



OHIO
UNIVERSITY

Board of Trustees

Ohio University

Athens, Ohio

Agenda

August 22-23, 2017



BOARD ACTIVITIES for August 22, 2017
Dublin Campus - Dublin Integrated Education Center
Activity & Committee Meeting Schedule

**Times are approximate*

Tuesday, August 22, 2017

- 7:45 a.m. Meet at the Dublin Campus, Dublin Integrated Education Center, 6805 Bobcat Way, Dublin, Ohio
- Ongoing Trustee Hospitality/Break Room, Room 249
- 8:00 a.m. Executive Committee – Room 249
- 9:00 a.m. Governance Committee, Room 246/247
- 9:00 a.m. Audit Committee, Room 245
- 10:00 a.m. Joint Committee Meeting, Room 246/247
- 12:00 p.m. Trustee Luncheon & Updates
Trustees, President, Board Secretary, President’s Council, Faculty Reps, Faculty Senate Chair Room 249
- 1:00 p.m. University Resources Committee, Room 246/247
- 1:00 p.m. University Academics Committee, Room 245
- 3:00 p.m. Board Meeting, Room 246/247
- 5:00 p.m. Media Availability, Room 251
- 6:15 p.m. Bus will leave for dinner from Hotel to dinner
- 6:30 p.m. Reception – Trustees, President, President’s Council and Board Secretary
- 7:00 p.m. Dinner – Trustees, President, President’s Council and Board Secretary



BOARD ACTIVITIES FOR August 23, 2017
Dublin Campus - Dublin Integrated Education Center
Activity & Committee Meeting Schedule

**Times are approximate*

Retreat Schedule

Wednesday, August 23, 2017

- 7:45 a.m. Meet at the Dublin Campus, Dublin Integrated Education Center, 6805 Bobcat Way, Dublin, Ohio
- Ongoing Hospitality/Break, Room 249
- 8:00 a.m. Executive Committee, Room 249
- 9:30am Break
- 9:45 a.m. Welcome – Chair King, President Nellis Room 246/247
- 10:00 am Trustee Workshop: Trustees, President Nellis, President’s Council, Room 246/247
- 12:00 p.m. Trustee Luncheon - Trustees, President Nellis, President’s Council Room 249
- 1:15 p.m. Afternoon Session - Trustees, President Nellis, President’s Council, Room 246/247
- 4:30 p.m. Wrap-up and Adjournment

Contact Information:

Dublin Campus
Dublin Integrated Education Center
6805 Bobcat Way
Dublin, Ohio 43016
614-793-5634

AGENDA
Board of Trustees Meeting
Dublin Campus - Dublin Integrated Education Building 246/247
Tuesday, August 22, 2017 – 3:pm

Roll Call

Approval of Agenda

Approval of Minutes: Board of Trustees' Meetings of June 22-23, 2017

Comments from the Chair of the Board of Trustees

Tab 2 - 1. Report from the President

Tab 3 - 2. OHIO's online learning discussion with Dr. Brad Cohen

- Certificates of Appreciation

Committee Information Items and Resolutions

- Joint Resources & Academics Committee
- University Resources Committee
- University Academics Committee
- Governance Committee
- Audit Committee
- Executive Committee

Consent Agenda

Any trustee may request, in advance of action on the consent agenda, that any matter set out in this consent agenda be removed and placed on the regular agenda for discussion and action.

All matter listed within the Consent Agenda have been distributed to each member of the Ohio University Board of Trustees for reading and study, are considered to be routine, and will be enacted by one motion of the Board with no separate discussion.

Tab 12 - Resolution, Facility Projects – Design

Tab 13 - Resolution, Facility Projects – Construction

Tab 14 - Resolution, AEP Riverside Easement

Tab 15 - Resolution, Cell Tower Ground Leases

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment

AGENDA
Governance and Compensation Committee Meeting
Dublin Campus - Dublin Integrated Education Building
Tuesday, August 22, 2017 – 9:00 a.m.

- **Tab 4 - Resolution, Bylaws**
Yearly Topics for Main Board Meeting Exploratory Discussion

AGENDA
Risk Management Committee
Dublin Campus - Dublin Integrated Education Building
Tuesday, August 22, 2017 – 9:00am

- External Audit Update – (Keith Martinez and Danny Sklenicka from Plante Moran).

- Tab 5 - Chief Audit Executive Report (Jeff Davis).
 - FY18 Audit Plan Update
 - Internal Audits Quality Assessment and Improvement Program
 - Unresolved audit recommendations
 - External Audit Contract extension

AGENDA
Joint Committee:
Dublin Campus - Dublin Integrated Education Building
Tuesday, August 22, 2017 – 10:00 a.m.

- Tab 7 - Reconciliation of State Budget to University Budget
- Tab 8 - Affordability & Efficiency Update
- Tab 9 - Strategic Enrollment Management
- Tab 10 - OHIO's Coordinated Response to Sexual Misconduct

AGENDA
Resources, Facilities, and Affordability Committee
Dublin Campus - Dublin Integrated Education Building
Tuesday, August 22, 2017 – 1:00pm

- Tab 11 - Endowment Review
- **Tab 12 - Consent** Facility Projects – Design
- **Tab 13 - Consent** Facility Projects – Construction
- **Tab 14 - Consent** AEP Riverside Drive Easement Request
- **Tab 15 - Consent** Cell Tower Ground Leases
- Tab 16 - Maintenance and Operations Efficiency Analysis
- Tab 17 - Annual Sustainability Report & Update
- Tab 18 - Administrative Space Strategy
- Tab 19 - Facility Project Status Report
- Tab 20 - Treasury and Debt Update – Line of Credit

AGENDA
Academics and Student Success Committee
Dublin Campus - Dublin Integrated Education Building
Tuesday, August 22, 2017 – 1:00pm

- **Academic Quality – Dashboard**
 - Tab 21 - University Dashboard
- **Academic Quality – Initiatives**
 - Tab 22 - Duplicate Programs Reporting Update
 - Tab 23 - Academic Quality Points of Pride, College of Business, Corporate Engagement

AGENDA
Executive Committee
Dublin Campus - Dublin Integrated Education Building
Tuesday, August 22, 2017 – 8:00 a.m.

EXECUTIVE SESSION

AGENDA
Executive Committee
Dublin Campus - Dublin Integrated Education Building
Wednesday, August 23, 2017 – 8:00 a.m.

EXECUTIVE SESSION

Bylaws of the Ohio University Board of Trustees

Revised March 17, 2017

Revised August 27, 2015

Revised August 28, 2014

Revised April 19, 2013

Revised September 6, 2012

Revised April 24, 2011

Revised February 10, 2010

Revised January 23, 2009

Revised February 8, 2008

Revised December 17, 2004

Revised September 20, 2002

Revised June 23, 1990

Revised July 14, 1989

Article I. Corporate Authority and Bylaws

Section 1. The Board of Trustees of the Ohio University, a body corporate and politic, hereby adopts these Bylaws for the purpose of governing its activities in accordance with Chapter 3337 of the Ohio Revised Code.

Section 2. No Bylaws shall be enacted, amended, or repealed, except by a vote of a majority of the members (5 votes) of the Board authorized to vote, and then only after thirty (30) days notice of a proposed change has been given to all members.

Section 3. The Board shall comprise nine Trustees and two student Trustees, all appointed by the governor of the State of Ohio in accordance with Section 3337.01 of the Ohio Revised Code. The Board shall also include two national Trustees and the chair of the Ohio University Alumni Association Board of Directors or his or her designee. One national

Trustee shall be appointed by the Board for a term of one year beginning on July 1, 2010. One national Trustee shall be appointed by the Board for a term of three years beginning on July 1, 2010. Thereafter, both national Trustees shall serve terms of three years.

Section 4. The nine Trustees appointed by the Governor shall hold voting privileges. The two student trustees, the two national trustees and the chair of the Ohio University Alumni Association Board of Directors may not vote on Board matters but their opinions and advice will be actively solicited and welcomed in Board deliberations.

Article II. Officers of the Board

Section 1. Officers of the Board shall be as follows:

(a) Chair

(b) Vice-Chair

(c) Secretary

(d) Treasurer

Section 2. The Chair shall preside at all meetings of the Board, and unless otherwise directed by the Board, shall have the authority to appoint members of and to fill vacancies on all standing and special committees. He or she shall serve as Chair of the Executive Committee. Subject to these Bylaws, he or she shall fix the date and time of all regular, special, and emergency meetings, and perform such other duties as may be pertinent to the office of the Chair.

Section 3. The Vice-Chair, in the absence or incapacity of the Chair, shall assume the duties and obligations of the Chair.

Section 4. The Secretary shall keep minutes of all Board meetings and shall promptly distribute copies to all Board members. He or she shall be responsible for the orderly preservation of all records pertaining to Board business, and shall perform all other duties customary to the office or assigned by the Chair or by Board action.

Section 5. The Treasurer shall be responsible for the fiscal management of the University, including supporting budget preparation, the preparation of all officially required financial reports, management of investments, coordination of audits with auditors, including federal and state auditors, overseeing relationships with financial reporting agencies, and all other financial responsibilities generally or specifically assigned by the Board or the President.

Article III. Election of Officers

Section 1. The Chair, Vice-Chair, Secretary, and Treasurer shall be elected annually by the Board.

Section 2. The Chair and Vice-Chair shall each serve for one year and shall be eligible for re-election to their respective offices. The Secretary and the Treasurer shall be eligible for annual election to these offices without a yearly limitation.

Section 3. In the event of a vacancy in an Officer position, the Board shall elect a successor from among its members to serve the remainder of the vacant term.

Article IV. The President and Presidential Duties

Section 1. On the basis of mutual good faith and any contractual relationship pointing to continuous service, the President of the University shall be elected from year to year, and shall be entitled at all times to one (1) year severance notice or one (1) year salary if terminated. subject to the terms of his or her employment agreement.

Section 2. The President shall attend all meetings of the Board and shall, in an advisory capacity, have a voice in its deliberations. He or she shall have the authority to initiate any subject at Board meetings.

Section 3. The President shall be responsible to the Board for the administration and discipline of the University.

Article V. Meetings

Section 1. Regular Meetings. The Board shall hold no fewer than five (5) regular meetings a year, with the date and time fixed in accordance with the provisions of Article II. Section 2.

Section 2. Special and Emergency Meetings. Special and emergency meetings may be held upon the call of the Chair or upon the written request of three (3) Board members to the Secretary.

Section 3. Notice of Meetings. The Secretary shall notify all Board members and the President at least five days in advance of all regular and special meetings and at least one day in advance of all emergency meetings. Public notice of all meetings shall be given in accordance with the requirements of Revised Code Section 121.22. Any person may determine the time and place of all regularly scheduled meetings and the time, place, and purpose of all special meetings by contacting University Communications and Marketing or on the internet at <http://www.ohio.edu/trustees/>.

Section 4. Attendance. It shall be the policy of the Board to require full attendance at all meetings of the Board and committees in accordance with Revised Code Section 3.17. Excuses for absence from meetings shall be communicated to the Secretary at least two (2)

days before meetings. Persistent unreasonable absences in violation of Ohio law shall be cause, at the pleasure of the Chair, for reporting such delinquency to the appropriate authority of the State of Ohio.

Section 5. Quorum and Voting. Five Trustees appointed by the Governor, (the “Voting Trustees”) shall constitute a quorum for the conduct of the ordinary business of the Board. An affirmative vote of six Voting Trustees shall be necessary to elect or remove a President and an affirmative vote of five Voting Trustees shall be necessary to adopt any other resolution or action of the Board.

Section 6. Agenda. The Secretary shall consult with the chairs of the Standing Committees and then prepare a proposed agenda for each Regular Meeting. The proposed agenda shall be delivered to the President for his or her review and then to the Chair of the Board for final approval.

Article VI. Standing and Special Committees

Section 1. Standing Committees of the Board, consisting of no fewer than three (3) members each, shall be appointed annually or for longer terms by the Chair of the Board, and each Standing Committee shall consider and make recommendations for action by the Board on the various policy matters enumerated below as follows:

1) Academics and Student Success

- a. Responsibilities will include the academic plan; enrollment management; student affairs and life; intercollegiate athletics; diversity; research and technology transfer policies and activities; information technology; communications and marketing; academic appointments; promotion and tenure policies and procedures; academic program reviews; and awarding of degrees. Responsibilities also include providing oversight for educational quality and engagement, student success by reviewing programs, accreditation, and efforts to create a culture of continuous improvement in student outcomes. The Committee will also review metrics for and evidence of quality, success, and affordability to inform Board decisions regarding governance, policy and strategy.

2) Audit and Risk Management

- a. Responsibilities will include the oversight of the internal audit functions, annual or other periodic audits of financial operations, the recommendation of the appointment of an external audit firm to the Board of Trustees, the receipt of the reports of the internal auditor and the external audit firm, and the university’s accountability and compliance procedures. Responsibilities also include assessing and reporting to the Board of Trustees respecting enterprise risks relating to the long-term fulfillment of the University’s teaching, research, and service mission, including but not limited to risks regarding safety, preservation of property, University and Board policies, fiscal integrity, strategic plans,

affiliated entities, and the necessary and proper conduct of the University's business and affairs.

3) Governance and Compensation

- a. Responsibilities will include the recommendation of general governance policies and procedures, the nomination of Board officers and recommendation of candidates for future trustees and national trustees. At the last meeting in each fiscal year, the Committee shall review these Bylaws to determine whether any changes are appropriate and shall recommend any such changes to the Board of Trustees. Responsibilities also include assisting and making recommendations to the Board of Trustees respecting human resources and executive compensation programs and strategy for senior leadership positions. The Committee will also report to the Board respecting the effectiveness of executive compensation, benefits, performance management; and the Committee may further report to the Board on these issues as they relate to other University compensation and human resources plans. The Committee is also responsible for the oversight of Affiliated Entities.

4) Resources, Facilities, and Affordability

- a. Responsibilities will include financial operations; business, organization and practices; human resources; university advancement; relations with local, state, and federal legislative and administrative agencies; recommending of the schedule of tuition and fees; borrowing of funds (internal and external); naming, location, planning, construction, and maintenance and renovation of University facilities and grounds; the purchase, sale and lease of lands and buildings; reviewing and monitoring of all investments including the endowment; contract oversight on public utilities and other large contracts; and recommending of investment policy, advising the Board on investments and appointment of investment advisors to ensure compliance with Revised Code Section 3345.05. Responsibilities also include monitoring tuition, state appropriations, endowments, and annual giving; and overseeing efforts to maintain the University's fiscal strength in order to improve student affordability and the quality of education.

Section 2. The Executive Committee shall be made up of the Chair and Vice Chair of the Board of Trustees and the Chairs of University Academics and Student Success, and the University Resources, Facilities, and Affordability Committees and have broad powers to act in all matters not deemed by the Chair of the Board and the President of the University as of importance to command the immediate attention of the entire Board. All actions of the Executive Committee shall be subject to approval by the Board, except those wherein the

Board has delegated to the Executive Committee or the President full power to act for the Board.

Section 3. Special committees may be appointed by the Chair of the Board as the Board may deem necessary.

Section 4. The Chair of the Board and the President shall be ex-officio non-voting members of all Standing Committees and Special Committees.

Article VII. Parliamentary Authority

Section 1. When not in conflict with any of the provisions of these Bylaws, the Robert's Rules of Order Newly Revised shall govern the proceedings of the Board.

Statement of Expectations for Members of the Board of Trustees of Ohio University

Adopted by the Board of Trustees on April 24, 2009

Amended on June 22, 2012

Amended on January 23, 2015

This Statement of Expectations is intended to provide guidelines and information to assist members of the Board of Trustees in fulfilling their roles and responsibilities in service to Ohio University and the citizens of the State of Ohio.

1. The Role of the Board

- a. The Board of Trustees is the governing body of Ohio University. It is a body politic and corporate under Ohio law and has the right to sue and be sued. The General Assembly has conferred upon the Board the authority to: adopt rules for the governance of the institution; hire and supervise the President, faculty and staff; oversee university finances; and control university property and facilities.
- b. The Board serves the citizens of the State of Ohio. It is responsible for ensuring that the university offers students an educational experience of the highest quality and produces research that provides economic and cultural benefits to the citizens of Ohio. It is also responsible for making efficient and effective use of state resources by working with the Governor, the Board of Regents and the other state universities through the University System of Ohio.
- c. The Board's primary concerns are strategic governance and accountability. It should adopt a strategic plan designed to ensure the long-term fulfillment of the university's teaching, research and service mission, monitor progress in achieving the plan's goals and update the plan as necessary. It should provide oversight to protect the university's fiscal integrity and make sure that the President, faculty and staff comply with all applicable laws and perform their responsibilities ethically and competently.
- d. The Board should adopt a procedure governing the creation and monitoring of corporate entities affiliated with the university.
- e. The Board should govern through the President and should refrain from becoming involved in day-to-day operations.
- f. The Board should recognize the important role that the principle of shared governance plays in institutions of higher education. It should seek input from faculty, staff and students and whenever possible incorporate their views into its decisions.

2. The Role of Individual Trustees

- a. Members of the Board of Trustees are stewards of the public trust. They have a fiduciary obligation to act in the best interests of the university and the State of Ohio. They must adhere to the highest ethical standards and perform their university duties without regard to any personal interests they may have. Trustees should understand and comply with state ethics laws and keep themselves informed of developments in these laws. They should avoid situations that may give rise to even the appearance of a conflict of interest and promptly disclose any conflicts of interest that may occur.
- b. Trustees should understand that they serve the institution as a whole and are not advocates for any particular unit or constituency of the university.
- c. Student Trustees have a unique responsibility to ensure that the views of students are heard in Board deliberations. They should also share with other students the Board's perspectives on University issues. In performing both of these functions, they should keep in mind the needs of all constituencies within the university.
- d. The Chair of the Ohio University Alumni Association Board of Directors is responsible for ensuring that the views of alumni are presented to the Board and for communicating to alumni the Board's perspectives on university issues.
- e. Service on the Board is a time consuming professional commitment. Trustees should attend all meetings of the Board and committees and should give notice to the Chair when they are unable to do so. Trustees should also make an effort to participate in conferences and other programs designed to educate and update Trustees and to attend commencements, convocations and other special events on campus.
- f. Trustees should be attentive during meetings and refrain from multitasking. They should treat the opinions of their colleagues on the Board as well as others participating in Board discussions with civility and respect and should be open to alternative points of view. They should respect and protect the confidentiality of matters discussed in executive sessions and should refrain from publicly or privately criticizing other Trustees or impugning their motives.
- g. Trustees should strive to make informed decisions based on an analysis of objective data. In their deliberations they should rely on the application of sound management principles and prudent business judgment. To ensure thorough consideration of Board decisions, they should review briefing materials and be prepared to actively participate in discussions.
- h. In order to make good decisions, Trustees need to engage in robust and thorough discussions of university issues in public meetings. Disagreements will occur and Trustees should seek productive ways to resolve them. Once a consensus is reached on an issue, all Trustees should respect the final decision of the Board.

- i. Trustees should keep themselves informed about issues, concerns and events at the local, state and national level that may affect the university and higher education in general.
- j. Trustees are encouraged to offer financial support to the university in accordance with their means.
- k. Trustees should understand and comply with the Ohio Public Records and Open Meetings Laws and should keep themselves informed of developments in these laws.

3. The Board's Relationship with the President

- a. The Board delegates responsibility for all aspects of institutional management to the President. The Board and individual Trustees should refrain from involvement in operational matters except as necessary to fulfill their fiduciary duties. Trustees who have concerns about operational matters, public controversies affecting the university or the performance of university employees should communicate their concerns to the Board Chair. The Board Chair will consult with the President, who will, address the issue and report back to the Trustees and Board.
- b. The Board and the President should agree on clearly defined institutional goals and strategies for achieving them.
- c. The Board should hold the President accountable for achieving institutional goals. The President, together with the Board Secretary, should keep the Board informed about university matters. Evaluation of the President should be an ongoing process with the Board offering candid and constructive feedback as necessary. In accordance with Board policy, formal evaluations should be conducted on a regular basis.
- d. The President reports to the Board as a whole and not to individual Trustees. Trustees who have concerns about the President's performance should convey them to the Board Chair who will take appropriate action to address the concern. The Chair will report back to the Trustee who raised the concern in a timely manner.
- e. Individual Trustees should develop a comfortable working relationship with the President. They are encouraged to interact with the President one-on-one as needed to share information, concerns or advice but they should remember that when they do so they are not speaking for the entire Board.

4. The Board's Relationship with Internal Constituencies

- a. Trustees are encouraged to interact informally with administrators, faculty and students, bearing in mind that they do so as individual members of the Board. They should avoid any statements that would give rise to the perception that they speak for the entire Board.

- b. When interacting with faculty, staff and students, Trustees should not disclose matters deemed confidential by the Board in executive session, advocate for their personal position on university issues or criticize other members of the university community.
- c. Trustees should appreciate that direct requests for information from administrators, faculty or staff about institutional issues may be disruptive to efficient management of university operations. The Board Secretary works for the Board and, as such, may request information from faculty or staff on institutional issues that are not related to operational matters, public controversies affecting the University, or performance of employees. The Board Secretary will inform the President and the Board Chair of such requests and will obtain a response from the appropriate university official. The response will be channeled through the Board Secretary. The President may also respond to the inquiring Trustees as needed to ensure that issues raised are addressed in a timely, accurate and efficient manner.
- d. Consistent with the principle of shared governance, the faculty, through the Faculty Senate, plays an active advisory role to the administration and the Board of Trustees on all academic matters, including but not limited to academic standards, research, admissions, curriculum and the granting of degrees. The Faculty Senate initiates policies relating to university-wide academic matters, the rights and responsibilities of faculty and faculty grievances. The Board should respect the role of the Senate in these areas and should also consider advice from the Senate on matters of general concern to the university community.
- e. The Board should encourage the President and administrators to involve individual faculty and students in the development of institutional goals and priorities. The active participation of faculty and students in these matters will give them a broader understanding of institutional governance and will enrich the Board's understanding of faculty and student views on university issues.

5. Relationships with External Entities

- a. The Board Chair is the only Trustee authorized to make public statements on behalf of the entire Board.
- b. When asked to comment on Board actions or deliberations, Trustees may defer to the Chair or the President. If Trustees choose to speak publicly on issues relating to the university or higher education in general they should make it clear that they are stating their personal views and are not expressing the formal position of the Board or the university.
- c. When individual Trustees communicate with federal, state or local officials on issues relating to higher education, they should take care not to create the perception that they speak for the Board or the university unless they have been authorized by the Chair or the Board to do so.

- d. When individual Trustees are presented with concerns about university operations, these matters should be communicated to the President and/or the Chair.
- e. While Trustees should seek information and ask questions of others, they should refrain from publicly criticizing the President or other members of the University Community. Criticisms or concerns that Trustees may have about the President or other members of the University Community should be conveyed to the Chair who will determine the appropriate method for the Board to address the issue.



OHIO
UNIVERSITY

Board of Trustees

O h i o U n i v e r s i t y

Board Meeting Minutes

June 22-23, 2017

Roll Call.....	4
Approval of Agenda	4
Approval of the June 23, 2017 Minutes.....	4
Reports.....	4
<i>Report from the Chair.....</i>	<i>4</i>
<i>Report from the President</i>	<i>5</i>
Discussion Topic: Zanesville Nursing Program	6
Committee Reports and Resolutions	6
<i>Joint Committee.....</i>	<i>6</i>
<i>Academics and Student Success Committee.....</i>	<i>7</i>
RESOLUTION 2017-3631.....	8
<i>Risk Management Committee.....</i>	<i>10</i>
RESOLUTION 2017-3632.....	11
<i>Governance and Compensation Committee.....</i>	<i>12</i>
RESOLUTION 2017-3633.....	13
RESOLUTION 2017-3634.....	15
<i>Resources, Facilities and Affordability Committee</i>	<i>16</i>
RESOLUTION 2017-3635.....	17
RESOLUTION 2017-3636.....	20
RESOLUTION 2017-3637.....	22
RESOLUTION 2017-3638.....	26
RESOLUTION 2017-3639.....	28
RESOLUTION 2017-3640.....	30
RESOLUTION 2017-3641.....	32
<i>Executive Committee.....</i>	<i>33</i>
Consent Agenda.....	34
RESOLUTION 2017-3642.....	35
RESOLUTION 2017-3643.....	48
RESOLUTION 2017-3644.....	50
RESOLUTION 2017-3645.....	51
RESOLUTION 2017-3647.....	55
RESOLUTION 2017-3648.....	56
RESOLUTION 2017-3649.....	57
RESOLUTION 2017-3650.....	58
RESOLUTION 2017-3651.....	59
RESOLUTION 2017-3652.....	60
RESOLUTION 2017-3653.....	61
RESOLUTION 2017-3654.....	62
RESOLUTION 2017-3656.....	64
RESOLUTION 2017-3657.....	65
RESOLUTION 2017-3658.....	66
Unfinished Business.....	67
New Business	67
Communications, Petitions, and memorials.....	67
<i>Certificate of Appreciation: J. Bryan Benchoff.....</i>	<i>68</i>
President and the Board of Trustees of Ohio University.....	69

<i>Certificate of Appreciation: Pamela Benoit</i>	71
President and the Board of Trustees of Ohio University.....	72
Adjournment	73
Appendix: Subcommittee Minutes	73
<i>Academics and Student Success Committee</i>	74
<i>Resources, Facilities and Affordability Committee Meeting</i>	86
<i>Joint Committee Meeting</i>	94
<i>Governance and Compensation Committee Minutes</i>	101
<i>Audit and Risk Management Committee Meeting</i>	103



**Ohio University Board of Trustees
June Meeting of the Board of Trustees
Friday, June 23, 2017
Zanesville Campus**

Chair Janetta King called the June Meeting of the Ohio University Board of Trustees to order at 10:30am.

Roll Call

Board Secretary David Moore called roll.

Present: Chair Janetta King, Vice Chair Dave Scholl, Trustees Cary Cooper, Dell Robinson, Victor Goodman, and Janelle Coleman, National Trustees Dave Pidwell, and Laura Brege, Alumni Representative Ron Teplitzky, and President Duane Nellis.

Approval of Agenda

Chair King asked to approve the agenda for the 2017 June Meeting of the Board of Trustees. Vice Chair Scholl moved to approve the agenda; Trustee Robinson seconded; Chair King called for a vote; with all in favor, the agenda was approved.

Approval of the June 23, 2017 Minutes

Chair King asked to approve the minutes of the March meeting of the Board of Trustees; Trustee Coleman moved to approve the minutes; Vice Chair Scholl seconded; Chair King called for a vote; With all in favor, the minutes were approved.

Reports

Report from the Chair

Chair King welcomed new Trustee Dell Robinson to the Board. Trustee Robinson thanked the board and said he looked forward to the opportunity.

Chair King thanked Ohio University - Zanesville for its hospitality. She outlined that, as per approvals made in the 2017 March meeting of the Ohio University Board of Trustees, the individual committees now have new names to better reflect the business conducted in each meeting.

Report from the President

Chair King asked President Nellis to present his Presidential Report.

President Nellis thanked the Board and said how thrilled he and First Lady Ruthie Nellis are to be a part of the Ohio University family. He noted that he had the opportunity to come to Ohio University Zanesville before the meetings to meet with faculty, staff, and students.

Chair King noted that Dr. Nellis had taken action to continue the Upward Bound program, despite the federal decision not to continue funding. She said that the program, and his decision, were consistent with Ohio University's mission to educate the Appalachian region, and stated that she appreciated his leadership on the issue.

President Nellis noted individuals who were moving into new roles outside the university: Executive Vice President and Provost Pam Benoit, Vice President for Advancement Bryan Benchoff, Vice Provost for Diversity and Inclusion Shari Clarke, and Associate Vice President for Alumni Relations Jennifer Neubauer. President Nellis thanked Drs. David Descutner, Tom Davis, Peter Mather and Elizabeth Sayrs for their work in interim roles at the university. He welcomed Matthew Shaftel (newly announced Dean of the College of Fine Arts) and Jeremy Webster (Dean of Ohio University – Zanesville) to their new roles at Ohio University.

President Nellis outlined his Bobcat Beacons of Excellence report, which included:

- 2017 Commencement Ceremonies
- The Speaking Bobcats, Ohio University's debate team, won five national titles
- International Week celebrated cultural diversity
- 6 OHIO Fulbright Award winning students
- OHIO Baseball team were the 2017 Mid-American Conference (MAC) champions
- Jordyn Zimmerman – wrote an essay published by a national publication regarding Ohio University's excellence in helping improve access and retention for students with autism
- An Ohio University student picked to be an Oxfam representative.
- Professor Luke Pittaway picked up the Despande award for entrepreneurship on behalf of Ohio University
- A Chronicle of Higher Education article featuring Ohio University's response to President Trump's so-called travel ban.
- Ohio University instructor Kari Gunter-Seymour's winning of a national poetry award
- The Scripps College of Communication's Summer Coding Camp, which hosted middle school-aged girls.
- Dr. Amanda Maynard – named one of the best doctors in America
- Culinary Services' District on West Green's national awards for food service
- Successful Universal Design for Learning investigative efforts at Ohio University
- The Great Comet, a Broadway musical written by Ohio University alumnus Dave Malloy, being nominated for multiple Tony Awards

- David Michael Crane's honorary degree awarding, and Pulitzer Prize-winning Ohio University alumnus' Wes Lowery service as Commencement Speaker
- An Ohio University alumnus recognized with Gerald Ford award
- Pete Souza's recognition for his excellent service as President Obama's photographer

Discussion Topic: Zanesville Nursing Program

President Nellis introduced the Ohio University - Zanesville nursing program as his presidential highlight. The presenters were Dr. William Willan (Executive Dean, Regional Higher Education), Pam Sealover (Associate Director of Nursing), Lynn Tincher (Clinical Manager), Sarah Pierce (Clinical Mentor), and Callie Hansgen (Student).

Pam Sealover spoke briefly about the program before introducing Sarah Pierce, former student who now works with Genesis Health Care and Ohio University - Zanesville in nursing, mentoring current students. Genesis Health Care has partnered with Ohio University to deliver training to students. Students work with professionals to socialize themselves to the world of nursing. The development of the clinical nursing model involved students, faculty, and trained nursing staff working together to better enhance learning and critical thinking, said Ms. Pierce. She added that the group developed very specific goals to better help students.

Vice Chair Scholl said the board appreciated the opportunity to meet with nursing students the previous day, and that he was always surprised, on regional campuses, to see how important allied health programs were. He said he was thankful for the leadership, advocacy, and dedicated mentorship that was offered to students by regional campus faculty, staff, and community collaborations. Dean Willan said that a lot of the collaborations come about as a result of a need within the community, and allowed for better town/gown relationships that enhanced both.

Vice Chair Scholl said the nursing program model seemed like a very pioneering program, and that it would surely lead to expansion across campuses. He said he would like to see the story told on a more public level so that more people could know about its success.

Lynn Tincher and Sarah Pierce gave a presentation on the history of the school of nursing at Zanesville, and its gradual and large expansion due to need of community and student. Many programs are geared for pre-licensure students.

Committee Reports and Resolutions

Joint Committee

Vice Chair Scholl reported on the Joint Committee and noted the subjects about which the committee members heard— budget, the Capital Improvement Plan (CIP), the Utilities Master Plan (UMP), as well as recruitment and retention. The Board expressed appreciation for the information in order to make informed decisions. Vice Chair Scholl

also noted that Vice President for Student Affairs (VPSA) Jason Pina gave the committee a report on executive administration.

Academics and Student Success Committee

Goodman reported that the Academics Committee received Regional Higher Education's Dashboard from Executive Dean Willan. The committee received a report from Executive Vice President and Provost Benoit on approved certificate programs from 2016-2017, as well, a list of faculty who were promoted and tenured this year. Craig Cornell, Senior Vice Provost for Strategic Enrollment Management gave the committee a status report of Enrollment for the Summer Term.

The committee also had a presentation from Vice President of Student Affairs Jason Pina on revisions to the Code of Conduct. The proposed changes include:

- Amended interim suspension process, which shifts the authority to issue an interim suspension to the Dean of Students and provides the student an opportunity to appeal the interim suspension.
- Clarification of the scope of the Code and the definition of a student to encompass all Ohio University students.
- Updated appeal processes that address the makeup of the University Appeal Board and that include the ability for the appellate body to return a matter to the original hearing body when appropriate.
- Additionally, a number of minor updates were made to align with practice, clarify language, specify order of events in hearing processes, reference new University policies, and update formatting to comply with Ohio Legislative Services requirements.

As a result, the Code of Conduct Revision resolution was reviewed by the committee and is recommended for approval.

REVISED STUDENT CODE OF CONDUCT

RESOLUTION 2017-3631

WHEREAS, Ohio University holds as its central purpose the intellectual and personal development of its students, and

WHEREAS, Ohio University has expectations for the behavior of its students, both on and off campus, and

WHEREAS, those expectations are articulated through the Student Code of Conduct, and

WHEREAS, the Student Code of Conduct must be formally reviewed every two years, and the Board of Trustees approved the current version, which became effective in August 2015, by Resolution 2015-3449, and

WHEREAS, the Review and Standards Committee, the university committee charged with reviewing and making recommended changes to the Code, along with the Office of Community Standards and Student Responsibility, the office charged with implementing the Code, researched, benchmarked, and proposed revisions to the Code, and

WHEREAS, Student Senate, Graduate Student Senate, and Faculty Senate were each given the opportunity to provide feedback and the proposed revisions to the Student Code of Conduct was open for public comment on the web, and

WHEREAS, the proposed revisions to the Student Code of Conduct have been approved by the Review and Standards Committee, and

WHEREAS, the President recommends approval of the proposed revisions to the Student Code of Conduct to the Board of Trustees.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees approves the proposed revisions to the Student Code of Conduct, attached hereto as Exhibit A, which will go into effect on August 24, 2017.

Trustee Goodman moved the resolution; Trustee Robinson seconded; Chair King called for a vote; with all in agreement the motion passed.

Executive President and Provost Benoit presented the committee list of faculty who have requested Faculty Fellowship Leaves. Each year Ohio University provides faculty with the opportunity to request leave from their campus responsibilities to concentrate on their research and scholarly activity. These requests, received and approved by the academic and university leadership, are presented to the Board for approval.

As a result, the Faculty Fellowship Leave Approval resolution was reviewed by the committee and is recommended for retention on the consent agenda.

Additionally, Provost Benoit presented to the committee a list of Emeriti Nominations. The individuals named have rendered dedicated service to Ohio University and have been recommended by their supervisors for emeriti status upon their retirement from Ohio University.

Factors considered in these recommendations include length of service, quality of teaching and/or research, contributions to the University and committee work, and services to society beyond the University. These nominations have been recommended by the Provost and the President.

The Emeriti Nomination Approval resolution was reviewed by the committee and is recommended for approval on the consent agenda.

Provost Benoit presented an overview of changes to the bylaws of the Regional Campus Coordinating Council. The most significant change to the existing by-laws is the combining of the offices of Vice-Chair and Secretary into one position. Additionally, language regarding the timing of the three meetings each year has been altered to fit the semester system and titles have been changed to align with current positions and reporting lines.

The Regional Campus Coordinating Bylaws Approval resolution was reviewed by the committee and is recommended for retention on the consent agenda.

Along with the change in bylaws Provost Benoit has asked the committee to approve the appointments and re-appointments of the Regional Coordinating Council Members.

The Appointment to the Regional Coordinating Council resolution was reviewed by the committee and is recommend for retention on the consent agenda.

Provost Benoit, in response to the Ohio Revised Code that requires boards of trustees evaluate courses and programs based on enrollment and performance, and the Governor's Task Force on Affordability and Efficiency which recommended "Institutions should consider consolidating programs that are duplicated at other college and universities in their geographical region," presented a report that recommends no action on 18 programs that might be considered duplicative and continued consideration of 4 more programs.

The Reporting Duplicate Programs resolution which affirms the initial report on duplicate programs was reviewed by the committee and is recommend for retention on the consent agenda.

Provost Benoit introduced resolutions proposing new programs including an online bachelors degree in psychology, a masters degree in hospitality and tourism, a masters degree in arts education, a masters degree in blended early childhood education and special education, a masters in athletic training, a bachelors in public health for students in the honor tutorial college.

These new program resolutions were reviewed by the committee and are recommended for retention on the consent agenda.

Finally, Provost Benoit presented resolutions for Program Reviews for African American Studies, Classics and World Religions, Visual Communications, Interdisciplinary Arts, Associate of Arts and Associate of Science, and the Bachelor of Specialized Studies & Associate in Individualized Studies.

The Major, Degree, and College Program Review Acceptance resolution was reviewed by the committee and is recommended for retention on the consent agenda.

Committee Chair Goodman reported that detailed minutes of the committee's discussions will be made available on the Board of Trustees website.

Risk Management Committee

Vice Chair Scholl reported that the Audit Committee received the Chief Audit Executive's Report and the FY18 Audit plan from Jeff Davis and that the committee recommended "Approval of the Internal Audit Plan."

- **Resolution, Internal Audit Annual Audit Plan:**

•

INTERNAL AUDIT
ANNUAL AUDIT PLAN
RESOLUTION 2017-3632

WHEREAS, the Board of Trustees of Ohio University has established an independent, objective assurance and appraisal activity to evaluate and improve effectiveness of risk management and internal management controls, and

WHEREAS, the Board of Trustees has approved an Ohio University Internal Office Charter requiring Board of Trustees authorization of an annual audit plan initiated to evaluate internal management controls, and

WHEREAS, the Chief Audit Executive charged with initiating audits pursuant to the plan proposes an annual audit plan for authorization by the University Trustees, and

WHEREAS, the proposed plan will be conducted during the period of July 2017 through June 2018, and

WHEREAS, time for unplanned special projects is separately allotted in the audit plan. Further revisions to the plan will be administratively reviewed and approved by the President and the Chair of the Audit and Risk Management Committee, and

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does authorize the proposed audit plan.

Trustee Scholl moved; Trustee Robinson seconded; Chair King called for a vote; with all in agreement, the motion passed.

Vice Chair Scholl stated that the minutes of the committee's discussion will be made available on the Board of Trustees website.

Governance and Compensation Committee

Committee Chair Cooper reported that the Governance Committee received Human Resources Report which included the Compensation Biennial Equity Review, and an update on AFSCME and FOT Union Contracts

Additionally, Committee Chair Cooper reported that the following resolutions were reviewed by the committee and were recommended for inclusion and approval:

- Resolution: Election of Treasurer
This resolution re-elects Deb Shaffer as the Treasurer of the Board of Trustees for the year beginning July 1, 2017 and ending June 30, 2018.

ELECTION OF TREASURER

RESOLUTION 2017-3633

RESOLVED, that Deborah Shaffer be elected Treasurer of the Board of Trustees for the year beginning July 1, 2017, and ending June 30, 2018.

Trustee Cooper moved; Trustee Scholl seconded; Chair King called for a vote; with all in favor, the motion passed.

- Resolution: Election of Secretary
This resolution re-elects David Moore as the Secretary of the Board of Trustees for the year beginning July 1, 2017 and ending June 30, 2018.

ELECTION OF SECRETARY TO THE BOARD

RESOLUTION 2017-3634

RESOLVED, that Dr. David R. Moore be elected Secretary to the Board of Trustees for a term beginning July 1, 2017 and ending June 30, 2018.

Trustee Cooper moved; Trustee Coleman seconded; Chair King called for a vote; with all in favor, the motion passed.

The Governance and Compensation Committee also considered an amendment to the bylaws that would change the name of the Risk Management Committee to the Audit and Risk Management Committee. That change to the bylaws will be circulated to the Trustees at least 30 days before our next meeting for comment with the intent of having a resolution to consider in our August meeting.

Committee Chair Cooper reported that there were no consent agenda items from the Governance and Compensation Committee and that detailed minutes of the committee's discussion will be made available on the Board of Trustees website.

Resources, Facilities and Affordability Committee

Committee Chair Coleman reported that the Resources, Facilities, and Affordability Committee received updates on University Advancement, Treasury and Debt, the Park Place and Small House Planning strategies, and Wayfinding & Signage Guidelines. Additionally, they heard a Financial Update and the Facility Project Status Report.

Committee Chair Coleman reported that the following resolutions were reviewed by the committee and are recommended for approval:

- Resolution: University Budget Approval
This resolution authorizes the Vice President of Finance and Administration to incorporate tuition and fee increases permitted by state law and previously approved by the Board of Trustees, as well as other adjustments required by the budget adopted by the Ohio General Assembly after the date of this Resolution.

FISCAL YEAR 2017-2018
UNIVERSITY BUDGET

RESOLUTION 2017-3635

WHEREAS, the appropriate planning and consultation has been completed within the University, resulting in recommendations for budget priorities, and

WHEREAS, the University has developed a funded budget consistent with the provisions of the state budget.

NOW THEREFORE, BE IT RESOLVED that the Fiscal Year 2017-2018 budgets of the expected revenues and expenses as presented are hereby approved subject to the following conditions:

1. The Vice President of Finance and Administration, in conjunction with the Executive Vice President and Provost and with approval of the President, is authorized to make adjustments during the fiscal year to ensure that total expenditures do not exceed available resources;
2. The Vice President of Finance and Administration is authorized to incorporate tuition and fee increases permitted by state law and previously approved by the Board of Trustees (Resolutions 2017-3598 and 2017-3617 and any related resolutions adopted at the June 2017 meeting), as well as other adjustments required by the budget adopted by the Ohio General Assembly after the date of this Resolution.

Proposed FY18 University Budget

		<i>(in millions)</i>					
		FY14	FY15	FY16	FY17	FY17	FY18
		Actuals	Actuals	Actuals	Budget	Forecast	Budget
REVENUES							
1	State Appropriations	\$ 153.4	\$ 161.1	\$ 163.6	\$ 164.9	\$ 165.1	\$ 166.8
2	State Appropriations - Capital	5.2	11.8	11.7	29.0	14.0	32.5
3	Gross Undergraduate Tuition & Fees	294.8	298.1	304.5	302.5	303.7	303.6
4	Undergraduate Financial Aid	(49.9)	(51.3)	(57.8)	(62.6)	(60.1)	(62.5)
5	Net Undergraduate Tuition & Fees	245.0	246.7	246.7	239.9	243.6	241.1
6	Gross Graduate Tuition & Fees	85.4	94.0	100.1	112.8	107.4	115.3
7	Graduate Financial Aid	(29.7)	(29.9)	(28.5)	(28.4)	(28.7)	(28.2)
8	Net Graduate Tuition & Fees	55.7	64.2	71.6	84.4	78.7	87.1
9	Room & Board	83.7	90.0	95.9	97.2	95.7	92.9
10	Grants and Contracts	45.9	47.8	47.4	46.6	51.2	49.6
11	Facilities & Admin Costs Recovery	6.8	6.7	6.8	6.6	7.0	6.0
12	Gifts	26.9	31.2	28.0	27.1	14.3	20.0
13	Endowment Distributions	-	-	-	-	-	-
14	Investment Income	93.7	(2.9)	(18.6)	58.3	88.0	54.3
15	Other External Sales	60.4	73.4	50.3	60.0	79.2	45.4
16	Total Revenues	\$ 776.7	\$ 730.1	\$ 703.3	\$ 814.1	\$ 836.8	\$ 795.7
EXPENSES & INDIRECT COST ALLOCATIONS							
17	Total Salaries, Wages, & Other Payroll	309.7	330.8	343.7	363.8	358.1	367.6
18	Total Benefits	109.6	100.7	119.6	119.1	120.5	125.1
19	Supplies & Services	205.8	215.5	193.6	198.0	200.9	193.3
20	Capitalized Costs	3.9	3.8	6.5	-	4.1	-
21	Depreciation	36.4	39.7	43.0	45.2	49.9	50.1
22	Internal Loan - Principal & Interest	-	-	-	-	-	-
23	Debt Service - Principal	-	-	-	-	-	-
24	Debt Service - Interest	10.0	18.7	24.2	26.2	25.9	28.4
25	Internal Sales	(22.4)	(22.2)	(22.3)	(22.4)	(23.6)	(22.1)
26	Total Direct Expenses	\$ 653.0	\$ 687.0	\$ 708.2	\$ 729.9	\$ 735.8	\$ 742.5
ALLOCATIONS & TRANSFERS							
27	Internal Allocations & Transfers	(0.1)	-	-	7.6	-	-
28	Administrative Cost Allocations	-	-	-	-	-	-
29	Capital Cost Allocation	-	-	-	-	-	-
30	Subvention Allocation	-	-	-	-	-	-
31	Subvention Distribution	-	-	-	-	-	-
32	Total Allocations and Transfers	\$ (0.1)	\$ -	\$ -	\$ 7.6	\$ -	\$ -
33	Total Expenses & Cost Allocations	\$ 652.9	\$ 687.0	\$ 708.2	\$ 737.6	\$ 735.8	\$ 742.5
34	Results of Operations	\$ 123.7	\$ 43.1	\$ (4.9)	\$ 76.5	\$ 101.0	\$ 53.2
35	Transfers (from) Operating Reserve	-	-	-	(12.0)	-	-
36	Transfers to (from) Quasi Endowments	-	-	-	-	-	-
37	Provisions for Facility and Equipment Renewal	-	-	-	6.2	-	-
38	Transfers to (from) Plant Fund - Project Related	(2.4)	(4.5)	(3.2)	(6.2)	-	-
39	Net Results	\$ 126.2	\$ 47.7	\$ (1.8)	\$ 88.5	\$ 101.0	\$ 53.2
40	Transfer Net Results to Fund Balance	-	-	-	-	-	-
41	Adjusted Net Results	\$ 126.2	\$ 47.7	\$ (1.8)	\$ 88.5	\$ 101.0	\$ 53.2

Committee Chair Coleman moved; Trustee Scholl seconded; Chair King called for a vote; with all in agreement, the motion passed.

- Resolution: Other Fees Approval

This resolution establishing tuition and fee rates for new off campus graduate programs and for maintaining the current discounted rate for the eCampus undergraduate and correctional education programs.

**FISCAL YEAR 2017-2018
OHIO UNIVERSITY
ACADEMIC YEAR 2017-2018 TUITION, FEE AND RATE
INCREASES**

RESOLUTION 2017-3636

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in recommendations for establishing tuition and fee rates for new off-campus graduate programs (attachment A) and for maintaining the current discounted rate for the eCampus undergraduate and correctional education programs;

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A & B, effective Fall Semester 2017.

Committee Chair Coleman moved; Trustee Robinson seconded; Chair King called for a vote. With all in agreement, the motion passed.

Exhibit A

OHIO UNIVERSITY
OFF CAMPUS GRADUATE PROGRAMS
Changes to FY18 STUDENT TUITION & FEE SCHEDULE
(PER CREDIT HOUR)

Change Type	Proposed	Instructional Fee	General Fee	Program Fee	Special Svcs/Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
New Program Fee	Professional Masters of Accountancy	505	3	569	0	1077	19	1096
New Program Fee	Online Masters of Accountancy	505	3	552	115	1175	19	1194
New Program Fee	Full-time Masters of Accountancy	505	78	50	0	633	496	1129

All Effective Fall Semester 2017

Exhibit B

OHIO UNIVERSITY
ELEARNING PROGRAMS
FY18 STUDENT TUITION & FEE SCHEDULE
(PER CREDIT HOUR)

Academic Program	Instructional Fee	General Fee	Program Fee	Special Svcs/Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
eCampus Undergraduate Programs*	237	3	0	0	240	3	243
Correctional Education	237	3	0	100	340	3	343

*Includes online RN to BSN Program, Online Bachelor Completion Program, Correspondence, Independent Study, and Course Credit by Exam

- Resolution: Tuition Fee and Rate increases

This resolution was not in the agenda. Committee Chair Coleman asked Secretary Moore to read the resolution and asked the Trustees to take a moment to review the exhibits attached to the resolution.

**FISCAL YEAR 2017-2018
OHIO UNIVERSITY
ACADEMIC YEAR 2017-2018 TUITION, FEE AND RATE
INCREASES**

RESOLUTION 2017-3637

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in recommendations for establishing revised tuition, fee and rate increases for Ohio University's Regional Campuses (attachment A) to support quality academic programming;

WHEREAS, these recommendations assume up to a \$10 per credit hour tuition, fee and rate increase as permitted and proposed by the Senate Finance Committee as part of the FY 2018-19 State Operating Budget deliberations;

WHEREAS, these tuition, fee and rate increases must be authorized by the General Assembly and effective July 1, 2017; and

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedule attached hereto as Exhibit A, effective Fall Semester 2017.

Exhibit A

OHIO UNIVERSITY

REGIONAL CAMPUSES - LOWER DIVISION (≤ 60 HOURS) FY 2018 UNDERGRADUATE STUDENT TUITION & FEE SCHEDULE (PER SEMESTER)

EASTERN CAMPUS, SOUTHERN CAMPUS AND PROCTORVILLE CENTER

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	226	3	229	96	325
2	452	6	458	192	650
3	678	9	687	288	975
4	904	12	916	384	1,300
5	1,130	15	1,145	480	1,625
6	1,356	18	1,374	576	1,950
7	1,582	21	1,603	672	2,275
8	1,808	24	1,832	768	2,600
9	2,034	27	2,061	864	2,925
10	2,260	30	2,290	960	3,250
11	2,260	30	2,290	960	3,250
12-20*	2,490	33	2,523	1,043	3,566

*Beyond 20 Hours: Resident Fee is \$132/hr. and Non-Resident Fee is \$201/hr.

CHILLICOTHE, LANCASTER, ZANESVILLE CAMPUSES & CAMBRIDGE AND PICKERINGTON CENTERS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	233	3	236	199	435
2	466	6	472	398	870
3	699	9	708	597	1,305
4	932	12	944	796	1,740
5	1,165	15	1,180	995	2,175
6	1,398	18	1,416	1,194	2,610
7	1,631	21	1,652	1,393	3,045
8	1,864	24	1,888	1,592	3,480
9	2,097	27	2,124	1,791	3,915
10	2,330	30	2,360	1,990	4,350
11	2,330	30	2,360	2,189	4,549
12-20*	2,572	33	2,605	2,388	4,993

*Beyond 20 Hours: Resident Fee is \$132/hr. and Non-Resident Fee is \$201/hr.

**Zanesville Campus students are charged an \$8 Security Fee

Exhibit A

OHIO UNIVERSITY
REGIONAL CAMPUSES - UPPER DIVISION (> 60 HOURS)
FY 2018 UNDERGRADUATE STUDENT TUITION & FEE SCHEDULE
 (PER SEMESTER)

EASTERN CAMPUS, SOUTHERN CAMPUS AND PROCTORVILLE CENTER

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	233	3	236	96	332
2	466	6	472	192	664
3	699	9	708	288	996
4	932	12	944	384	1,328
5	1,165	15	1,180	480	1,660
6	1,398	18	1,416	576	1,992
7	1,631	21	1,652	672	2,324
8	1,864	24	1,888	768	2,656
9	2,097	27	2,124	864	2,988
10	2,330	30	2,360	960	3,320
11	2,563	30	2,593	960	3,553
12-20*	2,605	33	2,638	1,043	3,681

*Beyond 20 Hours: Resident Fee is \$132/hr. and Non-Resident Fee is \$201/hr.

CHILLICOTHE, LANCASTER, ZANESVILLE CAMPUSES & CAMBRIDGE AND PICKERINGTON CENTERS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	233	3	236	199	435
2	466	6	472	398	870
3	699	9	708	597	1,305
4	932	12	944	796	1,740
5	1,165	15	1,180	995	2,175
6	1,398	18	1,416	1,194	2,610
7	1,631	21	1,652	1,393	3,045
8	1,864	24	1,888	1,592	3,480
9	2,097	27	2,124	1,791	3,915
10	2,330	30	2,360	1,990	4,350
11	2,563	30	2,593	2,189	4,782
12-20*	2,605	33	2,638	2,388	5,026

*Beyond 20 Hours: Resident Fee is \$132/hr. and Non-Resident Fee is \$201/hr.

**Zanesville Campus students are charged an \$8 Security Fee

Committee Chair Coleman moved; Trustee Scholl seconded; Chair King called for a vote; with all in agreement, the motion passed.

- Resolution: the Ohio University FY2019-FY2024 Six Year Capital Improvement Plan, the FY18 Annual plan, and the FY19-FY20 State Capital Projects Plan

This resolution is endorsed by the Facilities Planning Advisory Council, made up of faculty, staff, and student representatives, has reviewed and provided their endorsement of the plan

**APPROVAL OF THE OHIO UNIVERSITY FY2019–FY2024
SIX YEAR CAPITAL IMPROVEMENT PLAN,
THE FY18 ANNUAL PLAN, AND THE FY19-
FY20 STATE CAPITAL PROJECTS PLAN FOR
FUTURE STATE SUBMISSION**

RESOLUTION 2017-3638

WHEREAS, the University’s Capital Planning Team has undertaken the update of the University’s six-year capital improvement plan within a comprehensive campus context, and

WHEREAS, this FY2019-FY2024 Six Year Capital Improvement Plan is an update to the Board of Trustees approved FY2017-FY2022 Six Year Capital Improvement Plan and embodies the concepts incorporated within it, and

WHEREAS, the plan includes the FY19-FY20 State Capital Appropriation project requests for future State submission, and

WHEREAS, the plan includes the FY18 Annual Capital Plan, and

WHEREAS, the priorities of the Deans and Vice Presidents have been considered, and their endorsement of the plan given, and

WHEREAS, the Facilities Planning Advisory Council made up of faculty, staff, and student representatives has reviewed and provided their endorsement of the plan, and

WHEREAS, the Capital Funding and Priorities Committee has approved and made recommendation to the President, and

WHEREAS, the FY18 Annual, FY2019–FY2024 Six Year Capital Improvement Plan, and FY19-FY20 State Capital Plan have been approved by the President.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve the attached FY2019–FY2024 Six Year Capital Improvement Plan, the FY18 Annual Capital Plan, and the FY19-FY20 State Capital Project Requests.

Committee Chair Coleman moved; Trustee Robinson seconded; Chair King called for a vote. With all in agreement, the motion passed.

- Resolution: Utilities Master Plan

This resolution approves the Utility Master Plan which ascertained current conditions of the university's energy generation and distributions systems and identified investments needed to support campus goals and provides important strategic direction regarding future investments and development of the University's Athens campus.

**APPROVAL OF THE OHIO UNIVERSITY
UTILITY MASTER PLAN 2017**

RESOLUTION 2017-3639

WHEREAS, the University initiated a Utility Master Plan to ascertain current conditions of its energy generation and distributions systems and identify investments needed to support campus goals; and

WHEREAS, the University initiated a series of comprehensive planning and assessment meetings that have facilitated important strategic decisions regarding future investments and development of the University's Athens campus; and

WHEREAS, the Board of Trustees authorized the contract for master planning services by Resolution 2014-3408, which contract was awarded to RMF Engineering; and

WHEREAS, the planning team engaged with students, faculty, staff, alumni, and local community throughout the process; and

WHEREAS, the planning team submitted the Utilities Master Plan 2017 for the Board's review; and

WHEREAS, the Capital Funding and Priorities Committee approved the Utility Master Plan 2017 on December 6, 2016;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve and adopt the Utility Master Plan 2017 final report dated May 2017 as the current Athens campus utility master plan, subject to on-going review of a possible transition in the water-heating system until completion of the University's updated sustainability plan.

Trustee Coleman moved; Trustee Robinson seconded; Chair King called for a vote; with all in agreement, the motion passed.

Before the Consent Agenda was addressed, Committee Chair Coleman announced that the Committee recommends that the Facility Projects – Construction resolution be removed from Consent Agenda, split into two resolutions, one for the Sook Academic Center and one for the Ellis Hall Renovation in order to vote on them separately.

Trustee Coleman moved to remove Facility Projects Construction Resolution from the Consent Agenda; Trustee Scholl seconded; Chair King called for a vote; with all in agreement, the motion passed.

- Facility Projects – Construction 1
This resolution requests for approval to undertake construction on the following projects:

THE SOOK ACADEMIC CENTER

**APPROVAL TO PROCEED WITH CONSTRUCTION FOR
THE SOOK ACADEMIC CENTER**

RESOLUTION 2017-3640

WHEREAS, for the Sook Academic Center project, the Board of Trustees previously approved a total project budget of \$6,165,180 and authorized expenditures of \$620,000 (2016-3543), and University administration seeks to amend the total project budget of \$6,165,180 by \$888,000 for a new total project budget of \$7,053,180 and seeks approval to amend the previously authorized expenditure amount of \$620,000 by \$6,433,180 for new authorized expenditures of \$7,053,180 to complete construction;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the requests described above, authorizes the receipt of appropriate bids or proposals and authorizes the President or his designee to accept and award contracts within the total project budgets identified.

Trustee Coleman moved; Trustee Goodman seconded; Chair King called for a vote; Trustee Scholl abstained; the motion passed.

- Facility Projects – Construction 2

This resolution requests for approval to undertake construction on the following projects:

THE ELLIS HALL RENOVATION

**APPROVAL TO PROCEED WITH CONSTRUCTION FOR
THE ELLIS HALL RENOVATION**

RESOLUTION 2017-3641

WHEREAS, for the Ellis Hall Renovation project, the Board of Trustees previously approved at total project budget of \$13,000,000 and authorized expenditures of \$1,300,000 (2016-3570), and University administration seeks to increase the authorized expenditure amount of \$1,300,000 by \$11,700,000 for new authorized expenditures of \$13,000,000 to complete construction;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the requests described above, authorizes the receipt of appropriate bids or proposals and authorizes the President or his designee to accept and award contracts within the total project budgets identified.

Trustee Coleman moved; Trustee Goodman seconded; Chair King clarified that these two resolutions were pulled from the Consent Agenda to give Trustee Scholl an opportunity to abstain to ensure there wasn't an appearance of a conflict of interest, Chair King called for a vote; with all in agreement, the motion passed.

The following consent agenda items were reviewed by the committee and are recommended for inclusion and full board approval as part of the Consent Agenda:

- **Consent Agenda Item: Establishment of Quasi-Endowment WOUB Fund**
This resolution authorizes the creation of a quasi-endowment that will provide perpetual support for WOUB television and radio, as well as its affiliate stations. Funds will support technology, equipment needs, and special projects as determined by WOUB leadership, and general operational needs.
- **Consent Agenda Item: Land Exchange with the City of Athens**
This resolution hereby approves the conveyance of the Habitat Parcel at 525 West Union Street to the City of Athens in exchange for the Moore Avenue Parcel.
- **Consent Agenda Item: Utility Easement Request from Horizon Telecom**
This resolution approves Horizon Telecom's request to install a fiber optic line to service the AT&T Store located at 743 East State Street, which is located on ground owned by the University.

- **Consent Agenda Item: Use of Under-speed Cars on University Roads**

This resolution authorizes the use of Under-speed Cars on University roads in accordance with the applicable terms of City of Athens Ordinance

- **Consent Agenda Item: Facility Projects – Design**
This resolution authorizes the University to undertake the following design projects.

CONVOCATION CENTER VIDEOBOARD INSTALLATION,

THE GAMERTSFELDER HALL BATHROOM RENOVATION,

THE PICKERING HALL RESTROOM UPGRADES,

THE TIFFIN AND PERKINS HALL ROOF REHABILITATION

There were no further resolutions or consent agenda items to bring forward.

Detailed minutes of the committee's discussions will be made available on the Board of Trustees website.

Executive Committee

Chair King reported on the Executive Committee. She stated the Executive Committee went into Executive Session to consider the employment or compensation of a public

employee, to consider the purchase or sale of property for public purposes, to protect the confidentiality of student information, and to discuss threatened or pending litigation.

Consent Agenda

Chair King clarified that the board has an intact consent agenda sans the Facility's Project – Construction Resolutions that were removed and voted on previously.

Chair King asked for a motion to approve of the consent agenda. Trustee Coleman moved to approve the consent agenda; Trustee Goodman seconded; with all in favor, the consent agenda was approved as follows:

FACULTY FELLOWSHIP AWARDS

RESOLUTION 2017-3642

WHEREAS, the proposed 2017-2018 Faculty Fellowship Leaves listed below have been reviewed in accordance with University policy and found to be meritorious,

THEREFORE, BE IT RESOLVED that the listed leaves be approved, and

BE IT FURTHER RESOLVED that the Executive Vice President and Provost may approve changes in the conditions of the fellowships, but not the total number of fellowships granted for the academic year.

Name	Terms	Department	College	Brief Description
Kuchta, Shawn	Fall and Spring	Biological Sciences	College of Arts and Sciences	Strengthen expertise in quantitative analysis of Next Generation Sequencing data. Complete several manuscripts and assemble data for grant preparation to the National Science Foundation. Assist five graduate students with thesis publication. Collaborate with graduate students on field projects in Northern Ohio and Nelsonville.
Lee, Daewoo	Spring	Biological Sciences	College of Arts and Sciences	Study two research topics, molecular mechanisms underlying dopamine neural development and maintenance in mammalian midbrain and reprogramming of human induced pluripotent stem cells at Dr. Kwang-Soo Kim's laboratory at Harvard University.
Tanda, Soichi	Spring	Biological Sciences	College of Arts and Sciences	Complete two manuscripts for publication in peer-reviewed journals and complete a grant proposal, which is a culmination of collaborative work over the last ten years on <i>Clic</i> genes in mice and fruit flies.

Name	Terms	Department	College	Brief Description
Owens, William	Spring	Classics and World Religions	College of Arts and Sciences	Complete manuscript of book on the representation of slavery in the Greek novel and associated shorter studies on stoicism and slavery in Xenophon of Ephesus, slavery of Psyche on Apuleius, and narcissism and the slave owner of Achilles Tatius.
Jones, Paul	Fall and Spring	English	College of Arts and Sciences	Complete a full draft of current book project "Nevermore: Edgar Allan Poe, Queerness, and the End of Time," a study of Poe's writing through the lens of recent developments in queer theory that have constructed queerness as more of a temporal orientation than a sexual one.
LeMay, Eric	Spring	English	College of Arts and Sciences	Undertake background research and skill acquisition to create a multimedia memoir about the birth of his son and the nature of affection, an "electronic literature" project of a multimedia and interactive nature created for and meant to be experienced on electronic devices.
Snyder, Carey	Fall and Spring	English	College of Arts and Sciences	Complete a collection of coedited writings entitled "Women, Periodicals, and Print Culture in Britain, 1890s-1920s" and finishing research and writing for three chapters in book project "Beatrice Hastings: Debating Feminism and Modernism in The New Age."

Name	Terms	Department	College	Brief Description
Dyer, James	Spring	Geography	College of Arts and Sciences	Analyze collected data and write and submit a manuscript on the application of a GIS-based water balance tool within National Park units, develop new research on drone-based forest ecology, and creation of a drone activity for Field Methods course.
Sinha, Gaurav	Fall and Spring	Geography	College of Arts and Sciences	Consult with USGS Center for Excellence in Geographic Information Science to help create ontologies and feature extraction algorithms for the USGS National Map information system. Work collaboratively on the Spatial Literacy, Reasoning and Thinking project through publications and pedagogic capacity building.
Uspenskiy, Vladimir	Spring	Mathematics	College of Arts and Sciences	Work on several long-standing open problems in the areas of topology, topological algebra, and dynamical systems. Compile information with the intent of writing a textbook for undergraduates.
Gallego, Muriel	Spring	Modern Languages	College of Arts and Sciences	Continue and expand research on current trends of mood use in Central Argentina. Analyze existing data, design new instruments for obtaining new data. Produce three scholarly publications.
Lascar, Amado	Spring	Modern Languages	College of Arts and Sciences	Write a second novel in a trilogy book project entitled "La llave conduce al fuego (The Key Leads to the Fire). Trilogy focuses around the Chilean coup of 1973 when Pinochet's

Name	Terms	Department	College	Brief Description
				regime took over command of the country and ran a vicious dictatorship until 1989.
Briscoe, Robert	Fall and Spring	Philosophy	College of Arts and Sciences	Serve as a Fulbright-Scotland Visiting Professor at the University of Glasgow. Work on project regarding the ways empirical research in vision science can be used to address philosophical problems concerning the nature of pictorial experience.
Ehrlich, Philip	Spring	Philosophy	College of Arts and Sciences	Write a portion of a monograph on his s-hierarchical theory of surreal numbers that he has been developing over a period of thirty years.
Brune, Carl	Fall and Spring	Physics and Astronomy	College of Arts and Sciences	Perform collaborative research in low-energy nuclear physics at Lawrence Livermore National Laboratory's National Ignition Facility in Canada.
Drabold, David	Spring	Physics and Astronomy	College of Arts and Sciences	Travel to the University of Cambridge and the University of Oxford to work with collaborators to conduct research on novel modeling of amorphous materials.
Jung, Peter	Spring	Physics and Astronomy	College of Arts and Sciences	Complete projects in actin trafficking in axons through dynamic actin networks and dynamic regulation of axonal morphology by neurofilament transport.
Jungkunz, Vincent	Fall and Spring	Political Science	College of Arts and Sciences	Rewrite dissertation into the form of a book "The Power of Silence: Why Silence Matters" for publication. Project examines silence and the

Name	Terms	Department	College	Brief Description
				diverse ways that silence becomes an important resource for political conflict and empowerment.
Kendhammer, Brandon	Fall	Political Science	College of Arts and Sciences	Complete contracted book manuscript entitled "Go Slow? Nigeria's Uncertain Democracy." This project is one of the first global assessments of the state of Nigeria's democratic institutions since its 1999 return to civilian rule.
Sullivan, Kathleen	Fall	Political Science	College of Arts and Sciences	Complete co-authored book manuscript entitled "Garbage in the Cities" that focuses on the private resources (municipal garbage collection) that governments rely on to get their work done.
Tadlock, Barry	Spring	Political Science	College of Arts and Sciences	Travel throughout Ohio to interview office holders about welfare policies in their regions to revitalize work begun earlier on the Rural Welfare Reform Project, begin project on transgender politics, and revamp materials for two political science courses.
Zoccola, Peggy	Fall	Psychology	College of Arts and Sciences	Learn, implement, and disseminate the results of two innovative methodological techniques to test for the presence and the correlation of multiple phenotypes of biological stress-responding across existing datasets. Co-write a book draft "Becoming a Health Psychologist."
Henderson, Debra	Fall and Spring	Sociology and Anthropology	College of Arts and Sciences	Work on final phase of collecting twenty years of longitudinal data on the impact of the 1996 Personal Responsibility and Work Opportunity Act

Name	Terms	Department	College	Brief Description
				(welfare reform) on poor families in rural Appalachia and write scholarly book on findings.
Tatarek, Nancy	Spring	Sociology and Anthropology	College of Arts and Sciences	Complete data analysis and begin a book manuscript on existing data from current project on Appalachian Population History that identifies trends in population disease and physical health. Investigate the effects historically of extractive industries on the health of southeastern Ohio residents.
Fodor, Andrew	Spring	Finance	College of Business	Complete existing research projects and start multiple new projects. Refresh course materials for a capstone graduate course in the MBA program.
Stoner, Jason	Fall and Spring	Management and Strategic Leadership	College of Business	Work on a research project that will be composed of three manuscripts regarding the effect of flow states on resource renewal, burnout, and workplace performance.
Matta, Vikram	Spring	Management Information Systems	College of Business	Work toward certification in Team Based Learning (TBL) as a Trainer-Consultant, use the certification to improve incorporation of TBL techniques into Analytics curriculum, and further research on user-generated content online.
McDiarmid, Duane	Spring	Art + Design	College of Fine Arts	Conduct site research and initiate production of a new performance based art project derived from objects in a Blue Earth County Historical Society collection relating to the 1862 mass hanging of Dakota prisoners of war

Name	Terms	Department	College	Brief Description
				and the subsequent exile of the Dakota and Winnebago People of Minnesota. Produce large-scale sculptural objects to be used in onsite performances.
Lincoln, Michael	Fall	Dance, Film, and Theater	College of Fine Arts	Visit at least three University Resident Theatre Association member institutions and interview institution leaders about the working relationship between the professional theater and the university partner. Goal is to study established partnerships to understand what makes them successful to determine a clearer roadmap for Tantrum Theater's sustainability.
Ramsey, Erik	Spring	Dance, Film, and Theater	College of Fine Arts	Research and write a new play employing the all-too-common scab on American roadways: roadkill. Play will explore how Americans relate to their environment, ignoring the corpses right under the noses of their cars, as they glide past encased in glass.
Buchanan, Charles	Spring	Interdisciplinary Arts	College of Fine Arts	Complete, edit, and submit book entitled "Manuscript Painting and Polemics in Central Italy during the Early Gregorian Reform."
Janson, Gregory	Fall	Social and Public Health	College of Health Sciences and Professions	Expand research on emotional maltreatment of children in classrooms by teachers. Create two short books to submit to a publisher. One directed at practitioners to help to identify, raise awareness, and make policy recommendations and one

Name	Terms	Department	College	Brief Description
				at researchers in the context of childhood trauma and brain development, creating a framework for future research and policy.
Ryan, Timothy	Fall and Spring	Social and Public Health	College of Health Sciences and Professions	Conduct field-based study of carbon monoxide sources in 25-30 Athens area homes. Perform collaborative laboratory-based work on the efficacy of lubrication on industrial hearing protection.
Nowak, Felicia	Fall and Spring	Biomedical Sciences	Heritage College of Osteopathic Medicine	Complete the generation and establish a colony of ArhGAP39 (Porf-2) null mice to comprehensively determine the role of Porf-2 in brain development, function and degeneration in vivo.
Eland, David	Fall and Spring	Osteopathic Manipulative Medicine	Heritage College of Osteopathic Medicine	Update text on osteopathic manipulative medicine, creating yoga resources for patients and medical students, and possible participation as a Fulbright Specialist in program development in Ecuador or Australia.
White, Allison	Spring	Office Technology	Ohio University, Chillicothe	Research factors that affect undergraduate degree completion and retention resulting in a greater understanding of factors that force students (many of whom are non-traditional) to drop or "stop-out" and not finish their degrees. Understanding these factors can result in better student advising and degree completion.

Name	Terms	Department	College	Brief Description
Shonia, Giorgi	Spring	Arts and Sciences	Ohio University, Lancaster	Conduct projects on math theory and related to instructional technology including researching analytic functions on unit ball in various Banach spaces and analyzing the Office Mix platform for online content design.
Trautman, Linda	Fall	Arts and Sciences	Ohio University, Lancaster	Write two manuscripts and co-edit a volume on the presidential election of 2016.
Wanat, Matthew	Spring	Arts and Sciences	Ohio University, Lancaster	Continue scholarship on sustainability and American literature and film including producing two annotated bibliographies and other works on the "Literature of Extraction" concerning works on the technologies of coal and natural gas extraction.
Wang, Ping-Yuan	Spring	Arts and Sciences	Ohio University, Lancaster	Work on manuscript of edited volume, as editor and contributor, "The Lives of Women in Catholic Europe in Five Episodes, 1500-1700."
Hale, Korcaighe	Spring	Arts and Sciences	Ohio University, Zanesville	Compile a book proposal and conduct research on the occurrence of historical presentism in science fiction visual media, most notably that of television programs.
Higazi, Tarig	Spring	Arts and Sciences	Ohio University, Zanesville	Teach and engage students in research at Prince Sultan Military College of Health Sciences in Saudi Arabia, in parasitology, molecular biology, and tropical diseases.
Shirvani, Sheida	Spring	Communication Studies	Ohio University, Zanesville	Explore the differences across refugee groups in the area of specific physical and mental health needs.

Name	Terms	Department	College	Brief Description
House, Sheryl	Fall	Nursing	Ohio University, Zanesville	Conduct in-depth curriculum evaluation, specific to each campus, based on BSN program graduates' performance on the NCLEX-RN and HESI exams. Compare HESI exam results to NCLEX-RN exam results to determine the ability of the HESI to identify strengths and weaknesses of BSN students at OHIO on the NCLEX-RN.
Horton Jr., David	Spring	Counseling and Higher Education	Patton College of Education	Participate in workshops and seminars related to teaching, observe classroom teaching, develop a new research project, collect and analyze data, complete existing research projects, and revise and develop course materials.
Pillay, Yegan	Spring	Counseling and Higher Education	Patton College of Education	Extend research in pursuit of international and national recognition as the developer of a PTSD psychometric instrument to be used with the Somali communities in the USA and worldwide. Convene expert panel of collaborators from the Somali community, coordinate English to Somali translation of the PTSD assessment instrument, field test the translated instrument.
Gut, Dianne	Fall	Teacher Education	Patton College of Education	Continue work and scholarship in the area of mentoring educational professionals. Finish work on one co-authored book on creating a culture of mentoring, lead preparation of a second co-authored

Name	Terms	Department	College	Brief Description
				book focused on a model of collaborative mentorship.
Gu, Tingyue	Spring	Chemical and Biomolecular Engineering	Russ College of Engineering and Technology	Serve as visiting professor at Nankai University in Tianjin, China. Work on microbial extraction of metals from power plant coal ash and sludge from wastewater treatment.
Kim, Sang-Soo	Fall	Civil Engineering	Russ College of Engineering and Technology	Travel to Delft University of Technology, Netherlands to collaborate with an expert in theoretical modeling of asphalt materials, develop graduate class materials on theoretical performance modeling, and prepare a manuscript for a peer reviewed journal on theoretical validation of Asphalt Binder Cracking Device using experimental data collected over the last seven years.
Bartone, Chris	Fall	Electrical Engineering and Computer Science	Russ College of Engineering and Technology	Work with graduate students and collaborators at the Wright Patterson Air Force Base on an innovative approach to antenna design that can be used to mitigate jamming attempts (jamming GPS signals).
Braasch, Michael	Fall and Spring	Electrical Engineering and Computer Science	Russ College of Engineering and Technology	Serve as Visiting Erskine Fellow at the University of Canterbury in Christchurch, New Zealand to teach and conduct collaborative GPS and UAV research. Visit helicopter operators around the U.S. in an effort to research and develop wire-strike prevention systems.

Name	Terms	Department	College	Brief Description
Kodi, Avinash	Fall	Electrical Engineering and Computer Science	Russ College of Engineering and Technology	Initiate new research using artificial neural networks in photonic networks for building a platform that combines communication and computing to achieve higher energy efficiency and make it a more secure platform for multicore architectures. Visit several national and international institutions to gather new data and ideas on the topic, prepare a large-scale research proposal.
Chadwick, Amy	Fall and Spring	Communication Studies	Scripps College of Communication	Design and complete a research project on emotions in persuasive health communication and improve quantitative statistical techniques.
Peterson, Brittany	Spring	Communication Studies	Scripps College of Communication	Complete data collection on two projects: ethnography of a local nonprofit and an interview-based interpretive study. Write two articles for publication.
Howard, Steve	Fall	Media Arts and Studies	Scripps College of Communication	Study concerning children of members of a progressive Islamic reform movement in Sudan to determine factors possibly associated with them staying away from extremist tendencies.
Novak, Beth	Spring	Media Arts and Studies	Scripps College of Communication	Research augmented and virtual reality technologies appropriate for both interaction and storytelling. Create a project suitable for exhibit.
Kruse Daniels, Natalie	Spring	Environmental Studies	Voinovich School of Leadership and Public Affairs	Conduct research into digitally connected environmental monitoring of climate change and water quality impairment through review of current literature, collaboration

Name	Terms	Department	College	Brief Description
				with internal partners and external teams, and gathering and analyzing preliminary data for future funding application.

Leaves Requested	
Fall	12
Spring	31
Fall and Spring	14
Total	57

FACULTY AND ADMINISTRATIVE EMERITI AWARDS

RESOLUTION 2017-3643

WHEREAS, the following individuals have rendered dedicated and outstanding service to Ohio University, and

WHEREAS, their colleagues and supervisors have recommended action to recognize their service,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves emeriti status for the following individuals upon their retirement from Ohio University.

