



OHIO
UNIVERSITY

Board of Trustees

Ohio University

Lancaster Campus

Agenda

January 20, 2012



BOARD ACTIVITIES FOR January 19 & 20, 2012 **Ohio University – Lancaster Campus**

Activity & Committee Meeting Schedule

Thursday, January 19, 2012

- 8:45 a.m. Convene at Brasee Hall, North Lobby (Parking available in the North Parking Lot)
- 9:00 a.m. Lancaster Campus Overview and Tour with Dean Jim Smith, Wilkes Gallery, 5th Floor
- 10:15 a.m. Break
- 10:30 a.m. Executive Committee Meeting, Brasee Hall, Room 414
- Noon Lunch, Brasee Hall, Wilkes Gallery, 5th Floor
- 1:30 p.m. University Resources Committee, Brasee Hall, Room 414
- 1:30 p.m. University Academics Committee, Brasee Hall, Room 402
- 4:00 p.m. Governance Committee, Brasee Hall, Room 414
- 4:00 p.m. Audit Committee, Brasee Hall, Room 402
- 6:30 p.m. Reception – Trustees, President, Executive Staff, Board Secretary, and Invited Guests – Lancaster Country Club
- 7:00 p.m. Dinner – Trustees, President, First Lady, Executive Staff, Board Secretary, and Invited Guests – Lancaster Country Club

Friday, January 20, 2012

- 7:30 a.m. Trustee Breakfast, Executive Committee, Meeting Room, Hampton Inn
- 10:00 a.m. Board Meeting, Brasee Hall, Wagner Theatre
- Noon Media Availability, Brasee Hall, Room 302
- Noon Trustee Luncheon, Brasee Hall, Mezzanine-North Lobby

AGENDA
Board of Trustees' Meeting
Friday, January 20, 2012 – 10:00 a.m.
Wagner Theatre, Lancaster Campus

OPEN SESSION

Roll Call

Approval of Agenda

1. Minutes of Board of Trustees' Meeting of November 18, 2011

Comments from the Chair of the Board of Trustees

2. Report from the President

Committee Reports and Information Items and items apart from the Consent Agenda

- 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 matters 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 5: Resolution: Construction Projects

Tab 6: Resolution: Building Renaming

Tab 18: Resolution: Naming of Lounge in Baker University Center

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment

AGENDA

University Resources Committee

Brasee Hall, Room 414, Lancaster Campus

1:30 p.m. – Thursday, January 19, 2012

3. Lausche Heating Plant Replacement Update
4. Performance Contract Update
5. **Consent Agenda**, Construction Projects
6. **Consent Agenda**, Building Renaming
7. 6 Year Sources & Uses – Impact of 6 Year CIP
8. Series 2012 Debt Issuance Update
9. OUHCOM Update
10. University Courtyard / Housing for Ohio Update
11. Capital Campaign Update

AGENDA
University Academics Committee
Brasee Hall, Room 402, Lancaster Campus
1:30 p.m. – Thursday, January 19, 2012

12. Academic Quality: Russ College of Engineering and Technology Accreditation, Learning Outcomes and College Dashboard
13. Academic Quality: EVPP Overview of General Education
14. Academic Quality: General Education Task Force Report
15. Academic Quality: AQIP Project Report
16. Academic Quality: Dashboard Review - Student Faculty Ratio, Group I Faculty Retention, Tuition Discount, and Headcount
17. Intercollegiate Athletics: Compliance and Reporting
18. **Consent Agenda**, Naming of Lounge in Baker University Center

AGENDA
Governance Committee
Brasee Hall, Room 414, Lancaster Campus
4:00 p.m. – Thursday, January 19, 2012

- Proposed Meeting Dates for 2012-2013
- Review of By-Laws
- Trustee membership including National Trustee Appointment for 2012-2013
- AGB Conference

AGENDA
Audit Committee
Brasee Hall, Room 402, Lancaster Campus
4:00 p.m. - Thursday, January 19, 2012

- 19. Internal Audit Update
- 20. Human Resources Role in Compliance

EXECUTIVE SESSION

AGENDA
University Executive Committee
Hampton Inn, Meeting Room
7:30 a.m. - Friday, January 20, 2012

EXECUTIVE SESSION

Resolution 2009 - 3114

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

Adopted by the Board of Trustees on April 24, 2009

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. 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.
- e. 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.
- f. 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.
- g. 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.
- h. Trustees should keep themselves informed about issues and events at the local, state and national level that may affect the university and higher education in general.
- i. Trustees are encouraged to offer financial support to the university in accordance with their means.

- j. 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.
- 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. 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 submit requests for information about institutional issues to the Board Secretary who will facilitate a response from the appropriate university official.
- 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.



The Ohio University Board of Trustees By-Laws as Amended

Revised April 24, 2011

Revised February 10, 2010

Revised January 23, 2009

Revised February 8, 2008

Revised July 14, 1989

Revised June 23, 1990

Revised September 20, 2002

Revised December 17, 2004

Article I. Corporate Authority and By-Laws

Section 1. Since by Federal and State law, there shall be and forever remain in the said university, a body politic and corporate, by the name and state of The President and Trustees of the Ohio University in the name and style of The Ohio University. The Ohio University Board of Trustees, hereinafter referred to as the Board, chooses to be governed by these By-Laws and the applicable provisions of Ohio law.

Section 2. The adoption of these By-Laws by the Board automatically nullifies all previous By-Laws.

Section 3. No By-Laws shall be enacted, amended, or repealed, except by a majority vote (5 votes) of the Board, and then only after thirty (30) days notice of a proposed change has been given to all members.

Section 4. The Board is composed of 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 5. The nine Trustees appointed by the Governor will 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) Chairperson
- (b) Vice-Chairperson
- (c) Secretary
- (d) Treasurer

Section 2. The Chairperson 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 Chairperson of the Executive Committee. Subject to these By-Laws, 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 Chairperson.

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

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 usual to the office or imposed by the Chairperson 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, investments, coordination of audits with auditors, including federal and state auditors, 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 Chairperson, Vice-Chairperson, Secretary, and Treasurer shall be elected annually by the Board.

Section 2. The Chairperson and Vice-Chairperson shall each serve for one year and shall be eligible for re-election to their respective offices for a period up to three (3)

consecutive years. The Secretary and the Treasurer shall be eligible for annual election to these offices without a yearly limitation.

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.

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 Chairperson 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. The policy designated "Notification Procedures for Meetings," which has been adopted by the Board pursuant to Revised Code Section 121.22, is hereby incorporated by reference into this section, and the Secretary shall carry out his or her responsibilities under that policy in accordance with its provision for all meetings.

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 Chairperson, for reporting such delinquency to the appropriate authority of the State of Ohio.

Section 5. Quorum. For the purpose of doing business, a majority (5 voting Trustees) of the Board membership shall constitute a quorum; however, a vote of two-thirds (6 votes) of the voting Trustees shall be necessary to elect or remove a President; and a vote of a

majority (5 votes) of the voting Trustees shall be necessary to authorize the sale or lease of a University building or the planned demolition of a University building.

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 Chairperson 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 Chairperson 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:

(a) University Academics. Responsibilities will include the academic plan; enrollment management; student 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.

(b) University Resources. 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; naming, location, planning, construction, and maintenance and renovation of the University's 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 assure compliance with Section 3345.05 ORC.

(c) Audit. 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 receipts of the reports of the internal auditor and the external audit firm, and the university's accountability and compliance procedures.

(d) Governance. 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.

(e) Executive. Responsibilities will include consulting with the President on the appointment of executive officers and business not specifically assigned to another Standing or Special Committee.

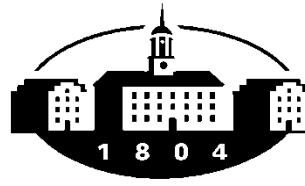
Section 2. The Executive Committee shall be made up of the Chair and Vice Chair of the Board of Trustees and the Chairs of University Academics and University Resources Committees and have broad powers to act in all matters not deemed by the Chairperson of the Board and the President of the University 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 Chairperson of the Board for the purpose as the Board may deem necessary.

Section 4. The Chairperson of the Board and the President or designee shall be ex-officio members of all Standing Committees and Special Committees; however, neither is eligible to serve as a voting member of a Standing or Special Committee, in his or her ex-officio capacity.

Article VII. Parliamentary Authority

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



OHIO
UNIVERSITY

Board of Trustees

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

Minutes

November 18, 2011

**MINUTES OF THE MEETING OF
THE BOARD OF TRUSTEES OF OHIO UNIVERSITY**

November 18, 2011

**Walter Hall
Ohio University, Athens Campus**

**THE OHIO UNIVERSITY BOARD OF TRUSTEES
MINUTES OF November 18, 2011 MEETING**

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Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Appendices

- A President's Report
- B University Resources Committee
- C University Academics Committee
- D Governance Committee
- E Audit Committee
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CALL TO ORDER

Vice-Chairperson Gene T. Harris called the Ohio University Board of Trustees meeting to order at 10:00 a.m.

Vice-Chair Harris requested the Board Secretary, Thomas E. Davis, to call the role.

ROLL CALL

Present—Vice-Chairperson Gene T. Harris, Trustees Sandra J. Anderson, David A. Wolfort, Kevin B. Lake, Janetta King, Norman “Ned” Dewire, and David Brightbill.

Not Present— C. Robert Kidder

Also in attendance were President Roderick J. McDavis, National Trustees Henry Heilbrunn and Frank Krasovec, Alumni Representative Arlene Greenfield, Student Trustees Danielle Parker and Allison Arnold, and Board Secretary Thomas E. Davis.

Upon completion of the roll call, an electrical power failure was experienced. Vice-Chair Harris called a brief recess at 10:03am. Vice-Chair Harris announced the meeting would reconvene in 15 minutes.

Vice-Chair Harris reconvened the meeting at 10:19am. The meeting continued without electrical power.

Vice-Chair Harris acknowledged Student Trustee Parker’s parents, who were in attendance for the meeting, and shared her appreciation. She added this is the second time that she remembers the parents of student trustees attending the regular meeting of the Board of Trustees.

APPROVAL OF THE MINUTES

Vice-Chair Harris asked for a motion to approve the minutes of September 1, 2011 meeting of the Board of Trustees. Trustee Wolfort moved to accept the minutes. Motion was seconded by Trustee Dewire. No discussion or amendments were noted and the motion carried by unanimous vote.

Report from the (Vice)Chair of the Board of Trustees

Vice-Chair Harris began her comments by acknowledging the profitable discussion that took place during the Board of Trustee’s mandatory ethics training yesterday morning with Ohio University’s General Counsel, John Biancamano. She announced that this is the first Board of Trustees meeting using iPads and expressed her appreciation for the commitment to assist Ohio University to “go green.” The use of iPads will promote more efficient dissemination of materials for subsequent meetings. Although hard copies were provided

along with the iPads for this meeting, Vice-Chair Harris announced that all future materials will be distributed electronically.

Vice-Chair Harris made note of the interesting and compelling committee work yesterday, some of which made the front page of the *Columbus Dispatch*. She complimented President McDavis and his staff for developing a long term Capital Improvement Plan (CPI) to address deferred maintenance and academic/non-academic maintenance. Vice-Chair Harris expressed her excitement due to the proposed purchase of property in the Columbus area that will allow for the expansion of the Ohio University Heritage College of Osteopathic Medication (OUHCOM). She updated the Board on the continued work of the academics committee to discuss academic quality, data collection, and evaluation.

Vice-Chair Harris made note of two final issues: the comprehensive presidential evaluation and the pending student trustee legislation in the State of Ohio. In regards to the comprehensive presidential evaluation, Vice-Chair Harris reported that the Executive Committee has engaged Dr. Terry MacTaggert, a consultant from the Association of Governing Boards (AGB), and is on schedule. Dr. MacTaggert has interviewed many constituents including faculty, students, student senate, and others outside of Ohio University which aligns with the policy set forth by the Board. Vice-Chair Harris acknowledged that many great things have happened and is very excited for future discussions with Dr. MacTaggert and expects a report during the January meeting of the Board of Trustees.

Vice-Chair Harris shared Ohio University's perspective on the pending student trustee legislation that has been proposed in the State of Ohio. She commented on the complete access that student trustees at Ohio University have which allows them to become fully engaged in the work of the Board. This includes participating in executive sessions and committee work, a practice that other institutions restrict from their student trustees. Vice-Chair Harris questioned the exact purpose of the student trustee legislation and invited other institutions to begin conversations about the student trustee model at Ohio University. She stated the perspectives of student trustees and national trustees are very important in all action taken by the Board of Trustees. Vice-Chair Harris asked for comments.

Student Trustee Parker reiterated Vice-Chair Harris' comments, stating there has never been a time when she felt her voice wasn't heard by the members of the Board of Trustees. She formally thanked the Board of Trustees for their dedication to ensure that student experiences and perspectives are heard.

Student Trustee Arnold also agreed with these comments, stating Ohio University should be regarded as a model for student trustees and thanked the Board of Trustees for maintaining this valued tradition.

National Trustee Krasovec highlighted how important it is to have his voice heard as a non-voting member. He acknowledged how important it is to have independent perspectives on the Board of Trustees that provide insight and growth that wouldn't be possible if employees and customers were voting members and responsible for the governance of the organization. National Trustee Krasovec stated this is the first time he has been involved with students on a Board and acknowledge that he has learned a lot from their insights.

Trustee Wolfort shared his thanks for all past, present, and future student trustees for their insight into the current trends and needs of the student body. He also commended the student trustees who have to go through an arduous interview process and undertake the work of the Board in conjunction to their academics.

Trustee Anderson called attention to two distinct portions of the Statement of Expectations for the Board of Trustees which informs the position in regards to student trustees. She continued by reading these sections aloud, highlighting that Board service is focused on the institution as a whole which supported Trustee Krasovec's comments regarding independence of Board members. The second section referred specifically to the student trustees and highlighted their unique responsibility to ensure the voices of students are heard and also share the perspective of the Board with other students while keeping in mind all constituencies. She concluded by stating that her vote is influenced by the voices of student trustees of whom she is very grateful.

Vice-Chair Harris summarized the comments by stating that it is very clear that all trustees, including student and national trustees at Ohio University, are very valued. She again invited conversations with other institutions around the state regarding the student trustee model at Ohio University.

Report of the President

Strategic priority spotlight

President McDavis thanked Vice-Chair Harris and gave an overview of his presentation. He emphasized and reviewed the continued focus on Ohio University's vision, to be the nation's best transformative learning community, the top strategic priorities, and the four fundamentals.

President McDavis updated the Board on government relations. He indicated that after consultation with faculty members on the Ecology and Energy Conversation Committee and the President's Advisory Council for Sustainability regarding the sale of the Wayne National Forest land lease for hydraulic fracturing, he submitted a letter of protest due to its

proximity to the Hocking River. President McDavis stated this initiative has now been postponed due to the increased concern that was voiced by the University and others.

President McDavis reviewed the State of Ohio General Assembly's budget bill which required Chancellor Jim Petro to develop a plan for designating public universities as charter universities called the Enterprise University Plan. This plan was introduced on August 15th, 2011 and initially involved two parts. The first part mandated relief (10%) for universities while the second part required universities to invest an agreed upon portion of SSI into a scholars fund. After some revisions, this plan would provide incentives to charter universities up to 10% of the university's SSI fund will be set aside, but the university will have more flexibility and the scholarship funds will be controlled by the university, not the state. Eligibility will also be expanded to include need- and merit-based students. The Board of Regents is working on a draft bill to be introduced this month. President McDavis anticipated some discussion to begin after January 1, 2012 with hearings and a vote to follow sometime in the spring. President McDavis announced that he has given two presentations at faculty senate regarding this legislation and agreed to provide regular updates to the campus and Board of Trustees.

President McDavis reported he and the Mayor of Athens have appointed a joint committee to develop a Memorandum of Understanding (MOU) between the city of Athens and Ohio University. He made note of the ladder fire-truck that Ohio University purchased for the City of Athens. President McDavis acknowledged that many agreements with the City of Athens have historically been verbal and because of the many agreements that the University has with the City of Athens, a call for more formalization is needed and will be reviewed annually.

Finally, President McDavis announced that Ohio University has been ranked as a "top producer" of Fulbright scholars by the *Chronicle of Higher Education*. Ohio University's nine Fulbright scholars rank the University 33rd nationally among institutions, such as, Duke, Tufts, and UCLA. He also reported there were nine applicants and nine awards last year which provides some hope for the 22 applicants this year. He also commended the work of the 96 faculty that assisted students with Fulbright applications.

Program Spotlight

President McDavis invited Hugh Sherman, Dean of the College of Business, along with four students to share the highlights of their experiences in the College of Business. The full presentation was not included in the Board materials and the presentation was postponed, due to the lack of electrical power. President McDavis asked Dean Sherman to delay the presentation for a few minutes until hard copy materials could be delivered.

Points of Pride

President McDavis shared a number of points of pride. He indicated that former US Senator George V. Voinovich was present for the dedication of the new Voinovich Seminar Room and the senatorial papers collection. Senator Voinovich was also named Ohio Visiting Professor of Leadership and Public Affairs at Ohio University's Voinovich School of Leadership and Public Affairs. President McDavis reported Senator Voinovich described the naming of the Voinovich School of Leadership and Public Affairs after him as his highest honor.

President McDavis announced that Ohio University's Marching 110's rendition of LMFAO's hit song "Party Rock Anthem" became a viral sensation with more than 3.25 million hits on YouTube.com.

President McDavis reported students in the newly established E.W. Scripps School of Journalism Statehouse News Bureau fellowship will receive course credit and work as interns at *The Columbus Dispatch*, where their reports will be published in the *The Dispatch* or on Dispatch. Com and be available to the Associated Press and members of the Ohio News Organization.

President McDavis acknowledged Zachary Schumacher, a junior social psychology undergraduate student at Ohio University-Chillicothe, who gave a presentation at the 14th Annual International Conference of Social Dilemmas in Amsterdam, the Netherlands.

President McDavis made note of two Ohio University School of Film faculty members that received major awards for their feature films in October. He noted this faculty accomplishment is an accomplishment for the University as a whole which continues a tradition of excellence in that program.

President McDavis announced that the meeting of the Ohio Board of Regents was held at Ohio University which allowed the University to showcase the Innovation Center as a national model for rural economic development. President McDavis indicated Dean Sherman gave a presentation along with others and was proud to have the opportunity to talk about economic development in the region.

Finally, President McDavis reported that Ohio University-Athens was recognized by the National Weather Service (NWS) as a Storm Ready community. Ohio University is one of only three higher education institutions in Ohio to obtain the designation and the only institution in the Charleston, West Virginia NWS region.

President McDavis concluded his comments and Vice-Chair Harris asked for questions or comments.

Vice-Chair Harris voiced her congratulations on the national and international recognition being obtained by the University at every level.

Trustee Dewire asked President McDavis to comment on the Ohio Board of Regents during their visit.

President McDavis highlighted that the Board of Regents was unaware of the work being done at Ohio University and were so impressed by the history that they asked Steve Golding, VP of Finance and Administration, to serve as an advisor on the state-wide commercialization and technology transfer task force. President McDavis and David Pidwell, Foundation Board of Trustee, will also serve as members of this task force. President McDavis indicated the University clearly needs to talk about the work of the Innovation Center more and hopes this will garner additional funding from the state to promote economic development.

