Repair & Replacements	\$452,000.00
OU-Zanesville	Roof Repair & Replacements	\$450,000.00
Edison State	Roof Repair & Replacements	\$430,000.00
Hocking	Roof Repair & Replacements	\$400,000.00
OU-Lancaster	Herrold Hall HVAC	\$400,000.00
OU-Southern	Energy Efficiency Upgrades	\$400,000.00
Hocking	Chiller & Plumbing Repairs	\$350,000.00
North Central	Kehoe Center Infrastructure Renovation	\$350,000.00
James Rhodes State	Energy Efficiency Upgrades	\$300,000.00
Kent-Geauga	HVAC Repair & Replacements	\$259,000.00
Edison State	HVAC Repair & Replacements	\$250,000.00
OU-Eastern	Roof Repair & Replacements	\$150,000.00
OSU-Lima	Cook Hall Boilers	\$112,000.00
Zane State	College Hall – Replace Doors	\$75,000.00
Columbus State	Roof Repair & Replacements	\$35,000.00
<b>Total</b>		<b>\$71,709,390.00</b>

# Strategic Investment Themes

## Modernizing Classrooms

The State of Ohio has now distributed more than \$10 billion to K-12 school districts to rebuild primary and secondary school buildings throughout the state. This has created a generation of high school students who have learned in cutting-edge science laboratories and classrooms. Yet, when these graduates arrive at our colleges and universities for more advanced study, they are often welcomed into archaic science labs and classrooms that are far from technologically advanced. The Commission recommended that campuses put the interests of students first in their requests for capital funding by prioritizing projects that will modernize scientific lab spaces and projects that would incorporate modern technology into classrooms that would enable modern flipped classroom teaching models.

Institution	Project Description	Cost per Project
<b>Miami</b>	Shideler Hall Renovations	\$21,000,000.00
<b>Kent State</b>	Science Lab Renovations	\$18,500,000.00
<b>Bowling Green</b>	Moseley Hall Science Laboratories	\$16,000,000.00
<b>Cleveland State</b>	Engaged Learning Laboratories	\$9,000,000.00
<b>Akron</b>	Law Building Renovation	\$5,000,000.00
<b>Wright State</b>	Classroom Modernization & Maintenance	\$5,000,000.00
<b>Sinclair</b>	Life & Health Sciences Education Center	\$4,000,000.00
<b>Akron</b>	General Lab Renovations	\$4,000,000.00
<b>Sinclair</b>	Natl Unmanned Aerial System Training Center	\$4,000,000.00
<b>Cleveland State</b>	Main Classroom Renovation	\$4,000,000.00
<b>Lakeland</b>	Science Hall & Applied Health Technologies Building	\$3,520,000.00
<b>Toledo</b>	Academic Technology & Renovation Projects	\$3,000,000.00
<b>Owens</b>	Heritage Hall Renovation – Final Phase	\$2,850,000.00
<b>Akron</b>	Research Lab Renovations	\$2,500,000.00
<b>Toledo</b>	NW Ohio Plastics Training Center	\$2,000,000.00
<b>Cuyahoga</b>	Workforce Econ Dev Renovations	\$1,700,000.00
<b>Cleveland State</b>	Center for Research & Innovation	\$1,600,000.00
<b>Kent-Stark</b>	Fine Arts Building Renovation	\$1,500,000.00
<b>Ohio University</b>	Campus Classroom Upgrades	\$1,500,000.00
<b>Kent-Ashtabula</b>	Main Hall Renovations	\$1,000,000.00
<b>Kent-Tuscarawas</b>	Founders Hall Renovations	\$1,000,000.00
<b>Wright State-Lake</b>	Modernization of Library	\$960,000.00
<b>Miami-Hamilton</b>	Mosler Hall	\$800,000.00
<b>OU-Zanesville</b>	Elson Hall Classroom Renovations	\$600,000.00
<b>Wright State</b>	Data Analytics & Visualization Environment	\$600,000.00
<b>Kent-Salem</b>	Science Lab Expansion	\$500,000.00
<b>Eastern Gateway</b>	Health Wing Renovation	\$433,948.00
<b>Kent-East Liverpool</b>	Classroom Building Renovations	\$420,000.00
<b>Zane State</b>	College Health Sciences – Repurpose Space	\$350,000.00
<b>Eastern Gateway</b>	General Science Laboratory Renovations	\$169,858.00
<b>Total</b>		<b>\$117,503,806.00</b>

# Strategic Investment Themes

## Enhancing Technology

Today's college students are putting enormous pressure on college and university leaders to keep up with their technological needs. In addition to the growing demand for online courses, as demonstrated by the Columbus State example above, on-campus students are also forcing institutions to find funding to expand their technology infrastructure. Today's average college student now brings three to five wireless devices to class with them, which is overloading current campus networks. The following investments are recommended for a category of projects where the need for investment is rapidly growing.