Name	College/Unit	Years of Service	Title
Douglas Bolon	College of Health Sciences and Professions	24	Associate Professor Emeritus of Health Services Administration
Patricia Cambridge	Scripps College of Communication	21	Assistant Professor Emerita of Journalism
William P. Christy	Ohio University, Zanesville	22	Assistant Professor Emeritus of Music and Interdisciplinary Arts
Jeffery Scott Connor	College of Arts and Sciences	27	Professor Emeritus of Mathematics
Sally J. Fusner	Ohio University, Zanesville	26	Associate Professor Emerita of Nursing
Jeffrey James Gieseey	Russ College of Engineering and Technology	29	Associate Professor Emeritus of Electrical Engineering and Computer Science
Robert Patrick Hassett	College of Arts and Sciences	22	Associate Professor Emeritus of Biological Sciences
Herman Wiley Hill, Jr.	Honors Tutorial College	33	Director Emeritus of the Cutler Scholars Program
Joseph L. Hudak	Ohio University, Eastern	30	Assistant Professor Emeritus of Social and Public Health
Sandra J. Jones	Ohio University, Zanesville	15	Associate Professor Emerita of Nursing
Mary Carter Keifer	College of Business	41	Associate Professor Emerita of Business Law
Kaye Martin	Ohio University, Lancaster	14	Associate Professor Emerita of Middle Childhood Education
Zanemvula Zakes Mda	College of Arts and Sciences	15	Professor Emeritus of English
Name	College/Unit	Years of Service	Title

Jan Palmer	College of Arts and Sciences	36	Associate Professor Emeritus of Economics
Nicolae H. Pavel	College of Arts and Sciences	27	Professor Emeritus of Mathematics
Mark W. Phillips	College of Fine Arts	33	Distinguished Professor Emeritus of Music
Rosemary Rossiter	College of Arts and Sciences	34	Professor Emerita of Economics
Frank Lee Schwartz	Heritage College of Osteopathic Medicine	13+	Professor Emeritus of Specialty Medicine
Peter J. Souza	Scripps College of Communication	1	Professor Emeritus of Visual Communication
Robert Stanley Staron	Heritage College of Osteopathic Medicine	31	Associate Professor Emeritus of Anatomy
Quoc-Phong Vu	College of Arts and Sciences	22+	Professor Emeritus of Mathematics (Posthumous)
A. Michael Williford	Office of the Executive Vice President and Provost	31	Associate Provost Emeritus

REVISED REGIONAL CAMPUS COORDINATING COUNCIL BY-LAWS

RESOLUTION 2017-3644

WHEREAS, Ohio University benefits from the close relationship between its regional campuses and the communities they serve, and

WHEREAS, Regional Campus Coordinating Councils provide regular opportunities for feedback on campus plans regarding academic programming, relationships with governmental and administrative agencies, and campus facilities, and

WHEREAS, Regional Campus Coordinating Councils are regularly consulted on matters of public concern, and

WHEREAS, Regional Campus Coordinating Councils provide leadership for campus development initiatives, and

WHEREAS, the Regional Campus Coordinating Councils By-Laws periodically are reviewed and revised, and

WHEREAS, the Regional Campus Coordinating Councils participated in the most recent review and revision of the by-laws and approved the recommended revisions, and

WHEREAS, the proposed revisions have been approved by the Regional Deans, and

WHEREAS, the Executive Vice-President and Provost recommends approval of the proposed revisions to the Regional Campus Coordinating Council By-Laws.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees approves the proposed revisions to the Regional Campus Coordinating Council By-Laws, attached hereto as Exhibit A, which will go into effect on August 24, 2017.

APPOINTMENT TO REGIONAL COORDINATING COUNCILS

RESOLUTION 2017-3645

BE IT RESOLVED by the Ohio University Board of Trustees that the following persons be appointed to membership on the Coordinating Council at each of the regional campuses of Ohio University.

Ohio University - Chillicothe

Rachel Foster Reappointment of a third three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020.

Deb Russell Reappointment of a second three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020.

Ohio University - Eastern

Aaron Bruggeman Reappointment of a second three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020.

Jennifer Compston- For a three-year term beginning July 1, 2017, and ending at the

Strough close of business June 30, 2020, vice Keith Sommer, whose term expired.

Perry Nardo Reappointment of a third three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020.

Harry White Reappointment of a third three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020.

Ohio University - Lancaster

Theresa Byers For a three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020, vice Tonya Hixenbaugh, whose term expired.

Judith M. Root For a one-year term beginning July 1, 2017, and ending at the close of business June 30, 2018, vice Robert Clark, who resigned.

Mareion Royster Reappointment of a third three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020.

David L. Scheffler For a three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020, vice Amy Eyman, whose term expired.

Chris Veidt Reappointment of a second three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020.

Ohio University - Southern

Vincenzo Fressola

For a three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020, vice Keith Molihan, whose term expired.

Ohio University - Zanesville

Michael Bullock

Reappointment of a third three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020.

John Ulmer

Reappointment of a third three-year term beginning July 1, 2017, and ending at the close of business June 30, 2020.

REPORTING DUPLICATE PROGRAMS

RESOLUTION 2017-3646

WHEREAS, Section 3345.35 of Ohio Revised Code requires that boards of trustees evaluate courses and programs based on enrollment and student performance, and

WHEREAS, the Ohio Governor's Task Force on Affordability and Efficiency recommended reporting on duplicate programs within an assigned geographical region of the state and with co-located campuses, and

WHEREAS, associate and bachelor degree programs identified as duplicative within the Southeast region and co-located campuses have been assessed as not targeted or being considered for action, and

WHEREAS, the Initial Report on Duplicate Programs was submitted to the Chancellor's office of the Ohio Department of Higher Education on April 30, 2017;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby affirms the Initial Report on Duplicate Programs.

COLLEGE OF ARTS AND SCIENCES
DEPARTMENT OF PSYCHOLOGY
BACHELOR OF ART IN
PSYCHOLOGY (ONLINE)

RESOLUTION 2017-3647

WHEREAS, the Department of Psychology in the College of Arts and Sciences has developed an online Bachelor of Art degree in psychology, and

WHEREAS, the proposed program has completed University Curriculum Council approval, and

WHEREAS, the proposed degree program

- Is designed to offer a psychology degree to students in the bachelor completion program; and
- Will offer the same curriculum as residential campus based students; and
- Will be the first Ohio state school offering an online completion program; and
- Will offer opportunities for students for employment in all fields of psychology or as an entry to graduate study.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the online Bachelor of Art in psychology by the Department of Psychology in the College of Arts and Sciences.

COLLEGE OF EDUCATION
DEPARTMENT OF TEACHER EDUCATION
MASTER OF EDUCATION
ART EDUCATION

RESOLUTION 2017-3648

WHEREAS, the Department of Teacher Education in the College of Education has developed a master's program in art education, and

WHEREAS, the proposed program has completed University Curriculum Council approval, and

WHEREAS, the proposed program

- Will recognize post-baccalaureate experience relevant to a classroom setting, and
- Will permit obtaining a master's degree and complete teaching licensure requirements at the graduate level, and
- Will prepare students to work in public or private educational settings or business.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the master's program in art education by the Department of Teacher Education in the College of Education.

COLLEGE OF EDUCATION
DEPARTMENT OF TEACHER EDUCATION
MASTER OF EDUCATION
BLENDED EARLY CHILDHOOD AND SPECIAL EDUCATION

RESOLUTION 2017-3649

WHEREAS, the Department of Teacher Education in the College of Education has developed a blended master's program in early childhood and special education, and

WHEREAS, the proposed program has completed University Curriculum Council approval, and

WHEREAS, the proposed blended program

- Will utilize adult learning principles to increase the quantity and quality of early childhood education/early childhood intervention specialist teachers; and
- Will improve services and outcomes for children from birth to age 8 years and their families; and
- Is aligned with professional standards, and
- Will provide opportunities for employment as an early childhood teacher, early childhood intervention specialist, itinerant early childhood special education teacher, early intervention provider, behavior analyst/interventionist, early childhood center director, and researcher.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the blended early childhood and special education master's program by the Department of Teacher Education in the College of Education.

COLLEGE OF EDUCATION
DEPARTMENT OF HUMAN AND CONSUMER SCIENCES
MASTER OF SCIENCE IN HUMAN AND CONSUMER SCIENCES
HOSPITALITY AND TOURISM

RESOLUTION 2017-3650

WHEREAS, the Department of Human and Consumer Sciences in the College of Education has developed a master's program in hospitality and tourism, and

WHEREAS, the proposed program has completed University Curriculum Council approval, and

WHEREAS, the proposed major program

- Will offer an experiential and scholarly professional preparation; and
- Will offer opportunities for students for employment in leadership in industry positions in hospitality and tourism operations or as an entry to doctoral study.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the master's program in hospitality and tourism by the Department of Human and Consumer Sciences in the College of Education.

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS
DEPARTMENT OF
APPLIED HEALTH SCIENCES AND WELLNESS
MASTER OF SCIENCE IN
ATHLETIC TRAINING (PROFESSIONAL PREPARATION)

RESOLUTION 2017-3651

WHEREAS, the Department of Applied Health Sciences and Wellness in the College of Health Sciences and Professions has developed a professional (entry-level) Master of Science in Athletic Training (MSAT) degree, and

WHEREAS, the proposed program has completed University Curriculum Council approval, and

WHEREAS, the proposed degree program

- Is needed to comply with revised accreditation standards of the Commission on Accreditation of Athletic Training education (CAATE); and
- Will offer a professional (entry-level) complement to an accredited post-professional MSAT; and
- Will result in the concurrent elimination of the current undergraduate athletic training degree; and
- Will offer employment opportunities for students as a result of increased awareness of long-term effects of athletic injuries, mandated athletic healthcare coverage for secondary school (and younger) student-athletes, and an increased participation in club sports.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the professional Master of Science in Athletic Training by the Department of Applied Health Sciences and Wellness in the College of Health Sciences and Professions.

**HONORS TUTORIAL COLLEGE &
DEPARTMENT OF SOCIAL AND PUBLIC HEALTH
BACHELOR OF SCIENCE IN
PUBLIC HEALTH**

RESOLUTION 2017-3652

WHEREAS, the Department of Social and Public Health in the College of Health Sciences and Professions has developed a Bachelor of Science degree in public health for students enrolled in the Honors Tutorial College, and

WHEREAS, the proposed program has completed University Curriculum Council approval, and

WHEREAS, the proposed degree program

- Will offer an individualized, liberal-arts based course of study for high-achieving students; and
- Will offer another option suited to students with interests in health-related fields; and
- Will balance breadth and rigor with freedom for independent academic and interdisciplinary achievement; and
- Will offer opportunities for students to pursue multiple careers tracks in both public and private sectors as well as advanced study in the physical and natural sciences.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Bachelor of Science in public health by the Department of Social and Public Health through the Honors Tutorial College.

MAJOR, DEGREE, AND COLLEGE PROGRAM REVIEWS

RESOLUTION 2017-3653

WHEREAS, the continuous review of academic programs is essential to the maintenance of quality within an educational institution, and

WHEREAS, Ohio University has had for many years a rigorous program of internal review, and

WHEREAS, the Higher Learning Commission through its Criterion 4A requires, “The institution maintains a practice of regular program reviews.”

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts the program reviews for the following six programs:

College of Arts and Sciences

- African American Studies
- Classics and World Religions

College of Communication

- Visual Communication

College of Fine Arts

- Interdisciplinary Arts

University College

- Associate of Arts / Associate of Science
- Bachelor of Specialized Studies / Associate in Individualized Studies

**ESTABLISHMENT OF QUASI-ENDOWMENT
WOUB FUND**

RESOLUTION 2017-3654

WHEREAS, the Board of Trustees of The Ohio University Foundation is responsible for oversight of the financial condition of the institution, and

WHEREAS, the Board of Trustees has the ability to establish quasi-endowments, or funds functioning as endowments, to be utilized at the discretion of the Foundation and subject to the intent of the donor, and

WHEREAS, The Ohio University Foundation Board of Trustees and, specifically, the Investment Committee is entrusted by the Board of Trustees of Ohio University with the oversight to invest funds established as Foundation quasi-endowments, and

WHEREAS, Foundation quasi-endowments are invested alongside endowments of the University and The Ohio University Foundation and managed in accordance with The Ohio University Foundation's investment policy and spending policy, and

WHEREAS, the following quasi-endowment is requested to be established:

WOUB Fund: This quasi-endowment would provide perpetual support for WOUB television and radio, as well as its affiliate stations. Funds would support technology and equipment needs, special projects as determined by WOUB leadership, and general operational needs.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves the establishment of the above listed fund.

BE IT FURTHER RESOLVED, that the Treasurer of Ohio University, be and hereby is, directed and authorized to administer policies and procedures to manage this quasi-endowment.

**RESOLUTION TO APPROVE LAND EXCHANGE WITH
THE CITY OF ATHENS**

RESOLUTION 2017-3655

WHEREAS, Ohio University owns title in fee simple to .378 acres of land located at 525 West Union Street in Athens, where Habitat for Humanity of Southeast Ohio currently is located (“Habitat Parcel”); and

WHEREAS, the University and the City of Athens informally agreed several years ago to exchange the Habitat Parcel for approximately .14 acres of land owned by the City at the eastern-most portion of Moore Avenue in Athens (“Moore Avenue Parcel”); and

WHEREAS, the University’s acquisition of the Moore Avenue Parcel would facilitate future campus development in that corridor; and

WHEREAS, the parties recently reaffirmed their agreement on this matter and wish to implement the exchange of these parcels.

NOW THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees hereby approves the conveyance of the Habitat Parcel to the City of Athens in exchange for fee simple title to the Moore Avenue Parcel.

BE IT FURTHER RESOLVED, that the President or his designee is hereby authorized to oversee the process to finalize this land exchange, including through the Ohio Department of Administrative Services and the General Assembly, and to execute the appropriate agreements and other documents necessary to memorialize the transaction in accordance with Ohio law.

**RESOLUTION TO APPROVE UTILITY EASEMENT REQUEST
FROM CHILLICOTHE TELEPHONE COMPANY
d.b.a. HORIZON TELECOM**

RESOLUTION 2017-3656

WHEREAS, Chillicothe Telephone Company d.b.a. Horizon Telecom has requested the University's approval of the installation of a fiber optic line to service the AT&T Store located at 743 East State Street, which is located on ground owned by the University; and

WHEREAS, the AT&T Store requires high-speed internet service to operate its business; and

WHEREAS, Horizon presented a plan to run an overhead fiber optic line from an existing utility pole into the back of the AT&T Store; and

WHEREAS, this request has been reviewed and approved by University staff and the Ohio Department of Administrative Services.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves the request by Chillicothe Telephone Company d.b.a. Horizon Telecom for a 25-year utility easement as depicted in the attached map.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the President or his designee to execute the corresponding easement and other appropriate documentation in accordance with Ohio law.

Horizon Telecom Easement



Horizon will drop an overhead fiber optic line into the back portion of the AT&T Store.

743 East State Street

10' wide strip - 4,381 sq. ft.

One time consideration of \$4,404.00

25 year term

RESOLUTION TO AUTHORIZE USE OF UNDER-SPEED VEHICLES ON UNIVERSITY ROADS

RESOLUTION 2017-3657

WHEREAS, Ohio Revised Code sections 4511.214 and 4511.215 empower government authorities to authorize the use of under-speed and similar utility vehicles (“USVs”) on public roadways, subject to reasonable restrictions;

WHEREAS, the City of Athens recently adopted ordinances allowing USVs on city roads (i) when operated by or on behalf of a state entity or municipality; (ii) when operated during declared special events, projects, festivals or emergencies; and (iii) when operated by a person with a disability, subject to Ohio Revised Code section 4503.44; and

WHEREAS, the University’s roads are closely intertwined with the City’s roads, and thus it is important to ensure consistency and clarity in the application of traffic laws to University roads on and near campus.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby authorizes the use of USVs on University roads in accordance with the applicable terms of City of Athens Ordinances 7.02.42 through 7.02.44 as of the date of this resolution.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby directs the President or his designee to communicate and memorialize regulations pertaining to the use of USVs as required by Ohio law and as otherwise appropriate.

**APPROVAL TO PROCEED WITH DESIGN FOR THE
CONVOCATION CENTER VIDEOBOARD INSTALLATION,
THE GAMERTSFELDER HALL BATHROOM RENOVATION,
THE PICKERING HALL RESTROOM UPGRADES 2018, AND
THE TIFFIN AND PERKINS HALL ROOF REHABILITATION**

RESOLUTION 2017-3658

WHEREAS, for the Convocation Center Videoboard Installation project, University administration requests approval for the total project budget of \$1,979,705 and authorized expenditures of \$160,000 to undertake design through contract administration;

WHEREAS, for the Gamertsfelder Hall Bathroom Renovation project, University administration requests approval for the total project budget of \$2,000,000 and authorized expenditures of \$270,000 to undertake design through contract administration;

WHEREAS, for the Pickering Hall Restroom Upgrades 2018 project, University administration requests approval for the total project budget of \$1,100,000 and authorized expenditures of \$203,000 to undertake design through contract administration;

WHEREAS, for the Tiffin and Perkins Hall Roof Rehabilitation project, University administration requests approval for the total project budget of \$2,800,000 and authorized expenditures of \$304,000 to undertake design through contract administration;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the requests described above, authorizes the receipt of appropriate bids or proposals and authorizes the President or his designee to accept and award contracts within the total project budgets identified.

Unfinished Business

Chair King asked if there was any unfinished business. Secretary Moore stated that there were a couple small changes to our past minutes that needed to be read into the record as follows: The January 2016 minutes used the resolution number 3554 twice that has been corrected and 3553 is now the number of the resolution regarding Faculty Fellowship Leave. Also, In June of 2016 there was a resolution without a resolution number; the number 3596 has been utilized. Lastly, in that same meeting's minutes a resolution was numbered 3397 and that number should have been 3597. All of the resolutions were approved by unanimous vote. These changes are simply for housekeeping and official records. The updates have been made to the website and the archives.

New Business

There was no new business.

Communications, Petitions, and memorials.

Chair King noted that several executive team members were moving into new positions at new institutions. Vice President for Advancement (VPA) Bryan Benchoff received a Certificate of Appreciation from the Board. VPA Benchoff said it had been an honor and a privilege to serve at Ohio University.

Certificate of Appreciation: J. Bryan Benchoff

Vice President for University Advancement and President & CEO of The Ohio University Foundation

2011-2017

FOR your distinguished service as Vice President for University Advancement and President and CEO of The Ohio University Foundation;

FOR your contributions to the development of the OHIO Match Scholarship program;

FOR your tireless commitment to first achieving, and then exceeding the lofty goals set in
The Promise Lives Campaign, which ultimately raised over half a billion dollars in support of our university community;

FOR your commitment to promoting and strengthening important institutional scholarship programs like the Manasseh Cutler Scholars Program, the Appalachian Scholars Program, and the Urban Scholars Program;

FOR your development of the Advancing Ohio initiative, which will position Ohio University for success in its next great capital campaign;

FOR your work to cultivate a culture of philanthropy amongst Ohio University friends, alumni, faculty, staff, and students;

FOR your fierce advocacy of the Ohio University community;

FOR those personal and professional qualities of loyalty, dedication, fairness, and kindness which have brought you the respect of colleagues, students, and alumni and our deep regard;

WE thank you and affirm our appreciation.

Conferred as a Mark of Esteem by the

President and the Board of Trustees of Ohio University.

CHAIR OF THE BOARD

PRESIDENT

SECRETARY

Janetta D. King, <i>Chair</i>	Peggy J. Viehweger
David R. Scholl, <i>Vice Chair</i>	Laura A. Brege, <i>national trustee</i>
Janelle N. Coleman	David W. Pidwell, <i>national trustee</i>
Cary R. Cooper	Ronald Teplitzky, <i>alumni representative</i>
N. Victor Goodman	Brooke Mauro, <i>student trustee</i>
Dell Robinson	Faith Voinovich, <i>student trustee</i>
Diane Smullen	

EVPP Benoit received a Certificate of Appreciation from the Board. EVPP Benoit thanked everyone, and said successes were because of the team she worked with. She asked everyone to keep up the great work.

Certificate of Appreciation: Pamela Benoit

Executive Vice President and Provost, 2009-2017

FOR your distinguished service as Executive Vice President and Provost of Ohio University;

FOR your strategic approach to educational access, innovation and globalization, which has significantly advanced Ohio University's progress in its third century;

FOR your tireless commitment to the development and implementation of multiple initiatives, including the The OHIO Guarantee, the OHIO Signature Awards Program, and expansion of E-Learning infrastructure;

FOR your work to develop Ohio University's strategic enrollment management plan, which has led to the considerate recruitment and selection of Ohio University students;

FOR your instrumental input in the development and implementation of the Responsibility-Centered Management budget plan, which has led to better accountability and responsible use of university funds;

FOR your essential role in the designing the Innovation Strategy, which now employs OHIO's strengths to address and solve the challenges of our region, nation, and world;

FOR your commitment to promoting accountability, educational integrity, and fiscal responsibility throughout the University community;

FOR your assiduous work to position Ohio University for continued excellence and a strong academic future;

FOR your advocacy of Ohio University's students, faculty and staff;

FOR those personal and professional qualities of loyalty, dedication, fairness, and kindness which have brought you the respect of colleagues, students, and alumni and our deep regard;

WE thank you and affirm our appreciation.

Conferred as a Mark of Esteem by the

President and the Board of Trustees of Ohio University.

CHAIR OF THE BOARD

PRESIDENT

SECRETARY

Janetta D. King, <i>Chair</i>	Peggy J. Viehweger
David R. Scholl, <i>Vice Chair</i>	Laura A. Brege, <i>national trustee</i>
Janelle N. Coleman	David W. Pidwell, <i>national trustee</i>
Cary R. Cooper	Ronald Teplitzky, <i>alumni representative</i>
N. Victor Goodman	Brooke Mauro, <i>student trustee</i>
Dell Robinson	Faith Voinovich, <i>student trustee</i>
Diane Smullen	

Adjournment

Secretary Moore announced that the next meeting of the Ohio University Board of Trustees would be on August 22-23, 2017 at the Dublin OH campus.

The June Meeting of the Ohio University Board of Trustees adjourned at 12:16pm.

Appendix: Subcommittee Minutes



OHIO
UNIVERSITY

Ohio University Board of Trustees
Academics and Student Success Committee
Thursday, June 22, 2017
Zanesville Campus

Present: Committee Chair Victor Goodman, Chair Janetta King, Trustee Dell Robinson, National Trustee Laura Brege, Faculty Representative David Thomas, President Duane Nellis

Committee Chair Victor Goodman called the meeting to order at 1:30 p.m.

Academic Quality— Regional Higher Education (RHE) Dashboard Update

Executive Vice President and Provost (EVPP) Pam Benoit introduced William Willan, Executive Dean of Regional Higher Education, to update the committee on the RHE Academic Quality Dashboard.

Dean Willan reported that RHE at Ohio University continues to provide outreach and access to the communities of Southeastern (primarily Appalachian) Ohio. RHE encompasses five campuses and two centers that together enroll more than 6,000 students, approximately 46% of whom are first-generation; regional-campus students earned 1,400 degrees in 2015–16, and approximately 60% of students remain in their communities after graduation.

While the outreach and access mission of RHE has remained constant since its inception, Dean Willan stated that changes in higher education at the state and national level have profoundly affected regional campus operations and will exert continued pressures for change.

Quality Assurance

- In addition to RHE's hiring standards for faculty and the involvement of Athens schools and departments in Group I & II faculty searches; course clearances for all instructors; and participation in all promotion and tenure decisions, RHE and the College of Arts and Sciences have established a joint advisory committee to provide input on academic and procedural concerns. RHE is now working with the Patton College of Education to establish a similar committee.
- Among the steps that RHE has taken to meet the Higher Learning Commission's standards for quality assurance is the development of an

RHE Assessment Council. This council is working with programs to review and revise their existing learning outcomes as necessary, and to incorporate student learning outcome data, such as performance on licensure examinations, into program and curricular processes. RHE continues to require terminal degrees for full-time professors in baccalaureate programs, and master's degrees plus experience in applied fields and/or advanced certifications for applied associate degrees. The OHIO Assessment Clearinghouse is providing data to guide program improvements as necessary.

Enrollments

- Regional campus enrollments across the state and nation have been in decline since 2010, when the economic recovery began, and have shifted toward more traditional-age, part-time, and online students seeking baccalaureate degrees. This trend seems likely to continue through 2022. Continuing enrollment declines will probably be exacerbated by smaller high-school graduating classes and increases in transfer credits.
- The Ohio Department of Higher Education reports that the main campuses of public institutions in Ohio experienced little change in enrollments from 2012 to 2016, but regional campuses experienced an 18% loss of FTE and community colleges saw a 32% loss of FTE. Ohio University regional campuses fared somewhat better, experiencing a 13% loss of FTE during that period.

President Nellis asked whether all of OHIO's regional campuses were seeing declines. Dean Willan responded that all are seeing this effect, though on different schedules; enrollments at the Eastern and Zanesville campuses declined earlier and have since leveled out, while Chillicothe and Lancaster are now seeing declines.

Committee Chair Goodman asked about completion/retention figures. Dean Willan responded that many students enrolled in 2008 because they had few options during the economic downturn. These individuals had less commitment to completion and were more likely to drop out as the economy recovered. Also, more students now are traditional-age, and they are increasingly interested in transferring to baccalaureate programs, which also affects completion rates.

Committee Chair Goodman asked what the assessment begun two years ago on learning outcomes has shown. Dean Willan responded that the outcomes have been developed but not fully implemented into all programs yet, so the effects will not yet be visible.

- Dean Willan stated that headcount enrollments at Ohio University's regional campuses have declined by 5% between 2012 and 2016, due to a substantial increase in College Credit Plus (CC+) students. RHE experienced a 60% increase in dual-enrollment students under the CC+ program, despite a number of competitors aggressively recruiting CC+ students. Dean Willan predicted that over the next several years students will bring increasing numbers of credit hours to all Ohio University campuses, thereby decreasing demand for lower-level courses.

Chair King asked what is driving the competitors to aggressively recruit CC+ students. Dean Willan responded that the state subsidy for these students is the main driver, especially for those institutions that are providing courses in partnership with high schools; this model works well for them. Committee Chair Goodman asked how CC+ was affecting quality. Dean Willan responded that those students who test into OHIO courses tend to do well. He added that, with regard to transferring credits from other sources, OHIO is essentially required to accept them.

- To counter negative enrollment trends, Dean Willan noted, the regional campuses will need to focus on retention, on building transfer partners, on developing applied undergraduate and graduate degree opportunities for in-demand jobs, and on increasing outreach through online programming. He noted that OHIO has partnerships with 20 community colleges in Ohio and West Virginia that create pathways to baccalaureate degree programs in Technical and Applied Studies and Applied Management. RHE also has expanded its collaboration with Zane State College and has agreements with secondary schools creating pathways to associate degrees in Environmental Engineering Technology. In addition, RHE's communities are partners for field and clinical experience, internships and employment after graduation as well as a resource to recruit adjunct faculty. Dean Willan further noted that RHE hosts nearly 800 campus and community events annually, including conferences, festivals, competitions, dinners and performances.

Budget

- Dean Willan reviewed budget trends and strategies to increase efficiencies. He noted that current projections for net undergraduate tuition at the regional campuses from June 2014 to June 2018 show a 10% decrease of approximately \$3.5 million. As a result of efficiencies related to staffing, reorganizations, reductions in force, and other operational changes, RHE projects total direct expenses to decrease by 7% (approximately \$4 million) over the same period. Dean Willan further noted a financial gap of \$1.5 million over a two-year period related to the

CC+ program, which is decreasing demand for lower-level courses. RHE is monitoring the financial impact of the program closely.

Current Initiatives

- Dean Willan provided an overview of current initiatives either undertaken by or affecting RHE. Trustee King asked Dean Willan what potential he sees in OHIO for Ohio for the regional campuses. Dean Willan stated that the OHIO for Ohio initiative promises to provide opportunities to expand RHE academic programming in partnership with Athens colleges as well as with community colleges and Columbus-area businesses and industries. He noted the flexibility to be even more responsive to needs and opportunities in regional campuses' communities.

Dean Willan noted that improved coordination of electronically mediated courses, along with shared services between and among campuses, should build on currently realized improvements in OHIO's Affordability and Efficiency efforts. He also noted that RHE is working with College of Health Sciences and Professions (CHSP) to explore the potential for expansion of health programs at Eastern, Lancaster and Dublin. He added that RHE is also working on expanding access to baccalaureate programming in partnership with the College of Arts & Sciences. He also highlighted RHE's partnership with the Scripps College of Communication on the ESPN Project with Athletics, which enables OHIO students to gain experience doing live sports broadcasts on ESPN3 as part of a course taught by faculty member Don Moore, who is based at OHIO's Southern campus.

- Initiatives showing promise in generating additional income streams for RHE include asset monetization such as leasing available space at campuses and centers and/or the sale of surplus properties.
- Dean Willan also stated that RHE is working on a unified course scheduling approach, which will further increase efficiencies in serving students. He added that an effort to increase the digital marketing of RHE's online programs and the development of new online programming are expected to increase enrollments.

Dean Willan stated that RHE will continue to be challenged by economic and demographic factors for the foreseeable future. Given current budget pressures and evolving student demographics, OHIO's regional campuses must embrace change in order to develop a sustainable structure. Dean Willan noted that staffing models and academic programming are being examined in light of both their efficacy and their efficiency in maintaining the high quality of education for which OHIO is known. Dean Willan concluded by recommending that the potential benefits of the regional campuses becoming a college, perhaps with an applied focus, should be explored.

Chair King inquired about the support services that RHE should be offering to its population of non-traditional students. She related that, in a conversation with a student, she was told that many students who dropped out are single mothers; she asked whether childcare and flexible scheduling could help retain these students. Dean Willan responded that RHE has explored such options, including providing childcare through agreements with providers. However, it is not a unified approach across campuses; in some cases more could be done, though he added that because all campuses are unique a one-size-fits-all approach would not likely be appropriate.

Standing Reports and Updates

Resolution, Code of Conduct

Vice President for Student Affairs Jason Pina and Martha Compton, Director of Community Standards & Student Responsibility, provided background on a draft resolution to the Student Code of Conduct. Committee Chair Goodman reminded the committee that the Student Code of Conduct was last revised in August 2015 and must be formally reviewed every two years. Director Compton noted that prior to 2015 the last change had been 40 years earlier. She described the process of developing proposed revisions, which included benchmarking best practices; soliciting input on proposed revisions from Student Senate, Graduate Student Senate, Faculty Senate and the general public; and submitting the proposed revised Code to the president for review and endorsement.

Director Compton highlighted several major proposed changes to the Student Code of Conduct, including the following:

- shifting the interim suspension process to the Dean of Students instead of the president and allowing appeals during the interim suspension period;
- clarifying the scope to include all OHIO students (including those in eLearning, College Credit Plus, extension, et al.);
- clarifying that “student status begins upon acceptance to the university”;
- extending the Code to currently enrolled students charged with a serious violation of law, regardless of when it occurred (e.g., a current student indicted for something that occurred prior to their application or enrollment);
- amending the composition of the University Appeal Board to add two students and one faculty/staff member; and
- allowing the Appeal Board to return matters to the original hearing authority when appropriate (e.g., if new information is available);

In addition, Director Compton noted some minor revisions to clarify language; reference new University policies (e.g., updating the hazing-related provisions to refer to new Policy 23.010); specify the order of events in hearing processes (e.g., when registration holds may be applied); and update formatting to comply with Ohio Legislative Services requirements.

President Nellis asked Director Compton to provide more details to the committee on the extensive student input process undertaken to inform the suggested modifications to the Code of Conduct. She outlined the groups contacted and ways in which input was solicited (e.g., providing drafts and meeting with representative student and faculty groups, revising the draft Code based on their input, posting the revised draft for public feedback, and incorporating that feedback into further revisions).

Committee Chair Goodman noted that language in the Student Code provides that a charge in criminal court resulting in a reduced penalty has no impact on the University's process. Director Compton explained that because OHIO is not a court of law but an educational institution with an administrative, educational discipline process, the University's goal is to hold all students accountable to our institutional standards, which may be higher than the criminal justice system. She noted that OHIO and other institutions do not use the "beyond reasonable doubt" standard but instead apply a "preponderance of the evidence" standard to deliberation of student conduct cases, and as required by the U.S. Department of Education in Title IX cases. She added that more than 80% of students charged under the Student Code accept responsibility for their behavior. Finally, Director Compton stated that students have two levels of appeals, in an effort to ensure that the University's evidentiary standard is met, and hearings are audio-recorded and kept.

Committee Chair Goodman asked about the language providing for appeals in light of new evidence or when sanctions may be "extraordinarily disproportionate" or procedurally flawed. Director Compton replied that the revised process allows requests for a new hearing. She stated that a "procedural defect" refers to flaws that would not impact the outcome (e.g., putting an incorrect date on a form); in practice, when she sees a procedural defect after a hearing she immediately reassigns it for a new hearing to forestall a potential appeal.

Committee Chair Goodman motioned that the resolution be moved to the main board meeting; Chair King seconded; with all in favor the motion passed.

Resolution, FY17 Certificate Approvals

EVPP Benoit requested approval of the following 13 new certificate programs, which were proposed and approved through the Programs Committee of University Curriculum Council, for FY17:

1. Appalachian Studies – Undergraduate
(Dept. of Social and Public Health, College of Health Sciences and Professions)
2. Bioethics and Society – Graduate
(Office of Advanced Studies, College of Osteopathic Medicine)
3. Geospatial Information Science (Online)– Graduate
(Dept. of Geography, College of Arts and Sciences)
4. Geospatial Information Science: Geospatial Analysis & Programming
(Online)– Graduate
(Dept. of Geography, College of Arts and Sciences)
5. Graduate Health Policy – Graduate
(Dept. of Interdisciplinary Health Studies, College of Health Sciences and Professions)
6. Middle East and North African Studies – Undergraduate
(Dept. of History, College of Arts and Sciences)
7. Nurse Educator Post-Master’s (Online)– Graduate
(School of Nursing, College of Health Sciences and Professions)
8. Performing Arts Health and Wellness – Undergraduate
(School of Applied Health Sciences and Wellness, College of Health Sciences and Professions)
9. Psychiatric Mental Health Nurse Practitioner Post-Master’s – Graduate
(School of Nursing, College of Health Sciences and Professions)
10. Supply Chain Management – Undergraduate
(Dept. of Management, College of Business)
11. Teaching English as a Foreign Language (Online) – Graduate
(Dept. of Linguistics, College of Arts and Sciences)
12. Technology and Society – Undergraduate
(Dept. of Economics, College of Arts and Sciences)
13. Transition to Work – Graduate
(Dept. of Teacher Education, College of Education)

President Nellis commented that he was pleased to see online graduate certificates in the list, and he appreciates the movement in this direction. EVPP Benoit added that it shows responsiveness to student interest.

Committee Chair Goodman motioned that the resolution be moved to the main board meeting; Trustee Robinson seconded; with all in favor the motion passed.

Promotion and Tenure Update

EVPP Benoit updated the committee on the results of the promotion and tenure review process for Group I faculty and annual promotion process for Group II faculty. She noted that for Group I faculty, there were 12 promotions to Associate Professor with Tenure, 19 promotions to Professor, 1 promotion to Professor with Tenure, and 3 awards of tenure. Among Group II faculty there were 18 promotions to Associate Lecturer and 4 promotions to Senior Lecturer. There were no clinical faculty reviewed this cycle.

Names, details and historical data were provided to the committee members in their Board agenda materials.

Consent Agenda Items

EVPP Benoit noted the following items on the consent agenda:

- Faculty Fellowship Awards: Each year Ohio University provides faculty with the opportunity to request leave from their campus responsibilities to concentrate on their research and scholarly activity. These requests, received and approved by the academic and university leadership, were presented to the Board for approval.
Chair King moved, Trustee Robinson seconded, and the committee unanimously approved keeping this item on the consent agenda.
- Emerita/Emeritus Recommendations: The individuals named have rendered dedicated service to Ohio University and have been recommended by their supervisors for emeriti status upon their retirement from Ohio University. Factors considered in these recommendations include length of service, quality of teaching and/or research, contributions to the University and committee work, and services to society beyond the University. These nominations have been recommended by the Provost and the President.
Trustee Robinson moved, Chair King seconded, and the committee unanimously approved keeping this item on the consent agenda.
- Regional Campus Coordinating Council Bylaws: The most significant change to the existing by-laws is the combining of the offices of Vice-Chair and Secretary into one position. Additionally, language regarding the timing of the three meetings each year has been altered to fit the semester system and titles have been changed to align with current positions and reporting lines.
Chair King moved, Trustee Robinson seconded, and the committee unanimously approved keeping this item on the consent agenda.
- Regional Campus Coordinating Council Appointments:

Trustee Robinson moved, Chair King seconded, and the committee unanimously approved keeping this item on the consent agenda.

Academic Quality—Initiatives

Enrollment Update

Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, updated the Committee on the Summer Term enrollment. The following key points were noted:

- As of June 16, 2017, preliminary summer unduplicated headcount was down 297. This is due to declines in undergraduate (including eLearning) and RHE, which are down 462 and 155 respectively from a year ago. However, graduate and medical unduplicated headcounts were up by 146 and 174 respectively. Similar trends were visible in unduplicated FTE figures in total for all campuses, which were down 127.2. The latter declines were slightly lower, as fewer students were taking more courses.
- Analysis by both headcount and FTE demonstrate the challenging market that summer enrollments continue to demonstrate.

SVP Cornell added that international enrollments were also down, and Admissions plans to pursue more initiatives to reverse that decline. Furthermore, many students from outside the area appear to be going home and taking courses at nearby institutions over the summer in order to save money, then transfer them to OHIO. He suggested that increased marketing of online courses could appeal to those students. OHIO might also be able to leverage the newer centers, e.g., Beaver Creek and Cleveland, to offer summer courses closer to those students' homes.

Faculty Representative Thomas affirmed these ideas and asked how the Board could become more involved in developing ideas for creative summer offerings. SVP Cornell agreed and welcomed the opportunity to discuss ideas at the Board retreat.

Committee Chair Goodman asked what impact the national conversation about immigration is having on international enrollments. SVP Cornell said federal immigration policies (or the possibility of them) are definitely having an impact at OHIO and institutions across the country. However, he is also optimistic about OHIO's developing efforts to recruit in China, and he anticipates that the enrollments will begin to rebound barring any further changes at the national level.

Committee Chair Goodman noted that the recent dip in enrollment at

OHIO, taken out of the context of years of record enrollments, has raised unjustified concerns. He sees it, however, as not cause for concern. SVP Cornell agreed that the long-term perspective provides vital context for the current enrollment figures.

Trustee Robinson asked about the impact of bridge programs on enrollment. SVP Cornell deferred to EVPP Benoit, who stated that they are quite effective at bringing in and retaining students and very important to OHIO's retention strategy.

President Nellis noted that this year's freshman class, although down, is still perhaps the 3rd largest class in OHIO's history. SVP Cornell agreed that it may indeed be the 3rd or 4th largest.

National Trustee Brege added that West Coast institutions are marketing very aggressively to Asian students. EVPP Benoit agreed, and added that Canada is now picking up many of the international students who used to come to the US.

Consent Agenda Item: Duplicative Programs Reporting

EVPP Benoit introduced a draft resolution to affirm the Initial Report on Duplicate Programs that was submitted to the Chancellor's office of the Ohio Department of Higher Education on April 30, 2017. OHIO was placed in the Southeast region, which also includes Shawnee State University. OHIO has one duplicate program at the co-located campus shared by Ohio University Zanesville and Zane State College. In the Duplicative Programs report, of the programs identified as potentially duplicative, "No Action" was recommended for 18 programs, while four programs (three bachelor-level and one associate-level) were identified as being considered for action.

EVPP Benoit noted that the rationale for recommending "No Action" on 18 programs included factors such as robust enrollment; strong retention and completion; successful placement in graduate/professional schools; "in-demand jobs;" interrelationships with other degree programs; attainment of specialized accreditation; unique areas of specialization; the scholarly productivity of faculty and students; program reputation and ranking; and centrality to the institutional mission.

Faculty Representative Thomas commented to the Board that the Ceramics graduate program used to be 4th or 5th in the country. The bachelor's degree in Ceramic Arts and Ceramics is one of the four programs being considered for action.

Committee Chair Goodman recommended moving this Consent Agenda item forward to the full Board. Chair King moved and Trustee Robinson seconded, and the motion was kept on the consent agenda.

Program Actions—Consent Agenda Items

EVPP Benoit noted the following items on the consent agenda:

- New Program – Arts & Sciences Bachelor of Art in Psychology (Online)
Trustee Robinson moved, Chair King seconded, and the motion carried to keep it on the consent agenda.
- New Program – Patton College of Education Master of Science in Human and Consumer Sciences Hospitality and Tourism
Chair Goodman asked for clarification about whether this is a new degree. Ann Paulins, Senior Associate Dean of the Patton College, clarified that this major joins an existing major in that degree.
Chair King moved, Trustee Robinson seconded, and the motion carried to keep it on the consent agenda.
- New Program – Patton College of Education Master of Education in Arts Education
President Nellis asked if these graduates would teach at the K-12 level. Senior Associate Dean Paulins replied that it will be a multi-age degree, likely grades 4-12.
Chair King moved, Trustee Robinson seconded, and the motion carried to keep it on the consent agenda.
- New Program – Patton College of Education Master of Education in Blended Early Childhood and Special Education
Trustee Robinson moved, Chair King seconded, and the motion carried to keep it on the consent agenda.
- New Program, College of Health Sciences and Professions, Master of Science in Athletic Training (Professional Preparation). This will replace a bachelor's degree in this area.
Trustee Robinson moved, Chair King seconded, and the motion carried to keep it on the consent agenda.
- New Program – Honors Tutorial College, Bachelor of Science in Public Health
Chair King moved, Trustee Robinson seconded, and the motion carried to keep it on the consent agenda.
- Major and Degree Program Reviews (6)
 - African American Studies
 - Classics and World Religions
 - Visual Communications
 - Interdisciplinary Arts

- Associate of Arts/Associate of Science
- Bachelor of Specialized Studies/Associate in Individualized Studies

Committee Chair Goodman noted the concerns written by Interim University College Dean Peter Mather in the synopsis of the Bachelor of Specialized Studies/Associate in Individualized Studies review, about the lack of structure and its impact on advising, an important feature of this kind of program. EVPP Benoit invited Interim Dean Mather forward to address the concerns. Interim Dean Mather responded that the assessment of objectives is underway now that objectives have been finalized. He added that the program is developing advising blocks to alleviate advising concerns. Furthermore, the nature of the program requires a considerable amount of administrative paperwork, and the process is being digitized to streamline and simplify the administrative burden. Committee Chair Goodman asked whether the committee should approve the slate of reviews or withhold approval on this one. EVPP Benoit responded that the committee could decide whether to request a follow-up report or whether they feel satisfied that the steps Interim Dean Mather outlined to address the concerns identified in the report make the program viable (not just “conditionally viable).

Chair King moved, Trustee Robinson seconded, and the motion passed to keep all six program reviews on the consent agenda.

Committee Chair Goodman adjourned the meeting at 3:12 pm.



Ohio University Board of Trustees

Resources, Facilities and Affordability Committee Meeting

Thursday, June 22, 2017

Zanesville Campus

Committee Chair Janelle Coleman called the meeting to order at 1:30 pm. Other board members present included Vice Chair Dave Scholl, Trustee Cary Cooper, National Trustee David Pidwell, Alumni Representative Ronald Teplitsky, and Faculty Representative Joe McLaughlin.

● **Resolution, FY18 University Budget Approval**

No additional discussion.

Vice Chair Scholl made a motion to recommend approval of the FY18 University Budget Approval resolution to the full board; Trustee Cooper provided a second; Committee Chair Coleman called for a vote; the motion was unanimously approved.

● **Resolution, FY18 Other Fees Approval**

No additional discussion.

Trustee Cooper made a motion to recommend approval of the FY18 Other Fees Approval resolution including Exhibits A-B to the full board; Vice Chair Scholl provided a second; Committee Chair Coleman called for a vote; the motion was unanimously approved.

- **Resolution, FY18 Regional Tuition and Fees Approval**

No additional discussion.

Trustee Cooper made a motion to recommend approval of the FY18 Regional Tuition and Fees Approval resolution to the full board; Vice Chair Scholl provided a second; Committee Chair Coleman called for a vote; the motion was unanimously approved.

- **Resolution, FY2019-FY2024 Six Year CIP, FY18 Annual Plan, and FY19-FY20 State Capital Approval**

Vice Chair Scholl commended the work on the CIP effort.

Trustee Cooper made a motion to recommend approval of the FY2019-FY2024 Six Year CIP, FY18 Annual Plan, and FY19-FY20 State Capital Approval resolution to the full board; Vice Chair Scholl provided a second; Committee Chair Coleman called for a vote; the motion was unanimously approved.

- **Resolution, Utilities Master Plan**

No additional discussion.

Trustee Cooper made a motion to recommend approval of the Utilities Master Plan resolution to the full board; Vice Chair Scholl provided a second; Committee Chair Coleman called for a vote; the motion was unanimously approved.

- **Consent, University Quasi-Endowment**

Vice President of Finance and Administration (VPFA), Deb Shaffer discussed the request to establish a University quasi-endowment in the amount of approximately \$14.1M in net proceeds from the recent FCC spectrum auction. The total proceeds from the auction of approximately \$18.4M less \$4.3M to be incurred by WOUB for related, approved costs results in the \$14.1M for the quasi-endowment creation. The auction net proceeds will provide perpetual support for WOUB television and radio as well as affiliated stations

and help WOUB to build a sustainable operating plan. The plan has been approved by Scripps College of Communication's Dean Titsworth. The annual spending allocation as well as approved quasi corpus are available to meet needs.

Vice Chair Scholl made a motion to recommend that the resolution for the Establishment of a University Quasi-Endowment be retained on the Consent Agenda; Trustee Cooper provided a second; Committee Chair Coleman called for a vote; the motion was unanimously approved.

- **Advancement Fundraising Update**

VPFA Shaffer introduced this agenda item as a response to the directive to increase fundraising efforts and progress on the development of a plan to increase annual fundraising. JR Blackburn, Assistant Vice President for Development (AVPD), and Joe Pauwels, Assistant Vice President for Advancement Services (AVPAA), began the presentation with a review of the OHIOMatch program launched in 2013 for undergraduate scholarships – final commitments will be taken in FY19. University match funds for this program, \$3.35M provided in match to date on \$6.7M in donor gifts, come from the University's Strategic Opportunity Reserve.

The structure of University Advancement and the functions of the four major areas – Development, Alumni Association / Alumni Relations, Advancement Services and Foundation Finance - were discussed as well as a review of definitions for some standard Advancement terminology. The distinction between Commitments and Cash Received and the differences in the financial accounting for those gifts based on restrictions or contingencies were also discussed. Planned gifts have increased significantly in recent years. Pledges have decreased following the end of the campaign which is typical, but current pledge levels are additionally impacted by our low staffing levels. Due to the decline in Pledges Receivable, VPFA Shaffer expressed concern over sustaining the annual levels of total cash received. The University's past default rate on pledges of 12% is higher than the national average of 5-7%. Increases in Planned Giving serve to extend the date of gift realization out into the future, but those planned gifts, resulting from successful donor stewardship, are very important as they have resulted in our extraordinary, transformational gifts over the past decade.

ROI and Cost per Dollar Raised were presented and discussed.

Relationship management and production targets for FY18-FY22 are based on the past activity, implementation of staffing and talent management plans, and the projection necessary to generate the increased annual giving levels. The demographic of our donor base – 50% being under 50 years of age – will result in lower gift values and lower ROI. The post-campaign staffing plan takes into account that 30% of budgeted Development staff positions are vacant, resulting in lower than budgeted gifts. The staffing plan is taking into consideration hiring a mix of talent to hit the targeted donor populations in the largest regional markets. Full staffing is 107 FTE.

The trustees thanked President of the Foundation and Vice President of Advancement Bryan Benchoff for successfully completing the last campaign and AVPs Blackburn and Pauwels were thanked for their hard work to develop a plan to achieve the planned growth in fundraising dollars. The trustees recognized that loss of talented staff at the end of a hard-fought campaign is to be expected, but also stressed that retention of trained and enthusiastic fundraisers is a key to success...they are our best storytellers. Tom Davis was also recognized as the incoming Interim President of the Foundation and Vice President of Advancement.

● **Treasury and Debt Update**

VPFA Shaffer discussed the updated Debt Capacity and Affordability presentation prepared by the Treasury Management office and Prager & Co., LLC. Highlights include:

- In January 2017 S&P and Moody's both affirmed the University's long-term ratings of A+ and Aa3 respectively,
- The current CIP anticipates additional debt of \$200M which is likely to pressure the University's current Aa3 rating. As the CIP is implemented, the Treasury Team will continue to perform sensitivity analyses to determine exposure to risk of a downgrade,
- Based on the current project cashflows, the Treasury Team recommends the University issue additional debt for CIP projects no later than Spring or Summer 2019.

Another component of the capital financing strategy which the Board authorized at the August 2016 meeting involves establishing a \$50M bank line of credit (LOC) to provide bridge financing for the CIP. An RFP was issued this spring and the Treasury Team has analyzed RFP responses and will make an award based on their review. The \$50M LOC will allow the University to mitigate liquidity risk.

● **Consent, Facility Projects – Design**

Associate Vice President Architecture, Design and Construction (ADC), Greg Robertson, discussed the four projects for approval to undertake design through contract administration – Convocation Center Videoboard Installation, Gamertsfelder Hall Bathroom Renovation, Pickering Hall Restroom Upgrades 2018, and Tiffin and Perkins Hall Roof Rehabilitation.

VPFA Shaffer noted that the funding for the Convocation Center Videoboard Installation project will be funded by Athletic resources.

Vice Chair Scholl made a motion; Trustee Cooper provided a second; Committee Chair Coleman called for a vote; the Committee recommended that the resolution for Facility Projects – Design be retained on the Consent Agenda.

- **Consent, Facility Projects – Construction**

AVP Robertson discussed the two projects for Construction approval – Ellis Hall Renovation and Sook Academic Center which includes an amendment request to increase the budget by \$888K. Design considerations and strategies for the Sook Academic Center resulted in increased square footage with some offsetting reductions in finishes and aesthetics. The one acceptable bid received has resulted in an increase in estimated costs of \$888K with potential for additional downside risk based on what might be found during site work. Cost increases are also partially driven by premium pricing from contractors due to the large quantity of work available and the distance to Athens for most contractors. AVP Robertson explained changes to business process within ADC related to timing of project bidding in the context of annual cycles to maximize pricing quotes. The Sook Academic Center increase will be entirely funded by additional gifts to be secured by Athletics.

Vice Chair Scholl moved to take Sook Construction Approval off of the consent agenda; Trustee Cooper provided a second; Committee Chair Coleman called for a vote; the Committee unanimously approved the motion.

Trustee Pidwell made a motion to recommend approval of the Facility Projects – Sook Construction resolution to the full board; Committee Chair Coleman provided a second; the motion was approved; Trustee Scholl abstained.

Vice Chair Scholl made a motion to recommend approval of the Facility Projects – Ellis Hall Construction resolution to the full board; Trustee Cooper provided a second; Committee Chair Coleman called for a vote; the Committee recommended that the resolution be retained on the Consent Agenda.

AVP Robertson provided a brief update to the Trustees of the summer projects in progress on the Athens campus. A Seigfred Phase II project is being put together now for building systems and mechanicals. The College of Fine Arts is evaluating their priorities for future projects, inclusive of Phase III of Seigfred.

The next three Consent Agenda resolutions were considered in one action:

- **Consent, City Land Exchange**

VPFA Shaffer discussed this agreement with the City of Athens to swap University owned land where the Habitat for Humanity is located on West Union Street in exchange for City owned land currently serving as the eastern-most portion of Moore Avenue. The acquisition of the Moore Avenue parcel by the University would facilitate future development of the new Heritage College building and the Union Street Green. If the Board approves, a formal process will commence including approval by the Ohio Department of Administrative Services and the General Assembly.

- **Consent, Horizon Easement**

VPFA Shaffer discussed the granting of a 25-year utility easement to the Chillicothe Telephone Company d.b.a. Horizon Telecom. In exchange for the easement Horizon will make a one-time payment to the University of \$4,404. Board approval will allow the AT&T Store located at 743 East State Street to install a fiber optic line from Horizon Telecom. The University and the Ohio Department of Administrative Services have both approved this request.

- **Consent, Under-Speed Vehicles**

VPFA Shaffer discussed the resolution to permit use of certain under-speed vehicles (USVs) on University roadways. Since municipal and University roadways are intertwined in and near campus and the University uses USVs throughout its operations,

adopting the city's new regulations will ensure consistency in the enforcement of traffic laws on the roadways.

Vice Chair Scholl made a motion; Trustee Cooper provided a second; Committee Chair Coleman called for a vote; the Committee recommended that the following resolutions be retained on the Consent Agenda:

**City Land Exchange,
Horizon Easement, and
Under-Speed Vehicles**

- **Park Place and Small House Planning Strategy Update**

Associate Vice President University Planning (AVP), Shawna Bolin advised that progress on the Park Place Strategy has been delayed to allow the input and involvement of President Nellis. The Small House work group has continued their work and have completed analyses of the House's existing conditions, age, deferred maintenance, and accessibility needs and have been mapping the results to arrive at final recommendations. The group has looked at how other universities have handled similar repurposing of real estate. The University's Small Houses have been identified as either

- 1) working well for the University,
- 2) could work well for University use but more than likely a different occupant/program, or
- 3) does not work well but could provide opportunity for the community.

Up to \$24M in need for all houses has been identified, \$5M has been set aside through the CIP and alternative funding strategies are being considered. Trustee Pidwell indicated that in some instances the most viable option may be demolition due to condition and cost to refurbish. The Board requested that removal of old homes be a consideration of the work group's recommendations.

- **Wayfinding and Signage Guidelines Update**

AVP Bolin noted that new wayfinding and signage guidelines are finalized and serve as the current standard for the university and that campus signage will be updated in phases as identified in the 6 year CIP.

- **Information Items: No Discussion**

At 3:30 pm Committee Chair Coleman adjourned the meeting.



Ohio University Board of Trustees

Joint Committee Meeting

Thursday, June 22, 2017

Zanesville Campus

Present: Chair Janetta King, Vice Chair Dave Scholl, Trustees Cary Cooper, Dell Robinson, Victor Goodman, and Janelle Coleman, National Trustees Dave Pidwell and Laura Brege, Alumni Representative Ron Teplitzky, Faculty Representative David Thomas, and President Duane Nellis.

Chair King called the meeting to order at 9:30am. Chair King thanked the faculty, staff, and students for their hospitality. Jeremy Webster, Dean of Ohio University, Zanesville was thanked for hosting the Trustees. Chair King also recognized President Nellis, Student Trustee Faith Voinovich, and Trustee Dell Robinson and welcomed them to their new roles.

Chair King reviewed the Board's Spring Retreat that focused on budget matters. Chair King stated that the Spring Retreat was added to the schedule at the urging of former Chair Dave Wolford to ensure the Board had an in-depth understanding of the budget and the budget creation process.

Operating Forecast and FY18 Budget Planning

Chair King introduced Deb Shaffer, Vice President of Finance and Administration (VPFA) and Pam Benoit, Executive Vice President and Provost (EVPP) to present the budget. EVPP Benoit began by reviewing the budget development process, which is iterative over the entire year, with input from Deans, the Budget Planning Council, and other constituents. VPFA Shaffer discussed the influence of the State of Ohio Budget Bill that is still not complete as of this meeting. VPFA Shaffer stressed that this budget mirrors what is expected from the state budget which the Board approved in March. New to this meeting is an increase at regional campuses that reflects the State Budget Bill expectations. VPFA Shaffer confirmed that the State Share of Instruction (SSI) appears to match expectations and, as of now, looks like it won't be reduced. VPFA Shaffer reviewed the changes to budget expectations that were largely driven by changes in

enrollment expectations from a slight increase to a slight decrease. Trustee Scholl stated that it looks like the university was \$30M off expectations and that amount had been managed down to \$15M. VPFA Shaffer stated that that was accurate and that they would be using \$15M of budget reserves to maintain a balanced budget.

EVPP Benoit reviewed the revenue and expense drivers of the budget including state appropriations, endowment, tuition, financial aid, enrollments, compensation, the capital improvement plan (CIP), and strategic investments. Enrollments are down from last year but still are the third highest in the history of the university. EVPP Benoit pointed out that regional enrollments are down while the Athens campus enrollments are up. EVPP Benoit reviewed Strategic Investments which are continually being reviewed to determine where to continue investments. VPFA Shaffer reviewed the Strategic Opportunity Reserve and its relationship to Signature Scholarship Program. VPFA Shaffer mentioned the compensation plan and reminded the Trustees that in this budget there are no increases (except for HCOM and staff equity due to prior commitments) in compensation this year and that they are waiting for data on the university's comparative position among state institutions. VPFA Shaffer stated that compensation expenses are still growing, despite holding levels steady, due to growth in some programs. The CIP is the largest driver of operating expense increases (through the accumulation of debt). Debt is reviewed not only on the basis of capacity but also affordability and the Treasury and Debt Advisory committee provides recommendations on appropriate levels of debt for the university.

EVPP Benoit reviewed how budget reductions were managed through reducing administrative costs which yielded \$4.8M in cuts. Trustee Scholl asked about investments in compliance and whether compliance capabilities had been reduced. EVPP Benoit stated that reductions were targeted to preserve compliance responsibilities. EVPP Benoit reviewed reductions implemented in the Colleges to reduce their budgets to assist with managing deficiencies.

Jason Pina, Vice President of Student Affairs (VPSA), began a presentation on auxiliary services (culinary and housing) budgets. VPSA Pina acknowledged the good work of the many staff and resident advisors who work in the area. Several years ago, the Housing Master Plan established a 3.5% annual planned increase. There are fluctuations on the number of residents as buildings come on and off line. We have about \$300M in deferred maintenance in this administrative area.

VPSA Pina reported that the unit contributes substantially to the Clippinger renovation as well as the scholarship program at the university. The unit has approximately \$50M in reserves to fund phase 2 construction. Over the past six years, Housing and Residence Life has invested over \$180M towards renovation and new construction. Excluding new construction projects, the average annual expenditure towards residence hall improvements has been \$12.5M. The Housing and Residence Life Capital Budget is focused on enhancing the student experience, addressing deferred maintenance and advancing the Housing Development Plan. We are currently utilizing Mackey-Mitchell Architects and MGT Company to update the Housing Development Plan.

VPSA Pina began reviewing the Culinary Services budget. VPSA Pina reported that last year this unit was moved from Finance and Administration to Student Affairs. There are 15 food venues across campus mostly residing in multipurpose buildings. This unit also makes substantial contributions to the scholarship program as well. VPSA Pina reported that we are in the process of the second round of renovations.

Trustee Cooper asked if Jefferson Hall was finished? VPSA Pina reported that it should be done when the school year begins this fall. Trustee Scholl mentioned a previous presentation on the wonderful staff in the unit. Trustee Scholl asked about survey results on the student experience. VPSA Pina reported that the survey of the student experience has been very positive regardless of whether they resided in new or more mature buildings. Trustee Scholl mentioned that it was fantastic that Culinary made 18-20% of the purchases locally. VPSA Pina said they were having conversations on determining specific definitions for “local” but they intend to continue to support the regional economy. VPFA Shaffer mentioned that Culinary has won multiple awards on their services.

VPFA Shaffer highlighted the use of reserves; the budget uses \$23M of reserves. \$7M is from Auxiliary Services and was planned for this type of purpose. Additional funds come from strategic reserves and, again, they were designed to be used in a way to make sure there was cash on hand before it was spent. There is an additional \$6M (approximately) that is coming from reserves that will have to be paid back.

Trustee King thanked VPFA Shaffer for the transparency of the presentation and that it maintains awareness of what it means to use reserves while acknowledging that there were difficulty discussions on how to solve these challenges. National Trustee Pidwell asked that since we have worked hard to balance the budget, have we put ourselves at greater risk in future years. VPFA Shaffer replied that we are using the central bank to manage reserves. The June 30, 2017 working cash and investment balance was projected at \$329.7M. The reserves labeled Strategic Opportunity Reserves (SOR) is where we may have reduced flexibility in the future. Trustee Scholl mentioned SOR is funded from 2% annual allocation from SSI and tuition. Faculty Representative Thomas asked about a projection one year from now. VPFA Shaffer responded that they were trying to leverage reductions in administration and working with academic colleges and their Deans to determine how they can contribute to financial sustainability. EVPP Benoit added that they were looking at a variety of scenarios to increase enrollments across the university system which would improve future budgets.

Special Assistant to the President, David Descutner, mentioned how long the academic leadership team had been working on these budget challenges and that they have been extremely collaborative. National Trustee Pidwell asked about the status of Responsibility Centered Management (RCM) at the university and will changes in the

RCM methodology impact the budget in the next few years. VPFA Shaffer replied that it won't change what the Trustees approve because the revenues and expenses stay the same; it is the allocations that change under RCM. Trustee Scholl suggested that RCM had proven to have cultural effect that improves the decision process and maintains mission focus. President Nellis added that the reality is that RCM has been a tailored process and with a new administration we have unique opportunity to look at RCM and determine what flexibility is required to make decision that are in the best interest of our academic core.

VPFA Shaffer stated that the Budget resolutions will be coming forward in the Resources Committee for approval in the Main Board meeting.

FY18 Annual and Six-Year Capital Improvement Plan FY2019 – FY2024

Shawna Bolin, Associate Vice President, University Planning (AVP) presented the Ohio University's Capital Improvement Plan FY18 Annual, and FY2019–FY2024 (CIP). AVP Bolin shared with the Committee the process of developing the CIP update including asking units for their priorities, examining deferred maintenance, developing the budget, and looking at the impact on the university as a whole. The CIP is the culmination of a yearlong effort to capture in one document the capital expenditure priorities of the colleges, schools and administrative departments. Incorporated in this plan is a comprehensive view of the entire University including the Athens, Regional, and extension Campuses' Facilities, Infrastructure and deferred maintenance needs, Information Technology, and University Initiatives. The CIP is driven by the academic strategic plan, market competitiveness, enrollment projections, technology and pedagogical changes, state of facilities and infrastructure, and financial and economic conditions. This CIP along with various planning efforts such as the Utility Master Plan, Comprehensive Master Plan, and the Building Condition Assessments serve as a blueprint to address capital needs and respective funding and financing over the next six years.

AVP Bolin reviewed themes of the CIP and provided a set of significant project examples.

Trustee Goodman asked about the Small House Strategy and if the state had been contacted about resources they may have. AVP Bolin responded that she would pursue those resources at the appropriate time.

AVP Bolin provided special attention to the process for solving administrative and academic support space needs and will have more details in a future meeting. AVP Bolin demonstrated the funding for the CIP. The allocations each year decline to try to mirror economic conditions.

AVP Bolin stated that the Board is being asked to approve the FY18 annual plan as well as the FY19-FY20 State Capital Request. If the state allocates less than planned they will return for approval in October.

Vice Chair Scholl and VPFA Shaffer clarified that every project that exceeds 500K is brought to the board for approval so that approving the CIP is not the exclusive approval process for all of the projects in discussion.

AVP Bolin continued with a description of how the impacts of these investments are tracked and evaluated including the building renovation age balance and continued by reviewing the balance of a number of buildings. AVP Bolin showed how debt has assisted in addressing the backlog of renovations and that the university is moving into a target range for per square foot costs across campus. The goal is to move from a backlog of deferred maintenance to a stable pattern of preventative maintenance. The university currently spends more on deferred maintenance and less on preventative but they want to flip that model. AVP Bolin reports that they will come back in the fall to present how they might do that. AVP Bolin mentioned that all colleges on campus will have a programmatic impact on projects that are described in the CIP. VPFA Shaffer reviewed the CIP investments on the debt portfolio. The plan does assume a continued issuance of debt; the biggest challenge the university has to affordability is debt.

National Trustee Pidwell asked if there was anything that was being delayed because of lack of funding that put anyone's welfare at risk. AVP Bolin answered that by continuing investments the university is able to maintain safety. Trustee Pidwell asked if we have any donated funds for projects that are awaiting additional funds for completion. AVP Bolin answered that there were no projects that met that criteria. Faculty Representative Thomas mentioned that it was difficult for disabled faculty and students to get around. AVP Bolin responded that she is working with transit, which now reports to her office, to improve mobility and will continue to strive to improve access. Chair King asked about prioritizing local vendors. VPFA Shaffer stated that we follow state procurement policies and guidelines but most of our contractors do come from the state of Ohio. Vice Chair Scholl asked if they could investigate how much debt leverage we used to removed deferred maintenance and how does it compare to other institutions. VPFA Shaffer stated that we were in a better position than peers. AVP Bolin noted that the board would be asked to approve the plan in the Resources Committee.

Utility Master Plan

Steve Wood, Associate Vice President for Facilities Management, (AVP) was introduced to discuss the Utility Master Plan (UMP). AVP Wood stated that the plan was the result of about 30 months of collective work. AVP Wood reminded the Trustees that at the March Board meeting it was highlighted how the UMP will be incorporated into the Six-Year Capital Improvement Plan and that they released the draft of the UMP for review and comment. The UMP was designed around three guiding principles, 1) manage risks, 2) promote sustainability, and 3) enable future growth. The plan balances facilities

deferred maintenance with infrastructure deferred maintenance. Wood mentioned that the funding gap and shortfall from planned funding and estimated future costs.

AVP Wood described the vetting process for the plan had undergone including; expert advisors, key consumers, internal advisory groups, and campus stakeholders. AVP Wood also emphasized that the UMP did not analyze domestic water, storm and sanitary sewer, natural gas, and information technology related infrastructure.

AVP Wood recommended that the Board approve and adopt the Utility Master Plan as the current Athens campus utility master plan, subject to on-going review of a possible transition in the water-heating system until completion of the University's updated sustainability plan. The UMP builds upon past investment, supports the University's Strategic Priorities and directs future development with the goals of improving system reliability and redundancy; supporting our sustainability principles of responsible energy usage and incorporating renewable energy sources; and operating and expanding energy production while modernizing our energy system infrastructure. This plan will inform and influence University resource decisions for the next decade and beyond, providing a long-term view that guides utility related investment decisions on the Athens Campus.

Lastly, AVP Wood updated the Board on a permit required for a storm water retention program and a partnership with the local community. Chair King thanked Wood for his presentation.

Impact of Financial Aid on Student Recruitment and Retention

Chair King welcomed, Craig Cornell, Senior Vice Provost (SVP) to share details on the impact that the Signature Award Program has had on both freshman recruitment and retention success. SVP Cornell stated that the university gives out approximately \$500,000,000 of financial aid each year to students. Of that, approximately 57% is loans, 4% is student employment, and 39% is grants and scholarships. Grants and scholarships come from outside groups, federal and state funds, internal funds (centrally awarded and fee waivers). President Nellis asked what percent of our students receive Pell Grants. SVP Cornell replied that it was around 37%. SVP Cornell continued by further breaking down centrally awarded funds (which total around 50 million dollars) and concentrated on \$27M of non-needbased scholarships designated as the Signature Award Program (SAP). SVP Cornell also mentioned that many students with need-based scholarships also receive non-needbased scholarships. The SAP benefits the university by assisting the university in recruiting and retaining students in a highly competitive environment to improve net tuition revenue. Yield has been increasing as a result of the program while aligning with the Student Enrollment Management Plan. 82% of freshman receive some sort of an award. The SAP strategically connects with the OHIO Guarantee so that families know how much assistance they'll receive throughout their college experience. Trustee Goodman asked about the requirements for renewal. SVP Cornell mentioned that students need to have a 3.0 to maintain their scholarships. Trustee Coleman pointed out the SAP in combination with the Ohio Guarantee leads to stress reduction for many

families. EVPP Benoit reiterated the value of being able to plan for the long-term. SVP Cornell stated that the results have led to enrollment growth, increased retention, and net tuition revenue improvements.

Chair King thanked SVP Cornell for his work.

Chair King concluded the meeting at 12:09pm.



OHIO
UNIVERSITY

Ohio University Board of Trustees

Governance and Compensation Committee Minutes

Thursday, June 22, 2017

Zanesville Campus

Present were Committee Chair Cooper, Chair King, Trustee Goodman, National Trustee Brege, and Alumni Representative Teplitsky, Secretary to the Board David Moore and General Counsel John Biancamano.

The meeting was called to order at 3:45 PM.

1. Human Resources Report

Chief Human Resources Officer Colleen Bendl reported on the biennial compensation equity review conducted in compliance with the 2014 Department of Education Resolution Agreement.

Ms. Bendl also gave the Committee updates on the new AFSCME labor agreement, the one year extension of the FOP officers' agreement and the recognition of a new Fraternal Order of Police (FOP) unit for lieutenants.

2. Election of the Treasurer and the Secretary to the Board of Trustees

Committee Chair Cooper presented two resolutions, one to elect Deborah Shaffer to serve as Treasurer of the Board and the other to elect David Moore to the position of Secretary to the Board.

Trustee Goodman offered a motion to recommend both resolutions to the full Board. Chair King seconded. The motion was approved unanimously.

3. Bylaws

The Committee discussed a proposal to change the name of the Risk Management Committee to Audit and Risk Management Committee. The Committee asked Secretary Moore to prepare a draft of the Bylaws reflecting this change and to present it for approval at the August meeting.

The Committee adjourned at 3:59 PM.



Ohio University Board of Trustees

Audit and Risk Management Committee Meeting

Thursday, June 22, 2017

Zanesville Campus

Present: Acting Committee Chair Dave Scholl, Trustee Janelle Coleman, Trustee Dell Robinson, National Trustee David Pidwell and President Duane Nellis.

Acting Committee Chair Scholl called the meeting to order at 3:43 pm.

FY 2017 External Audit Update

Chief Audit Executive (CAE) Jeff Davis provided the Audit Committee with an update on the status of the FY17 audit. Plante Moran was unable to attend the meeting. There were no audit results to report as a result of their interim audit work. The audit is progressing as expected and they will be back on campus to complete the audit prior to the October 15th deadline. Acting Committee Chair Scholl asked CAE Davis to provide detail on the external auditor selection process and it was noted that Plante Moran is completing their 10th year with the University. It was also mentioned that Plante Moran has been granted a two-year extension by the Ohio Auditor of State.

FY17 Audit Plan Status

CAE Davis summarized the FY17 audit plan completion. Several audits were recently completed with final reports to be issued in the next few weeks.

FY18 Audit Plan Resolution

CAE Davis discussed the proposed FY18 audit plan. The plan includes six audits. Trustee Janelle Coleman made a motion to approve a resolution accepting the annual audit plan. The motion was seconded by Trustee Dell Robinson. Vote was unanimous. CAE Davis also discussed additional audit activity that will take place in FY18.

Construction Auditing

CAE Davis updated the committee on the status of construction auditing on campus. Acting Committee Chair Scholl asked CAE Davis to provide a summary of how the University had determined to use the services of a construction auditing firm. CAE Davis provided background on the history of construction auditing at Ohio University.

Recent External Reviews

CAE Davis updated the committee on the results of three recent external reviews. The audits were performed by the Ohio Department of Education, the Department of Veterans Affairs, and the Federal Aviation Administration. The results of all three audits were positive with no corrective action required. The trustees and President Nellis made positive comments regarding the successful external reviews.

Summary of the Audit Process

CAE Davis provided a brief summary of the audit process for the three new members of the audit committee.

Audit Committee and Internal Audit Charters

CAE Davis briefly discussed the two charters that govern the internal audit operation. They are the Audit Committee Charter and the Internal Audit Charter.

Unresolved Recommendations

CAE Davis provided the committee with an update on the process related to tracking recommendations issued by Internal Audit and the current status of recommendations. National Trustee Pidwell inquired about three recommendations on two regional campuses that were well beyond managements expected implementation date. CAE Davis explained that there were some difficulties in getting those recommendations cleared. Acting Committee Chair Scholl asked how the committee might assist in getting corrective action implemented when there is a delay. CAE Davis stated he would consider the best options and report back at the August meeting. Trustee Robinson asked if cost verses benefit was considered in the process of issuing recommendations. CAE Davis stated that it was considered.

Other Questions/Comments

Trustee Robinson and President Nellis both inquired about the NCAA Agreed Upon Procedures review. CAE Davis explained that the Internal Audit Office performs the review under the supervision of Plante Moran. All working papers are reviewed by Plante Moran and Plante Moran issues the final report in their name.

Trustee Robinson asked about the audit cycle and how frequently a college or department would be audited. CAE Davis stated the current goal was at least every five years for the colleges and departments. The risk assessment conducted each year by the Internal Audit Office is important in that analyses.

Related to the FY18 audit of the VP for Research Office, President Nellis asked about export controls and how that was managed. CAE Davis responded that export controls would be included in the audit of the VP for Research office.

Trustee Pidwell and Acting Committee Chair Scholl asked about Internal Audit's audit relationship with the Ohio University Foundation. CAE Davis was asked if he had seen the foundation's risk heat map. CAE Davis stated that he had not seen the heat map. CAE Davis provide some detail on audit work performed related to the foundation. Acting Committee Chair Scholl suggested CAE Davis reach out to Candice Casto, Chief Finance and Investment Officer for Foundation Operations (CFIO), and consider attending a Foundation Audit Committee meeting. Mr. Davis stated he would contact CFIO Casto and attend a future meeting.

Acting Committee Chair Scholl discussed the quality assessment review the office had undergone in April of 2016 and some of the recommendations that were part of that review. Trustee Scholl asked Mr. Davis to provide President Nellis and the committee members with a copy of that report.

There was no unfinished business.

Acting Committee Chair Scholl adjourned the Audit Committee meeting at 4:29 pm.



OHIO
UNIVERSITY

Ohio University Board of Trustees

Governance and Compensation Committee Minutes

Thursday, June 22, 2017

Zanesville Campus

Present were Committee Chair Cooper, Chair King, Trustee Goodman, National Trustee Brege, and Alumni Representative Teplitsky, Secretary to the Board David Moore and General Counsel John Biancamano.

The meeting was called to order at 3:45 PM.

1. Human Resources Report

Chief Human Resources Officer Colleen Bendl reported on the biennial compensation equity review conducted in compliance with the 2014 Department of Education Resolution Agreement.

Ms. Bendl also gave the Committee updates on the new AFSCME labor agreement, the one year extension of the FOP officers' agreement and the recognition of a new Fraternal Order of Police (FOP) unit for lieutenants.

2. Election of the Treasurer and the Secretary to the Board of Trustees

Committee Chair Cooper presented two resolutions, one to elect Deborah Shaffer to serve as Treasurer of the Board and the other to elect David Moore to the position of Secretary to the Board.

Trustee Goodman offered a motion to recommend both resolutions to the full Board. Chair King seconded. The motion was approved unanimously.

3. Bylaws

The Committee discussed a proposal to change the name of the Risk Management Committee to Audit and Risk Management Committee. The Committee asked Secretary Moore to prepare a draft of the Bylaws reflecting this change and to present it for approval at the August meeting.

The Committee adjourned at 3:59 PM.



OHIO
UNIVERSITY

Ohio University Board of Trustees

Audit and Risk Management Committee Meeting

Thursday, June 22, 2017

Zanesville Campus

Present: Acting Committee Chair Dave Scholl, Trustee Janelle Coleman, Trustee Dell Robinson, National Trustee David Pidwell and President Duane Nellis.

Acting Committee Chair Scholl called the meeting to order at 3:43 pm.

FY 2017 External Audit Update

Chief Audit Executive (CAE) Jeff Davis provided the Audit Committee with an update on the status of the FY17 audit. Plante Moran was unable to attend the meeting. There were no audit results to report as a result of their interim audit work. The audit is progressing as expected and they will be back on campus to complete the audit prior to the October 15th deadline. Acting Committee Chair Scholl asked CAE Davis to provide detail on the external auditor selection process and it was noted that Plante Moran is completing their 10th year with the University. It was also mentioned that Plante Moran has been granted a two-year extension by the Ohio Auditor of State.

FY17 Audit Plan Status

CAE Davis summarized the FY17 audit plan completion. Several audits were recently completed with final reports to be issued in the next few weeks.

FY18 Audit Plan Resolution

CAE Davis discussed the proposed FY18 audit plan. The plan includes six audits. Trustee Janelle Coleman made a motion to approve a resolution accepting the annual audit plan. The motion was seconded by Trustee Dell Robinson. Vote was unanimous. CAE Davis also discussed additional audit activity that will take place in FY18.

Construction Auditing

CAE Davis updated the committee on the status of construction auditing on campus. Acting Committee Chair Scholl asked CAE Davis to provide a summary of how the University had determined to use the services of a construction auditing firm. CAE Davis provided background on the history of construction auditing at Ohio University.

Recent External Reviews

CAE Davis updated the committee on the results of three recent external reviews. The audits were performed by the Ohio Department of Education, the Department of Veterans Affairs, and the Federal Aviation Administration. The results of all three audits were positive with no corrective action required. The trustees and President Nellis made positive comments regarding the successful external reviews.

Summary of the Audit Process

CAE Davis provided a brief summary of the audit process for the three new members of the audit committee.

Audit Committee and Internal Audit Charters

CAE Davis briefly discussed the two charters that govern the internal audit operation. They are the Audit Committee Charter and the Internal Audit Charter.

Unresolved Recommendations

CAE Davis provided the committee with an update on the process related to tracking recommendations issued by Internal Audit and the current status of recommendations. National Trustee Pidwell inquired about three recommendations on two regional campuses that were well beyond managements expected implementation date. CAE Davis explained that there were some difficulties in getting those recommendations cleared. Acting Committee Chair Scholl asked how the committee might assist in getting corrective action implemented when there is a delay. CAE Davis stated he would consider the best options and report back at the August meeting. Trustee Robinson asked if cost verses benefit was considered in the process of issuing recommendations. CAE Davis stated that it was considered.

Other Questions/Comments

Trustee Robinson and President Nellis both inquired about the NCAA Agreed Upon Procedures review. CAE Davis explained that the Internal Audit Office performs the review under the supervision of Plante Moran. All working papers are reviewed by Plante Moran and Plante Moran issues the final report in their name.

Trustee Robinson asked about the audit cycle and how frequently a college or department would be audited. CAE Davis stated the current goal was at least every five years for the colleges and departments. The risk assessment conducted each year by the Internal Audit Office is important in that analyses.

Related to the FY18 audit of the VP for Research Office, President Nellis asked about export controls and how that was managed. CAE Davis responded that export controls would be included in the audit of the VP for Research office.

Trustee Pidwell and Acting Committee Chair Scholl asked about Internal Audit's audit relationship with the Ohio University Foundation. CAE Davis was asked if he had seen the foundation's risk heat map. CAE Davis stated that he had not seen the heat map. CAE Davis provide some detail on audit work performed related to the foundation. Acting Committee Chair Scholl suggested CAE Davis reach out to Candice Casto, Chief Finance and Investment Officer for Foundation Operations (CFIO), and consider attending a Foundation Audit Committee meeting. Mr. Davis stated he would contact CFIO Casto and attend a future meeting.