University Resources Committee Report

Trustee Anderson thanked Vice-Chair Harris and gave a brief overview of what she called a very exciting agenda. She described this day as an important transition in the life and history of Ohio University due to the resolutions brought forward regarding the expansion of Ohio University's Heritage College of Osteopathic Medicine (OUHCOM) to a new campus near Columbus, Ohio and the bold action to invest in the infrastructure and facilities necessary to maintain the incomparably beautiful campuses of Ohio University.

Trustee Anderson reviewed the resources committee's discussion regarding the resolution (Tab 3) to approve the six year portion of the Capital Improvement Plan (CIP). Trustee Anderson provided some background related to this resolution which is the result of heavy planning and collaboration from many entities. She reported both Stephen Golding, Vice President for Finance and Administration, and Harry Wyatt, Associate Vice President for Facilities, presented the six year CIP to the resources committee within the context of the large 20-year CIP. The resources committee was provided with a history of the campus facilities that led to the development of this plan. Trustee Anderson reported Mr. Wyatt was able to provide compelling maps displaying the current age of the buildings on campus. These maps provided descriptions of what the campus building would look like without any action compared to what these building would look like if this resolution was approved today. Information was provided regarding programmatic priority projects, issuance of debt, and the use of state appropriations if and when they are available. It was noted that funding for the CIP will come from gifts, grants, and other private/public partnerships. Trustee Anderson described this six-year (FY2013-2018) portion of the CIP will include a significant change in previous operating procedures. Instead of relying on state appropriation funding for new projects, this CIP includes issuing debt for building projects and using state capital, if and when it comes in, for "keep up" and "catch up" costs. Trustee

Anderson reported that the issuance of debt outlined in the CIP will allow for many needs to be met, such as continuing the Scripps project, the OUHCOM campus expansion, and the Lausche energy plan with a performance contract initiated. This will allow projects to move forward while state appropriations and gifts come in over time. Trustee Anderson reported the savings due to the infrastructure improvements will be a part of the ongoing evaluation and evolution of the CIP.

Trustee Anderson brought the recommendation of the resources committee forward and moved for its adoption. Trustee Dewire seconded the motion. Vice-Chair Harris asked for comments. Trustee Krasovec stated the CIP is the most comprehensive and well thought out plan he has ever seen which sets the model for the school for the next six to 20 years. Vice-Chair Harris called for a vote and the motion carried by unanimous vote.

**APPROVAL OF THE OHIO UNIVERSITY FY2013 – FY2018 SIX YEAR
CAPITAL IMPROVEMENT PLAN**

RESOLUTION 2011-3242

WHEREAS, the University has undertaken the development of a six year capital improvement plan within a 20 year plan context, 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 FY2013 – FY 2018 Six Year Capital Improvement Plan has been approved by the President.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve the attached FY2013 – FY 2018 Six Year Capital Improvement Plan.

Trustee Anderson reviewed the resources committee discussion on the next resolution (Tab 4) that would allow the University to move forward with two construction projects: The Scripps College of Communication: phase one and the Chilled Water expansion. Trustee Anderson brought the recommendation of the resources committee forward and moved for

its adoption. Trustee Brightbill seconded the motion. Vice-Chair Harris called for a vote and the motion carried by unanimous vote.

**APPROVAL OF PROJECT AND AUTHORIZATION TO DEVELOP
CONSTRUCTION DOCUMENTS, RECEIVE BIDS AND AWARD
CONSTRUCTION CONTRACTS FOR
SCRIPPS COLLEGE OF COMMUNICATION PROJECT PHASE 1 AND FY
2012 CHILLED WATER EXPANSION**

RESOLUTION 2011-3243

WHEREAS, two capital projects have been planned and developed as follows:

- Scripps College of Communication Project, Phase 1, with a total revised project budget of \$19 million to be funded from: \$2.4 million in FY2007 – FY2008 House Bill 496, \$2.5 million in both received and anticipated gifts, and \$14.1 million from the University's proposed Series 2012 debt issuance, with debt service funded from reallocated general fund base budget; and
- FY 2012 Chilled Water Expansion with a total project budget of \$6 million to be funded from the University's proposed Series 2012 debt issuance, with debt service funded from reallocated general fund base budget; and

WHEREAS, the projects identified above have been planned, developed and funded.

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

Trustee Anderson then discussed the resources committee discussion on the resolution (Tab 5) regarding the issuance of debt. This was presented by Michael Angelini, Associate Vice President for Finance, during the committee meeting and followed a series of presentations during the past Board meetings regarding debt capacity and ways to use debt to make needed investments which dovetails perfectly with the six-year CIP. Trustee Anderson reviewed the credit-rating agency's comments that followed their visit to the University in October. The credit agency gave favorable ratings and was impressed with the University's low debt burden, strong general receipts, past positive operating performance, improved ballot sheet, unrestricted net assets, and strong past/present enrollment. The credit agency had concerns related to the maintenance of unknown levels of state funding, high levels of deferred maintenance, and a reliance on a large percentage of Ohio residents in the

enrollment mix. She outlined this resolution will authorize an issuance of debt up to \$160 million starting in January or February of 2012 with an opportunity to refinance up to \$75 million of current debt if more favorable rates are available. Trustee Anderson reported that Mr. Angelini provided a simple chart which indicated the issuance of debt will not negatively impact the University's Senate Bill 6 scores. This is due to the efficient job done over the past years in improving this score. Trustee Anderson brought the recommendation of the resources committee forward and moved the Debt Issuance resolution for adoption. Trustee Wolford seconded the motion. Vice-Chair Harris asked for comments. Vice-Chair Harris called for a vote and the motion carried by unanimous vote.

RESOLUTION 2011-3244

Providing for the authorization, issuance and sale of not to exceed \$160,000,000 General Receipts Bonds of The Ohio University, authorizing a Supplemental Trust Agreement securing such bonds, and authorizing matters related thereto

WHEREAS, The Ohio University (herein called the "University"), a state university of the State of Ohio created and existing under Chapter 3337 of the Ohio Revised Code, by Resolution No. 2000-1744 adopted by its Board of Trustees (herein called the "Board") on December 8, 2000 (herein called the "General Bond Resolution") and by a Trust Agreement dated May 1, 2001 (together with amendments and supplements thereto, the "Trust Agreement"), comprised in part of the General Bond Resolution, has provided for the issuance from time to time of Obligations (as defined in the General Bond Resolution) of the University, each such issue to be authorized by a Series Resolution adopted by the Board pursuant to the Trust Agreement; and

WHEREAS, the General Bond Resolution was adopted and the Trust Agreement was authorized by the Board pursuant to Sections 3345.11 and 3345.12 of the Ohio Revised Code, enacted by the General Assembly of Ohio under authority of the Constitution of Ohio, particularly Section 2i of Article VIII thereof, which authorizes the University to issue its Obligations from time to time to pay costs of certain capital facilities, defined as "auxiliary facilities" or "education facilities" in Section 3345.12 of the Ohio Revised Code and called "University Facilities" in the General Bond Resolution and in this Series Resolution, and to refund, fund or retire such Obligations or other obligations previously issued for such purpose; and

WHEREAS, the University has heretofore authorized, issued or entered into the following Obligations under such Trust Agreement (collectively referred to herein as the "Prior Obligations"):

- \$48,025,000 principal amount of Bonds (as defined in the General Bond Resolution) designated “Subordinated Variable Rate General Receipts Bonds, Series 2001” (the “Series 2001 Bonds”), pursuant to a First Supplemental Trust Agreement dated as of May 1, 2001 (the “First Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities;
- an Interest Rate Hedge (as defined in Section 9.98 of the Ohio Revised Code) for a portion of the Series 2001 Bonds in the form of an ISDA Master Agreement, dated December 1, 2001 (which, together with the schedule and confirmations related thereto, are collectively referred to as the “Series 2001 Swap Agreement”) in a maximum notional amount of \$31,020,000 with Morgan Guaranty Trust Company of New York, under the Trust Agreement with respect to amounts payable by the University under the Series 2001 Swap Agreement (other than any Early Termination Amount, as defined in the Series 2001 Swap Agreement, and any amounts payable pursuant to Section 11 of the Series 2001 Swap Agreement by the University);
- \$47,860,000 principal amount of Bonds designated “Subordinated General Receipts Bonds, Series 2003” dated September 3, 2003 and maturing through December 1, 2023 (the “Series 2003 Bonds”), pursuant to a Second Supplemental Trust Agreement dated as of September 1, 2003 (the “Second Supplemental Trust Agreement”) for the purpose of retiring certain bond anticipation notes and refunding the University’s General Receipts Bonds, Series 1993 dated as of December 1, 1993, which were issued to finance the cost of certain University Facilities;
- Notes (as defined in the General Bond Resolution) pursuant to a Third Supplemental Trust Agreement dated as of October 1, 2003 (the “Third Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities; however, there are no Notes presently outstanding under the Third Supplemental Trust Agreement;
- \$52,885,000 principal amount of Bonds designated “Subordinated General Receipts Bonds, Series 2004” dated as of March 15, 2004 and maturing through December 1, 2031 (the “Series 2004 Bonds”), pursuant to a Fourth Supplemental Trust Agreement dated as of March 15, 2004 (the “Fourth Supplemental Trust Agreement”) for the purpose of retiring certain bond anticipation notes and paying part of the cost of certain University Facilities;
- \$28,145,000 principal amount of Bonds designated “Subordinated General Receipts Refunding Bonds, Series 2006A” dated as of February 16, 2006 and maturing through December 1, 2024 (the “Series 2006A Bonds”), pursuant

to a Fifth Supplemental Trust Agreement dated as of February 1, 2006 (the “Fifth Supplemental Trust Agreement”) for the purpose of refunding all or a portion of the University’s outstanding General Receipts Bonds, Series 1999 dated as of March 15, 1999 issued pursuant to the Prior Indenture, as defined in the General Bond Resolution, for the purpose of paying part of the cost of certain University Facilities; and

- \$29,170,000 principal amount of Bonds designated “Subordinated General Receipts Bonds, Series 2006B” dated as of April 6, 2006 and maturing through December 1, 2036 (the “Series 2006B Bonds”) and \$8,025,000 principal amount of Bonds designated “Subordinated Variable Rate General Receipts Bonds, Series 2006C” dated as of April 6, 2006 and maturing through December 1, 2016 (the “Series 2006C Bonds”), both pursuant to a Sixth Supplemental Trust Agreement dated as of April 1, 2006 (the “Sixth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities; and
- \$15,350,000 principal amount of Bonds comprised of \$13,345,000 principal amount of Bonds designated “Tax Exempt General Receipts Bonds, Series 2008A” dated July 10, 2008 and maturing through December 1, 2033 (the “Series 2008A Bonds”) and \$2,005,000 principal amount of Bonds designated “Taxable General Receipts Bonds, Series 2008B” dated July 10, 2008 and maturing through December 1, 2015 (the “Series 2008B Bonds”), both pursuant to a Seventh Supplemental Trust Agreement dated as of July 1, 2008 (the “Seventh Supplemental Trust Agreement”) for the purpose of retiring certain bond anticipation notes and paying part of the cost of certain University Facilities; and
- \$26,645,000 principal amount of Bonds designated “General Receipts Bonds, Series 2009” dated June 3, 2009 and maturing through December 1, 2019 (the “Series 2009 Bonds”), pursuant to an Eighth Supplemental Trust Agreement dated as of May 1, 2009 (the “Eighth Supplemental Trust Agreement”) for the purpose of paying part of the cost of certain University Facilities; and

WHEREAS, the University has previously determined, and does hereby confirm, that it is necessary to acquire, construct, equip, furnish, reconstruct, alter, enlarge, remodel, renovate, rehabilitate or improve the following University Facilities at the respective currently estimated amounts to be financed (being collectively referred to herein as the “2012 Projects”):

<u>Project Name</u>	<u>Description</u>	Currently <i>Estimated Amount to be Financed</i>
Steven L. and Barbara G. Schoonover Center for Communication – Phase I	Renovation and rehabilitation of the prior University Baker Center for the purpose of relocating several Scripps College of Communication departments within one facility.	\$14,100,000
Chilled Water Expansion Project	Extension of campus' chilled water infrastructure including lines and chillers	\$6,000,000
Series 2012 Safety Projects	Various campus improvements related to safety issues around campus	\$2,000,000
Ohio University Heritage College of Osteopathic Medicine - Columbus Campus	Acquisition of property and improvements or the acquisition of property and the development of improvements for the creation of a campus in Columbus, Ohio for the University's Heritage College of Osteopathic Medicine as well as other colleges.	\$16,000,000
Network Infrastructure Improvement Project – Phase II	Further improvement of the University's information network infrastructure as considered upon the University's issuance of its Series 2009 bonds for Phase I of the project.	\$7,000,000
Series 2012 Planning Funds	Funds to be utilized for planning purposes for upcoming capital projects including costs associated with architectural and engineering planning and design as well as the renovation of swing space.	\$500,000
Series 2012 Performance Contracting	Various energy conservation projects on the University's campuses which qualify for performance contracting	\$33,000,000

; and

WHEREAS, the portion of the 2012 Projects named “Series 2012 Performance Contracting” (the “2012 Energy Conservation Projects”) constitutes “energy conservation measures” as defined in Section 3345.61 of the Ohio Revised Code, and in connection therewith:

- (i) the University may request that the Ohio Air Quality Development Authority (the “OAQDA”) assist the University in the financing of the 2012 Energy Conservation Projects in the form of a loan (the “OAQDA Loan”) from the OAQDA to the University to be evidenced by a Loan Agreement between the OAQDA and the University (the “OAQDA Loan Agreement”) and one or more Series 2012 Bonds in the form of notes to the OAQDA (the “OAQDA Notes”);
 - (ii) if the OAQDA Loan is approved by the OAQDA, the OAQDA will make the OAQDA Loan to the University from proceeds of revenue bonds (the “OAQDA Bonds”) to be issued by the OAQDA pursuant to Chapter 3706 of the Ohio Revised Code (the “OAQDA Act”), in one or more series; which will be special obligations of the OAQDA payable solely from payments made by the University pursuant to the OAQDA Loan Agreement and the OAQDA Notes;
 - (iii) the proceeds of the OAQDA Bonds, pending their disbursement to pay costs of the Project and other permitted costs, will be deposited with The Huntington National Bank (the “OAQDA Escrow Agent”) to be held in escrow by the OAQDA Escrow Agent on the express terms and conditions set forth in an escrow agreement among the University, the OAQDA and the OAQDA Escrow Agent (the “OAQDA Escrow Agreement”);
 - (iv) the OAQDA Bonds may include a series of tax-exempt bonds under the Internal Revenue Code of 1986, as amended (the “Code”), and a series of “qualified energy conservation bonds” pursuant to Sections 54A and 54D of the Code;
- ; and

WHEREAS, the University has determined to issue not to exceed \$160,000,000 principal amount of Bonds under the Trust Agreement, to be designated “General Receipts Bonds, Series 2012,” or such other designation as authorized hereby (the “Series 2012 Bonds”), to (i) refund all or part of the Series 2001 Bonds (including any costs associated with terminating the Series 2001 Swap Agreement), the Series 2003 Bonds and the Series 2004 Bonds, or any part thereof, and (ii) finance part of the costs of the 2012 Projects, and desires to provide therefor by this Resolution; and

WHEREAS, there are no Superior Obligations, or any other bonds, notes or other obligations, presently outstanding under the Prior Indenture, and the Prior Indenture and the lien grant thereby have been released, satisfied and discharged; and

WHEREAS, the Board finds that all conditions precedent to the authorization and sale of the Series 2012 Bonds have been or will be met by the time the Series 2012 Bonds are issued;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE OHIO UNIVERSITY, as follows:

Section 1. Definitions and Interpretations. All words and terms defined in the General Bond Resolution and elsewhere in the Trust Agreement and all interpretations therein provided shall have the meanings, respectively, and be subject to the same interpretations as therein provided where used in this Resolution, unless the context or use indicates another or different meaning or intent, except that this Resolution is sometimes herein called and may be known as the "Series 2012 Resolution," the Bonds authorized by this Resolution are referred to herein and in the Series 2012 Supplemental Trust Agreement hereby authorized as the "Series 2012 Bonds," and the terms "hereof," "herein," "hereby," "hereto" and "hereunder," and similar terms, mean this Resolution. All words and terms defined in the preambles hereto shall have the respective meanings provided in the preambles hereto.

In addition, when used in this Resolution and the Series 2012 Supplemental Trust Agreement hereby authorized, the following words shall have the indicated meanings:

"Authorized Denominations" means with respect to each series of the Series 2012 Bonds, the denominations designated as such in the Series 2012 Certificate of Award.

"Beneficial Owner" means with respect to the Series 2012 Bonds, the Person owning the Beneficial Ownership Interest therein, as evidenced to the satisfaction of the Trustee.

"Beneficial Ownership Interest" means the right to receive payments and notices with respect to the Series 2012 Bonds held in a book entry system for which the Depository does not act on behalf of a Beneficial Owner with respect to the optional or mandatory tender for purchase of the Series 2012 Bonds pursuant to the Trust Agreement.

"Book entry form" or "book entry system" means, with respect to the Series 2012 Bonds, a form or system, as applicable, under which (i) the ownership of beneficial interests in such Bonds and Debt Service Charges may be transferred only through a book entry and (ii) physical Series 2012 Bond certificates in fully registered form are registered only in the name of a Depository or its nominee as Bondholder, with the physical Series 2012 Bond certificates "immobilized" in the custody of the Depository. The book entry system

maintained by and the responsibility of the Depository and not maintained by or the responsibility of the University or the Trustee is the record that identifies, and records the transfer of the interests of, the owners of beneficial (book entry) interests in such Series 2012 Bonds.

“Depository” means any securities depository that is a clearing agency under federal law operating and maintaining, with its participants or otherwise, a book entry system to record ownership of beneficial interest in the Series 2012 Bonds, and to effect transfers of book entry interests in such Bonds, and includes and means initially The Depository Trust Company (a limited purpose trust company), New York, New York.

“Federal Tax Documents” means the Certificate Under Sections 103(b)(2) and 148 of the Internal Revenue Code of 1986, As Amended, and the Certificate Regarding Issuance, Use of Proceeds and Arbitrage Compliance, both delivered by the University at the time of the issuance and delivery of each series of Tax-Exempt Series 2012 Bonds, as the same may be amended or supplemented in accordance with their respective terms.

“Fixed Rate Bonds” means Series 2012 Bonds that are not “Variable Rate Obligations,” as defined in the General Bond Resolution.

“Interest Payment Date” means, as to each series of the Series 2012 Bonds, each of the dates set forth as such in the related Series 2012 Certificate of Award.

“Mandatory Redemption Date” means, as to the Series 2012 Bonds, each of the dates set forth in the Series 2012 Certificate of Award for the retirement of a portion of the principal of the Series 2012 Bonds pursuant to any Mandatory Sinking Fund Requirements set forth therein.

“Mandatory Sinking Fund Requirements” means, as to the Series 2012 Bonds, the amounts required to be deposited in the Debt Service Fund for the purpose of redeeming Series 2012 Bonds (less the amount of any credit as provided in Section 4(c) of this Resolution) on each Mandatory Redemption Date, as may be set forth in the Series 2012 Certificate of Award.