Institution	Project Description	Cost per Project
<b>Columbus State</b>	Technology Upgrades	\$8,950,000.00
<b>Toledo</b>	Backbone Core Router Replacements	\$1,600,000.00
<b>North Central</b>	IT Data Infrastructure Upgrade	\$1,400,000.00
<b>Toledo</b>	Network Infrastructure Replacement	\$1,400,000.00
<b>Ohio University</b>	Electrical Distribution Upgrades	\$1,000,000.00
<b>OU-Chillicothe</b>	Bennett Hall Electrical	\$950,000.00
<b>Miami-Middletown</b>	Gardner-Harvey Technology Upgrades	\$500,000.00
<b>Total</b>		<b>\$15,800,000.00</b>

## Expansion

While the Higher Education Funding Commission expressed a strong preference that campuses place the highest priority on long-term maintenance projects instead of projects that expanded the amount of space on campus, a small number of expansion projects were recommended due to unique circumstances and the need for growth in these institutions.

In addition, the Commission members recognized that smaller community college campuses have a particular long-term capital planning challenge when trying to accommodate expansion at their institutions. Therefore, \$16 million is set aside specifically for small campuses. It is envisioned that the Chancellor of the Ohio Board of Regents would establish a process to award these funds to projects that can show a local financial commitment and can demonstrate a strong need for growth to meet regional workforce needs.

Institution	Project Description	Cost per Project
<b>All</b>	Small Campus Expansion Pool	\$16,000,000.00
<b>Cincinnati State</b>	Center for Workforce Innovation & Education	\$4,600,000.00
<b>Lorain County</b>	SMART Center for Sensor Commercialization	\$2,000,000.00
<b>Southern State</b>	Adams County Satellite Campus	\$1,250,000.00
<b>BGSU-Firelands</b>	Allied Health & Sciences Building	\$1,000,000.00
<b>Hocking</b>	WDTC Renovation	\$250,000.00
<b>Total</b>		<b>\$25,100,000.00</b>