Acting Committee Chair Scholl discussed the quality assessment review the office had undergone in April of 2016 and some of the recommendations that were part of that review. Trustee Scholl asked Mr. Davis to provide President Nellis and the committee members with a copy of that report.

There was no unfinished business.

Acting Committee Chair Scholl adjourned the Audit Committee meeting at 4:29 pm.



OHIO
UNIVERSITY

Date: August 7, 2017

To: The Board of Trustees

From: M. Duane Nellis, President

Re: President's Report to the Board of Trustees

In my August 22nd report to the Board of Trustees, I will share details of my early weeks as Ohio University's 21st president. One of my first priorities since assuming my new responsibilities on June 12th has been to get out of the office as much as possible to learn more about this distinguished university by engaging with many different constituencies.

My experiences since the last Board of Trustees meeting in Zanesville have included:

- Visits and forums on all regional campuses*
- Tours of Food Studies Garden, Southeastern Ohio Historical Society, Innovation Center, The Ridges, Baker Center, Chubb Hall*, residence halls*, and more
- Meetings with government officials including Athens Mayor Steve Patterson and City Council President Chris Knisely, Chancellor John Carey*, Governor John Kasich's leadership staff, Senate President Larry Obhof, Congressman Steve Stivers*, and others
- One-on-one discussions with President Emeritus Rod McDavis and President Emeritus Charles Ping*
- Interacting with university presidents from around the country at the summer meeting of the Association of Public and Land-grant Universities (APLU)
- Welcoming the Universiti Teknologi MARA (UiTM) delegation from Malaysia to Ohio University; a university we have had a long-term positive relationship
- Attending artistic productions of *Caroline, Or Change* at the Tantrum Theater, Concert Under the Elms on College Green, the Lancaster Festival with the Lancaster Symphony Orchestra on Lancaster campus, the Ohio Valley Summer Theater's production of *Hairspray* at the Forum Theater, and the School of Art & Design's Exhibition of *At First Sight: A Survey of Foundation Methods**
- Time in the classroom with the Center for International Studies' Swahili class
- Interviews with local, regional and Columbus media
- Naming of interim appointments to various roles in senior leadership and creating search committees to find suitable candidates for long-term success
- Celebrations of Jefferson Hall Grand Reopening, Upward Bound's 50th Anniversary, and Heritage College of Osteopathic Medicine's White Coat ceremony

I believe one of the most important qualities a leader can possess it to be a good listener. I believe in shared governance and as I begin to set my goals for this presidency, in tandem with

the Board's expectations, I first want to demonstrate my passion and commitment to Ohio University while hearing the hopes and dreams others have to take us to even higher levels of national distinction.

*Scheduled to occur between August 7th and August 22nd



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: David Descutner, Interim Executive Vice President and Provost
Brad Cohen, Senior Vice Provost for Instructional Innovation

Re: **OHIO's Online Learning Strategy**

Online learning is a significant and growing dimension of OHIO's teaching mission. As we move to maturity in this area, we are guided by the attached strategic plan. While it has provided important focus in the past two years through guiding principles and key operational measures, the volatility and complexity of the rapidly shifting environment calls for ongoing consideration. The presentation will facilitate an exploration of the future for OHIO, and will include:

- Concrete examples of online learning at OHIO
- A consideration of quality
- National trends and OHIO data that show steady growth and increasing centrality of online learning
- Our current strategy and its implications
- Some thoughts about the future to ground our discussion

Proposed Realignment for Enhancing Online Learning at OHIO

Ohio University (OHIO) has experienced rapid growth in fully online learning at both degree completion and graduate/professional level courses and programs. For OHIO to build on this success in an increasingly competitive space—for OHIO to move to a mature operation with essential and appropriately aligned services that will position us for the future—we address critical questions and challenges by offering the following principles and recommendations:

Guiding Principles

P1: Online learning should be thought of as a modality, like a classroom option, that is available at the course and program level.

Fundamentally, we believe online learning is not a distinct thing wholly or even largely removed from traditional educational models. It is a delivery option, a learning environment that is on a continuum with the variety of modalities already in play on our campuses—office hours, seminar rooms, lecture halls, active learning classrooms, labs, internships and so on. Place-based, campus-centric programs for undergraduate education especially, will remain our primary means of engaging learners, but blended and fully online courses and programs will weave through the entire curriculum, extending into the high schools and through lifelong engagement. We are likely to see an increase in hybrid classes and programs at every level. The greatest opportunity for growth in fully or largely online programs will be at the graduate and professional level, and in certificate (non-degree) programs and “stackable” certificate-to-degree programs.

P2: Online learning should be treated, to the greatest degree possible, in the same way traditional academic operations are treated.

In other words, online learning should be managed operationally by having like needs integrated into operations that are already in place to support traditional learning modalities where possible. For instance, student recruitment, marketing and enrollment management for online programs should be the responsibility of the same unit that manages this for campus-based programs. Operational and logistical considerations do not require more handling or scrutiny than traditional classroom and lecture courses; for example, moving an existing course online should not require additional or special review by curricular committees any more than teaching a traditional course in a different room or with an innovative pedagogical method like problem based learning. There are, however, unique needs that arise in the context of fully online learning (e.g., instructional design, web development, remote proctoring) that need to be acknowledged and made available to support instructors.

P3: Students enrolled in wholly or largely online programs should experience a high quality of care and made to feel a part of the OHIO community.

OHIO's distinctive ability to cultivate an attachment to place and community is one of its most powerful and unique advantages. This culture should be extended to our online community: they are part of the OHIO family. Moreover, online programs occupy an increasingly competitive space. A well branded, high quality, high care, community-building environment will be a competitive advantage offering a distinctive value proposition. A student concierge service for online students, which does not currently exist at OHIO, will be a crucial area for investment. Obviously, this notion will need to be developed in greater detail, but it is in part what a high functioning call center can provide when properly connected to various student support functions.

Service Alignment Recommendations

Given the above principles, the following identified services and functions are assigned to responsible units in a way that is built upon a reconceptualization of eLearning as a service unit. This next generation eLearning unit will be primarily responsible for leadership, project management, administrative support, student support, and coordination across many units which need to be engaged for successful online learning operations. The vision is for an eLearning unit that supports both a turnkey operation from the perspective of academic units and a seamless high touch enrolled student experience (i.e., many units involved, but coordinated by project management and service center within eLearning).

Service/Function	Description	Responsible Unit
Academic program lead and instructors	Program initiator, academic lead and manager of program, and recruitment of instructors responsible for courses	As is with traditional operation (Academic Unit)
Seed funding for program startup	Funds to support initial environmental scan and preliminary market analysis, project planning, and associated start up costs	ELearning
Market analysis	Preliminary analysis to determine whether and what kind of market there is for a proposed program	Enrollment management
Budget plan for new programs	Up front planning to estimate launch and ongoing costs, anticipated	ELearning in partnership with academic, Provost and other units

	revenue, and distribution to cover resource needs	
Enrollment planning	Managing the student recruitment funnel from lead generation to the point of program enrollment	As is with traditional operation (Enrollment management)
Marketing and recruitment	Executing the enrollment plan, including search optimization and other digital first messaging strategies to attract student interest from lead generation to the point of program registration	Enrollment management
Enrollment and registration	Ensuring smooth handoff from recruitment to facilitate student matriculation	As is with traditional matriculation (program manager, advisors in academic unit, registrar's office, perhaps with high volume call center triage in eLearning?)
Student orientation online	Ensure smooth handoff from enrollment, successful registration, community building and readiness for online learning	As is with traditional engagement (University College)
Faculty/facilitator support and development	Support faculty and instructor success in online environment	Instructional innovation-- CTL, instructional designers and/or academic unit if capacity exists
Instructional design/course development	Support effective course design and implementation	Instructional innovation in partnership with IT, instructors, academic unit, and other team members as appropriate (e.g., libraries)
Program assessment	Continuous improvement, accreditation processes	Academic unit, in collaboration with IR and Provost's office (eLearning)
Vendor management	Contract and relationship management, strategic	ELearning with Enrollment Management

	sourcing	
Alumni relations	Maintain and cultivate relationship with online learning program alumni	As is with traditional engagement (Alumni organization, foundation)
Student engagement	Student monitoring, early alert response, etc.	ELearning call center in partnership with advising, instructors, and program directors
Unique billing needs	Management of special fees, variable tuition, associated with courses and programs online	As is with traditional engagement (Bursar, in coordination with academic unit)
Community partnership management	Development and relationship management of strategic partnerships with a priority on enrollment pathways with the possibility of internships and other engagements with private partners	Enrollment management, in partnership with academic unit
Student retention	Ensuring students persist, support through challenges	ELearning call center, in partnership with relevant units and academic/program director
Forecasting and managing course and program portfolio and scheduling	Minimize internal competition within semester to maximize course enrollments, sequence program development in line with resource constraints across units	ELearning program manager, in partnership with Registrar and partner academic units involved in course/program launch
Student advising	Support student success through mentoring and course registration to reach degree objectives	As is with traditional engagement (academic advising?) with support from eLearning call center?
IR Support	Provide timely reports to all units to inform decision making, program assessment	As is with traditional engagement (IR)
Student support services	ADA, tutoring, career services, library, financial	As is with traditional engagement (multiple

	aid, bookstore counseling services, advising...	units), coordinated by eLearning and triaged by eLearning call center when students reach out there
State authorization and licensing service	Ensure full access to engage with students in other states in a variety of ways (online learning, on prem learning experiences, professional licensure alignment....)	ELearning, in consultation with academic units to understand needs and pursue appropriate agreements
IT services (infrastructure and support)	Ensure reliable and evolving environment for online learning needs, tech support for students and instructors	OIT and/or academic unit as capacity exists
Proctored testing	Ensure secure testing for high stakes learning assessment	ELearning (with OIT engaged for any technology needs, such as computer management, virtual testing solutions)
IP/copyright management	Manage policy issues around IP and copyright as it relates to online learning course development and delivery	ELearning, in partnership with libraries OR Libraries?
Project management at course, program and portfolio level	Support turnkey experience and effective management of resources across units involved in program development and delivery from idea to implementation	ELearning in partnership with academic unit
Coordination and relationship management across academic unit and partners involved in development and delivery of courses and programs online	Ensure satisfaction of all engaged units, identify opportunities for process improvement, explore opportunities for course and program expansion	ELearning in consultation with other academic and support units as needed.
Strategic leadership	Advance online learning strategy on an annual basis, set and achieve measurable goals, manage	Elearning in partnership with academic units

	institutional awareness of trends in online learning and recommend changes accordingly, provide annual performance reports for operation, manage staff within eLearning unit, recommend resource investments in consultation with partner units	
Standardized presence/branding	Ensure consistent look and feel of online environment, prominence of OU brand across courses and online services and within marketing/outreach operation	UCM, in partnership with academic units
Chunk capacity management	Ensure resource needs across all involved units are prioritized and in place as online learning programs and enrollments fluctuate	ELearning, in close consultation with academic and support units as new programs and courses are considered for development, and annually in response to data and reporting

Outstanding Issues

Graduate vs. undergraduate operations

Currently, graduate and undergraduate operations are separate to a significant degree. Enrollment management, online program development and delivery, and other functions are not aligned. Should they be aligned in part or in whole with respect to major functions required for on ground and online programs?

AthensOnline vs. ECAM vs. RHE Online

Currently we have three domains within which courses and programs are developed, presented to, and registered for by students. Each domain has its own rule sets for price points and enrollment qualification, and academic units maintain independent ownership. Our current environment unintentionally creates internal competition, with identical courses being offered from multiple units with varying prices. Can we move to a single price point and delivery point? Can we minimize

(through single price point, scheduling management, curriculum committee oversight) direct competition for students for the same course offered from different campuses/academic units? Is there an opportunity for clarification, rationalization and consistency?

Business models

A mature online learning operation as presented here will require investment across administrative units (Enrollment, eLearning, IT, and many others) that will increase as online learning grows. Academic units may pursue and require support for online learning operations more or less aggressively than other units. Therefore, it is recommended that the budgeting model for eLearning be reclassified as a service center (horizontal) in the RCM model. This will require the development of a satisfactory model, or weighting factor in RCM, to account for a fair and adequate allocation and service management. We might consider implementing a base funding across all units to support a standard level of service, with additional service fee model options. For example, the Scripps College might provide additional funds to get a premium level of service for online learning to promote growth across programs. Using a transparent methodology, eLearning would cover costs of providing premium service across support units as functional needs demand (e.g., the Pearson analysis from a few years ago).

Change Management

If this proposal is supported, it will mean a great deal of change not only for the eLearning group and for many other units that will need to build online learning capacity into their operations. This may be an unwelcome change for some units or possibly further discourage those that have been slow-starters into the online environment. We will need to establish or reinforce authentic commitment to partnership, service level management, demonstrated effectiveness, measurable outcomes, and continuous improvement processes. Realizing the vision presented here is a substantial project that will require a multi-year plan. An important early next step will be for us to develop a clear understanding of the financial costs of the transition, and a thorough (phased) project plan to ensure funding and staff are in place where needed across units as the transition unfolds. Some immediate improvements can be achieved in the next academic year, such as shifting enrollment planning, marketing, and student recruitment to the sole responsibility of enrollment management, and realignment of strategic partnerships to enrollment management in partnership with academic units.

Next Steps

- Revise this high level document based on feedback from stakeholders
- Develop cost analysis and budget model for transition and beyond
- Create comprehensive phased project plan to move successfully from current state to mature implementation
- Enact immediate improvements as quickly as possible

- Gain approval of project plan and budget model
- Launch project

August 22, 2017

OHIO's Online Learning Strategy

Brad Cohen, PhD

Senior Vice Provost for Instructional Innovation

Tab #; pg

Questions

- What is online learning?
- Is quality a concern?
- What does the data reveal?
- What is OHIO's online strategy?
- What is on the horizon in online learning?

Distance Learning: What's New?



1728 - Caleb Phillipps puts ad in Boston Gazette offering to teach shorthand via exchanging letters.

Hamlet Discussion - Act 1 (Slide 1 of 1) Andrea Swart

ACT 1

1. The opening line of "Hamlet's soliloquy" is meant to build up a sense of _____ and feelings that dominate the rest of the play. (Hamlet's) response to "being hit the king" is a promise that the ghost would have answers.
2. What do the various and complexly shaped images you saw at night?
3. Summarize the political background and context provided by the slide.
4. What does Hamlet believe about the ghost?
5. What do you see resolve to do about what the ghost witnessed?

Scene 2

1. What connects these Claudio's previous to the setting?
2. What event does Claudio hope to witness and benefit?
3. What does Claudio's parent's name do?
4. What do Claudio and Desdemona say about Hamlet's behavior (messages 17-18)? What's Hamlet's explanation (lines 23-24)?
5. Why do Claudio and Desdemona's government fear Hamlet?

Students Use Online Video Chat to Discuss Hamlet



Professor Interacts with Students Online



Professor Delivers a Media-Rich Lecture Online

English 1234J

Professor McGonagall

August 31, 2017

The Joy that Kills

The joy that kills Mrs. Mallard is her excitement for her freedom and her future. Her death is unrelated to her husband's entrance at the end of the text. Instead, her extreme bliss triggers her heart condition, and her husband coincidentally witnesses this.

Immediately after receiving news of her husband's death in a railroad disaster, Louise weeps wildly. She does not take time to process the tragedy. She instead accepts his death quickly, as if she wants to believe it has happened. A widowed wife of a happy marriage would likely deny the death at first, willing it to be a misunderstanding.

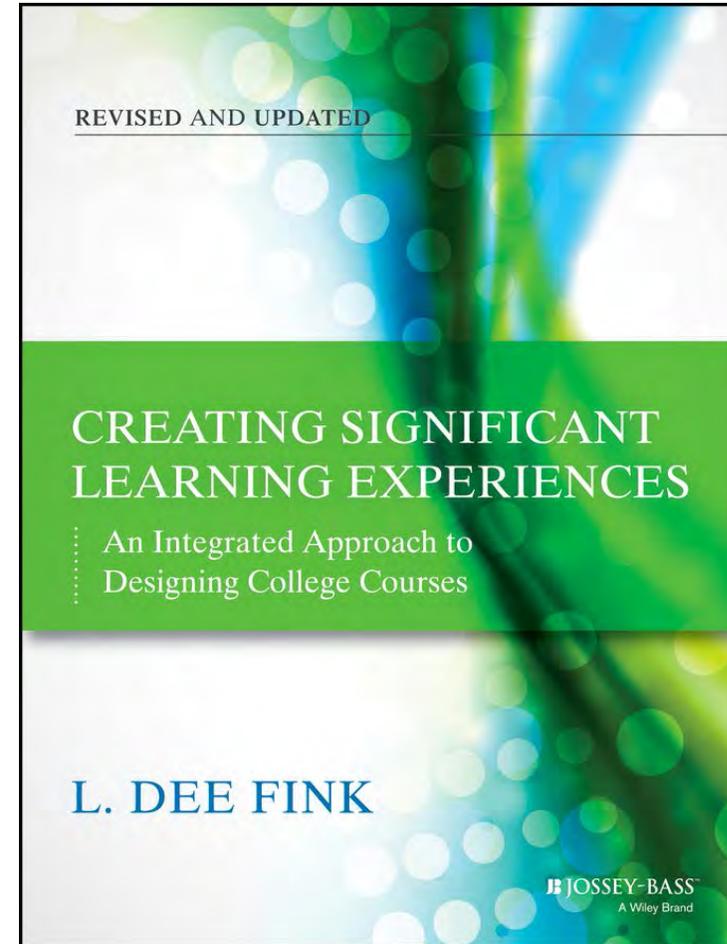
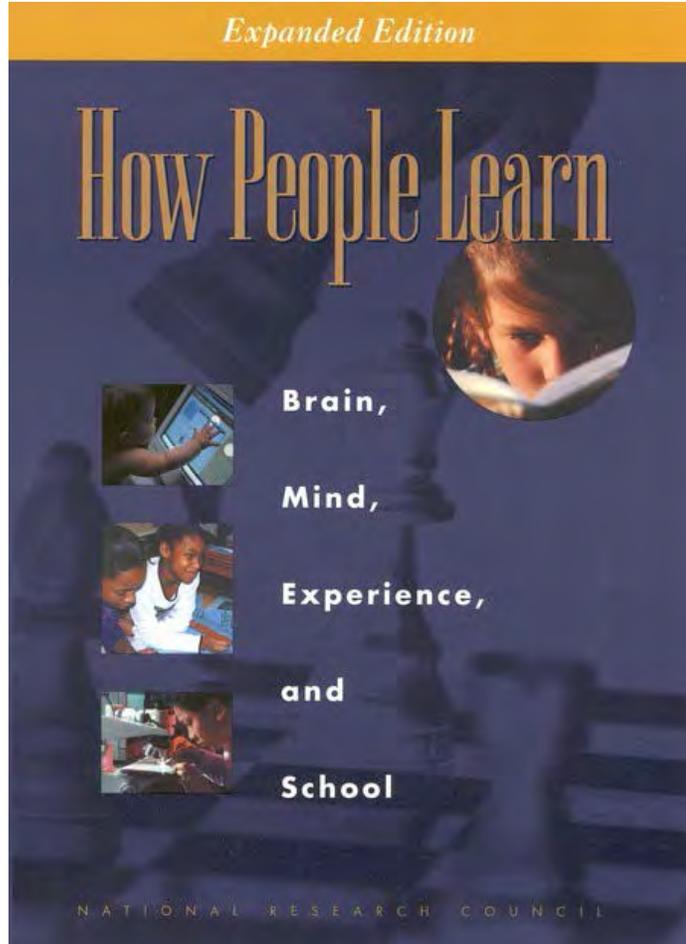
Students Co-Write in Real-Time From Various Locations

Quality and Modality

“In recent experimental and quasi-experimental studies contrasting blends of online and face-to-face instruction with conventional face-to-face classes, blended instruction has been more effective, providing a rationale for the effort required to design and implement blended approaches. When used by itself, online learning appears to be as effective as conventional classroom instruction, but not more so.” (p. xviii)

Means, B., Toyama, Y., Murphy, R., Bakia, M., and Jones, K. (2010). Evaluation of Evidence-Based Practices in Online Learning: A Meta-Analysis and Review of Online Learning Studies. U. S. Department of Education.

Quality and Design



Quality and Access

“[My instructors and advisors] made the experience of learning a real joy. They each mentored me in their own, unique way and helped me to constructively look at my work and improve with every lesson. I will not forget [them].... I cannot express my gratitude for the advantage of on-line learning. I am a single parent, working full time, and there would have been no other way to complete my education, if not for online learning and the OU eCampus programs.”

- *Ginger Gagne, BSC with a minor in Journalism*

National Trends: Enrollment

- Students taking at least one online course: from 1.6M in 2002 to 5.8M in 2014, representing 28% of students enrolled in higher education.*
- Overall higher education enrollment fell by 2% from 2012 to 2014, but distance education enrollments grew by 7% for those taking "At Least One" and rose by 9% for those enrolled "Exclusively" at a distance.*

*Poulin, R. and Straut, T. (2016).WCET Distance Education Enrollment Report 2016. Retrieved from WICHE Cooperative for Educational Technologies website: <http://wcet.wiche.edu/initiatives/research/WCET-Distance-Education-Enrollment-Report-2016>

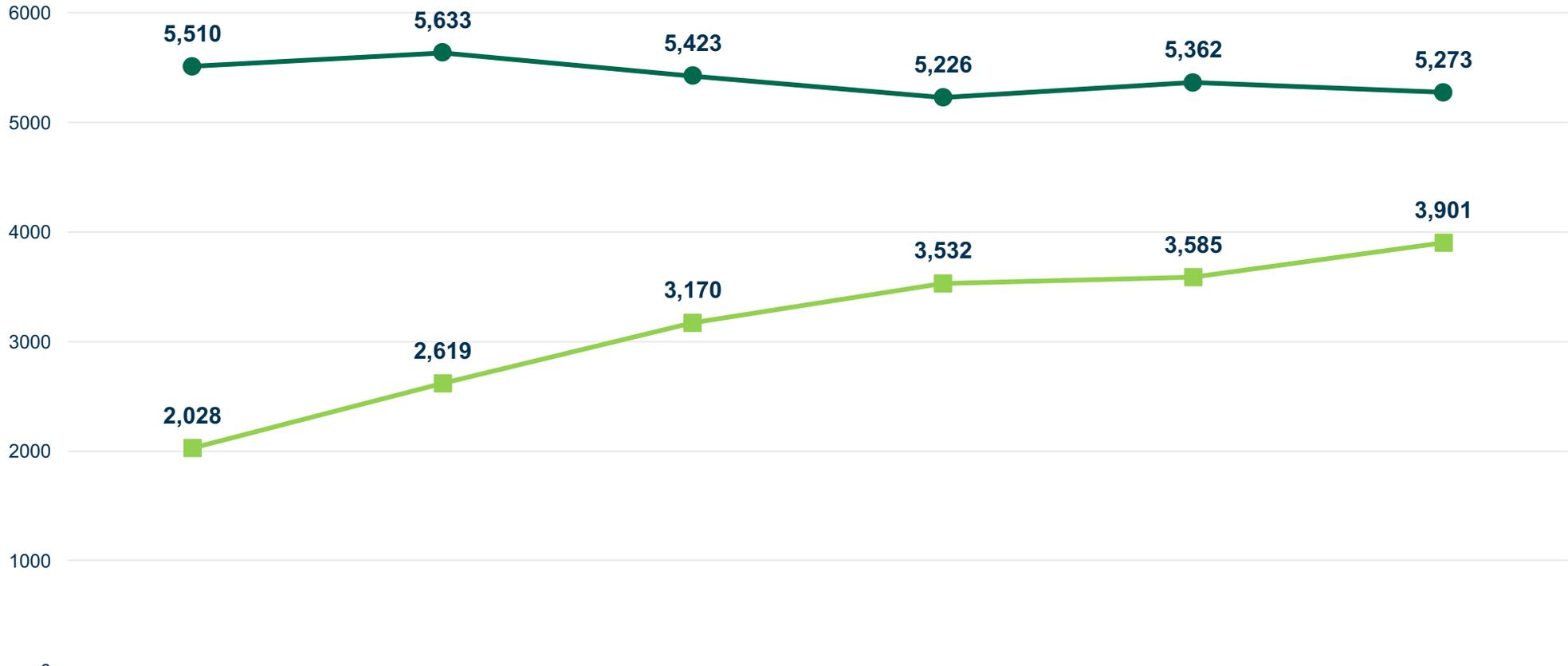
National Trends: A Role for Publics

- Public institutions account for almost half (48%) of those who take all their courses at a distance.*
- For public institutions, 84% of their fully online students reside in the same state as the institution.*

*Poulin, R. and Straut, T. (2016). WCET Distance Education Enrollment Report 2016. Retrieved from WICHE Cooperative for Educational Technologies website: <http://wcet.wiche.edu/initiatives/research/WCET-Distance-Education-Enrollment-Report-2016>

Degrees Granted Online vs. Traditional

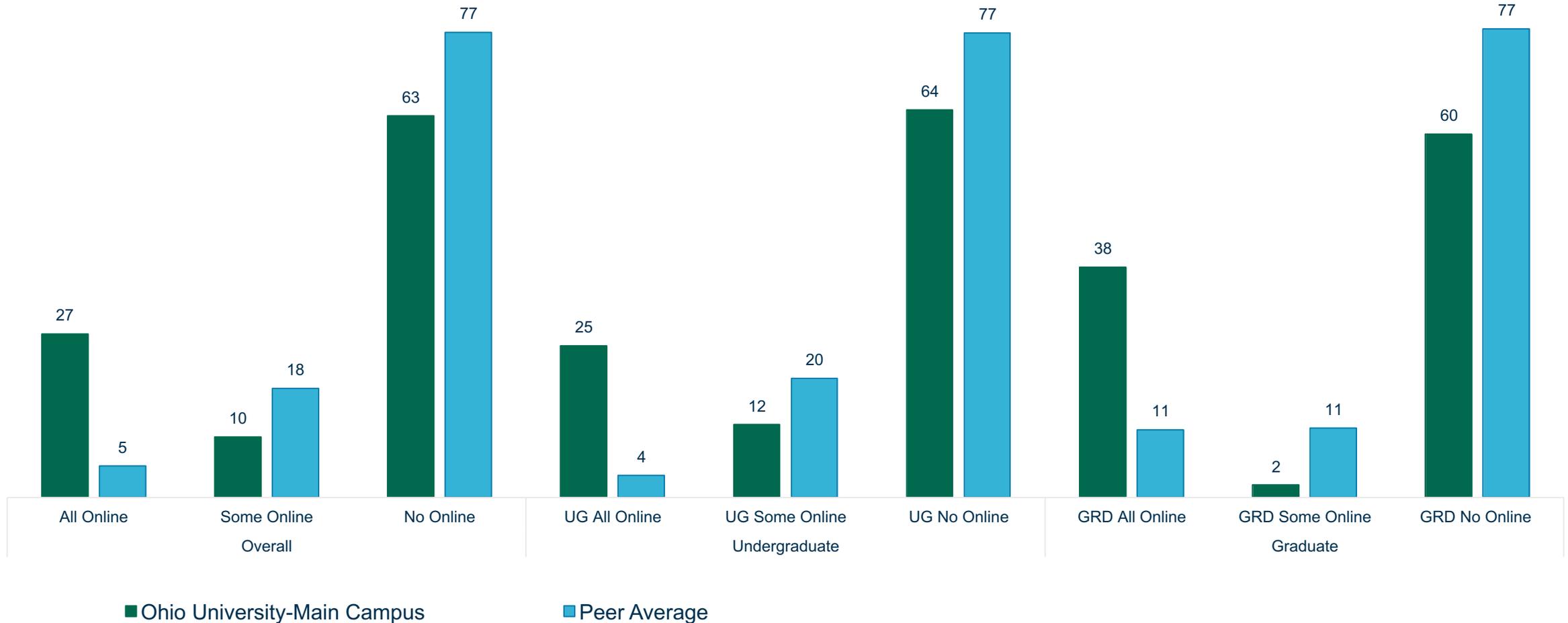
Overall undergraduate and graduate degrees



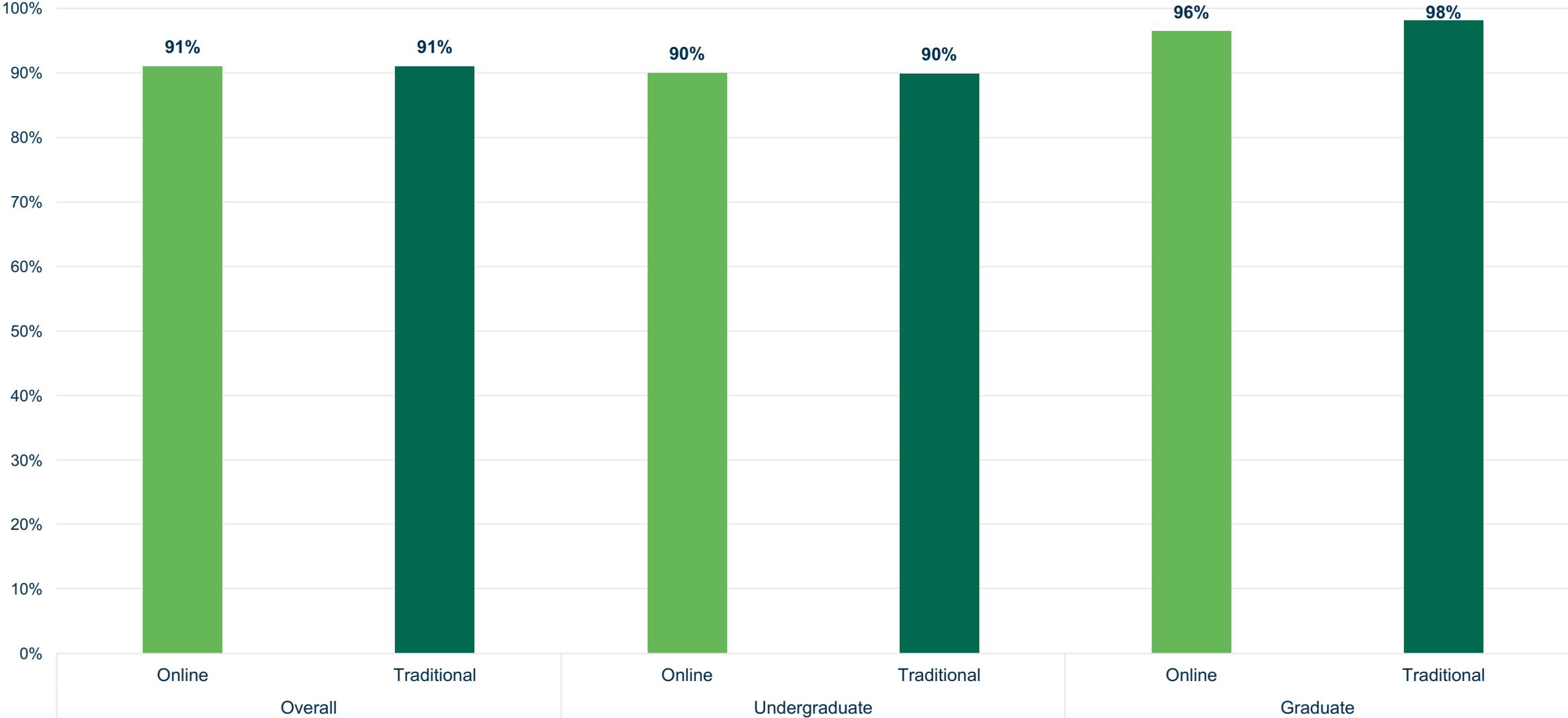
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Overall Online	2028	2619	3170	3532	3585	3901
Overall Traditional	5510	5633	5423	5226	5362	5273

Percent of Students in Online Categories

All online, some online, no online by overall, graduate, and undergraduate



Fall 2016 Course Completion Rates

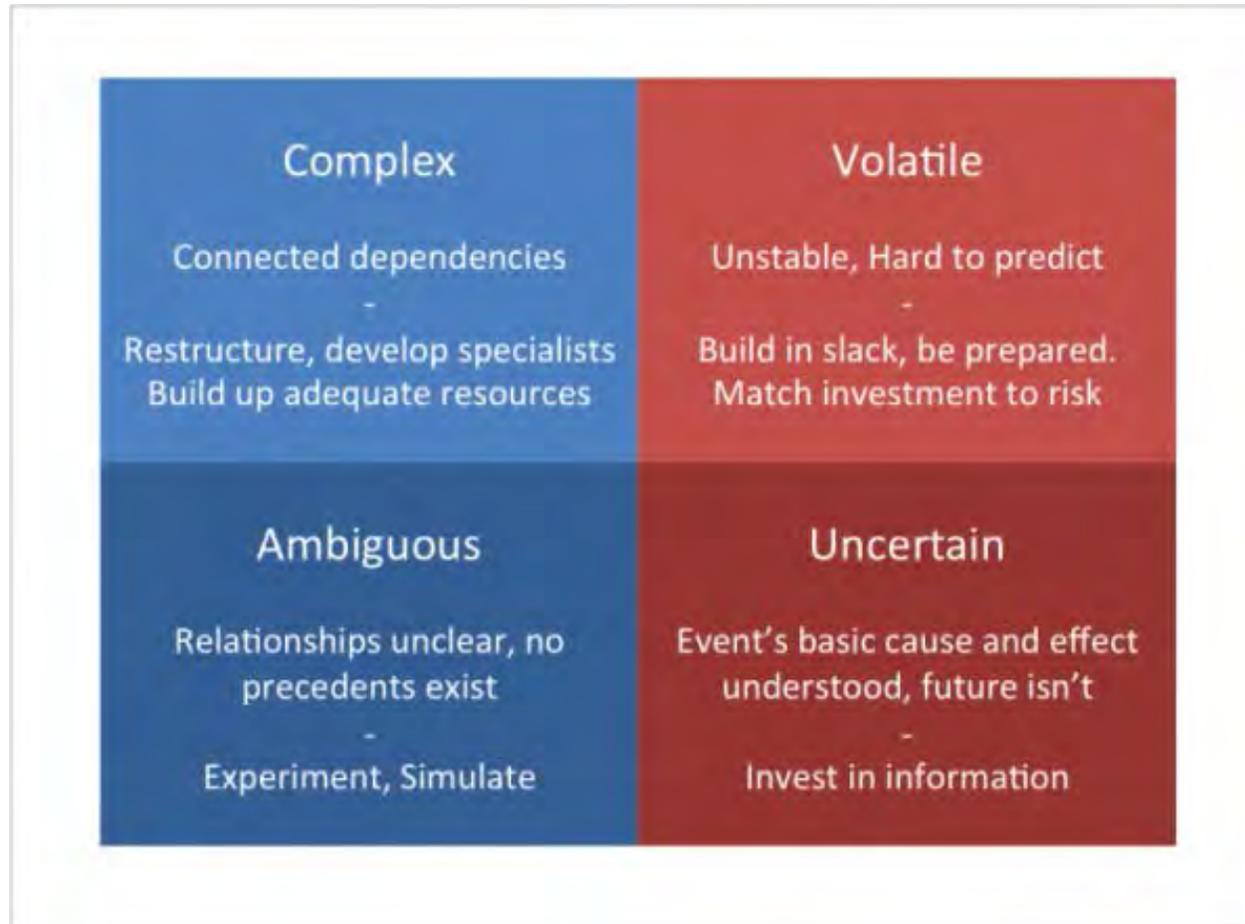


Online strategy at OHIO

Moving to maturity

1. Online learning is a modality
 - Academic units must integrate online learning
2. Online learning should be treated the same way traditional academic operations are treated
 - Functional alignment, e.g., marketing and enrollment
3. Student experience is paramount
 - Extend and optimize student services and quality course delivery

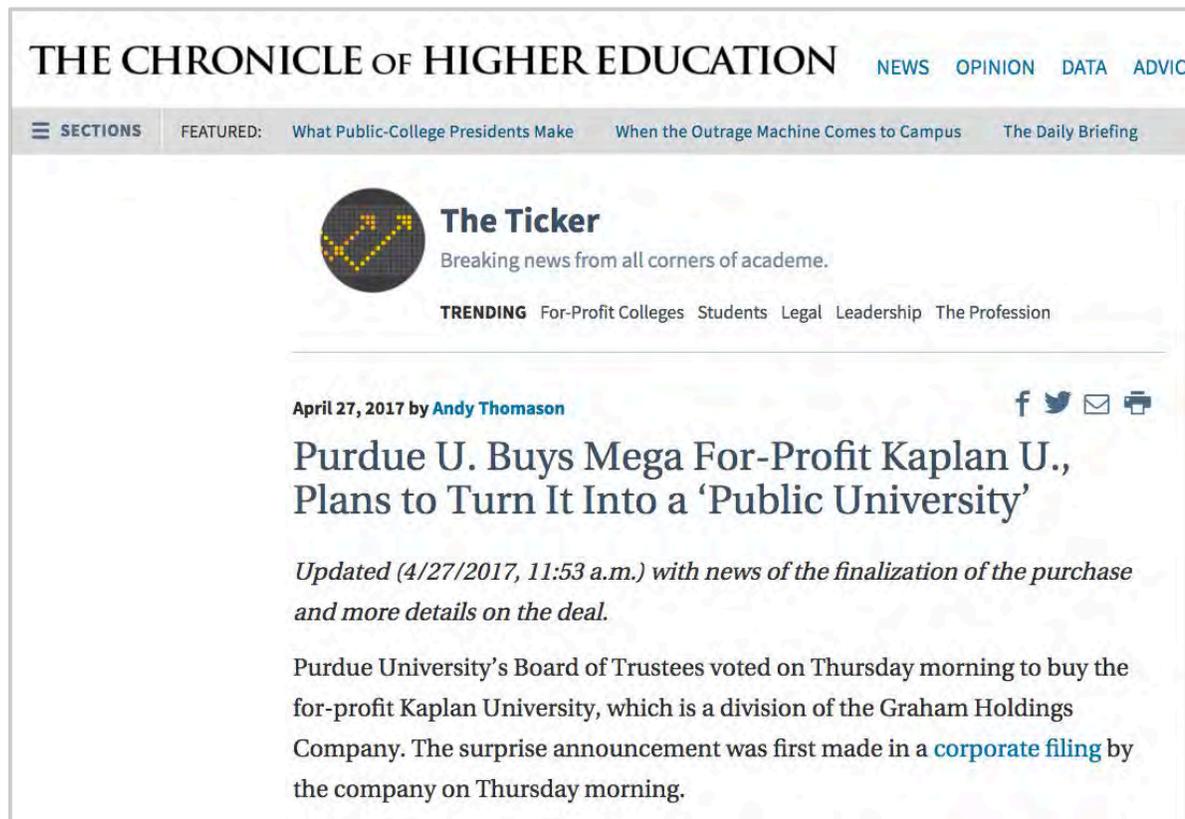
Online Strategy @ OHIO



Investment Strategy

- “Infrastructure” investment
 - Shift online learning from a responsibility center to a central service
 - Expand capacity in marketing/enrollment, information technology, and instructional innovation
- Create capacity to respond to market opportunities

Vendor Partners



THE CHRONICLE OF HIGHER EDUCATION NEWS OPINION DATA ADVISORY

SECTIONS FEATURED: What Public-College Presidents Make When the Outrage Machine Comes to Campus The Daily Briefing

The Ticker
Breaking news from all corners of academe.

TRENDING For-Profit Colleges Students Legal Leadership The Profession

April 27, 2017 by [Andy Thomason](#) f t e p

Purdue U. Buys Mega For-Profit Kaplan U., Plans to Turn It Into a 'Public University'

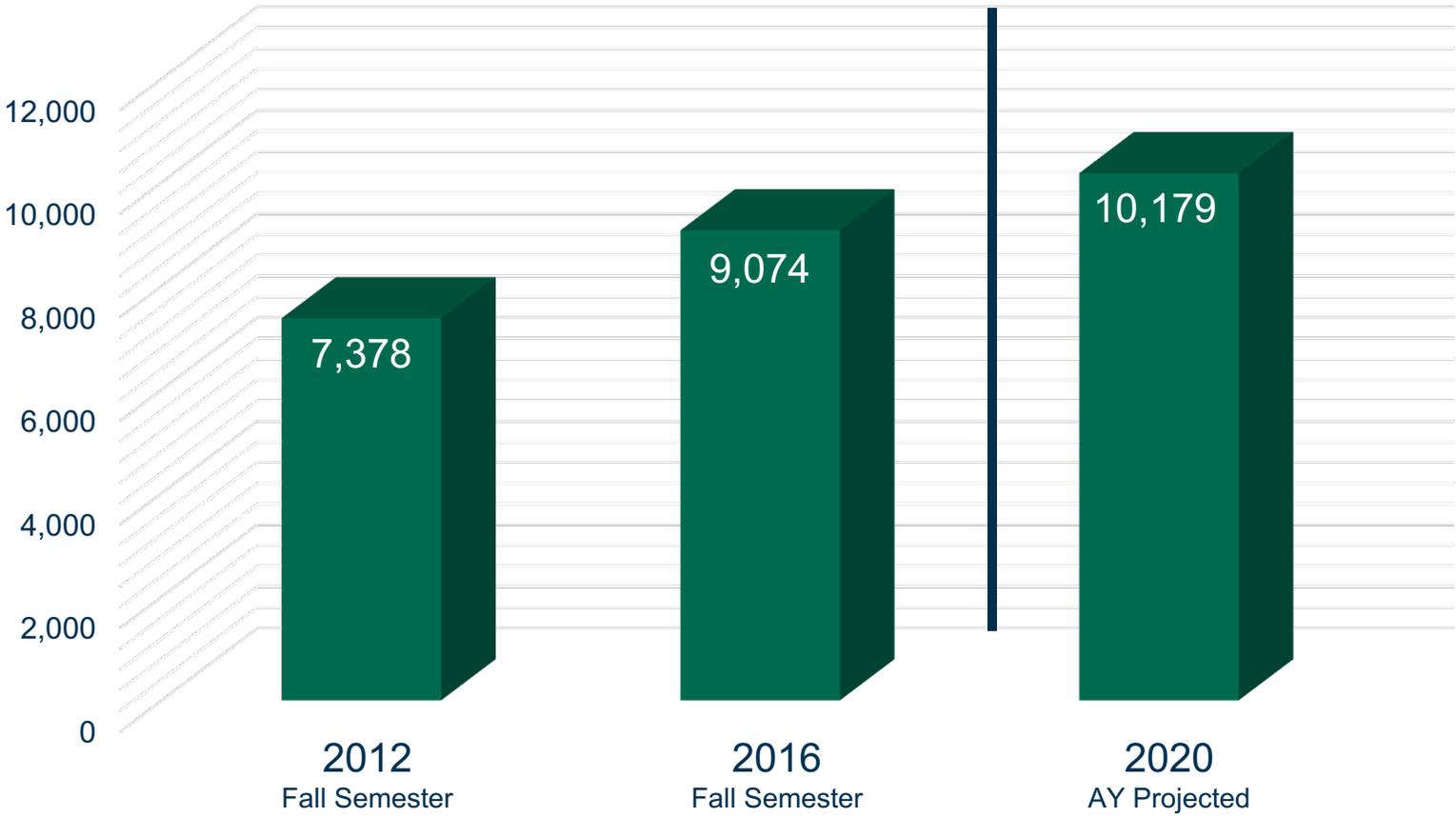
Updated (4/27/2017, 11:53 a.m.) with news of the finalization of the purchase and more details on the deal.

Purdue University's Board of Trustees voted on Thursday morning to buy the for-profit Kaplan University, which is a division of the Graham Holdings Company. The surprise announcement was first made in a [corporate filing](#) by the company on Thursday morning.

- Importance of partners
- Strategic competency vs. commodity services
- VUCA ready

Enrollment and Program Growth Snapshot

 Undergraduate and Graduate Enrollment



2020

PROJECTED

65

PROGRAMS

15%

PEARSON

UNDERGRADUATE



GRADUATE




18

32

65

Future of online learning

- Rise of the adult learner population
 - Degree completion programs
 - Targeted certificate programs
 - Stackable certificates and the modularization of curriculum
- Blended learning and “postmodality”
- Price sensitivity, regionalism, market- and tech-driven innovations

Discussion

AMENDMENT TO BOARD BYLAWS

RESOLUTION 2017 --

WHEREAS, Article VI (d) of the Bylaws of the Ohio University Board of Trustees provides that the Governance and Compensation Committee shall review the Bylaws to determine whether any changes are appropriate; and

WHEREAS, the Governance and Compensation Committee has reviewed the Bylaws and has recommended that they be amended as indicated in Exhibit A;

NOW THEREFORE, BE IT RESOLVED that the Board hereby approves an amendment to its Bylaws in the form attached hereto as Exhibit A.

Bylaws of the Ohio University Board of Trustees

Revised March 17, 2017

Revised August 27, 2015

Revised August 28, 2014

Revised April 19, 2013

Revised September 6, 2012

Revised April 24, 2011

Revised February 10, 2010

Revised January 23, 2009

Revised February 8, 2008

Revised December 17, 2004

Revised September 20, 2002

Revised June 23, 1990

Revised July 14, 1989

Article I. Corporate Authority and Bylaws

Section 1. The Board of Trustees of the Ohio University, a body corporate and politic, hereby adopts these Bylaws for the purpose of governing its activities in accordance with Chapter 3337 of the Ohio Revised Code.

Section 2. No Bylaws shall be enacted, amended, or repealed, except by a vote of a majority of the members (5 votes) of the Board authorized to vote, and then only after thirty (30) days notice of a proposed change has been given to all members.

Section 3. The Board shall comprise nine Trustees and two student Trustees, all appointed by the governor of the State of Ohio in accordance with Section 3337.01 of the Ohio Revised Code. The Board shall also include two national Trustees and the chair of the Ohio University Alumni Association Board of Directors or his or her designee. One national Trustee shall be appointed by the Board for a term of one year beginning on July 1, 2010. One national Trustee shall be appointed by the Board for a term of three years beginning on July 1, 2010. Thereafter, both national Trustees shall serve terms of three years.

Section 4. The nine Trustees appointed by the Governor shall hold voting privileges. The two student trustees, the two national trustees and the chair of the Ohio University Alumni Association Board of Directors may not vote on Board matters but their opinions and advice will be actively solicited and welcomed in Board deliberations.

Article II. Officers of the Board

Section 1. Officers of the Board shall be as follows:

(a) Chair

(b) Vice-Chair

(c) Secretary

(d) Treasurer

Section 2. The Chair shall preside at all meetings of the Board, and unless otherwise directed by the Board, shall have the authority to appoint members of and to fill vacancies on all standing and special committees. He or she shall serve as Chair of the Executive Committee. Subject to these Bylaws, he or she shall fix the date and time of all regular, special, and emergency meetings, and perform such other duties as may be pertinent to the office of the Chair.

Section 3. The Vice-Chair, in the absence or incapacity of the Chair, shall assume the duties and obligations of the Chair.

Section 4. The Secretary shall keep minutes of all Board meetings and shall promptly distribute copies to all Board members. He or she shall be responsible for the orderly preservation of all records pertaining to Board business, and shall perform all other duties customary to the office or assigned by the Chair or by Board action.

Section 5. The Treasurer shall be responsible for the fiscal management of the University, including supporting budget preparation, the preparation of all officially required financial reports, management of investments, coordination of audits with auditors, including federal and state auditors, overseeing relationships with financial reporting agencies, and all other financial responsibilities generally or specifically assigned by the Board or the President.

Article III. Election of Officers

Section 1. The Chair, Vice-Chair, Secretary, and Treasurer shall be elected annually by the Board.

Section 2. The Chair and Vice-Chair shall each serve for one year and shall be eligible for re-election to their respective offices. The Secretary and the Treasurer shall be eligible for annual election to these offices without a yearly limitation.

Section 3. In the event of a vacancy in an Officer position, the Board shall elect a successor from among its members to serve the remainder of the vacant term.

Article IV. The President and Presidential Duties

Section 1. On the basis of mutual good faith and any contractual relationship pointing to continuous service, the President of the University shall be elected from year to year subject to the terms of his or her employment agreement.

Section 2. The President shall attend all meetings of the Board and shall, in an advisory capacity, have a voice in its deliberations. He or she shall have the authority to initiate any subject at Board meetings.

Section 3. The President shall be responsible to the Board for the administration and discipline of the University.

Article V. Meetings

Section 1. Regular Meetings. The Board shall hold no fewer than five (5) regular meetings a year, with the date and time fixed in accordance with the provisions of Article II.

Section 2.

Section 2. Special and Emergency Meetings. Special and emergency meetings may be held upon the call of the Chair or upon the written request of three (3) Board members to the Secretary.

Section 3. Notice of Meetings. The Secretary shall notify all Board members and the President at least five days in advance of all regular and special meetings and at least one day in advance of all emergency meetings. Public notice of all meetings shall be given in accordance with the requirements of Revised Code Section 121.22. Any person may determine the time and place of all regularly scheduled meetings and the time, place, and purpose of all special meetings by contacting University Communications and Marketing or on the internet at <http://www.ohio.edu/trustees/>.

Section 4. Attendance. It shall be the policy of the Board to require full attendance at all meetings of the Board and committees in accordance with Revised Code Section 3.17. Excuses for absence from meetings shall be communicated to the Secretary at least two (2) days before meetings. Persistent unreasonable absences in violation of Ohio law shall be cause, at the pleasure of the Chair, for reporting such delinquency to the appropriate authority of the State of Ohio.

Section 5. Quorum and Voting. Five Trustees appointed by the Governor, (the “Voting Trustees”) shall constitute a quorum for the conduct of the ordinary business of the Board. An affirmative vote of six Voting Trustees shall be necessary to elect or remove a President and an affirmative vote of five Voting Trustees shall be necessary to adopt any other resolution or action of the Board.

Section 6. Agenda. The Secretary shall consult with the chairs of the Standing Committees and then prepare a proposed agenda for each Regular Meeting. The proposed agenda shall be delivered to the President for his or her review and then to the Chair of the Board for final approval.

Article VI. Standing and Special Committees

Section 1. Standing Committees of the Board, consisting of no fewer than three (3) members each, shall be appointed annually or for longer terms by the Chair of the Board, and each Standing Committee shall consider and make recommendations for action by the Board on the various policy matters enumerated below as follows:

1) Academics and Student Success

- a. Responsibilities will include the academic plan; enrollment management; student affairs and life; intercollegiate athletics; diversity; research and technology transfer policies and activities; information technology; communications and marketing; academic appointments; promotion and

tenure policies and procedures; academic program reviews; and awarding of degrees. Responsibilities also include providing oversight for educational quality and engagement, student success by reviewing programs, accreditation, and efforts to create a culture of continuous improvement in student outcomes. The Committee will also review metrics for and evidence of quality, success, and affordability to inform Board decisions regarding governance, policy and strategy.

2) **Audit and** Risk Management

- a. Responsibilities will include the oversight of the internal audit functions, annual or other periodic audits of financial operations, the recommendation of the appointment of an external audit firm to the Board of Trustees, the receipt of the reports of the internal auditor and the external audit firm, and the university's accountability and compliance procedures. Responsibilities also include assessing and reporting to the Board of Trustees respecting enterprise risks relating to the long-term fulfillment of the University's teaching, research, and service mission, including but not limited to risks regarding safety, preservation of property, University and Board policies, fiscal integrity, strategic plans, and the necessary and proper conduct of the University's business and affairs.

3) Governance and Compensation

- a. Responsibilities will include the recommendation of general governance policies and procedures, the nomination of Board officers and recommendation of candidates for future trustees and national trustees. At the last meeting in each fiscal year, the Committee shall review these Bylaws to determine whether any changes are appropriate and shall recommend any such changes to the Board of Trustees. Responsibilities also include assisting and making recommendations to the Board of Trustees respecting human resources and executive compensation programs and strategy for senior leadership positions. The Committee will also report to the Board respecting the effectiveness of executive compensation, benefits, performance management; and the Committee may further report to the Board on these issues as they relate to other University compensation and human resources plans. The Committee is also responsible for the oversight of Affiliated Entities.

4) Resources, Facilities and Affordability

- a. Responsibilities will include financial operations; business, organization and practices; university advancement; relations with local, state, and federal legislative and administrative agencies; recommending of the schedule of tuition and fees; borrowing of funds (internal and external);

naming, location, planning, construction, and maintenance and renovation of University facilities and grounds; the purchase, sale and lease of lands and buildings; reviewing and monitoring of all investments including the endowment; contract oversight on public utilities and other large contracts; and recommending of investment policy, advising the Board on investments and appointment of investment advisors to ensure compliance with Revised Code Section 3345.05. Responsibilities also include monitoring tuition, state appropriations, endowments, and annual giving; and overseeing efforts to maintain the University's fiscal strength in order to improve student affordability and the quality of education.

Section 2. The Executive Committee shall be made up of the Chair and Vice Chair of the Board of Trustees and the Chairs of University Academics and Student Success, and the University Resources, Facilities, and Affordability Committees and have broad powers to act in all matters not deemed by the Chair of the Board and the President of the University as of importance to command the immediate attention of the entire Board. All actions of the Executive Committee shall be subject to approval by the Board, except those wherein the Board has delegated to the Executive Committee or the President full power to act for the Board.

Section 3. Special committees may be appointed by the Chair of the Board as the Board may deem necessary.

Section 4. The Chair of the Board and the President shall be ex-officio non-voting members of all Standing Committees and Special Committees.

Article VII. Parliamentary Authority

Section 1. When not in conflict with any of the provisions of these Bylaws, the Robert's Rules of Order Newly Revised shall govern the proceedings of the Board.



OHIO
UNIVERSITY

Internal Audit

1 Ohio University
WUSOC 166
Athens OH 45701-2979

Date: August 3, 2017

To: The President and Board of Trustees

From: Jeffrey Davis, Chief Audit Executive

Re: **Audit Committee Meeting**

Internal Audit will present an update on office activities at the August 22, 2017 Audit Committee meeting. The status of the FY18 audit plan and Internal Audit's quality assurance and improvement plan will be addressed.

The University's auditor, Plante Moran, will discuss the status of the FY17 external audit.

I will be pleased to answer any questions.

Audit and Risk Management Committee

Peggy Viehweger

Chair

August 22, 2017

Chief Audit Executive Report

Jeff Davis, CPA

Agenda

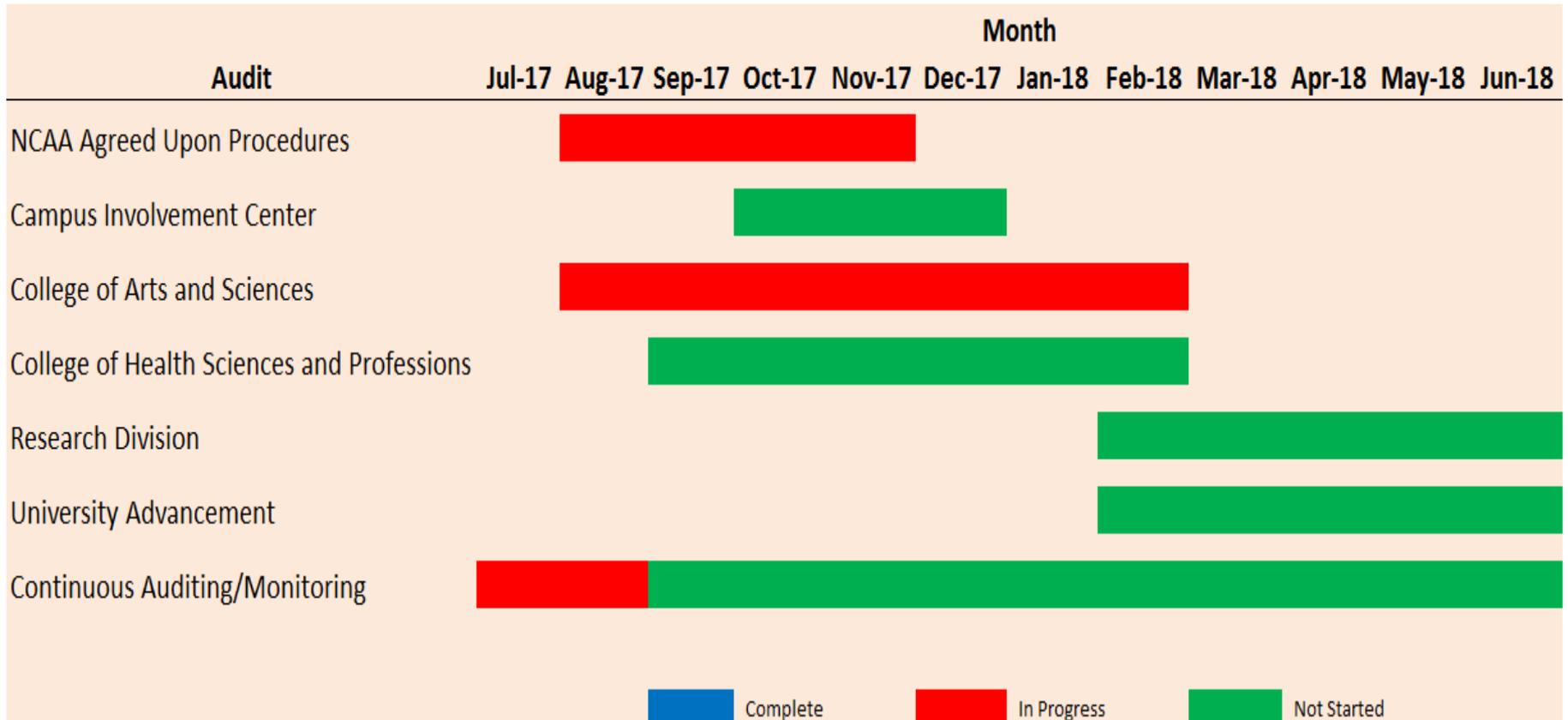
- FY18 Audit Plan Status and Schedule
- Quality Assurance and Improvement Program

FY18 Audit Plan Status and Schedule

FY18 Audit Plan Status

Audit	Auditor	Status	Report Date
External Audit Support – NCAA Agreed Upon Procedures	Bevan, Boyle, Saunier	In Progress	
College of Arts and Sciences	All	Planned	
College of Health Sciences and Professions	All	Planned	
Research	To Be Assigned	Planned	
University Advancement	To Be Assigned	Planned	
Campus Involvement Center	To Be Assigned	Planned	
FY17 Carryover Audits:			
College of Business	Boyle/Bevan/Ennis	Completed	7/26/17
Heritage College of Medicine	Boyle/Bevan/Tong	Completed	Draft 8/3/17
Event Services	Boyle/Ennis/Tong	Completed	Draft 7/20/17

FY18 Audit Schedule



Quality Assurance and Improvement Program (QAIP)

Quality Assurance and Improvement Program

What is a Quality Assurance and Improvement Program?

As defined by the Institute of Internal Auditors:

- Incorporates both internal and external assessments of the department
- External Assessments are required every 5 years – We had one in 2016 and the next one will be in 2021
- Internal Assessments are required annually when not undergoing an external assessment

Quality Assurance and Improvement Program

2016 External Quality Assurance Review Results:

- The external evaluator confirmed that the department generally conforms to the International Standards for the Professional Practice of Internal Auditing
- Corrective action has been implemented for all four recommendations proposed for the Internal Audit office.
- The recommendations for the committees input on the CAE's evaluation, salary and annual executive session with the CAE are pending.

Quality Assurance and Improvement Program

Confirmation that Department of Internal Audit is independent.

- Functionally to the Audit and Risk Management Committee; and
- Administratively to the University President

Quality Assurance and Improvement Program

Internal Assessments – On-going Monitoring:

- Monitoring Audits – progress is tracked for each project by project phase and assigned auditor; all audit workpapers are reviewed by the Audit Manager and Chief Audit Executive; review notes are provided to assist in strengthening performance for future audits; all audit reports and related communications are reviewed by the Audit Manager and Chief Audit Executive before issuance.
- Performance Metrics – auditor productivity, project management, and work quality is monitored for each auditor.
- Professional Development and Training – each auditor receives approximately 40 hours of continuing professional development annually.

Quality Assurance and Improvement Program

Internal Assessments – On-going Monitoring:

- Feedback – each staff member receives coaching and feedback; written review notes are provided for each audit project; customer feedback is obtained at the end of each audit engagement.
- Audit Plan – developed based on a prioritization of the audit universe using a risk-based methodology, including input from senior management and the Audit and Risk Management Committee Chair. The plan is presented and agreed upon by the Audit and Risk Management Committee at the June meeting.
- Follow-up – disposition of audit recommendations are followed up until resolved.

Quality Assurance and Improvement Program

Periodic Self-Assessments:

- Annual Governance Review – The charter for the Audit and Risk Management Committee is reviewed annually with the committee and updated as needed. Last updated October 2016; no update necessary to the charter at this time.
- The Internal Audit Charter is current and details the responsibilities of the Internal Audit office.
- Annual Workpaper Review – Sample of audit workpapers are reviewed by management to make sure work is performed in accordance with departmental practices and IIA Standards.

Quality Assurance and Improvement Program

Periodic Self-Assessments:

- Audit Management Review – The CAE evaluation is currently being considered by the Audit and Risk Management Committee.
- Audit Staff Review – Job descriptions for each audit position have been reviewed and are appropriate. Formal performance feedback is performed for each staff member three times/year.
- Audit Process/Scope Review – Reviewed and modified as necessary.

Quality Assurance and Improvement Program

Results:

- Confirmation that Department of Internal Audit is independent.
- Work is performed in accordance with IIA Standards.
- The Audit and Risk Management Committee charter and Internal Audit Charter are current with no updates need at this time.
- We continue to refine audit processes and staff productivity.

Conclusion

- Questions?



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: David Descutner, Interim Executive Vice President and Provost
 Deb Shaffer, Vice President Finance & Administration, CFO and Treasurer

Re: **Reconciliation of State of Ohio Budget to University Budget**

The state's biennial budget bill (Am. Sub. H.B. 49) was approved through Conference Committee and signed by Governor Kasich on June 30, 2017. At the June Board of Trustees meeting, the Board approved the FY18 operating and capital budgets contingent upon compliance in the final budget bill. The provisions of that bill did not change any of the assumptions included in our FY18 budgets as presented to the Board and; therefore, the budgets approved in June are considered final at this time.

Exhibit A provides a reconciliation of University Budget assumptions relative to the State of Ohio budget proposals through each stage of the process: the Governor's proposal, House Bill, Senate Bill, and the final approved Budget Bill. The state's final Biennial Budget includes the continuation of an undergraduate tuition freeze and flat funding for the State Share of Instruction (SSI).

Changes to FY18 Budget

While state support for all public universities through the SSI remains relatively unchanged in FY18, the final line item appropriations for Ohio University are \$168.8K less than initially budgeted, as detailed in the chart below. Each respective planning unit will manage program funding reductions.

<i>(in millions)</i>		FY18	FY18	
Planning Unit	Program	Projection	Appropriations	Variance
Voinovich	Appalachian New Economy Partnership	\$ 1.50	\$ 1.23	-18%
	Co-ops & Internships	\$ 0.08	\$ 0.05	-33%
College of Medicine	AHEC Program Support	\$ 0.11	\$ 0.12	8%
	Family Practice	\$ 0.45	\$ 0.48	6%
	Geriatric Medicine	\$ 0.07	\$ 0.07	6%
	Primary Care Residencies	\$ 0.20	\$ 0.22	6%
	OU Clinical Teaching	\$ 2.62	\$ 2.77	6%
Education	Higher Education Program Support	\$ 0.08	\$ -	-100%
Library	Library Depositories	\$ 0.15	\$ 0.16	6%
Internal Bank	Capital Component	\$ 2.00	\$ 2.00	0%
Subtotal		\$ 7.26	\$ 7.09	-2%

Fall 2017 Enrollment

Our FY18 planning assumptions included an incoming Athens undergraduate freshman class with 200 fewer students than the prior year, 4,109 FY18 freshmen. Current enrollments suggest a freshman class anticipated to have approximately 4,050 freshmen. Leadership continues to monitor the Fall 2017 enrollment trends and will provide regular updates to the Board regarding the financial impact of the incoming freshman class.

Impact of Biennial Budget for Future Planning

As we begin our planning efforts for FY19, the Legislature's continued freeze on in-state, undergraduate tuition combined with flat SSI will reinforce the need for realistic enrollment projections and continued discussions regarding the development of a balanced, multi-year budget that maintains academic quality.

Exhibit A – State of Ohio Budget Summary

Proposal	Budget Assumption	Gov. Budget Proposal		House Budget Bill		Senate Budget Bill		Budget Bill - Final		Comments
	FY18	FY18	FY19	FY18	FY19	FY18	FY19	FY18	FY19	
1. SSI	0.0%	1.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0% Appropriation growth in the SSI in for FY18 and FY19.
2. Undergraduate Tuition - Fee Cap	0.0% Continuing 1.3% New Cohort	0.0%	0.0%	0%; Tuition Guarantee Exempted	0%; Tuition Guarantee Exempted	\$10 per Credit Hour	Lesser of: Annual CPI OR 2%	0.0%	0.0%	Final Budget Bill: (1) Extends UG tuition freeze through FY19; and (2) extends freeze on increases to "Other fees", with prescribed exceptions.
3. Other State Appropriations										
a. Clinical Teaching & Medical Line Items	-10.0%	0.0%	0.0%	-10.0%	Collapses all Medical line-items into a single appropriation.	-3.0%	0.0%	-5.0%	0.0%	FY18 reduction of ~ \$153K to HCOM Budget as compared to FY17 Budget Retains separate medical line items in FY19
b. Library Depositories	-10.0%	0.0%	0.0%	-10.0%	0.0%	-3.0%	0.0%	-3.0%	0.0%	FY18 Reduction ~ \$5K to Library as compared to FY17 Budget
c. AHEC Program Support	-10.0%	0.0%	0.0%	-1.5%	0.0%	-3.0%	0.0%	-3.0%	0.0%	FY18 Reduction ~ \$4K to HCOM as compared to FY17 Budget
d. Appalachian New Economy Partnership	0.0%	0.0%	0.0%	-1.5%	0.00%	-44.8% GRF & Non-GRF Funding	0.0%	-18.1% GRF	0.0%	FY18 Reduction ~ \$272K in GRF to Voinovich as compared to FY17 Budget
e. Ohio Leadership Project	\$75,000	Funding Eliminated		Funding Eliminated		Funding Eliminated		Funding Eliminated		Loss of \$75K (annually) to Education as compared to FY17 Budget
f. Co-ops & Internships - Voinovich	\$75,000	Funding Eliminated		-33.3%	0.0%	-33.3%	0.0%	-33.3%	0.0%	FY18 Reduction ~ \$25K to Voinovich as compared to FY17 Budget
g. *NEW* Rural Revitalization Partnership	\$0	No Provision		New Program Support		Funding Eliminated		No Provision		
4. Textbooks										
a. Undergraduate Textbooks	N/A	\$0 Textbook Expense	Provide textbooks with tuition increase of up to \$300 per student annually	Reporting to Efficiency Advisory Committee; Textbook cost study to Chancellor		Reporting to Efficiency Advisory Committee; Textbook cost study to Chancellor		Reporting to Efficiency Advisory Committee; Textbook cost study to Chancellor		Senate bill is in alignment with existing University efficiency and reporting efforts.
b. CCP Textbooks	N/A	\$0 Textbook Expense	Textbook Cost: Responsibility of Institution; \$10 per CH chargeback to district	\$0 Textbook Expense	Secondary School pays University 50% of the cost of required textbooks	\$0 Textbook Expense	\$0 Textbook Expense	\$0 Textbook Expense	\$0 Textbook Expense	Removes all provisions requiring colleges to pay for textbooks for CCP students. Current law remains: Textbooks the responsibility of the local school district.



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: David Descutner, Interim Executive Vice President and Provost
Deb Shaffer, Vice President Finance & Administration, CFO and Treasurer

Re: **Affordability and Efficiency Update**

At our August meeting we will be presenting a report on our Affordability and Efficiency (“A&E”) efforts across the University. This report package is structured in the format established last year by the Ohio Department of Higher Education (DHE) in conjunction with the Governor’s Task Force on Affordability and Efficiency in Higher Education. Although we have not yet received guidance on the format required, a progress report is due to DHE in early October which requires BOT approval. We do not expect the information to materially differ from the information contained in this report. Our intention is to provisionally submit the report to DHE by the due date and bring the final report to our October BOT meeting for approval.

Our presentation (and Exhibits to this memo) will outline the core components of the A&E report, including:

- 5-year Goal for Efficiency Savings and Resource Generation
- Initiatives and Results across each component
- Investments supporting Academic Quality and Student Success
- Reductions of Direct Student Costs
- Updated Cost Diagnostic Dashboard (attached to this memo as Exhibit A – 10 year cost diagnostic was a requirement)
- Ohio DHE Administrative Productivity Measure published in April 2016 (attached as Exhibit B)

We look forward to discussing this with you at the upcoming Board of Trustees meeting.

Exhibit A: Cost Diagnostic Dashboard

Drivers:

Variables which impact the metric.

Metric:

Presents and compares the stated metric based on each presentation scenario shown below:

- FY06 grown by CPI (Status Quo)
- Actual results
- Normalized actuals (in FY06 \$\$)

Levers:

Short term
(1-5 yrs)

Long term
(6-10 yrs.)



Indicates directionally which way the data will likely move over time.

FY06 Grown by CPI:

Presents 2006 data and adjusts only based on CPI – reflects what metric would look like today if all factors only changed for inflation.

For example: Salaries per student headcount

- 2006 salaries would grow based on CPI
- No change projected in headcount.

Actual Results:

Displays actual data as shown on the financial statements.

Normalized Actuals (in FY06 \$):

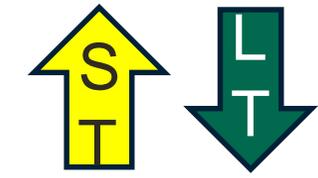
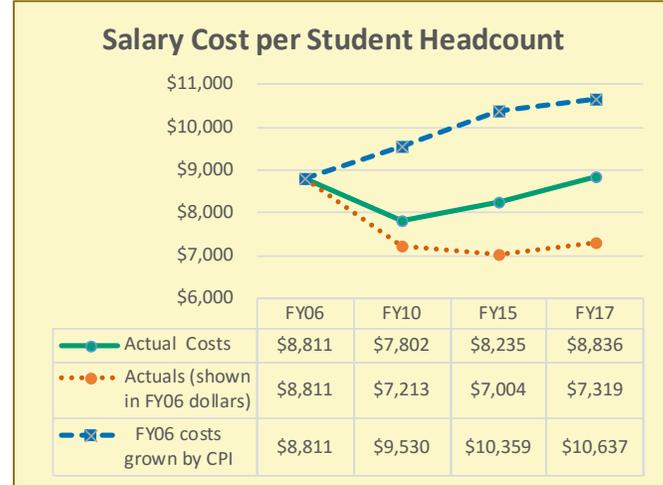
Displays actual financial results restated in FY06 dollars (removes the impact of inflation and reflects impacts of drivers on metric) for comparability.

Data may be normalized based on CPI.