“Maximum Rate” means seven percent (7%) per annum or such lesser rate designated as such in the Series 2012 Certificate of Award.

“Original Purchaser” means, as to each series of the Series 2012 Bonds, the purchaser or purchasers of that series of the Series 2012 Bonds designated as such in a Series 2012 Certificate of Award.

“Pledged Bonds” means Series 2012 Bonds or Beneficial Ownership Interests registered in the name of the Series 2012 Financial Institution and securing the obligations of the University to reimburse the Series 2012 Financial Institution for advances made

pursuant to the Series 2012 Credit Support Instrument as may be provided in the Series 2012 Certificate of Award and the Series 2012 Supplemental Trust Agreement.

“Prior Obligations” means the Series 2001 Bonds, Series 2001 Swap Agreement, the Series 2003 Bonds, the Notes heretofore issued, the Series 2004 Bonds, the Series 2006A Bonds, the Series 2006B Bonds, the Series 2006C Bonds, the Series 2008A Bonds, the Series 2008B Bonds and the Series 2009 Bonds.

“Rebate Fund” means the fund by that name referred to in Section 10 hereof.

“Refunded Bonds” means the Series 2001 Bonds (including the Series 2001 Swap Agreement), the Series 2003 Bonds and the Series 2004 Bonds, of portions thereof, if any, refunded with a portion of the proceeds of the Series 2012 Bonds, as specified in a Series 2012 Certificate of Award, and deemed to be paid and discharged under the Trust Agreement.

“Refunded Bonds Defeasance Obligations” means the investments defined as such in the Refunded Bonds Escrow Agreement sufficient to refund the Refunded Bonds pursuant to the Trust Agreement.

“Refunded Bonds Escrow Agreement” means the Escrow Deposit Agreement between the University and the Refunded Bonds Escrow Trustee of even date with the related Supplemental Trust Agreement, securing the Refunded Bonds.

“Refunded Bonds Escrow Fund” means the fund by that name created by the Refunded Bonds Escrow Agreement in the custody of the Refunded Bonds Escrow Trustee as security for the Refunded Bonds. The Refunded Bonds Escrow Fund may be a sub-account in the Debt Service Account of the Debt Service Fund.

“Refunded Bond Escrow Trustee” means the bank or trust company serving as Escrow Trustee under the Series 1999 Escrow Agreement, being initially designated in the Series 2005 Certificate of Award.

“Series 2012 Certificate of Award” means with respect to each series of Series 2012 Bonds, the certificate of the Fiscal Officer establishing certain terms of that series of the Series 2012 Bonds and authorized in Section 5 hereof, including any supplements thereto.

“Series 2012 Closing Date” means each date on which any series of the Series 2012 Bonds are delivered to the Original Purchaser thereof for payment.

“Series 2012 Credit Support Instrument” means any Credit Support Instruments relating to some or all of the Series 2012 Bonds described in the Series 2012 Certificate of Award and issued by a Series 2012 Financial Institution for the benefit of the holders of the Series 2012 Bonds.

“Series 2012 Financial Institution” means a Financial Institution issuing a Series 2012 Credit Support Instrument described in the Series 2012 Certificate of Award.

“Series 2012 Projects Account” means the account by that name created in the Facilities Fund pursuant to Section 6 hereof.

“Series 2012 Supplemental Trust Agreement” means a Supplemental Trust Agreement styled and dated as determined in a Series 2012 Certificate of Award, by and between the University and the Trustee supplementing the Trust Agreement and securing one or more series of the Series 2012 Bonds, as the same may be supplemented and amended as provided herein and therein.

“Taxable Series 2012 Bonds” means any Series 2012 Bonds other than Tax-Exempt Series 2012 Bonds.

“Tax-Exempt Series 2012 Bonds” means Series 2012 Bonds the interest on which is intended by the University at the time of initial issuance to be exempt from federal income taxation under the Code, such intent to be conclusively evidenced by a determination to that effect contained in the Series 2012 Certificate of Award.

Section 2. Determinations by Board. The Board hereby finds and determines that (a) the 2012 Projects will constitute “auxiliary facilities” or “education facilities” as defined in the Act; (b) the issuance of the Series 2012 Bonds and the refunding of the Refunded Bonds, if any, will be in the best interests of the University; and (c) this Resolution is adopted pursuant to the General Bond Resolution, the Trust Agreement, the Act and Section 2i of Article VIII of the Ohio Constitution.

The Board finds that the conditions stated in numbered subparagraphs (1) and (2) of Section 3(a) of the General Bond Resolution will be satisfied by the time of authentication of the Series 2012 Bonds. The Fiscal Officer shall confirm these findings by a certificate in form satisfactory to, and to be filed with, the Trustee prior to the authentication of the Series 2012 Bonds, and the Fiscal Officer may provide such other evidence with respect thereto as the Trustee may reasonably request.

Section 3. Authorization, Designation and Purpose of Series 2012 Bonds. It is hereby declared to be necessary and in the best interests of the University to, and the University shall, issue, sell and deliver, as provided and authorized herein, Bonds of the University, on a parity with all other outstanding Obligations from time to time, which shall be designated “General Receipts Bonds, Series 2012,” or such other designation as may be specified in the Series 2012 Certificate of Award (the “Series 2012 Bonds”), for the purposes of (i) paying Costs of University Facilities, as defined in the General Bond Resolution, related to the 2012 Projects, (ii) refunding the Refunded Bonds, if any, and (iii) paying Costs of University Facilities related to the Series 2012 Bonds and the refunding of the

Refunded Bonds, all upon the terms set forth herein. For such purposes, the proceeds from the sale of the Series 2012 Bonds shall be allocated and deposited as provided in Section 6 hereof. Proceeds of the Series 2012 Bonds may be allocated among the 2012 Projects other than as shown in the preambles to this Resolution (even if doing so results in a reduction or elimination of one or more of the Series 2012 Projects), and deviations from the descriptions of particular Series 2012 Projects as shown in the preambles to this Resolution may be made, if the Fiscal Officer determines that doing so is in the best interest of the University. The principal amount of the Series 2012 Bonds to be issued shall be determined by the Fiscal Officer and specified in the Series 2012 Certificate of Award, provided that the aggregate principal amount of all Series 2012 Bonds Outstanding at any time shall not exceed \$160,000,000. The Series 2012 Bonds may be issued in one or more separate series of Fixed Rate Bonds, as the Fiscal Officer may determine in the Series 2012 Certificate of Award and as described herein and in the Series 2012 Supplemental Trust Agreement. Any series of the Series 2012 Bonds may be issued in separate series of Tax-Exempt Series 2012 Bonds and Taxable Series 2012 Bonds as the Fiscal Officer may determine in the Series 2012 Certificate of Award.

Section 4. Terms and Provisions Applicable to the Series 2012 Bonds.

(a) Forms, Denominations, Dates and Numbering. The Series 2012 Bonds shall be negotiable instruments in accordance with the Act, shall be issued only in fully registered form, without coupons, shall be substantially in the respective forms thereof set forth in the Series 2012 Supplemental Trust Agreement, shall be in Authorized Denominations and shall express upon their faces the purpose for which they are issued and that they are issued pursuant to the Act. Each Series 2012 Bond shall have only one principal maturity date, except for interim certificates, receipts or temporary Series 2012 Bonds which may be issued pending preparation of definitive Series 2012 Bonds. The Series 2012 Bonds shall be dated and numbered as set forth in the Series 2012 Certificate of Award.

Subject to the provisions of this Resolution for the use of a book entry system, the Series 2012 Bonds shall be exchangeable for other Series 2012 Bonds in the manner and upon the terms set forth in the Trust Agreement.

(b) Execution, Interest Rates and Maturities. (i) The Series 2012 Bonds shall be executed by any two of the Chairman of the Board, the President of the University, the Fiscal Officer or the Secretary of the Board, and may have the seal of the University affixed or printed thereon; provided that all of such signatures and such seal may be facsimiles.

(ii) Each series of the Series 2012 Bonds shall mature on the date or dates and in the amounts set forth in the related Series 2012 Certificate of Award, provided that the final maturity of the Series 2012 Bonds shall be not later than December 1, 2052. Interest on each series of the Series 2012 Bonds shall be

calculated and payable as provided in the related Series 2012 Certificate of Award. The net interest cost payable by the University on any series of the Series 2012 Bonds over their stated terms shall not exceed the Maximum Rate except that Pledged Bonds (or the economic equivalent thereof as may be determined in the Series 2012 Certificate of Award) may bear interest at a rate greater than the Maximum Rate as provided in the Series 2012 Certificate of Award and the Series 2012 Supplemental Trust Agreement.

(c) Mandatory Sinking Fund Redemption. Each series of the Series 2012 Bonds shall be subject to mandatory sinking fund redemption in part on each Mandatory Redemption Date, in the manner provided in the Trust Agreement, at a redemption price of 100% of the principal amount thereof to be redeemed plus accrued interest to the redemption date in such amounts and in the manner as may be set forth in the related Series 2012 Certificate of Award and the related Series 2012 Supplemental Trust Agreement.

(d) Optional Redemption. The Series 2012 Bonds shall be callable for redemption at the option of the University, in the manner provided in the Trust Agreement, in whole or in part, at such price or prices and at such times and in the manner as may be set forth in the related Series 2012 Certificate of Award and the related Series 2012 Supplemental Trust Agreement.

(e) Method and Notice of Redemption. If less than all of the outstanding Series 2012 Bonds of one maturity are to be called, the selection of such Series 2012 Bonds of such maturity to be called shall be made in the manner provided in the related Series 2012 Certificate of Award and the related Series 2012 Supplemental Trust Agreement. Notice of call for redemption of Series 2012 Bonds shall be given at the times and in the manner provided in the related Series 2012 Certificate of Award and the related Series 2012 Supplemental Trust Agreement.

(f) Place of Payment; Record Dates. Debt Service Charges on each series of the Series 2012 Bonds when due shall be payable to the registered holders thereof at the places and in the manner provided in the related Series 2012 Certificate of Award and the related Series 2012 Supplemental Trust Agreement. The Fiscal Officer may establish a Regular Record Date and a Special Record Date for a series of the Series 2012 Bonds which shall be set forth in the related Series 2012 Certificate of Award.

(g) Paying Agent and Registrar. The Trustee shall serve as Paying Agent and Registrar for the Series 2012 Bonds.

(h) Payment. Debt Service Charges with respect to any series of the Series 2012 Bonds shall be payable in lawful money of the United States of America without deduction for the services of the Trustee or the Paying Agent, in the manner provided in the related Trust Agreement.

(i) Book Entry System. If so specified in a Series 2012 Certificate of Award, any or all of the Series 2012 Bonds shall only be originally issued to a Depository for use in a book entry system and: (i) such Series 2012 Bonds shall be registered in the name of the Depository or its nominee, as Bondholder, and immobilized in the custody of the Depository; (ii) there shall be a single Series 2012 Bond representing each maturity; and (iii) such Series 2012 Bonds shall not be transferable or exchangeable, except for transfer to another Depository or another nominee of a Depository or to the Series 2012 Financial Institution in order to obtain payment of principal of Series 2012 Bonds in accordance with the Trust Agreement and in exchange for any Series 2012 Bonds so transferred without further action by the University. The Beneficial Owners shall not have any right to receive Series 2012 Bonds in the form of physical certificates.

So long as a book entry system is in effect for any of the Series 2012 Bonds, the University and Trustee shall recognize and treat the Depository, or its nominee, as the Holder of such Series 2012 Bonds for all purposes, including payment of Debt Service Charges, giving of notices, and enforcement of remedies. The crediting of payments of Debt Service Charges on such Series 2012 Bonds and the transmittal of notices and other communications by the Depository to Beneficial Owners are the responsibility of the Depository and are not the responsibility of the University or the Trustee; provided, however, that the University and the Trustee understand that neither the Depository or its nominee shall provide any consent requested of Holders of such Series 2012 Bonds pursuant to the Trust Agreement, and that the Depository will mail an omnibus proxy (including a list identifying the owners of the book entry interests in such Series 2012 Bonds) to the University which assigns the Depository's, or its nominee's, voting rights to the owners of the book entry interests in such Series 2012 Bonds (as credited to their accounts at the Depository as of the record date for mailing of requests for such consents). Upon receipt of such omnibus proxy, the University shall promptly provide such omnibus proxy (including the list identifying the owners of the book entry interests in such Series 2012 Bonds attached thereto) to the Trustee, who shall then treat such owners as Holders of such Series 2012 Bonds for purposes of obtaining any consents pursuant to the terms of the Trust Agreement.

As long as any of the Series 2012 Bonds are registered in the name of a Depository, or its nominee, the University and the Trustee agree to comply with the terms and provisions of their agreement with the Depository including the provisions thereof with respect to any delivery of such Series 2012 Bonds to the Trustee which shall supersede the provisions of the Trust Agreement with respect thereto.

Notwithstanding any other provision of this Resolution or any provision of the General Bond Resolution, the Trust Agreement, the Series 2012 Supplemental Trust Agreement or any Series 2012 Bond to the contrary, with the approval of the Fiscal Officer, the Trustee may enter into an agreement with a Depository, or the nominee of a

Depository, that is the registered owner of a Series 2012 Bond in the custody of that Depository providing for making all payments to that registered owner of principal of and interest and any premium on that Series 2012 Bond or any portion of that Series 2012 Bond (other than any payment of its entire unpaid principal amount) at a place and in a manner (including wire transfer of federal funds) other than as provided above in this Resolution, without prior presentation or surrender of that Series 2012 Bond, upon any conditions which shall be satisfactory to the Trustee and the Fiscal Officer. That payment in any event shall be made to the person who is the registered owner of that Series 2012 Bond on the date that principal and premium is due, or, with respect to the payment of interest, as of the applicable Regular Record Date or Special Record Date or other date agreed upon, as the case may be. The Trustee will furnish a copy of each of those agreements, certified to be correct by an officer of the Trustee, to other Authenticating Agents and Paying Agents for Series 2012 Bonds, if any, and to the University. Any payment of principal, premium, or interest pursuant to such an agreement shall constitute payment thereof pursuant to, and for all purposes of, this Resolution and Trust Agreement.

(j) Change of Depository and Replacement Series 2012 Bonds. If any Depository determines not to continue to act as a Depository for any Series 2012 Bonds for use in a book entry system, the University may attempt to have established a securities depository/book entry system relationship with another qualified Depository under the Trust Agreement. If the University does not or is unable to do so, the University and the Trustee, after the Trustee has made provision for notification of the owners of book entry interests in such Series 2012 Bonds by appropriate notice to the then Depository, shall permit withdrawal of such Series 2012 Bonds from the Depository, and authenticate and deliver Series 2012 Bond certificates in fully registered form to the assignees of the Depository or its nominee. If the event is not the result of University action or inaction, such withdrawal, authentication and delivery shall be at the cost and expense (including costs of printing or otherwise preparing, and delivering, such replacement Series 2012 Bonds), of those persons requesting that authentication and delivery unless University action or inaction shall have been the cause of the termination of the book entry system in which event such cost and expense shall be borne by the University. Such replacement Series 2012 Bonds shall be in Authorized Denominations.

Section 5. Sale of the Series 2012 Bonds; Series 2012 Certificate of Award. Each series of the Series 2012 Bonds shall be awarded and sold to the Original Purchaser at the price set forth in a Series 2012 Certificate of Award, such price for any maturity of such Series 2012 Bonds shall be not less than 95% of the principal amount thereof, plus accrued interest on the aggregate principal amount of such Series 2012 Bonds from their dates to the date of delivery to and payment by the Original Purchaser for such Series 2012 Bonds, all in accordance with, and subject to the terms and conditions of, an Original Purchaser's proposal contained in a hereinafter described Series 2012 Bond Purchase Agreement. Such award and sale shall be evidenced by the execution of a Series 2012 Certificate of Award by

the Fiscal Officer setting forth such award and sale, the other matters to be set forth therein referred to in this Resolution, and such other matters as the Fiscal Officer determines are consistent with this Resolution, the Trust Agreement and the related Series 2012 Supplemental Trust Agreement. That the matters contained in a Series 2012 Certificate of Award are consistent with this Resolution, the Trust Agreement and the related Series 2012 Supplemental Trust Agreement shall be conclusively evidenced by the execution of such Series 2012 Certificate of Award by such officer. Each Series 2012 Certificate of Award shall be and hereby is incorporated into this Resolution and the related Series 2012 Supplemental Trust Agreement.

The Fiscal Officer is hereby further authorized and directed to execute and deliver, in the name and on behalf of the University, a bond purchase agreement with the Original Purchaser for a series of Series 2012 Bonds (a “Series 2012 Bond Purchase Agreement”) upon such terms as approved by such officer not inconsistent with this Bond Legislation and not substantially adverse to the University. The approval of such officer, and that a Series 2012 Bond Purchase Agreement is consistent with this Resolution and not substantially adverse to the University, shall be conclusively evidenced by the execution of such Series 2012 Bond Purchase Agreement by such officer. Subject to receiving any necessary appointment by the attorney general of the State, the Fiscal Officer is hereby authorized to make arrangements with Peck, Shaffer & Williams LLP to serve as bond counsel and underwriter’s counsel for the Series 2012 Bonds, and such firm is hereby appointed to serve in such capacities.

The Fiscal Officer, and any other appropriate officer of the University, are each hereby separately authorized to make arrangements for the delivery of each series of the Series 2012 Bonds to, and payment therefor by, the related Original Purchaser. It is hereby determined that the prices for and the terms of the Series 2012 Bonds, and the sale thereof, all as provided in this Resolution, each Series 2012 Supplemental Trust Agreement and each the Series 2012 Certificate of Award are in the best interest of the University and in compliance with all legal requirements.

Section 6. Allocation of Proceeds of Series 2012 Bonds. (a) All of the proceeds received by on behalf of the University from the sale of the Series 2012 Bonds, other than Series 2012 Bonds that are sold to the OAQDA, shall be received and receipted for by the Fiscal Officer or the Trustee, and shall be deposited and allocated as follows:

(i) To the Debt Service Account of the Debt Service Fund, the portion of such proceeds representing accrued interest and any capitalized interest directed to be deposited in the Debt Service Account by the Series 2012 Certificate of Award; and

(ii) To the Refunded Bonds Escrow Fund such amount as set forth in the related Series 2012 Certificate of Award as is necessary to provide for cash and the

purchase of Refunded Bonds Defeasance Obligations sufficient to refund the Refunded Bonds as set forth in the Refunded Bonds Escrow Agreement; and

(iii) To the Series 2012 Projects Account which is hereby created as a separate deposit account within the Facilities Fund (except when invested as hereinafter provided) in the custody of the University or the Trustee or other entity, as the Fiscal Officer shall determine, the balance of such proceeds.

Proceeds of any Series 2012 Bonds that are sold to the OAQDA shall be deposited pursuant to the OAQDA Documents and applied to pay costs of the 2012 Energy Conservation Projects as provided in the OAQDA Documents

(b) Any such capitalized interest may be deposited in a separate sub-account of the Debt Service Account of the Debt Service Fund as the Fiscal Officer may determine. Upon a determination by the Fiscal Officer that any portion of such amount designated to be used for capitalized interest is not needed for such purpose, such portion may be transferred to the Refunded Bonds Escrow Fund or the Series 2012 Projects Account as the Fiscal Officer may direct.