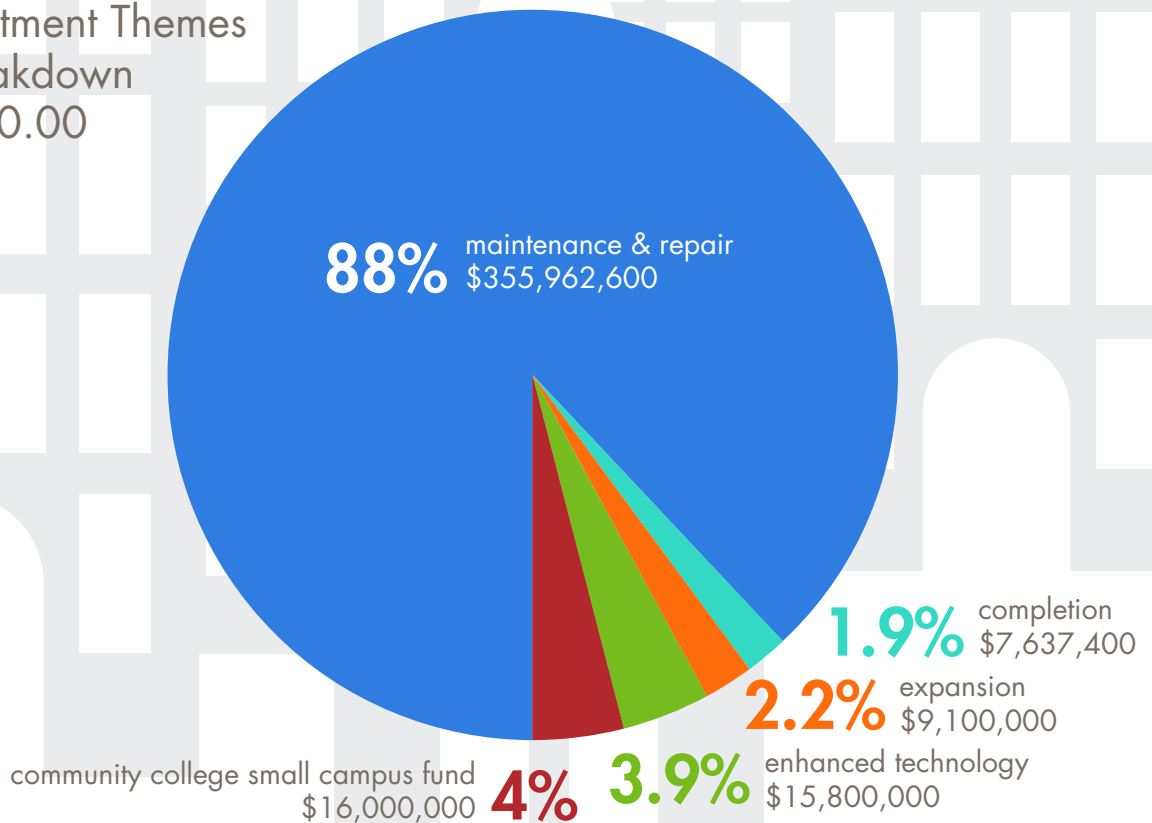
# Strategic Investment Themes

## Completion

As a part of the State of Ohio's current operating budget, the Presidents of Ohio's colleges and universities agreed to a major change in the way the state distributes its share of the cost of instructing an undergraduate student. Now, 100% of the state's funding for undergraduate education is distributed only when a student completes their coursework, making Ohio a national leader in performance based funding. Institutions throughout the state are making numerous changes in an effort to ensure more adults have a certificate or a degree. In order to encourage more students to continuing on with their academic careers, a small number of capital projects are recommended to make the experience more student-friendly.

Institution	Project Description	Cost per Project
<b>Wright State</b>	Veterans & Workforce Gateways	\$3,500,000.00
<b>Northwest State</b>	Student Services & Advising Center	\$1,400,000.00
<b>Rio Grande</b>	College Completion to Career Center	\$987,000.00
<b>Owens</b>	College Hall Renovation	\$750,000.00
<b>Stark State</b>	Student Center One-Stop Renovations	\$500,400.00
<b>Columbus State</b>	Student Success Welcome Center	\$500,000.00
<b>Total</b>		<b>\$7,637,400.00</b>

## Strategic Investment Themes Total Cost Breakdown \$404,500,000.00



# Spending teamwork

Collaboration on budget priorities should benefit state and taxpayers

## **Columbus Dispatch editorial, published October 7, 2013**

The leaders of Ohio's 37 public universities and colleges did an exemplary job last year of cooperating to prioritize state spending and craft a single capital-improvements wish list.

It worked so well that Gov. John Kasich has decided to let them do it again.

In the past, each institution would present a wish list to the state and the governor and legislators would hash out who would get what. Conducted properly, the Kasich method should promote cooperation and coordination, and curb creation of redundant facilities.

The new method focused on basic long-term needs — repairs to masonry and roofs — while investing in work-force development, public-private partnerships and interdisciplinary approaches. For instance, dollars were targeted to consolidate laboratories so engineers and other scientists could speed basic research into marketable products.

Kasich has reconvened the higher-education budget-collaboration team as work begins on the 2014-2015 spending plan due to the General Assembly early next year. The administration expects that bill to at least match the \$400 million for higher education in the current budget.

The governor has asked Ohio University President Roderick McDavis and Southern State community College President Kevin Boys to lead the commission of university presidents to prioritize projects for the new budget.

They take over the helm from retired Ohio State University President E. Gordon Gee, who deserves credit for pioneering Kasich's collaborative process and producing the template for compromise. OSU, however, will still have

a strong voice in the process as the new budget is crafted: Interim President Joseph Alutto is on the budgeting commission.

The amount of money at play in the capital-improvements budget is significant, and the challenge of spending it effectively is formidable. In all, the 2012-2013 spending plan contains about \$1.74 billion for K-12 schools, higher education, prisons and other building projects.