Dashboard: Salary Cost (per student headcount)

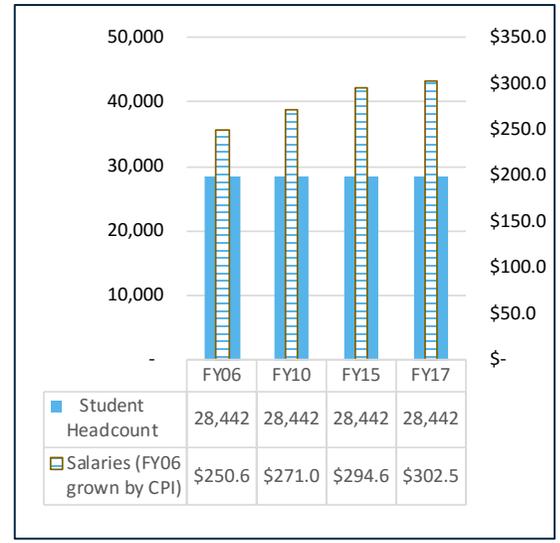
Drivers:

- Student headcount
- Employee raise pools
- Employee headcount

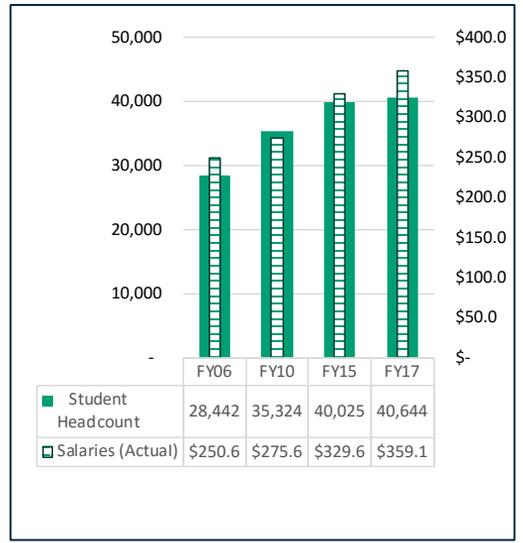


- BOT competitive salary priority
- Increase student headcount of non-traditional & non-residential students
- Faculty make-up continues to shift (i.e. retirements)

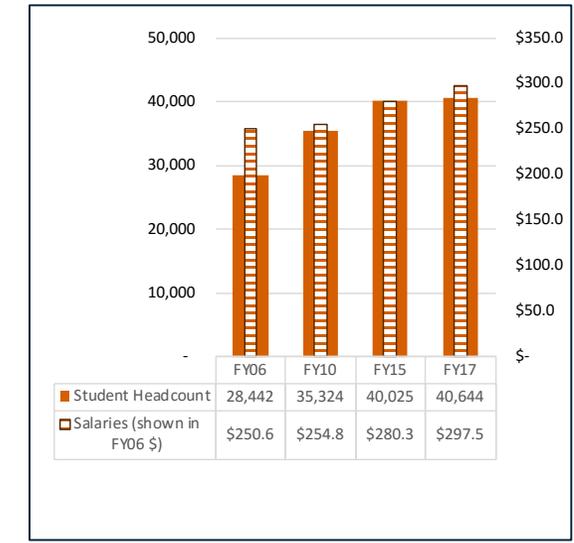
FY06 Grown by CPI



Actual Results



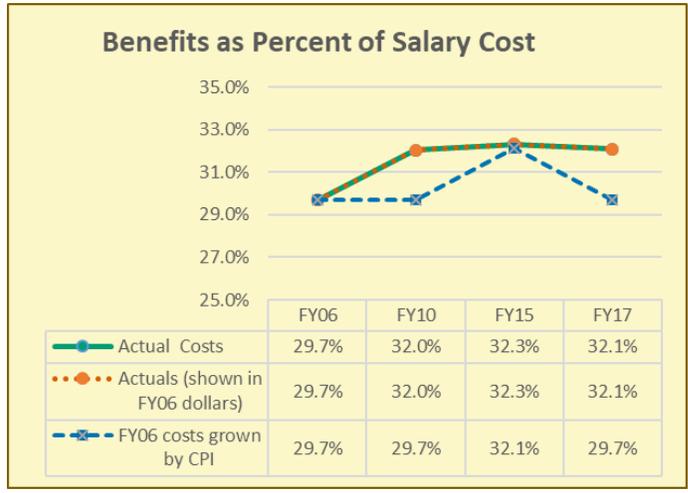
Normalized Actuals (in FY06 \$)



Dashboard: Benefits Costs (as a % of Salary)

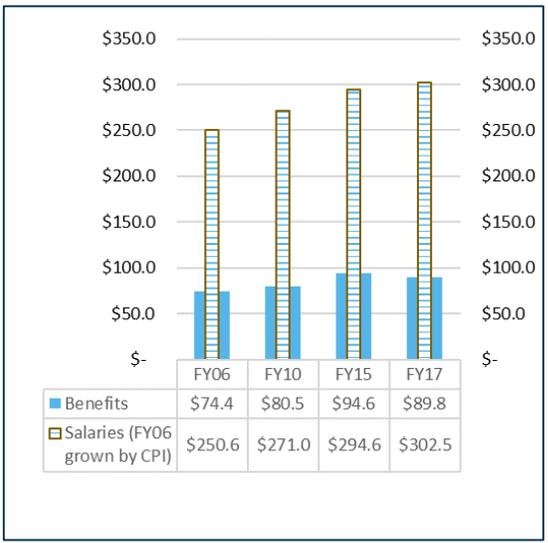
Drivers:

- Health care costs
- Health care experiences
- Employee Demographics
- Employee headcount
- Benefit Plans
- Self vs. fully insured

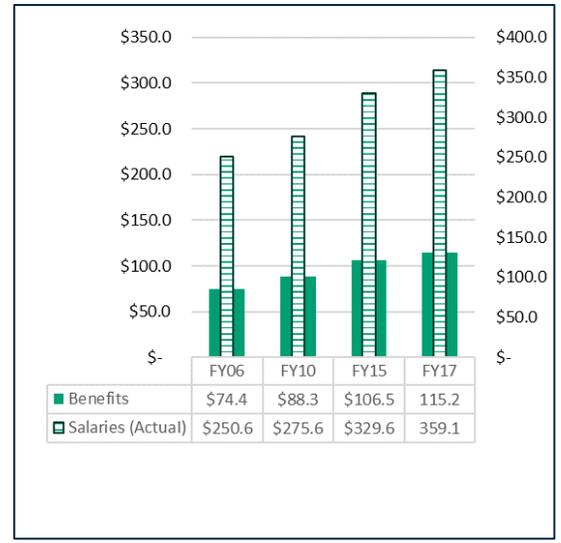


- Benefit Plan Changes
- Affordable Care Act (ACA)

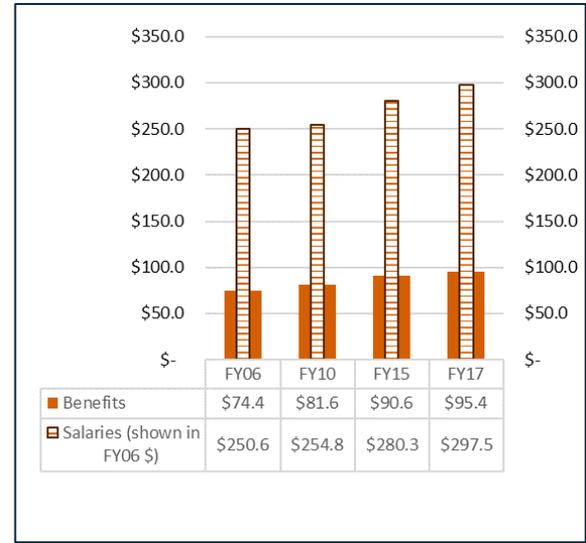
FY06 Grown by CPI



Actual Costs



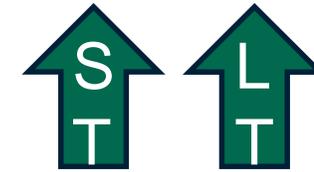
Normalized Actuals (in FY06 \$)



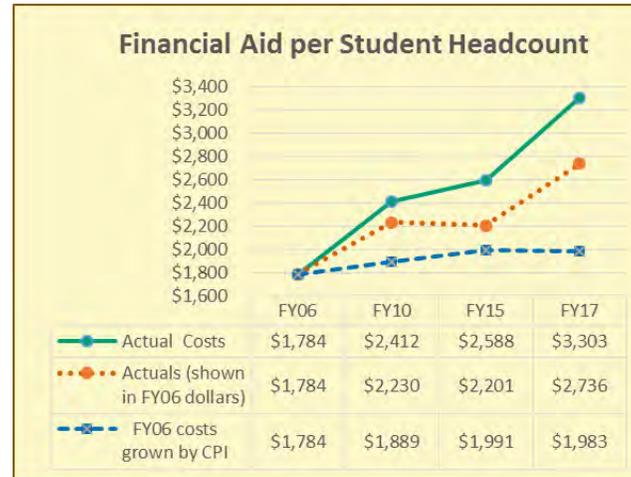
Dashboard: Institutional Financial Aid (per Athens Undergrad Student Headcount)

Drivers:

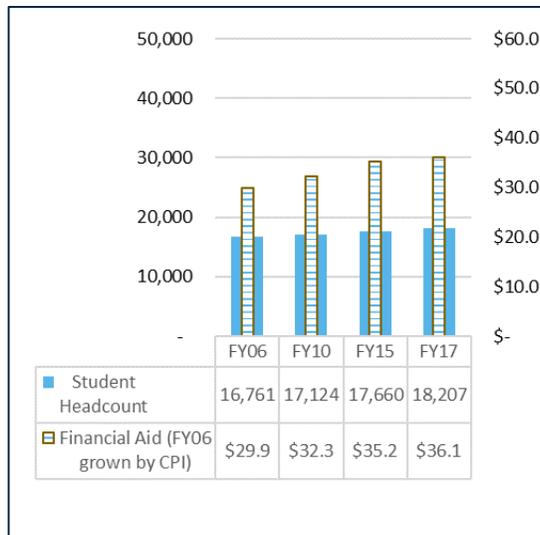
- Financial Aid
- Student Headcount – Athens UG



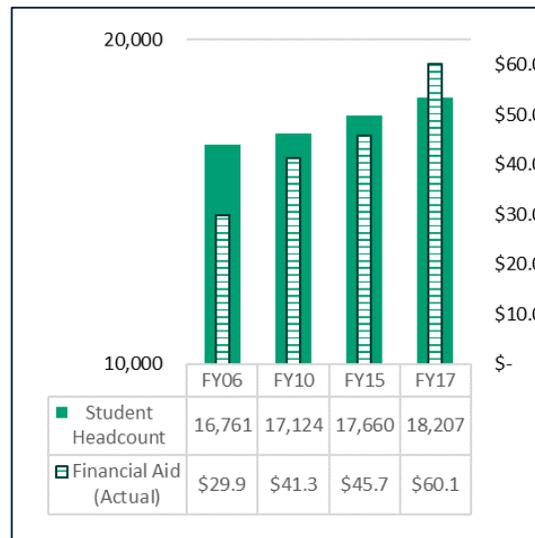
- Signature Awards
- Matching Scholarship Program
- Competitive environment to maintain enrollments
- Non-traditional increased enrollment
- Federal/State Financial Aid



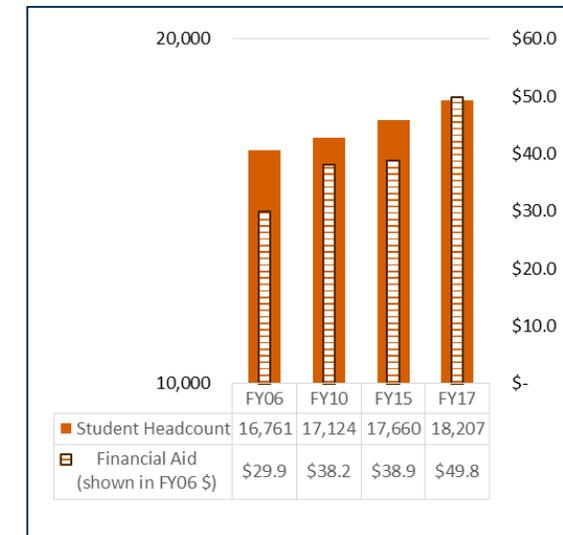
FY06 Grown by CPI



Actual Costs



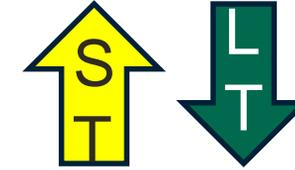
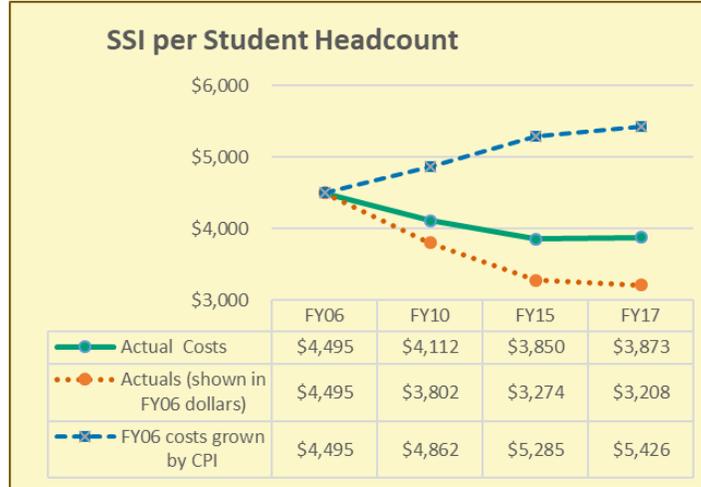
Normalized Actuals (in FY06 \$)



Dashboard: SSI (per Total Athens Student Headcount)

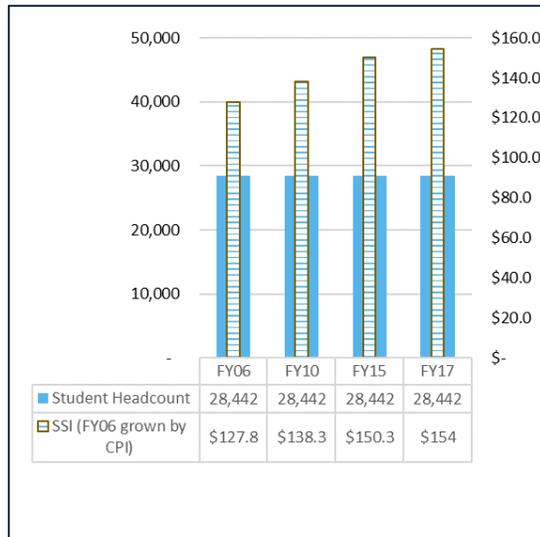
Drivers:

- SSI
- Student Headcount – Athens Total (Undergrad + Grad)

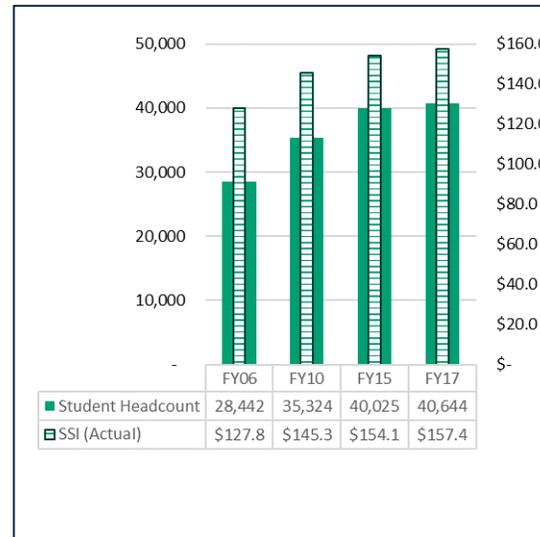


- Performance Formula
- State Funding
- OHIO Share of pool

FY06 Grown by CPI



Actual Costs



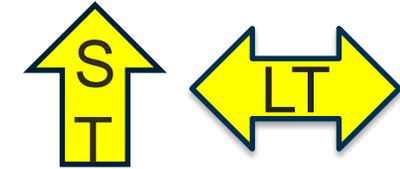
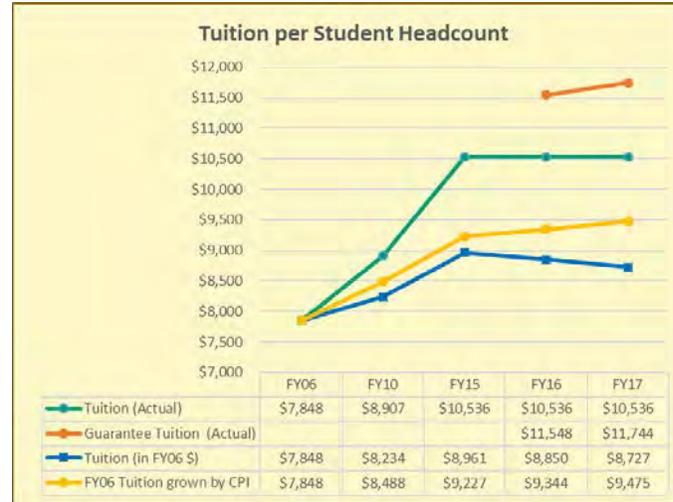
Normalized Actuals (in FY06 \$)



Dashboard: Tuition

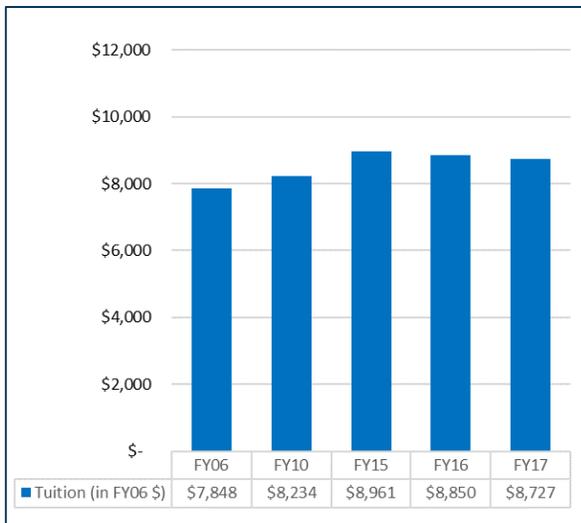
Drivers:

- Tuition
- State cap
- Ohio Guarantee

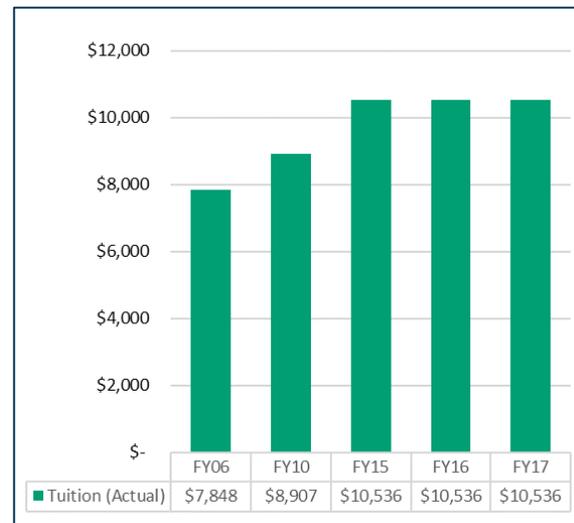


- Growth of SSI
- Increasing cost vs. efficiencies
- Institutional investments in priorities
- New revenue

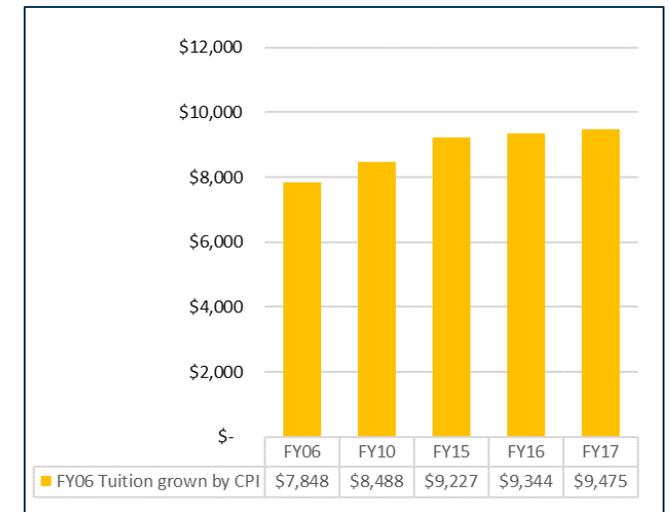
FY06 Grown by CPI



Actual Costs



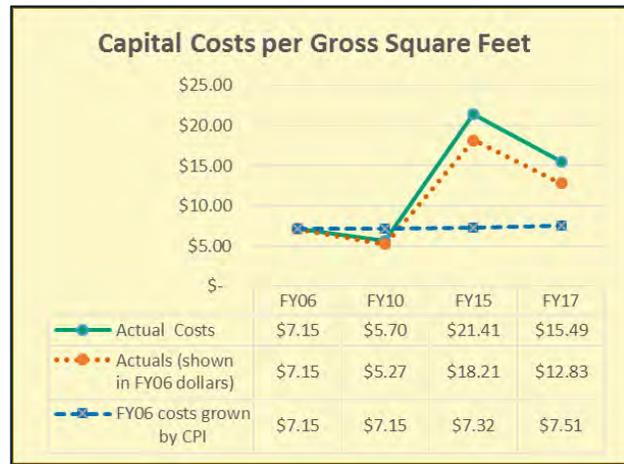
Normalized Actuals (in FY06 \$)



Dashboard: Capital Investments per Gross Square Feet Athens (includes extension campuses)

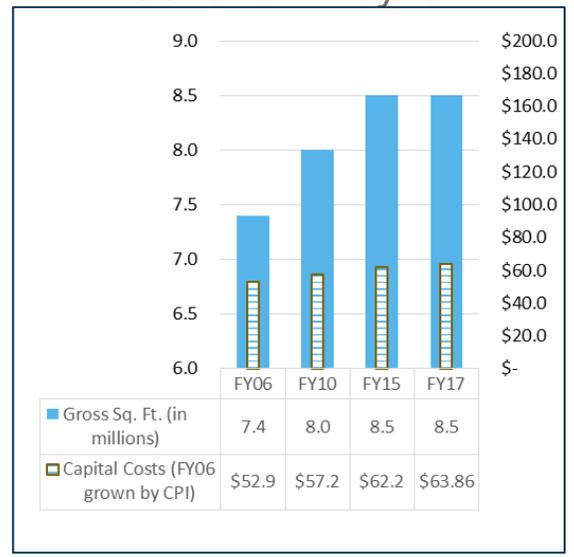
Drivers:

- Capital additions (investments)
- Gross square feet (includes extension campuses)

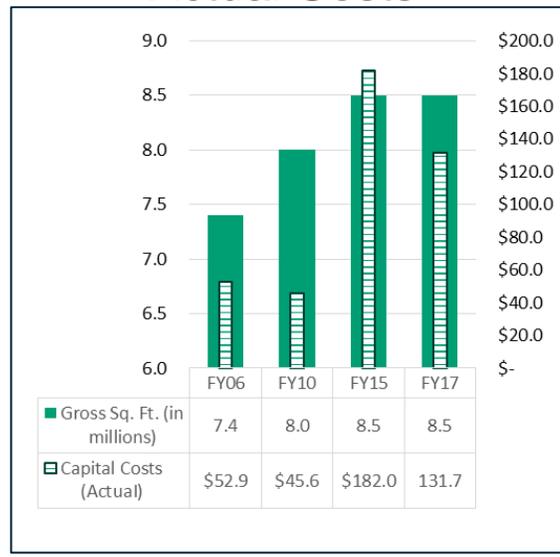


- Updating Facilities
- BOT Priority
 - CIP/CMP
 - Century Bond
 - EIP

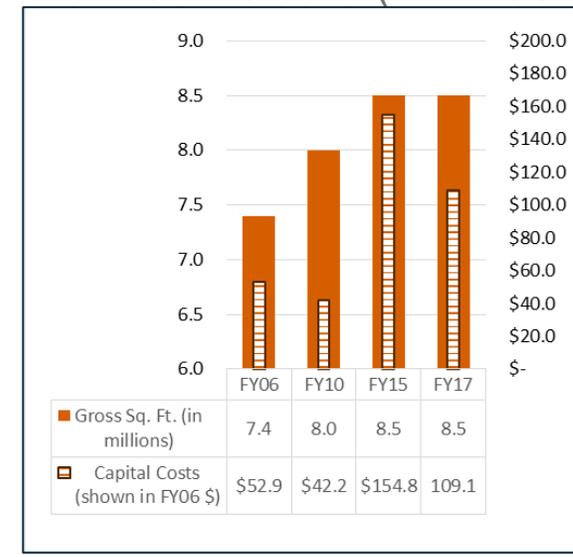
FY06 Grown by CPI



Actual Costs

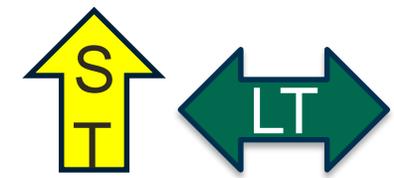
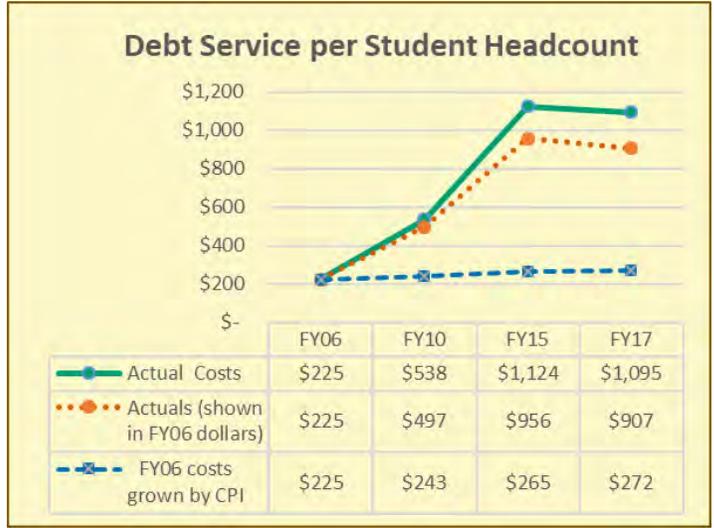


Normalized Actuals (in FY06 \$)



Dashboard: Debt (per Athens Total Student Headcount)

- Drivers:**
- Debt service
 - Student headcount – Athens total

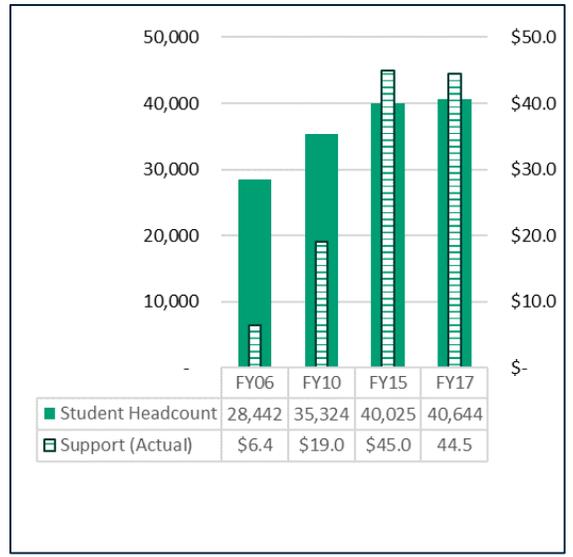


- CIP Plan
- Century Bond Program
- EIP
- Enrollments
- Deferred Maintenance Backlog

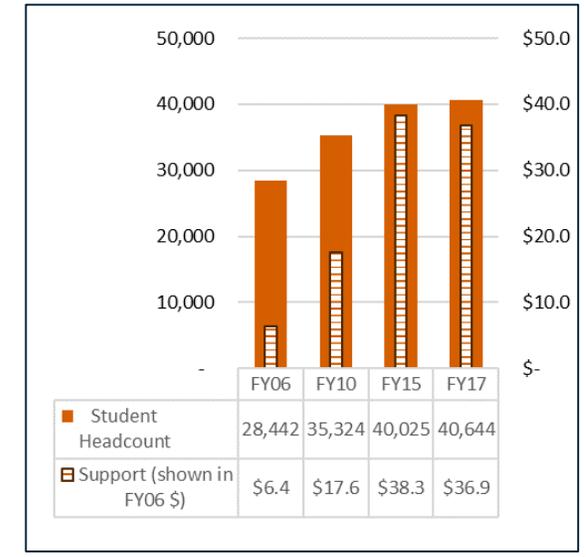
FY06 Grown by CPI



Actual Costs



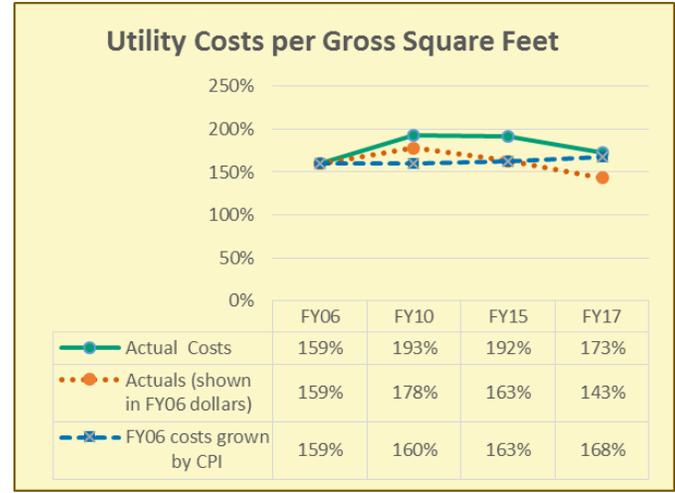
Normalized Actuals (in FY06 \$)



Dashboard: Utility Costs (per Gross Square Feet)

Drivers:

- Utility costs
- Gross square feet (includes extension campuses)



- Adding sq. footage
- Century Bond Program
- EIP impact
- CIP
- Energy Contracts

FY06 Grown by CPI



Actual Results



Normalized Actuals (in FY06 \$)

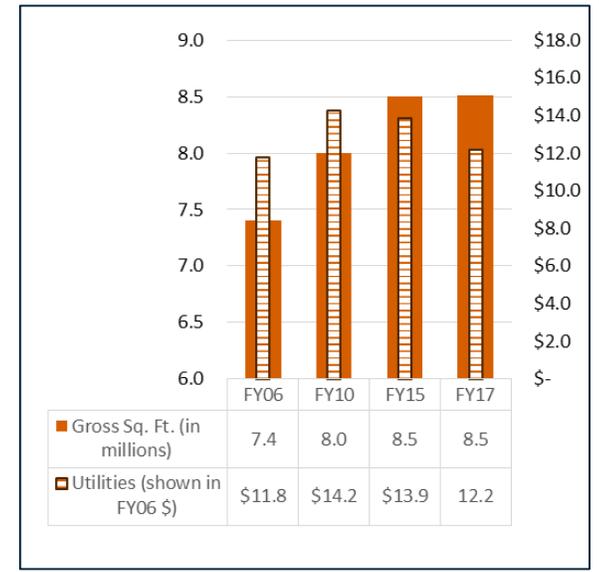


Exhibit B: FY16 Ohio DHE Administrative Productivity Measure

ADMINISTRATIVE PRODUCTIVITY MEASURE (APM)

	A	B	C	D	E	F	Productivity		Efficiency	
							E/B	F/B	B/C	A/D
Institution	Administrative Salary Expenditure	Administrative Employee Headcount	All Employee Headcount	Educational and General Expenditure	Student Course Completed FTE	Student Degree Completions	Overall			
							Course Completion Ratio	Degree Completion Ratio	Administrative Headcount Ratio	Administrative Expenditure Ratio
Akron	\$58,189,883	946	2,383	\$335,560,378	18,165	5,347	19.20	5.65	39.7%	17.3%
Bowling Green	\$58,901,566	1,001	2,080	\$279,094,285	13,356	4,118	13.34	4.11	48.1%	21.1%
Cincinnati	\$163,678,260	2,727	5,867	\$679,827,909	26,224	9,758	9.62	3.58	46.5%	24.1%
Cleveland State	\$49,351,850	768	1,540	\$224,953,687	11,210	3,965	14.60	5.16	49.8%	21.9%
Central State	\$8,720,507	157	347	\$36,998,226	869	282	5.53	1.80	45.2%	23.6%
Kent State	\$109,057,716	1,860	3,970	\$495,776,649	25,756	8,306	13.84	4.46	46.9%	22.0%
Miami	\$76,576,483	1,366	3,604	\$384,522,001	14,366	5,149	10.52	3.77	37.9%	19.9%
Ohio State	\$535,575,333	8,416	15,486	\$1,605,105,384	41,913	15,621	4.98	1.86	54.3%	33.4%
Ohio	\$103,734,620	1,714	3,669	\$516,934,601	23,863	8,903	13.92	5.20	46.7%	20.1%
Shawnee State	\$8,527,957	156	359	\$47,195,744	3,131	742	20.11	4.77	43.4%	18.1%
Toledo	\$72,206,632	993	2,998	\$391,352,163	13,805	4,705	13.91	4.74	33.1%	18.5%
Wright State	\$76,701,496	1,215	2,385	\$276,066,431	11,403	3,708	9.39	3.05	50.9%	27.8%
Youngstown State	\$33,375,713	574	1,107	\$136,481,413	8,267	2,198	14.40	3.83	51.9%	24.5%

NEOMED is excluded from the analysis due to the effect(s) of their consortium-based relationships with other Ohio public institutions of higher education on the data elements utilized in the calculation.

OHIO DEPARTMENT OF HIGHER EDUCATION

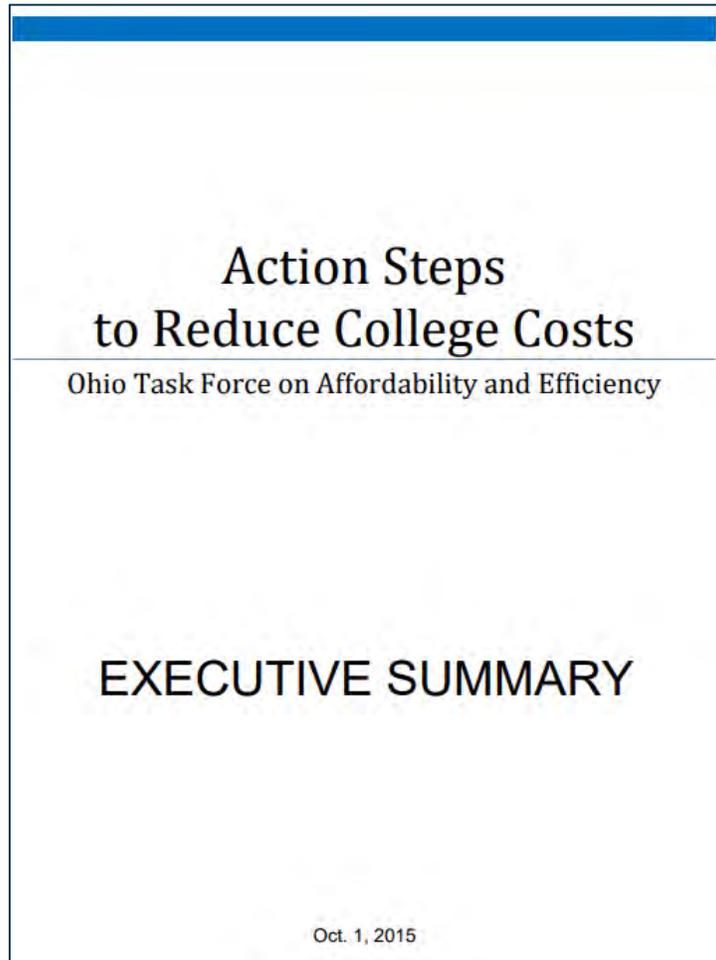
August 22, 2017

FY17 Affordability and Efficiency (A&E) State Reporting

Tab # ; pg

Ohio Task Force on Affordability & Efficiency Executive Summary – October 1, 2015

Action Steps -> The Recommendations



Recommendation	Component	
Master Recommendation	1	Students Must Benefit
	2	Five-year goals - <i>SEPARATE REPORT</i>
SECTION 1: EFFICIENCIES		
Procurement	3A	Campus contracts
	3B	Collaborative contracts
Assets and Operations	4A	Asset review
	4B	Operations review
	4C	Affinity Relationships
Administrative Cost Reforms	5A	Cost Diagnostic - <i>SEPARATE REPORT</i>
	5B	Productivity Measure: Administrative
	5C	Organizational structure
	5D	Health-care costs
	5E	Data centers
	5F	Space Utilization
	5G	Energy
SECTION 2: ACADEMIC PRACTICES		
Textbook affordability	6A	Negotiate Cost
	6B	Standardize Materials
	6C	Develop Digital Capabilities
	6C	eLearning - new program net revenues
Time to Degree	7A	Education Campaign
	7B	Graduation incentive
	7C	Standardize Credits for degree
	7D	Data-driven advising
	7E	Summer programs
	7F	Pathway agreements
	7G	Competency-based education
Duplicative Programs	8	Duplicative Programs
SECTION 3: POLICY REFORMS		
Policy Reforms	10A	Financial Advising
	10B	Obstacles (legislative / mandates)

Five-Year Goal - \$60M Savings & New Resources

August 25, 2016 – Board of Trustees Approval

MASTER RECOMMENDATION 2: FIVE-YEAR GOAL FOR INSTITUTIONAL EFFICIENCY SAVINGS AND NEW RESOURCE GENERATION										
Category	Recommendation	Component	Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)
Efficiency Savings	Budget (Cash Flow) Reduction									
	5D	Health Care	Plan changes	\$ 786,836	\$ 1,911,826	\$ 2,536,838	\$ 2,536,838	\$ 2,536,838	\$ 10,309,176	Detailed budget listed in implementation plan
	Additional	Faculty Contracts	Reduction of term faculty by regional campuses	\$ 523,000	\$ 199,000	\$ 195,000	\$ 191,000	\$ 187,000	\$ 1,295,000	Regional Campus analysis to redeploy faculty and/or change class size and offerings
	4A	Asset review	Review of assets identified usable space to relocate OU Press resulting in savings from off-campus leasing	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	Relocated OU Press after space analysis. Yearly lease savings
	4C	Partnerships	Partnered with City of Athens for Light & Sidewalk repair	\$ 290,000					\$ 290,000	Cost Share with the City of Athens
	5G	Energy Savings	Utility Rebates due to energy conservation & Steam/Condensate energy savings	\$ 910,000	\$ 910,000	\$ 910,000	\$ 910,000	\$ 910,000	\$ 4,550,000	This includes the steam consolidation, boiler upgrades, etc. We have realized these savings beyond what we've needed to purchase upgraded, more efficient equipment and also while
	Student "Out-of-Pocket" Reduction									
	Master recommendation	Direct Student reduction	fixed credit hour pricing	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 26,452,310	92.7% of students take advantage of the fixed price option. The per student amount of \$227 per year is a result of reducing the per year savings by taking into account 100% of the students. Student numbers based on Athen undergrad only (fall14)
	6A, B, C	Textbook affordability	Negotiating textbook costs, moving to digital formats, standardizing materials	\$ 700,000	\$ 1,250,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 7,950,000	Through digital solutions, use of online content, price negotiations, etc.
	Subtotal Efficiency Savings			\$ 8,550,298	\$ 9,611,288	\$ 10,982,300	\$ 10,978,300	\$ 10,974,300	\$ 51,096,486	
New Resource Generation	4A	Asset review	Sale of Courtyard	\$ 1,000,000					\$ 1,000,000	BOT approved
	4B	Operations Review	Providing Printing Services to Hocking College	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 360,000	OHIO as a vendor to provide product to Hocking College. This not only creates revenue for OHIO but also saves Hocking College money
	6C	Elearning based on increased digital capacity	Elearning and professional graduate programs	\$ 396,749	\$ 1,341,388	\$ 1,542,596	\$ 1,928,245	\$ 2,189,536	\$ 7,398,514	
	4A	Asset Review	Additional Asset Monetization	\$ 145,000					\$ 145,000	
									\$ -	
									\$ -	
									\$ -	
	Subtotal New Resource Generation			\$ 1,613,749	\$ 1,413,388	\$ 1,614,596	\$ 2,000,245	\$ 2,261,536	\$ 8,903,514	
				\$ 10,164,047	\$ 11,024,676	\$ 12,596,896	\$ 12,978,545	\$ 13,235,836	\$ 60,000,000	
ORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY										

3 Procurement

FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
3	Procurement		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		FY16 3 Goals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY17 Update								
3A	Campus Contracts	Janitorial Supplies	\$ 27,600	\$ 27,600	\$ 27,600	\$ 27,600	\$ 27,600	\$ 138,000
3A	Campus Contracts	Plumbing Supplies	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
3A	Campus Contracts	Air filters	\$ 4,700	\$ 9,400	\$ 9,400	\$ 9,400	\$ 9,400	\$ 42,300
3B	Collaborative Contracts	IUC - Elevator maintenance	\$ -	\$ 17,360	\$ 17,360	\$ 17,360	\$ -	\$ 52,080
3B	Collaborative Contracts	IUC - Office Supplies	\$ 104,937	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 224,937
3B	Collaborative Contracts	IUC - Copiers and print management	\$ 28,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 148,000
3B	Collaborative Contracts	TCPN - Maintenance Repair & Oper	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000
		Total FY17 Update	\$ 165,237	\$ 424,360	\$ 424,360	\$ 424,360	\$ 407,000	\$ 1,845,317

Note: Cost savings being realized as well as efficiencies surrounding central resource and service levels

3A Campus Contracts - Institutions must require employees to use existing contracts

- OHIO established an A&E Work Group to implement the state-issued mandates
- A campus communication plan including meeting updates, emails, and Compass articles is in place to inform about state directives and campus plans
- May 2017 began the rollout to campus for internal mandates regarding 'on-contract' purchasing
 - 0-3 mo – office, computer and janitorial supplies
 - 6-12 mo – printing & copying; web development services; graphic design
 - 12-18 mo – travel; international procurement; specialized research, facilities, and safety supplies

3B Collaborative Contracts - Pursue new and/or strengthened joint (state/IUC) contracts

- Recent collaborative negotiations:
 - Office Depot – IUC members
 - Otis Elevator – IUC members
 - Fastenal – TCPN contract
 - ComDoc (in process) – IUC members
- Use Price Agreements from consortia and our own agreements to create preferred vendor lists
- Continued involvement with existing purchasing consortia including IUC, E&I, National IPA

4A Asset Review

Assessment of non-core assets for sale, lease or other opportunity to repurpose

FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
4A	Asset Review	Sale of Courtyard land to OUF	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
4A	Asset Review	Sale of 78 Columbia	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ 145,000
4A	Asset review	OU Press lease	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
		FY16 4A Goals	\$ 1,195,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 1,395,000
FY17 Update								
4A	Asset Review	Sale of Courtyard land to OUF	\$ 1,003,000	\$ -	\$ -	\$ -	\$ -	\$ 1,003,000
4A	Asset Review	Sale of 78 Columbia	\$ -	\$ -	\$ 145,000	\$ -	\$ -	\$ 145,000
4A	Asset review	OU Press lease	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
		FY16 4A Goals - FY17 Update	\$ 1,053,000	\$ 50,000	\$ 195,000	\$ 50,000	\$ 50,000	\$ 1,398,000
4A	Asset review	OUF Sale of Courtyard Apartments	\$ 2,300,000					\$ 2,300,000
4A	Asset review	ET Rover easement compensation	\$ 334,823	\$ -	\$ -	\$ -	\$ -	\$ 334,823
4A	Asset review	Ridges water tower cell tower	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
4A	Asset review	WOUB Spectrum frequency auction	\$ 18,400,000	\$ -	\$ -	\$ -	\$ -	\$ 18,400,000
4A	Asset review	Purchase of 31 S Court	\$ -	\$ 295,000	\$ 295,000	\$ 295,000	\$ 295,000	\$ 1,180,000
4A	Asset review	OHP/UMA merger / asset purchase	\$ 208,230					\$ 208,230
		Total FY17 Update	\$ 22,321,053	\$ 345,000	\$ 490,000	\$ 345,000	\$ 345,000	\$ 23,846,053

- Successful auction of WOUB intangible spectrum space resulted in \$18.4M in proceeds
- Foundation netted \$2.3M on the sale of Courtyard Apartments bolstering net assets
- The University’s Real Estate office has been instrumental in assessing opportunities for:
 - Sale or lease of non-core assets, other real estate opportunities
 - Working with University Planning and Space Management to exit existing leases and relocate University departments to owned facilities – OU Press

4B Operations Review

Conduct assessment of non-academic activities to improve operations and efficiency

FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
4B	Oper Review	Printing to external customers	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 360,000
		FY16 4C Goals	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 360,000
FY17 Update								
4B	Oper Review	Printing to external customers	\$ 50,700	\$ 50,700	\$ 50,700	\$ 50,700	\$ 50,700	\$ 253,500
		FY16 4C Goals - FY17 Update	\$ 50,700	\$ 50,700	\$ 50,700	\$ 50,700	\$ 50,700	\$ 253,500
4B	Oper Review	ERP support renegotiation/3rd party	\$ -	\$ 320,294	\$ 320,294	\$ 320,294	\$ -	\$ 960,882
4B	Oper Review	Facilities water treatment changes	\$ -	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 1,800,000
		Total FY17 Update	\$ 50,700	\$ 820,994	\$ 820,994	\$ 820,994	\$ 500,700	\$ 3,014,382

- Cabling for campus construction projects will be outsourced for project cost efficiencies; internal labor will be redeployed to facility maintenance projects
- Bid timing for summer construction contracts was pushed earlier in the year to catch more contractors before their summer work; off-peak bidding credited with bringing more bidders, more competition and lower pricing
- Reviewing asset disposal operations to increase sales revenue; technology assets for resale
- IT looking to 'harvest' and redeploy unused network ports across campus; excess capacity usage
- OHIO Ready Staff – in-house temporary pool of staff trained in University administrative systems; will likely move fully trained FTEs into full-time roles

4C Partnerships / Sponsorships

Evaluate opportunities for partnerships and sponsorships to benefit institution and students

FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
4C	Partnerships	City - Richland Ave sidewalk/lights	\$ 290,000					\$ 290,000
FY16 4C Goals			\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ 290,000
FY17 Update								
4C	Partnerships	City - Richland Ave sidewalk/lights	\$ 258,242	\$ 5,371	\$ 5,371	\$ 5,371	\$ 5,371	\$ 279,726
FY16 4C Goals - FY17 Update			\$ 258,242	\$ 5,371	\$ 5,371	\$ 5,371	\$ 5,371	\$ 279,726
4C	Partnerships	Horizon utility easement 6.2017 BoT	\$ 4,404	\$ -	\$ -	\$ -	\$ -	\$ 4,404
4C	Partnerships	Bulk salt / storage MOU w/City	\$ 11,687	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 151,687
Total FY17 Update			\$ 274,333	\$ 40,371	\$ 40,371	\$ 40,371	\$ 40,371	\$ 435,817

- Valuable partnership opportunities exist with the City of Dublin as the University collaborates on the development of our campus and other community resources which will provide hands-on student experiences - theater, wellness center
- The University’s partnership with the City of Athens continues to serve both entities well regarding construction coordination, granting of easements and other mutually beneficial agreements:
 - Land swap of Athens Moore Avenue for OHIO Habitat for Humanity location
 - McKinley Avenue improvements and tie-in to Stimson Avenue creating new campus entrance
- Created OhioHealth Physician Group Heritage College as the faculty practice plan
- HCOM Medical School Early Assurance Programs – partner with universities in Ohio to create early admittance pathway to medical school

5A Cost Diagnostic

Diagnostic to identify cost drivers and areas for efficiency – data points over 10+ years

- The FY16 Cost Diagnostic analyzed various revenue and expense drivers over 10 years using 2006, 2010 and 2015 as data points for trending; FY17 will be added in this update as a 4th data point
 - Main expense drivers included salaries and benefits costs, debt and capital costs, and financial aid which are consistent with Board priorities
- Updated Cost Diagnostic provided in Exhibit A

5B Productivity Measure

DHE developed measurements of productivity and efficiency for public institutions (Exhibit B)

- OHIO ranked well above average for both throughput of Course and Degree Completions per Administrative employee headcount (Productivity) and Administrative Salary \$ and Headcount as a percent of the Totals (Efficiency)
 - OHIO's limited administrator categories could be unfavorably skewing the Efficiency results
 - OHIO is committed to continuous improvement and reviewing and refining operational processes
 - OHIO is exploring lean thinking methodology

5C Organizational Structure

Review organizational structure in line with best practices to streamline and reduce costs

FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
5C	Org Structure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		FY16 5C Goals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY17 Update - Savings / Avoidance								
5C	Org Structure	FY18 Base Admin Reductions	\$ -	\$ 4,890,000	\$ 4,890,000	\$ 4,890,000	\$ 4,890,000	\$ 19,560,000
5C	Org Structure	FY19 Base Admin Reductions	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 6,000,000
5C	Org Structure	FY20 Base Admin Reductions	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 4,000,000
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Total FY17 Update	\$ -	\$ 4,890,000	\$ 6,890,000	\$ 8,890,000	\$ 8,890,000	\$ 29,560,000

- Administrative units took \$4.89M in base administrative cost reductions; 3.8% toward a tentative 7% goal to be taken over 3 years (additional \$2M in FY19 and FY20)
 - Reductions were strategic and not ‘across the board’; units were to minimize impacts on student success, academic quality / research
 - Focus on preserving and improving service
- IT was exempt from the Administrative cost reductions as the unit continues to move through a complete reorganization, realigning to meet evolving service needs, ensure network reliability, reinvest resources in Information Security, and support and modernize academic technology applications
 - Non-value added services and software were replaced or discontinued
 - 2/3 of IT staff have been redeployed to new positions
- Academic units are pursuing new program development / revenue opportunities as well as cost reductions

5D Health Care

Contain and drive-down escalating costs of health care through economies of scale and collaboration

FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
5D	Health Care	BAC 3 Yr PPO & Plan Design Change	\$ 786,836	\$ 1,911,826	\$ 2,536,838	\$ 2,536,838	\$ 2,536,838	\$ 10,309,176
FY16 5D Goals			\$ 786,836	\$ 1,911,826	\$ 2,536,838	\$ 2,536,838	\$ 2,536,838	\$ 10,309,176
FY17 Update								
5D	Health Care	BAC 3 Yr PPO & Plan Design Change	\$ 2,335,507	\$ 3,435,507	\$ 4,035,507	\$ 4,035,507	\$ 4,035,507	\$ 17,877,535
FY16 5D Goals - FY17 Update			\$ 2,335,507	\$ 3,435,507	\$ 4,035,507	\$ 4,035,507	\$ 4,035,507	\$ 17,877,535
5D	Health Care	Rx Management	\$ -	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 2,800,000
5D	Health Care		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total FY17 Update			\$ 2,335,507	\$ 4,135,507	\$ 4,735,507	\$ 4,735,507	\$ 4,735,507	\$ 20,677,535

- The University's Benefits Advisory Committee (BAC) recommended 3 year, phased-in PPO and plan design changes which impacted cost sharing for premiums, deductibles, copays and out of pocket maximums
- Objective was to avoid the ACA Cadillac Plan Tax and limit the annual University health plan increases to no more than 5%
- Plan design changes structured to reach \$4.2M in annual cost avoidance by the end of year 3 (2019)
 - Current estimates reach \$4.0M annually by year 3
 - A&E goals conservatively included \$2.5M and a 1 year timing lag
- In FY17 the BAC recommended additional changes to benefits focused on prescription drug management expected to net an additional \$700K annually
- FY18 discussions / initiatives:
 - Dependent audit
 - Domestic Partner benefits
 - Wellness initiatives

5E Data Centers

Institutions must develop a plan to utilize the State of Ohio Computer Center (SOCC) as primary or disaster recovery site

- Wright State keeps OHIO back-ups as part of a reciprocal agreement; avoids \$80K cost / year
- OHIO has developed multi-year planning for the transition of our technology to the “cloud” and the phase-out of the data center

5F Space Utilization

Institutions must study campus space and encourage optimization of physical spaces

- Comprehensive Master Plan 2016 considers highest and best utilization of space through right-sizing campus space, aligning the right space with program need, and optimizing locations for the right programs
- Deferred Maintenance impacts as well as Smart Growth principles for *Repurposing Space, Replacing Space and Balancing New Space* are employed as part of space recommendations and strategies
- Integration and extensive re-modeling of the Administrative Space Strategy, HCOM and Engineering Building strategies have collectively avoided \$55M in facility costs as originally designed and increased investments in deferred maintenance by \$19M
- Realignments and restructuring in IT have resulted in the unit’s consolidation from six buildings into one, freeing up 10,000 square feet repurposed for critical academic needs

5G Energy

Seek and refine sustainable methods to efficiently and cost-effectively procure and use energy

FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
5G	Energy	Impact of infrastructure, consumption & pricing initiatives on total utility spend adjusted for degree days	\$ 910,000	\$ 910,000	\$ 910,000	\$ 910,000	\$ 910,000	\$ 4,550,000
FY16 5G Goals			\$ 910,000	\$ 4,550,000				
FY17 Update								
5G	Energy	Impact of infrastructure, consumption & pricing initiatives on total utility spend adjusted for degree days	\$ 818,000	\$ 854,000	\$ 854,000	\$ 854,000	\$ 854,000	\$ 4,234,000
FY16 5G Goals - FY17 Update			\$ 818,000	\$ 854,000	\$ 854,000	\$ 854,000	\$ 854,000	\$ 4,234,000

- FY17 reduction in utility spend considered a permanent ‘cost avoidance’; the avoidance for FY18 and beyond has been normalized for average degree days
- Multiple initiatives have contributed to the decrease in energy costs:
 - Negotiated fixed rate pricing for electric (3 year contract) and a portion of the natural gas usage (1 year contract)
 - Annual “steam shutdown” allowing for repairs to the district condensate system reducing leaks and steam energy (gas and water)
 - Energy savings performance contract in place – due to fixture replacements, utilities spend will never revert to old, inefficient levels
 - Replacements using more efficient equipment at ‘end of life’ – 3 chillers, coal boilers to gas boilers
 - Improvements to energy conservation culture through campus community competitions conducted by the Office of Sustainability
- Energy Savings Performance Contract: Management has chosen to withdraw from the vendor provided 15-year measurement and verification service contract in order to undertake the effort in-house avoiding and redeploying the total cost of \$1.883M
- See Resources, Facilities and Affordability Committee *Maintenance and Operations Efficiencies* materials

6 Textbook Affordability

6A,B,C Initiatives to Negotiate Cost, Standardize Materials, and Develop Digital Capabilities to cut student materials cost

FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
6A,B,C	Text Affordability	Various initiatives	\$ 700,000	\$ 1,250,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 7,950,000
		FY16 4C Goals	\$ 700,000	\$ 1,250,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 7,950,000
FY17 Update								
6A	Negotiated Cost	Textbook rentals	\$ 361,000	\$ 397,100	\$ 436,810	\$ 480,491	\$ 528,540	\$ 2,203,941
6A	Negotiated Cost	Textbook fee / 'opt out'					\$ 1,000,000	\$ 1,000,000
6B	Standardize Materials	Alt-text initiative	\$ 220,213	\$ 328,088	\$ 428,628	\$ 428,628	\$ 428,628	\$ 1,834,185
6C	Develop Digital Capabilities	Institutional license to clicker application	\$ 159,350	\$ 224,188	\$ 305,234	\$ 381,543	\$ 476,929	\$ 1,547,244
6C	Develop Digital Capabilities	OHIO Open Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6C	Develop Digital Capabilities	Digital text / ebook distributor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Total FY17 Update	\$ 740,563	\$ 949,376	\$ 1,170,672	\$ 1,290,662	\$ 2,434,097	\$ 6,585,370

- Instructional Innovation & Library efforts to modernize and reduce student cost of materials through engaging faculty for redesign of course materials, negotiations with material distributors, improved technology
- Student self-reporting of textbook/material spending should show savings from the above and future initiatives
- Office of Instructional Innovation is managing a survey tool for faculty to self-report adoption of initiatives and respective success in reducing costs
 - Not included in the above table are savings from independent faculty action to reduce costs - many faculty have reduced the cost to students, but this data is not rigorously managed at the institutional level
- Committee working to identify tools to capture institutional savings from collective initiatives

6C Develop Digital Capacity – New eLearning

Revenue Generating through new eLearning / online program development

FY16 Reported Goals (Gross Program Revenues)			FY17	FY18	FY19	FY20	FY21	Total
6C	Inc digital capacity	2 new elearning and Prof Graduate programs	\$ 396,749	\$ 1,341,388	\$ 1,542,596	\$ 1,928,245	\$ 2,189,536	\$ 7,398,514
FY17 Update (Program Net New Revenues)								
6C	Inc digital capacity	A&S Masters of Financial Economics (MFE)		\$ (96,604)	\$ 3,329	\$ 13,081	\$ 11,431	\$ (68,763)
		A&S Masters of Science in Chemistry Online		\$ (44,886)	\$ 91,036	\$ 235,705	\$ 235,705	\$ 517,560
		VOIN Masters of Public Administration (MPA)	\$ (173,004)	\$ 215,809	\$ 907,991	\$ 1,233,133	\$ 1,264,723	\$ 3,448,651
		EDU Dual Masters Early Childhood & Spec Ed		\$ -	\$ 54,990	\$ 54,990	\$ 73,320	\$ 183,300
		EDU Master's in Tennis		\$ -	\$ 64,467	\$ 64,467	\$ 85,956	\$ 214,890
		COB Masters in Business Analytics (OMBA)			\$ 191,973	\$ 722,289	\$ 856,603	\$ 1,770,866
		FAR Masters In Music Education			\$ 206,320	\$ 207,940	\$ 212,940	\$ 627,200
		FAR Masters in Music Therapy			\$ 45,077	\$ 142,834	\$ 147,834	\$ 335,745
		A&S Bachelor of Arts in Psychology Online		\$ (110,218)	\$ 116,282	\$ 313,382	\$ 377,414	\$ 696,861
		A&S TEFL Certificate in Linguistics		\$ 39,246	\$ 49,703	\$ 91,879	\$ 147,556	\$ 328,384
		A&S Geospatial Info Science (GIS) Certificate		\$ 7,275	\$ 19,181	\$ 50,996	\$ 82,811	\$ 160,262
		EDU Pre-K Special Education		\$ 52,643	\$ 114,199	\$ 114,199	\$ 114,199	\$ 395,240
		EDU Transition to Work		\$ -	\$ 75,145	\$ 75,145	\$ 75,145	\$ 225,435
		EDU Human Services Completion Program		\$ -	\$ 138,122	\$ 157,436	\$ 157,436	\$ 452,994
		EDU Customer Service Program	\$ 111,102	\$ 129,748	\$ 163,103	\$ 166,630	\$ 183,292	\$ 753,875
Total FY17 Update			\$ (61,902)	\$ 193,012	\$ 2,240,917	\$ 3,644,107	\$ 4,026,365	\$ 10,042,499

- FY16 A&E Report based on **gross** revenue projections for 2 new programs
- FY17 updates include 13 additional new programs across 5 colleges/schools – change to **net** new revenue to recognize direct expenses to implement new programs
 - Early years show program deficits due to start-up costs
 - Some programs may be replacing enrollments in traditional degree offerings

Faculty – Regional Campus Instruction

Additional - Regional Faculty Contracts								
FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
Add'l	Faculty Contracts	Course delivery changes	\$ 523,000	\$ 199,000	\$ 195,000	\$ 191,000	\$ 187,000	\$ 1,295,000
		FY16 Goals	\$ 523,000	\$ 199,000	\$ 195,000	\$ 191,000	\$ 187,000	\$ 1,295,000
FY17 Update								
Add'l	Faculty Contracts	Course delivery changes	\$ 515,000	\$ 200,000	\$ 200,000	\$ 195,000	\$ 190,000	\$ 1,300,000
		FY16 Goals - FY17 Update	\$ 515,000	\$ 200,000	\$ 200,000	\$ 195,000	\$ 190,000	\$ 1,300,000

- Regional Campus analysis to redeploy faculty, share course delivery with Athens and/or change course size, offerings, delivery methods, etc.
- Scheduling efficiencies have been achieved through a unified course scheduling approach that includes
 - blending sections to eliminate unnecessary duplication and increase minimum section size,
 - reviewing instructional resources and capacity across the regional campuses, and
 - coordinating delivery through distance technologies.
- Pilot initiatives between the College of Arts & Sciences and Regional Higher Education that identify faculty to teach sections for both the Athens campus and the regional campuses have shown promise

7 Time to Degree

7A Education Campaign – educate students about course loads required to graduate on time

- OHIO has invested in orientation and advising programs which address course load and course timing for on-time graduation
- 46.3% of 2016-17 degrees granted were in programs offering a 3-year pathway consistent with prior years
- Summer programs, AP credit, and College Credit Plus contribute to affordability and on-time completion

7B Graduation Incentive – incent taking > 15 credits per semester

FY16 Reported Goals			FY17	FY18	FY19	FY20	FY21	Total
7B	Student Out of Pocket Reduction	Fixed credit hour pricing - one rate for 12-20 credit hours per term	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 26,452,310
FY17 Update								
7B	Student Out of Pocket Reduction	Fixed credit hour pricing - one rate for 12-20 credit hours per term	\$ 9,645,172	\$ 9,645,172	\$ 9,645,172	\$ 9,645,172	\$ 9,645,172	\$ 48,225,860

- Savings calculation: Value to undergraduate students from taking >15 credit hours, without additional tuition costs
- FY17 Update: Calculation modified to appropriately reflect student populations and value of tuition plateau
 - (undergraduate enrollments) x (credit hours > 15) x (\$ per credit hour)
 - Previous calculation was an average per student and didn't take into account actual enrollments > 15 credit hours

7 Time to Degree

7C Standardize credits for degree – 126 credit hours or less to complete

- 79.4% of active OHIO bachelor's degree programs require 120 credit hours

7D Data- Driven Advising – students should benefit from high-impact, personalized advising as well as information from data systems which identify risk factors

- OHIO's advising program was augmented in 2015 to focus more on data-driven advising
- Focusing on the 'murky middle' students is expected to improve retention
- The fall 2015 freshmen cohort retention rate (retained to fall 2016) was 81.5%; OHIO's fall 2014 cohort retention rate of 79.1% compared to an average 75.9% for Ohio 4-yr publics

7E Summer Programs – Optimize summer, increase productivity, add high-demand courses

- OHIO is developing plans to increase summer programming and enrollments

7F Pathway Agreements – develop agreements that create seamless pathways for graduation for students starting their educations at a technical or community college

- OHIO now has 117 transfer pathways across 20 2-yr Community Colleges; up from 73 at last report
- OHIO is a member of the Ohio Guaranteed Transfer Pathways Statewide Steering Committee
 - Business cluster work in progress
 - Social and Behavioral Sciences and Health Services cluster work in progress
- Implementing OHIO Guarantee to a number of Community College pathway agreements

7 Time to Degree

7G Competency-Based Education – develop or expand programs that measure demonstrated competencies success

- Plans to offer the Bachelor's of Applied Management and an accredited Bachelor's of Business Administration have been moving forward and are currently under review at the state level
- Potential partner businesses are being identified and conversations have begun to occur
- As a first step towards exploring a competency-based model, the College of Business has developed a curriculum that will use key principles from the competency-based approach:
 - Courses designed around specific learning objectives and competencies
 - Assessment based on achievement of expected learning objectives and outcomes
 - Emphasis on professional skills in addition to academic knowledge
 - Extended time to master curriculum
- Experience gained from this pilot curriculum will be used to explore the form and extent of the elements of a competency-based approach that are feasible for future iterations of the program
- Investment sources for start-up costs and ramp up of the program are currently being explored

8 Duplicative Programs

8 Duplicative Programs – consider consolidating courses / programs that are duplicated at other institutions in the same geographic area

- Ohio Dept of Higher Education identified 4 Associate degree and 17 Bachelor degree programs as duplicative between institutions in the Southeast region including OHIO and Shawnee State and 1 program between co-located OU-Zanesville and Zane State Community College
- OHIO updated the Board at their March 2017 meeting with a listing of the programs identified, described the process for evaluating the programs and the possible program actions
- At their June 2017 meeting the Board reviewed the *Initial Report on Duplicate Programs* submitted to the Chancellor on April 30, 2017 and the rationale for the suggested actions and affirmed the report
 - 18 programs – No Action take
 - 4 programs – being considered for Action
- A progress report from the Provost is due to the Chancellor by September 30, 2017 and a final action report from the Board of Trustees is due December 31, 2017

10 Policy Reforms

10A Financial Advising – University's should make financial literacy part of students' education

- OHIO Office of Student Financial Aid implemented GradReady, an online financial literacy resource targeted to college students
 - Made available to students and parents at freshmen orientation
 - Resent every semester to enrolled students and to students who apply for graduation or cease enrollment
- Student Financial Aid, upon request, presents on financial literacy education to various classes and Learning Communities
- The Bursar's office and Office of Student Financial Aid proactively reach out to students with delinquent balances, providing aid information and options
 - The proactive collection efforts, instituted in Spring 2016, have resulted in a 35% reduction of accounts referred to the State Attorney General's office from 2015 to 2017; 2,586 accounts (\$5.872M) referred in FY 2015 as compared to 1,680 (\$3.673M) referred in FY2017

Investments Supporting Academic Quality & Student Success

Re-deployment of resources that are saved and/or generated to reduce costs for students

FY16 Reported Goals						
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal
Data Driven Advising	\$ (352,000)	\$ (352,000)	\$ (352,000)	\$ (352,000)	\$ (352,000)	\$ (1,760,000)
Enrollment tracking efforts	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (250,000)
Faculty Compensation Initiative *	\$ (4,000,000)	\$ (4,000,000)	\$ (4,000,000)	\$ (4,000,000)	\$ (4,000,000)	\$ (20,000,000)
Faculty raise pool	\$ (2,200,000)	\$ (2,300,000)	\$ (2,300,000)	\$ (2,400,000)	\$ (2,400,000)	\$ (11,600,000)
Incremental Debt Service Interest	\$ (20,000,000)	\$ (20,000,000)	\$ (20,000,000)	\$ (20,000,000)	\$ (20,000,000)	\$ (100,000,000)
Investments in Academic Programming	\$ (600,000)	\$ (350,000)	\$ (350,000)	\$ (350,000)	\$ (350,000)	\$ (2,000,000)
Technology improvements	\$ (495,000)	\$ (495,000)	\$ (495,000)	\$ (495,000)	\$ (495,000)	\$ (2,475,000)
Elearning investments - course prep, digital content, etc.	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (10,000,000)
Innovation Strategy	\$ (4,000,000)	\$ (4,000,000)	\$ (4,000,000)	\$ (4,000,000)	\$ (4,000,000)	\$ (20,000,000)
FY16 Redeployment Goal - Academic Quality & Student Success	\$ (33,697,000)	\$ (33,547,000)	\$ (33,547,000)	\$ (33,647,000)	\$ (33,647,000)	\$ (168,085,000)
FY17 Update						
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal
Data Driven Advising	\$ (352,000)	\$ (352,000)	\$ (352,000)	\$ (352,000)	\$ (352,000)	\$ (1,760,000)
Enrollment tracking efforts	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (500,000)
Faculty Compensation Initiative *	\$ (4,756,795)	\$ (5,006,795)	\$ (5,006,795)	\$ (5,006,795)	\$ (5,006,795)	\$ (24,783,973)
Faculty raise pool		\$ (2,300,000)	\$ (2,300,000)	\$ (2,400,000)	\$ (2,400,000)	\$ (9,400,000)
Incremental Debt Service Interest	\$ (15,299,962)	\$ (19,274,850)	\$ (25,524,850)	\$ (25,430,779)	\$ (28,698,084)	\$ (114,228,524)
Investments in Academic Programming	\$ (700,000)	\$ (7,500,000)	\$ (3,700,000)	\$ (2,600,000)	\$ (2,600,000)	\$ (17,100,000)
Technology improvements	\$ (364,717)	\$ (729,434)	\$ (729,434)	\$ (729,434)	\$ (729,434)	\$ (3,282,453)
Elearning investments - course prep, digital content, etc.	\$ (2,185,364)	\$ (2,185,364)	\$ (2,185,364)	\$ (2,185,364)	\$ (2,185,364)	\$ (10,926,820)
Innovation Strategy	\$ (1,400,000)	\$ (3,700,000)	\$ (2,100,000)	\$ (1,300,000)	\$ (1,300,000)	\$ (9,800,000)
FY17 Redeployment Update - Academic Quality & Student Success	\$ (25,158,838)	\$ (41,148,443)	\$ (41,998,443)	\$ (40,104,371)	\$ (43,371,676)	\$ (191,781,770)

- University and BOT Strategic Priorities
 - Student Affordability
 - Employee Compensation
 - Capital Plan/Deferred Maintenance
 - Program Quality & Growth

- New strategies and investments will be required to raise national visibility and reputation

Reduction of Direct Student Costs

Re-deployment of resources that are saved and/or generated to reduce costs for students

FY16 Reported Goals						
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal
Scholarships	\$ (9,000,000)	\$ (12,000,000)	\$ (12,000,000)	\$ (12,000,000)	\$ (12,000,000)	\$ (57,000,000)
FY17 Update						
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal
Scholarships	\$ (9,300,000)	\$ (11,300,000)	\$ (12,000,000)	\$ (12,000,000)	\$ (12,000,000)	\$ (56,600,000)

- Signature Program Investments
 - Higher % of students receiving aid
 - Growth in average aid/student

FY17 Update

	<u>Recommendation</u>	<u>Component</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>Total</u>
1	Master Recommendation	1 Students Must Benefit						
2		2 Five-year goals - <i>SEPARATE REPORT</i>						
SECTION 1: EFFICIENCIES								
3	Procurement	3A Campus contracts	\$ 32,300	\$ 47,000	\$ 47,000	\$ 47,000	\$ 47,000	\$ 220,300
		3B Collaborative contracts	\$ 132,937	\$ 377,360	\$ 377,360	\$ 377,360	\$ 360,000	\$ 1,625,017
4	Assets and Operations	4A Asset review	\$ 22,321,053	\$ 345,000	\$ 490,000	\$ 345,000	\$ 345,000	\$ 23,846,053
		4B Operations review	\$ 50,700	\$ 820,994	\$ 820,994	\$ 820,994	\$ 500,700	\$ 3,014,382
		4C Affinity Relationships	\$ 274,333	\$ 40,371	\$ 40,371	\$ 40,371	\$ 40,371	\$ 435,817
5	Administrative Cost Reforms	5A Cost Diagnostic - <i>SEPARATE REPORT</i>						
		5B Productivity Measure: Administrative						
		5C Organizational structure		\$ 4,890,000	\$ 6,890,000	\$ 8,890,000	\$ 8,890,000	\$ 29,560,000
		5D Health-care costs	\$ 2,335,507	\$ 4,135,507	\$ 4,735,507	\$ 4,735,507	\$ 4,735,507	\$ 20,677,535
		5E Data centers						
		5F Space Utilization						
		5G Energy	\$ 818,000	\$ 854,000	\$ 854,000	\$ 854,000	\$ 854,000	\$ 4,234,000
SECTION 2: ACADEMIC PRACTICES								
6	Textbook affordability	6A Negotiate Cost						
		6B Standardize Materials	\$ 740,563	\$ 949,376	\$ 1,170,672	\$ 1,290,662	\$ 2,434,097	\$ 6,585,370
		6C Develop Digital Capabilities						
		6C eLearning - new program net revenues	\$ (61,902)	\$ 193,012	\$ 2,240,917	\$ 3,644,107	\$ 4,026,365	\$ 10,042,499
7	Time to Degree	7A Education Campaign						
		7B Graduation incentive	\$ 9,645,172	\$ 9,645,172	\$ 9,645,172	\$ 9,645,172	\$ 9,645,172	\$ 48,225,860
		7C Standardize Credits for degree						
		7D Data-driven advising						
		7E Summer programs						
		7F Pathway agreements						
		7G Competency-based education						
8	Duplicative Programs	8 Duplicative Programs						
SECTION 3: POLICY REFORMS								
10	Policy Reforms	10A Financial Advising						
		10B Obstacles (legislative / mandates)						
	Additional - Instruction	Regional Campus Instruction	\$ 515,000	\$ 200,000	\$ 200,000	\$ 195,000	\$ 190,000	\$ 1,300,000
			\$ 36,803,663	\$ 22,497,792	\$ 27,511,993	\$ 30,885,173	\$ 32,068,212	\$ 149,766,833

5-Year Goal VS FY17 Update

	Recommendation	Component		Original A&E 5 Year Goal	FY17 5 Year Projection	Diff
1	Master Recommendation	1	Students Must Benefit			
2		2	Five-year goals - <i>SEPARATE REPORT</i>			
SECTION 1: EFFICIENCIES						
3	Procurement	3A	Campus contracts	\$ -	\$ 220,300	\$ 220,300
		3B	Collaborative contracts	\$ -	\$ 1,625,017	\$ 1,625,017
4	Assets and Operations	4A	Asset review	\$ 1,395,000	\$ 23,846,053	\$ 22,451,053
		4B	Operations review	\$ 360,000	\$ 3,014,382	\$ 2,654,382
		4C	Affinity Relationships	\$ 290,000	\$ 435,817	\$ 145,817
5	Administrative Cost Reforms	5A	Cost Diagnostic - <i>SEPARATE REPORT</i>			
		5B	Productivity Measure: Administrative			
		5C	Organizational structure		\$ 29,560,000	\$ 29,560,000
		5D	Health-care costs	\$ 10,309,176	\$ 20,677,535	\$ 10,368,359
		5E	Data centers			
		5F	Space Utilization			
		5G	Energy	\$ 4,550,000	\$ 4,234,000	\$ (316,000)
SECTION 2: ACADEMIC PRACTICES						
6	Textbook affordability	6A	Negotiate Cost			
		6B	Standardize Materials	\$ 7,950,000	\$ 6,585,370	\$ (1,364,630)
		6C	Develop Digital Capabilities			
		6C	eLearning - new program net revenues	\$ 7,398,514	\$ 10,042,499	\$ 2,643,985
7	Time to Degree	7A	Education Campaign			
		7B	Graduation incentive	\$ 26,452,310	\$ 48,225,860	\$ 21,773,550
		7C	Standardize Credits for degree			
		7D	Data-driven advising			
		7E	Summer programs			
		7F	Pathway agreements			
		7G	Competency-based education			
8	Duplicative Programs	8	Duplicative Programs			
SECTION 3: POLICY REFORMS						
10	Policy Reforms	10A	Financial Advising			
		10B	Obstacles (legislative / mandates)			
	Additional - Instruction		Regional Campus Instruction	\$ 1,295,000	\$ 1,300,000	\$ 5,000
				\$ 60,000,000	\$ 149,766,832	\$ 89,766,832
						\$ -



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: David Descutner, Interim Executive Vice President and Provost
Craig Cornell, Senior Vice Provost for Strategic Enrollment Management

Re: **Strategic Enrollment Management - Strategic Positioning 2018**

The presentation will focus on the ways in which the institution is positioning itself in a highly competitive marketplace to meet the enrollment goals.

Highlights include:

- Discussion of the new Strategic Enrollment Plan that will include an update on the process by which the plan is being vetted and ultimately will be approved.
- Within this discussion the challenges related to meeting our enrollment goals will be identified and the ways in which OHIO is using analytics and data to address those challenges.