(c) Such proceeds are hereby appropriated for the purposes of the respective funds and accounts into which such proceeds are deposited.

(d) No provision shall be made for a Debt Service Reserve Account with respect to the Series 2012 Bonds, and there shall be no Required Reserve for the Series 2012 Bonds. The Series 2012 Bonds shall not be payable from, and the Series 2012 Bonds shall not be secured by, any moneys in or investments credited to the Debt Service Reserve Account, and therefore, Debt Service Charges on the Series 2012 Bonds shall not have access to or claims upon the Debt Service Reserve Account.

Section 7. Series 2012 Projects Account; Refunded Bonds Escrow Fund; Recordkeeping; Application of Moneys. A record of each deposit into and disbursement from the Series 2012 Projects Account and the Refunded Bonds Escrow Fund shall be made and maintained by the party having custody of such account.

Moneys in the Refunded Bonds Escrow Fund shall be applied to payment of the principal of, and interest and any redemption premium on, the Refunded Bonds and invested, and any investment earnings credited, as provided in the Refunded Bonds Escrow Agreement.

Moneys in the Series 2012 Projects Account shall be used to pay Costs of University Facilities related to the 2012 Projects, capitalized interest to a date as may be set forth in the Series 2012 Certificate of Award and any Costs of University Facilities associated with the issuance of the Series 2012 Bonds and the refunding of the Refunded Bonds to the extent not paid from moneys in the Refunded Bonds Escrow Fund, and shall be disbursed upon

the written request of the Fiscal Officer on behalf of the University. The University covenants that it will proceed with due diligence to pay such costs and complete the 2012 Projects. Upon the final payment of such costs, the University shall deliver to the Trustee a certificate of the Fiscal Officer on behalf of the University stating that fact and setting forth the amount, if any, then remaining in the Series 2012 Projects Account which shall be transferred to the Debt Service Account of the Debt Service Fund pursuant to this Section.

Upon such certification, any moneys remaining in the Series 2012 Projects Account and certified pursuant to the preceding paragraph shall be transferred by the party having custody of such Account to the Debt Service Account of the Debt Service Fund as set forth in the immediately preceding paragraph.

Moneys in the Series 2012 Projects Account may be invested in any lawful University investments in amounts maturing not later than the times when such amounts in the Series 2012 Projects Account are required to pay any costs payable from such Fund. Any investment made by the Trustee shall be at the written or oral (and, if oral, promptly confirmed in writing) direction of the Fiscal Officer. The term "lawful University investments" shall mean those investments made in accordance with the *Statement of Objectives and Policies for Non-Endowment Invested Funds*, approved by the Board on September 21, 2005, as the same may be amended or supplemented from time to time. Such investments may include qualifying money market mutual funds for which the Trustee or any of its affiliates provide services for a fee, whether as an investment advisor, custodian, transfer agent, registrar, sponsor, distributor, manager or otherwise.

Any investment of moneys in the Series 2012 Projects Account shall constitute a part of the Series 2012 Projects Account and the Series 2012 Projects Account shall be credited with all proceeds of sale, and gain or loss, from such investment. Interest earnings on moneys in the Series 2012 Projects Account shall be credited when received to the Series 2012 Projects Account. For investment purposes only, moneys in the Series 2012 Projects Account may be commingled with moneys from one or more funds held by the Trustee pursuant to the Trust Agreement; provided that separate records are maintained for each such fund, the investments made therefrom, and the interest earnings credited thereto.

Section 8. Series 2012 Supplemental Trust Agreement; Refunded Bonds Escrow Agreement. The Chairman of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer, or any one or more of them, are each authorized and directed to execute, acknowledge and deliver, in the name of and on behalf of the University, a Series 2012 Supplemental Trust Agreement pursuant to the Trust Agreement in connection with the issuance of each series of the Series 2012 Bonds and a Refunded Bonds Escrow Agreement, in such forms not substantially adverse to the University as may be permitted by the Act and the Trust Agreement and approved by the officer or officers executing the same on behalf of the University. The approval of such forms by the Board and such officer or officers, and the fact that such forms are not substantially adverse to the

University, shall be conclusively evidenced by the execution of each Series 2012 Supplemental Trust Agreement and the Refunded Bonds Escrow Agreement by such officer or officers.

Consistent with Section 8.02 of the Original Trust Agreement, the University and the Trustee, without the consent of or notice to any of the Bondholders, may enter into agreements supplemental to the Trust Agreement and the Series 2012 Supplemental Trust Agreements to the extent necessary or desirable to permit (i) the transfer of Series 2012 Bonds from one Depository to another, and the succession of Depositories or (ii) the withdrawal of Series 2012 Bonds issued to a Depository for use of a book entry system and the issuance of replacement Series 2012 Bonds in fully registered form to others than a Depository.

The Chairman of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer are each separately authorized to execute and deliver, on behalf of the University, such other certificates, documents and instruments as are necessary in connection with the transactions authorized in this Resolution, and to do all other things required of them or the University pursuant to the Trust Agreement, this Resolution and the Refunded Bonds Escrow Agreement.

The appropriate officers of the University shall do all things necessary or proper to implement and carry out the orders and agreements set forth in or approved in this Resolution for the proper fulfillment of the purposes of the General Bond Resolution and this Resolution. The Secretary of the Board shall furnish to the Original Purchaser a true and certified transcript of all proceedings taken with reference to the authorization and issuance of the Series 2012 Bonds along with other information as is necessary or proper with respect to the Series 2012 Bonds.

The Refunded Bonds shall be and hereby are ordered called for optional redemption according to their terms on the first optional redemption date following the issuance of the related Series 2012 Bonds at the redemption prices set forth therein. The Fiscal Officer and other appropriate officers and employees of the University are each hereby separately authorized to engage a firm of certified public accountants to verify the sufficiency of the moneys and investments in the Refunded Bonds Escrow Fund and to subscribe for and purchase such United States Treasury obligations, including such obligations of the State and Local Government Series, as shall be required by the Refunded Bonds Escrow Agreement, and to pay for the services of such accountants and for such obligations with the proceeds of the related Series 2012 Bonds, and any such actions heretofore taken by such officers or the Original Purchaser of the related Series 2012 Bonds or bond counsel in connection with such subscription and purchase are hereby approved, ratified and confirmed.

Section 9. Tax Matters. The University hereby covenants that it will not take any action, or fail to take any action, if any such action or failure to take action would adversely affect the exclusion from gross income of the interest on the Tax-Exempt Series 2012 Bonds under Section 103(a) of the Code. Without limiting the generality of the foregoing, the University hereby covenants as follows:

(a) The University will not directly or indirectly use or permit the use of any proceeds of the Tax-Exempt Series 2012 Bonds or any other funds of the University, or take or omit to take any action that would cause the Tax-Exempt Series 2012 Bonds to be “arbitrage bonds” within the meaning of Sections 103(b)(2) and 148 of the Code. To that end, the University will comply with all requirements of Sections 103(b)(2) and 148 of the Code to the extent applicable to the Tax-Exempt Series 2012 Bonds. In the event that at any time the University is of the opinion that for purposes of this sub-section (a) it is necessary to restrict or limit the yield on the investment of any moneys held by the Trustee under the Trust Agreement, the Fiscal Officer shall so instruct the Trustee in writing, and the Trustee shall take such action as may be necessary in accordance with such instructions. The Fiscal Officer, or any other officer having responsibility with respect to the issuance of the Tax-Exempt Series 2012 Bonds, is authorized and directed to give an appropriate certificate on behalf of the University, on the date of delivery of the Tax-Exempt Series 2012 Bonds for inclusion in the transcript of proceedings, setting forth the facts, estimates and circumstances and reasonable expectations pertaining to the use of the proceeds thereof and the provisions of such Sections 103(b)(2) and 148, and to execute and deliver on behalf of the University an IRS Form 8038G in connection with the issuance of the Tax-Exempt Series 2012 Bonds.

Without limiting the generality of the foregoing, the University agrees that there shall be paid from time to time all amounts required to be rebated to the United States pursuant to Section 148(f) of the Code. This covenant shall survive payment in full or defeasance of the Tax-Exempt Series 2012 Bonds. The University specifically covenants to pay or cause to be paid to the United States at the times and in the amounts determined under Section 10 hereof the Rebate Amounts, as described in the Federal Tax Documents. The Trustee agrees to perform all tasks required of it in the Federal Tax Documents.

Notwithstanding any provision of this sub-section (a), if the University shall provide to the Trustee an opinion of nationally recognized bond counsel to the effect that any action required under this Section and Section 10 of this Resolution is no longer required, or to the effect that some further action is required, to maintain the exclusion from gross income of the interest on the Tax-Exempt Series 2012 Bonds pursuant to Section 103(a) of the Code, the University and the Trustee may rely conclusively on such opinion in complying with the provisions hereof.

(b) So long as any of the Tax-Exempt Series 2012 Bonds, or any obligations issued to refund the Tax-Exempt Series 2012 Bonds, remain unpaid, the University will not

operate or use, or permit the operation or use of, the 2012 Projects, the improvements financed with the Refunded Bonds, or any part thereof in any trade or business carried on by any person within the meaning of the Code which would (i) cause the Tax-Exempt Series 2012 Bonds to be "private activity bonds" within the meaning of Section 141 of the Code, and (ii) result in the interest payable on the Tax-Exempt Series 2012 Bonds to be not exempt from federal income taxation under the Code.

Section 10. Rebate Fund.

(a) There has previously been created and ordered maintained in the custody of the Trustee (except when invested as herein provided), the Rebate Fund, which shall not constitute a Special Fund or Account securing the Series 2012 Bonds or other Obligations. There shall be deposited in the Rebate Fund such amounts as are required to be deposited therein pursuant to the Federal Tax Documents. Subject to the transfer provisions provided in paragraph (d) below, all money at any time deposited in the Rebate Fund shall be held by the Trustee in trust, to the extent required to satisfy the Rebate Amount (as defined in the Federal Tax Documents), for payment to the United States of America, and neither the University nor the owner of any Bonds shall have any rights in or claim to such money. All amounts deposited into or on deposit in the Rebate Fund shall be governed by this Section, by Section 9 of this Resolution and by the Federal Tax Documents (which is incorporated herein by reference).

(b) The Trustee shall have no obligations to rebate any amounts required to be rebated pursuant to this Section, other than from moneys held in the funds created under the Trust Agreement or from other moneys provided to it by the University upon its request for said moneys from the University as set forth in the Federal Tax Documents.

(c) The Trustee shall, at the direction of the University, invest amounts held in the Rebate Fund and deposit all earnings on such amounts as provided in the Federal Tax Documents.

(d) The Trustee shall remit moneys in the Rebate Fund to the United States, as directed in the Federal Tax Documents. Any funds remaining in the Rebate Fund after redemption and payment of all of the Bonds and payment and satisfaction of any Rebate Amount, or provision made therefor satisfactory to the Trustee shall be withdrawn and remitted to the University.

(e) Notwithstanding any other provision of this Resolution or the Trust Agreement, the obligation to remit the Rebate Amounts to the United States and to comply with all other requirements of this Section, Section 9 of this Resolution and the Federal Tax Documents shall survive the defeasance or payment in full of the Bonds.

Section 11. Official Statement. The Fiscal Officer is hereby authorized to execute and deliver preliminary and final official statements on behalf of the University for any or all series of the Series 2012 Bonds, in such forms as such officer may approve, and to deem such official statements to be "final" for purposes of Securities and Exchange Commission Rule 15c2-12, such officer's execution thereof on behalf of the University to be conclusive evidence of such authorization, approval and deeming, and copies thereof are hereby authorized to be prepared and furnished to the Original Purchaser for distribution to prospective purchasers of the Series 2012 Bonds and other interested persons.

The Fiscal Officer on behalf of the University is hereby authorized to execute and deliver continuing disclosure certificates or agreements dated as set forth in a Series 2012 Certificate of Award (a "Continuing Disclosure Certificate") in connection with the issuance of the related Series 2012 Bonds in such forms as such officer may approve. The University hereby covenants and agrees that it will execute, comply with and carry out all of the provisions of each Continuing Disclosure Certificate. Failure to comply with any such provisions of a Continuing Disclosure Certificate shall not constitute a default on the Series 2012 Bonds; however, any holder or owner of the Series 2012 Bonds may take such action as may be necessary and appropriate, including seeking specific performance, to cause the University to comply with its obligations under this paragraph and such Continuing Disclosure Certificate.

The Fiscal Officer on behalf of the University is hereby authorized to furnish such information, to execute such instruments and to take such other actions in cooperation with the Original Purchaser as may be reasonably requested to qualify the Series 2012 Bonds for offer and sale under the Blue Sky or other securities laws and regulations and to determine their eligibility for investment under the laws and regulations of such states and other jurisdictions of the United States of America as may be designated by the Original Purchaser; provided however, that the University shall not be required to register as a dealer or broker in any such state or jurisdiction or become subject to the service of process in any jurisdiction in which the University is not now subject to such service.

Section 12. Series 2012 Credit Support Instrument. The Fiscal Officer is hereby authorized, but shall not be required, to apply for one or more Series 2012 Credit Support Instrument. The Fiscal Officer is hereby authorized to select one or more Financial Institution having qualifications and duties as may be set forth in a Series 2012 Certificate of Award and a Series 2012 Supplemental Trust Agreement to serve as a Series 2012 Financial Institution and to provide any Series 2012 Credit Support Instrument, and to accept the commitment of a Series 2012 Financial Institution therefor, and the payment of the fees, premiums and expenses relating to any Series 2012 Credit Support Instrument from sources as may be described in the related Series 2012 Certificate of Award and the Series 2012 Supplemental Trust Agreement is hereby authorized. The Chairman of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer, or

any one or more of them, are each authorized and directed to execute, acknowledge and deliver, in the name of and on behalf of the University, a reimbursement agreement or other agreement with each Series 2012 Financial Institution providing for the payment of the fees and expenses of such Series 2012 Financial Institution and the reimbursement, and security for the reimbursement, of such Series 2012 Financial Institution for advances made pursuant to any Series 2012 Credit Support Instrument, in such form as may be permitted by the Act and approved by the officer or officers executing the same on behalf of the University. The approval of such form by the Board and such officer or officers shall be conclusively evidenced by the execution of such agreement by such officer or officers.

Section 13. Temporary Series 2012 Bonds. Pending the preparation of definitive Series 2012 Bonds the University may execute and the Trustee shall authenticate and deliver temporary Series 2012 Bonds in printed or typewritten form. Temporary Series 2012 Bonds shall be issuable in fully registered form, of any denomination, and substantially in the form of the definitive Series 2012 Bonds but with such omissions, insertions and variations as may be appropriate for temporary Series 2012 Bonds, all as may be determined by the Fiscal Officer. Every temporary Series 2012 Bond shall be executed on behalf of the University, and be authenticated by the Trustee upon the same conditions and in substantially the same manner, and with like effect, as the definitive Series 2012 Bonds. If one or more temporary Series 2012 Bonds are issued, then without unnecessary delay the University shall execute and furnish to the Trustee in exchange therefor without charge, and the Trustee shall authenticate and deliver in exchange for such temporary Series 2012 Bonds an equal aggregate principal amount of definitive Series 2012 Bonds. Until so exchanged the temporary Series 2012 Bonds shall be entitled to the same benefits under the Trust Agreement as definitive Series 2012 Bonds.

Section 14. Prior Actions Approved. All actions hereto taken by officers and employees of the Board and the University in connection with the approval, authorization, sale, execution, delivery and issuance of the Prior Obligations or the security therefor, or any Interest Rate Hedge or Credit Support Instrument related thereto or to the Series 2012 Bonds, are hereby approved, ratified and confirmed.

Section 15. Additional Special Funds and Accounts. The Fiscal Officer is hereby authorized to create such additional Special Funds and Special Accounts in connection with the Series 2012 Bonds and the security therefor and the remarketing thereof as the Fiscal Officer deems necessary. Any such Special Funds and Accounts and the permitted investment thereof shall be described in the Series 2012 Certificate of Award.

Section 16. 2012 Energy Conservation Projects; OAQDA Documents. Each of the 2012 Energy Conservation Projects is hereby determined to be an “air quality facility”, as defined in the OAQDA Act, and (ii) consistent with the purposes of the OAQDA Act, which are to provide for the conservation of air as a natural resource of the State, prevent or abate the pollution thereof, and provide for the comfort, health, safety and general welfare

of all employees, as well as other inhabitants of the State. The Board hereby determines that, if so determined in the related Certificate of Award, it is advisable and in the best interest of the University to enter into the OAQDA Loan Agreement, the OAQDA Notes and the OAQDA Escrow Agreement (collectively, the "OAQDA Loan Documents") to provide for the financing of the 2012 Energy Conservation Projects as provided herein.

If the OAQDA Loan is approved by the OAQDA, the Board hereby (x) consents to the issuance of the OAQDA Bonds and the assignment by the OAQDA of some or all of the OAQDA's interests under the OAQDA Loan Documents to the holders of the OAQDA Bonds or a trustee therefore as security for the OAQDA Bonds, and (y) acknowledges that the University will be directly obligated to such holders or trustee, and that such holders or trustee may proceed directly against the University to enforce the University's obligations under the OAQDA Loan Documents.

The Fiscal Officer is hereby authorized to apply for the OAQDA Loan, to determine which of the 2012 Energy Conservation Projects are to be financed with proceeds of the OAQDA Loan and to accept the commitment of the OAQDA therefor, and the payment of the fees, premiums and expenses relating to the OAQDA Loan from sources as may be described in the OAQDA Loan documents, the related Series 2012 Certificate of Award and the Series 2012 Supplemental Trust Agreement. The Chairman of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer, or any one or more of them, are each authorized and directed to execute, acknowledge and deliver, in the name of and on behalf of the University, the OAQDA Loan Documents in such form as may be permitted by the Act, the Trust Agreement and the OAQDA Act and approved by the officer or officers executing the same on behalf of the University. The approval of such form by the Board and such officer or officers shall be conclusively evidenced by the execution of such agreement by such officer or officers.

Section 17. Changes Related to the Series 2001 Bonds. The Chairman of the Board, the President of the University, the Secretary of the Board and the Fiscal Officer, or any one or more of them, are each authorized and directed to execute, acknowledge and deliver, in the name of and on behalf of the University, amendments to, or replacements or terminations of, either or both of the Credit Support Instrument for the Series 2001 Bonds (being a Standby Bond Purchase Agreement dated May 3, 2001 between the University and Dexia Credit Local) and the Series 2001 Swap Agreement, and related amendments to or supplements of the First Supplemental Trust Agreement, in such form and upon such terms that the official executing the same deems advantageous to the University as may be permitted by the Act. The approval of the form of any such document by the Board and such officer or officers and that the terms thereof are advantageous to the University, shall be conclusively evidenced by the execution of such document by such officer or officers.

Section 18. Relationship of this Resolution to General Bond Resolution. It is understood and acknowledged by the University that the Series 2012 Bonds are being

issued pursuant to the terms of the General Bond Resolution, as amended and supplemented by the terms of this Resolution; that the Series 2012 Bonds are subject to all of the terms and conditions of the General Bond Resolution, as amended, except as otherwise provided herein; and that all of the terms, conditions, covenants and warranties contained in the General Bond Resolution, as amended, except as otherwise provided herein, shall apply with like force and effect to the Series 2012 Bonds as if originally made in connection therewith. The General Bond Resolution and the Trust Agreement, as amended and supplemented to date including by this Resolution, and the Obligations issued to date thereunder, including the Prior Obligations, are hereby approved, ratified and confirmed.