By using this successful model again, Kasich assures Ohioans will wring more value out of each dollar. And not just at the state's colleges and universities.

The collaborative process worked so well for higher education that the administration announced that it will use it as a model for other groups vying for state dollars for coveted community projects. The groups will need to speak with a single voice and make a convincing case that their requests have broad benefit and support.

This is especially important since Ohio, beset by years of past mismanagement and recession, was unable to fund community projects in the current capital-improvements budget. Dollars still are scarce, but with the state now on a path to prosperity, the administration expects to be able to accommodate some extras in the upcoming budget.

"Similar to the successful model used for higher education, a diverse group of leaders will be asked to work in similar fashion with the economic development community, arts community and others to provide advice about which community-project investments make the most sense from a statewide and local perspective," says a memo from Office of Management and Budget Director Timothy S. Keen.

With a solid process in place, Kasich's upcoming capital-improvements budget builds on a stronger Ohio.

By signature below, the Inter-University Council Presidents affirm their approval of the Ohio Higher Education Funding Commission's final report and recommendations.



President Luis M. Proenza  
University of Akron



President Mary Ellen Mazey  
Bowling Green State University



President Cynthia Jackson-Hammond  
Central State University



President Santa Ono  
University of Cincinnati



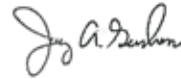
President Ronald M. Berkman  
Cleveland State University



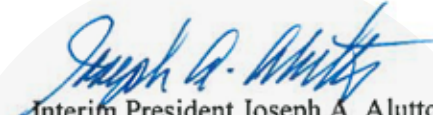
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Kent State University



President David C. Hodge  
Miami University



President Jay A. Gershen  
Northeast Ohio Medical University



Interim President Joseph A. Alutto  
The Ohio State University



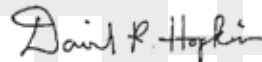
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Ohio University



President Rita Rice Morris  
Shawnee State University



President Lloyd A. Jacobs  
University of Toledo



President David R. Hopkins  
Wright State University



President Randy Dunn  
Youngstown State University

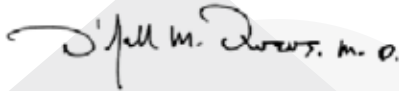
By signature below, the Ohio Association of Community College Presidents affirm their approval of the Ohio Higher Education Funding Commission's final report and recommendations.



Dr. Joseph E. Bukowski  
President, Belmont College



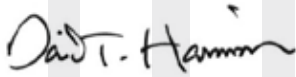
Dr. Bonnie L. Coe  
President, Central Ohio Technical College



Dr. O'dell M. Owens  
President, Cincinnati State Technical &  
Community College



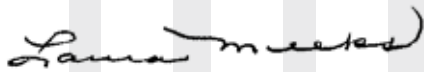
Dr. Jo Alice Blondin  
President, Clark State Community College



Dr. David T. Harrison  
President, Columbus State Community College



Dr. Alex Johnson  
President, Cuyahoga Community College



Dr. Laura M. Meeks  
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College



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President, Edison Community College



Dr. Ron Erickson  
President, Hocking College



Dr. Morris W. Beverage, Jr.  
President, Lakeland Community College



Dr. Roy A. Church  
President, Lorain County Community College



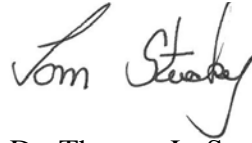
Dr. J. Richard Bryson  
President, Marion Technical College



By signature below, the Ohio Association of Community College Presidents affirm their approval of the Ohio Higher Education Funding Commission's final report and recommendations.



Dr. Dorey Diab  
President, North Central State College



Dr. Thomas L. Stuckey  
President, Northwest State Community College



Dr. Mike Bower  
President, Owens Community College



Dr. Debra L. McCurdy  
President, Rhodes State College



Dr. Barbara Gellman-Danley  
President, University of Rio Grande & Rio Grande Community College



Dr. Steven Lee Johnson  
President, Sinclair Community College



Dr. Kevin S. Boys  
President, Southern State Community College



Dr. Para M. Jones  
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Dr. Jerome Webster  
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Dr. Bradley Ebersole  
President, Washington State Community College



Dr. Paul R. Brown  
President, Zane State College