August 22, 2017

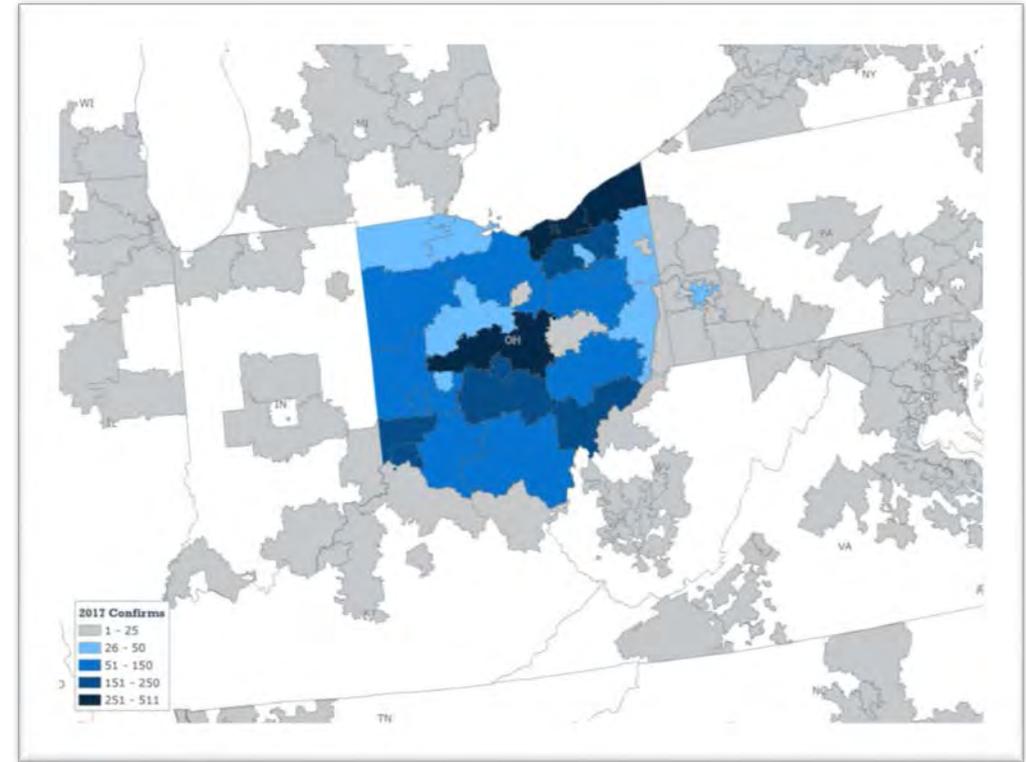
2018 Strategic Enrollment Management *Strategic Positioning, 2018+*

Tab #; pg

Strategic Positioning

The Current Challenge

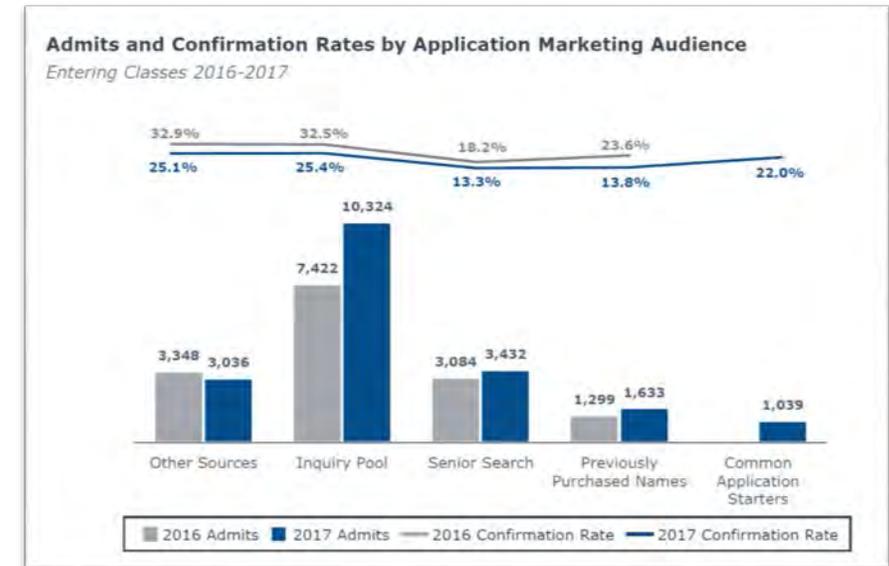
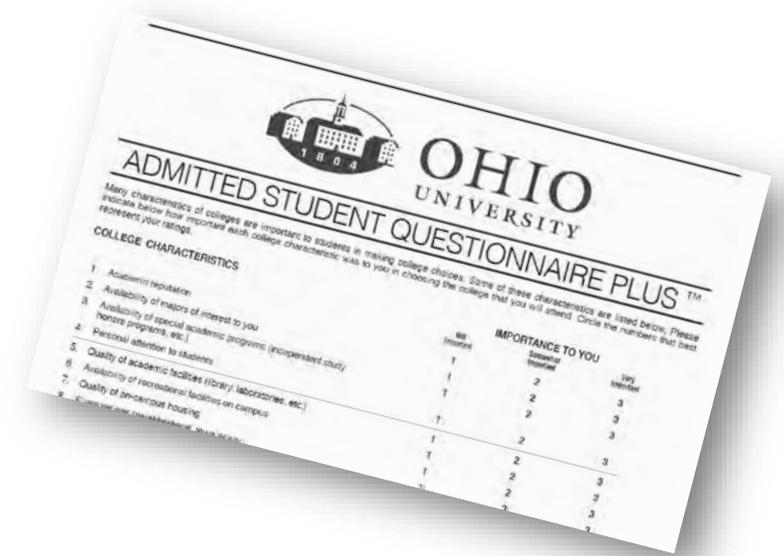
- Changing competitive set
- Record applications but lower yield rates
 - Hence, lower enrollments for freshmen
- Loss of students in one particular population
- Student affordability concerns



Strategic Positioning

Analysis to Inform Decisions Moving Forward

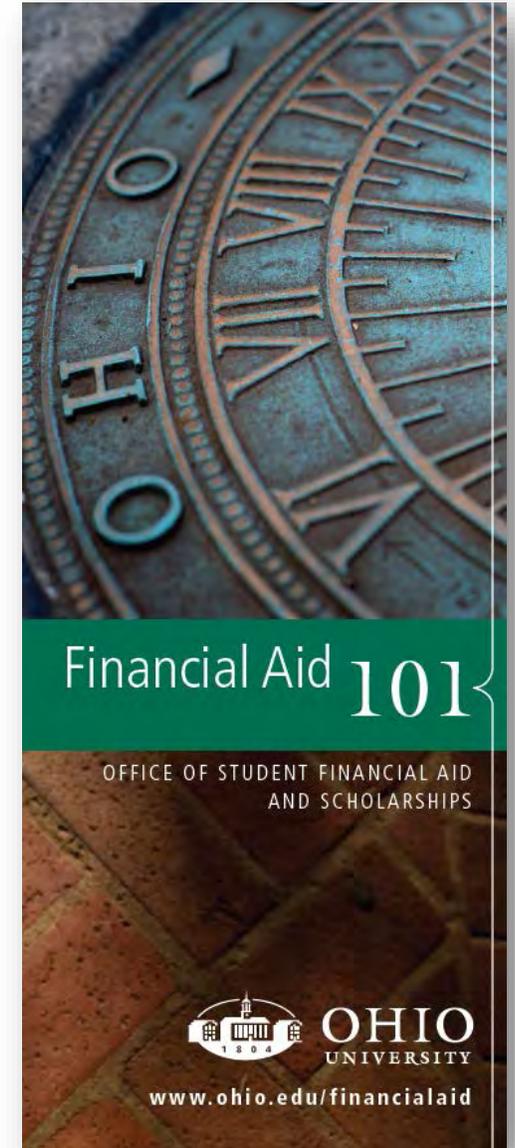
- Admitted Student Questionnaire (ASQ)
 - In progress to over 17,564 admitted students
 - Significant body of data that we will be able to analyze and compare to our 2014 Class
 - Will look at specific populations for insight
 - Results in September
- Student Application and Ultimate Enrollment Behaviors
 - Record applications but lower yields
 - Analyzing segments, populations, markets, etc. to inform strategy for next year regarding outreach



Strategic Positioning

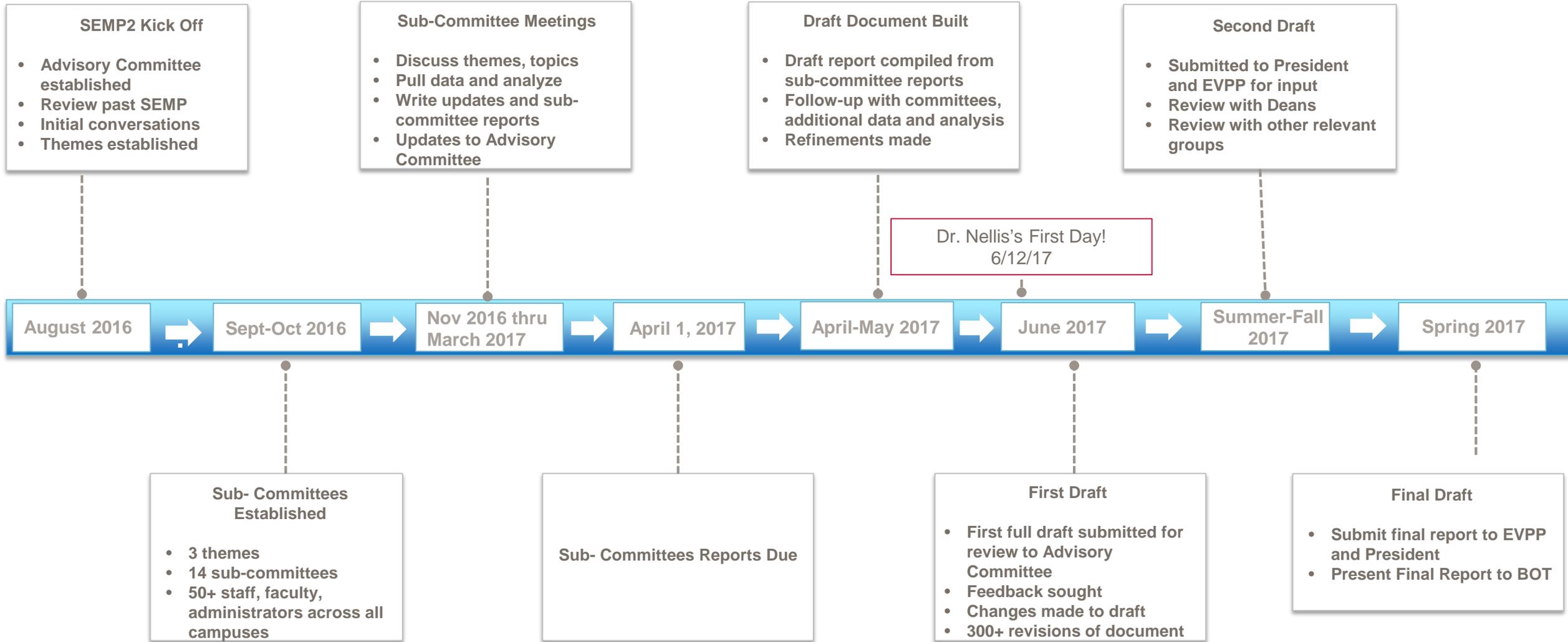
Analysis to Inform Decisions Moving Forward

- Financial Aid Leveraging
 - Exploring additional models to most effectively leverage our aid dollars
 - Focusing on particular populations
 - Keeping enrollment goals, discount rate, and net-tuition in mind through analysis and development
 - Expanding marketing exposure to the program through financial aid award letters and communications
 - Rolling out Guarantee for all 20 community college partners



Strategic Positioning

The Strategic Enrollment Management Plan, 2017-2023



Strategic Positioning

The Strategic Enrollment Management Plan, 2017-2023 - Major Themes

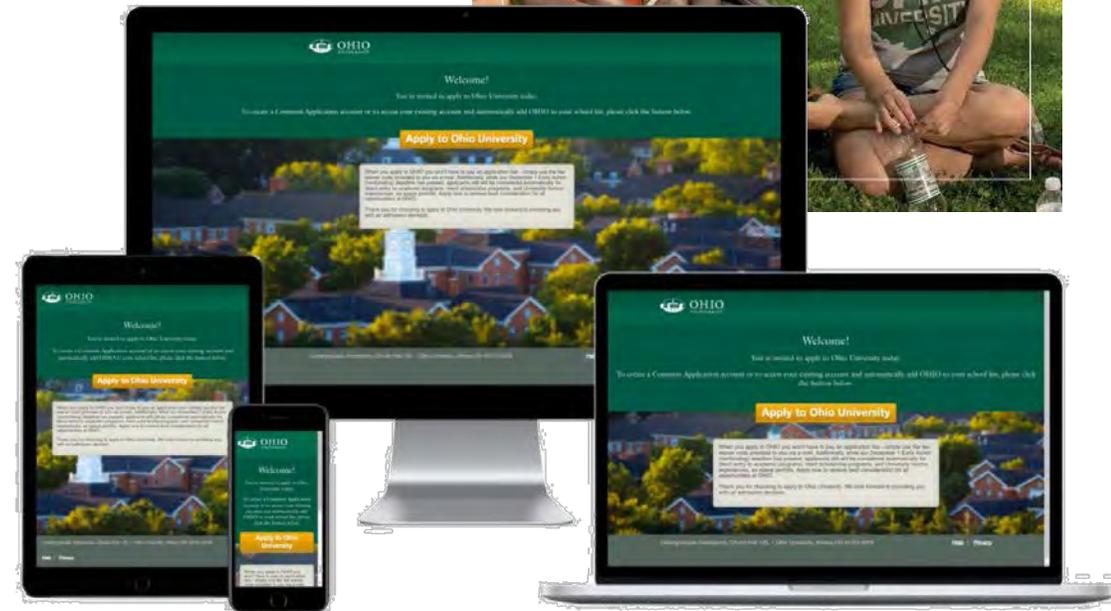
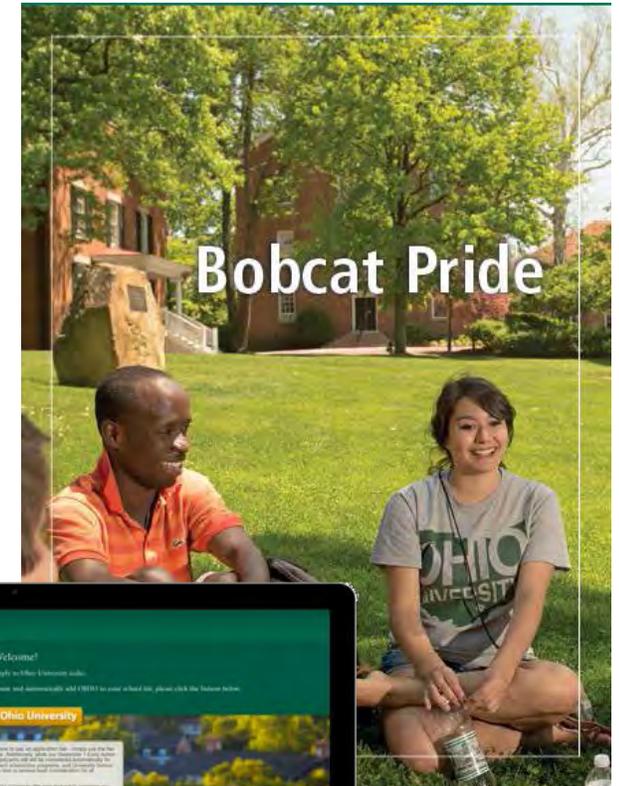
Three main highlights from the document will be presented:

1. **Sustain- *Access and Excellence*** – Our dual mission of access and excellence is the hallmark of OHIO’s identity. Intense competition within the enrollment arena and the fact that we are close to capacity on the Athens campus mean that significant growth there should not be expected.
2. **Grow- *Leveraging for Success*** – Our expanding footprint across the state and commitment to growing our online educational modalities, as well as our OHIO for Ohio strategy, should result in growth across the entire system.
3. **Key Enrollment Strategies, Opportunities and Barriers to Meet Enrollment Goals** – Efforts will be focused on the ways to achieve our goals and overcome the barriers to those goals.

Strategic Positioning

Specific Efforts - Freshmen

- Student Engagement—
 - Re-targeting name buys to address enrollment patterns from this year
 - Enhancing outreach to 12% more rising seniors who have already “raised their hand”
- Multi-Channel Enhancement to Overall Student Outreach/Marketing
 - Adding in digital campaigns and retargeting
 - Developing specific marketing messages to select populations/geographies/majors, etc.
 - New RFP for media buyer with UCM
- International Strategy
 - Implementing now with 2 new staff in China



Strategic Positioning

Specific Efforts – Transfer Students

- Transfer is both to Athens and Online Degree Completion
- OHIO for Ohio Conversations with Columbus State Community College (CSCC)
- Incorporating Dr. Nellis and the Office of the President when most beneficial
- Enhancement to STEP at all partner institutions (Strategic Transfer Education Plan)
- OHIO Guarantee for STEP students
- 5 Community Partnerships Managers regularly on our 20 community college partner campuses multiple times a week
- Receive approximately 300 relocate students each term from RHE
- Currently live with our first fully integrated online digital marketing campaigns for undergraduate degree completion and graduate programs





Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Jason B. Pina, Vice President for Student Affairs

Re: **OHIO's Coordinated Response to Sexual Misconduct**

In May 2016, Board members expressed a desire for an update on the University's work to address campus Sexual Misconduct, Relationship Violence and Stalking, through its prevention and support efforts. A review and update will be provided at the August Joint Committee Session led by Jenny Hall-Jones, senior associate vice president and dean of students and Sara L. Trower, executive director and Title IX coordinator for University Equity and Civil Rights Compliance.

Key takeaways from the review and update will include:

- The University's comprehensive, coordinated approach in working to prevent and respond to sexual misconduct, relationship violence and stalking
- A summary of services and planned expansion of services, including expanded capacity to deliver online training to students, faculty and staff

We look forward to reviewing this information with you at the August board meeting.

August 22, 2017

OHIO's Coordinated Response to Sexual Misconduct

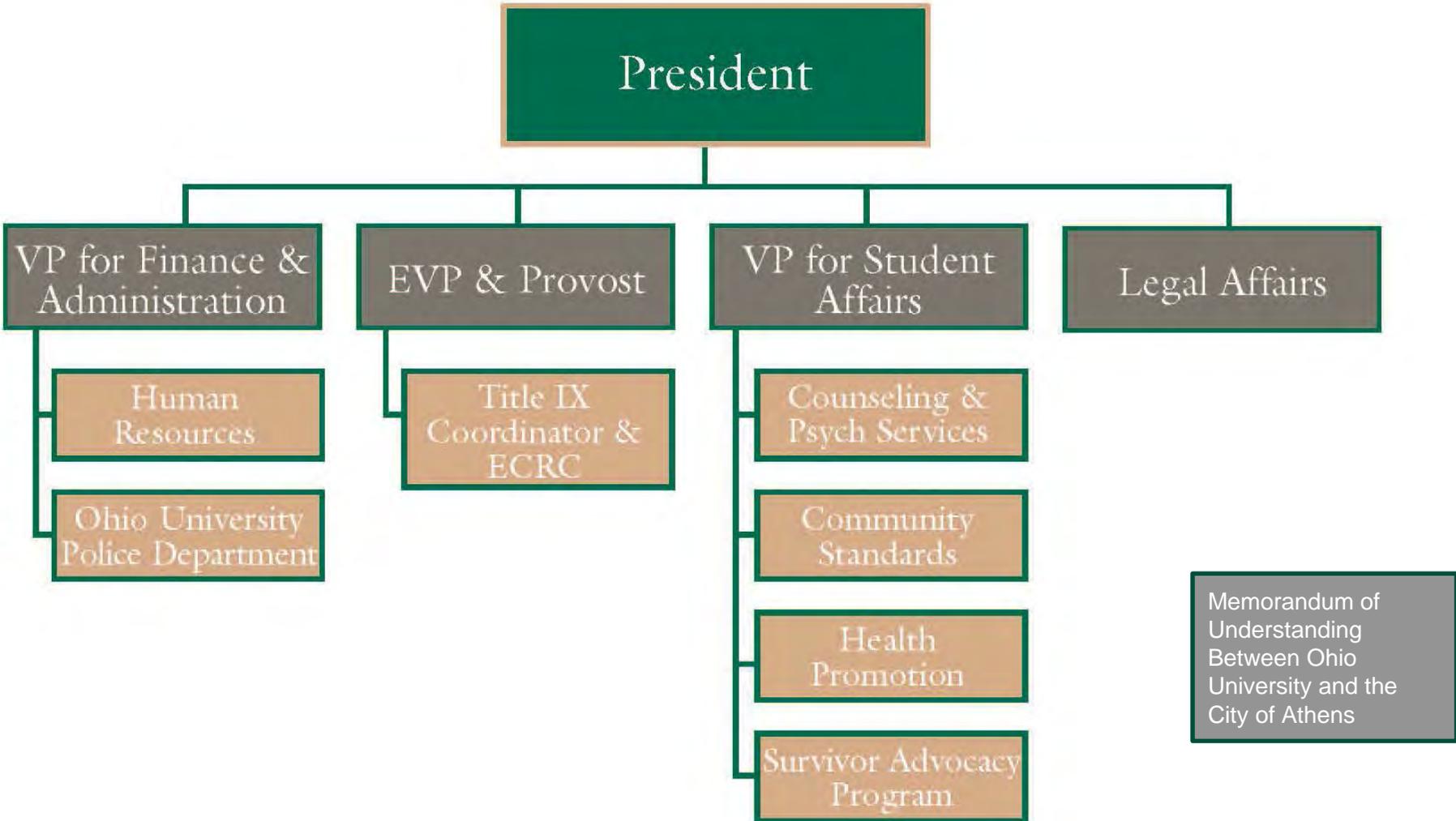
Tab #; pg

Introduction & Agenda

- OHIO's Coordinated Model
 - Prevention
 - Support
 - Response
- Next steps



OHIO's Coordinated Model



Prevention

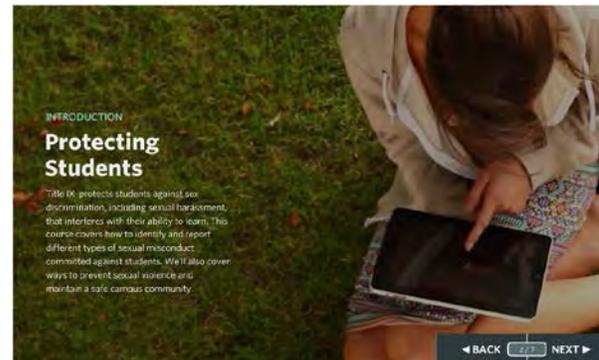
Campus Involvement Center

- Created new position & hired Mathew Hall, assistant director, in Summer 2016
- Prevention Training – Haven & Alcohol Edu for new students, Choices for learning community students
- Programming
 - Be a Better Bystander
 - Power Based Personal Violence
 - Healthy Masculinity
 - POWER/GAMMA
- EverFi – expanded capacity for online student educational programming

Prevention

University Equity & Civil Rights Compliance

- Requested in-person presentations (2016-17: 35 = \approx 2,000)
- New employee orientation training (2x monthly)
- April SAAM Programming Collaboration
- On-line faculty/staff education initiative - Fall 2017



Support

Survivor Advocacy Program

- Moved to the Division of Student Affairs and hired Kim Castor, director in Summer 2016
- Immediate 24/7 crisis response
- Provide support and advocacy services to student survivors of sexual assault, dating/domestic violence and stalking

Counseling and Psychological Services

- Expanding services to students beginning Fall 2017
- Immediate 24/7 crisis response
- Provide mental health and adjustment services to students and consultation to faculty, administrators and parents of students

Response

Trauma-Informed Approach

- Community Standards & Student Responsibility (CSSR)
 - Student-on-Student Cases – Joint Process with ECRC
- University Equity & Civil Rights Compliance (ECRC)
 - Joint process with CSSR
 - Faculty/Staff cases
- Ohio University Police Department – Andrew Powers, Chief



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deb Shaffer, Vice President for Finance & Administration & CFO
Candice Casto, Chief Finance & Investment Officer for Foundation Operations

Re: Endowment Review

Pursuant to resolution 2002-1851, the University's Board of Trustees entrusted oversight of the long-term investment portfolio to the Investment Committee of The Ohio University Foundation. The long-term investment portfolio is comprised of the University's and Foundation's endowments and quasi-endowments, as well as a portion of the University's and Foundation's working capital. The University's Board of Trustees has also entrusted oversight of the century bond portfolio to the Investment Committee of The Ohio University Foundation.

At the upcoming August Board meeting, to keep the Resources Committee apprised of the stewardship of those assets and the resources generated from them, a presentation covering the following will be provided:

- Endowment
 - portfolio oversight
 - total assets under management
 - asset allocation
 - portfolio performance
 - endowment assets
 - endowment spending policy and distributions
 - quasi-endowments overview
- Century Bond
 - asset allocation
 - investment performance

The annual NACUBO-Commonfund Study of Endowments, which reports on endowment management practices and portfolio performance of higher education institutions, will be available by early February and shared with the Resources Committee at its March meeting.

Ohio University and The Ohio University Foundation Governance of Long-Term Investment Portfolio

Governing Fiduciary: Investment Committee (IC)

The University's Board of Trustees has entrusted oversight of the long-term investment portfolio to The Ohio University Foundation's IC. This portfolio is comprised of University and Foundation endowments and quasi-endowments, as well as a portion of University and Foundation working capital.

The IC reports to The Ohio University Foundation's Finance Committee. IC members are listed below:

- Donny Harrison (Foundation Trustee and IC Chair)
- Tom Davis (Interim Foundation President)
- Scott Durcanin (Foundation Trustee and IC Vice-Chair)
- Jeff Loewy (Foundation Trustee)
- Duane Nellis (University President)
- Deb Shaffer (Foundation Treasurer)
- Perry Sook (Foundation Board Chair)
- Frank Stevens (Foundation Trustee)

The IC is responsible for the following:

- Ensuring appropriateness of investment policy and making changes as needed (latest revision November 2016)
- Appointing and overseeing the managing fiduciary (Hirtle, Callaghan & Co.)
- Establishing custody accounts to hold assets
- Reviewing the portfolio's asset allocation and making changes as needed
- Delegating specific administrative responsibilities associated with the investment and reinvestment of assets
- Monitoring compliance with the investment policy
- Reviewing investment performance against benchmarks and peer institutions

Managing Fiduciary: Hirtle, Callaghan & Co. (HC)

The Ohio University Foundation has engaged HC to manage the long-term investment portfolio. HC reports to the IC. The relationship began in July 2009, and the contract may be terminated by either party with 30 days written notice.

HC Company Overview

- Outsourced chief investment officer model with over \$20 billion of assets under prescribed discretion
- Over 90 professionals with offices in New York, Philadelphia, Atlanta, Chicago, Phoenix, and Pittsburgh
- 250 client relationships, including families, endowments and foundations, healthcare institutions, pension funds, and captive insurance companies

HC is responsible for the following:

- Investing funds within the guidelines and asset allocation ranges established in the investment policy
- Evaluating the asset allocation of the fund and recommending changes as appropriate
- Allocating contributions and other cash flows to investment managers
- Taking all actions with respect to investment managers, including hiring and terminating
- Conducting due diligence and monitoring investment manager performance
- Setting investment guidelines for investment managers and monitoring their compliance

Oversight and Meeting Schedule

HC meets with the ISC regularly to provide updates on the investment portfolio and the investment market. Meetings occur approximately six times per year, or more often, as needed, using the following schedule:

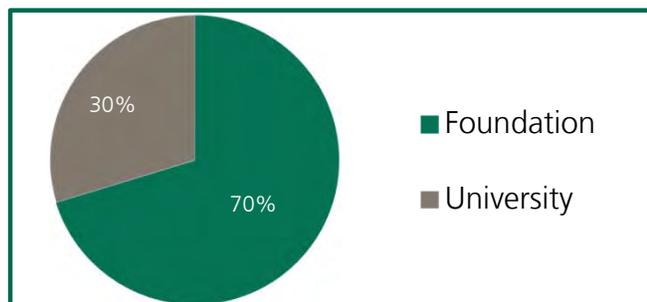
- January (conference call)
- February (in-person meeting)
- April (conference call)
- June (in-person meeting)
- August (conference call)
- November (in-person meeting)

Ohio University and The Ohio University Foundation Investment Pool Summary

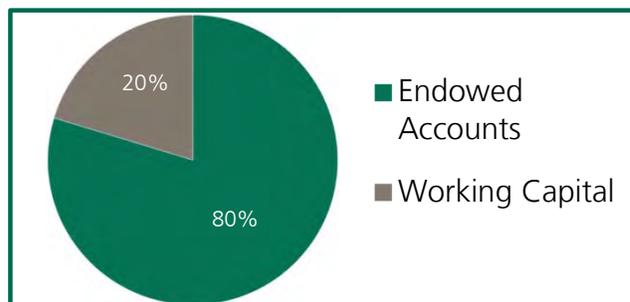
Investment Pool Activity through June 30, 2017* (in millions)

	FY14	FY15	FY16	FY17*
Beginning investment pool market value	\$ 522.6	\$ 632.5	\$ 625.5	\$ 596.3
Cash transferred to (from) investment pool	22.0	-	(9.7)	(4.1)
Interest and dividends net of management fees	10.8	10.2	10.9	11.1
Realized gains (losses)	30.5	58.4	10.2	(3.8)
Unrealized gains (losses)	46.6	(75.6)	(40.6)	67.8
Ending investment pool market value	<u>\$ 632.5</u>	<u>\$ 625.5</u>	<u>\$ 596.3</u>	<u>\$ 667.3</u>

Investment Pool By Entity



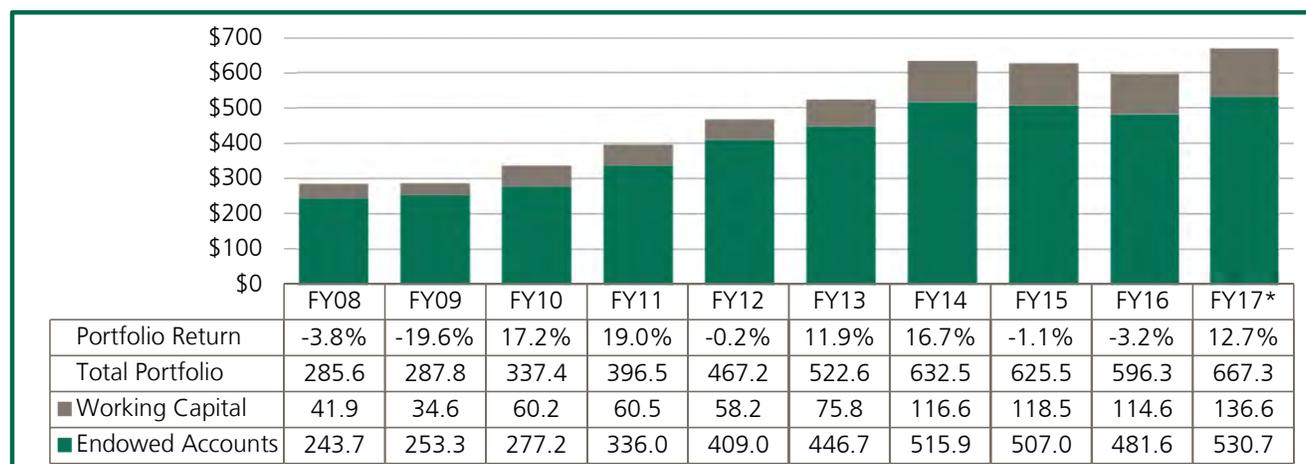
Investment Pool By Funding Type



Investment Pool Composition as of June 30, 2017* (in millions)

	Foundation		University		Total	
Endowments	\$ 307.3	65.5%	\$ 34.9	17.6%	\$ 342.2	51.3%
Quasi-endowments	140.8	30.0%	53.1	26.8%	193.9	29.1%
Working capital	23.0	4.9%	113.6	57.3%	136.6	20.5%
Cash due (to) from pool	(2.2)	-0.4%	(3.2)	-1.7%	(5.4)	-0.9%
Total investment pool	<u>\$ 468.9</u>	<u>100.0%</u>	<u>\$ 198.4</u>	<u>100.0%</u>	<u>\$ 667.3</u>	<u>100.0%</u>

Investment Pool Market Value by Fiscal Year (in millions)



*unaudited

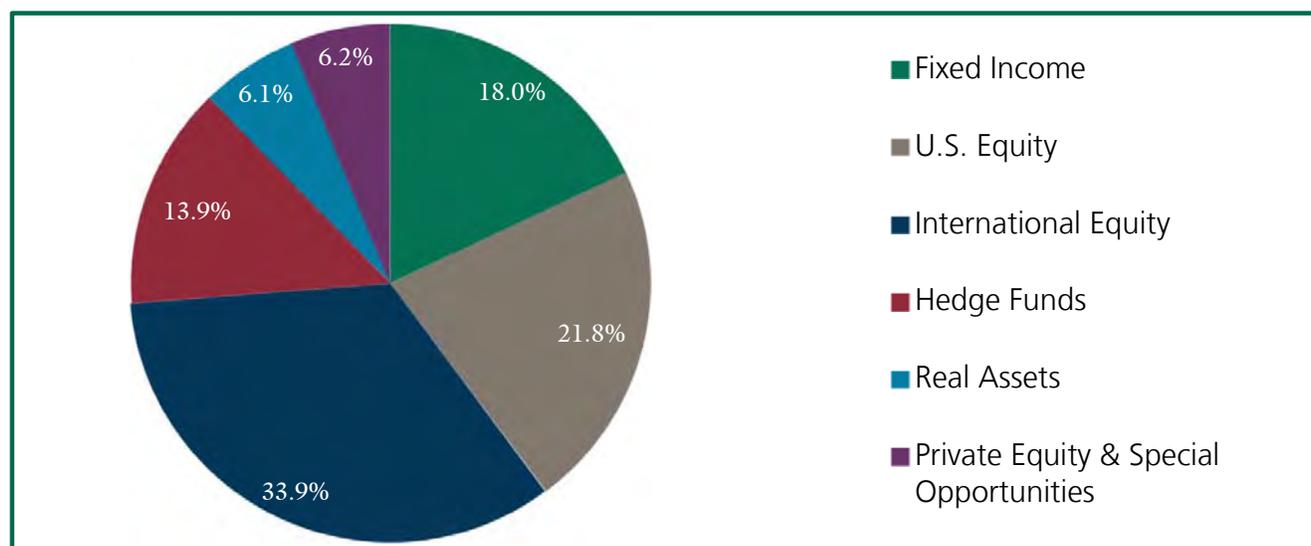
Ohio University and The Ohio University Foundation Long-Term Investment Pool Asset Allocation

The long-term investment portfolio is professionally managed, with the long-term objective of producing real growth in excess of the endowment spending policy and inflation. The portfolio is broadly diversified into equities, fixed income and alternative investments, including commodities, private equity and hedge funds, with a 75% allocation to equity-oriented investments and 25% to fixed income-oriented investments. This allocation provides the opportunity for high risk-adjusted returns. The portfolio's total assets include University and Foundation endowments and quasi-endowments, as well as a portion of University and Foundation working capital.

June 30, 2017 Asset Allocation with Investment Policy Targets and Ranges

Asset Class	Market Value (in millions)	Current	Long-Term Target	Range	
				Min	Max
Cash	\$ 42.3	6.3%	0.0%	0.0%	20.0%
Core Fixed Income	35.2	5.3%	10.0%	5.0%	16.0%
Opportunistic Fixed Income	21.2	3.2%	4.0%	2.0%	8.0%
TIPS	21.4	3.2%	6.0%	3.0%	10.0%
Subtotal - Fixed Income	120.1	18.0%	20.0%	17.0%	42.0%
U.S. Large Cap Index	128.9	19.3%	21.0%	15.0%	30.0%
U.S. Small Cap	16.7	2.5%	3.5%	2.0%	10.0%
International Equity - Developed	159.9	24.0%	20.0%	14.0%	29.0%
International Equity - Emerging Markets	66.6	10.0%	4.5%	2.0%	12.0%
Subtotal - Global Equity	372.1	55.8%	49.0%	46.0%	68.0%
Equity Hedge Funds	61.0	9.1%	8.0%	0.0%	15.0%
Fixed Income Hedge Funds	32.0	4.8%	2.5%	0.0%	8.0%
Commodities	29.6	4.4%	4.5%	0.0%	10.0%
Real Estate	11.2	1.7%	4.5%	0.0%	10.0%
Private Equity (excluding Real Estate)	31.4	4.7%	9.0%	0.0%	15.0%
Special Opportunities	9.9	1.5%	2.5%	0.0%	5.0%
Subtotal - Alternatives	175.1	26.2%	31.0%	15.0%	38.0%
Total Assets	\$ 667.3	100.0%	100.0%		

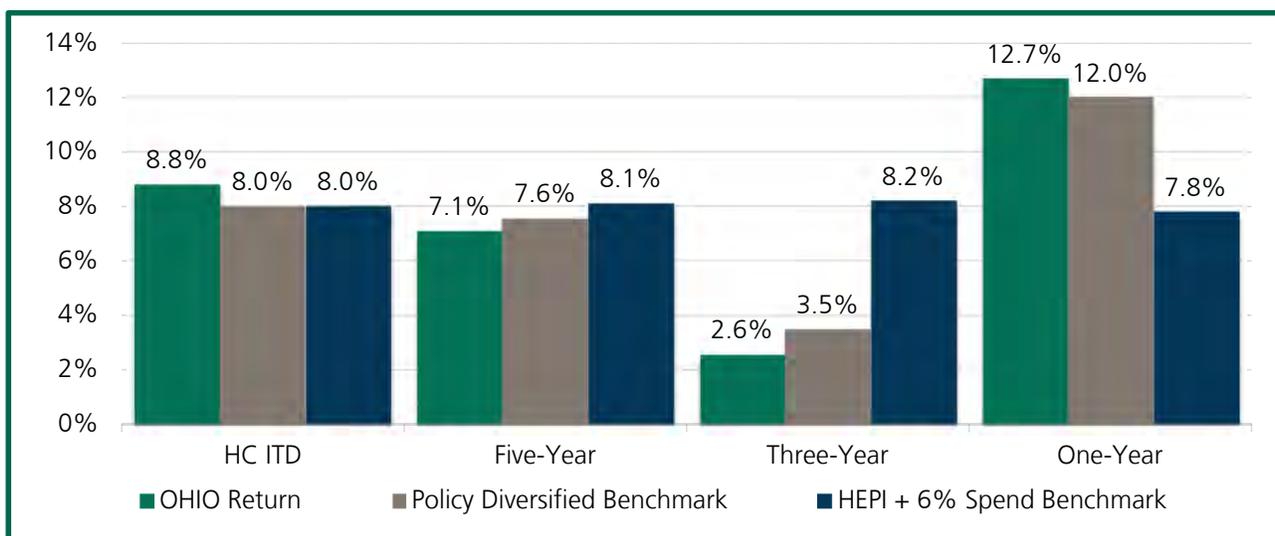
Asset Allocation as of June 30, 2017



Ohio University and The Ohio University Foundation Investment Performance

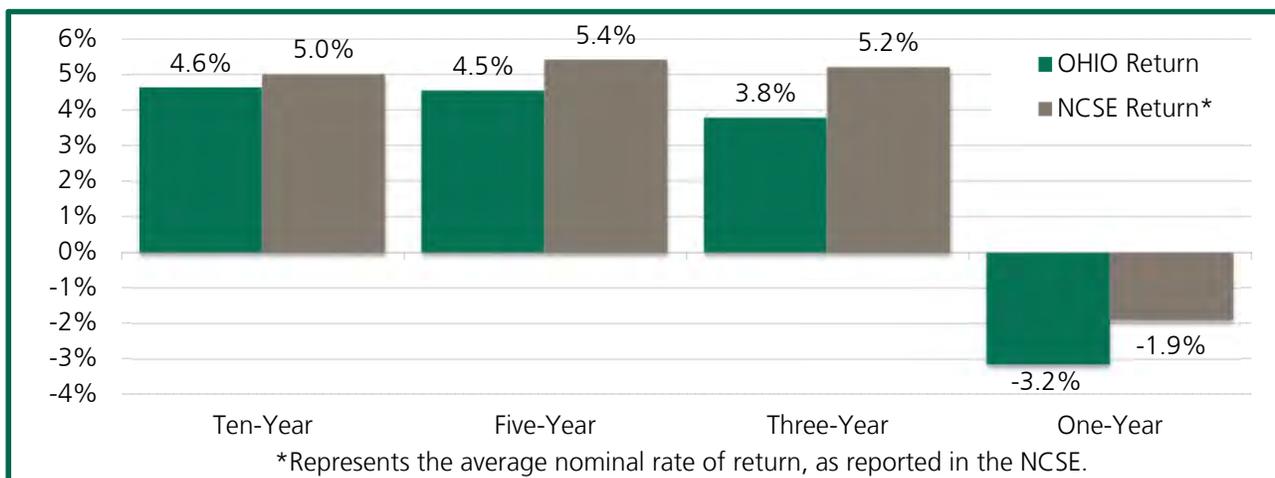
Performance vs. Benchmarks for Periods Ended June 30, 2017

The portfolio is measured against several benchmarks for evaluating investment performance, and two of the most pertinent benchmarks are included here. First, the policy diversified benchmark consists of the common industry benchmarks for the individual asset classes weighted according to the target asset allocation, excluding private equity. Second, the HEPI + 6% spend benchmark represents the endowment's stated spending rate adjusted for inflation, using the higher education price index. The portfolio outperformed the policy diversified benchmark and the HEPI + 6% spend benchmark for the one-year period ended June 30, 2017. The portfolio has also outperformed the policy diversified benchmark and the HEPI + 6% spend benchmark since inception with Hirtle Callaghan on July 1, 2009.



Performance vs. Peer Institutions for Periods Ended June 30, 2016

Annually, OHIO participates in the NACUBO-Commonfund Study of Endowments (NCSE), a survey that analyzes the endowment management practices and portfolio performance of more than eight hundred higher education institutions and their related foundations. Final results for the year ending June 30, 2016 were made available in late January 2017. For the one-, three-, five- and ten-year periods ending June 30, 2016, OHIO's portfolio lagged the NCSE average.

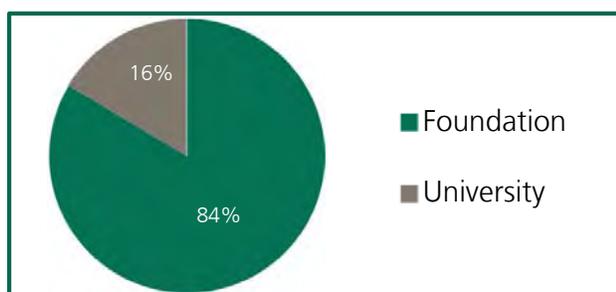


Ohio University and The Ohio University Foundation Endowment Summary

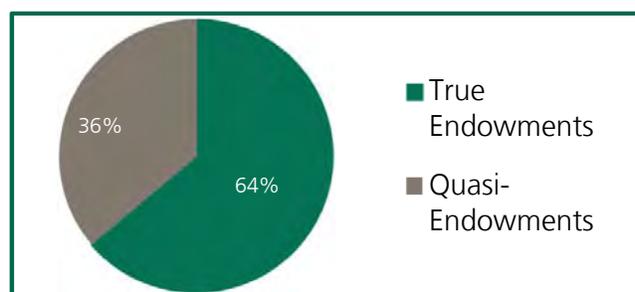
Endowment Activity through June 30, 2017* (in millions)

	FY14	FY15	FY16	FY17*
Beginning endowment market value	\$ 446.7	\$ 515.9	\$ 507.0	\$ 481.8
New gifts to endowments	11.4	13.1	14.7	12.3
Transfers to (from) quasi endowments	3.4	7.2	1.9	9.0
Investment income net of fees	74.3	(5.9)	(15.7)	59.8
Spending allocation	(13.7)	(15.3)	(17.6)	(18.1)
Administrative fee	(6.4)	(7.3)	(8.5)	(8.7)
Other additions (withdrawals)	0.2	(0.7)	-	0.1
Ending endowment market value	<u>\$ 515.9</u>	<u>\$ 507.0</u>	<u>\$ 481.8</u>	<u>\$ 536.2</u>

Endowments By Entity



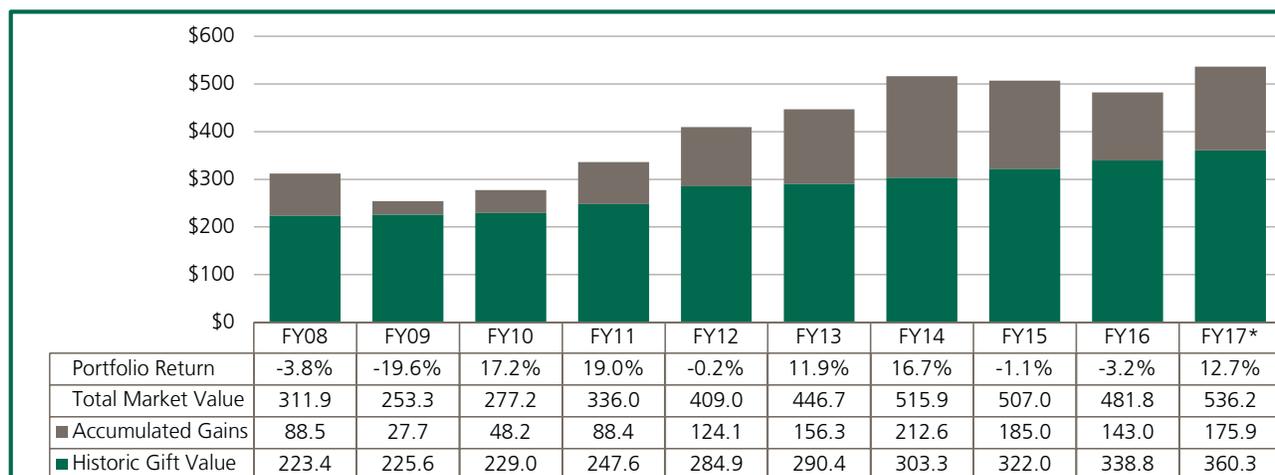
Endowments By Funding Type



Endowment Composition as of June 30, 2017* (in millions)

	Foundation		University		Total	
Pooled endowments	\$ 307.3	68.6%	\$ 34.9	39.7%	\$ 342.2	63.8%
Pooled quasi-endowments	140.8	31.4%	53.1	60.3%	193.9	36.2%
Non-pooled endowments	-	0.0%	-	0.0%	-	0.0%
Non-pooled quasi-endowments	0.1	0.0%	-	0.0%	0.1	0.0%
Total endowments	<u>\$ 448.2</u>	<u>100.0%</u>	<u>\$ 88.0</u>	<u>100.0%</u>	<u>\$ 536.2</u>	<u>100.0%</u>

Endowment Market Value by Fiscal Year (in millions)



* unaudited

Ohio University and The Ohio University Foundation Endowment Distributions

Endowment earnings are authorized for expenditure in accordance with the spending policy adopted by The Ohio University Foundation. The spending policy and spending rate are reviewed annually and adjusted, as necessary, with the primary objective of balancing the need for current spending with the goal of supporting future expenditures into perpetuity.

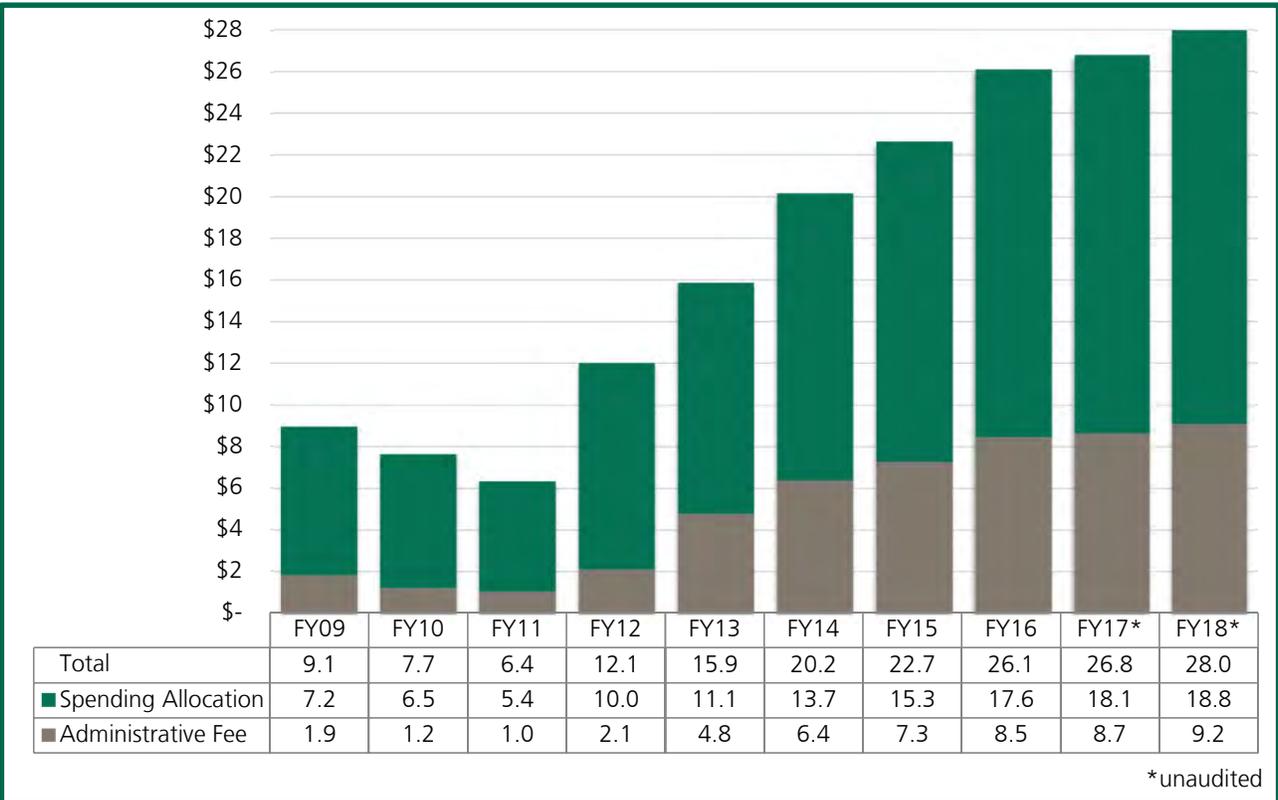
Currently, the annual endowment distribution is equal to the product of a 6% spending rate and the endowment's average market value for the trailing 36 months. Both true and quasi-endowments are subject to this spending policy. The 6% spending rate is comprised of a 4% spending allocation and a 2% administrative fee. The spending allocation supports various initiatives, as specified in the gift agreement. This includes, but is not limited to, scholarships and fellowships, chairs and professorships, research activities, and general support of academic units. The administrative fee provides general support for the institution's fundraising, alumni relations, and fund administration functions.

Endowment Spending Rates

	Spending Allocation	Administrative Fee	Policy Spending Rate
Fiscal Years 2009, 2010, 2011 and 2012	4.0%	1.0%	5.0%
Fiscal Years 2013, 2014, 2015, 2016, 2017 and 2018	4.0%	2.0%	6.0%

These spending allocation and administrative fee rates apply to accounts whose market value exceeds the historic gift value. Occasionally, due to a downturn in the investment market, an account's market value may temporarily fall below its historic value. When this occurs, the endowed account is "underwater." The spending rate for underwater endowments is 1%. Underwater endowments are not assessed an administrative fee. This reduced spending rate is designed to speed the endowment's recovery and ensure the account's ability to provide a perpetual income stream in support of the University.

Endowment Distributions by Fiscal Year (in millions)



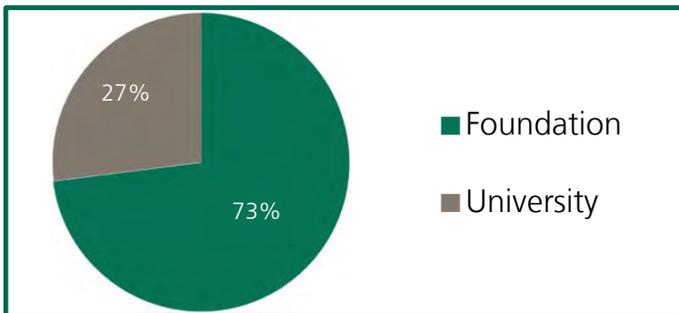
Ohio University and The Ohio University Foundation Quasi-Endowment Summary

Quasi-endowments are financial instruments established by a governing board using funds that are not endowed by a donor but intended to function like an endowment, including pooled investment of the funds within a typical endowment asset allocation. The University has entrusted oversight of quasi-endowment funds, like endowment funds, to The Ohio University Foundation's Board of Trustees and, more specifically, to its Investment Committee. The goal of quasi-endowments is to further the institution's strategic priorities. Annual distributions from the quasi-endowment are calculated in accordance with The Ohio University Foundation's spending policy for endowments. As of June 30, 2017, the Foundation held 52 quasi-endowments whose market values totaled \$140.9M, and the University held 149 quasi-endowments whose market values totaled \$53.1M.

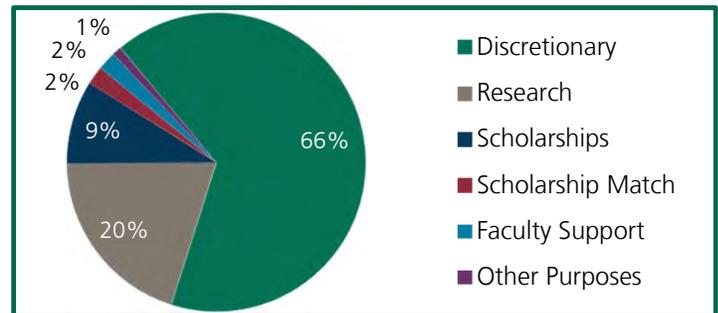
Quasi-Endowment Activity through June 30, 2017* (in millions)

	FY14	FY15	FY16	FY17*
Beginning endowment market value	\$ 166.9	\$ 191.4	\$ 188.1	\$ 174.0
Transfers to quasi endowments	3.4	7.2	2.2	9.4
Transfers from quasi endowments	(0.5)	(0.1)	(0.3)	(0.4)
Investment income net of fees	28.1	(2.0)	(5.8)	21.5
Spending allocation	(4.4)	(5.6)	(6.8)	(7.0)
Administrative fee	(2.1)	(2.8)	(3.4)	(3.5)
Ending endowment market value	\$ 191.4	\$ 188.1	\$ 174.0	\$ 194.0

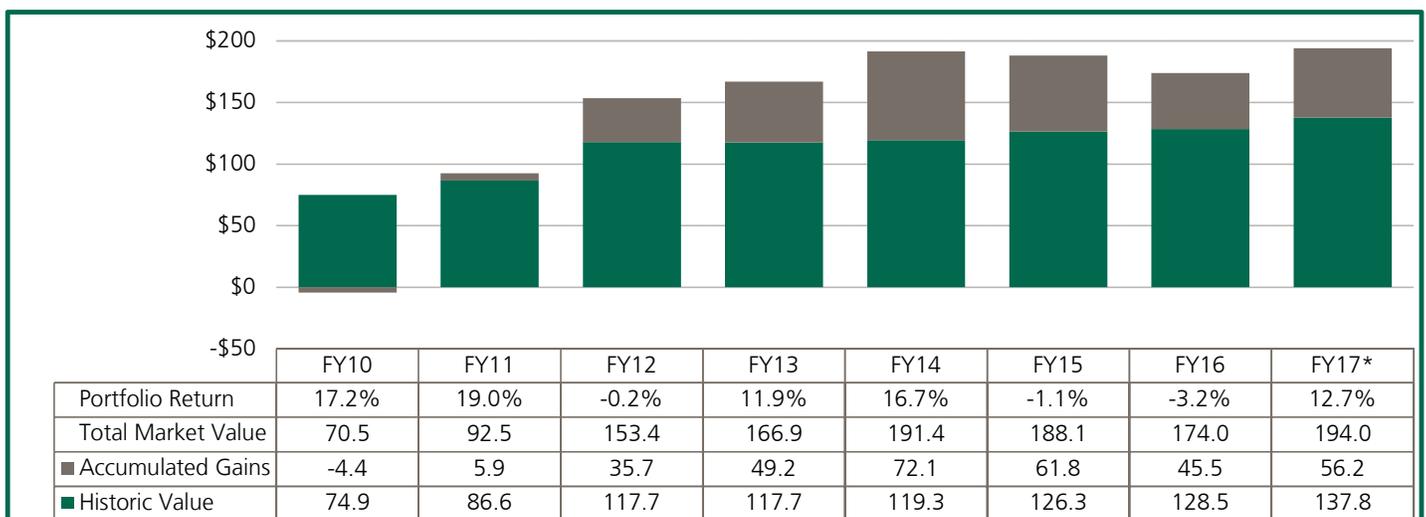
Quasi-Endowments By Entity



Quasi-Endowments By Purpose



Quasi-Endowment Market Value by Fiscal Year (in millions)



* unaudited

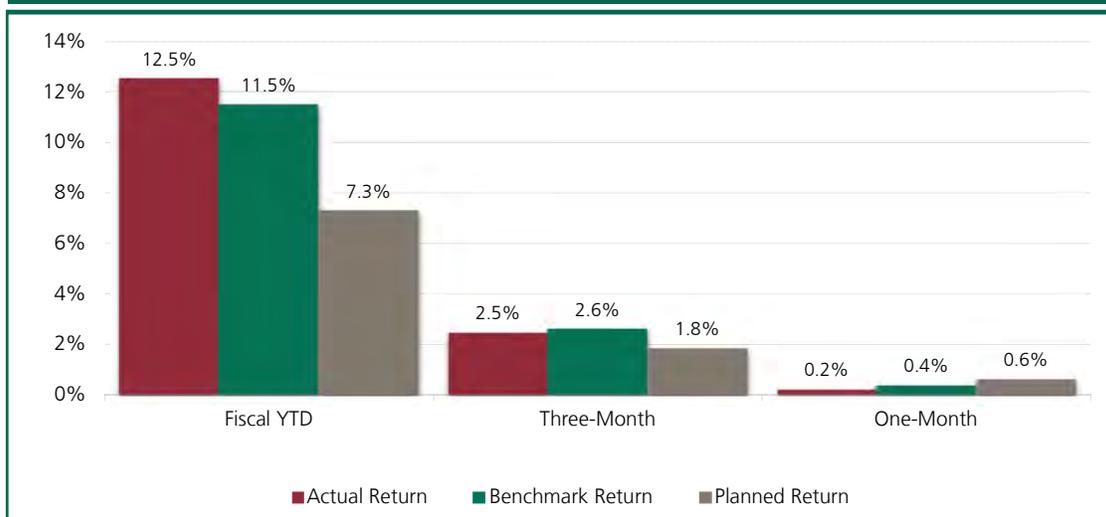
OHIO Century Bond and Deferred Maintenance Program Investment Pool Asset Allocation and Performance

The Century Bond and Deferred Maintenance Program investment portfolio is professionally managed, with the long-term objective of maximizing the real return, or the nominal return less inflation, of the assets over a complete market cycle with emphasis on preserving capital and reducing volatility through prudent diversification. The portfolio is broadly diversified into equities, fixed income and alternative investments, including commodities, private equity and hedge funds, with a long-term target allocation of 80% to equity-oriented investments and 20% to fixed income-oriented investments. This allocation provides the opportunity for high risk-adjusted returns. The portfolio's total assets include unspent century bond proceeds, as well as payments on internal loans made from OHIO's central bank.

June 30, 2017 Asset Allocation with Investment Policy Targets and Ranges

Asset Class	Market Value (in millions)	Current	Long-Term Target	Range	
				Min	Max
Cash	\$ 12.2	7.5%	0.0%	0.0%	20.0%
Core Fixed Income	8.4	5.1%	9.0%	3.0%	12.0%
Opportunistic Fixed Income	5.0	3.1%	3.0%	0.0%	8.0%
TIPS	4.9	3.0%	5.0%	2.0%	8.0%
Subtotal - Fixed Income	<u>\$ 30.5</u>	<u>18.7%</u>	<u>17.0%</u>	<u>12.0%</u>	<u>36.0%</u>
U.S. Large Cap Index	33.0	20.2%	17.0%	8.0%	30.0%
U.S. Small Cap	2.2	1.3%	3.0%	0.0%	10.0%
International Equity - Developed	38.9	23.8%	16.0%	8.0%	26.0%
International Equity - Emerging Markets	15.7	9.6%	4.0%	0.0%	10.0%
Subtotal - Global Equity	<u>\$ 89.8</u>	<u>54.9%</u>	<u>40.0%</u>	<u>28.0%</u>	<u>60.0%</u>
Equity Hedge Funds	23.9	14.6%	12.0%	0.0%	20.0%
Fixed Income Hedge Funds	7.7	4.7%	3.0%	0.0%	8.0%
Commodities	7.8	4.8%	4.0%	0.0%	10.0%
Real Estate	1.7	1.0%	4.0%	0.0%	10.0%
Private Equity	2.1	1.3%	20.0%	0.0%	30.0%
Special Opportunities	-	0.0%	0.0%	0.0%	5.0%
Subtotal - Alternatives	<u>\$ 43.2</u>	<u>26.4%</u>	<u>43.0%</u>	<u>22.0%</u>	<u>65.0%</u>
Subtotal - Long-Term Assets	<u>\$ 163.5</u>	<u>100.0%</u>	<u>100.0%</u>		
Fixed Income for Short-Term Use	\$ 61.2				
Total Assets	<u>\$ 224.7</u>				

Long-Term Asset Performance for Periods Ended June 30, 2017



Using the current asset allocation and a 5- to 7-year outlook, this portfolio's expected annual return is 6.2%.

August 22, 2017

Endowment Review

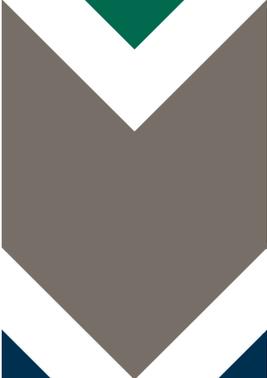
Tab #; pg

Endowment Review - Agenda

- Portfolio oversight
- Total assets under management
- Asset allocation
- Portfolio performance
- Endowment assets and distributions
- Quasi-endowment overview
- Century Bond long-term investments

Portfolio Oversight

- 
- The Ohio University Foundation Board

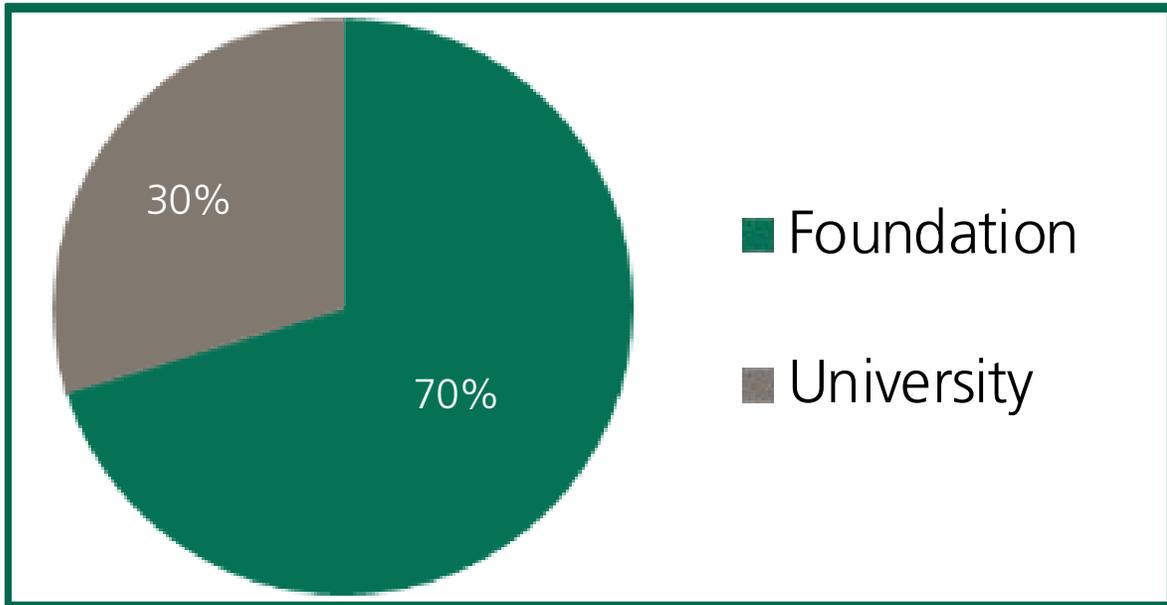
- 
- Investment Committee – Governing Fiduciary

- 
- Hirtle Callaghan & Co. – Managing Fiduciary

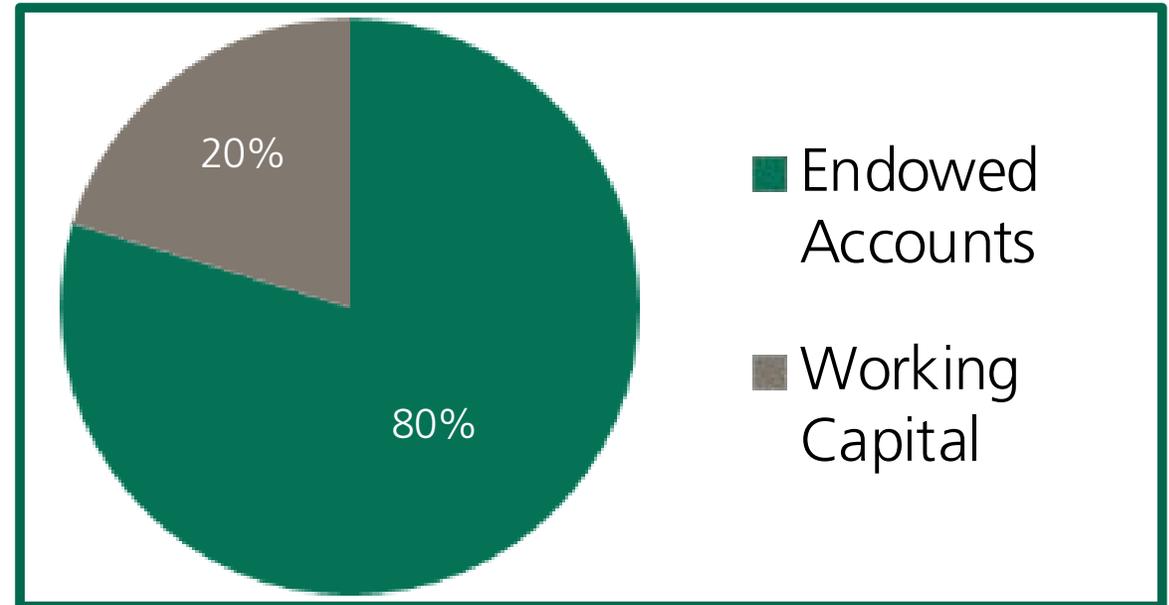
Total Assets Under Management

\$667.3M as of June 30, 2017

Investment Pool By Entity

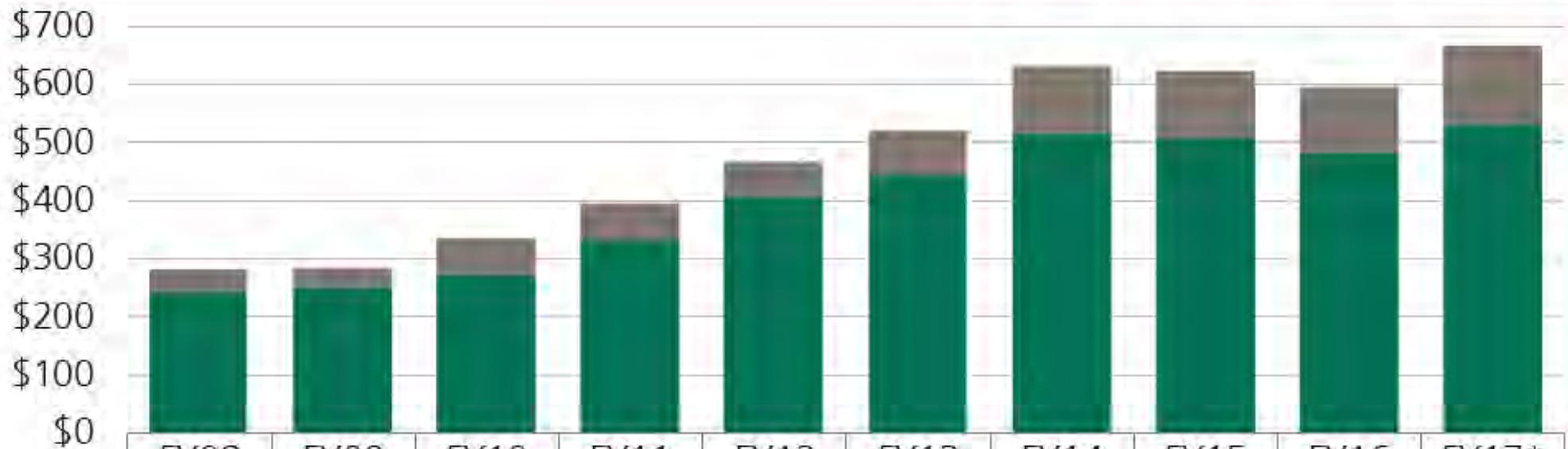


Investment Pool By Funding Type



Long-Term Portfolio Growth

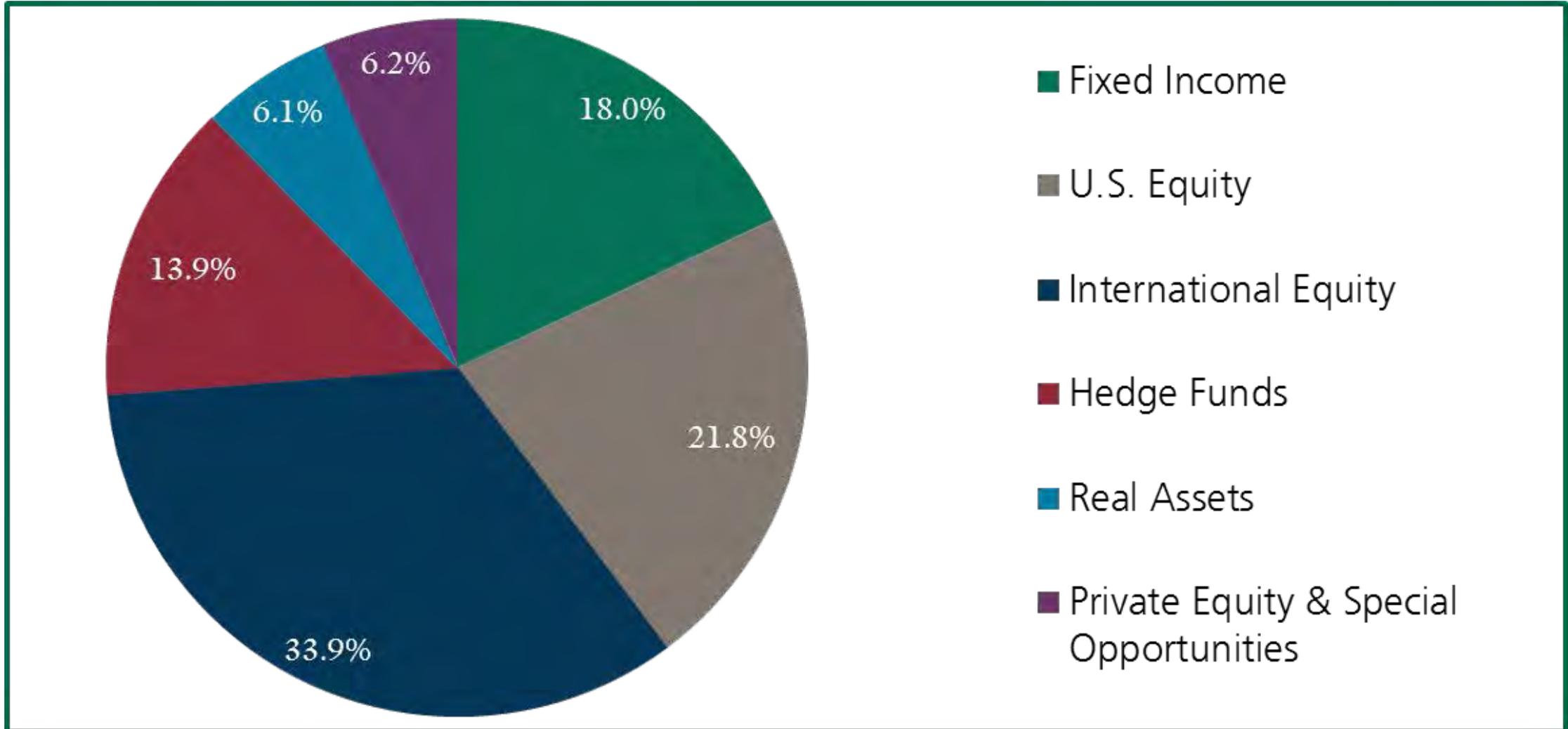
(in millions)



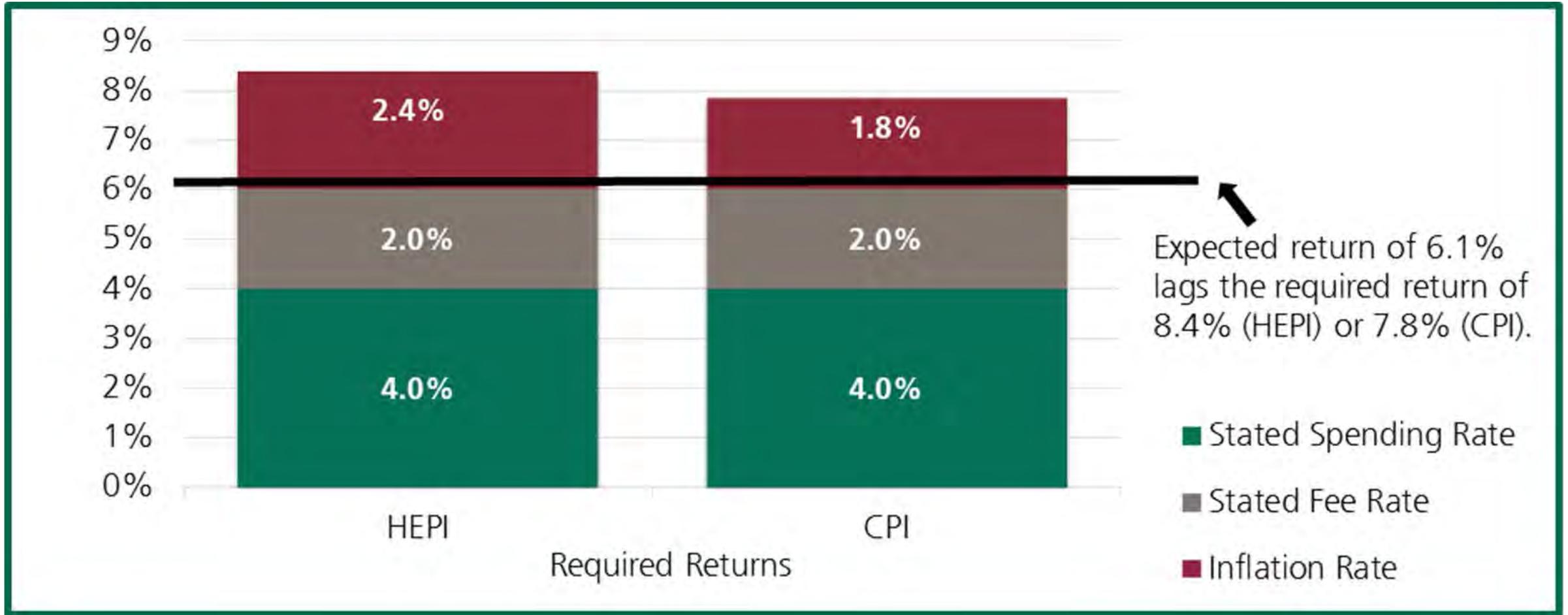
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17*
Portfolio Return	-3.8%	-19.6%	17.2%	19.0%	-0.2%	11.9%	16.7%	-1.1%	-3.2%	12.7%
Total Portfolio	285.6	287.8	337.4	396.5	467.2	522.6	632.5	625.5	596.3	667.3
Working Capital	41.9	34.6	60.2	60.5	58.2	75.8	116.6	118.5	114.6	136.6
Endowed Accounts	243.7	253.3	277.2	336.0	409.0	446.7	515.9	507.0	481.6	530.7

*unaudited

Asset Allocation

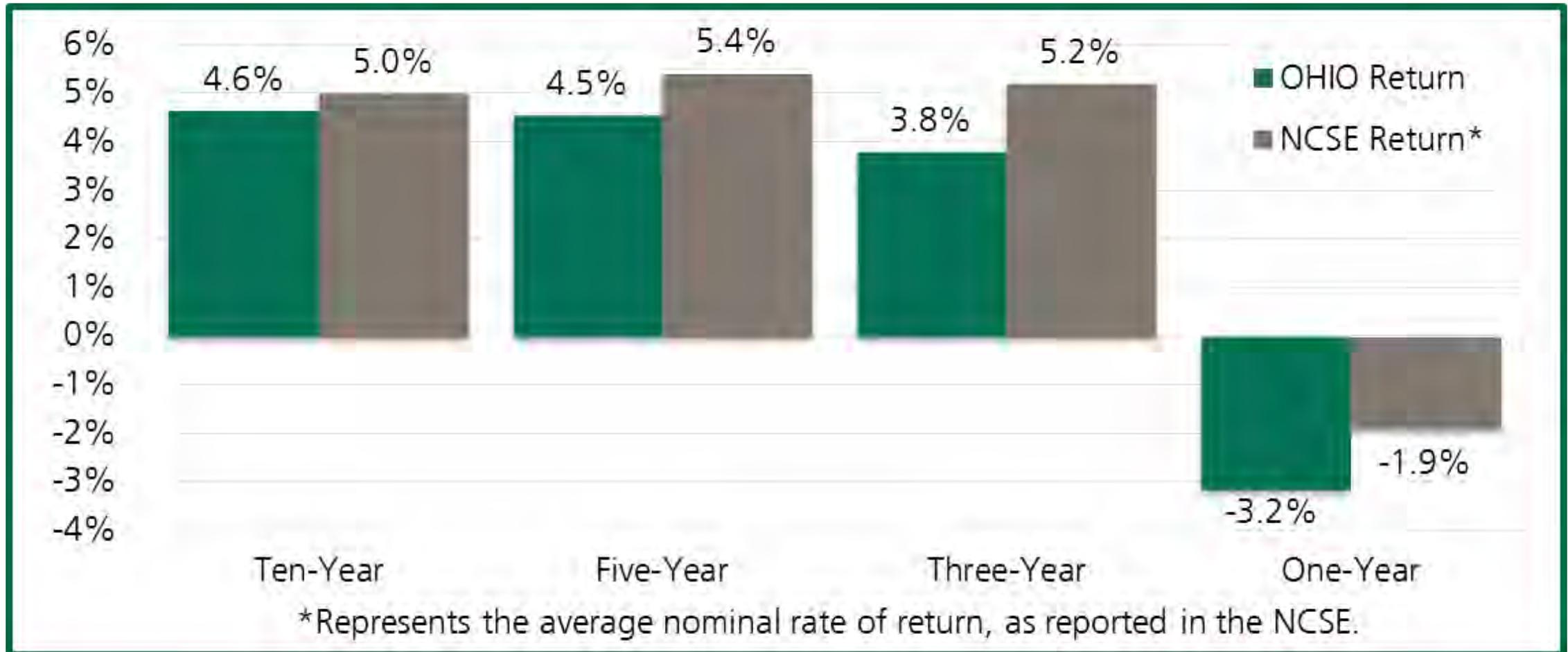


Expected Return vs. Spend



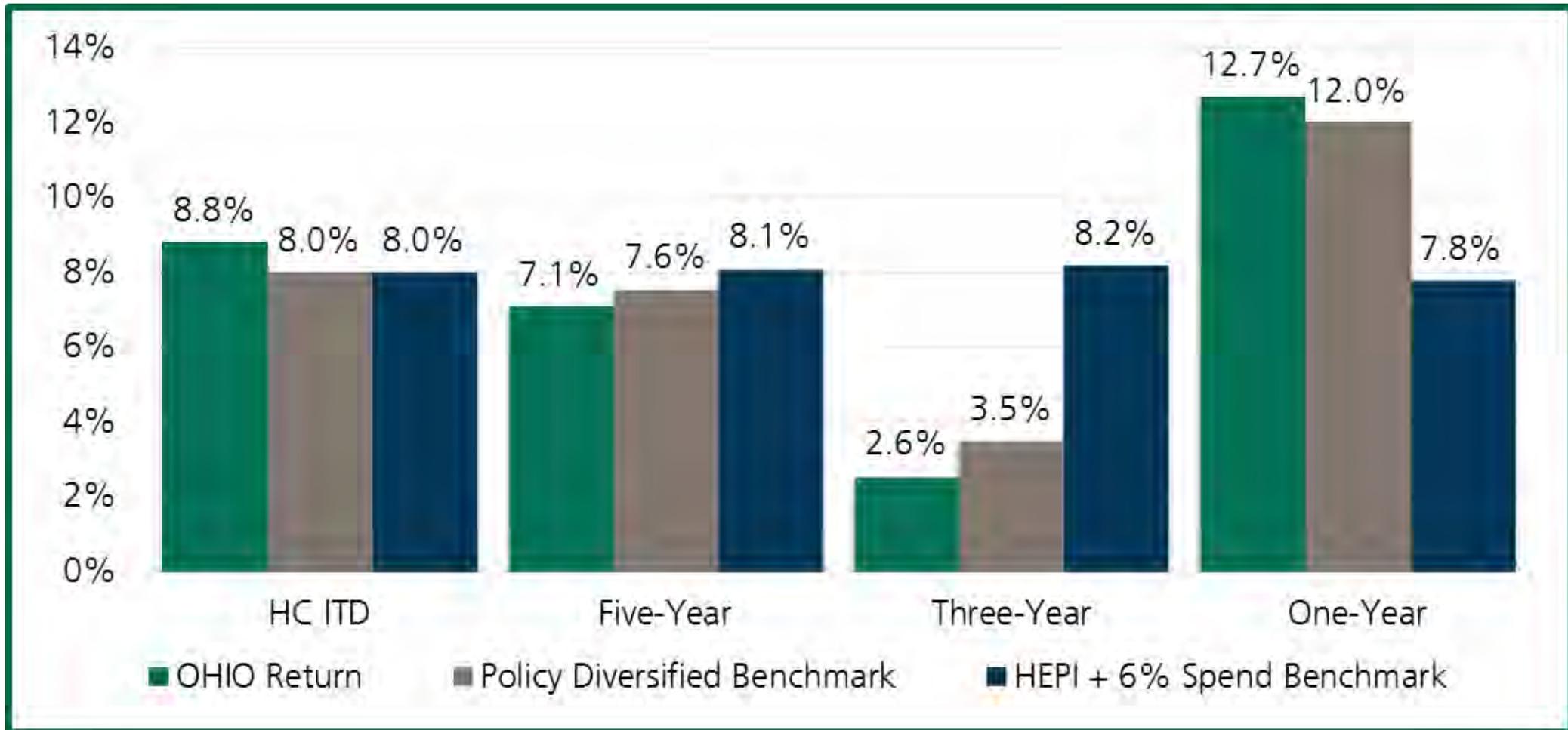
Performance vs. Peers

Periods Ended June 30, 2016



Portfolio Performance

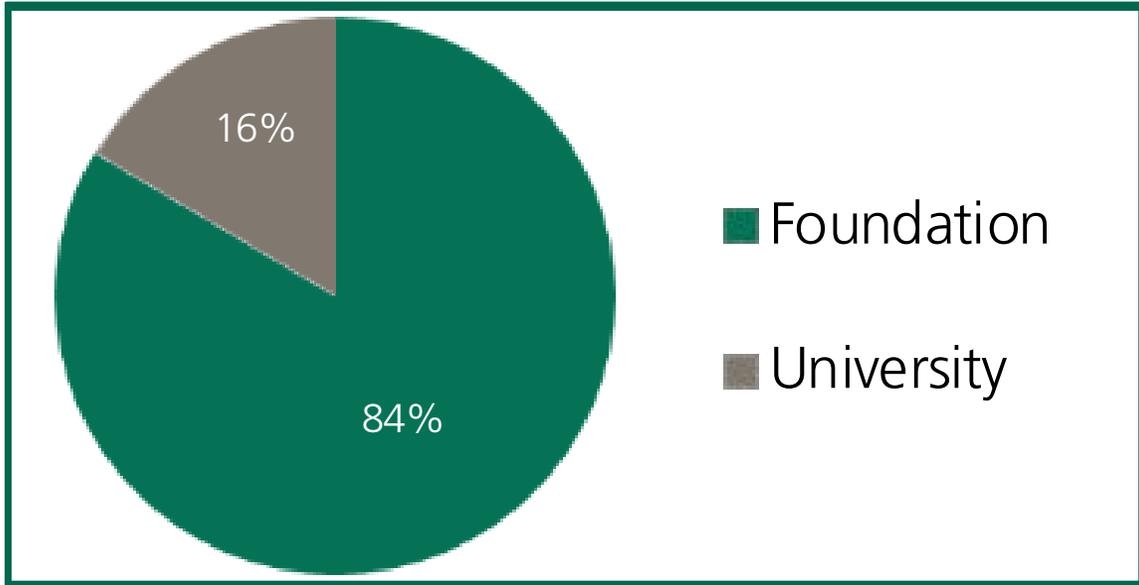
Periods Ended June 30, 2017



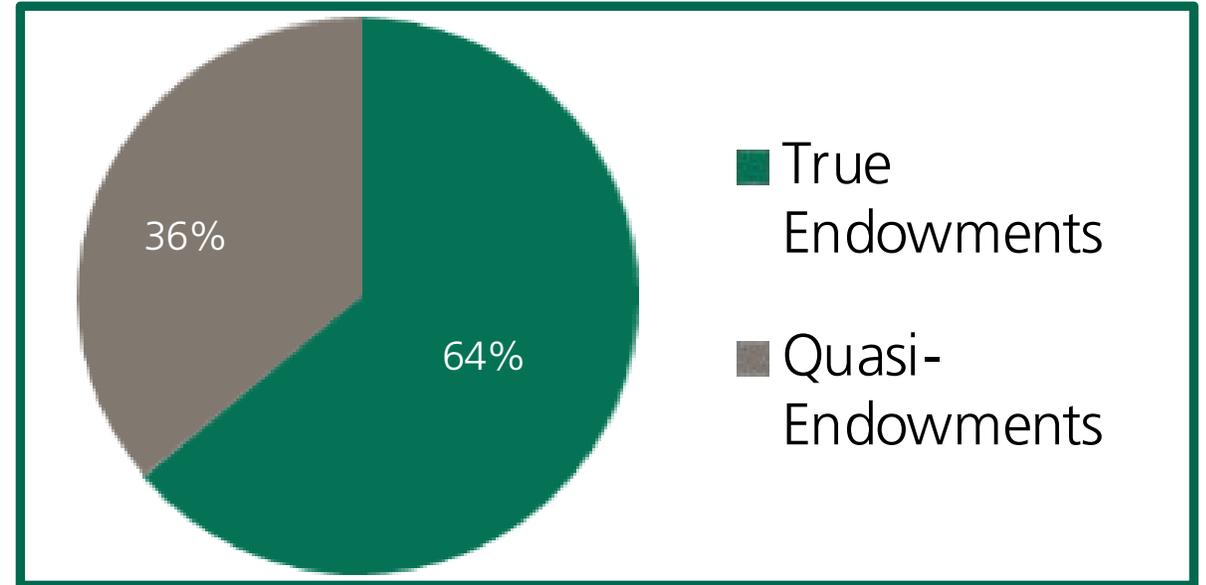
Endowment Assets

\$536.2M as of June 30, 2017

Endowments By Entity

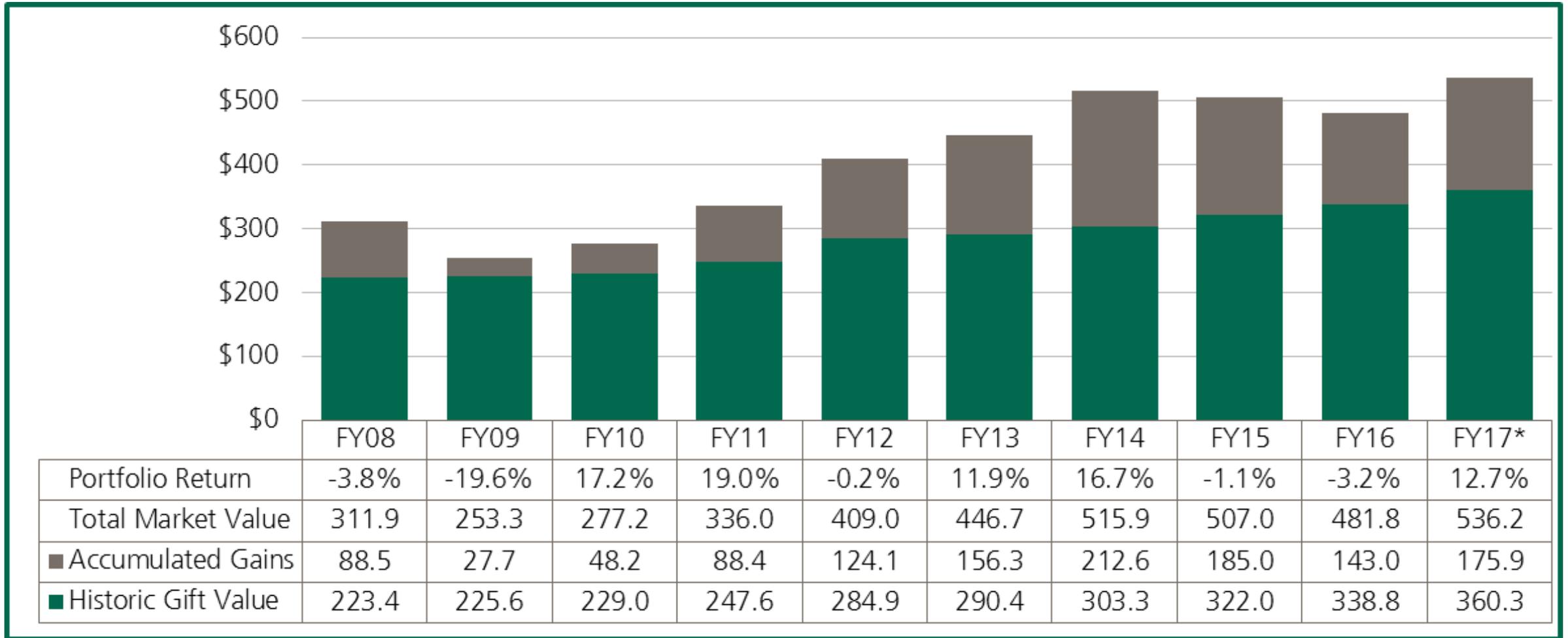


Endowments By Funding Type



Endowment Growth

(in millions)