Section 19. General. This Resolution is adopted pursuant to the General Bond Resolution and the Trust Agreement. The appropriate officers of the University shall do all things necessary and proper to implement and carry out the orders and agreements set forth in or approved in the General Bond Resolution and this Resolution for the proper fulfillment of the purposes thereof. Without limiting the generality of the foregoing, the Fiscal Officer and other appropriate officers of the University are hereby authorized to apply to the Chancellor of the Ohio Board of Regents for any required approvals with respect to the 2012 Projects or the Series 2012 Bonds. Should all the Series 2012 Projects or the Series 2012 Bonds not receive such approvals by the time the Series 2012 Bonds to fund the 2012 Projects are sold, the Fiscal Officer shall set forth in the Series related 2012 Certificate of Award the 2012 Projects and the amount of such Series 2012 Bonds that have received such approvals. Thereupon, such Series 2012 Bonds shall be issued in a principal amount not exceeding the amount approved by the Chancellor of the Ohio Board of Regents and the 2012 Projects shall include only the projects approved by the Chancellor of the Ohio Board of Regents.

Section 20. Inconsistencies. All orders, resolutions and other official actions, or parts thereof, inconsistent herewith or with the documents hereby authorized, approved, ratified or confirmed are hereby repealed, but only to the extent of such inconsistency. This Resolution shall not be construed as otherwise revising any order, resolution or other official action, or part thereof.

Section 21. Open Meeting Determination. It is found and determined that all formal actions of the Board concerning and relating to the adoption of this Resolution were adopted in an open meeting of the Board, and that all deliberations of the Board and of any of its committees that resulted in such formal actions were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Revised Code of Ohio.

Section 22. Effective Date. This Resolution shall take effect and be in force immediately upon its adoption.

Adopted: November 18, 2011

Trustee Anderson then reviewed the resources committee's discussion regarding a resolution regarding signature authority (Tab 6) brought forth by John Biancamano, General Counsel. This resolution was discussed during the September Board of Trustees meeting and provides a short and clear order for the President and five sub-delegates authorized to give signature authority. Trustee Anderson brought the recommendation of the resources committee forward and moved for its adoption. Trustee Dewire seconded the motion. Vice-Chair Harris asked for comments. Vice-Chair Harris called for a vote and the motion carried by unanimous vote.

SIGNATURE AUTHORITY

RESOLUTION 2011-3245

WHEREAS, in accordance with Chapters 3337 and 3345 of the Ohio Revised Code, the Board of Trustees is the governing body for Ohio University with authority to enter into contracts and incur obligations that are legally binding on the university; and

WHEREAS, in 2005 the Ohio University Board of Trustees adopted Resolution 2005-2019 regarding the delegation to university officers of authority to sign legal documents; and

WHEREAS, the Board desires to revise its signature delegation to clarify the authority of university officers in this regard and to manage the legal and financial risks relating to the proper approval of agreements with entities outside the university;

NOW THEREFORE, BE IT RESOLVED, that the President shall be the signatory on all matters required by law to be approved by the Board of Trustees, including leases of university land and bond financing documents;

BE IT FURTHER RESOLVED, that the President is authorized to approve:

- a. all policies and procedures of the university;
- b. all policies and procedures relating to the operations of the Faculty, Administrative and Classified Senates;
- c. the granting to faculty of tenure and promotions.

BE IT FURTHER RESOLVED, that the President is authorized to sign on behalf of the university all contracts and other documents in which the university incurs or discharges a legal or financial obligation;

BE IT FURTHER RESOLVED, that in the President's absence, the Executive Vice President and Provost is authorized to serve as the President's designated alternate signatory;

BE IT FURTHER RESOLVED, that the President is authorized to make sub-delegations of signature authority to appropriate university officials in accordance with their functional responsibilities;

BE IT FURTHER RESOLVED, that the President is directed to implement appropriate procedures to ensure compliance with signature authority delegations and to minimize the legal and financial risks associated with the approval of university contracts.

Trustee Anderson reported that the resources committee supported the next two resolutions on the consent agenda (Tab 7 and 8). Tab 7 discusses the purchase of the Proctorville campus and Tab 8 discusses the building of a Zanesville recreation center.

Trustee Anderson then introduced a resolution that was not included with the Board materials because negotiations only came to fruition yesterday morning prior to the Board meeting. Trustee Anderson explained that resolution would authorize the negotiation and purchase of real property for the expansion of the OUHCOM on Post Road in Dublin, Ohio. This resolution would give the President authority to move forward with a purchase price not to exceed \$11 million. Trustee Anderson provided background as discussed during the committee meeting by Donna Goss, Director of Community Engagement and Real Estate Management. Ten potential sites were identified and five potential sites were visited and toured by Dr. Jack Brose, Dean of the OUHCOM, and trustees. The site in Dublin, was determined to be the most desirable of those sites viewed for consideration. Ongoing negotiations are being held with the City of Dublin for additional property, however, this is not included in the current resolution. This purchase would include 14.9 acres and three structures, one of which is currently being rented and will continue to be rented through 2017. This will create an additional revenue stream of \$850,000 annually. Trustee Anderson reported that \$8 million from the Osteopathic Heritage Foundation gift will be used to upgrade the current buildings, which is well under the projected \$24 million amount planned for this project. Trustee Anderson reported the committee enthusiastically recommends approval. Trustee Anderson moved the resolution forward and Trustee Lake seconded the motion. Vice-Chair Harris asked for comments and thanked Dean Brose for leading the charge.

President McDavis invited Dean Brose to make a few comments. Dean Brose expressed his excitement for the OUHOM's ability to turn out primary care physicians to serve central Ohio. He reported his excitement about the site and the neighbors and thanked the staff, Mr. Golding, Donna Goss, and the support from President McDavis and Provost Benoit and the Heritage Foundation for making this possible.

Vice-Chair Harris acknowledged the work of everyone that made this wonderful development possible. President McDavis added by stating this historic day adds to the excellence at the five already existing regional campuses. He also reported this is an opportunity to bring Ohio University into sharp focus on the state capital which outlines how important transformational gifts truly are.

Vice-Chair Harris called for a vote and the motion carried by unanimous vote.

**RESOLUTION TO APPROVE THE NEGOTIATION AND ACQUISITION OF
REAL PROPERTY FOR THE OHIO UNIVERSITY HERITAGE COLLEGE OF
OSTEOPATHIC MEDICINE (OUHCOM)**

RESOLUTION 2011-3246

WHEREAS, the Ohio University Heritage College of Medicine (OUHCOM) has secured a grant from the Osteopathic Heritage Foundation to locate a medical and academic campus in the central Ohio area, and

WHEREAS, pursuant to Ohio Revised Code, 3337.10, 3337.11, 3337.13, 3345.11 and other relevant statutory provisions, the Ohio University Board of Trustees is authorized to do all things necessary for the continuous and successful operation of the Heritage College of Osteopathic Medicine, and

WHEREAS, the University has assembled a representative team of university leaders and staff, assisted by central Ohio real estate legal counsel duly appointed by the Ohio Attorney General, and management firms, which have performed a rigorous review of sites in the Columbus area, and

WHEREAS, the team, through their site visits, discussions with affected city and municipal representatives, and parallel due diligence reviews of sites and preferred criteria, identified a preferred site and would like to proceed with completion of the negotiation and acquisition.

NOW THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees does hereby authorize the President or his designee to proceed with the further negotiation, acquisition and transaction of property located at 7001-7003 Post Road, Dublin, Ohio, for a purchase price not to exceed \$11 million, as the preferred site for the OUHCOM Columbus Campus.

BE IT FURTHER RESOLVED, that the President or his designee shall have the authority and power to negotiate, exchange, mortgage, buy, sell, deal with all real and any personal or tangible personal property associated with the preferred site, to direct and manage the financing, assets, claims, taxes, rents, to accept conveyance, record and transact funds for the completion of the purchase and closing and final disposition of the real and personal property attributed to the preferred site.

Trustee Anderson reported the resources committee was provided with the first annual human resources report (Tab 10) by VP Golding. This included a summary of the current state of the University's human resources and the accompanying compensation and benefits costs and issues. No action was noted.

The final piece of information during the resources committee meeting was a report from Brian Benchoff, Vice President for Advancement, regarding the capital campaign update. Through October 31st, the campaign has raised \$376.8 million in pledges which is 83.5% of the total goal. The next portion of the campaign will focus on endowment gifts and the public portion of the campaign begins on April 27, 2012. Trustee Anderson shared her congratulations and concluded her report.

Vice-Chair Harris complimented the committee and the work down on this historic day in the history of Ohio University. She then called Hugh Sherman, Dean of the College of Business, forward to give the Program Spotlight portion of the President's report that was postponed earlier. An update was given regarding the electric and it was noted that the electric was expected to be off for the remainder of the meeting.

Program Spotlight

Dean Sherman expressed his appreciation for the opportunity to talk about the College of Business. He reviewed the handout of his report and passed copies out to each of the trustees. He identified the strategy of the College of Business and how they are using the dashboard to measure progress. He reported their vision is for the Ohio University College of Business to be among the top 25 business schools in the country. He emphasized leadership by providing innovative professional action oriented business education. Dean Sherman indicated their goal to do much more than just increase critical thinking, but also emphasize practice by applying their knowledge, judgment, and tools to solve real world

situations. Secondly, Dean Sherman highlighted the importance of innovation and entrepreneurship. He stated the world is advancing so fast that it's not enough to just do what you're told. Therefore, their goal is to help students be successful by finding new ways, new products, and new services that add value. Thirdly, Dean Sherman highlighted the importance of leadership with a focus on helping students learning how to build teams and develop mutual trust. Lastly, Dean Sherman stated a focus to build strategic thinkers that holistically solve business problems, not defined by any one discipline, but incorporates the entire organization.

Dean Sherman referred to the handout that displays the distinctive learning architecture of the College of Business to prepare students to obtain the highest credentials and experiences through the integrated focused curriculum. At the top are the elite programs that include the honors and leadership select programs. The second tier includes the Walter Center for Strategic Leadership which is a certificate program that affects and encourages all students from throughout the University to participate. The third tier is a distinctive experience that includes the Schey Sales Centre, the Center for Entrepreneurship, and Professional Consulting. Students in the College of Business have various consulting opportunities including various programs. The Sox program gives select students the opportunity to do auditing work for 1-2 years with Plante Moran. The Consulting Fellows program allows students to do work through Voinovich school and Steve Golding's office. The Schey Sales Center is ran by 25 students that form committees and are responsible for everything from communications to developing corporate sponsors. Corporate sponsors allow the Center to run and are required to give anywhere from \$10-20,000 in order to participate and are granted permission to review students' resumes first. The student investment groups also enhance real Foundation money after going through a student-led training and orientation. Dean Sherman identified that all of these opportunities are very competitive and around 50% of students are selected. Therefore, students that participate are motivated to do so. In addition, all programs are student led and student centered. Although they are advised, students are responsible for real investment decisions and determining what knowledge they must learn in order to be successful. Student then teach the future cohort of students.

Dean Sherman reviewed the dashboard and made note that the College of Business exceeds the University and national averages in nearly every aspect. He made note that the faculty/staff ratio is higher than the rest of the University, but this was necessary due to the enrollment increase in the College of Business from 1600 to 2000 students. Dean Sherman reported class sizes had to increase to serve those students. He reviewed the ratio of faculty that are professionally and academically qualified. Dean Sherman highlighted that a large portion of students participate in student organizations, but they need to measure seniors in order to get a true measure of student participation. Currently, there are approximately 920 participating in a student organization activity. Dean Sherman identified the College of Business assess analytic thinking scores taken from the NSSE results of freshman and

seniors and they plan on selecting a critical thinking instrument to be used in a similar pre/post-test manner.

Dean Sherman reported that all students, beginning in September 2012, will be required to complete at least one internship prior to graduation. He reported they project that most students will have more than one internship. Students have the opportunity to do global consulting in which they go to host countries and complete a defined consulting project with students from the host institution and present results back to the organization. Dean Sherman reported most universities brag about having 8-10% of students with international experiences, but the College of Business has 33%.

Dean Sherman reported the College of Business raised \$3.4 million dollars externally and this money is given to scholarships and endowed professorships, both of which are crucial to the academic experience. He stated it's the external revenue that is the result of the spirit of entrepreneurship that differentiates the academic experience in Athens.

Vice-Chair Harris complimented Dean Sherman for the required internships and described this as very powerful and forward thinking.

Dean Sherman reported it took a while to build the infrastructure to support the internship requirements, but it has been well worth it. He reported there is only one other school that he knows of that has this requirement.

A four students who were seniors in Business were present and shared their experiences in the College of Business. Jessica Hizenga reported that she is currently completing her third internship and has already accepted a full-time job in sales and marketing.

Anthony Demarina shared that he has been an administrative assistant in the School of Business since his freshman year. He highlighted the importance of providing nearly \$6500 of working capital to the University which primarily funds research grants. He also highlighted the benefit of networking with alumni in Boston that gave them exposure to six corporate companies that wouldn't have been possible in the central Ohio region.

Laura Kester highlighted the importance of application and being able to lead organizations. She highlighted that all decisions are student-led and reported her friends are surprised when she tells them of her responsibility to the investment decisions of \$2 million. She also highlighted the importance of her global experience in Hungary which helped her too explore her passions.

Jared Barker addressed the importance of working with corporate sponsors at the Sales Center and being given the opportunity to audit the Student Senate appropriations committee and work for Renascence Hotels. He also highlighted the importance of the

faculty in the School of Business and their commitment to student success that outweighed his expectations.

Dean Sherman claimed that these students exhibit why the real-world experience is so important.

President McDavis reviewed an encounter with an Ohio University alumni in San Francisco that spoke praises of his experience at the Schey Sales Center and how this help his employment search.

Vice-Chair Harris complimented the students and remarked that she feels secure about her future and opened up the floor to comments.

Trustee Krasovec reported that he has never been disappointed with the students he has worked with through the business fellows program and identified that all of the students he met with last had jobs prior to graduation.

Alumni Representative Greenfield exclaimed the value of the student experience and encouraged these students to get involved with the alumni organization upon graduation.

Vice-Chair Harris thanked Dean Sherman and his students.

University Academics Committee Report

Trustee Dewire gave the report from the University Academics Committee. He indicated that the report from Dean Sherman was a follow-up from the September retreat that aimed to focus on academic quality in a new college each Board meeting. Trustee Dewire reported the academic committee meeting started with a report from Executive Vice President and Provost (EVPP) Pam Benoit. Trustee Dewire indicated that agendas for the university academics committee meetings to include “deep dives” on academic dashboard indicators. A presentation was given by Hugh Sherman, Dean of the College of Business. Trustee Dewire reported that this presentation made it clear that Dean Sherman wants the College of Business to be the best in the country and believes they have the tools and faculty to accomplish this goal. Trustee Dewire reported each college will have the opportunity to share with the academics committee how the college operates, builds curriculum, and measures outcomes.

Trustee Dewire indicated that the dashboard indicators reviewed by EVPP Benoit during this academics committee meeting included degrees granted, ACT composite, and student/faculty interaction rating.

Ohio University is second in the state, behind Ohio State, in bachelor degrees granted and third highest in the state in granting associates degrees. This is an important indicator in the percentage of SSI funds available and closely aligns with the state-wide goal to increase the number of Ohioans with a college degree. Trustee Dewire acknowledge the importance of the ACT composite as an important indicator of future college success along with high school grades. Trustee Dewire reported the National Survey of Student Engagement (NSSE) provides five benchmarks to measure student/faculty interaction. Both first year students and seniors at Ohio University reported significantly higher student faculty interaction as compared to the University's aspirational peers, Carnegie Contemporaries, and other institutions participating in the NSSE. Ohio University has worked hard to improve these ratings through the use of learning communities, 1:1 advising, and other initiatives. These faculty-student interaction scores have consistently increased over the past years (Tab 12).

Trustee Dewire then reviewed Tab 13, which involved a discussion of the assessment of learning outcomes and general education. EVPP Benoit has been in discussion with her peers across the United States and discovered that Ohio University is one of very few institutions that address the assessment of general education. Under the direction of faculty senate, learning outcomes are included in all course syllabi and are seen by students when entering the course. Learning outcomes are assessed by CAP tests, professional exams, capstone courses, and student self-reporting.

The results of an alumni survey were reviewed which included information related to their satisfaction level with general education, including the Tier courses, and what skills were needed in their current jobs and how much of that skill was obtained at OHIO. Their greatest satisfaction was with Tier II courses and the skills judged to be most needed included critical thinking and oral and written communication. Interviews were also conducted with freshman and seniors regarding general education. Seniors expressed an interest in a wider variety of general education courses which would include more hours required and wanted courses that were engaging, collaborative, and taught well. Students interviewed were generally positive about their general education experience and cited general analytic thinking, job/work related knowledge, oral and written communication skills, and effective team-work were seen as important. Faculty survey results were similar.

Trustee Dewire then reported that Vice Provost for Enrollment Management, Craig Cornell, and Michael Williford offered an update on enrollment. Preliminary reports indicated enrollment is up for Athens campus students.

(electrical power was restored)

There are 4000 off-campus e-learning students. Athens' enrollment minus the OUHCOM is nearly 22,000 undergraduates. With the OUHCOM, the total enrollment is nearly 26,000. Currently, there are approximately 36,000 students enrolled in all Ohio University

campuses. Targeted recruitment in Pennsylvania has included 276 college fairs and high school visits, scholarship programs, and collaboration with alumni. Out-of-state student numbers are up 12% because of the targeting marketing. There are around 1,600 international students, which is a 30 year high, resulting from visits to embassies, student groups, and recruiters with goals for growth in areas of international studies. African American Studies and other programs are attracting international student and the *YourCampus360* tour includes three languages beyond english. There is an enhanced international focus on China, while growth is occurring in Saudi Arabia and Oman student enrolment. This year saw 50 new students from Oman. The overall international student enrollment is up 6% and doesn't include the 50 new Omani students. Multicultural enrollment, including underrepresented groups, is up 9% and scholarships are being developed to increase this number. Transfer student enrollment is also up 9%.

It was also noted that the marketing budget now has base funding for the first time which allows for managed multi-year marketing contracts. The Trustee Gateway Scholarship, a targeted scholarship program for high achieving out-of-state students, was increased from \$4,500 to \$6,000 per student. Also, the Green and White awards helped to secure 100 enrollments of admitted students who needed additional financial assistance. The new Alumni Legacy Award will provide in-state tuition to out-of-state students with one or more parents who are OU alumni. Finally, six new brochures with majors and colleges that have big job opportunities were presented. Predictions for 2012 enrollment were reviewed and they are at 38% of their application goal.

Trustee Dewire offered an update on the three dean searches currently underway, all candidates will have been interviewed, hopefully, with offers to follow. A search committee is being appointed to fill the HCOM dean opening. EVPP Benoit hopes to have all deans in place by July 1, 2012.