*unaudited

Endowment Spending Policy

MV > HGV



4% Spend



2% Fee

MV < HGV*



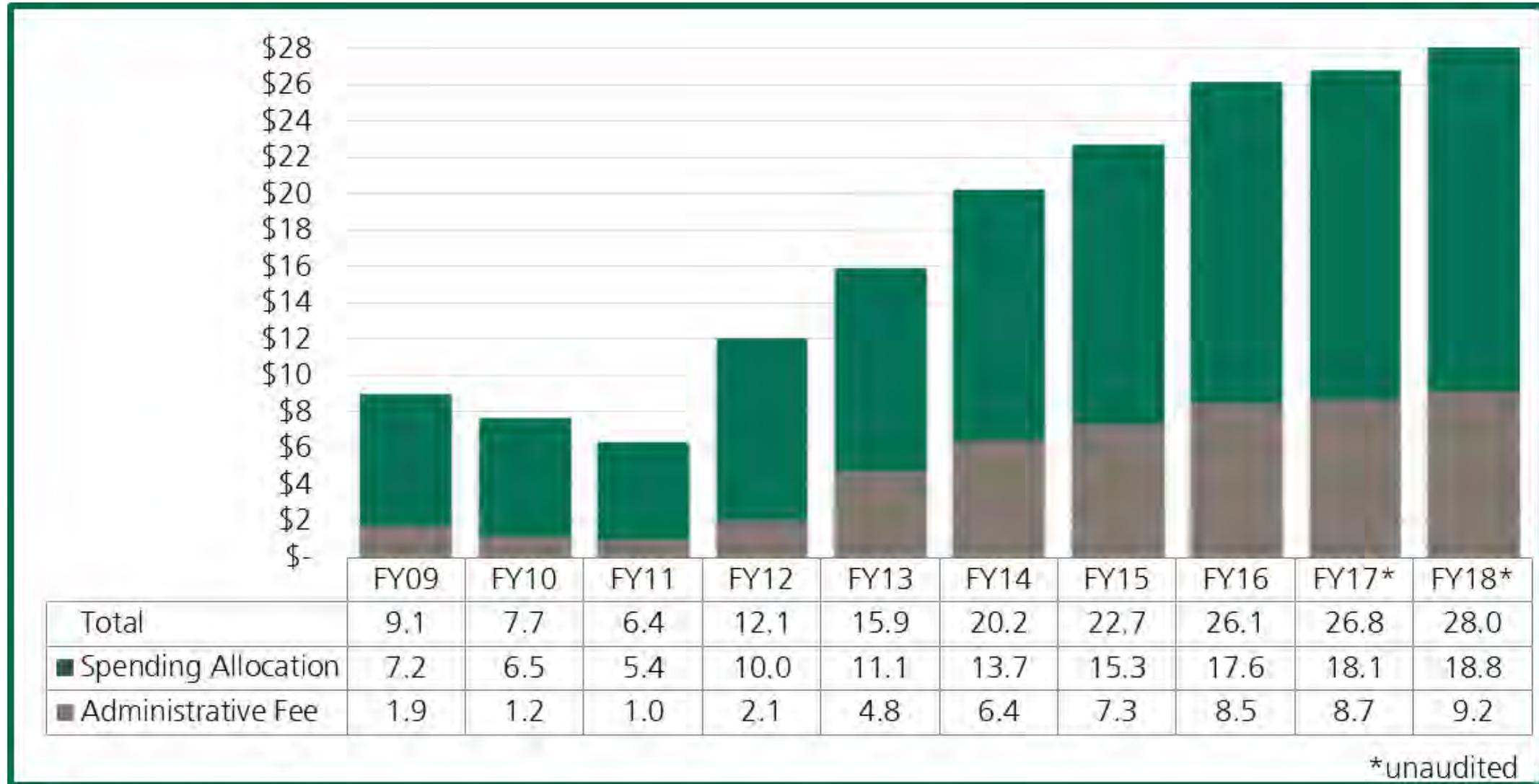
1% Spend



No Fee

*Underwater

Endowment Distributions



Quasi-Endowment Overview

Established
and
terminated by
Board

Invested with
donor
endowments

Follow
endowment
spending
policy

	FY14	FY15	FY16	FY17*
Beginning endowment market value	\$ 166.9	\$ 191.4	\$ 188.1	\$ 174.0
Transfers to quasi endowments	3.4	7.2	2.2	9.4
Transfers from quasi endowments	(0.5)	(0.1)	(0.3)	(0.4)
Investment income net of fees	28.1	(2.0)	(5.8)	21.5
Spending allocation	(4.4)	(5.6)	(6.8)	(7.0)
Administrative fee	(2.1)	(2.8)	(3.4)	(3.5)
Ending endowment market value	\$ 191.4	\$ 188.1	\$ 174.0	\$ 194.0

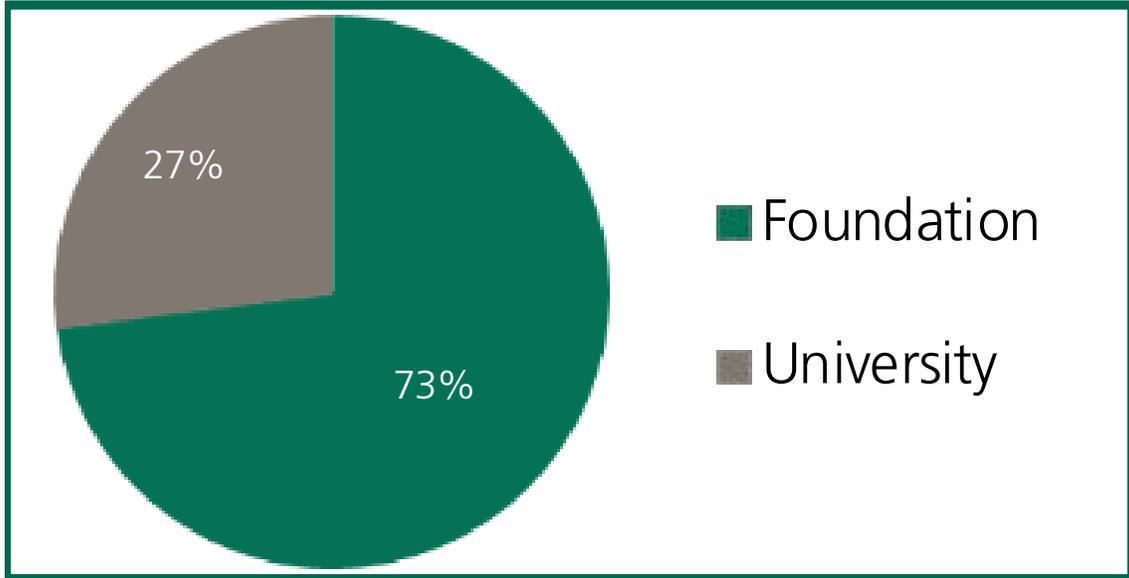
(millions)

* unaudited

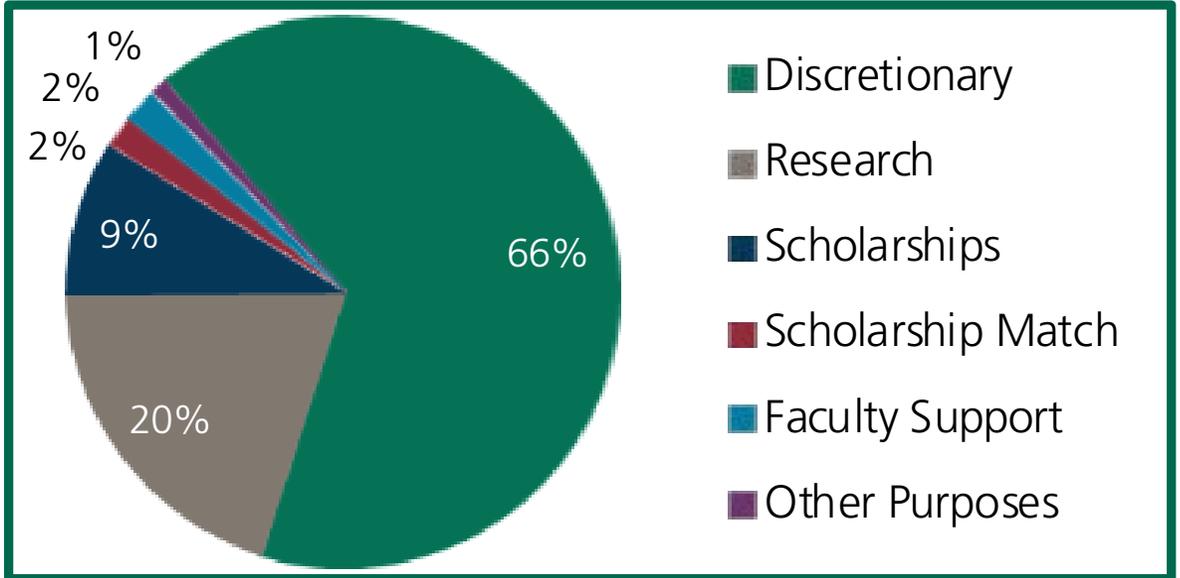
Quasi-Endowment Assets

\$194.0M as of June 30, 2017

Quasi-Endowments By Entity

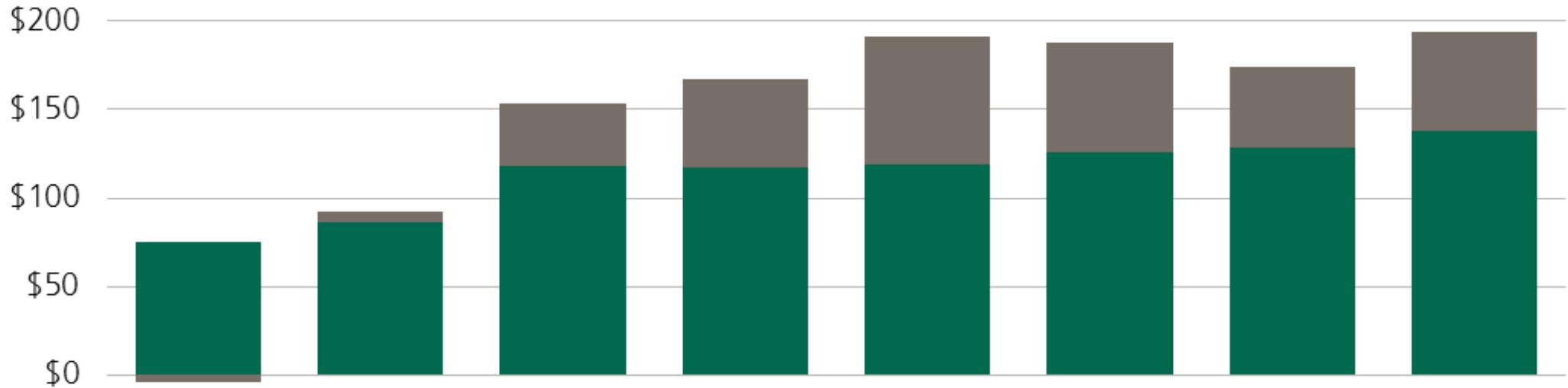


Quasi-Endowments By Purpose



Quasi-Endowment Growth

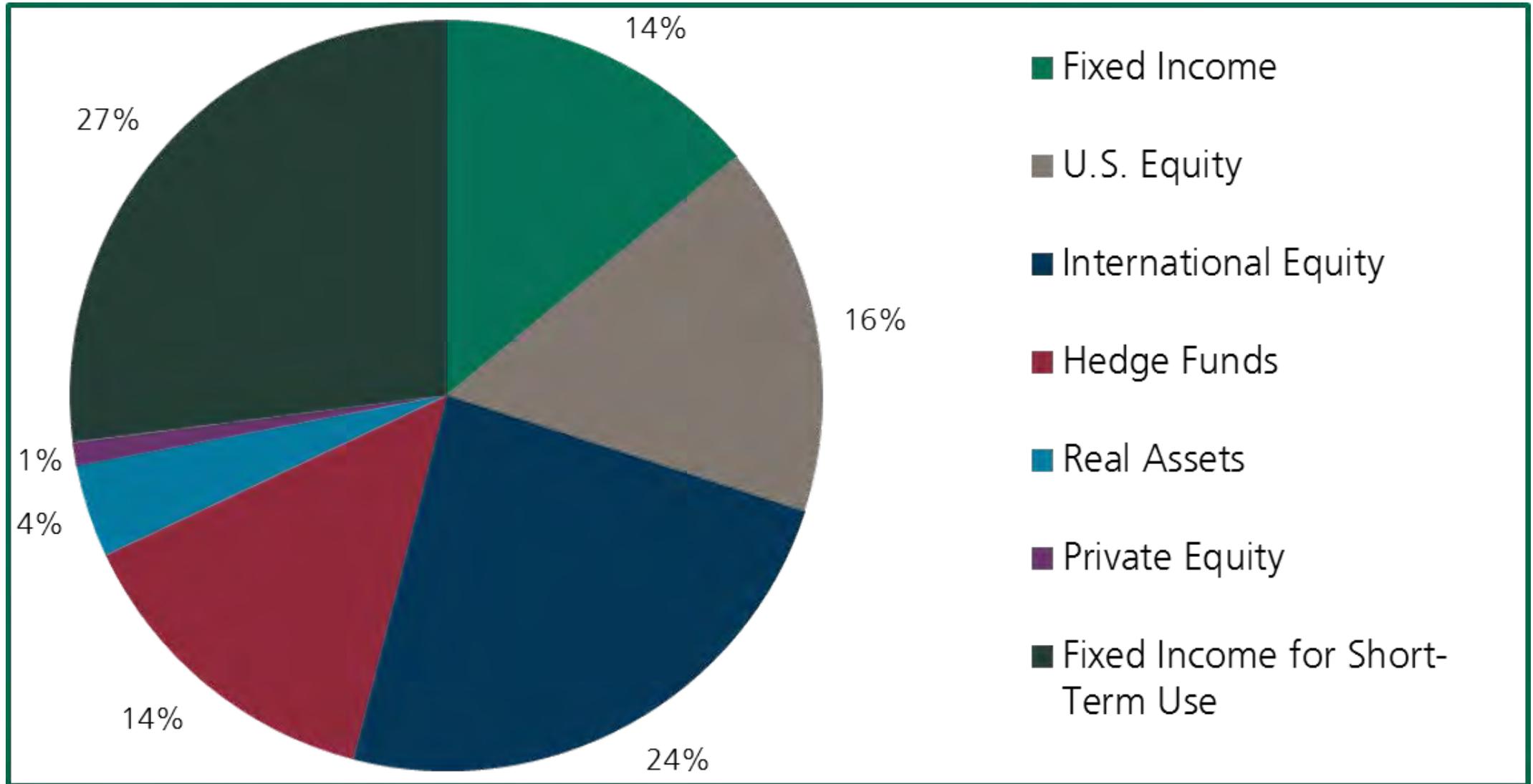
(in millions)



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17*
Portfolio Return	17.2%	19.0%	-0.2%	11.9%	16.7%	-1.1%	-3.2%	12.7%
Total Market Value	70.5	92.5	153.4	166.9	191.4	188.1	174.0	194.0
■ Accumulated Gains	-4.4	5.9	35.7	49.2	72.1	61.8	45.5	56.2
■ Historic Value	74.9	86.6	117.7	117.7	119.3	126.3	128.5	137.8

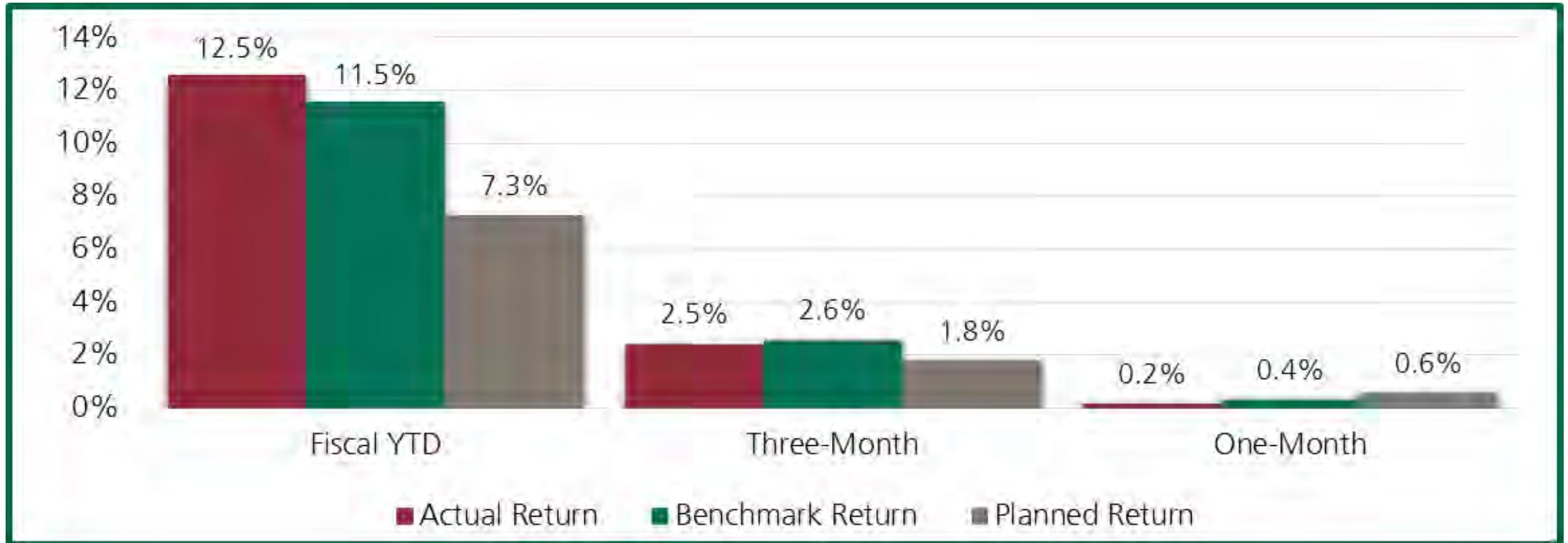
*unaudited

Century Bond Assets: \$224.7M



Century Bond Performance

Periods Ended June 30, 2017



**APPROVAL TO PROCEED WITH DESIGN FOR THE
SEIGFRED HALL CHILLED WATER CONNECTION**

RESOLUTION 2017 -

WHEREAS, for the Seigfred Hall Chilled Water Connection project, University administration requests approval for the total project budget of \$850,000 and authorized expenditures of \$110,000 to undertake design through contract administration;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the requests described above, authorizes the receipt of appropriate bids or proposals and authorizes the President or his designee to accept and award contracts within the total project budgets identified.



OHIO
UNIVERSITY

Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Greg Robertson, Associate Vice President Architecture, Design and Construction

Re: Request for Approval to Undertake Design

The following projects are in excess of \$500,000 in total project cost and are presented to the Board at this time for approval of project budget and authorization for funds to undertake design.

A presentation containing background information, funding sources and the proposed schedule for each project is included with these materials as well as a resolution for board action.

PROJECT	Authorized Expenditures			Project Budget		
	Previously Approved	Current Action	Total Approved Authorized Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
Seigfred Hall Chilled Water Connection		\$ 110,000	\$ 110,000		\$ 850,000	\$ 850,000

August 22, 2017

Facilities Projects Design Consent

Tab #

Projects in Design

Design

Classification	# of Projects	Budget	Authorized Expenditures	Expenditures to Date
Academic/Programmatic Renewal	7	\$ 71,330,700	\$ 11,127,980	\$ 1,393,268
Building Systems & Infrastructure	15	\$ 8,218,470	\$ 6,020,286	\$ 1,848,555
University Initiatives	1	\$ 38,835	\$ 38,835	\$ -
Regional Campuses	8	\$ 5,272,328	\$ 1,408,760	\$ 361,197
Auxiliaries	12	\$ 14,266,080	\$ 4,449,020	\$ 1,467,331
Grand Total	43	\$ 99,126,413	\$ 23,044,881	\$ 5,070,350

Requested Approvals to Undertake Design

PROJECT	Authorized Expenditures			Project Budget		
	Previously Approved	Current Action	Total Approved Authorized Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
Seigfred Hall Chilled Water Connection		\$ 110,000	\$ 110,000		\$ 850,000	\$ 850,000

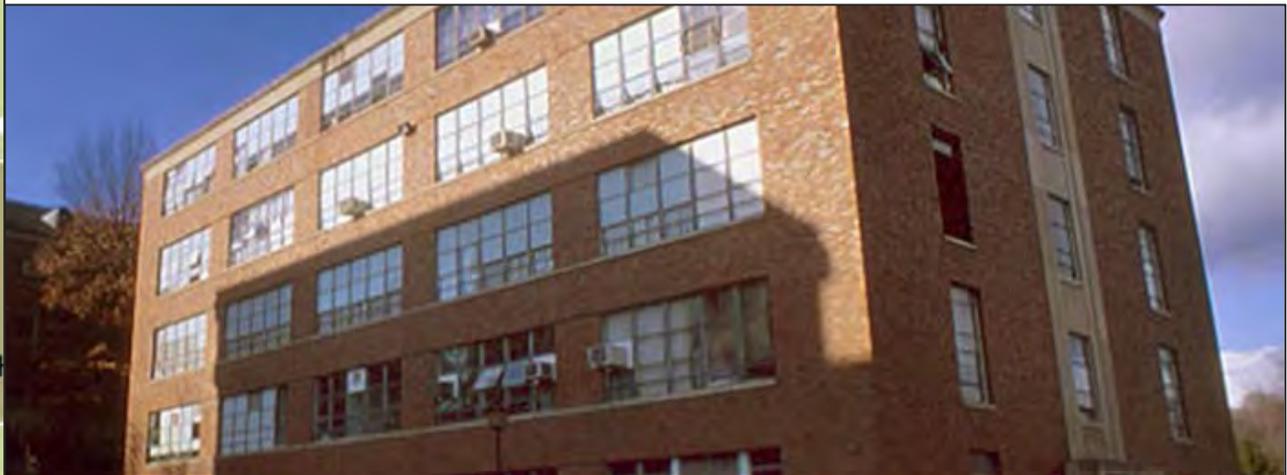
Seigfred Hall Chilled Water Connection

Seigfred Hall Chilled Water Connection

Background



- Currently uses window units for cooling
- Does not have building-based cooling system
- Not connected to the campus chilled water distribution system



Seigfred Hall Chilled Water Connection

Outcomes and Considerations



- Outcomes:
 - Will create a new underground district chilled water piping connection to Seigfred Hall that will be coordinated with the upcoming Seigfred building renovations
 - The new piping also provides an opportunity to serve Glidden Hall currently cooled by a building based chiller at the end of its useful life
- Considerations:
 - Campus cooling system capacity availability is dependent on the completion of the Chilled Water Plant #3 project (scheduled to be completed in early 2020)

Seigfred Hall Chilled Water Connection

Approval for Design

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
Current Board Request:	\$ 110,000		\$ 110,000	\$ 850,000
Sub-Totals	\$ 110,000	\$ -	\$ 110,000	\$ 850,000
Fund Sources				
State Capital Appropriations			\$ -	
Century Bond - EIP	\$ 110,000	\$ 740,000	\$ 850,000	
Other (Debt, Institutional Funds)			\$ -	
Sub-Totals	\$ 110,000	\$ 740,000	\$ 850,000	

Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule		● — ●	● — ●				
Activity		Design		Construction			

**APPROVAL TO PROCEED WITH DESIGN THROUGH
CONSTRUCTION FOR
THE BRYAN HALL RESTROOM UPGRADES 2018,
THE OUL BRASEE HALL EXTERIOR LIMESTONE PANEL REPAIRS,
AND THE SOUTH POLE CONVERSION TO LOUNGE/HUB**

RESOLUTION 2017 -

WHEREAS, for the Bryan Hall Restroom Upgrades 2018 project, University administration requests approval for the total project budget of \$2,000,000 and authorized expenditures of \$2,000,000 to undertake design through construction;

WHEREAS, for the OUL Brasee Hall Exterior Limestone Panel Repairs project, University administration requests approval for the total project budget of \$610,000 and authorized expenditures of \$610,000 to undertake design through construction;

WHEREAS, for the South Pole Conversion to Lounge/Hub project, University administration requests approval for the total project budget of \$1,000,000 and authorized expenditures of \$1,000,000 to undertake design through construction;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the requests described above, authorizes the receipt of appropriate bids or proposals and authorizes the President or his designee to accept and award contracts within the total project budgets identified.



OHIO
UNIVERSITY

Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Greg Robertson, Associate Vice President Architecture, Design and Construction

Re: Facility Projects - Construction

The following projects are in excess of \$500,000 in total project cost and are presented to the Board at this time for approval of project budget and authorization for funds to undertake design through construction.

A presentation containing background information, funding sources and the proposed schedule for each project is included with these materials as well as a resolution for board action.

PROJECT	Authorized Expenditures			Project Budget		
	Previously Approved	Current Action	Total Approved Authorized Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
<i>Approval to Undertake Design through Construction</i>						
Bryan Hall Restroom Upgrades 2018		\$ 2,000,000	\$ 2,000,000		\$ 2,000,000	\$ 2,000,000
OUL Brasee Hall Exterior Limestone Panel Repairs		\$ 610,000	\$ 610,000		\$ 610,000	\$ 610,000
South Pole Conversion to Lounge/Hub		\$ 1,000,000	\$ 1,000,000		\$ 1,000,000	\$ 1,000,000

August 22, 2017

Facilities Projects Construction Consent

Tab #

Projects Under Construction

Construction

Classification	# of Projects	Budget	Authorized Expenditures	Expenditures to Date
Academic/Programmatic Renewal	13	\$ 15,503,487	\$ 15,447,457	\$ 11,746,653
Building Systems & Infrastructure	20	\$ 12,467,560	\$ 12,412,501	\$ 3,846,934
University Initiatives	4	\$ 2,806,000	\$ 2,250,000	\$ 625,789
Utility System Upgrades	4	\$ 19,925,000	\$ 19,925,000	\$ 9,299,057
Regional Campuses	2	\$ 1,177,808	\$ 870,530	\$ 103,887
Auxiliaries	16	\$ 53,928,370	\$ 53,105,370	\$ 37,589,029
Grand Total	59	\$ 105,808,225	\$ 104,010,858	\$ 63,211,350

Requested Approvals to Undertake Construction

PROJECT	Authorized Expenditures			Project Budget		
	Previously Approved	Current Action	Total Approved Authorized Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
<i>Approval to Undertake Design through Construction</i>						
Bryan Hall Restroom Upgrades 2018		\$ 2,000,000	\$ 2,000,000		\$ 2,000,000	\$ 2,000,000
OUL Brasee Hall Exterior Limestone Panel Repairs		\$ 610,000	\$ 610,000		\$ 610,000	\$ 610,000
South Pole Conversion to Lounge/Hub		\$ 1,000,000	\$ 1,000,000		\$ 1,000,000	\$ 1,000,000

Bryan Hall Restroom Upgrades 2018

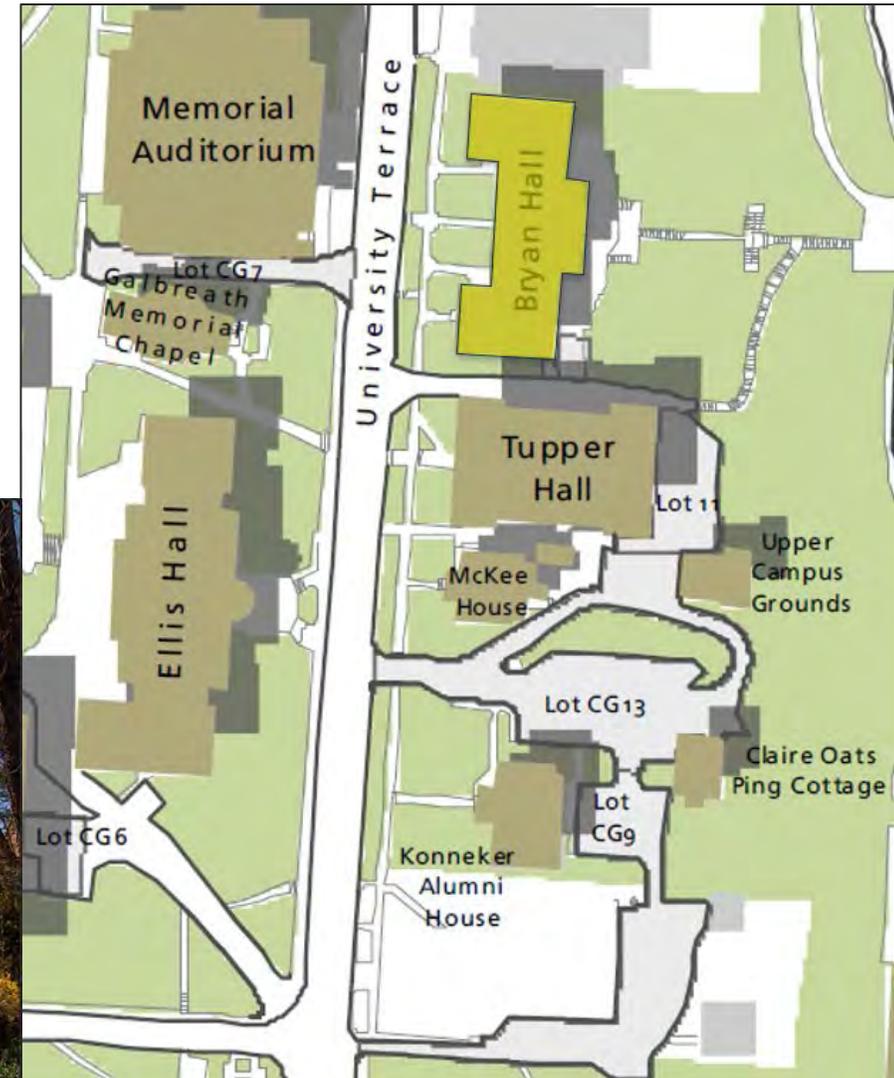
Bryan Hall Restroom Upgrades 2018

Background

- East Green residence hall built in 1948
- Current restroom facilities are original to the building

Outcomes

- Upgrade aesthetics
- Provide more efficient layout
- Address failed plumbing systems
- Bring up to code and University standards



Bryan Hall Restroom Upgrades 2018

Approval for Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
Current Board Request:	\$ 270,000	\$ 1,730,000	\$ 2,000,000	\$ 2,000,000
Sub-Totals	\$ 270,000	\$ 1,730,000	\$ 2,000,000	\$ 2,000,000
Fund Sources				
State Capital Appropriations			\$ -	
Century Bond			\$ -	
Housing & Residence Life Reserves	\$ 270,000	\$ 1,730,000	\$ 2,000,000	
Sub-Totals	\$ 270,000	\$ 1,730,000	\$ 2,000,000	

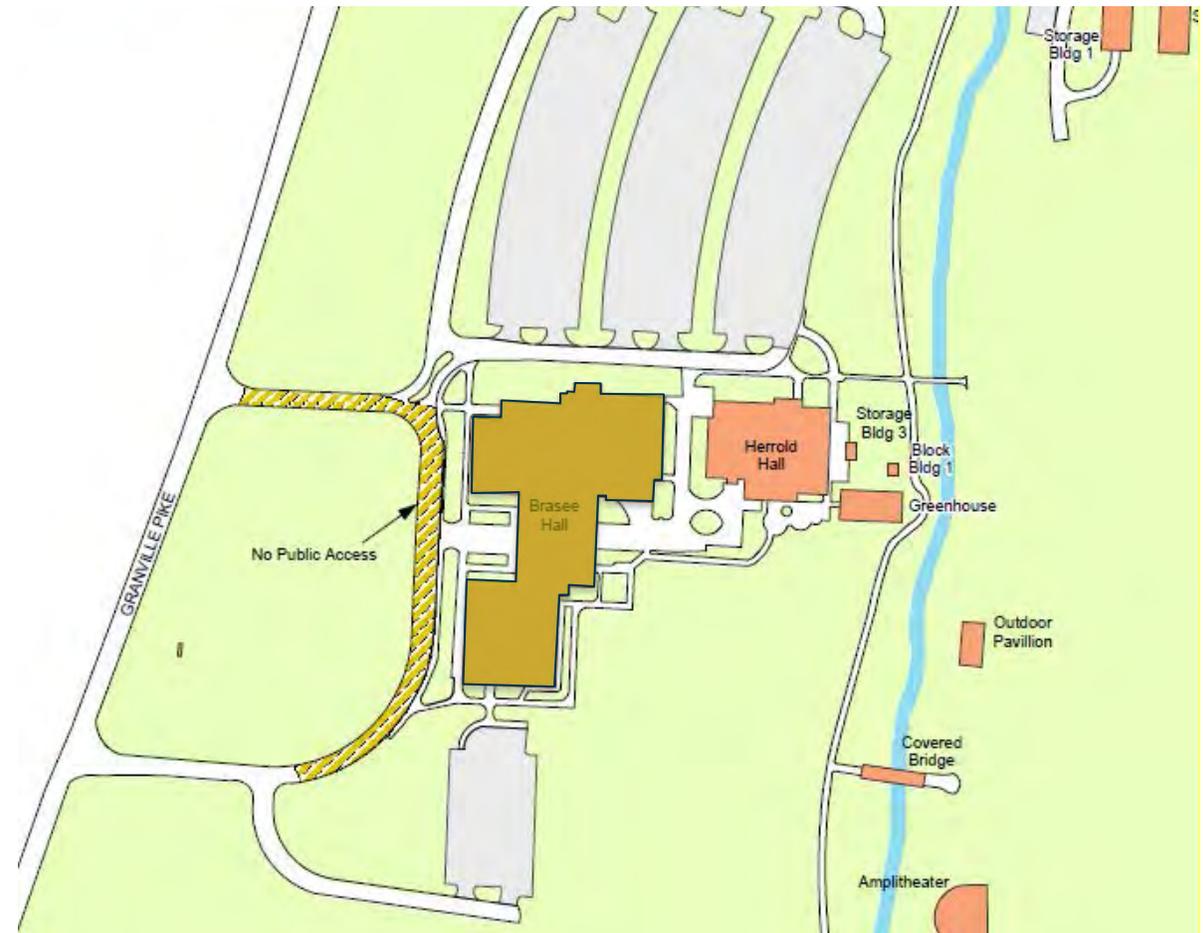
Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule							
Activity		Design	Construction				

OUL Brasee Hall Exterior Limestone Panel Repairs

OUL Brasee Hall Exterior Limestone Panel Repairs

Background

- Main structure on Lancaster campus built in 1968
- Retains original limestone panels and brick facade
- Nearly 50 years of weathering has caused the limestone to separate as the steel anchors rust away



OUL Brasee Hall Exterior Limestone Panel Repairs

Outcomes



- Project will replace and/or repair the stone cladding and caulking on nine of the Brasee Hall elevations that have displayed critical damage

OUL Brasee Hall Exterior Limestone Panel Repairs

Approval for Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
Current Board Request:	\$ 56,500	\$ 553,500	\$ 610,000	\$ 610,000
Sub-Totals	\$ 56,500	\$ 553,500	\$ 610,000	\$ 610,000
Fund Sources				
State Capital Appropriations		\$ 407,885	\$ 407,885	
Century Bond			\$ -	
Regional Higher Education Operating Funds	\$ 56,500	\$ 145,615	\$ 202,115	
Sub-Totals	\$ 56,500	\$ 553,500	\$ 610,000	

Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule							
Activity		Design	Construction				

South Pole Conversion to Lounge/Hub

South Pole Conversion to Lounge/Hub

Background/Outcomes

- Current space located below Nelson Commons is underused by students because it is too small and out of date
- Project will upgrade aesthetics and functionality
- Will also add entertainment elements, study spaces and office spaces to create a hub for South Green



South Pole Conversion to Lounge/Hub

Approval for Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
Current Board Request:	\$ 95,000	\$ 905,000	\$ 1,000,000	\$ 1,000,000
Sub-Totals	\$ 95,000	\$ 905,000	\$ 1,000,000	\$ 1,000,000
Fund Sources				
State Capital Appropriations			\$ -	
Century Bond			\$ -	
Housing & Residence Life Reserves	\$ 95,000	\$ 905,000	\$ 1,000,000	
Sub-Totals	\$ 95,000	\$ 905,000	\$ 1,000,000	

Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule							
Activity		Design	Construction				

**RESOLUTION TO APPROVE UTILITY EASEMENT REQUEST
FROM AMERICAN ELECTRIC POWER**

RESOLUTION 2017 -

WHEREAS, the Ohio Power Company, an operating company of American Electric Power (“AEP”), has requested the University’s approval of an easement to permit installation of an underground line to connect the sub-station at 79 Factory Street to an AEP utility pole on the corner of South Shafer Street and Riverside Drive;

WHEREAS, part of this underground line will be on University land (.77 acres) and part will be on City of Athens land;

WHEREAS, the connection will enhance services and capacity for the University; and

WHEREAS, this request has been reviewed and approved by University staff and the Ohio Department of Administrative Services.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves the request by AEP for a 25-year utility easement as depicted in the attached map in exchange for a one-time payment of \$1,542.06.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the President or his designee to execute the corresponding easement and other appropriate documentation in accordance with Ohio law.



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President for Finance and Administration, CFO and Treasurer
E. David Averion, Manager of Real Estate Operations

Re: Approval of Easement Request from American Electric Power

This resolution seeks approval for a utility easement request from Ohio Power Company, an operating company of American Electric Power (“AEP”).

The area is located at Riverside Drive in Athens on property owned by the University. The requested area covers .77 acres and is adjacent to the Central Food Facility and the Ohio University Credit Union.

The easement was requested to construct and maintain an underground connection from the substation bore pit at 79 Factory Street to an AEP utility pole on the corner of South Shaffer Street and Riverside Drive. A portion of the new construction will be on City of Athens land and a portion on University land. This connection will enhance service and capacity to the University.

AEP proposes to make a one-time payment of \$1,542.06 for a 25-year easement. We believe that this amount is reasonable given the nature of the request.

The project has been evaluated and approved by appropriate University officials and the Ohio Department of Administrative Services, and we recommend its approval by this Board.

August 22, 2017

AEP Riverside Drive Easement

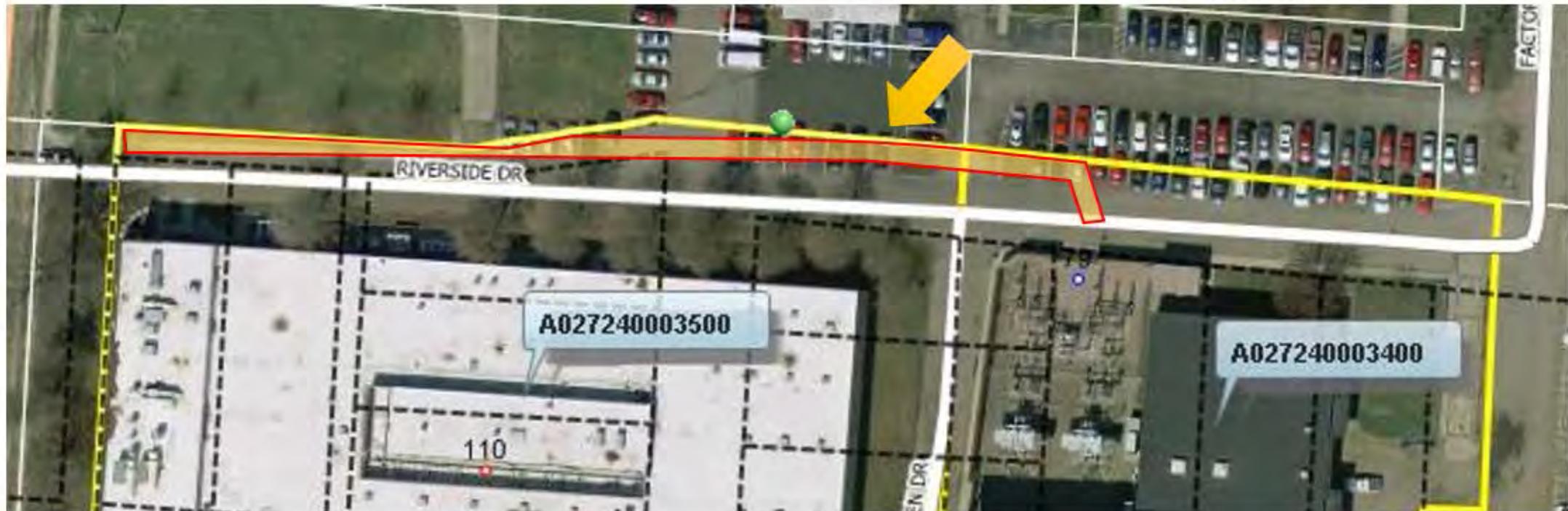
Consent

Tab #; pg

AEP Riverside Drive Easement

- 10' wide underground utility easement to AEP
- Location will be Riverside Drive behind Central Food Facility
- Total acreage on OU land .077 acres
- One time consideration \$1,542.06 from AEP
- 25 year term

Easement area highlighted below.



AEP Riverside Drive Easement

RESOLUTION TO APPROVE UTILITY EASEMENT REQUEST FROM AMERICAN ELECTRIC POWER

RESOLUTION 2017 -

WHEREAS, the Ohio Power Company, an operating company of American Electric Power (“AEP”), has requested the University’s approval of an easement to permit installation of an underground line to connect the sub-station at 79 Factory Street to an AEP utility pole on the corner of South Shafer Street and Riverside Drive;

WHEREAS, part of this underground line will be on University land (.77 acres) and part will be on City of Athens land;

WHEREAS, the connection will enhance services and capacity for the University; and

WHEREAS, this request has been reviewed and approved by University staff and the Ohio Department of Administrative Services.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves the request by AEP for a 25-year utility easement as depicted in the attached map in exchange for a one-time payment of \$1,542.06.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby authorizes the President or his designee to execute the corresponding easement and other appropriate documentation in accordance with Ohio law.

RESOLUTION TO APPROVE CELL TOWER GROUND LEASES

RESOLUTION 2017 -

WHEREAS, in 2004 and 2009, Ohio University entered into ground leases with Verizon Wireless to allow for the construction of cell towers on University-owned land in two locations, one just east of State Route 33 near what is presently the city's water treatment facility and a second adjacent to the Ridges water tower;

WHEREAS, the leases subsequently were assigned to American Tower Corporation;

WHEREAS, the ground leases will expire in 2029 and 2034 and currently provide annual consideration of \$12,042.24 and \$13,200.00, respectively, subject to escalators that will automatically increase the annual payments at defined points during the lease term; and

WHEREAS, to ensure transparency and consistency in the evaluation of ground leases, and in connection with the University's efforts to standardize its approach to cell tower leases, it is appropriate to advise the Board of these existing ground leases.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby acknowledges and approves the ground leases described above.



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
E. David Averion, Manager of Real Estate Operations

Re: Approval of Cell Tower Ground Leases

This is a request for Board approval for two existing cell tower ground leases entered into in 2004 and 2009. The leases expire in 2029 and 2034.

In 2004, the University entered into a ground lease with Alltel Communications d.b.a Verizon Wireless that provided for construction of a cell tower that would be owned by the lessee. The cell tower is disguised as a flagpole and is located on Ohio University land adjacent to the Athens water treatment facility. It is visible from State Route 33. The lease term will expire in 2029, including renewal terms. Annual revenue under this ground lease is \$12,042.24, subject to an increase of 12% at the start of each renewal. The lease has been assigned to American Tower Corporation.

In 2009, the University entered into a ground lease with New Par d.b.a Verizon Wireless that similarly allowed for construction of a cell tower. The cell tower is located on Ohio University land adjacent to the Ridges Water Tower. It is visible from State Route 682. The lease term will expire in 2034, including renewal terms. Annual revenue under this ground lease is \$13,200.00, subject to an increase of 10% at the start of each renewal. This lease also has been assigned to American Tower Corporation.

The Office of Real Estate Management is undertaking efforts to standardize its evaluation of cell tower leases, including both ground leases and tower space leases, to verify that the University is receiving competitive rental rates as compared to the market. In connection with that effort, and to ensure transparency with the Board of Trustees, it is appropriate to bring these existing leases to your attention.

We recommend that the Board of Trustees adopt the accompanying resolution to acknowledge and approve these two ground leases.

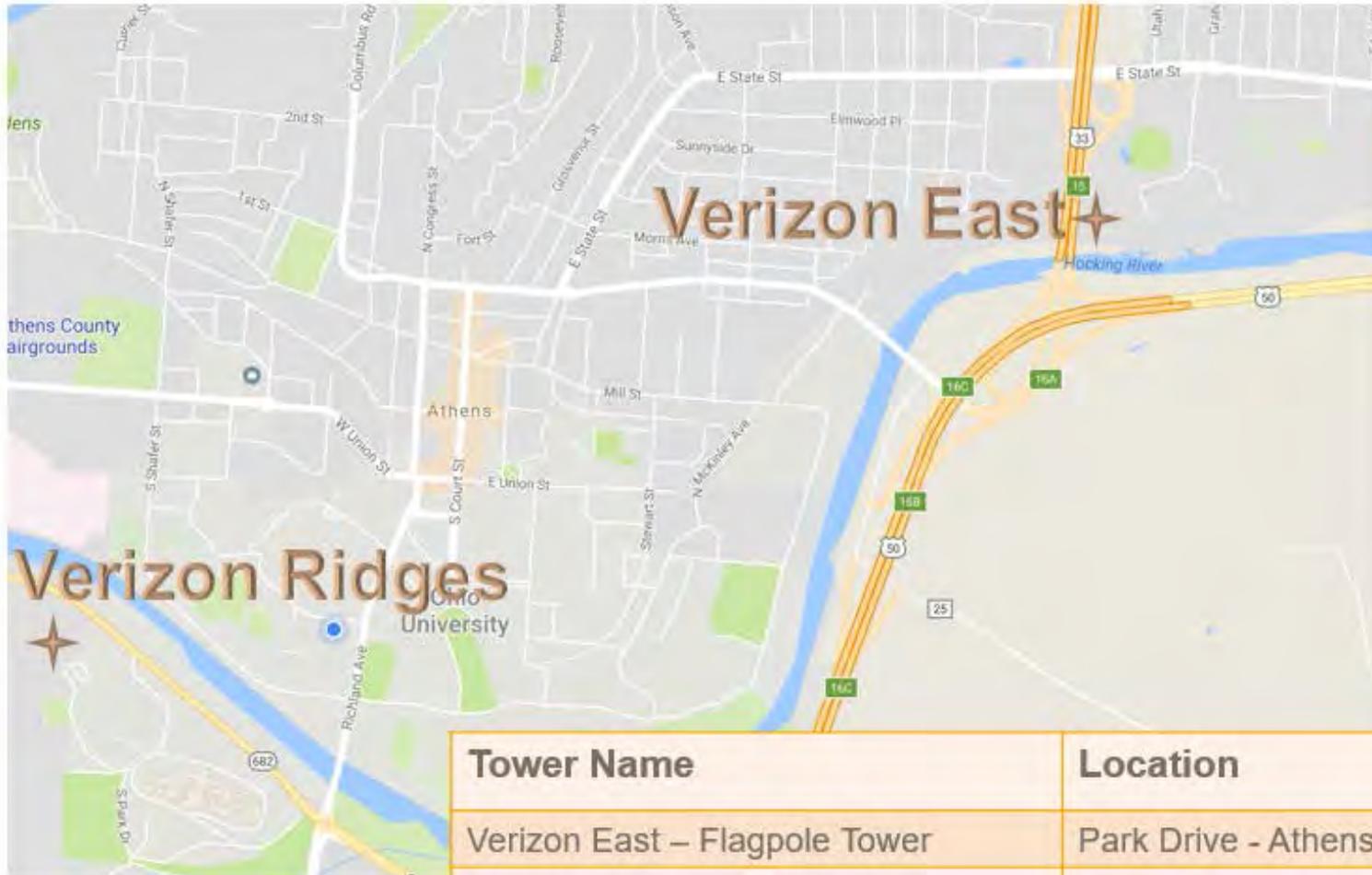
August 22, 2017

Cell Tower Ground Leases

Consent

Tab #; pg

Cell Tower Ground Leases



Tower Name	Location	Annual Income
Verizon East – Flagpole Tower	Park Drive - Athens	\$12,042
Verizon Ridges – Water tower Drive	39 Water Tower Drive	\$13,200
	Total Annual Income	\$25,042

Cell Tower Ground Leases

Verizon East	
Term	5 Years with 4, 5 year renewals available
Start Date	March 22, 2004
End Date	March 21, 2019: Lessee reserves unilateral right to execute 2 remaining extensions
Revenue	\$12,042.24 annually
Escalator	Increase of 12% per renewal term

Verizon Ridges	
Term	5 Years with 4, 5 year renewals available
Start Date	April 28, 2009
End Date	April 27, 2019: Lessee reserves unilateral right to execute 3 remaining extensions
Revenue	\$13,200.00 annually
Escalator	Increase of 10% per renewal term.
Co-Location	\$200 additional revenue per 3rd party co-location

Cell Tower Ground Leases

RESOLUTION TO APPROVE CELL TOWER GROUND LEASES

RESOLUTION 2017 -

WHEREAS, in 2004 and 2009, Ohio University entered into ground leases with Verizon Wireless to allow for the construction of cell towers on University-owned land in two locations, one just east of State Route 33 near what is presently the city's water treatment facility and a second adjacent to the Ridges water tower;

WHEREAS, the leases subsequently were assigned to American Tower Corporation;

WHEREAS, the ground leases will expire in 2029 and 2034 and currently provide annual consideration of \$12,042.24 and \$13,200.00, respectively, subject to escalators that will automatically increase the annual payments at defined points during the lease term; and

WHEREAS, to ensure transparency and consistency in the evaluation of ground leases, and in connection with the University's efforts to standardize its approach to cell tower leases, it is appropriate to advise the Board of these existing ground leases.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby acknowledges and approves the ground leases described above.



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Steve Wood, Associate Vice President Facilities Management and Safety

Re: Maintenance and Operations Efficiency Analysis

Attached is a presentation that will be reviewed during the Resources, Facilities and Affordability Committee meeting analyzing the impacts of our deferred maintenance investments.

Our analyses are based on a comparison of projected maintenance and operations costs and utilization trends before and after our deferred maintenance investments beginning in FY2015. The expected outcomes include:

- Less energy use due to equipment & utility upgrades
- Decreased maintenance costs due to equipment replacement
- Overall less operating costs for Facilities Management
- Positive change from Corrective/Reactive Maintenance to Preventive Maintenance
- Decrease in “severity” of work requests...less hours per work order
- In renovated spaces, initial increase in work requests followed by steady decrease

Additionally, as part of the discussion of operational efficiency, we will share a detailed analysis of our utilities consumption as it relates to commodity cost, weather, changes to campus footprint, and building efficiency.

This presentation provides an in-depth look at Facility Management Maintenance and Operations from 2012 through 2017 and shares metrics that will be used to gauge future success.

August 22, 2017

Maintenance & Operations Efficiency

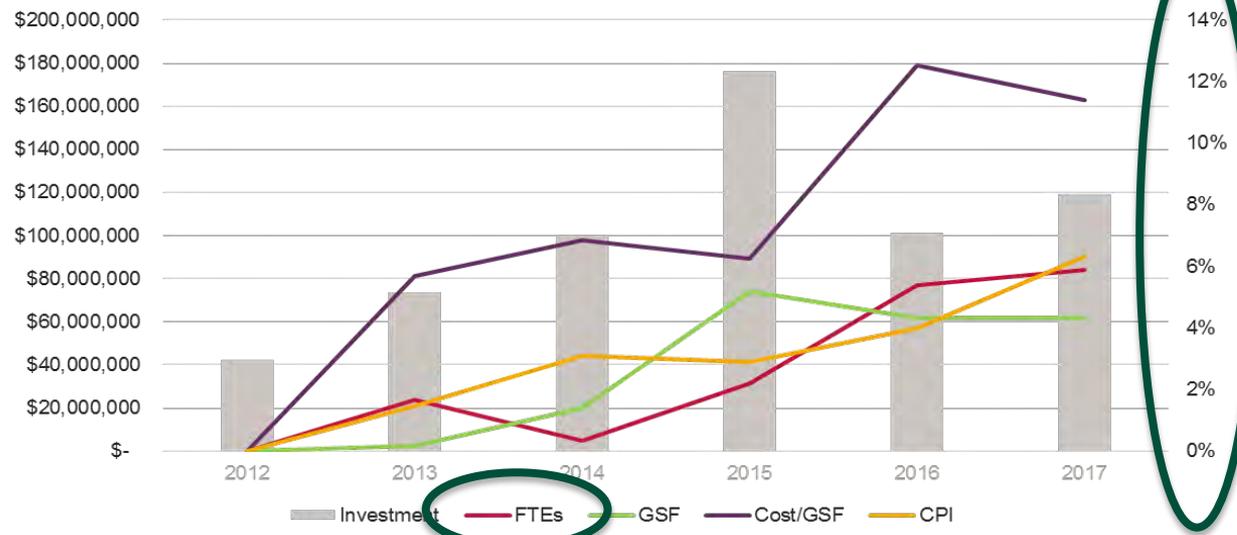
Tab #; pg

Background

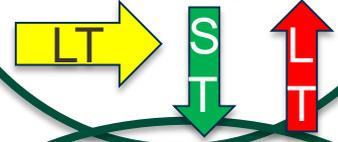
- This presentation will analyze the impacts of our deferred maintenance (DM) investments
- Expected outcomes of DM investments on Facility Management Programs
 - Less energy use due to equipment & utility upgrades
 - Decreased maintenance costs due to equipment replacement
 - Overall less operating costs for Facilities Management
 - Positive change from Corrective/Reactive Maintenance to Preventive Maintenance
 - Decrease in “severity” of work requests...less hours per work order
 - In renovated spaces, initial increase in work requests followed by steady decrease

Dashboard

Investments Compared to Overall Maintenance Costs



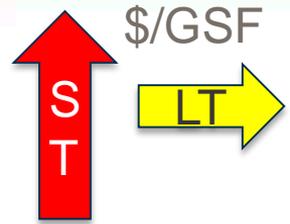
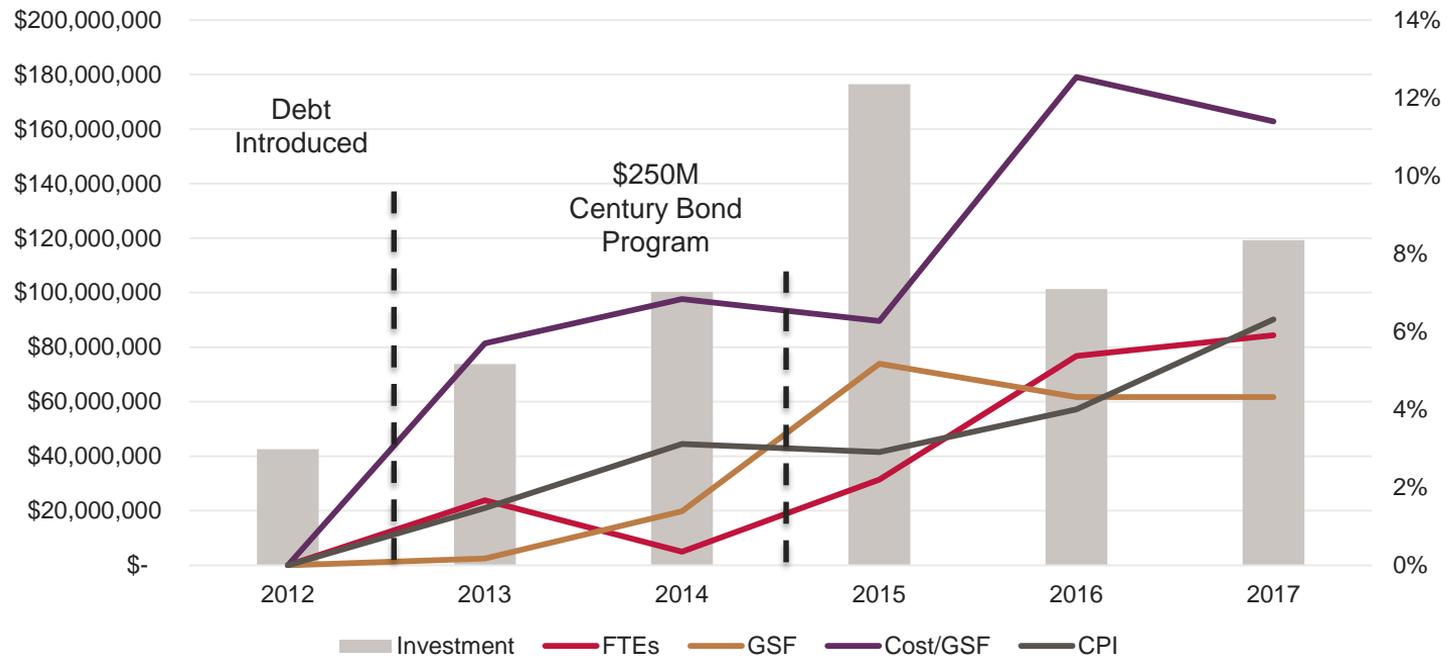
- Trend Arrows
 - Short Term (ST)
 - Long Term (LT)
 - Green (Good)
 - Yellow (Same/Similar)
 - Red (Negative)



- Drivers
 - Factors that impact related info on chart(s)

	2012	2013	2014	2015	2016	2017
Investment (\$M)	42.5	73.8	100.2	176.5	101.4	119.3
FTEs	378	384	379	386	398	400
GSF	8,069,085	8,082,924	8,180,960	8,486,818	8,417,568	8,417,568
Cost/GSF (\$)	3.54	3.71	3.75	3.73	3.95	3.91
CPI (\$)	229.59	232.96	236.74	236.27	238.78	244.08

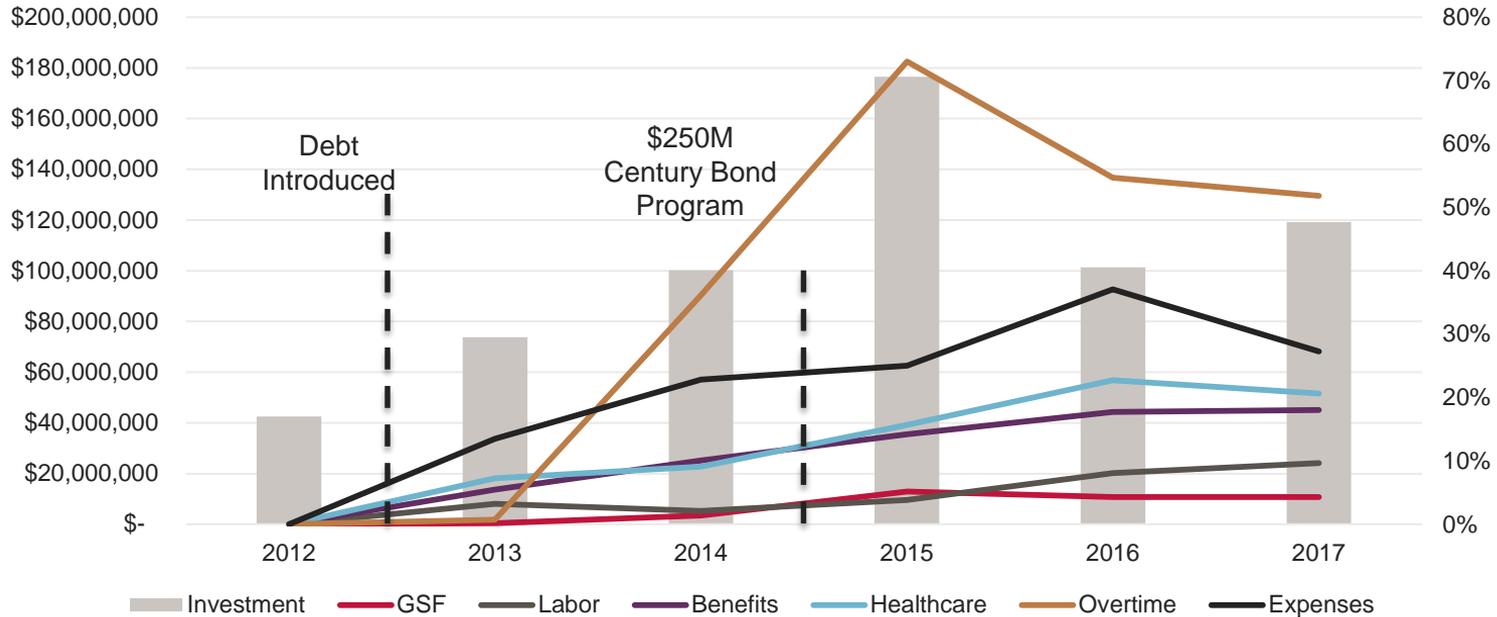
Investments Compared to Overall Maintenance Costs



Drivers
 Labor Costs
 Material Costs
 Amt. of GSF

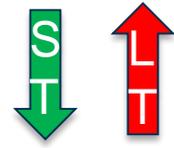
	2012	2013	2014	2015	2016	2017
Investment (\$M)	42.5	73.8	100.2	176.5	101.4	119.3
FTEs	378	384	379	386	398	400
GSF	8,069,085	8,082,924	8,180,960	8,486,818	8,417,568	8,417,568
Cost/GSF (\$)	3.54	3.71	3.75	3.73	3.95	3.91
CPI (\$)	229.59	232.96	236.74	236.27	238.78	244.08

Investment compared to Labor related costs

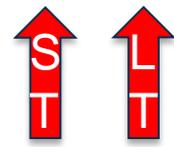


	2012	2013	2014	2015	2016	2017
Investment (\$M)	42.5	73.8	100.2	176.5	101.4	119.3
Labor (\$)	16,071,522	16,590,586	16,412,461	16,688,480	17,368,954	17,621,295
Benefits (\$)	2,625,168	2,769,549	2,889,461	2,998,062	3,090,474	3,099,103
Healthcare (\$)	3,929,650	4,215,994	4,287,901	4,545,364	4,822,462	4,740,056
Overtime (\$)	670,631	675,446	913,135	1,160,127	1,037,268	1,018,161
Expenses (\$)	5,026,408	5,705,056	6,174,084	6,285,503	6,890,867	6,396,028
GSF (\$)	8,069,085	8,082,924	8,180,960	8,486,818	8,417,568	8,417,568

Materials



Labor



Drivers

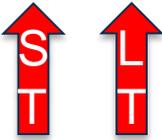
- Organizational Alignment
- Equip. Failures
- Material Costs
- Healthcare and Benefits contribute to short and long term Labor increases

Investment Compared to FM Function (Labor & Materials)

Materials

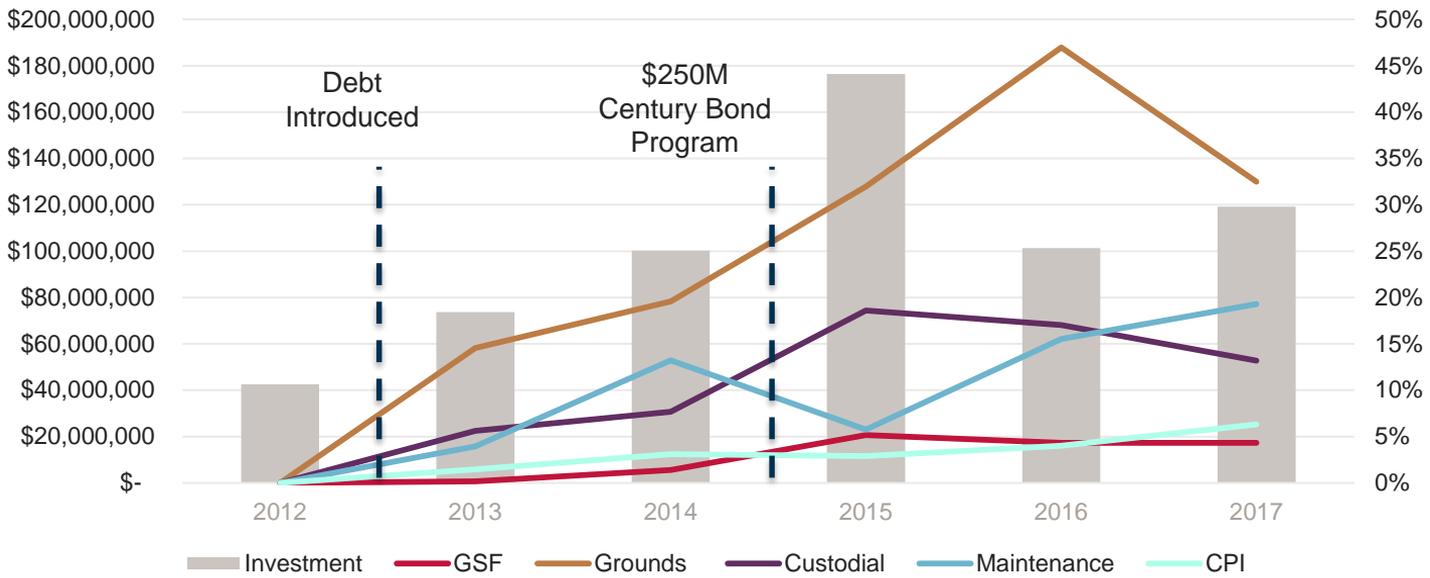


Labor



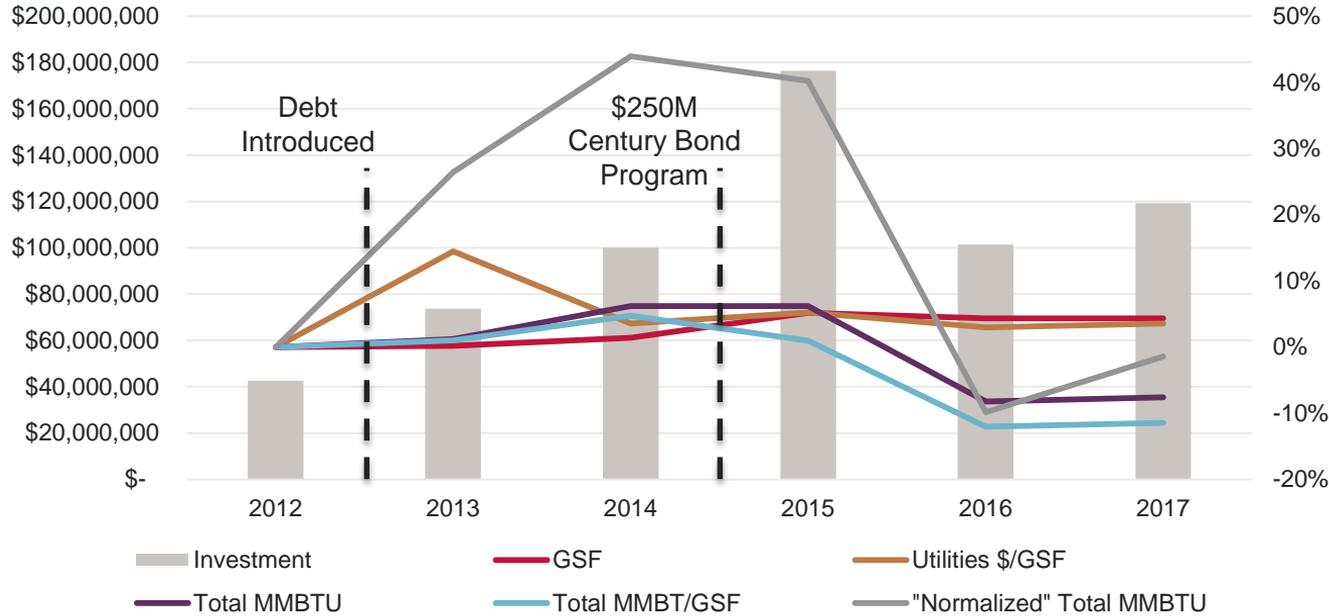
Drivers

- Labor costs
- Material Costs
- Number FTEs
- Vacancies
- CPI

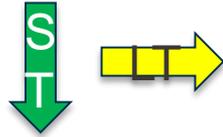


	2012	2013	2014	2015	2016	2017
Investment (\$M)	42.5	73.8	100.2	176.5	101.4	119.3
GSF	8,069,085	8,082,924	8,180,960	8,486,818	8,417,568	8,417,568
Grounds (\$)	2,269,648	2,600,055	2,713,934	2,995,364	3,335,543	3,007,349
Custodial (\$)	12,714,008	13,427,085	13,688,655	15,077,093	14,879,122	14,388,668
Maintenance (\$)	9,599,574	9,979,089	10,870,549	10,152,603	11,091,027	11,451,973
CPI (\$)	229.59	232.96	236.74	236.27	238.78	244.08

Investment Compared to Utility Costs



\$/MMBTU



MMBTU/GSF



Drivers

Energy Market

Campus GSF

Weather

Bldg/Sys Efficiency

	2012	2013	2014	2015	2016	2017
Investment (\$M)	42.5	73.8	100.2	176.5	101.4	119.3
GSF	8,069,085	8,082,924	8,180,960	8,486,818	8,417,568	8,417,568
Utilities \$/GSF	1.64	1.88	1.70	1.73	1.69	1.70
Total MMBTU	1,291,590	1,307,203	1,371,582	1,371,588	1,185,199	1,193,329
Total MMBTU/GSF	0.1601	0.1617	0.1677	0.1616	0.1408	0.1418
"Normalized" Total MMBTU	1,071,902	1,355,332	1,542,830	1,503,225	966,483	1,056,334

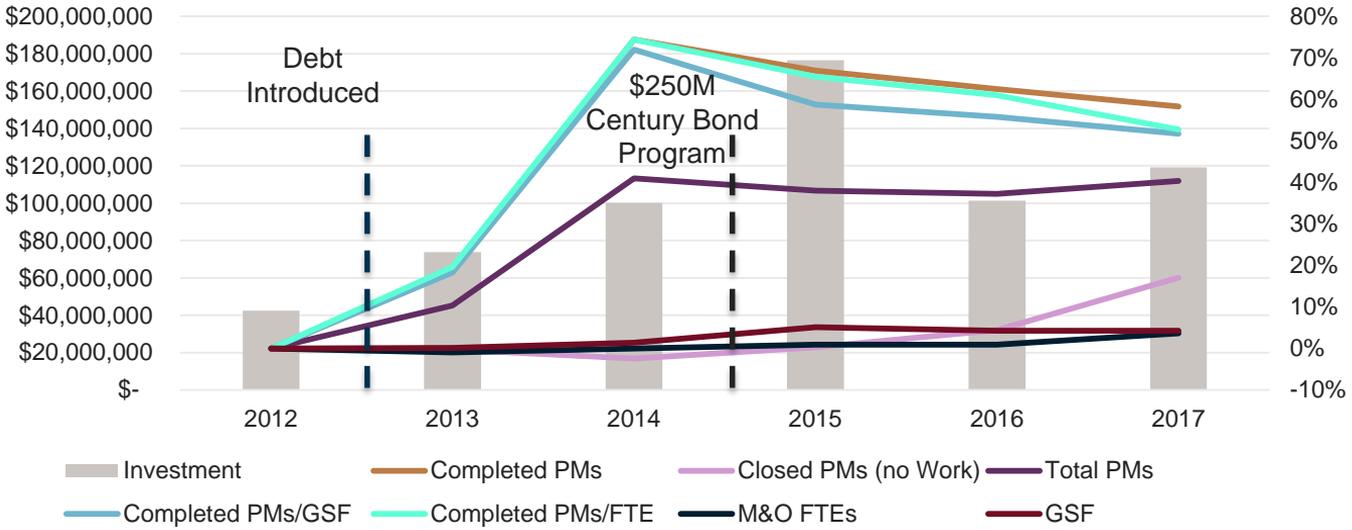
Investment Compared to Preventive Maintenance Tasks