Trustee Dewire reviewed (Tab 15) regarding the renaming of the Patton College of Education and Human Services to the Patton College of Education. Dean Renee Middleton spoke to this matter. She reported the College of Education has traditionally housed programs including human services and in order to shorten the name in line with the comprehensive view of education which is a testament to how well the realignment is going. The academics committee proposed action on this resolution. Trustee Dewire made the motion on behalf of the committee. Trustee Brightbill seconded. Vice-Chair Harris asked for comments. None noted. Motion carried by unanimous vote.

**The Gladys W. and David H. Patton College of Education and Human Services
RESOLUTION 2011-3247**

WHEREAS, The Gladys W. and David H. Patton College of Education and Human Services (hereafter referred to as The Patton College) priorities will continue to focus on enhancing our collaborations with colleges, universities, community agencies, schools,

parks, restaurants, hotels, tourism, sport coaching associations and other customer service agencies, and

WHEREAS, The Patton College research and creative activity will continue to focus on P-16 student learning, health and wellness, ethics and leadership in customer service, sport coaching, education research and policy, Appalachian and rural challenges and opportunities, and other relevant research and scholarship in related education and human service professions, and

WHEREAS, The College of Education since 1948 has always housed programs in the human services professions (Counseling and Student Personnel); offering doctoral programs in Guidance and Counseling in 1958; and undergoing realignment in 2010 adding several outstanding programs from the Colleges of Health and Human Services: Physical Education; Recreation Studies; Coaching Education, Early Childhood; Restaurant Hotel, and Tourism; Retail Merchandising; and Family and Consumer Sciences, and

WHEREAS, The Patton College now comprises five excellent departments: Counseling and Higher Education, Human and Consumer Science Education, Educational Studies, Recreation and Sport Pedagogy, and Teacher Education; whose faculty and academic leadership understand the comprehensive mission of colleges of education in the 21st century, and

WHEREAS, in consideration of historical precedent and prevailing practice at Ohio University and elsewhere, the name “College of Education” can subsume all of these broad understandings about the alignment of education and human services fields.

THEREFORE, BE IT RESOLVED that The Gladys W. and David H. Patton College of Education and Human Services shall be named The Gladys W. and David H. Patton College of Education.

Trustee Dewire reviewed the resolution regarding a review of centers and institutions (Tab 16) This process will continue for another year and be placed on the consent agenda.

Trustee Dewire reviewed two consent agenda items including the naming of the Voinovich room in the Alden Library (Tab 17) and the naming of the Motion and Control Laboratory of the Russ College (Tab 18).

Trustee Dewire concluded his remarks.

Vice-Chair Harris asked for comments. None noted. She acknowledged her pleasure that the discussions on academic quality and the data-dashboard from the retreat have continued.

Trustee Dewire reported each dean that presents will bring their own dashboard for their college.

University Governance Committee Report

Trustee Brightbill offered a report from the university governance committee. A tentative schedule for the 2012 Board of Trustees meetings was distributed with comments being due back by the middle of December to be distributed to the full Board of Trustees for review. A review of the by-laws will take place between now and January. The process for selecting a replacement for National Trustee Krasovec is beginning and recommendations are being sought. Recommendations should be directed to Secretary Davis and will be brought to the full Board by April for a recommendation. Information regarding professional development through the Association for Governing Bodies (AGB) conference in April was reviewed and trustees wishing to participate were instructed to contact Secretary Davis. Finally, a global statement on ethics and accountability from the Board of Trustees is being reviewed.

President McDavis reported there is some discussion of mapping out the Board of Trustees and Foundation Board meetings for three year increments in order to assist with the prep-work and recruiting purposes. Finally some discussion was held regarding the possible need to align Board meeting schedules with the new semester schedule.

Trustee Brightbill concluded this report.

University Audit Committee Report

Trustee Wolfort shared the report on the university audit committee. He congratulated the Board of Trustees for its successes on this memorable day. He reviewed the presentation of Brian Ennis, Senior Auditor, regarding the Ethics Hotline system including a description, advantages, and recent activity. Trustee Wolfort reported that Jeff Davis, Audit Manager, presented the Audit Committee Charter including the purpose, committee composition, and responsibilities related to the external audit, internal audit function, internal controls, and compliance. Trustee Wolfort then reviewed the Plante Moran presentation of the external audit of FY11. He indicated this report was outstanding and exemplifies the University's terrific financial performance and improvement. He indicated the financial staff and the ease of the process were complimented and allowed the audit to be completed

on time. Trustee Wolfort then reported John Biancamano, General Counsel, discussed the Office of Legal Affairs' role in compliance.

Trustee Wolfort concluded his remarks.

Vice-Chair Harris that the audit committee reported their work is very important.

Executive Committee

Vice-Chair Harris reported most of her remarks were given at the beginning of the meeting. She shared a brief word regarding the presidential evaluation and the pending student trustee legislation. She reviewed the consent agenda item regarding an honorary degree being awarded to Jim Dine has been removed for action to be carried at a later date.

Consent Agenda

Vice-Chair Harris presented the Consent Agenda items to the Trustees for action. It is important to note that 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 matters 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.

Vice-Chair Harris called for a motion to approve the remaining items on the consent agenda. Trustee Dewire moved, Trustee Anderson seconded, and the motion carried by unanimous vote.

AUTHORIZATION FOR THE ACQUISITION OF PRIVATE LAND ON WHICH THE PROCTORVILLE CAMPUS IS SITUATED

RESOLUTION 2011-3248

WHEREAS, Ohio University does not currently control all of the property on which the Proctorville Campus is situated, and

WHEREAS, the University desires to clean the title associated with this property.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve the purchase of three parcels of land totaling 1.114 acres, as

determined by the survey, in accordance with all applicable state and federal standards, advisories and orders.

BE IT FURTHER RESOLVED that the Ohio University Board of Trustees does hereby authorize the purchase of 1.114 acres on which a portion of the Proctorville campus exists within acceptable appraised property values, and does authorize the President or his designee to move forward on the approval process for such land purchase, providing the amount of the total offer does not exceed the available funds.

AUTHORIZING SUPPORT FOR THE DEVELOPMENT OF A RECREATION CENTER ON THE OHIO UNIVERSITY ZANESVILLE CAMPUS

RESOLUTION 2011-3249

WHEREAS, Ohio University's involvement in the betterment of the Zanesville and Muskingum County communities is vital to its success, and

WHEREAS, participants within the aforementioned communities have assembled a strategy to develop a recreation center in the community on the University's Zanesville campus, and

WHEREAS, the University will be asked to provide a ground lease for land on that campus and a \$1.5 million guaranty in support of a loan provided to fund a portion of the improvements, and

WHEREAS, the loan will be repaid by revenues from the recreation center, and

WHEREAS, the aforementioned communities have expressed their support by raising \$5.3 million in cash and pledges, and

WHEREAS, the University's Board of Trustees' subsequent final approval will be contingent upon further diligence by University management.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby support further investigation of the development of a recreation center on the University's Zanesville campus through efforts of its management to structure a ground lease and a guaranty of the aforementioned loan.

**REVIEW OF CENTERS AND INSTITUTES
RESOLUTION 2011-3250**

WHEREAS, the continued 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.

WHEREAS, Section 67 of House Bill 694 provides for the review and evaluation of all programs of instruction conducted by state institutions.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University accepts the 2011 Reviews of Centers and Institutes, which recommend that the following centers and institutes be continued.

- Quantitative Biology Institute – Continued
- Ohio Center for Ecology and Evolutionary Studies – Continued
- Center for International Business Education and Development – Continued
- Center for Sports Administration – Continued
- Child Development Center – Continued
- Academic Advancement Center – Continued
- Tropical Disease Institute – One-year extension
- WOUB Center for Public Media – One-year extension
- Center for Advanced Software Systems Integration – One-year extension
- Avionics Engineering Research Center – One-year extension
- Institute for Corrosion & Multiphase Technology and the Center for Corrosion in Multi-Phase System Research – One-year extension

**NAMING OF SEMINAR ROOM, ALDEN LIBRARY
GEORGE V. VOINOVICH SEMINAR ROOM
IN HONOR OF THE HONORABLE GEORGE V. VOINOVICH
BENEFACCTOR, OHIO UNIVERSITY**

RESOLUTION 2011-3251

WHEREAS, The Honorable George V. Voinovich, AB 1958 and LLD 1981, assigns great value to the education he received at Ohio University and;

WHEREAS, the Senator has provided steadfast support of the University, lending his time, talent and expertise to further the University's mission and broaden historic understanding by demonstrating how a political leader sought solutions to the problems faced by his constituents and all Americans over his last four decades in public life.

WHEREAS, the Senator has established the George V. Voinovich Senatorial Collection within the Mahn Center for Archives and Special Collections at Alden Library which highlights the work, the life and accomplishments of the Senator by making available the papers and memorabilia of his career for study, interpretation and display. Alden Library's goal for this collection is to encourage the curricular use across academic disciplines of the Voinovich Collection materials to further the scholarship of faculty and students at Ohio University. The George V. Voinovich Seminar Room will enable that purpose.

WHEREAS, his generous gifts will also influence the Ohio University community for many years by providing resources for archivists, librarians, researchers, and students to explore, discover and interact with rare and primary source material.

NOW, THEREFORE, BE IT RESOLVED that the seminar room on the 5th floor of Alden Library, Ohio University, Athens, Ohio, will henceforth be named the **George V. Voinovich Seminar Room**.

**NAMING OF THE MOTION AND CONTROL LABORATORY,
FRITZ J. AND DOLORES H. RUSS COLLEGE
OF ENGINEERING AND TECHNOLOGY**

PARKER HANNIFIN MOTION AND CONTROL LABORATORY

**IN HONOR OF PARKER HANNIFIN AND
ALUMNUS JACK D. MYSLENSKI
BENEFACTORS, OHIO UNIVERSITY**

RESOLUTION 2011-3252

WHEREAS, Parker Hannifin recognizes and values higher education and the profound effect of hands-on educational experiences as formative and critical to students education and preparation for the global workplace; and,

WHEREAS, Parker Hannifin recognizes the distinguished career of Jack D. Myslenski, BSIT 1973, former executive vice president of sales, marketing, and operations support; and,

WHEREAS, Jack D. Myslenski devoted thirty-five years to his career at Parker Hannifin where he held various roles around the world; and,

WHEREAS, Jack D. Myslenski is a dedicated volunteer of Ohio University, serving on the Russ College Board of Visitors and the Department of Engineering Technology and Management advisory board; and,

WHEREAS, Parker Hannifin is committed to enhancing students knowledge and experience in hydraulics, pneumatics, and electromechanical engineering, and has provided generously to facilitate improvements and renovation of this laboratory space.

NOW, THEREFORE, BE IT RESOLVED that the motion and control laboratory in the Fritz J. and Dolores H. Russ College of Engineering and Technology, Stocker Engineering and Technology Center, Athens, Ohio, will henceforth be named the **Parker Hannifin Motion and Control Laboratory at Ohio University**.

HONORARY DEGREE AWARD RESOLUTION 2011-3253

WHEREAS, the University Committee on Honorary Degrees has recommended that Ohio University honor the person listed below through the conferral of an honorary degree,

**Yang Amat Berhormat Dato' Sri Mohd Najib bin Tun Abdul Razak
Doctor of Humane Letters**

AND WHEREAS, it remains for the President to determine whether this person wishes to accept the award.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University approves the degree recommended be conferred at an appropriate time in the future after the President has determined the person recommended wishes to be honored.

Najib bin Tun Abdul Razak

Najib bin Tun Abdul Razak, Prime Minister of Malaysia, was first elected as a Member of Parliament in 1976 at the age of 23, the youngest Member of the Malaysian Parliament ever to be elected. He previously served as Malaysia's Deputy Minister of Energy, Telecommunications and Post, Deputy Minister of Education, Deputy Minister of Finance, Minister of Culture, Youth and Sports, Minister of Education, Minister of Defense, and Minister of Finance. He served as Chief Executive of the State of Pahang between 1982 and 1986. Najib's accomplishments as a national and international leader encompass education, democratization, peaceful international relations, and creating opportunities for the less privileged. He has been a strong supporter of the relationship between Ohio University's Alden Library and the National Library of Malaysia, helping Ohio University build one of the strongest library collections on Malaysia and Southeast Asia in North America. He has been a very special friend and a supporter of the Razak Chair.

As Minister of Education of Malaysia between 1995 and 2000, he transformed Malaysia's aspiration to become a fully developed nation by the year 2020 into concrete education policies and plans. Najib restructured the Ministry, created an independent administrative structure for the public universities, and encouraged collaboration with foreign universities and institutions. He was instrumental in the design and approval of the 1996 Private Higher Education Institutions Act, which allowed foreign universities to establish degree-conferring schools in Malaysia.

Prime Minister Najib has built ethnic unity in Malaysia, a country that in the past experienced violent conflicts between the native Malays and the very large Chinese and Indian minorities. He is an internationally respected leader who has played major roles in Southeast Asian affairs. At United States President Barack Obama's request, he played a key role in a summit to discuss international nuclear disarmament.

Prime Minister Najib Razak's outstanding contributions to society include his leadership of Malaysia's education modernization, defense of ethnic diversity, equal opportunity, and multicultural democracy, promotion of democratic governance, and government transparency and citizen participation. His friendship with Ohio University has helped the university pursue its academic mission and strategic interests in Malaysia and Southeast Asia.

UNFINISHED BUSINESS

None

NEW BUSINESS

None

COMMUNICATIONS, PETITIONS, AND MEMORIALS

None

ANNOUNCEMENT OF NEXT STATED MEETING DATE

Secretary Davis indicated that the next Board of Trustees meeting will be held on January 19-20, 2012 at the Lancaster campus of Ohio University.

Vice-Chair Harris acknowledged former student trustee and current student senate president, Kyle Triplett, and thanked him for his service.

ADJOURNMENT

Vice-chairperson Harris adjourned the meeting at 12:15pm

CERTIFICATION OF SECRETARY

Notice of this meeting and its conduct was in accordance with Resolution 1975-240 of the Board, which resolution was adopted on November 5, 1975, in accordance with Section 121.22(F) of the Ohio Revised Code and of the State Administration Procedures Act.

Gene T. Harris
Vice-Chairperson

Thomas E. Davis
Secretary

President's Report

presented to
Ohio University Board of Trustees
January 20, 2012

The best student-centered learning experience in America



OHIO
UNIVERSITY

Overview

- Vision Ohio: Top Strategic Priorities
 - Short and Long-term Enrollment Goals
- International Relations Update
- OHIO recognized as a Military Friendly School
- Program Spotlight
 - The Lancaster Campus Deaf Studies and Interpreting Program
- Points of Pride



The best student-centered learning experience in America

Vision Ohio::Top Strategic Priorities

Nation's Best Transformative Learning Community

1. Inspired teaching and research
2. Innovative academic programs
3. Exemplary student support services
4. Integrative co-curricular activities

Effective Total Compensation

Short- & Long-Term Enrollment Goals

Improve Financial Strength

Complete Capital Campaign

FOUR FUNDAMENTALS

1. Inspired teaching and research dedicated to students' academic success and focused on the connections between student learning and the advancement of knowledge and creative activity.
2. Innovative academic programs that draw on the best traditions and practices in liberal arts, professional, and interdisciplinary education.
3. Exemplary student support services committed to helping students fulfill their academic promise.
4. Integrative co-curricular activities that foster a diverse environment of respect and inclusivity and facilitate students' development as citizens and leaders.

The best student-centered learning experience in America



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OHIO UNIVERSITY OFFICE OF INSTITUTIONAL RESEARCH

FALL 2012 ADMISSIONS STATISTICS

Athens Campus Freshmen
Applicants as of January 9, 2012

	2011 APPLIED*	2011 ADMITTED*	2012 APPLIED	2012 ADMITTED	APPLIED DIFF	ADMITTED DIFF
Non-resident	1,765	968	3,524	1,674	100%	73%
Resident	8,747	4,966	10,586	6,921	21%	40%
Total	10,511	5,935	14,110	8,595	34%	45%

* Previous year based on a 5-day average. Rounding error may affect previous-year totals.

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International Relations Update::

Malaysia and Hong Kong

Trip Goals

International
Relations
Update

1. Meet with academic partner institutions in Malaysia and Hong Kong
2. Cultivate relationships with supporters of Ohio University's academic mission
3. Engage with Alumni and Friends of Ohio University

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International Relations Update:: Yayasan Sime Darby Gift

- Sime Darby Foundation contributed a \$750,000 gift for Ohio University's Southeast Asian Studies Tun Abdul Razak Chair
- Gift will further enhance the national prominence and influence of The Razak Chair and support an expanded vision for The Chair



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International Relations Update:: Malaysia and Hong Kong Alumni

2,400

Number of Ohio University
alumni living and working in
Malaysia

600

Number of Ohio University
alumni living and working in
Hong Kong

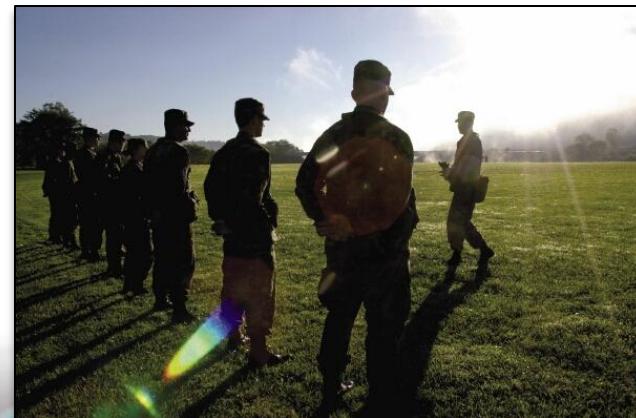
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OHIO Named Military Friendly School

- *G.I. Jobs* magazine ranked Ohio University as a Military Friendly School
- Designation recognizes the university's increased efforts to better serve students who are veterans, including new services, improved communication and enhanced partnerships with off-campus groups



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University Spotlight :: Deaf Studies and Interpreting Program

Dr. Becky Brooks, Interim Program Coordinator and Instructor

Lori Woods, Instructor · Carolyn Turpening, Instructor and Alumna

Jonathan Sheline, Student and OUL ASL Club President

Cynthia Dobronyi, Interpreter

Photos by: Jennifer LaRue

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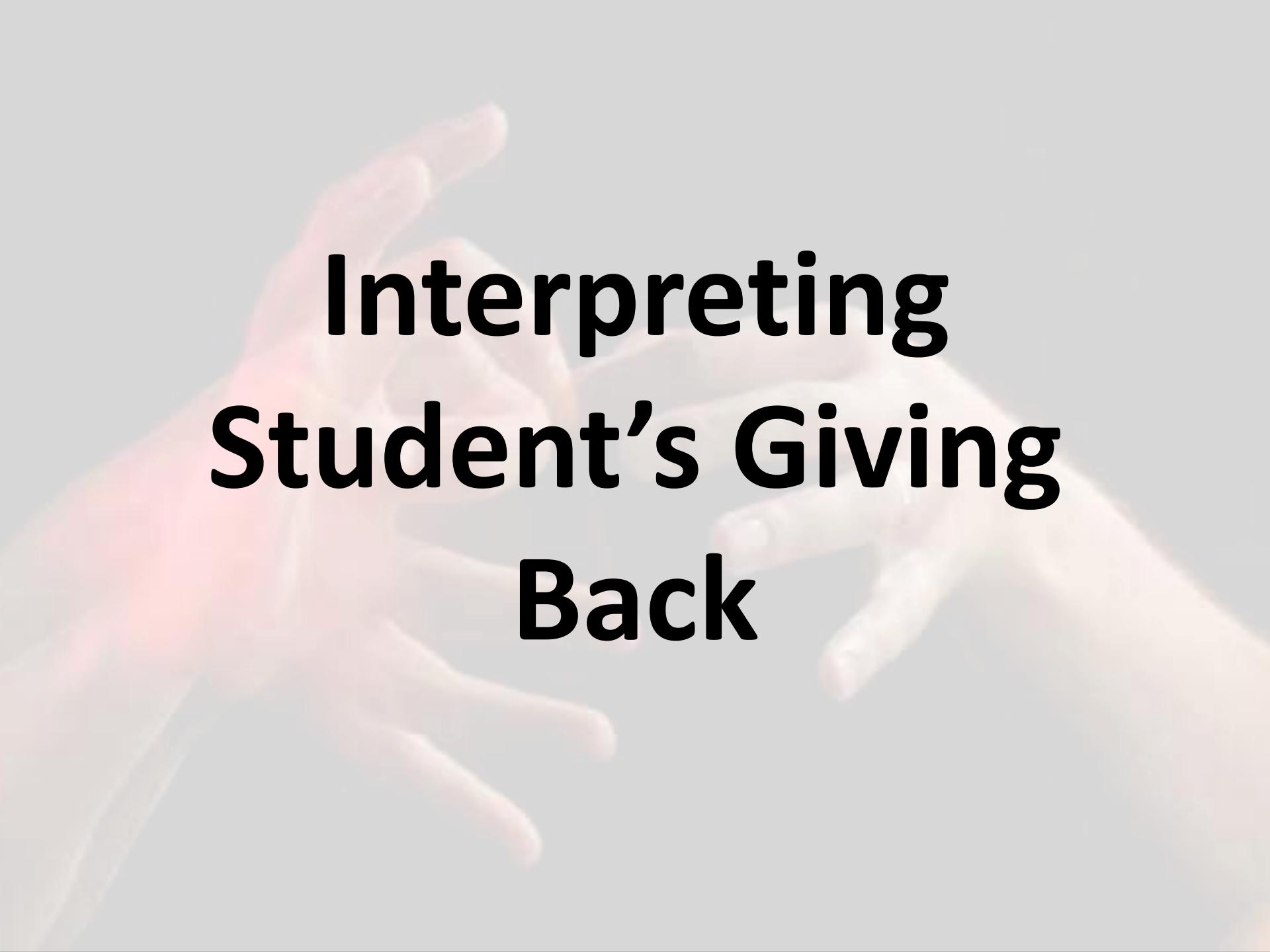


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Ohio University Lancaster

**Deaf Studies and Interpreting:
Paying it Forward**





Interpreting Student's Giving Back

Tecumseh



COSI: Deaf Awareness Day



**Ohio University
Lancaster Club**

Welcome to Deaf Awareness Day!