Completed PMs/GSF



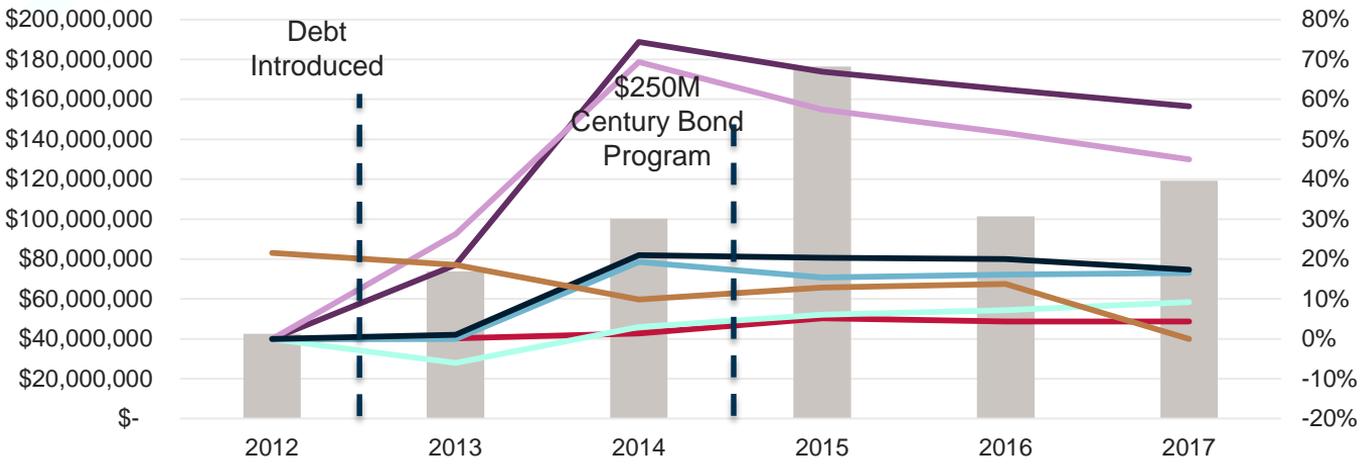
Drivers

- Management Prioritization
- Number of PM tasks
- FTEs
- Campus GSF

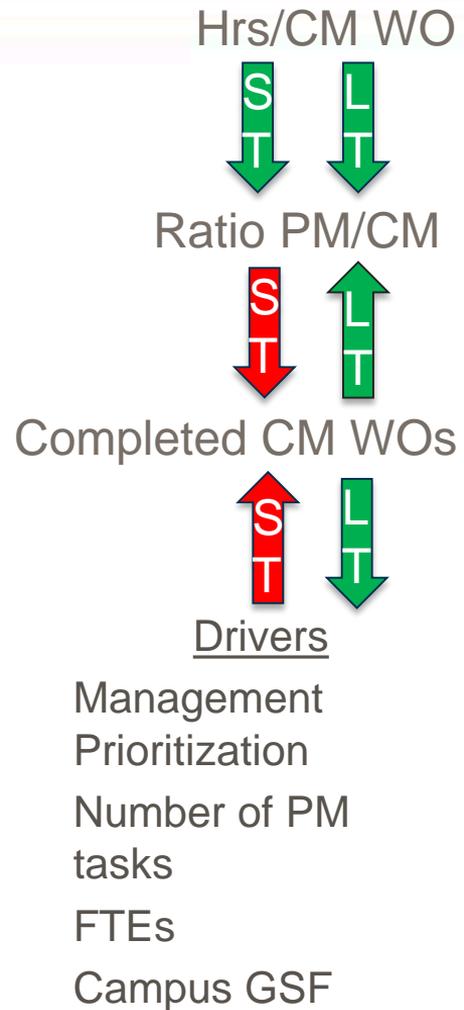


	2012	2013	2014	2015	2016	2017
Investment (\$M)	42.5	73.8	100.2	176.5	101.4	119.3
Completed PMs	8053	9546	14044	13445	13085	12747
Closed PMs (no Work)	6193	6178	6046	6215	6470	7252
Total PMs	14246	15724	20090	19660	19555	19999
Completed PMs/GSF	0.0010	0.0012	0.0017	0.0016	0.0016	0.0015
Completed PMs/FTE	73.2	87.6	127.7	121.1	117.9	111.8
M&O FTEs	110	109	110	111	111	114
GSF	8,069,085	8,082,924	8,180,960	8,486,818	8,417,568	8,417,568

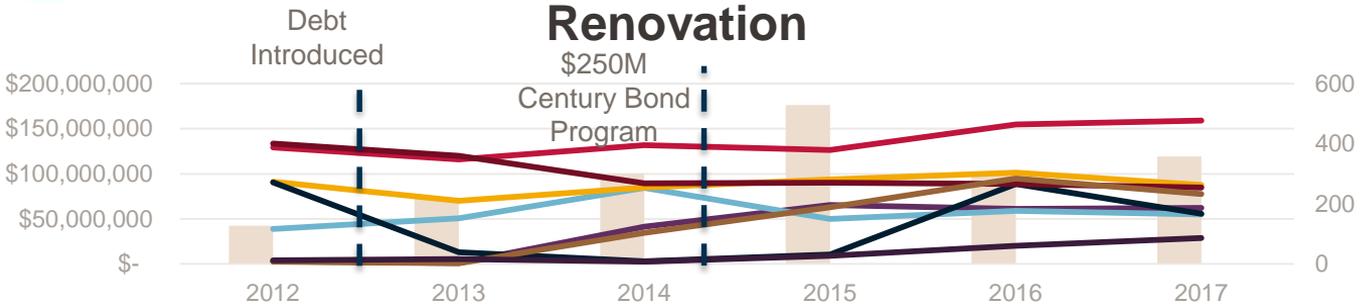
Investments with comparison of CM & PM



	2012	2013	2014	2015	2016	2017
Investment (\$M)	42.5	73.8	100.2	176.5	101.4	119.3
Total Completed CM Work Orders	23952	22499	24668	25402	25670	26161
Total Completed PM Work Orders	8053	9546	14044	13445	13085	12747
GSF	8069085	8082924	8180960	8486818	8417568	8417568
Tot Compl WO/GSF	0.00397	0.00396	0.00473	0.00458	0.00460	0.00462
Ratio of Completed PM/CM Wos	0.336	0.424	0.569	0.529	0.510	0.487
M & O FTE	110	109	110	111	111	114
Completed Wos per FTE	290.95	293.99	351.93	349.97	349.14	341.30
Average Labor/Completed CM WO	4.06	3.96	3.67	3.77	3.8	3.34



Investment Compared to WO pre/post Renovation



- Investment
- Boyd Hall
- Adams Hall
- Bush Hall
- Chubb Hall
- Copeland Hall
- Lindley Hall
- RTV Communications Building
- Schoonover Center
- Tupper Hall

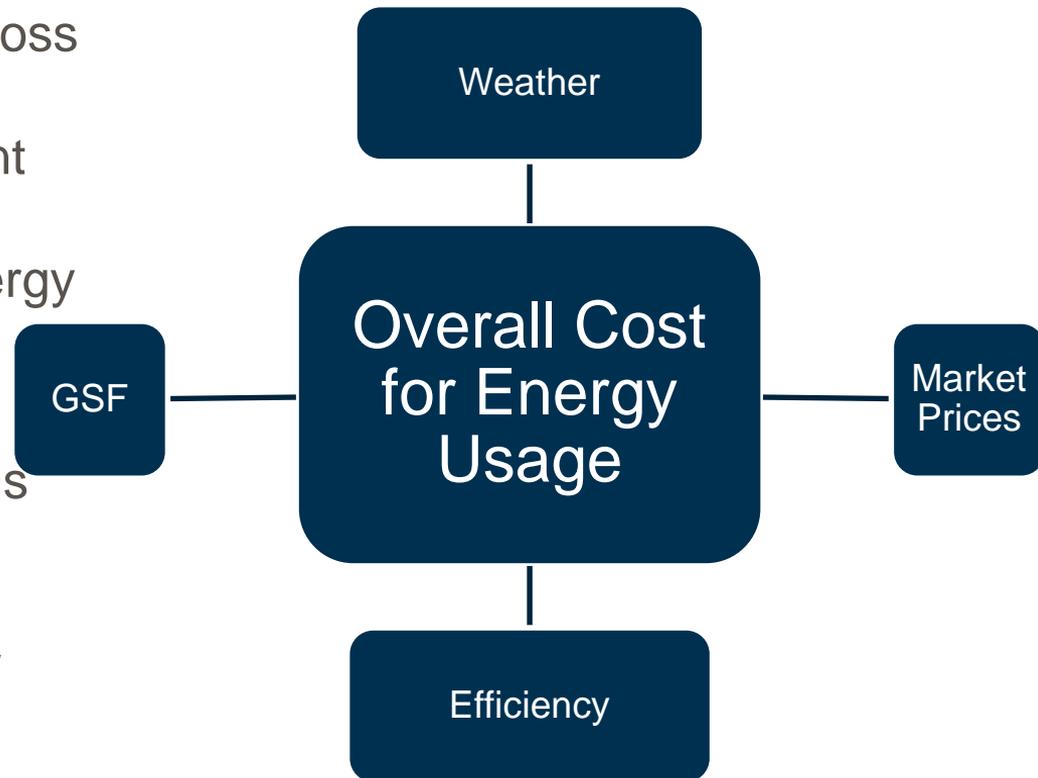
	2012	2013	2014	2015	2016	2017
Investment	42.5	73.8	100.2	176.5	101.4	119.3
Adams Hall	388	348	396	379	465	477
Boyd Hall	577	527	589	552	739	648
Bush Hall	8	3	124	196	183	186
Chubb Hall	116	152	253	150	177	165
Copeland Hall	274	210	254	281	304	263
Lindley Hall	272	39	9	31	266	167
RTV Communicatic	401	360	268	270	266	254
Schoonover Center	7	2	103	188	284	233
Tupper Hall	12	16	7	27	60	86

Outcome of Assessment

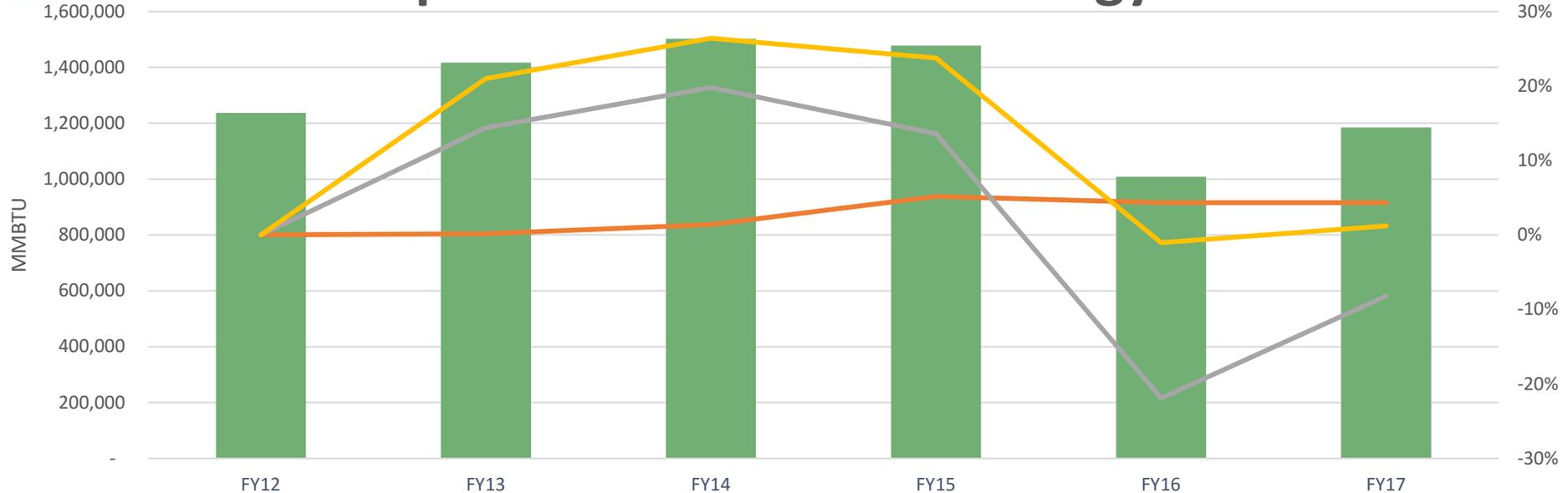
- Expected outcomes of DM Investments on Facility Management Programs
 - ✓ Less energy use due to equipment & utility upgrades
 - ✗ Decreased maintenance costs due to equipment replacement
 - ✗ Overall less operating costs for Facilities Management
 - ✗ Positive change from Corrective/Reactive Maintenance to Preventive Maintenance
 - ✓ Decrease in “severity” of work requests...less hours per work order
 - ✗ In renovated spaces, initial increase in work requests followed by steady decrease
- Determination: Investments to date have made some impact, but it's too early to see wide spread benefits

Factors Affecting Energy Costs

- Normalization
 - Each year OHIO changes gross square feet
 - Each year OHIO has different weather
 - Each year cost of unit of energy changes
- Energy
 - Common energy form used is MMBTU
 - A MMBTU = 1,000,000 BTUs
 - Only electricity can be easily sourced from renewables



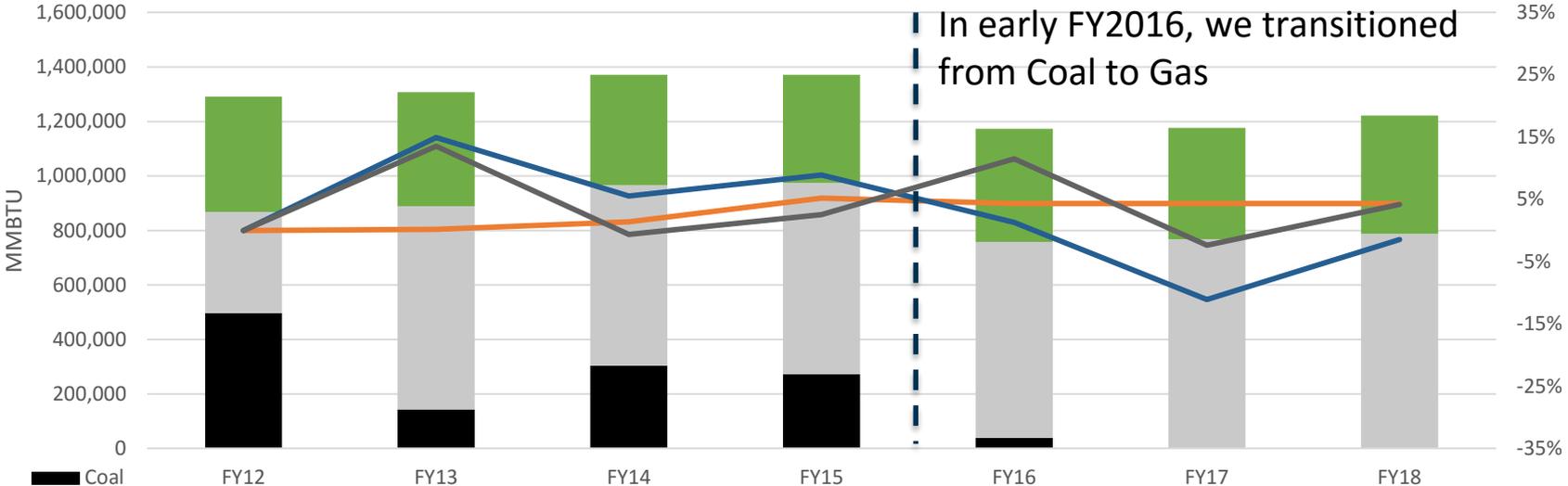
Athens Campus Total Normalized Energy Consumed



- MMBTU
- GSF
- MMBTU/GSF
- DD

FY	MMBTU	GSF	MMBTU/GSF	HDD+CDD
FY12	1,237,067	8,069,085	0.153	5,422
FY13	1,417,161	8,082,924	0.175	6,560
FY14	1,502,330	8,180,960	0.184	6,853
FY15	1,477,733	8,486,818	0.174	6,710
FY16	1,007,914	8,417,568	0.120	5,366
FY17	1,184,751	8,417,568	0.141	5,487

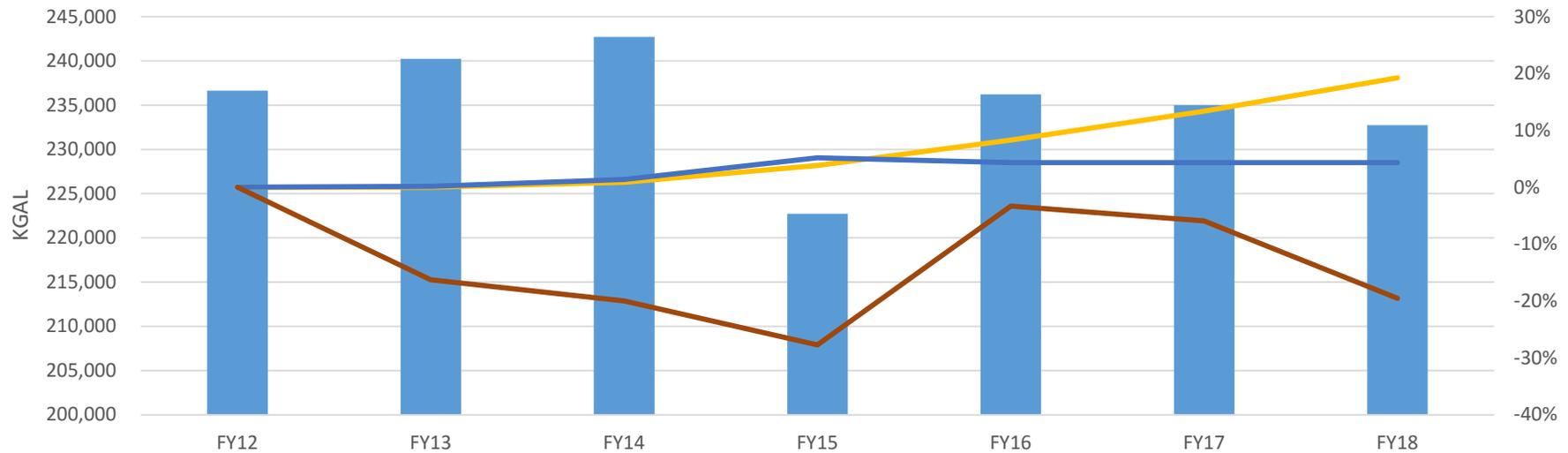
Athens Campus Energy Profile by Source and Cost



- Coal
- Natural Gas
- Electricity
- GSF
- Total Cost
- Total \$/MMBTU

FY	Coal		Natural Gas		Electricity		Total		
	MMBTU	Cost	MMBTU	Cost	MMBTU	Cost	MMBTU	Cost	GSF
FY12	497,082	\$ 2,126,289	370,640	\$ 1,732,588	423,868	\$ 7,254,047	1,291,590	\$ 11,112,925	8,069,085
FY13	143,284	\$ 690,943	745,239	\$ 3,836,399	418,681	\$ 8,242,738	1,307,203	\$ 12,770,080	8,082,924
FY14	304,360	\$ 1,217,173	661,306	\$ 3,536,977	405,915	\$ 6,973,487	1,371,581	\$ 11,727,637	8,180,960
FY15	272,365	\$ 1,243,652	702,607	\$ 3,409,370	396,615	\$ 7,448,112	1,371,587	\$ 12,101,133	8,486,818
FY16	39,324	\$ 237,852	718,137	\$ 2,567,828	415,651	\$ 8,448,334	1,173,112	\$ 11,254,014	8,417,568
FY17	0	\$ 24,510	767,681	\$ 2,926,284	408,530	\$ 6,929,569	1,176,211	\$ 9,880,363	8,417,568
FY18	0	0	788,161	\$ 3,152,644	433,680	\$ 7,800,154	1,221,841	\$ 10,952,798	8,417,568

Athens Campus Water Consumption Profile with Cost



- KGAL
- \$/KGAL
- GSF
- N. GAL/GSF

	H2O	Cost	KGAL	\$/KGAL	GSF	DD factor	Norm. GAL/GSF
FY12		\$ 1,942,427	236,646	\$ 7.49	8,069,085	0.85	34.36
FY13		\$ 2,248,127	240,221	\$ 7.49	8,082,924	1.03	28.78
FY14		\$ 1,963,286	242,717	\$ 7.55	8,180,960	1.08	27.50
FY15		\$ 2,028,635	222,707	\$ 7.77	8,486,818	1.06	24.84
FY16		\$ 2,496,381	236,227	\$ 8.11	8,417,568	0.84	33.22
FY17		\$ 2,044,918	235,003	\$ 8.49	8,417,568	0.86	32.32
FY18		\$ 2,449,821	232,744	\$ 8.93	8,417,568	1.00	27.65



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Steve Wood, Associate Vice President Facilities Management and Safety

Re: **Annual Sustainability Update**

With the signing of the National Climate Change Initiative, President Nellis reconfirmed Sustainability as a core value of the University - <https://www.ohio.edu/compass/stories/16-17/06/OHIO-Joins-National-Climate-Initiative.cfm>

The Ohio University 2012 Sustainability Plan is comprised of 35 benchmarks that are aligned into one of the following subgroups.

- **Built Environments:** Addresses issues of land and resource management, parking and transportation, local food purchasing, and water and irrigation systems.
- **Outreach and Education:** Addresses issues of sustainability literacy, curriculum and degree programs, fundraising and capital campaigns, behavior change, and sustainability research.
- **Waste Reduction:** Addresses issues of recycling, composting, dining education, material reduction, and surplus food donations.
- **Energy Efficiency:** Addresses issues of greenhouse gas reduction, renewable energy, building efficiency, sustainable investing, and environmental purchasing.

During our presentation at the August meeting, we will highlight that the University is on track to meet, has met, or exceeded, 25 of the benchmarks. In addition to a status update on each of benchmarks, we will share the expected timeline for completion of an update to the Sustainability Plan.

We are proud of the sustainability related accomplishments made to date and are looking forward to working with the University community to set future goals for success.

Follow this link to the 2012 Plan: https://www.ohio.edu/sustainability/upload/Ohio-University-Sustainability-Plan_V3.pdf

August 22, 2017

Annual Sustainability Update

Tab #; pg

Overview



- Summary
- Goal Specifics
- Way Ahead

In addition to these recognitions, Ohio University received the Ohio EPA's Encouraging Environmental Excellence Achievement Award

Our leadership will be demonstrated through our commitment to ecological citizenship, stewardship, justice and economic aspects of sustainability.

2012 Sustainability Plan Annual Report Summary

- **Four sub-groups**
 - **Built Environment:** Addresses issues of land and resource management, parking and transportation, local food purchasing, and water and irrigation systems.
 - **Outreach and Education:** Addresses issues of sustainability literacy, curriculum and degree programs, fundraising and capital campaigns, behavior change, and sustainability research.
 - **Waste Reduction:** Addresses issues of recycling, composting, dining education, material reduction, and surplus food donations.
 - **Energy Efficiency:** Addresses issues of greenhouse gas reduction, renewable energy, building efficiency, sustainable investing, and environmental purchasing.

The University is on track to meet, has met, or exceeded, 25 of the 35 benchmarks outlined within the Sustainability Plan.

Built Environment: 3 of 9 Goals Achieved

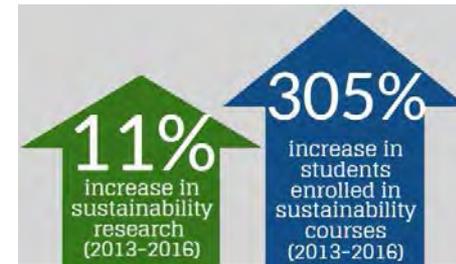
- ✓ Benchmark 13: Prohibit the installation of permanent irrigation systems that rely on potable water
- ✓ Benchmark 14: Increase purchase of local food
- ❑ Benchmark 16: Improve sustainability profile of student, staff, and faculty vehicles
- ✓ Benchmark 17: Institute storm water management plan
- Benchmark 18: Improve sustainability profile of campus fleet
- ❖ Benchmark 26: Practice Integrated Pest Management (IPM)
- ❖ Benchmark 27: Decrease use of Single Occupancy Vehicles (SOV)
- X Benchmark 28: Increase purchase on non-food local goods and services and environmentally preferable goods
- ❑ Benchmark 33: Improve residency in City of Athens for Athens campus employees



Addresses issues of land and resource management, parking and transportation, local food purchasing, and water and irrigation systems.

Outreach & Education: 5 of 8 Goals Achieved

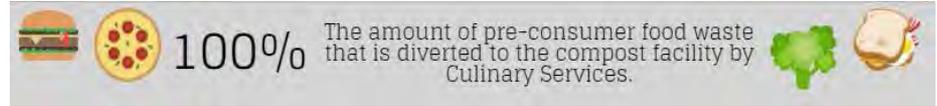
- ✓ Benchmark 6: Institute annual sustainability profile tracking and assessment process
- ✓ Benchmark 8: Improve sustainability literacy of students, faculty, and staff
- ✓ Benchmark 9: Increase enrollment in sustainability-themed courses, majors, and programs
- X **Benchmark 10: Integrate sustainability goals and objectives into capital campaign**
- ✓ Benchmark 11: Provide undergraduate students with a sustainability-focused major, degree program, or equivalent
- ❖ Benchmark 22: Implement recruitment strategies targeting sustainability-minded students, faculty, and staff
- ❖ Benchmark 23: Strengthen sustainability research activities
- ✓ Benchmark 35: Define and track sustainability research activities



Addresses issues of sustainability literacy, curriculum and degree programs, fundraising and capital campaigns, behavior change, and sustainability research.

Waste Reduction: 6 of 9 Goals Achieved

- ✓ Benchmark 5: Reduce solid waste
- Benchmark 7: Increase recycling rates
- ✓ Benchmark 15: Improve identification and proper handling of hazardous waste
- Benchmark 20: Increase the percentage of paper products on campus that include post-consumer recycled content (measured as percent of total expenditure)
- ✓ Benchmark 24: Encourage use of sustainable and/or recyclable materials and containers by developing environmentally preferable purchasing guidelines
- ✓ Benchmark 30: Provide diners information regarding sustainability-attributes of food options
- ✗ Benchmark 31: Develop sustainability guidelines for concessionaires & franchises
- ✓ Benchmark 32: Increase food donations to local service organizations
- ✓ Benchmark 34: Implement notification systems for local service organizations regarding availability of surplus items



Addresses issues of recycling, composting, dining education, material reduction, and surplus food donations.

Energy Efficiency: 4 of 9 Goals Achieved

- ✓ Benchmark 1: Reduce institutional greenhouse gas emissions
- ❖ Benchmark 2: Reduce campus and building energy intensity
- ❖ Benchmark 3: Increase renewable energy
- ✓ Benchmark 4: LEED certify new buildings and major renovations on all campuses
- ✗ **Benchmark 12: Evaluate LEED EBOM of existing facilities**
- ✓ Benchmark 19: Increase use of green cleaning products
- ❖ Benchmark 21: Assess endowment investment in sustainable corporations and entities and recommend strategies for increasing investment in these corporations and entities
- **Benchmark 25: Sub-meter campus facilities**
- ✓ Benchmark 29: Increase purchase of environmentally preferable computer products

17%
Decrease in building energy intensity from 2004

3% decrease in energy intensity still needed to meet 2020 goal

Below the 24 MW benchmark

FY 16 Greenhouse Gas Net Emissions are Down 25% from FY12
14 years ahead of 2030 goal

20.9 MW
OHIO's 2016 energy peak

90 %
Of computer products purchased at Bobcat Depot are rated as EPEAT Gold!

47%
of cleaning products purchased by Facilities Management are from certified "green" sources.

Total investments in Sustainable Funds that are managed by Student Investment Groups as of December 30, 2016: \$3.04 million

Addresses issues of greenhouse gas reduction, renewable energy, building efficiency, sustainable investing, and environmental purchasing.

Sustainability Plan Revision Update

➤ Way Ahead

- In 2018, Major revision process
- Plan will be updated to reflect progress and new commitments in FY18
 - Initial public inputs received
 - Need to develop new goals and coordinate throughout the institution
 - Scheduled completion date of August 2018

2017 Summary:

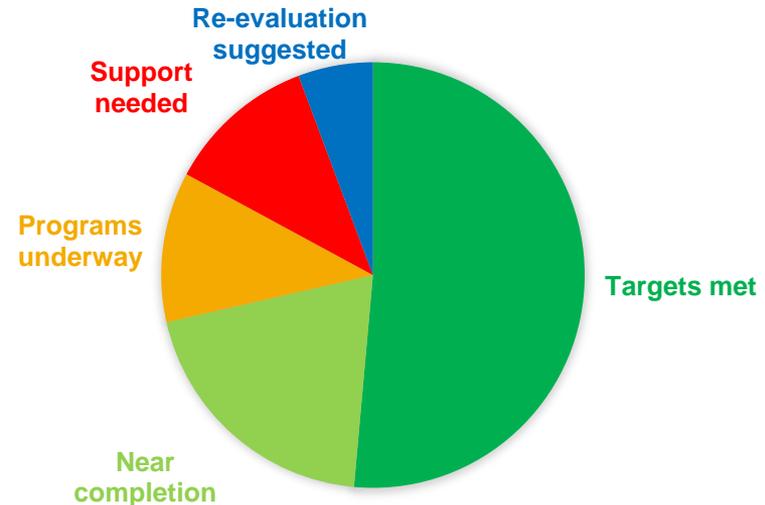
18 Targets Met

7 Near Completion

4 Programs Underway

4 Targets Not Met

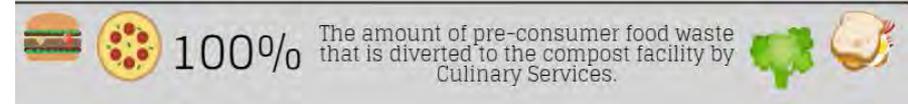
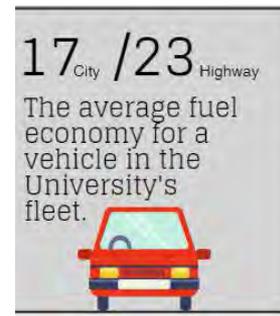
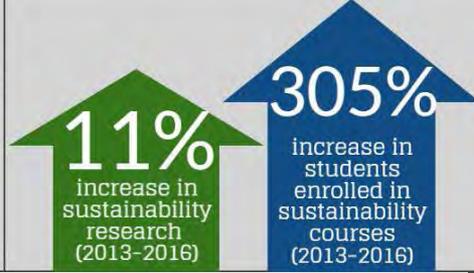
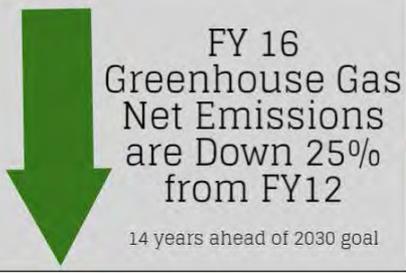
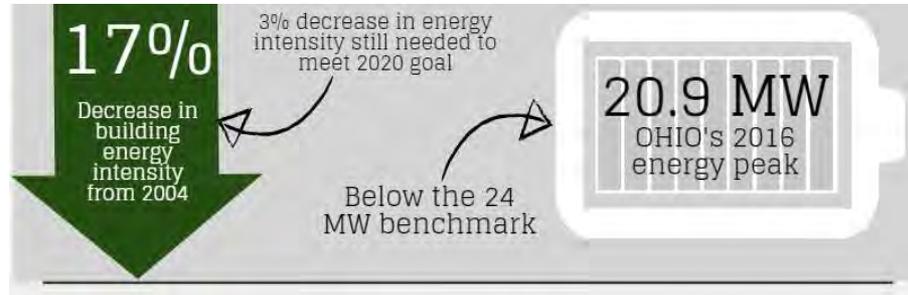
2 Re-evaluation suggested



FY15-17 Sustainability Report Selected Highlights



In addition to the above recognitions, Ohio University received the Ohio EPA's Encouraging Environmental Excellence Achievement Award





Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Shawna A. Bolin, Associate Vice President, University Planning

Re: **Administrative Space Strategy**

This presentation includes an outline of the approach for the Administrative Relocation Strategy that takes financial burden, smart growth, and deferred maintenance impact among other things, into consideration.

With a campus that is constrained by a city to the North, a river to the South, flood plains, and topographical challenges, major and minor projects have the ability to create a ripple or domino effect.

Over the past couple of years, the University has taken a comprehensive planning approach to strategic campus needs to ensure that project strategy impact is inclusive of, and provides opportunities for, all associated needs.

In past Board meetings, we have shared and collaborated with you regarding transformational academic projects such as the Heritage College of Osteopathic Medicine's Academic Replacement Space, the Russ College's Engineering Research space, and the Arts and Sciences physical sciences (Clippinger) facility. Specifically with HCOM and Engineering, we have shared the project strategy which includes repurposing existing facilities resulting in need for relocations of existing occupants-predominately administrative units.

The University is still in the process of finalizing the Administrative Relocations strategy which includes space planning test fits and finalizing costs.

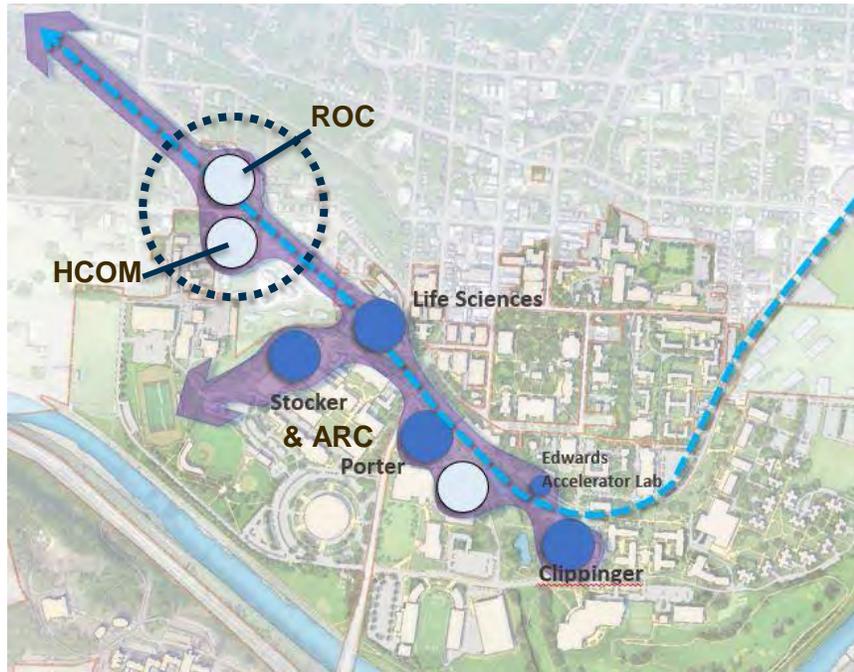
August 22, 2017

Administrative Space Strategy

Tab #; pg

Strategic Planning

- Transformational Academic Project: HCOM, Engineering, Sciences
- CMP includes strategy using land and buildings to provide opportunities for academic and research needs



Research Corridor

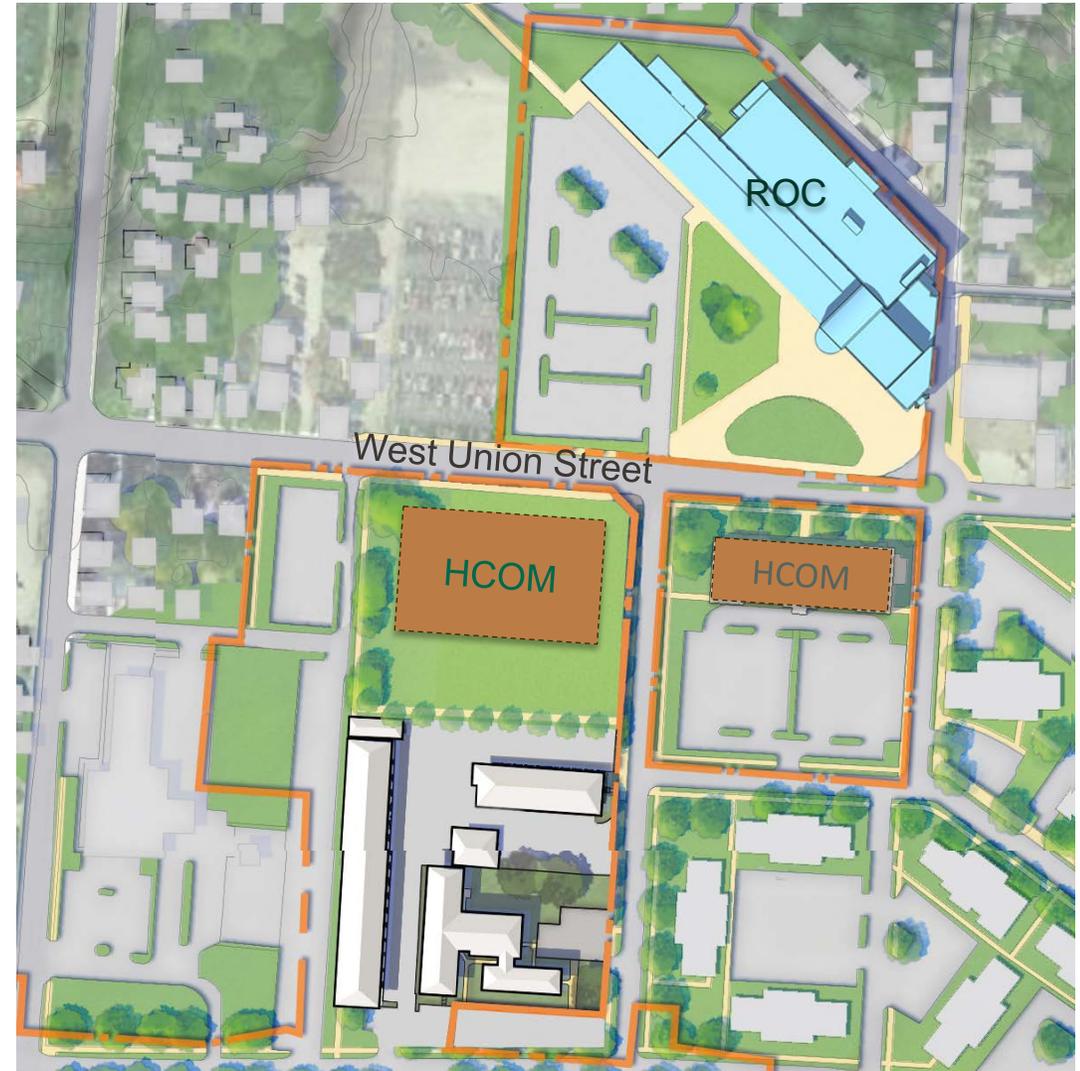


Comprehensive Master Plan 2016: Union Green

Transformational Projects

Union Street Green

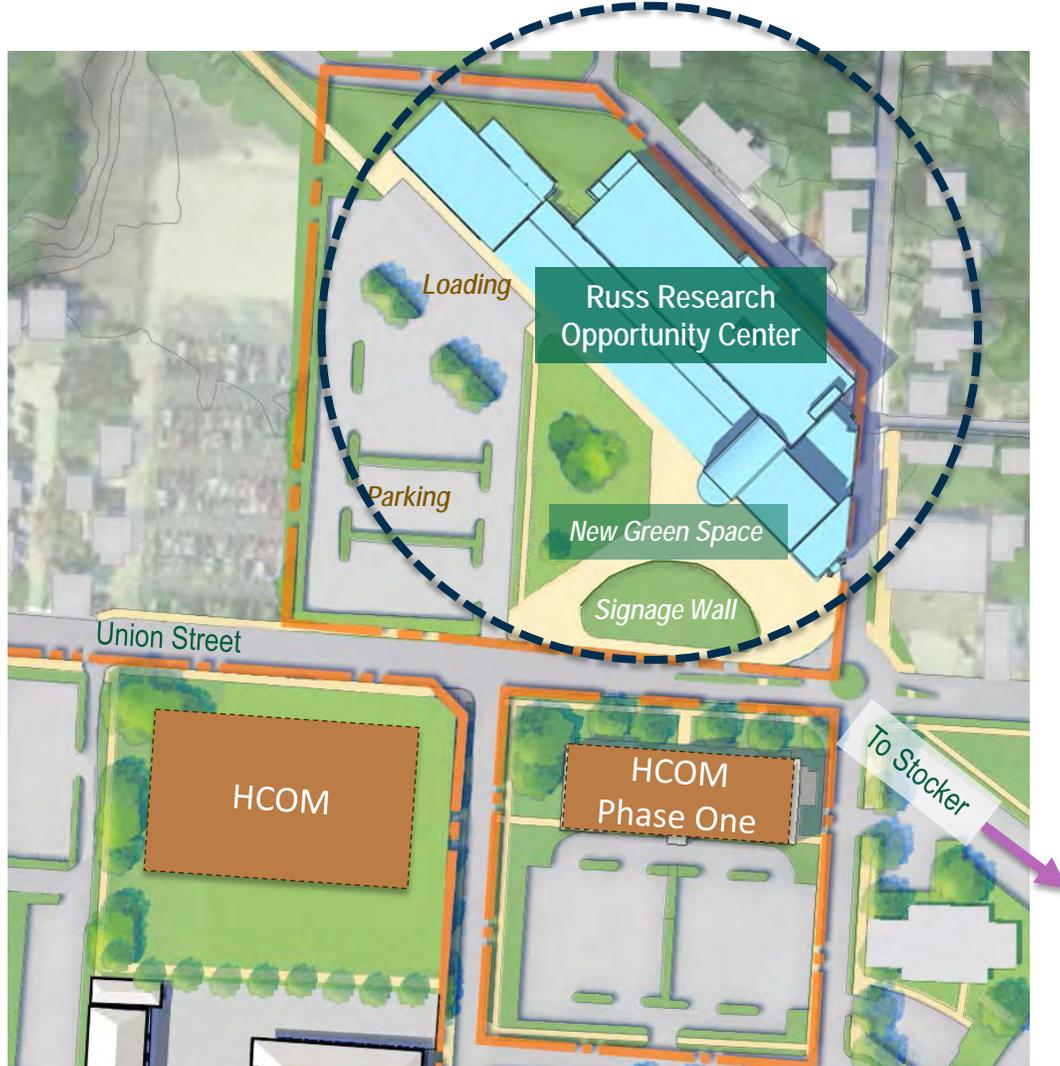
- Repurposed Existing Facilities
- Union Street Green
- Home of Admin Units
- HCOM
 - 114K GSF New Facility on 9 Factory Site
 - Repurpose of HRTC
- ROC (Research Opportunities Center)
 - Repurpose WUSOC



Union Street Green

Russ Research Opportunity Center (ROC)

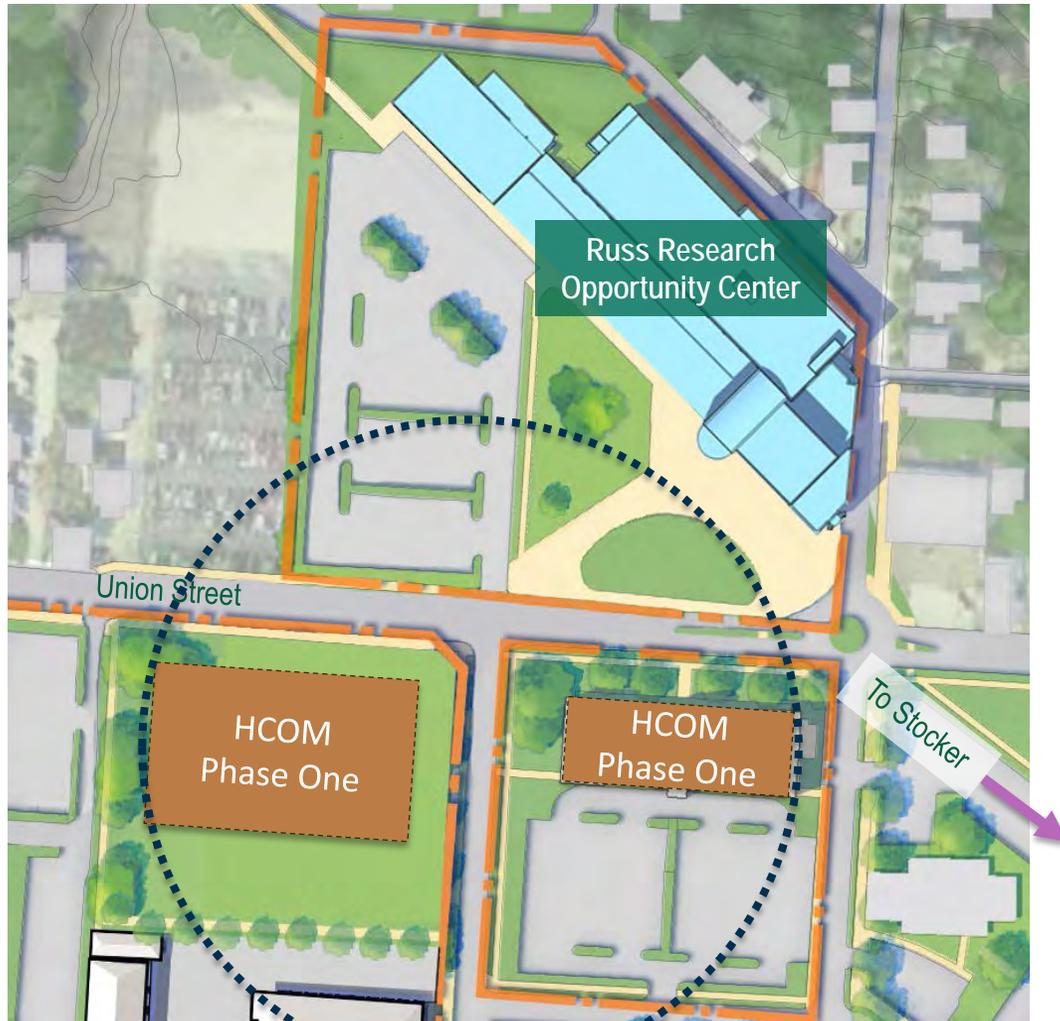
21st Century Research and Development Facility



- Develop interdisciplinary research and collaboration synergies among departments and disciplines
- Programmatic
 - Critical need for undergraduate heavy-duty lab space
 - Critical need for flexible research with collaboration space
 - Reconfigurable to accommodate changing projects
 - Large Scale Interaction space
 - Consolidation of research dispersed across town in owned and leased locations
 - Interdisciplinary research

Heritage College (HCOM):

Academic Replacement space



- Transformational \$105M gift designated portion to capital renewal
- Recent transformations with addition of Dublin and Cleveland
- Athens Campus in significant need of programmatic improvements
- Develop new academic space that aligns with programmatic delivery
- Defines Union St. as dynamic University gateway

Administrative and Academic & Student Support

Drivers and Assumptions

- **Project Drivers**

- Several academic and academic support space requests submitted
- HCOM and Engineering Research Projects require the relocation of multiple administrative units

- **Administrative Space Targeted for HCOM and Engineering**

WUSOC – 75,917 NASF

HRTC – 13,912 NASF

- **Planning Assumptions**

Develop long-term solutions

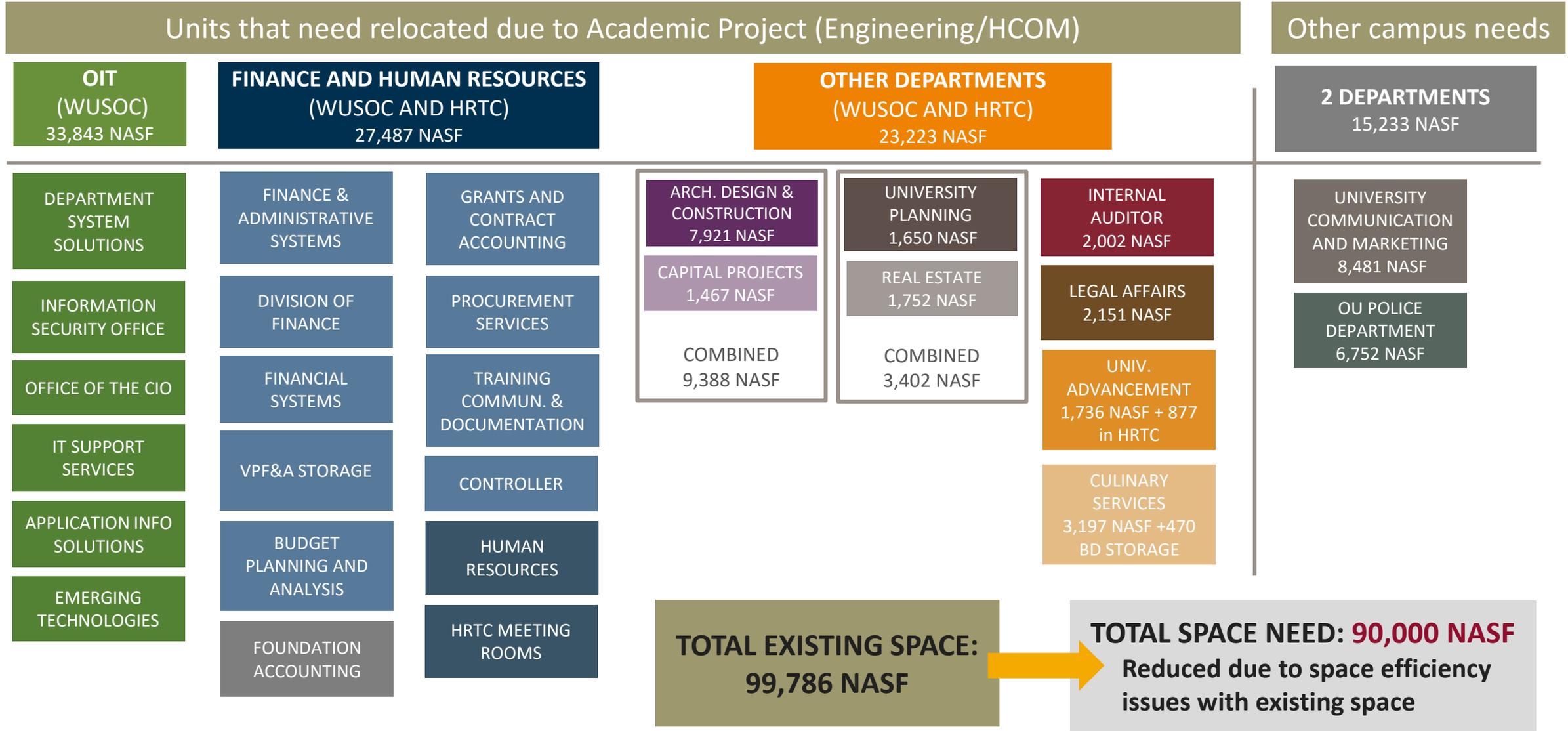
Respect limited financial resources

Preserve existing space for other university needs

Maximize use of existing resources

Right sizing space for unit needs

Administrative Space Need



Academic and Student Support Space Needs

CPS:
Relocation out of HH,
with expansions
Current:
9,000 NASF

Chubb Hall:
University
College/Enrollment
Management
1,500, plus visitor's center
component-add 7k

On-going need for swing
space:
Emergency relocations,
renovations
Current: 38K-office, 19K
classroom

Unknown Academic or
Student Support
Needs

College of Arts and
Sciences: Interdisciplinary
Studies--
African Am. Studies
Women, Gender Studies,
Food Studies, Contemp.
History Inst: 5,000 NASF

OMSAR:
Space Increase
Total 3,390
(2,066 existing)

Veteran's Center:
Space request
2,000 NASF

Storage:
Multiple
locations/needs
across campus

College of Business:
Swing Space Planning
(until new building)
2,000

SAP/University Equity:
Circulation
improvements

College of Fine Arts:
Multiple space and
condition issues
Impact on
Accreditation
TBD

OPIE:
Consolidation from
multiple locations and
out of Convo.

University
Advancement:
Konneker/Request for
29 PP

LGBT Center:
Additional space
request (802 now,
estimate 500 more)

OU Press:
Currently in 31 S.
Court, will relocate to
Alden:
3,000

College of Fine Arts:
Dean's Office
Relocation:
2,800

Testing Facility
Consolidation: 4,000
NASF

Honors Tutorial
College/ Cutler
Scholars program

- Approximately 50,000 NASF of known space needs
- Many of these space needs result in increased programmatic need in places where that is not possible, thus each request vacates a space that can then be repurposed
- CPS, specific time sensitive request
- Review Provost Priorities
- These require central/core campus locations

Space Needs

A progression of planning

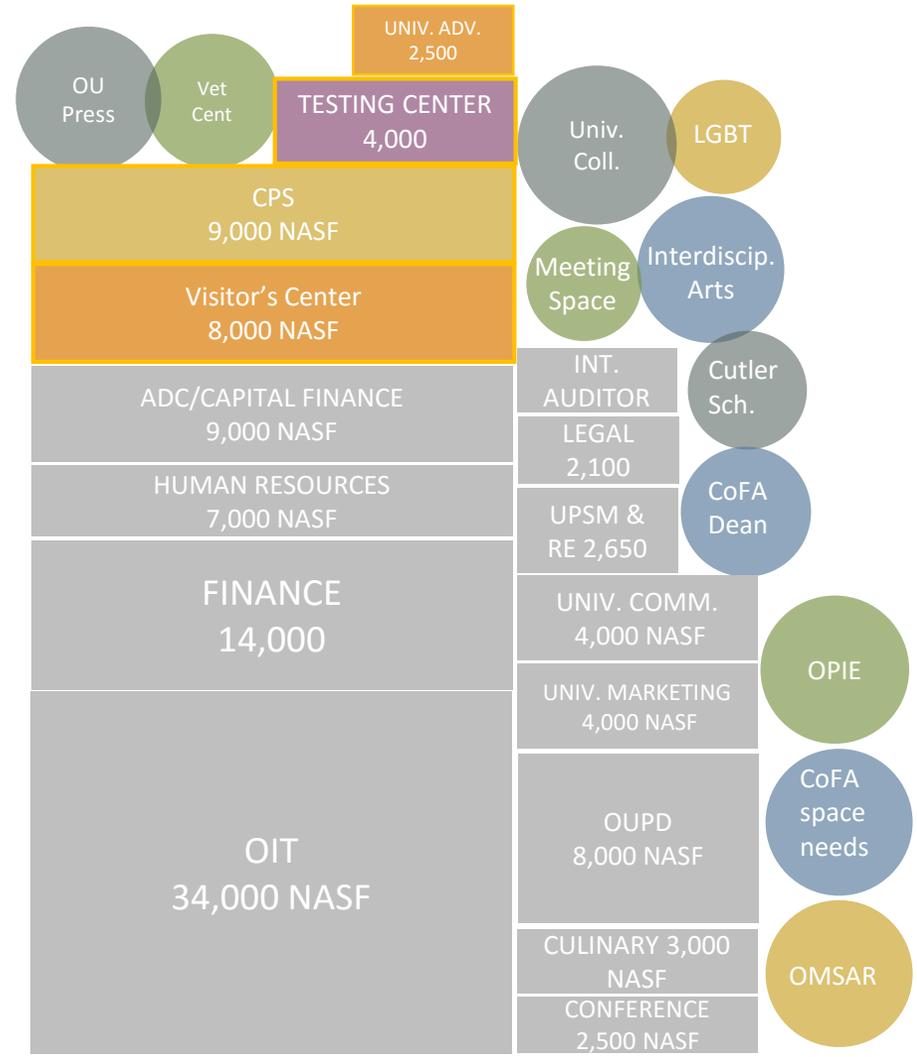


**ORIGINAL ADMIN. RELOCATION
68,650 NASF**
From the 17-22 CIP



**ADMINISTRATIVE RELOCATION
92,250 NASF**

- Issues emerged after CIP, increasing space needs



**ADDITIONAL CAMPUS NEEDS AND PRIORITIES
140,100 NASF**
Ensures that campus space is utilized to meet all academic and student service needs

Administrative Relocation Options

Location	Long-Term	Financial Impact	Space preserved	Efficiency	Right-Sizing
New Building	Consolidates administration, limits future relocations	\$45M. (130,000 GSF)	Leaves several vacant or under-utilized facilities	Design can be tailored to specific space needs	Complete program refresh allows for office synergies and alignments
Ridges 5, 4, 3, 2, plus New Build	Consolidates administration and invests in historic existing structure	\$40M. (40,000 GSF new build, 90,000 GSF renovation)	Balances use of historic buildings with preserving swing space on core campus	New space can be tailored, but other spaces efficiency due to existing building layout	New build and existing provide maximum opportunity for reducing space
Leasing Space	Not sustainable, long term	\$1.5-2M./year (\$45-\$60M in 30 years, plus investment outside of Univ. facilities)	Leaves several vacant or under-utilized facilities	Does not improve university facilities; expends resources outside of university portfolio	Significant increase in space footprint being paid for
Use Existing University Facilities (Grosvenor, Ridges 13,14,18, etc.)	½ can remain as new use, while others we may have to relocate unit again	\$23M.	Uses all major facilities, while still preserving some swing space	Units are placed in buildings where they use existing space to its highest efficiency	Does not add new space to the University portfolio

Strategy: Use Existing Space

Campus Space Reviewed (279,886 NASF)

Alternatives

Vacant
37,307 NASF

Swing
54,473 NASF

Occupied
185,106 NASF

Ridges

Leased Space

New Build

Move-in ready
13,396 NASF

Minor renovation
14,297 NASF

Major renovation
9,614 NASF

Preserve for swing space
? NASF

Re-allocate permanent occupants
? NASF

Reserve for classrooms
16,423 NASF

Reuse for diff. occupant
143,131 NASF

Future vacancy
59,717 NASF

Bldg 20
28,000 NASF

13/14/18

Private Owner

West Union site

Other

Alden*
*Not to scale

Hudson Health*
*Not to scale

SWING classroom

Tupper
16,500 NASF

SWING offices

Lindley

38,050 NASF of swing space

Ridges Kirkbride 13/14/18
36,000 NASF

Grosvenor
46,000 NASF

29 PP Carriage

Crewson

Pilcher

Konneker addition

Trisolini

29 Park Place

Konneker

Jennings

Scott Quad Ground fl.
5,141 NASF

Lasher
9,156 NASF

31 S. Court
8,814 NASF

Scott Quad 1st fl.
12,865 NASF

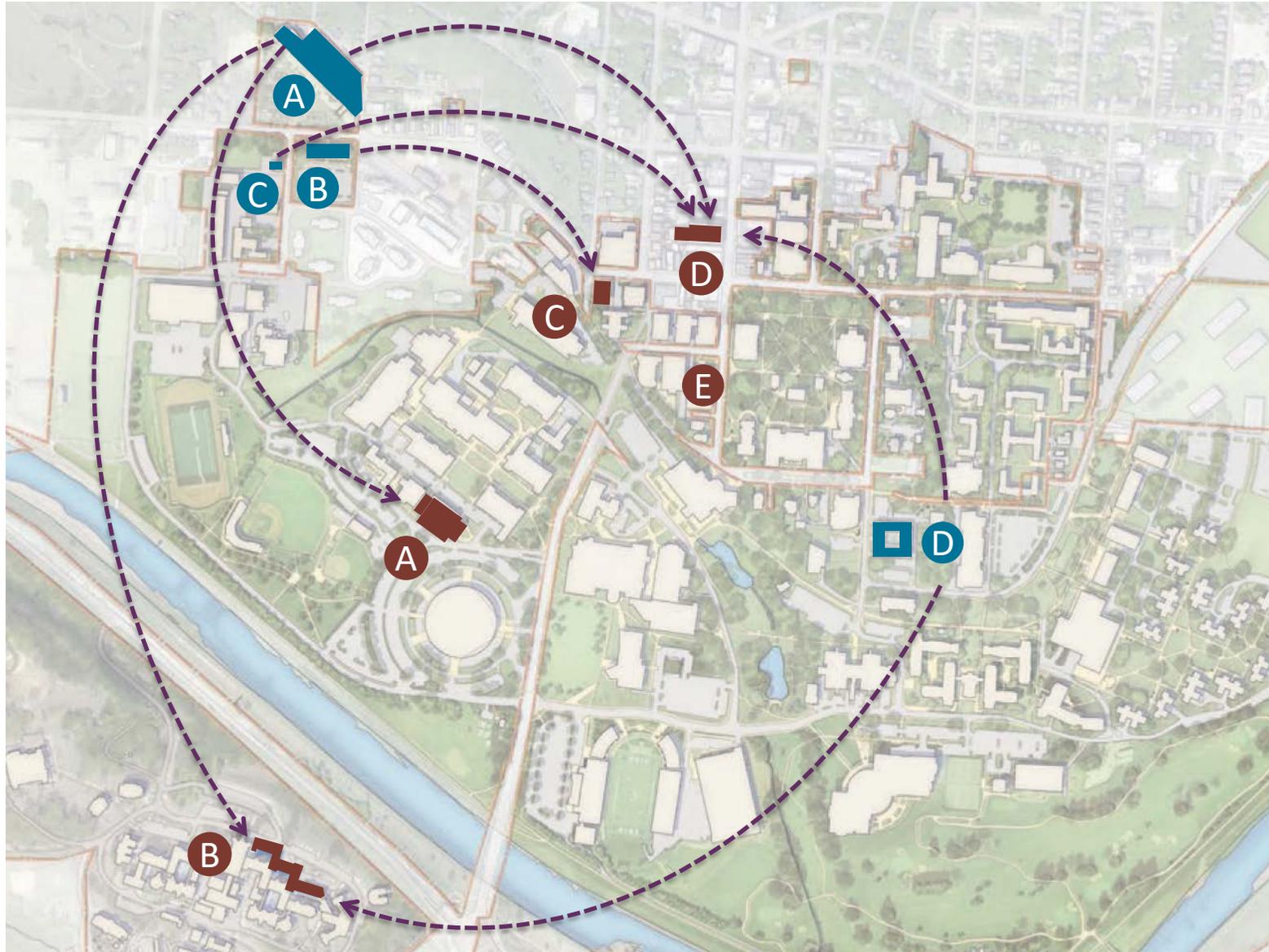
Small Houses

Current Administrative Locations



- Ⓐ West Union Street Office Center (New ROC)
 - 76,000 NASF
 - Ⓑ Human Resources Training Center (New HCOM)
 - 14,000 NASF
 - Ⓒ 9 Factory Street (Removed)
 - 2,900 NASF
 - Ⓓ Scott Quadrangle (co-located with Housing)
 - 12,800 NASF
- In general consolidated, however not utilizing the land/buildings efficiently
 - Significant deferred maintenance in facilities

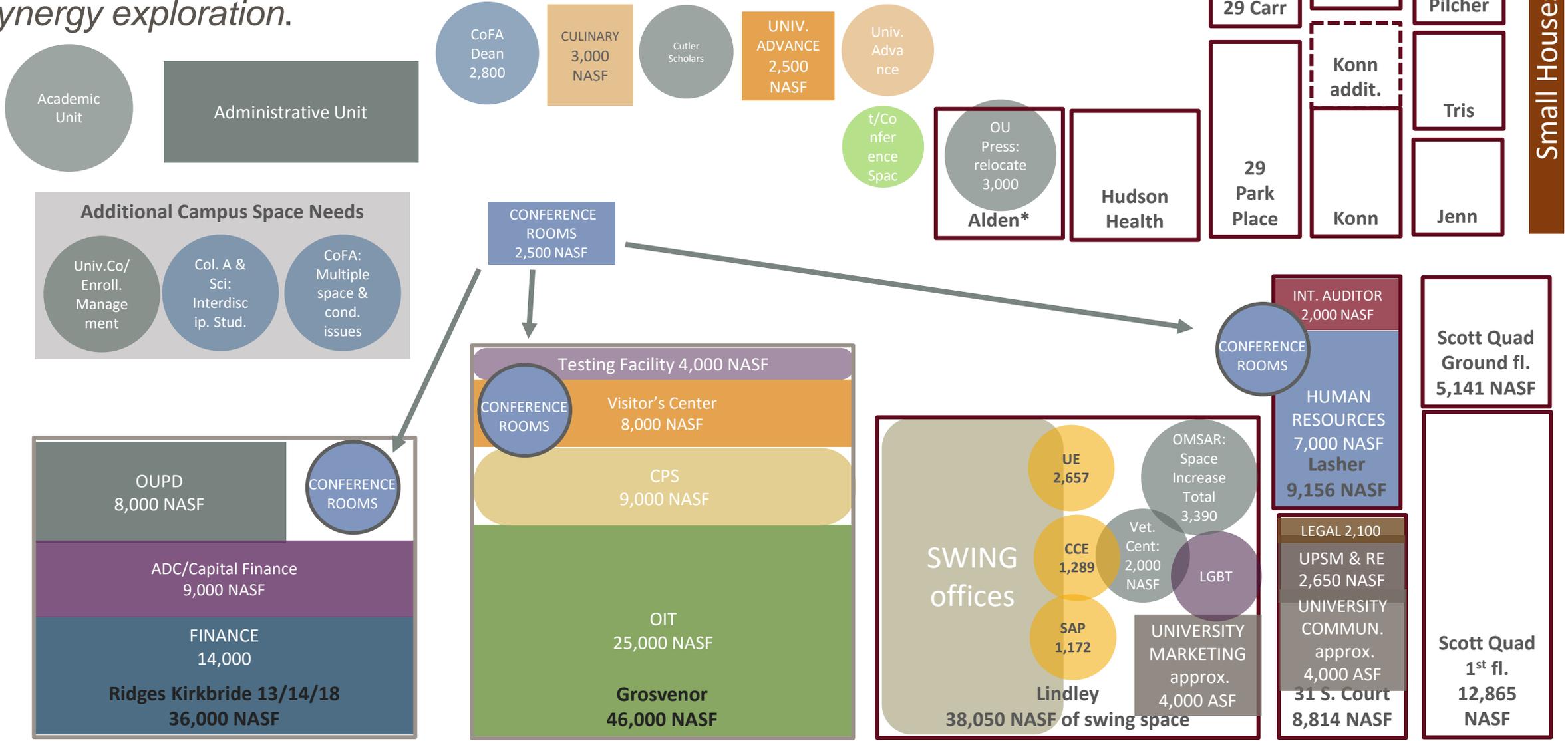
Administrative Relocations



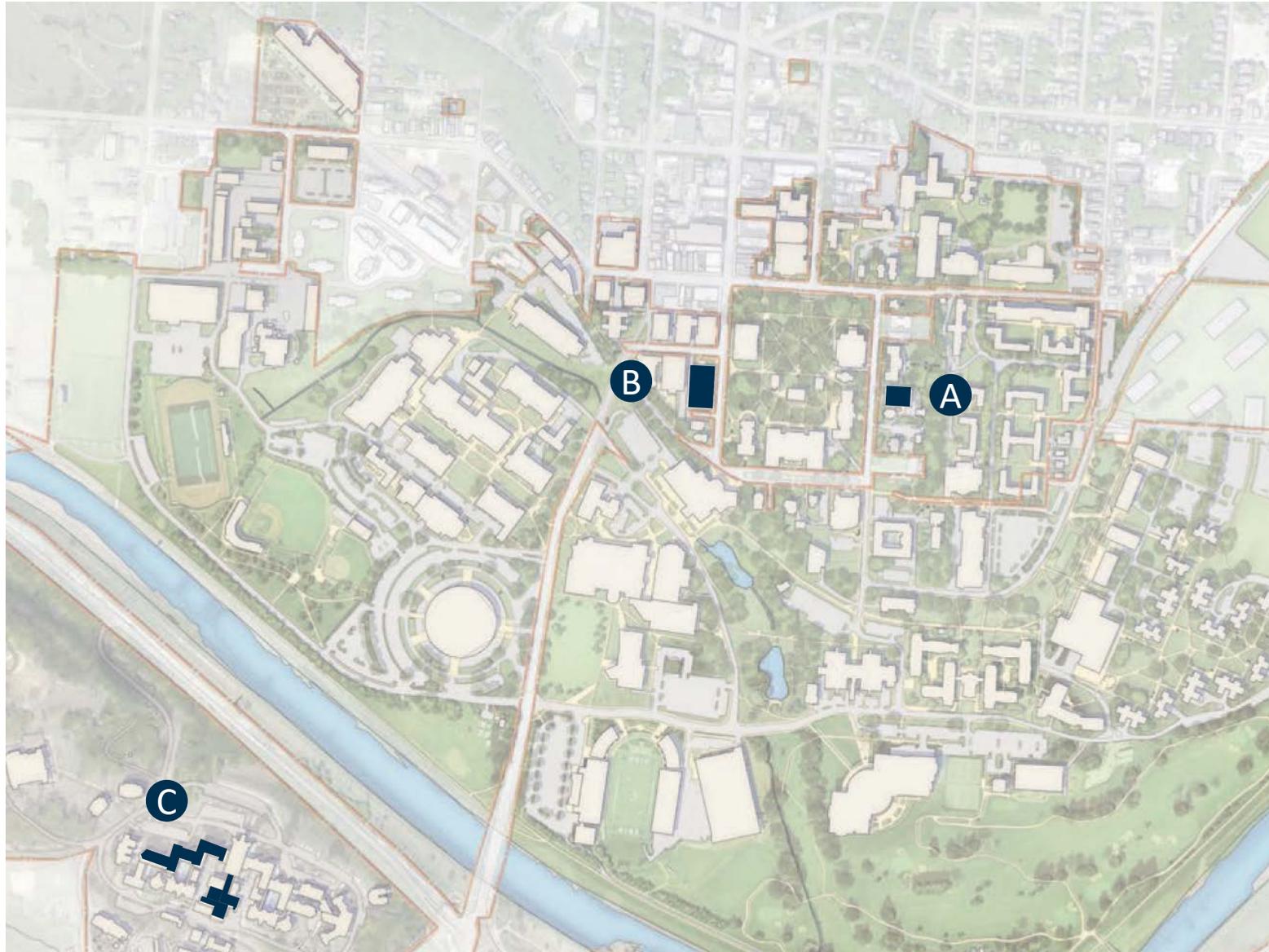
- A** Grosvenor (former HCOM)
 - 46,000 NASF
 - B** Ridges Buildings 13/14/18 (predominately vacant)
 - C** • 36,000 NASF
Lasher (currently vacant)
 - D** • 9,000 NASF
31 S. Court (1st floor) (occupied/relocations required)
 - 8,800 NASF
 - E** Lindley Hall
 - TBD NASF for Admin
- While some units relocate closer to core, services they provide are utilized by campus

Administrative Relocations

Locations are proposed and subject to change due to test fitting and further synergy exploration.



Preserved Future Swing and Expansion



- A** Tupper Hall
 - 16,500 NASF remains as swing classroom space
 - B** Lindley Hall
 - TBD NASF preserved for swing offices
 - C** Ridges Buildings 2/3/4
Ridges Buildings 9/10
 - Opportunity for future expansion at The Ridges
- In addition to what is shown, small houses, Scott Quad, Hudson Health 3rd floor and other pockets of space options are available for future program space

Engineering & HCOM

Why relocate Admin?

Engineering Research

- This strategy is significantly less expensive than building a new facility
- Renovation of WUSOC for Engineering will address \$16M of critical deferred maintenance

HCOM

- This strategy also saves the University a significant amount of money
- Use of HRTC eliminates the need for the University Service Center to be relocated

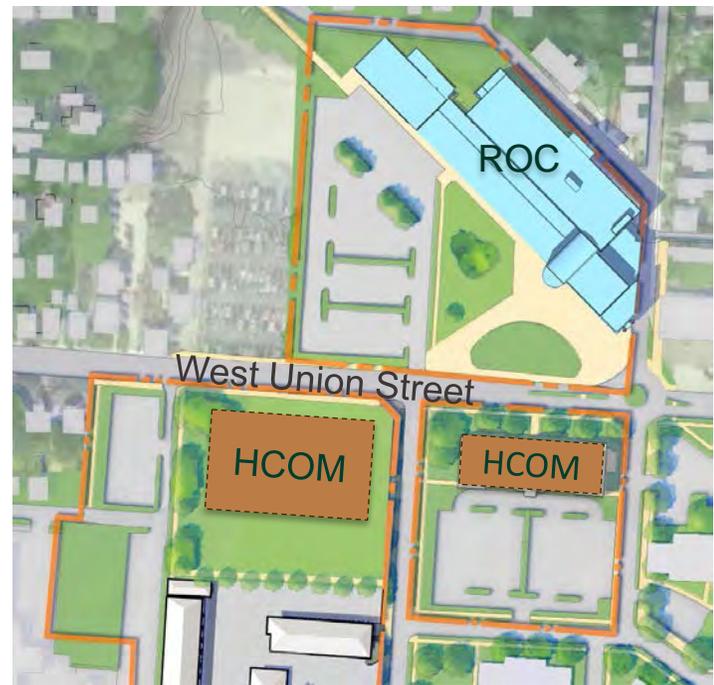
These strategies save OHIO over \$55M



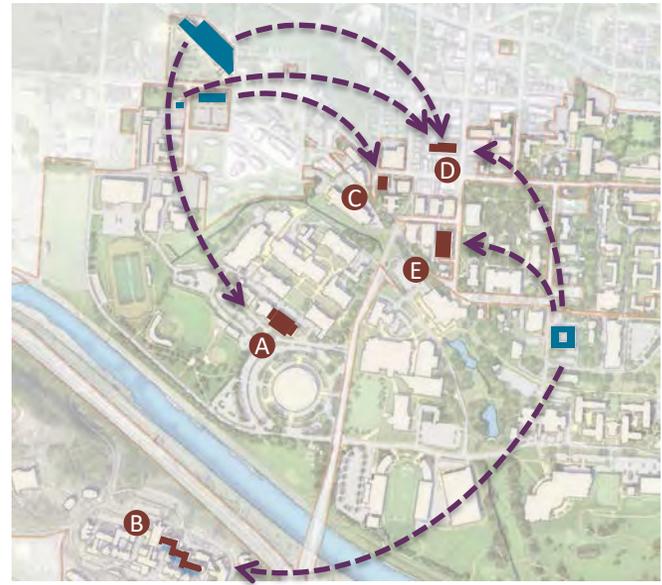
Engineering & HCOM Strategies	
Admin Stays in Current Buildings & New Facilities for Engineering & HCOM	Relocate Admin & Repurpose Existing Facilities for Engineering & HCOM
\$18,750,000 Deferred Maintenance for WUSOC, HRTC, 9 Factory	\$22,952,000 Repurpose Vacant Facilities for Admin
\$70,000,000 New Engineering Facility	\$31,000,000 Repurpose WUSOC for Engineering
\$90,000,000 New HCOM Ph1 Facility	\$69,370,000 Smaller HCOM Ph1 Facility & Utilities
\$178,750,000	\$123,322,000

Additional Savings

\$55M in savings
by repurposing WUSOC & HRTC for Engineering & HCOM, while relocating Admin to existing facilities.



+ **\$17M in project savings**
by relocating Admin to existing facilities rather than building a new Admin facility



+ **\$19M in deferred maintenance addressed**
by using and relocating to existing university facilities such as Lasher, Grosvenor, and Ridges.