Admission: \$8 cash or check (payable to COSI) only

10pm movie is \$8. Please pay



The Lancaster Men's
Chorus: Ham and
Eggs

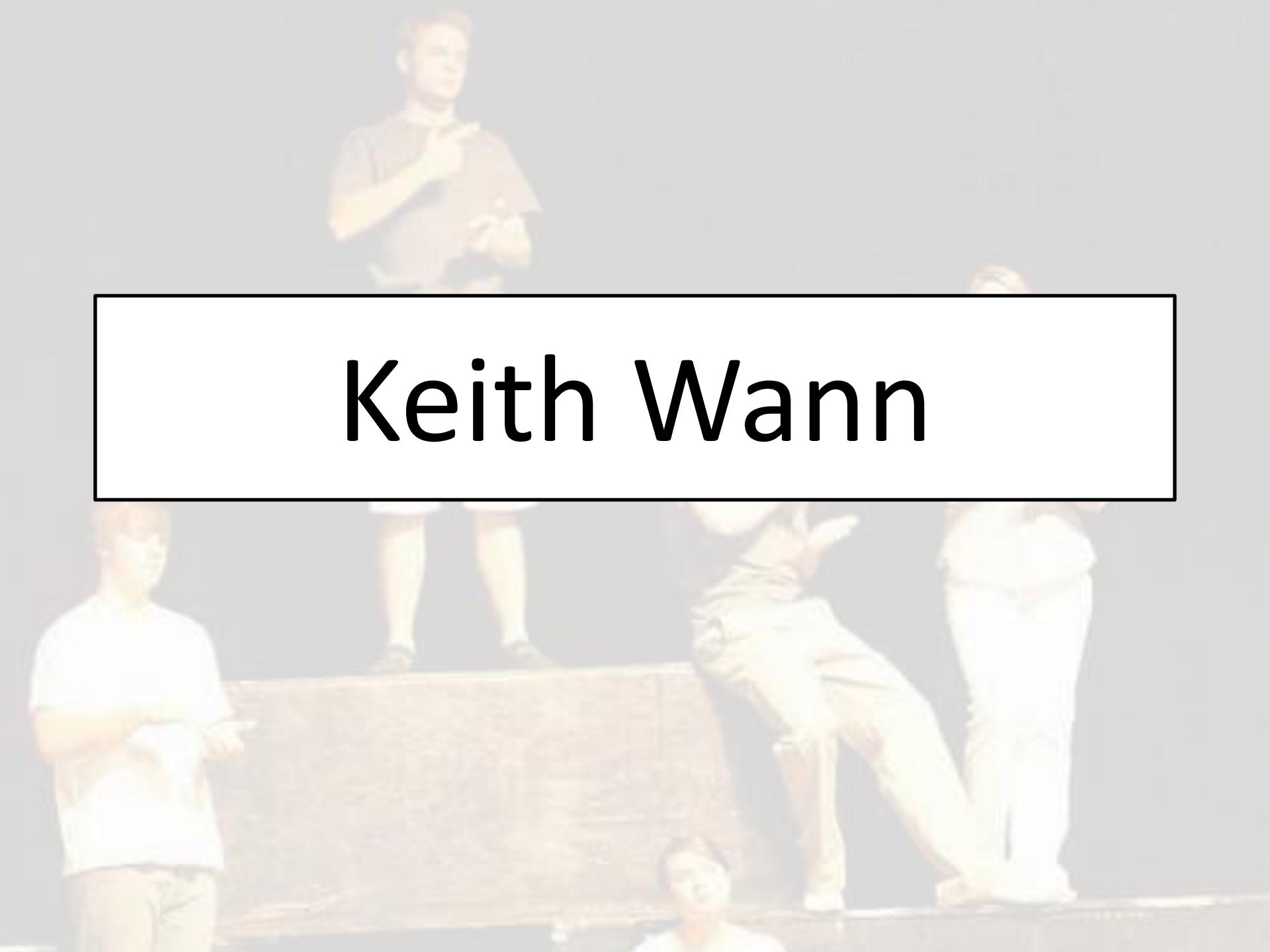






Community Events

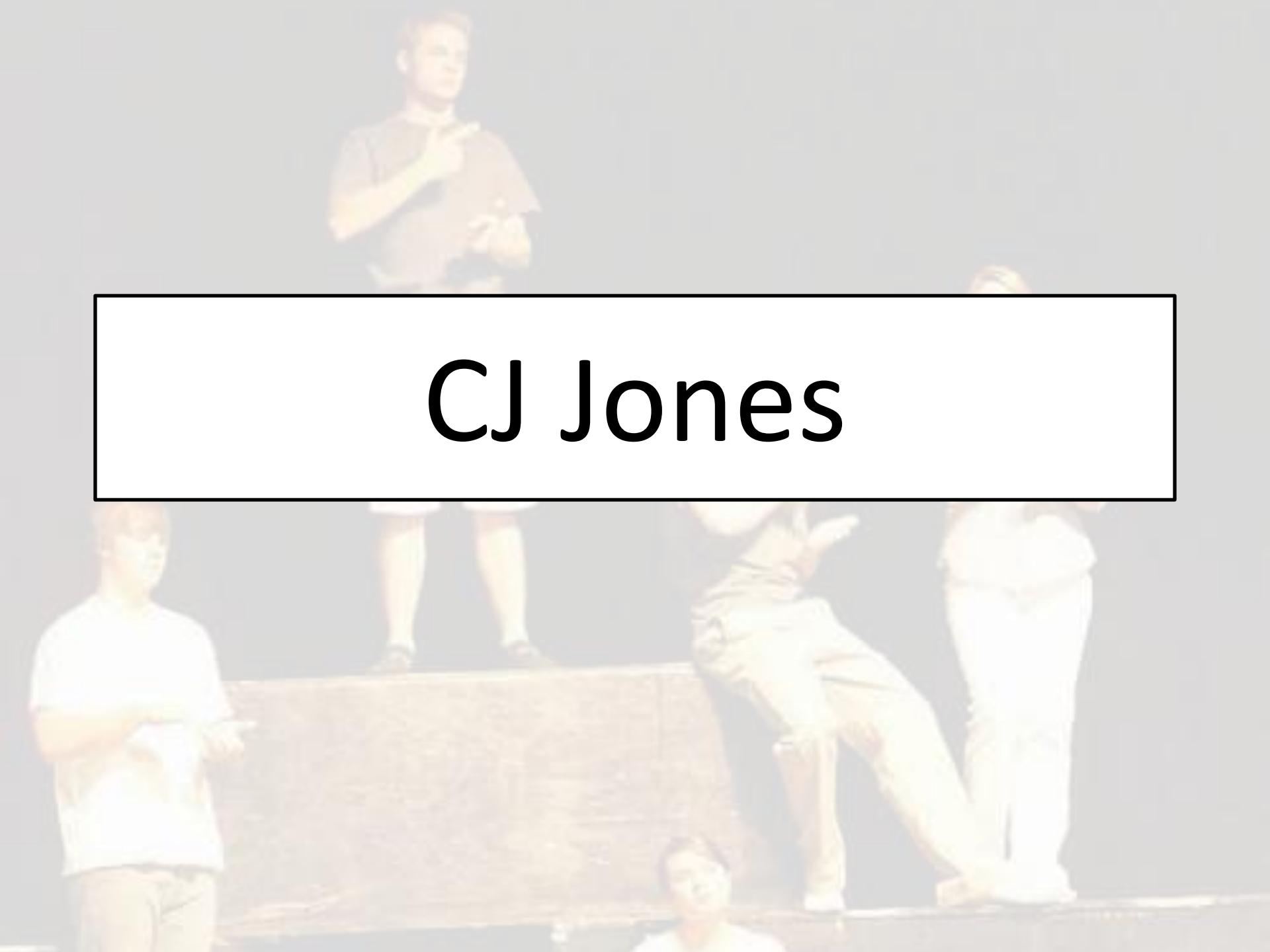


A photograph of a group of people in a workshop or industrial setting. In the foreground, a person wearing a white t-shirt and brown pants stands on the left, looking down at a large, dark wooden board. In the center, another person is leaning over the board, working on it. On the right, a person in a light-colored shirt and dark pants is standing. In the background, two more people are visible: one standing and one sitting. The scene is dimly lit, with strong shadows and highlights on the wood.

Keith Wann





A photograph of a group of people in a workshop or industrial setting. In the foreground, a man wearing a white t-shirt and light-colored pants stands on the left, looking towards the camera. In the center, another man is leaning over a large, dark wooden board or slab. On the right, a person is standing with their back to the camera, wearing a light-colored shirt and dark pants. The background is slightly blurred, showing more of the workshop environment.

CJ Jones







A soft-focus photograph of four students in a classroom. In the foreground, a student with long dark hair is smiling and holding a black smartphone in their right hand. Behind them, two other students are visible; one has long blonde hair and is looking towards the camera, while the other has short brown hair and is also smiling. A fourth student's face is partially visible on the right side of the frame.

Student Lead Deaf Events

Signs of Love

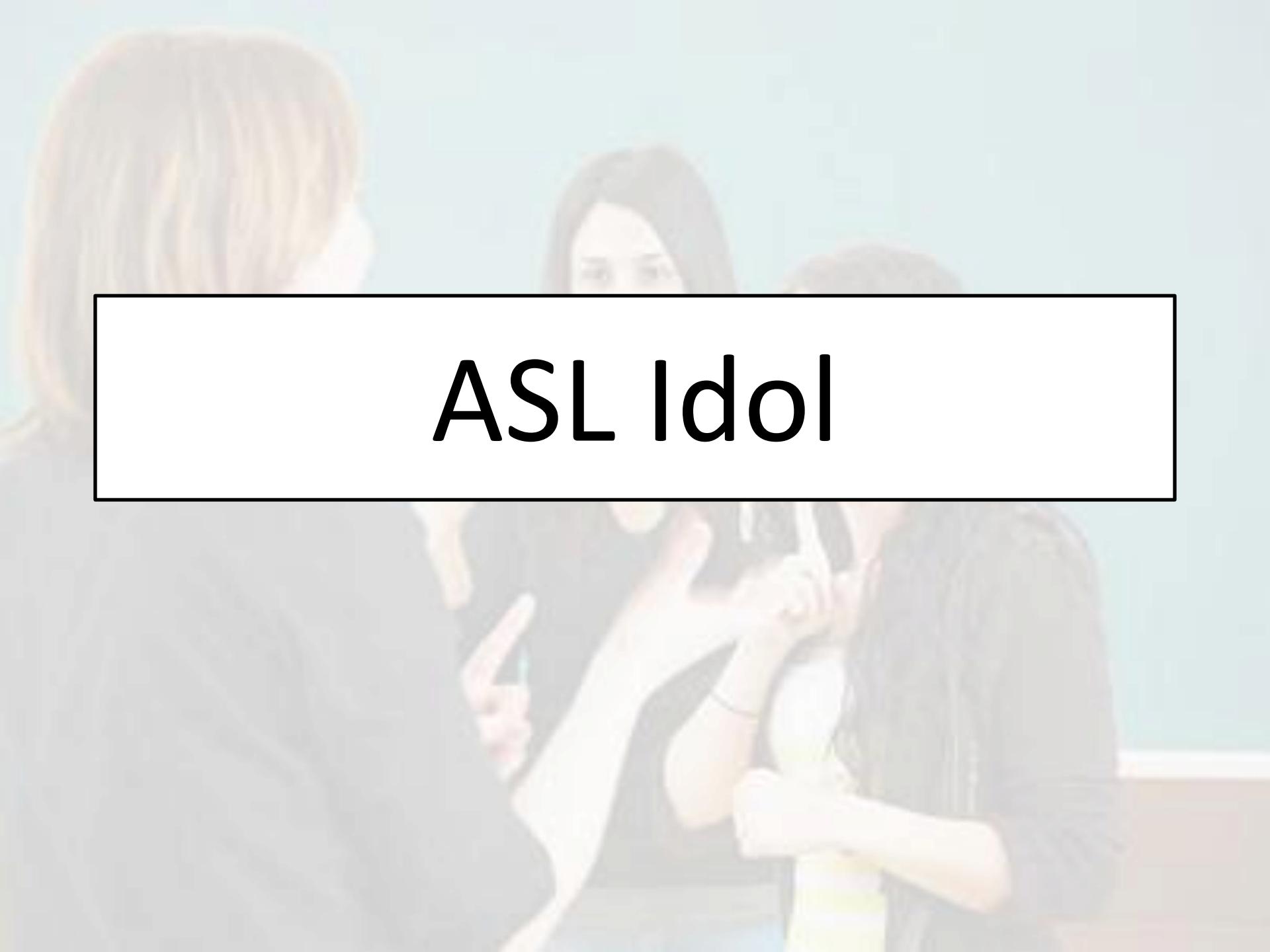






OHIO
The Zone Renovation
Funded in Part
by the
Gund Family Fund of the

ASL Idol







Silent Picnic









Silent Get-A-Way:

Language Immersion









A woman with short brown hair, wearing a grey baseball cap with a white logo and a grey t-shirt, is smiling and holding a large whiteboard with a wooden frame. She is standing in a grassy field with several tents and picnic tables in the background. The whiteboard has the words "Potato Sack" written on it in red marker. The "P" in "Potato" and the "S" in "Sack" are capitalized.

Potato Sack









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Community

Points of Pride :: Lancaster Campus Faculty

- Three faculty members collaborated to secure an 1804 grant to make math tutoring available 24/7 to Lancaster Campus students
- Professor of English Scott Minar presented a workshop on poetry writing pedagogy as part of a teacher development project for the Western Pennsylvania Writing Project

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Points of Pride :: Lancaster Campus Faculty

- Assistant Professor of Political Science Linda Trautman received a research grant for The Study on Political Socialization and Group Consciousness and was named the 2011 Phi Theta Kappa Professor of the Year
- Instructor of Theatre Victor Jones revived theatre at the Lancaster Campus with four productions, including *It's a Wonderful Life: A Live Radio Play*

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Points of Pride :: Lancaster Campus Students

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- Ohio University Lancaster Electronic Media students launched their radio show “The Mirror,” which grew out of an audio production class during which the students created a half-hour news show
- Adults Belong in College members honored military members, veterans, and their families during the campus’ first Military Appreciation Event
- Lancaster Campus athletics teams, including golf which took top honors, received numerous awards from the Ohio Regional Campus Conference competitions

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Points of Pride :: Lancaster Campus Staff

- Enrollment Manager Pat Fox was named one of Ohio University's Outstanding Administrators
- Executive Assistant to the Dean Carolyn Bateson was named the Lancaster Fairfield Chamber of Commerce Administrative Professional of the Year

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Points of Pride

- Ohio University Eastern student Kristina Velkovich was named a state student ambassador by Ohio's Board of Regents



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Points of Pride

- Ohio University Southern Campus alumnus Ernie Hall received his first Emmy for his work as a photojournalist with Action News in Jacksonville, Florida



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Community

Points of Pride

- OHIO Bobcats secured their first bowl win at the 2011 Famous Idaho Potato Bowl



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President's Report

presented to
Ohio University Board of Trustees
January 20, 2012

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AGENDA

University Resources Committee

Brasee Hall, Room 414, Lancaster Campus

1:30 p.m. – Thursday, January 19, 2012

3. Lausche Heating Plant Replacement Update
4. Performance Contract Update
5. **Consent Agenda**, Construction Projects
6. **Consent Agenda**, Building Renaming
7. 6 Year Sources & Uses – Impact of 6 Year CIP
8. Series 2012 Debt Issuance Update
9. OUHCOM Update
10. University Courtyard / Housing for Ohio Update
11. Capital Campaign Update



Interoffice Communication

Date: January 6, 2012

To: The President and Board of Trustees

From: Stephen T. Golding, Vice President for Finance and Administration, CFO and Treasurer

Re: **LAUSCHE HEATING PLANT REPLACEMENT UPDATE**

The six-year capital plan approved by the Board of Trustees at its last meeting in November, 2011, includes a significant project to replace the heating plant on the Athens campus of Ohio University. As noted in various presentations that have led up to the approval of the six-year plan, the main components of the Lausche Heating Plant, the coal fired boilers, will have met their 50 year useful life by 2016. These coal fired boilers are subject to inherent inefficiency, increased regulation, and criticism for environmental concerns. The University has made a public commitment to move away from the use of coal. A new central plant provides the opportunity to operate much more efficiently with a more environmentally sensitive fuel.