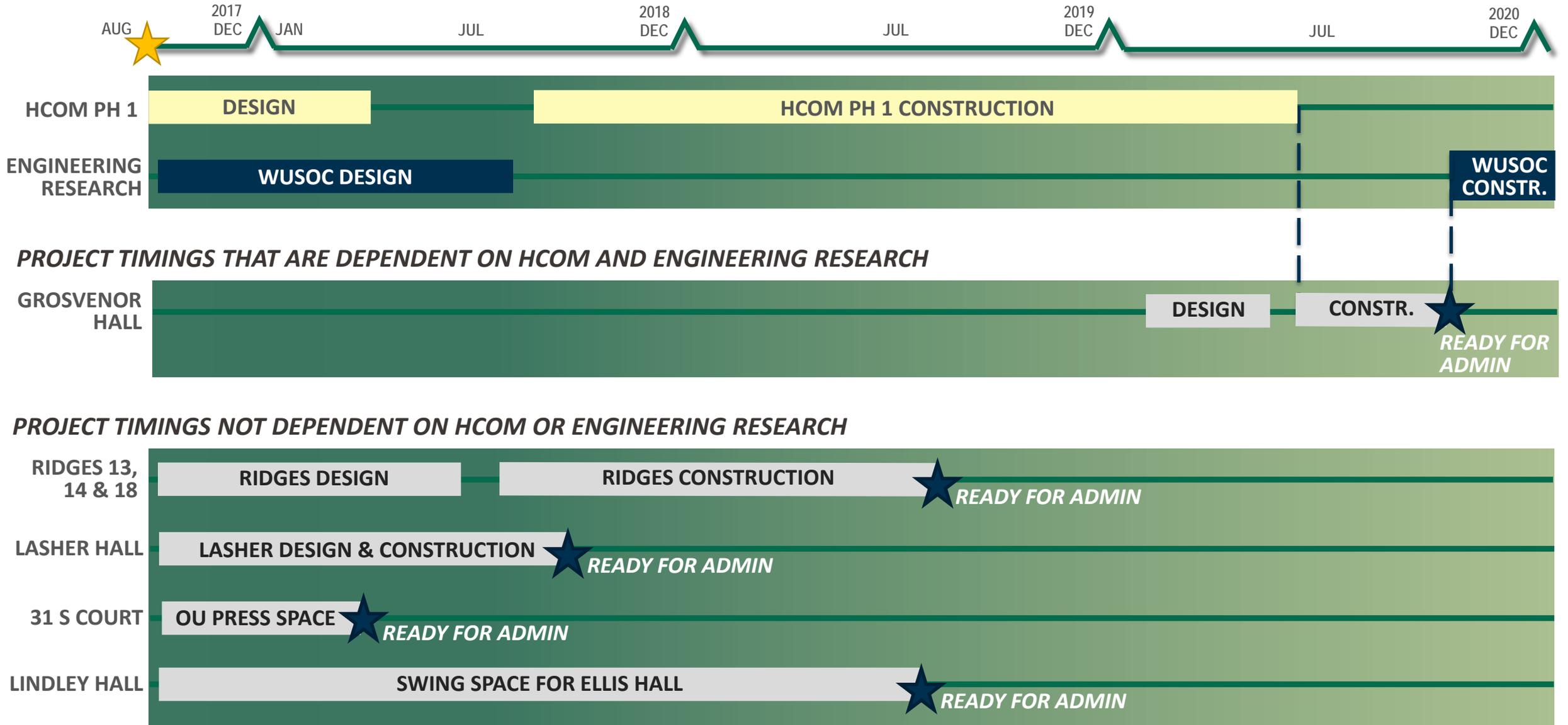


Administrative Relocation Costs

Building Name	Conceptual Relocation Costs	Relocation Project Description	Offset Deferred Maintenance
Grosvenor	\$7,529,333	Significant investment in critical deferred maintenance	\$7,086,753
Ridges	*\$12,485,278	Full renovations of three buildings	\$9,399,520
Lasher	\$1,818,710	Accessibility & HVAC improvements, with a building renovation age reset	\$1,078,737
31 S. Court	\$118,679	Moving costs and minor renovation	-
Lindley Hall	\$1,000,000	Moving costs and minor improvements	\$350,000
TOTAL	*\$22,952,000		\$17,915,010

**Total includes major administrative relocation estimates. Additional costs related to academic and student support moves, specialized programmatic needs, and potential use of Small Houses are still being evaluated which may potentially increase estimates.*

Schedule



In Summary...

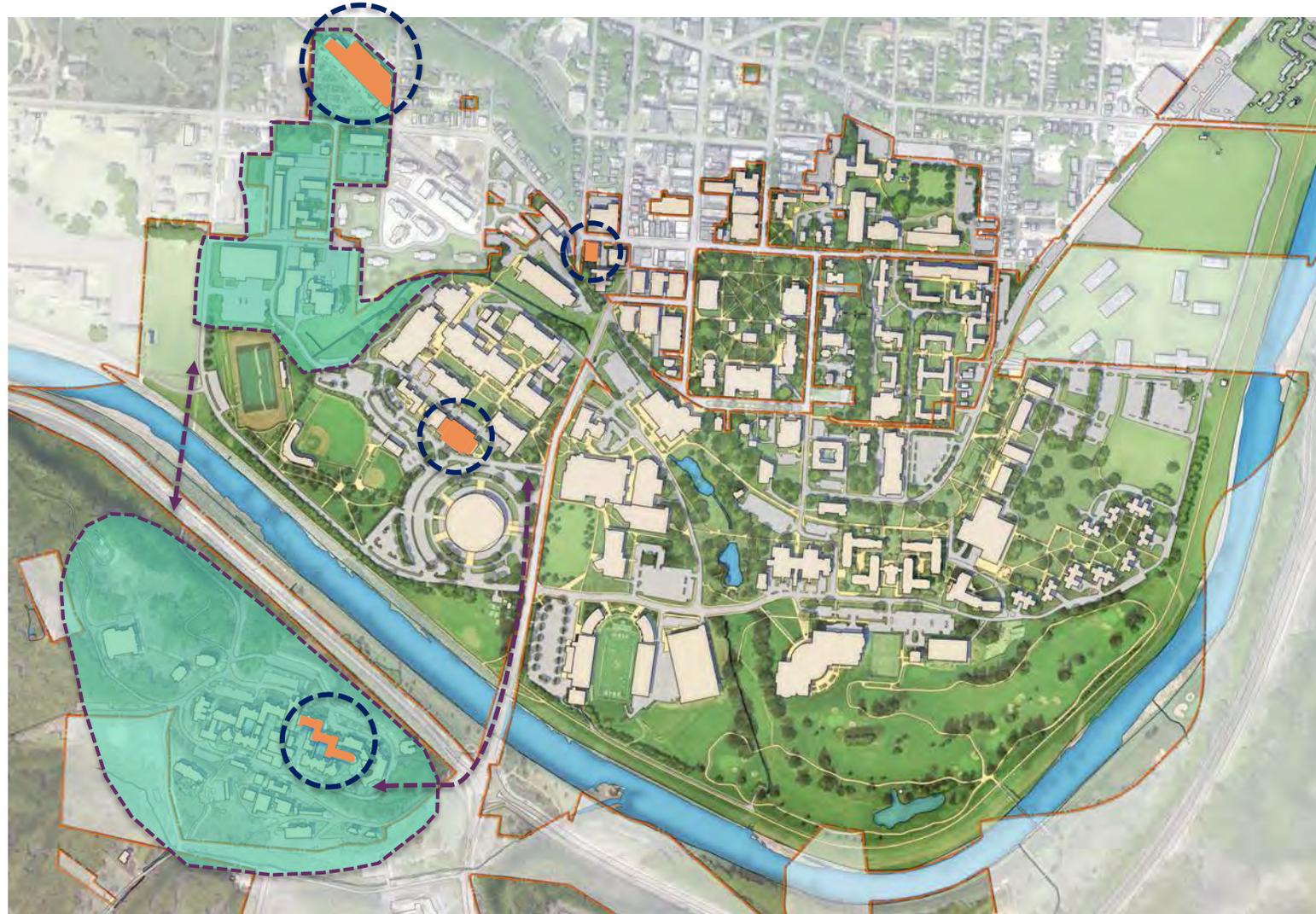
Transforming Campus

2 new greens seeded

- Union Street Green & Ridges Green

Stewardship of Assets

- Preservation of Historic Ridges buildings
- Reduction in Deferred Maintenance backlog & investment in current portfolio



Next Steps

Multiple Touchpoints with the Board



- Take feedback from the Board and incorporate into the planning
- Continue refining and testing admin relocation scenarios
- Return to future Board meeting with recommendations for a first phase project
- Continue refining future phases as work progresses
- Return to future Board meetings for approval on additional project phases

Supplemental Information

Grosvenor Hall

Currently occupied by HCOM

NASF: 46,000 NASF

Relocation Estimate: \$7.5M

Timing: fall 2020 for new occupants

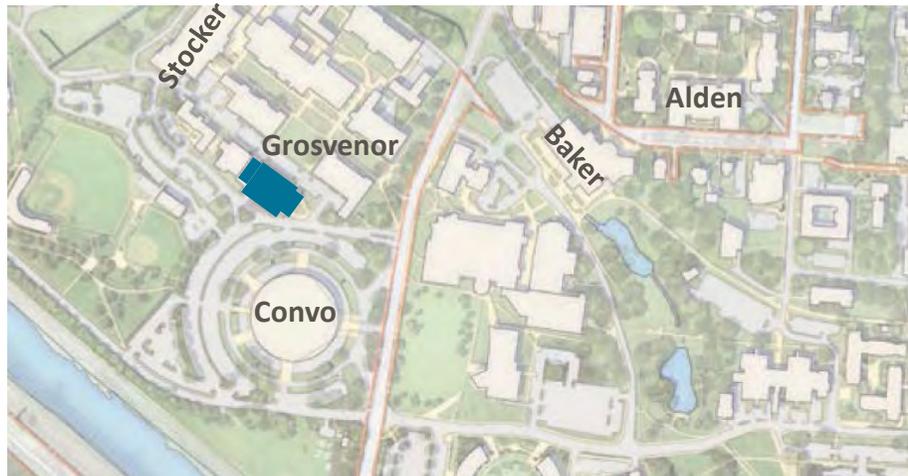
Impact: Takes building offline for future Housing and Residential Life use

Proposed Occupants

- OIT Testing Center
- CPS Visitor's Center

Occupancy Strategy

- Grosvenor is the only existing location where OIT, the largest group, does not need to be split between buildings
- Testing and Visitor's Centers require proximity to parking
- CPS requires a location near core campus; synergies with healthcare services at Park Hall



Grosvenor Hall

Ridges 13/14/18

Lasher Hall

31 S. Court St.

Lindley Hall

Proposed occupants are subject to change due to test fitting and further synergy exploration.



Ridges Bldgs 13/14/18

Currently vacant

NASF: 36,000

Relocation Estimate: \$12.5 M. plus additional cost for OUPD

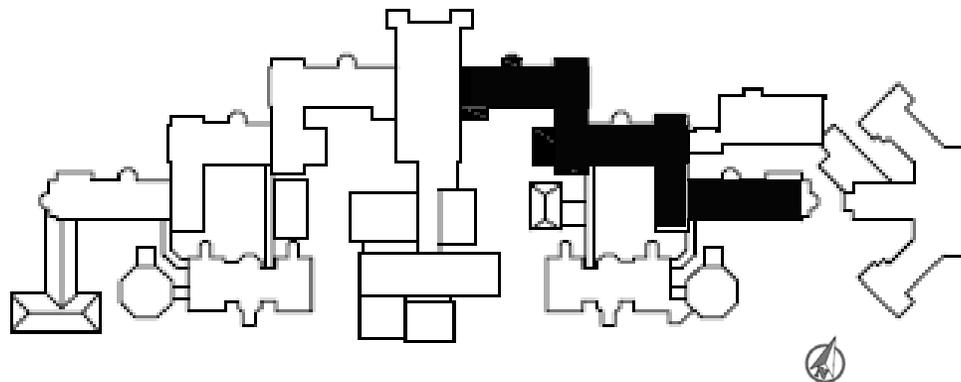
Timing: earliest move-in, fall 2019

Impact: Limits expansion from adjacent academic occupants

Proposed Occupants

- Ohio University Police Dept.
- Division of Finance
- Architecture Design & Construction
- Capital Finance

Occupancy Strategy: these units are appropriately sized for the buildings, and they have the ability to be away from the core of campus



Grosvenor Hall

Ridges 13/14/18

Lasher Hall

31 S. Court St.

Lindley Hall



Lasher Hall

Currently vacant

NASF: 9,156

Relocation Estimate: \$1.8 M.

Timing: Earliest move-in date of August 2018

Impact: no significant impact

Proposed Occupants

- Human Resources
- Internal Auditor

Occupancy Strategy: Locating Human Resources closer to the core of campus will provide ease of access by faculty and staff



Grosvenor Hall

Ridges 13/14/18

Lasher Hall

31 S. Court St.

Lindley Hall

Proposed occupants are subject to change due to test fitting and further synergy exploration.



31 S. Court

Currently occupied

NASF: 8,814 (1st floor only)

Relocation Estimate: \$118,679

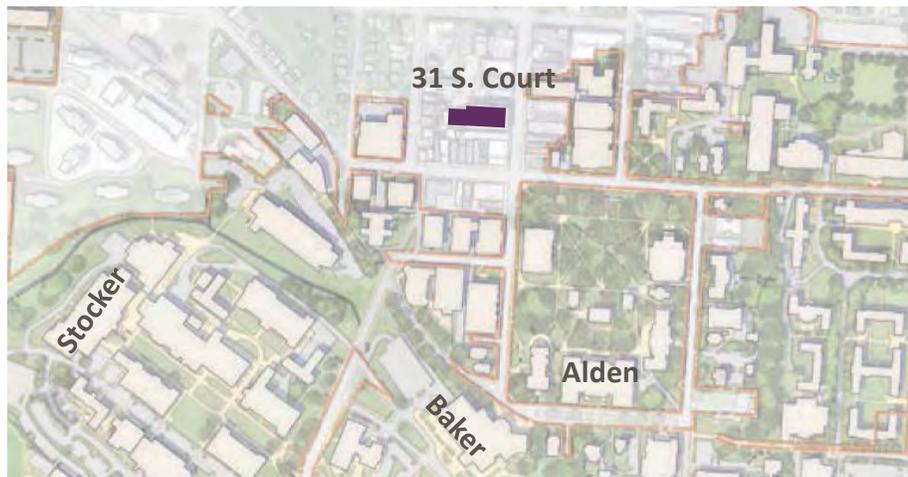
Timing: Partially available for move in February 2018 (3,000 NASF), remaining in Fall 2019 or later

Impact: Relocates academic units to Lindley

Proposed Occupants

- Legal Affairs
- Real Estate
- University Planning
- University Communications

Occupancy Strategy: Groups chosen for their synergy between units, ability to fit in space well, proximity to campus for engagement and timing of units needing to vacate and available space



Grosvenor Hall

Ridges 13/14/18

Lasher Hall

31 S. Court St.

Lindley Hall

Proposed occupants are subject to change due to test fitting and further synergy exploration.



Lindley Hall

Currently occupied: multiple permanent occupants as well as Ellis Hall and other temporary swing spaces

NASF: 38,000 total NASF

Relocation Estimate: \$1,000,000

Timing: earliest move-in December 2019

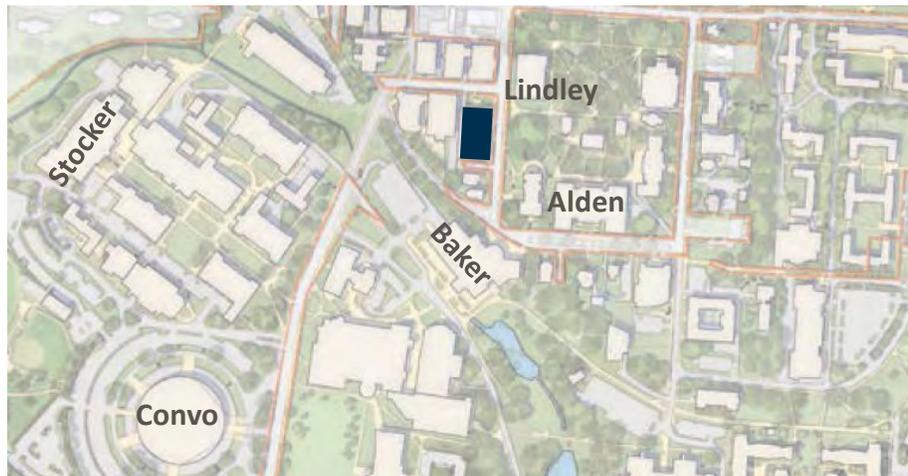
Impact: may reduce overall campus swing space

Proposed Occupants

- University Marketing
- Relocated Academic units from 31 S. Court

Occupancy Strategy:

- Optimal location for University Marketing is near core campus for services provided across campus
- Park Place corridor proximity is preferred for student-centered activities in CMP



Grosvenor Hall

Ridges 13/14/18

Lasher Hall

31 S. Court St.

Lindley Hall

Proposed occupants are subject to change due to test fitting and further synergy exploration.



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Greg Robertson, Associate Vice President Architecture, Design and Construction

Re: Facility Project Status Report

Enclosed for your reference is the “Facility Project Status Report” for the August 2017 Board of Trustees meeting. This report provides an update on all active projects approved for expenditure, as well as projects we have completed since the June Board of Trustees meeting.

The report includes information about the Six-year Capital Improvement Plan relationship for each project, the schedule, budget and type of funds used to complete the project.

The report is categorically organized consistent with the Six-year Capital Investment Plan:

- Academic / Programmatic Renewal
- Building Systems & Infrastructure
- University Initiatives
- Utility System Upgrades
- Regional Campuses
- Auxiliaries

Each group of projects is further sorted by the date the project design is planned to start or has started in descending order.

Highlights since the June Board of Trustees meeting include:

- Jefferson Hall Dining & Residence Renovation project achieved substantial completion fourteen days ahead of schedule on 7/21/17; projected to finish with total expenditures of \$38.7M compared to the overall project budget of \$40M
- The South Green Drive Culvert Repair project is progressing on schedule and projected to finish with expenditures of \$1.8M compared to the overall project budget of \$2M. Two lanes of traffic have been maintained throughout the project and restoring traffic lanes to the final configuration is planned by 9/1/17 (before the first home football game). After that, hardscapes and landscaping will commence on the site and finish by October 15th.
- Permanent Campus Boilers project continues on schedule with the installation of the two boilers that arrived in June and remains on track for operational testing of the new boilers in October and November

- Back South Demolition Phase II project – demolished three dormitories - Martzloff, Fenzel and O’Bleness - in July and began site restoration in August; projected to finish with total expenditures of \$2.6M compared to the overall project budget of \$3M
- Transformer replacements in the “Front Four” dormitories - Pickering, Brown, McKinnon and Crawford - completed in July one week ahead of schedule and \$0.5M below the project budget of \$1.6M

Planning

Classification	# of		Authorized	
	Projects	Budget	Expenditures	Expenditures to Date
Academic/Programmatic Renewal	14	\$ 65,528,386	\$ 10,000	\$ -
Building Systems & Infrastructure	12	\$ 5,461,064	\$ 4,041,420	\$ 93,126
University Initiatives	4	\$ 114,000		
Utility System Upgrades	9	\$ 31,801,000	\$ 5,100,000	\$ 39,960
Regional Campuses	4	\$ 849,440	\$ 244,000	\$ 1,200
Auxiliaries	18	\$ 18,497,500	\$ 670,500	\$ 1,486
Grand Total	61	\$ 122,251,390	\$ 10,065,920	\$ 135,772

Design

Classification	# of		Authorized	
	Projects	Budget	Expenditures	Expenditures to Date
Academic/Programmatic Renewal	7	\$ 71,330,700	\$ 11,127,980	\$ 1,393,268
Building Systems & Infrastructure	15	\$ 8,218,470	\$ 6,020,286	\$ 1,848,555
University Initiatives	1	\$ 38,835	\$ 38,835	\$ -
Regional Campuses	8	\$ 5,272,328	\$ 1,408,760	\$ 361,197
Auxiliaries	12	\$ 14,266,080	\$ 4,449,020	\$ 1,467,331
Grand Total	43	\$ 99,126,413	\$ 23,044,881	\$ 5,070,350

Construction

Classification	# of		Authorized	
	Projects	Budget	Expenditures	Expenditures to Date
Academic/Programmatic Renewal	13	\$ 15,503,487	\$ 15,447,457	\$ 11,746,653
Building Systems & Infrastructure	20	\$ 12,467,560	\$ 12,412,501	\$ 3,846,934
University Initiatives	4	\$ 2,806,000	\$ 2,250,000	\$ 625,789
Utility System Upgrades	4	\$ 19,925,000	\$ 19,925,000	\$ 9,299,057
Regional Campuses	2	\$ 1,177,808	\$ 870,530	\$ 103,887
Auxiliaries	16	\$ 53,928,370	\$ 53,105,370	\$ 37,589,029
Grand Total	59	\$ 105,808,225	\$ 104,010,858	\$ 63,211,350

Closeout

Row Labels	# of		Authorized	
	Projects	Budget	Expenditures	Expenditures to Date
Academic/Programmatic Renewal	2	\$ 92,306	\$ 100,306	\$ 90,530
Building Systems & Infrastructure	1	\$ 967,000	\$ 967,600	\$ 669,752
Utility System Upgrades	1	\$ 400,000	\$ 400,000	\$ 359,216
Auxiliaries	2	\$ 96,875	\$ 96,875	\$ 53,983
Grand Total	6	\$ 1,556,181	\$ 1,564,781	\$ 1,173,480

Project Name	Part of CIP	Start Date	Finish Date	Budget		Current Phase	Expenditures		Funding Sources			
				Original	Revised		Authorized	To-Date	Century Bond	State Capital	Gift/ Grant	Internal Bank/Reserves
Academic/Programmatic Renewal												
HCOM Phase 1: Academic and Clinical	2019-2024	Sep-17	Nov-20	\$ 65,000,000		Planning						x
OUS Energy Efficiency Improvements, Lighting	2019-2024	Sep-17	Nov-17	\$ 56,286		Planning				x		
Forum (RTV) and Baker (Kantner) Theaters		Aug-17	TBD	\$ 10,000		Planning						x
Stocker 015E Power Supply		Aug-17	Aug-17	TBD		Planning						x
Copeland Hall Suites Refresh and Shadow Box		Jul-17	Sep-17	TBD		Planning						x
Grover W244 Renovation		Jul-17	Jan-18	TBD		Planning						x
Grover Center W115 Renovation		Jul-17	Aug-18	\$ 175,000		Planning						x
Classroom Sandbox	2019-2024	Jul-17	Aug-18	\$ 250,000		Planning				x		
Stocker 264 Renovations		Jul-17	TBD	\$ 19,000		Planning						x
Muck Business Annex Stewardship Signage		Jul-17	Aug-17	TBD		Planning						x
Porter Hall 417 Carpet Installation		Jul-17	Jul-17	\$ 6,500		Construction	\$ 6,500	\$ -				x
C-Suite (student innovation hub)	2019-2024	Jun-17	Jan-19	\$ 600,000		Design	\$ 80,060	\$ -		x		x
HCOM Utilities Phase 1	2017-2022	Jun-17	Apr-19	\$ 4,370,000		Design	\$ 500,000	\$ -	x			x
Copeland Hall 018 Lighting Upgrade		May-17	Jul-17	\$ 8,100		Planning						x
Copeland Attic Storage Cages		May-17	Mar-18	\$ 16,800		Construction	\$ 16,800	\$ -				x
Morton Hall 115 and 127	2019-2024	May-17	Aug-17	\$ 145,000		Construction	\$ 145,000	\$ 21,305				x
Muck Business Annex Wall Graphics		May-17	Sep-17	TBD		Planning						x
RTVC 6th Floor Door Replacement		Mar-17	Jul-17	\$ 10,000		Planning	\$ 10,000	\$ -				x
Porter 116 Lab Renovation		Mar-17	Jul-17	\$ 55,875		Construction	\$ 56,845	\$ 6,535				x
Copeland 233 Renovation		Mar-17	Aug-17	\$ 52,000		Construction	\$ 52,000	\$ 17,964				x
Alden Library 5th Floor Upgrades	2019-2024	Jan-17	Aug-17	\$ 346,912		Construction	\$ 343,912	\$ 159,385			x	x
Clippinger Laboratories Phase 1 Addition	2017-2022	Jan-17	Jun-20	\$ 42,600,000		Design	\$ 8,009,782	\$ 478,097	x	x		
Wilson CG 303 Carpet & Electric Outlets		Jan-17	Aug-17	\$ 35,000		Construction	\$ 35,000	\$ 5,100				x
Athena Backstage Renovation	2018	Dec-16	TBD	\$ 150,000		Design	\$ 151,838	\$ -				x
Alden Meditation Room		Dec-16	Aug-17	\$ 17,306		Closeout	\$ 17,306	\$ 17,114				x
Seigfred Hall Renovations Phase 2	2017-2022	Nov-16	Apr-20	\$ 10,600,000		Design	\$ 1,060,000	\$ 231,532	x	x		
Innovation Center 141 Renovation		Nov-16	Jul-17	\$ 71,400		Construction	\$ 71,400	\$ 10,410				x
Alden Library Renovation Phase I	2017-2022	Nov-16	Jul-17	\$ 2,890,000		Construction	\$ 2,890,000	\$ 1,282,043		x		x
Stocker 005, 005A/C Woodworking Lab		Oct-16	Aug-17	\$ 75,000		Construction	\$ 75,000	\$ 64,629				x
Grover Center Public Restrooms	2015-2020	Oct-16	Jun-17	\$ 189,000		Construction	\$ 200,000	\$ 92,375				x
Lindley Hall Door and Attic Upgrades		Sep-16	Aug-17	\$160,000.		Planning						x
Ellis Hall Renovation	2017-2022	Sep-16	Sep-18	\$ 13,000,000		Design	\$ 1,310,000	\$ 679,728		x		x
Central Classroom Anthropology Lab Sutie	2017-2022	Jul-16	Apr-17	\$ 620,000		Construction	\$ 620,000	\$ 503,731				x
Innovation Ctr 211 Clean Room		Jul-16	TBD	\$ 10,700		Design	\$ 16,300	\$ 3,910				x
Alden Library 233B & C Fire Suppression Study		May-16	Jun-17	\$ 75,000		Closeout	\$ 83,000	\$ 73,416				x
Grover Center E-112 Expansion	2015-2020	Jul-15	Jul-17	\$ 11,000,000		Construction	\$ 10,935,000	\$ 9,583,176				x
Building Systems & Infrastructure												
Copeland Window Upgrades		Sep-17	Jun-18	TBD		Planning						
Lot 20 Retaining Wall	2019-2024	Aug-17	May-18	\$ 191,000		Planning	\$ 41,000	\$ 37,015	x			x
Botanical Research Greenhouse Upgrade	2017-2022	Jul-17	Aug-18	\$ 1,300,000		Planning	\$ 401,940	\$ 4,940				x
Botanical Research Building Roof Replacement	2017-2022	Jul-17	Aug-18	\$ 400,000		Planning	\$ 165,940	\$ 30,371			x	x
WOUC Spectrum Conversion	2017-2022	Jul-17	Aug-18	\$ 50,000		Planning	\$ 2,959,400	\$ 2,200			x	x
Cutler Hall High Voltage Upgrade	2017-2022	Jun-17	Aug-18	\$ 350,000		Planning	\$ 33,140	\$ 16,000		x		
Parking Lot Maintenance 2017	2017-2022	May-17	Aug-17	\$ 185,000		Construction	\$ 149,000	\$ 4,725				x
Life Sciences Building Control System Upgrade	2017-2022	May-17	Jul-17	\$ 10,100		Design	\$ 10,100	\$ 1,605	x			x
CDC Exterior Painting		Apr-17	Sep-17	\$ 20,064		Planning						x
Cutler Hall First Floor and Stairwell Upgrades		Apr-17	Jul-17	\$ 60,060		Construction	\$ 69,825	\$ 6,552				x
Hudson Roof, Cupola & Dormers	2017-2022	Apr-17	Sep-17	TBD		Design	\$ 185,000	\$ 16,851	x			
Hwa Wei Lee Library Annex - Roof	2015-2020	Mar-17	Sep-17	\$ 420,800		Design	\$ 51,381	\$ 1,836		x		
Copeland Elevator Cab Refinish		Mar-17	Jan-18	TBD		Planning						x
Copeland Hall Roof Project	2017-2022	Mar-17	Mar-18	\$ 1,200,000		Design	\$ 391,000	\$ 52,716	x	x		

Please Note: A project enters the Design or Construction Phase when the appropriate contract is signed.

Project Name	Part of CIP	Start Date	Finish Date	Budget		Current Phase	Expenditures		Funding Sources			
				Original	Revised		Authorized	To-Date	Century Bond	State Capital	Gift/ Grant	Internal Bank/Reserves
Lindley Hall Roof Project	2017-2022	Mar-17	Dec-17	\$ 500,000		Design	\$ 50,000	\$ 12,515	x	x		
Ping Center Settlement Repair	2017-2022	Mar-17	Dec-17	\$ 1,400,000		Design	\$ 1,399,935	\$ 163,220	x			
Central Classroom Façade Repairs		Mar-17	Dec-17	TBD		Planning						
Main Green-Cutler Retaining Wall Repair	2018	Feb-17	Aug-17	\$ 250,000		Design	\$ 250,000	\$ 23,518				x
RTEC Roof	2017-2022	Feb-17	Dec-17	\$ 500,000		Design	\$ 50,000	\$ -	x	x		
Porter Hall emergency Masonry	2017-2022	Feb-17	Aug-17	\$ 485,000		Design	\$ 174,500	\$ 112,278	x			
WG CWP Chiller 3 Repairs	2017-2022	Jan-17	Apr-18	\$ 400,000		Planning	\$ 400,000	\$ -				x
Adams Hall Parking Garage Water Proofing	2018	Jan-17	Aug-18	\$ 250,000		Planning	\$ 40,000	\$ 2,600				x
Peden Stadium Masonry Stabilization - Repair	2017-2022	Jan-17	Sep-17	\$ 622,000		Design	\$ 622,000	\$ 220,461	x			
Seigfred Masonry Repair	2017-2022	Jan-17	May-17	\$ 200,000		Construction	\$ 200,000	\$ 13,453	x			
Lausche HP and Transformer Yard Security	2017-2022	Dec-16	Apr-17	\$ 95,000		Construction	\$ 95,000	\$ 12,241	x			
Lausche Perimeter Fence	2017-2022	Dec-16	Apr-17	\$ 98,500		Construction	\$ 98,500	\$ 20,815	x			
Campus Steam System Repairs 2017	2017-2022	Nov-16	Sep-17	\$ 1,500,000		Construction	\$ 1,500,000	\$ 572,740	x			
Chubb/Sing Tao Roofs	2017-2022	Nov-16	Jun-17	\$ 30,570		Design	\$ 30,570	\$ 9,450	x			
Ridges Building 19 Roof		Nov-16	Feb-17	\$ 25,000		Design	\$ 30,800	\$ 24,800				x
West Green Chilled Water Pump System Repairs	2017-2022	Oct-16	Oct-17	\$ 1,000,000		Design	\$ 1,000,000	\$ 85,547	x			
Bird Arena Deferred Maintenance Repairs	2017-2022	Oct-16	Jul-17	\$ 185,000		Construction	\$ 185,000	\$ 81,967	x			
RTVC Chiller Replacement	2017-2022	Sep-16	Jun-17	\$ 2,500,000		Planning			x			
Glidden Hall Rm 400 HVAC	15-20/17-22	Sep-16	Jul-17	\$ 294,000	\$ 485,000	Construction	\$ 481,684	\$ 121,234	x	x		
South Green Drive Culvert Repair	2017-2022	Sep-16	Oct-17	\$ 2,000,000		Construction	\$ 1,918,192	\$ 680,471				x
Campus Chilled Water Plants Refrigerant	2015-2020	Aug-16	Mar-17	\$ 175,000	\$ 209,000	Construction	\$ 209,000	\$ 79,117				x
Ellis 3rd Floor Water Infiltration	2015-2020	Aug-16	Aug-17	\$ 275,000		Design	\$ 275,000	\$ 242,261	x			
Sprinkler Valve Replacement - Various		Aug-16	Apr-17	\$ 200,000		Construction	\$ 200,000	\$ 26,794				
Sargent Hall Masonry Repairs	2017-2022	Jun-16	Aug-17	\$ 600,000		Construction	\$ 600,000	\$ 110,993				x
Wilson Hall Exterior Improvements	2015-2020	May-16	Jun-17	\$ 150,000		Construction	\$ 186,300	\$ 43,134				x
Lausche Central Plant Energy Metering	2017-2022	May-16	Jun-17	\$ 250,000		Construction	\$ 250,000	\$ 23,619	x			
Old Heating Plant Roof	2015-2020	May-16	Apr-17	\$ 150,000		Construction	\$ 150,000	\$ 119,282	x			
Residential Housing Fire Panel Replacements	2015-2020	Apr-16	Jun-17	\$ 400,000		Construction	\$ 400,000	\$ 8,000	x			
Fire Panel Replacement Various Buildings Phase	2017-2022	Apr-16	Jun-17	\$ 400,000		Construction	\$ 400,000	\$ 43,724	x			
Richland Bridge Steam System Access		Mar-16	Apr-17	\$ 100,000		Construction	\$ 120,000	\$ 4,575				x
College Green Exterior Paint & Window Repair	2015-2020	Jan-16	Aug-17	\$ 750,000	\$ 1,500,000	Design	\$ 1,500,000	\$ 881,495	x	x		x
Seigfred Hall Roof and Window Replacement	2015-2020	Jan-16	Jul-17	\$ 2,600,000	\$ 3,800,000	Construction	\$ 3,800,000	\$ 1,185,843	x	x		
Ping Center Chilled Water Connection	2017-2022	Nov-15	May-17	\$ 1,400,000		Construction	\$ 1,400,000	\$ 687,655	x			
Hwa-Wei Lee Library Annex Humidity Controls	2015-2020	Mar-15	Jun-17	\$ 650,000	\$ 967,000	Closeout	\$ 967,600	\$ 669,752	x	x		
University Initiatives												
Main Green-Park Place to Alden/Ellis Service		Aug-18	Aug-19	TBD		Planning						
Lin Hall 210 Renovation	2019-2024	Jun-17	Nov-17	\$ 80,000		Planning					x	
Lindley Hall 052 & 058 CPS Expansion		Jun-17	Jan-19	\$ 38,835		Design	\$ 38,835	\$ -				x
Kennedy Museum Reception Lighting		May-17	Jan-18	\$ 24,000		Planning						
Cutler Hall Plaque & time Capsule		Mar-17	Dec-17	\$ 10,000		Planning						x
Walter Hall Classroom Renovation	2017-2022	Jan-17	Aug-17	\$ 600,000		Construction	\$ 600,000	\$ 37,988				x
Porter Hall Classroom Renovation	2017-2022	Jan-17	Aug-17	\$ 500,000		Construction	\$ 500,000	\$ 226,475				x
Morton Hall Access Control and ADA Upgrades		Aug-16	Aug-17	\$ 400,000		Construction	\$ 400,000	\$ 184,065				x
North McKinley Drive Extension	2018	Jun-16	Aug-17	\$ 1,306,000		Construction	\$ 750,000	\$ 177,261				x
Utility System Upgrades												
Park Place Electrical Feed Replacement		Sep-17	Nov-18	\$ 250,000		Planning						
Seigfred DCW Connecton EIP	2017-2022	Sep-17	Jul-21	\$ 850,000		Planning			x			
Campus Heat Exchangers	2019-2024	Sep-17	Jun-18	\$ 245,000		Planning				x		
OUPD/USC Fire Alarm Relocation	2019-2024	Aug-17	Apr-18	\$ 335,000		Planning				x		
Jefferson Utilities District		Aug-17	Dec-18	\$ 675,000		Planning						
Lausche Switchyard Storm Sewer Remediation	2017-2022	Aug-17	Dec-17	\$ 996,000		Planning			x	x		
Fault Locators & Distribution Re-Fusing	2017-2022	Aug-17	Aug-20	\$ 750,000		Planning			x			

Please Note: A project enters the Design or Construction Phase when the appropriate contract is signed.

Project Name	Part of CIP	Start Date	Finish Date	Budget		Current Phase	Expenditures		Funding Sources				
				Original	Revised		Authorized	To-Date	Century Bond	State Capital	Gift/ Grant	Internal Bank/Reserves	
Steam Repairs FY 2018	2017-2022	Jul-17	Aug-18	\$ 1,500,000		Planning	\$ 1,500,000	\$ -		x			
Chilled Water Plant #3	2019-2024	Apr-17	Jan-21	\$ 26,200,000		Planning	\$ 3,600,000	\$ 39,960		x	x		
Scott Quad/Botanical Research Generator	2017-2022	Aug-16	Jun-17	\$ 400,000		Closeout	\$ 400,000	\$ 359,216		x			
Building Sanitary and Storm Pump Replacement	2017-2022	May-16	Aug-17	\$ 225,000		Construction	\$ 225,000	\$ 31,933					x
Permanent Campus Boilers	15-20/17-22	Jan-16	Nov-17	\$ 15,000,000	\$ 17,500,000	Construction	\$ 17,500,000	\$ 8,239,804		x			x
Athens Campus Utility Metering	2017-2022	Nov-15	Feb-18	\$ 1,800,000		Construction	\$ 1,800,000	\$ 813,276		x			
EPA Permitting Consultant	2017-2022	Jan-15	Jan-18	\$ 400,000		Construction	\$ 400,000	\$ 214,044		x			
Regional Campuses													
OUS Horse Park Outdoor Arena		Sep-17	Jul-18	\$ 50,000		Planning	\$ 50,000	\$ 1,200					x
OUL Brasee Hall Exterior Repairs		Sep-17	Jul-18	\$ 580,000		Planning				x			
OUS Life, Safety & Security Improvements	2019-2024	Jul-17	Dec-17	\$ 194,000		Planning	\$ 194,000	\$ -		x			
OUS ENERGY EFFICIENCY HVAC	2017-2022	May-17	Oct-18	\$ 873,689		Design	\$ 140,308	\$ 2,500		x			
OUL Fetter's Run Drainage Improvements Study		Apr-17	Sep-17	\$ 25,440		Planning				x			
OUL-Herrold Hall Roof	2015-2020	Dec-16	Sep-17	\$ 350,000		Design	\$ 24,799	\$ 11,120		x			
OUL-Brasee Hall Gymnasium Roof	2017-2022	Dec-16	Sep-17	\$ 480,000		Design	\$ 33,631	\$ 15,646		x			x
OUE HPEC Parking Improvements	15-20/17-22	Nov-16	Aug-17	\$ 350,000		Construction	\$ 42,722	\$ 28,213		x			
OUE Shannon Hall HVAC Improvements	15-20/17-22	Nov-16	Dec-17	\$ 450,000		Design	\$ 394,110	\$ 34,760		x			
Zanesville Herrold Hall Renovation Phase 1	2017-2022	Apr-16	Aug-18	\$ 2,000,000		Design	\$ 264,740	\$ 188,588		x			
OUL Brasee Hall Raymond Wilkes Gallery for	2015-2020	Oct-15	Aug-17	\$ 161,000		Design	\$ 40,000	\$ 16,352		x			
OUC - Bennett Hall Electrical Upgrade Phase I	15-20/17-22	Sep-15	May-17	\$ 950,000	\$ 827,808	Construction	\$ 827,808	\$ 75,674		x			
OUS Hanging Rock CDC Sanitary Sewer	2015-2020	Jul-15	Dec-17	\$ 465,000		Design	\$ 98,000	\$ 51,700				x	x
OUSP Walking Track, Soccer Field, Parking	2015-2020	Jul-14	Oct-17	\$ 320,000	\$ 492,639	Design	\$ 413,172	\$ 40,532		x		x	
Auxiliaries													
Bush Airport Zero Hangar Upgrades	2019-2024	Jun-18	Aug-19	TBD		Planning							x
OU Airport Aircraft Aprons Replacement	2017-2022	Sep-17	TBD	\$ 2,030,000		Planning						x	x
South Pole Conversion to Lounge/Hub	2019-2024	Sep-17	Jul-18	\$ 1,000,000		Planning							x
Bryan Hall Restroom Upgrades 2018	2017-2022	Aug-17	TBD	\$ 2,000,000		Planning							x
Bird Arena Concession Area Refresh and		Aug-17	Aug-17	\$ 15,000		Planning							x
Bromley Corridor 100018 Doorway		Aug-17	Aug-17	\$ 18,900		Design	\$ 18,900	\$ -					x
Washington Hall Domestic Water & Restroom	2017-2022	Aug-17	Aug-18	\$ 3,200,000		Planning	\$ 350,500	\$ -					x
Pickering Hall Restroom Upgrades 2018	2017-2022	Aug-17	TBD	\$ 1,100,000		Planning							x
Bromley Hall 140 Upgrades	2017-2022	Aug-17	TBD	\$ 50,000		Planning							x
Bush Airport - Airfield Obstructions Removal	2017-2022	Jul-17	TBD	\$ 90,000		Planning						x	x
Airport Taxiway Rehab	2017-2022	Jul-17	TBD	\$ 2,270,000		Design	\$ 204,000	\$ -				x	x
Shively Dining Hall Refresh	2019-2024	Jul-17	Aug-18	\$ 2,000,000		Planning							x
Tiffin / Perkins Hall Roof Rehabilitation	2018	Jul-17	Aug-18	\$ 2,800,000		Planning							x
Gamertsfelder Hall Bathroom Upgrades 2018	2017-2022	Jul-17	May-18	\$ 2,000,000		Planning	\$ 270,000	\$ -					x
Voigt Hall Column Repair		Jun-17	May-17	\$ 99,000		Design	\$ 10,150	\$ 6,125					x
Bob Wren Stadium Artificial Turf		Jun-17	Jun-17	\$ 6,875		Closeout	\$ 6,875	\$ -					x
Aquatic Center Starting Block Replacement		Jun-17	Aug-17	TBD		Planning							x
Ping 141 and 122 Electrical Additions		May-17	Aug-17	\$ 2,500		Planning							x
Ryors Hall Rec Room to Mailroom Conversion	2017-2022	May-17	TBD	\$ 90,000		Planning							x
MacKinnon Mailroom Upgrades	2017-2022	May-17	TBD	\$ 90,000		Planning							x
Gamertsfelder 139 Carpet Replacement		Apr-17	Aug-17	\$ 11,320		Construction	\$ 11,320	\$ -					x
Shively Dining Hall Plumbing Improvements	2017-2022	Apr-17	Aug-17	\$ 1,000,000		Construction	\$ 1,000,000	\$ 18,995					x
4 University Terrace Upgrades	2018	Mar-17	Aug-18	\$ 430,000		Design	\$ 430,000	\$ 14,536					x
Shively Kitchen Pot & Pan Washer		Mar-17	Jun-17	\$ 90,000		Closeout	\$ 90,000	\$ 53,983					x
EcoHouse Roof Replacement	2018	Feb-17	Jul-17	\$ 50,000		Planning	\$ 50,000	\$ 1,486					x
Peden Stadium Outdoor Speaker System		Feb-17	Aug-17	\$ 300,000		Design	\$ 315,500	\$ 27,976					x
Convo-Install Center Hung Video Board		Feb-17	Jul-18	\$ 1,980,000		Planning							x
Baker Center 366 Upgrades		Feb-17	Aug-17	\$ 15,050		Construction	\$ 15,050	\$ 12,085					x
Front Four Transformer Replacement	2017-2022	Jan-17	Sep-17	\$ 1,600,000		Design	\$ 1,600,000	\$ 745,189					x

Please Note: A project enters the Design or Construction Phase when the appropriate contract is signed.

Project Name	Part of CIP	Start Date	Finish Date	Budget		Current Phase	Expenditures		Funding Sources			
				Original	Revised		Authorized	To-Date	Century Bond	State Capital	Gift/ Grant	Internal Bank/Reserves
James Hall Kitchen and Study Space	2017-2022	Jan-17	Oct-17	\$ 250,000		Construction	\$ 250,000	\$ 114,020				x
Peden Scoreboard Replacement		Jan-17	Aug-17	\$ 715,000	\$ 575,000	Construction	\$ 575,000	\$ 46,598			x	x
Shively Hall Dining HVAC Upgrades	2017-2022	Dec-16	Aug-17	\$ 200,000		Construction	\$ 200,000	\$ 24,065				x
Mackinnon Hall Air Handler Unit Upgrade	2017-2022	Nov-16	Aug-17	\$ 225,000	\$ 305,000	Design	\$ 305,000	\$ 126,065				x
James Hall Laundry & Hot Water Heater	2017-2022	Nov-16	Jul-17	\$ 330,000		Construction	\$ 330,000	\$ 155,858				x
Housing & Residence Life Exterior Lighting		Nov-16	Jul-17	\$ 200,000		Design	\$ 200,000	\$ 15,127				x
Perkins Hall Fire Electric and Fire Alarm	2017-2022	Nov-16	Jul-17	\$ 800,000		Construction	\$ 800,000	\$ 226,715				x
East Green Building Based Domestic Hot Water	2017-2022	Oct-16	Jan-18	\$ 1,600,000		Design	\$ 250,000	\$ 57,250				x
Back South Demolition Phase II	2017-2022	Oct-16	Aug-17	\$ 3,000,000		Construction	\$ 3,000,000	\$ 1,607,114				x
Baker Front Room and Latitude 39 Upgrades	2017-2022	Oct-16	Aug-17	\$ 1,000,000		Construction	\$ 1,000,000	\$ 86,681				x
Softball Bleachers Replacement		Sep-16	Apr-17	\$ 251,600	\$ 405,000	Construction	\$ 405,000	\$ 304,512			x	x
Gamertsfelder Lobby Renovations	2017-2022	Sep-16	Aug-17	\$ 750,000		Construction	\$ 827,000	\$ 187,705				x
Boyd Hall Bathroom Upgrade	2017-2022	Sep-16	Aug-17	\$ 925,000	\$ 2,400,000	Construction	\$ 2,400,000	\$ 635,764				x
Aquatic Center Sun Deck Roof Replacement	2018	Aug-16	Apr-17	\$ 150,000	\$ 190,000	Design	\$ 195,000	\$ 14,788				x
Tiffin Hall Bathroom Upgrades	2017-2022	Aug-16	Aug-17	\$ 1,900,000	\$ 2,192,000	Construction	\$ 2,192,000	\$ 670,079				x
Residential Housing Access Control Phase IV	2017-2022	Jul-16	Aug-17	\$ 1,000,000		Construction	\$ 1,000,000	\$ 199,988				x
RD Apartment Upgrades	2017-2022	Jul-16	Aug-17	\$ 200,000		Design	\$ 256,000	\$ 30,132				x
Sook Academic Center	2017-2022	Jul-16	Aug-18	\$ 6,165,180	\$ 7,053,180	Design	\$ 664,470	\$ 430,142			x	x
Jefferson Hall Renovation	15-20/17-22	Oct-15	Aug-17	\$ 43,100,000	\$ 40,000,000	Construction	\$ 39,100,000	\$ 33,298,851				x

Please Note: A project enters the Design or Construction Phase when the appropriate contract is signed.



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Robin R Schaffer, Director, Treasury Management

Re: Treasury & Debt Report

Line of Credit Update:

On May 24 2017, the University issued a Request for Proposals (RFP) to solicit bids for a \$50 million bank line of credit dedicated exclusively for the financing of capital. The RFP required interested banks to submit a term sheet by Wednesday, June 7, 2017 at 2:00 pm ET. The University received term sheets for a line of credit (or similar facility) from four banks.

The Treasury Team (OU Treasury Management and Prager & Co., LLC) evaluated the responses based on the fee structures, covenants, tenor and other relevant terms. Based on these criteria, the Treasury Team awarded the RFP to PNC Bank. PNC Bank was chosen due to the drawn fee formula, which results in the lowest drawn fee out of all respondents. In addition, PNC Bank's undrawn fee is competitive with other respondents.

PNC Bank does not require maintenance of a specific depository relationship as a condition of closing. PNC Bank's covenants are consistent with the University's existing Trust Indenture and reporting requirements are consistent with the University's continuing disclosure requirements. PNC Bank does not require an upfront fee.

Under Section 4 (a) of Board Resolution 2016-3582, which approved the line of credit, it states "each Line of Credit Obligation shall have only one principal maturity date, subject to extension pursuant to the Line of Credit Supplemental Trust Agreement or Subordinate Agreement, but to not later than December 1, 2019." Therefore, the University will execute a 2 year contract. The contract will be negotiated and is expected to be in place on or before August 31, 2017.

Internal Bank and Century Bond Bank:

Updates on the Internal Bank and Century Bond Bank financial models will be provided at the October 2017 meeting.



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: David Descutner, Interim Executive Vice President and Provost
Barbara Wharton, Associate Provost for Institutional Research

Re: Academic Quality: University Dashboard Update

In September of 2011, the senior leadership of Ohio University developed a university dashboard aligned with the strategic plan. The dashboard was designed to provide an overview of critical institutional information in an easily understood format that could be updated regularly and provide longitudinal and comparative benchmark data with peer institutions. It would be a mechanism for communicating the current state of Ohio University and the progress toward the strategic priorities outlined in the 4x4 strategic plan.

Ohio University has been the beneficiary of the primary advantages of a dashboard. It provides a clear snapshot of our current performance tied to strategic priorities and goals (e.g., headcount, graduation rates, philanthropic gifts). Although intended for the Board, the dashboard also provides institutional level data for others within the institution and serves as the framework for college and other planning unit dashboards. These units have aligned their strategic plans with the university strategic plan and developed their dashboards to track key performance indicators that reflect institutional and unit level priorities.

The accompanying presentation provides analysis for a number of the indicators and includes directional changes and trend lines. As highlights, a couple of points are of particular interest:

- Retention of first-year students increased from 79.1% for the 2014 entering cohort to 81.5% for the entering cohort of 2015.
- Group I faculty retention reached a five-year high of 97%.
- On-line program growth and the number of on-line courses have shown steady growth over a six year period. There has been a 65% increase (from 5,496 to 9,074) in the number of students taking all on-line classes and a 121% increase (from 2,629 to 5,810) in students taking a mixture of traditional and on-line classes.



OHIO UNIVERSITY

First-Year Retention

81.5%

Percentage of new freshman who return for a second year

Past Performance

2011	2012	2013	2014	2015
79.3%	78.8%	80.2%	79.1%	81.5%

Average for Ohio Four-year Public Institutions

68.8%	71.0%	74.3%	75.9%	NA
-------	-------	-------	-------	----

Six-Year Graduation Rates

64%

Percentage of new Athens Campus freshman graduating within six years

Past Performance

2006	2007	2008	2009	2010
64%	67%	67%	67%	64%

Average for Ohio Four-year Public Institutions

48%	48%	50%	49%	NA
-----	-----	-----	-----	----

Four-Year Graduation Rates

46%

Percentage of new Athens Campus graduating within four years

Past Performance (Undergraduate)

2008	2009	2010	2011	2012
49%	48%	46%	44%	46%

Average for Ohio Four-year Public Institutions

25.8%	28.7%	NA	NA	NA
-------	-------	----	----	----

Degrees Granted

7,010

Number of undergraduate degrees awarded

Past Performance

2011/12	2012/13	2013/14	2014/15	2015/16
6,212	6,844	7,120	6,970	7,010

Average for Ohio Four-year Public Institutions

3,849	3,807	3,976	4,146	3,954
-------	-------	-------	-------	-------

ACT Composite

23.5

Mean ACT score for new freshman

Past Performance

2012	2013	2014	2015	2016
24.0	24.0	23.9	24.1	23.5

Average for Students in Ohio

22.0	23.1	23.1	23.1	NA
------	------	------	------	----

Student-Faculty Interaction

21.1 & 26.8

National Survey of Student Engagement (NSSE)

Scaled score for four survey items related to student interaction with faculty beyond required classtime

Scaled Score	2009	2012	2015
OHIO Freshmen	Scale revised in 2014		21.1
Carnegie Freshmen			19.5
OHIO Seniors			26.8
Carnegie Seniors			23.2

Student-Faculty Ratio

18

Undergraduate and graduate FTE to FTE Faculty

Past Performance (freshman)

2012-13	2013-14	2014-15	2015-16	2016-17
19	18	18	18	18

Average for Ohio Four-year Public Institutions

19	18	18	18	NA
----	----	----	----	----

Group I Faculty

72%

Percentage of full-time tenured and tenure-track faculty as a percentage of full-time faculty

Past Performance

2012	2013	2014	2015	2016
79%	74%	73%	72%	72%

Average for Ohio Four-year Public Institutions

79.0%	78.0%	73.0%	72.4%	NA
-------	-------	-------	-------	----

Research & Creative Activity Expo

894 Students

Participation in research and creative activity expo

Past Performance (number of students)

2013	2014	2015	2016	2017
652	798	804	840	894

Grants and Contracts

\$46.8 million

Amount of sponsored funding received in the form of grants and contracts from public and private sources (restated to remove external financial aid allocated directly to students based on eligibility)

Past Performance (in \$ millions)

FY12	FY13	FY14	FY15*	FY16*
\$57.1	\$52.1	\$45.9	\$47.8	\$46.8

**Forecasted*

Undergraduate Headcount

23,964

Athens headcount enrollment, fall term, includes online

Past Performance

2012	2013	2014	2015	2016
22,685	23,504	23,571	23,943	23,964

Average for Ohio Four-year Public Institutions

17,049	17,006	16,928	16,995	NA
--------	--------	--------	--------	----

Average Faculty Compensation

\$108.9 to \$147.6 (in thousands)

Mean Group I faculty salary and benefits for 2016/2017

	Professor	Associate	Assistant
OU Average	\$ 147.6	\$ 116.9	\$ 108.9
Ohio Average	\$ 151.4	\$ 115.5	\$ 102.2

Group I Faculty Retention

97%

Percentage of Group I Faculty Continuing their Employment

Past Performance

2011/12	2012/13	2013/14	2014/15	2015/16
92%	93%	94%	91%	97%

Philanthropic Gifts

\$30.8 million

Charitable contributions of cash and property directed to the University and Foundation

Past Performance (in \$ millions)

FY12	FY13	FY14	FY15	FY16
\$25.3	\$14.0	\$27.0	\$31.2	\$30.8

Senate Bill 6 Composite

3.4

Composite Score based on viability, net income and primary reserve ratios

FY12	FY13	FY14	FY15	FY16
4.7	4.7	4.7	3.9	3.4

Average for Ohio Four-year Public Institutions

4.0	3.7	3.8	3.4	3.4
-----	-----	-----	-----	-----

Primary Reserve Ratio

42.5%

Expendable net assets as a percentage of total annual expenditures

Past Performance

FY12	FY13	FY14	FY15	FY16
50.0%	51.0%	52.5%	48.4%	42.5%

Average for Ohio Four-year Public Institutions

43.4%	45.0%	48.8%	44.9%	42.9%
-------	-------	-------	-------	-------

Debt Burden Ratio

6.3%

Annual debt service as a percentage of total operating expenditures (University consolidated activities)

Past Performance

FY12	FY13	FY14	FY15	FY16
3.7%	3.5%	4.5%	5.6%	6.3%

KPMG recommends a debt burden ratio of between 5.0% and 6.0%

Investment Performance

12.7%

Investment return on the University's diversified pool which includes its endowments and a portion of working capital

Past Performance

FY13	FY14	FY15	FY16	FY17
11.9%	16.7%	-1.1%	-3.2%	12.7%

NACUBO Endowment Study Average 2.4%

Dashboard Key:

Connections to 4x4 Strategic Plan

- Four Fundamentals
- Enrollment
- Total Compensation
- Capital Campaign
- Financial Strength

August 22, 2017

Academic Quality: The University Dashboard

Tab #; pg

About the Dashboard

- Snapshot of performance indicators on priorities identified on the 4x4 strategic plan
- Thumbnail description of academic quality performance indicators
- Data on key performance indicators Trustees need to fulfill their fiduciary responsibilities
- Indicators directly tied to goals including retention, graduation, and academic strength of incoming students.

University Dashboard

First-Year Retention

81.5%

Percentage of new freshmen who return for a second year

Past Performance

2011	2012	2013	2014	2015
79.3%	78.8%	80.2%	79.1%	81.5%

Average for Ohio Four-year Public Institutions: 68.0% 71.0% 74.3% 75.9% NA

Six-Year Graduation Rates

64%

Percentage of new Athens Campus freshmen graduating within six years

Past Performance

2006	2007	2008	2009	2010
64%	67%	67%	67%	64%

Average for Ohio Four-year Public Institutions: 48% 48% 50% 49% NA

Four-Year Graduation Rates

46%

Percentage of new Athens Campus graduating within four years

Past Performance (Undergraduate)

2008	2009	2010	2011	2012
49%	48%	46%	44%	46%

Average for Ohio Four-year Public Institutions: 25.8% 28.7% NA NA NA

Degrees Granted

7,010

Number of undergraduate degrees awarded

Past Performance

2011/12	2012/13	2013/14	2014/15	2015/16
6,212	6,844	7,120	6,970	7,010

Average for Ohio Four-year Public Institutions: 3,849 3,807 3,976 4,146 3,954

ACT Composite

23.5

Mean ACT score for new freshman

Past Performance

2012	2013	2014	2015	2016
24.0	24.0	23.9	24.1	23.5

Average for Students in Ohio: 22.0 23.1 23.1 23.1 NA

Student-Faculty Interaction

21.1 & 26.8

National Survey of Student Engagement (NSSE)

Scaled score for four survey items related to student interaction with faculty beyond required classtime

Scaled Score	2009	2012	2015
OHIO Freshmen			21.1
Carnegie Freshmen		Scale revised in 2014	19.5
OHIO Seniors			26.8
Carnegie Seniors			23.2

Student-Faculty Ratio

18

Undergraduate and graduate FTE to FTE Faculty

Past Performance (freshman)

2012-13	2013-14	2014-15	2015-16	2016-17
19	18	18	18	18

Average for Ohio Four-year Public Institutions: 19 18 18 18 NA

Group I Faculty

72%

Percentage of full-time tenured and tenure-track faculty as a percentage of full-time faculty

Past Performance

2012	2013	2014	2015	2016
79%	74%	73%	72%	72%

Average for Ohio Four-year Public Institutions: 79.0% 78.0% 73.0% 72.4% NA

Research & Creative Activity Expo

894 Students

Participation in research and creative activity expo

Past Performance (number of students)

2013	2014	2015	2016	2017
652	798	804	840	894

Grants and Contracts

\$46.8 million

Amount of sponsored funding received in the form of grants and contracts from public and private sources (restated to remove external financial aid allocated directly to students based on stability)

Past Performance (in \$ millions)

FY12	FY13	FY14	FY15*	FY16*
\$57.1	\$52.1	\$45.9	\$47.8	\$46.8

*Forecasted

Undergraduate Headcount

23,964

Athens headcount enrollment, fall term, includes online

Past Performance

2012	2013	2014	2015	2016
22,685	23,504	23,571	23,943	23,964

Average for Ohio Four-year Public Institutions: 17,048 17,006 16,928 16,895 NA

Average Faculty Compensation

\$108.9 to \$147.6 (in thousands)

Mean Group I faculty salary and benefits for 2016/2017

	Professor	Associate	Assistant
OU Average	\$ 147.6	\$ 118.3	\$ 102.8
Ohio Average	\$ 151.4	\$ 115.5	\$ 102.2

Group I Faculty Retention

97%

Percentage of Group I Faculty Continuing their Employment

Past Performance

2011/12	2012/13	2013/14	2014/15	2015/16
92%	93%	94%	91%	97%

Philanthropic Gifts

\$30.8 million

Charitable contributions of cash and property directed to the University and Foundation

Past Performance (in \$ millions)

FY12	FY13	FY14	FY15	FY16
\$25.5	\$14.0	\$27.0	\$31.2	\$30.8

Senate Bill 6 Composite

3.4

Composite Score based on viability, net income and primary reserve ratios

Past Performance

FY12	FY13	FY14	FY15	FY16
4.7	4.7	4.7	3.9	3.4

Average for Ohio Four-year Public Institutions: 4.0 3.7 3.8 3.4 3.4

Primary Reserve Ratio

42.5%

Expendable net assets as a percentage of total annual expenditures

Past Performance

FY12	FY13	FY14	FY15	FY16
50.0%	51.0%	52.5%	48.4%	42.5%

Average for Ohio Four-year Public Institutions: 43.4% 45.0% 48.8% 44.8% 42.8%

Debt Burden Ratio

6.3%

Annual debt service as a percentage of total operating expenditures (University consolidated activities)

Past Performance

FY12	FY13	FY14	FY15	FY16
3.7%	3.5%	4.5%	5.6%	6.3%

KPMG recommends a debt burden ratio of between 3.0% and 6.0%

Investment Performance

12.7%

Investment return on the University's diversified pool which includes its endowments and a portion of working capital

Past Performance

FY13	FY14	FY15	FY16	FY17
11.9%	16.7%	-1.1%	-3.2%	12.7%

NACUBO Endowment Study Average 2.4%

Dashboard Key:

Connections to 4x4 Strategic Plan

- Four Fundamentals
- Enrollment
- Total Compensation
- Capital Campaign
- Financial Strength

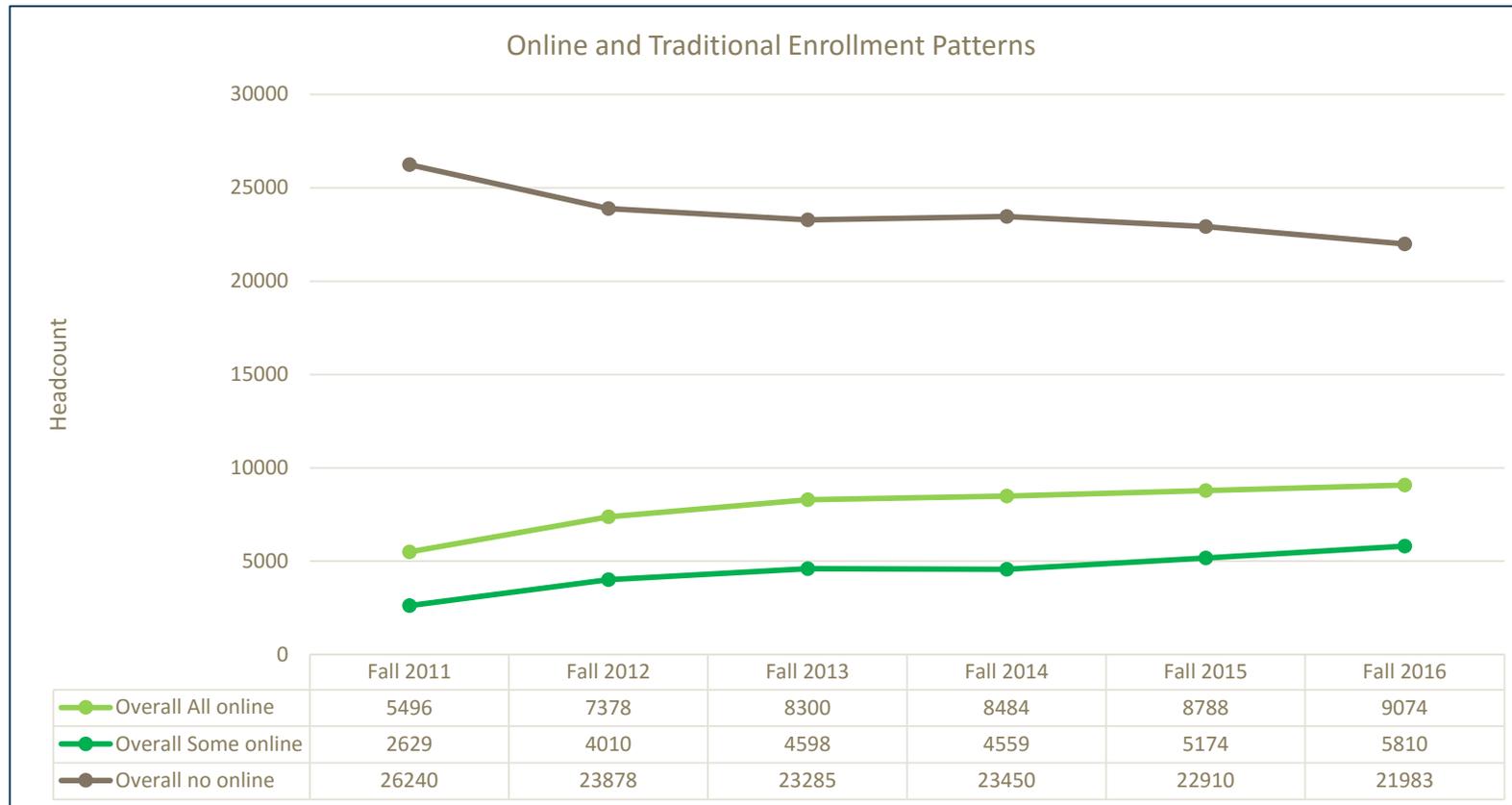
Monitoring Changes in the Dashboard Indicators

	Most Current OHIO	OHIO 5 year average	Most Current Ohio Public
First-Year Retention	81.5%	79.8%	74.3%
Six Year Graduation Rate	64%	66%	50%
Four Year Graduation Rate	46%	47%	27%
Degrees Granted	7,010	6,831	4,146
ACT Composite	23.5	23.9	24.1
Student-Faculty Ratio	18:1	18:1	18:1
Group 1 Faculty	72%	74%	72%
Research and Creative Activity Expo Participation	894 students	798 students	Not applicable

Six Year Enrollment Trend

Fall 2011- 2016

- Enrollment growth has occurred in many areas but one significant shift is the number of students taking some or all classes on-line.

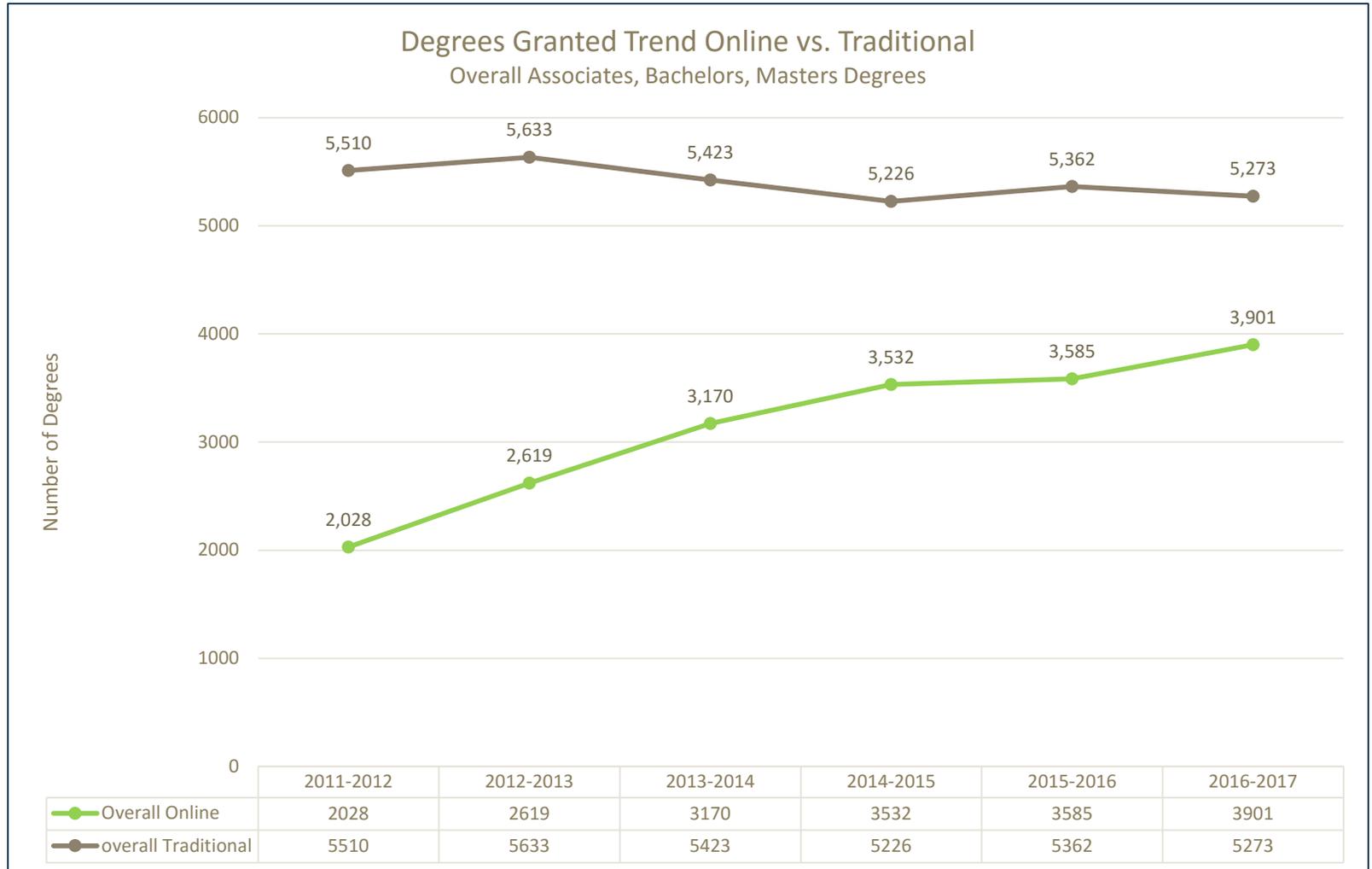


Four-Year Graduation Rate

- Efforts and investments intended impact retention and graduation rates:
 - Starfish implementation streamlines the information and processes needed for efficient communication and referrals to support services.
 - Partnership in a national grant effort with the University of Virginia that is studying the use of “nudging” to support and encourage upper classmen to complete a degree.
 - Tuition Guarantee
 - State efforts include the development of 3-year pathways and the implementation of College Credit Plus

Degrees Granted

Growth in degrees is consistent with the growing on-line enrollment trend



Student-Faculty Interaction

- The National Survey of Student Engagement (NSSE) is a widely recognized, research-based survey of freshmen and seniors that measures student level of engagement in activities and experiences known to improve retention and learning outcomes
- The survey was redesigned since our last participation in 2012, requiring us to rebuild trend data but we do have peer comparisons for the faculty-interaction indicator
- Overall, OHIO did best compared to our peers in ‘student-faculty interaction’ and ‘collaborative learning’
- Areas where scores were equal or lower than peers were seen in the category of ‘discussion with diverse others’ and, for seniors, in some of the academic challenge categories

Student-Faculty Interaction

First-Year Students		Your first-year students compared with Peer Institutions *	Your first-year students compared with Carnegie Class	Your first-year students compared with NSSE 2013 & 2014
Theme	Engagement Indicator			
Academic Challenge	Higher-Order Learning	▲	--	--
	Reflective & Integrative Learning	▲	--	--
	Learning Strategies	▲	--	--
	Quantitative Reasoning	▼	--	--
Learning with Peers	Collaborative Learning	--	▲	▲
	Discussions with Diverse Others	--	▼	▼
Experiences with Faculty	Student-Faculty Interaction	--	▲	--
	Effective Teaching Practices	--	--	--
Campus Environment	Quality of Interactions	--	--	--
	Supportive Environment	--	--	▲

* Ohio University Peers that participated in the study

- ▲ **Your students' average** was significantly higher ($p < .05$) with an effect size at least .3 in magnitude.
- ▲ **Your students' average** was significantly higher ($p < .05$) with an effect size less than .3 in magnitude.
- No significant difference.
- ▼ **Your students' average** was significantly lower ($p < .05$) with an effect size less than .3 in magnitude.
- ▼ **Your students' average** was significantly lower ($p < .05$) with an effect size at least .3 in magnitude.

Research and Creative Activity Expo Participation

- Continued increase in participation in 2017 to 894 students, up from 652 five years ago.
- Demonstration of the continued growth in the undergraduate research culture.

Summary

- Strong enrollment has been sustained through innovative efforts to improve the student experience and by continually increasing educational quality, student support, and expanding to new areas. Examples include:
 - Maintaining a percentage of Group I faculty and student:faculty ratio comparable to or better than peer institutions.
 - Investments in student support services including advising and academic technology (Starfish), and in scholarships.
 - Expansion of enrollments in medical school and on-line programs.



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: David Descutner, Interim Executive Vice President and Provost
Howard Dewald, Associate Provost for Faculty and Academic Planning

Re: **Duplicative Programs Reporting Update**

We continue to evaluate courses and programs based on enrollment and performance in response to this recommendation from the Governor's Task Force on Affordability and Efficiency: "Institutions should consider consolidating programs that are duplicated at other college and universities in their geographical region." The Ohio Department of Higher Education placed Ohio University in the Southeast region along with Shawnee State University. Four associate degree and seventeen bachelor degree programs were listed as duplicative between our institutions and the AA-Liberal Arts and Sciences / Liberal Studies degrees program between the co-located campuses of Ohio University-Zanesville and Zane State Community College was identified for review.

At the June 2017 meeting, the Board of Trustees affirmed the University's Initial Report on Duplicative Programs which had been submitted to the Chancellor's office on April 30.

By September 30, 2017, the chief academic officer (i.e., provost) is required to be submit a progress report to the Chancellor. That progress report is expected to include the following updates on the four programs listed as 'being considered for action' in the April 30 Initial Report on Duplicative Programs:

- in June 2017, the Master of Science in Athletic Training was approved by the Ohio University Board of Trustees and is awaiting approval by the Chancellor's Council on Graduate Studies. During the 2017-2018 academic year the curricular process to phase out BS 8117-Athletic Training will begin; and
- an analysis of the Associate of Arts degrees in Liberal Arts and Sciences / Liberal Studies across all Ohio University campuses will be conducted to determine centrality to the university mission, cost-effectiveness, relation to other degrees, demand, etc.; and
- both the Ceramic Arts/Ceramics and Photography degree programs in the College of Fine Arts transitioned from separate degree programs during the quarter-to-semester transition in 2012 into the Studio Art program with concentrations in ceramics and photography. The last Ceramics degree was awarded in Summer 2014 and the last Photography degree was awarded in Spring 2015. No further action is required.

The Board of Trustee's final action report on duplicative programs is due to the Chancellor by December 31, 2017. The report will be submitted pending Board action affirming the final action report which will occur at the January 2018 meeting.



Interoffice Communication

Date: August 4, 2017

To: The President and Board of Trustees

From: David Descutner, Interim Executive Vice President and Provost
Hugh Sherman, Dean, College of Business

Re: **Academic Quality Points of Pride**
College of Business - Corporate Engagement

The College of Business prepares students to become successful professionals who lead meaningful societal and personal lives. To continue our impact and recognition as the 15th best public undergraduate business school in the United States (38th best including private and public undergraduate programs), it is essential for the college to provide a cutting-edge business education both inside and outside the classroom. The college must be engaged with the profession in a broad and meaningful way. Such engagement:

- informs what and how we teach (companies provide input on skills, competencies, and knowledge needed to succeed).
- helps us to achieve student success outcomes which includes placement in positions and companies where they can successfully launch their careers.
- provides development opportunities for our faculty to advance their teaching skills and interact with professionals who can discuss industry issues and concerns that inform faculty research.

Challenges: The landscape for corporate recruiting of college graduates has changed dramatically over the last 20 years. Before 2000, larger corporations would recruit students from 15-20 university campuses. Today, corporations only recruit at six to nine major universities. Corporations are also using their competitive internship programs as the most important method for recruiting for their permanent entry-level employees.

Successes: The college has built and maintained many new relationships with corporations resulting in the expanded reach of academic programs and enhanced employment opportunities for students and alumni. One example is Sogeti, one of the world's largest IT consulting firms. The organization is now engaged in multiple ways throughout the college. This example is a model partnership program that provides several benefits to the college such as:

- talent development and leadership experience for promising business faculty.
- insight into new teaching technology.
- real client projects for undergraduate students.
- career opportunities for students.

Take Aways: To remain competitive as a nationally-ranked college of business, we must continue to develop additional meaningful relationships with corporations. Providing executive education builds our credibility as providers of cutting-edge business knowledge. It also supports our recruiting efforts for professional graduate business programs and enhances our ability to provide undergraduate students with outstanding internships and full-time employment opportunities.

August 22, 2017

Academic Quality Points of Pride
College of Business
Corporate Engagement

Tab #; pg

How have we achieved so much?

The College of Business produces graduates who are changing the face of business. As a top-15 nationally ranked program, relationships with industry are key to earning recognition and preserving our reputation as a credible leader in business education.



External Advisory Boards

Executive Education

Applied Learning Projects

Career Management and Employer Relations

Corporate engagement through advisory boards

Industry leaders comprise 15 active College of Business Advisory Boards. These intersections with industry are critical for strategic planning, curriculum innovation, and network expansion.

Review curriculum to ensure relevancy

Advise on industry best practices

Provide employer connections for hiring and recruiting

Support and promote the college as loyal alumni

Corporate engagement through executive education

Custom professional education delivered to industry executives extends our reach, amplifies our impact, and develops faculty.



Corporate engagement through applied learning

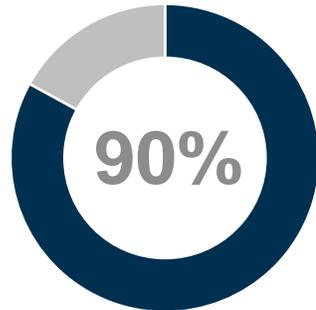
Through classroom projects and College of Business centers, faculty partner with industry to provide students with transformational, hands-on experiences.



Corporate engagement through career management

The Office of Career Management creates high-touch, personalized, and engaging experiences for students and employers. For 2016-2017 graduation outcomes three months after graduation:

Full Time Employment



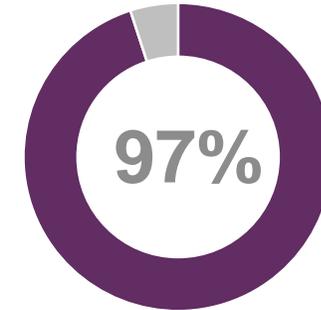
Students

- College of Business students are **required to complete an internship** prior to graduation
- In 2016-2017, **42% of graduates converted internships into full-time opportunities**
- Summer 2017 internships led to **170 new employer contacts** including Honda, the FBI, and Four Pillars Marketing

Full Time Starting Salary



Response Rate



Employers

- Employer relations fostered relationships with **1,039 employers at 627 corporations** in the past two years
- **Top five hiring employers** are JPMorgan Chase & Co., PwC, EY, Cohen & Company, and Deloitte
- **Premier employers** include Microsoft, General Electric, Amazon, Goldman Sachs, Accenture, and The Cleveland Cavaliers

Providing value to Sogeti

The College of Business developed a custom executive education curriculum for Sogeti, one of the world's largest IT consulting firms.

Three-week program on the Athens campus

Coaches from Sogeti partner with College of Business faculty to mentor all Sogeti IT consultants through three team projects

More than 2,500 graduates since 2000



Providing value to Sogeti

The College of Business developed a custom executive education curriculum for Sogeti, one of the world's largest IT consulting firms.

Benefits of a holistic partnership

- Talent development and leadership experience for promising business faculty
- Insight into new technology that can be used in the classroom
- Projects for undergraduate students (OHIO International Consulting Program)
- Career opportunities for students