Process:

In May of this year, the University formed a cross organizational team to develop a plan for the heating plant replacement. The team is chaired by Mike Gebeke, Executive Director of Facilities Management and includes Annie Laurie Cadmus, Director of Sustainability; Kevin Christ, Professor, Chemical Engineering; Theresa Condo, undergraduate student and Beyond Coal representative; Dhurva Kurmapu, graduate student and Sustainability Office representative; Paul Logue, Athens City Planner; Chad Mitchell, Senior Budget Analyst; Dick Planisek, Director of Facilities Planning and Space Management; Camille Scott, undergraduate student and Beyond Coal representative; Tim Strissel, Director of Energy Management; and Harry Wyatt, Associate Vice President for Facilities. A subset of the team with the addition of Butch Hill, Professor of Electrical Engineering, selected RMF Engineering, Inc. to aid in the development of the plan. Steve McAdams of RMF Engineering, Inc. will present the study and recommendation at the January Board of Trustees meeting.

First, projection of the utility needs of the Athens campus for the next 25 years was made utilizing the capital plan, the master plan, and growth patterns. The group considered various fuel options and locations and combinations of both including biomass or natural gas for steam generation only and electric and steam generation options utilizing natural gas and combustion turbines or engine generators. The study narrowed to three general locations: The Ridges, OU property on West State Street, and phased replacement in place at the existing location on Factory Street. Both capital costs and operational costs were considered in a 25 year net present value analysis. The impact of increasing fuel costs, potential carbon taxes, and increased regulation were taken in to account. The impact of the recommended location on overall campus planning and land use was also considered.

Recommendation:

Phased replacement at the existing site on Factory Street is recommended because of the proximity of the existing distribution system. (Distribution from the Ridges or West State Street would be complex and costly.) Natural gas as the primary fuel source is recommended. An engineering concept that not only produces steam but also electricity provides a long term benefit to the University in 1) energy and cost savings, 2) carbon reduction of about 89,000 tonnes from 2010 levels, and 3) the assurance of on-site power generation in the event of a utility outage. There is an inherent increase in fuel cost in moving from coal to gas, but the co-generation aspect of the plan offsets that fuel increase. The co-generation component of the plan calculates a 12 year payback. The phased replacement in place approach eliminates a need for a temporary replacement set up to remain in operation during construction.

The recommendation is in keeping with the 2006 Vision Ohio Master Plan in its 10 year planning horizon which recommended improving the plant in place. The master plan does address the possibility of expansion of academic functions to the area occupied by the Lausche Heating Plant, the Facilities Compound, the Central Foods Facility, the Transportation and Parking complex, or private properties in the general area, but in the time frame beyond the plan's ten year horizon. Although the phased replacement of the heating plant in place does limit one of those options for future academic expansion, there are several others still available if the University should want to pursue them. The Board approved six year capital plan does not include any projects that would build and/or displace current functions in the area.

Next Steps:

The anticipated capital cost of the recommended replacement approach is approximately \$91M. The University is exploring a variety of options to implement the heating plant replacement project. Four major funding mechanisms have been identified to include: a) federal grants and government service funding; b) federal and state incentives focused on renewable and cogeneration projects; c) tax credits and tax credit bonds; and d) funding structures that leverage the partnerships with government agencies, for-profit entities and third-party service providers.

Several companies have expressed interest and various financial models are available. The Voinovich Center is assisting in developing contacts. There are different levels of influence and control held by the University depending on the choice of structure and the contract that governs it. The University will want to have a strong influence on the design and operation of a heating plant replacement. The Board will be kept up to date as the opportunities are identified.

Please contact me if you have questions.

Lausche Heating Plant Replacement

Update

Tab



Lausche Heating Plant Replacement Update

- Part of Six Year Capital Plan
- Coal fired boilers near end of useful life
- Increased regulation and environmental concern
- University team charged with a recommendation
- RMF Engineering, Inc. hired to assess





The slide has a dark green header bar. On the left is a logo with a stylized building and the letters "ESDA". In the center, the words "Presentation Summary" are written in white. On the right is a circular logo with the letters "rmf" in the center, surrounded by the text "RMF ENGINEERING INC." and "INTERNATIONAL CONSULTANTS".

- Project Objective
- Existing System
- Options
- Analysis
- Recommendation



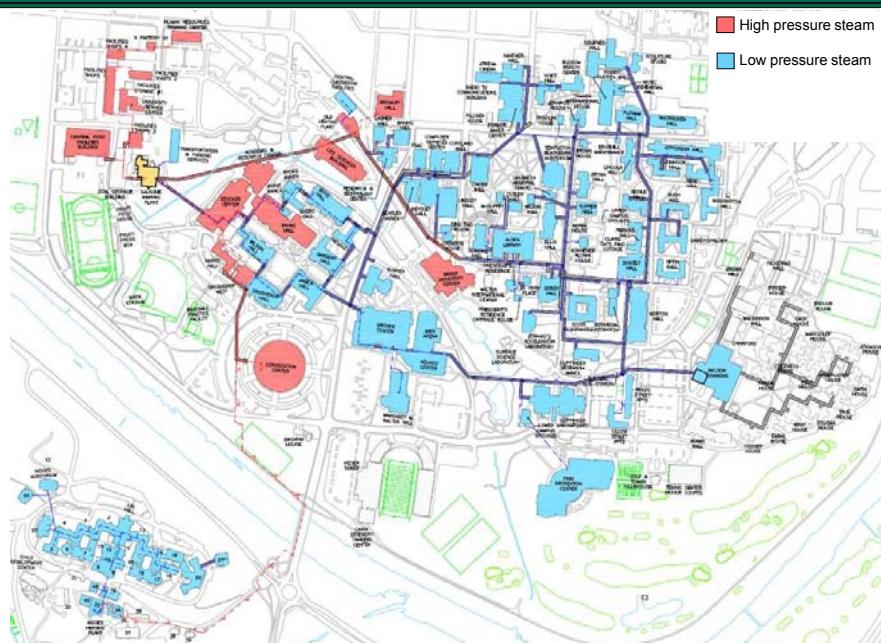
Objective



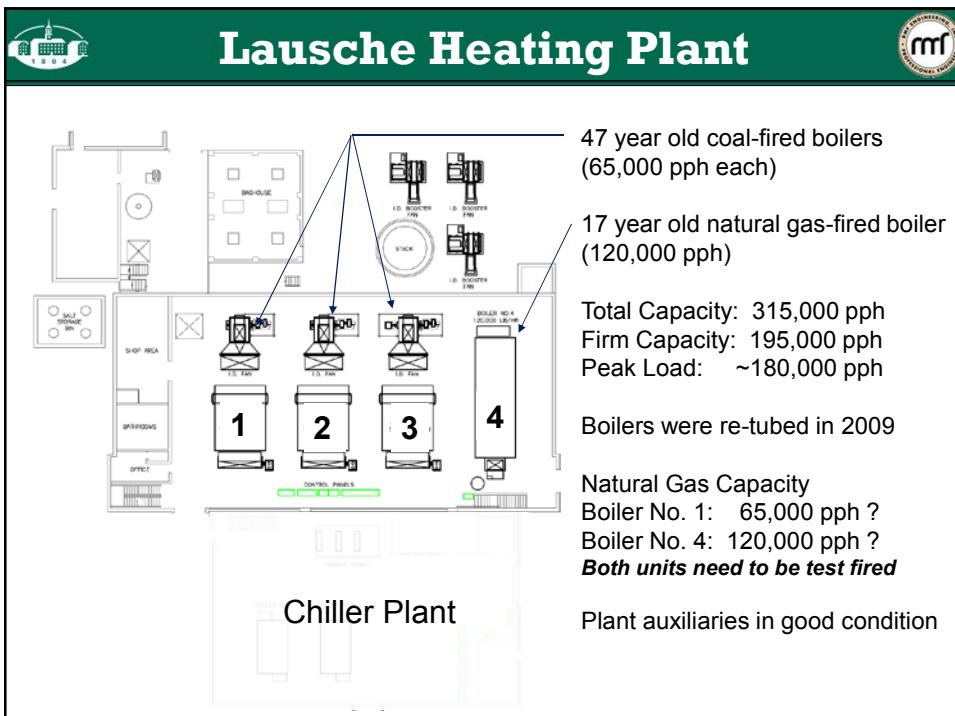
- Develop a Heating System Plan to address the following issues:
 - A University commitment to phase out the use coal
 - An aging boiler system with a finite reliable life
 - Pending EPA emissions regulations (Boiler MACT) which will essentially prohibit coal burning in the existing boilers
 - Separate utility generation systems that are currently not optimized for maximum efficiency
 - Utility infrastructure is needed to support a growing campus

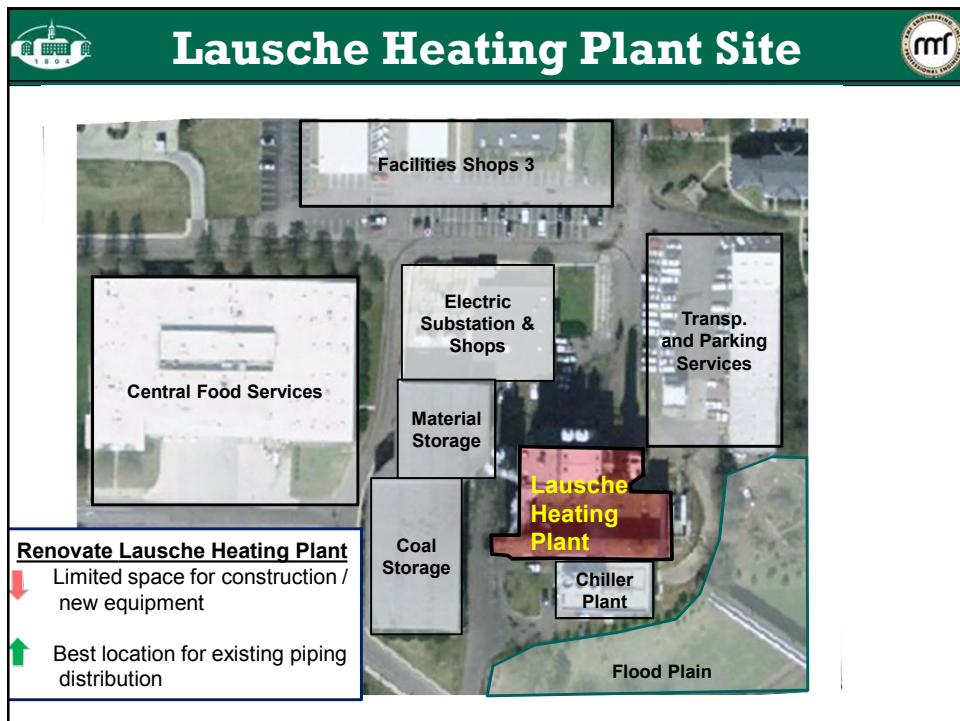
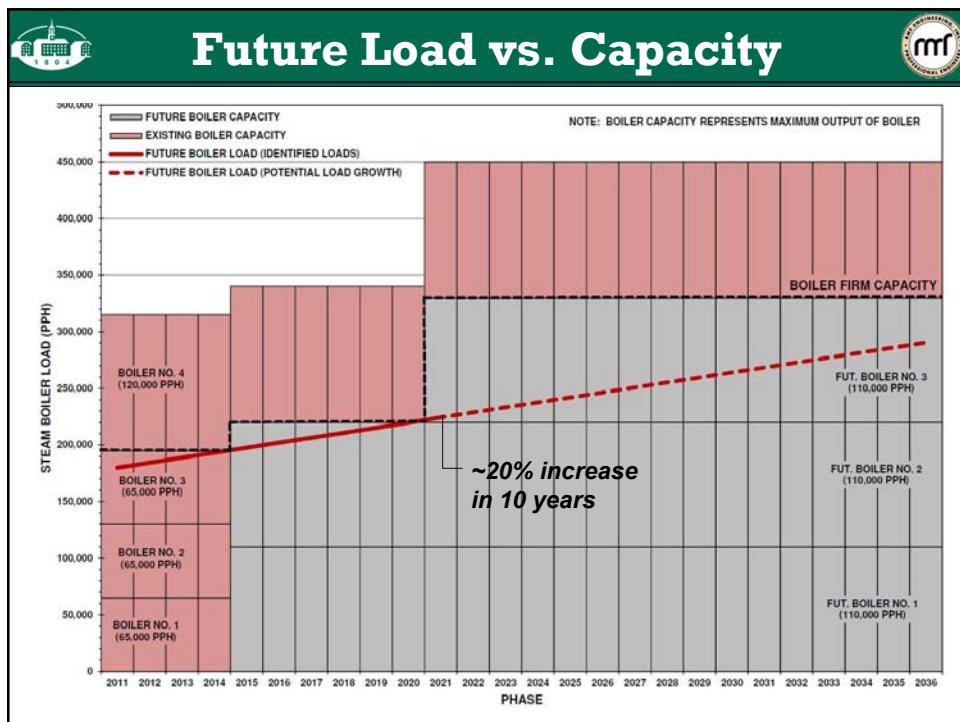


Existing Campus Steam System

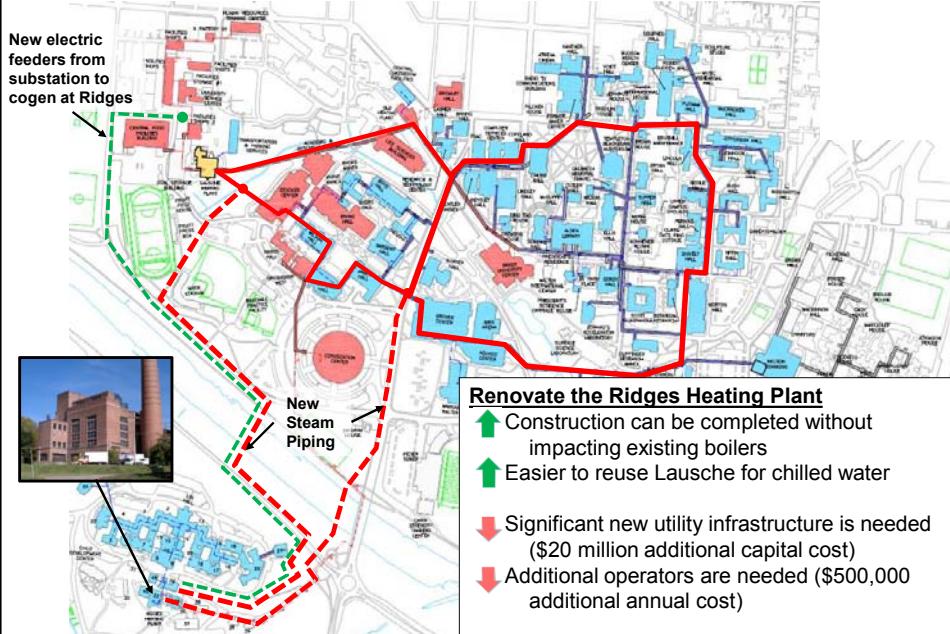


Load Data												
MONTH	FUEL USAGE			STEAM PRODUCTION			FUEL COST				TOTAL COST (\$)	
	COAL (MMBTU)	NATURAL GAS (MMBTU)	TOTAL (MMBTU)	COAL (MLBS)	NATURAL GAS (MLBS)	TOTAL (MLBS)	COAL		NATURAL GAS			
							UNITARY COST (\$/MMBTU)	COST (\$)	UNITARY COST (\$/MMBTU)	COST (\$)		
JUL-10	48,349	10,500	58,849	36,013	10,108	46,121	2.38	114,940	7.22	75,803	190,800	
AUG-10	53,434	5,641	59,275	41,235	5,142	46,377	2.72	145,137	8.28	48,366	193,500	
SEP-10	56,139	41	56,180	50,562	15	50,577	2.99	167,974	8.03	331	168,300	
OCT-10	67,093	3,11	67,164	66,425	3,64	66,425	3.02	214,66	10.4	334	219,200	
NOV-10	79,218	87	79,218	66,999	12	66,999	3.09	219,56	10.5	335	267,500	
DEC-10	106,093	106,093	208	94,408	308	94,408	3.02	214,66	10.4	334	321,300	
JAN-11	105,991	2,189	108,180	94,999	2,050	97,049	2.99	315,356	7.62	16,681	332,000	
FEB-11	89,949	548	90,497	82,473	493	82,966	3.03	272,675	6.91	3,784	276,500	
MAR-11	82,320	16,709	99,028	60,897	16,931	77,828	2.44	200,698	6.41	107,110	307,800	
APR-11	77,493	3,571	81,064	66,425	3,602	70,027	2.91	225,439	6.54	23,337	248,800	
MAY-11	68,761	1,442	70,203	63,992	1,412	65,404	3.02	207,317	6.94	10,001	217,300	
JUN-11	30,937	4,619	35,556	24,225	4,492	28,717	2.64	81,630	---	---	81,600	
TOTAL	865,780	58,230	924,010	741,610	56,840	798,450	2.83	2,451,380	6.41	373,200	\$2.8 M	





Alternative Site at the Ridges



Generation Options



Steam Only

- Reuse solid fuel boilers for biomass
 - Conversion capacity penalty ~50% & limited boiler life
 - Questionable fuel supply
- Packaged Natural Gas Boilers
 - High fuel cost
 - Relatively easy to implement and operate

Electric and Steam Generation

- Base loaded combustion turbine
 - Twice as efficient as a typical fossil fuel power plant
 - Expensive technology requiring personnel training
- Load following with engine generators
 - Slightly more efficient than combustion turbine
 - More flexible operation



Matrix of Possible Options



PLANT SITE	OPTION NO.	DESCRIPTION	PROJECT CAPITAL COST (\$)	POTENTIAL CHV COST SAVINGS (\$)	ANNUAL OPERATING COST			25-YEAR LIFE CYCLE COST (PRESENT VALUE)				ANNUAL SAVINGS (COMPARED TO NATURAL GAS BOILERS)				
					FUEL COST (\$/YR)	ELECTRIC SAVINGS (\$/YR)	COGEN MAINT. (\$/YR)	NET COST (\$/YR)	PRES. VAL. OF ANNUAL (\$)	TOTAL P.V. (\$)	RANK	DIFFERENCE \$	%	COGEN (\$/YR)	HRSG (\$/YR)	TOTAL (\$/YR)
FT 2010																
LAUSCHE	L-1	NAT. GAS BOILERS	40,790,000	—	5,631,000	—	—	5,631,000	98,560,000	139,450,000	19	20,250,000	28%	—	—	—
	L-2	7 MW COMB. TURB. IN EXISTING BUILDING	68,250,000	—	7,574,000	4,372,000	423,000	3,625,000	57,010,000	125,260,000	10	16,060,000	15%	1,991,221	204,779	2,096,000
	L-3	10 MW COMB. TURB. IN EXISTING BUILDING	83,230,000	—	8,483,000	6,110,000	591,000	2,944,000	42,850,000	126,080,000	12	16,880,000	15%	2,521,335	145,665	2,667,000
	L-4	7 MW COMB. TURB. IN NEW BUILDING (HP CYCLE)	78,430,000	5,000,000	7,999,000	5,518,000	534,000	3,015,000	44,620,000	119,050,000	2	850,000	1%	2,424,266	191,734	2,616,000
	L-5	10 MW COMB. TURB. IN NEW BUILDING (HP CYCLE)	85,240,000	5,000,000	9,025,000	7,461,000	732,000	2,286,000	28,960,000	109,200,000	1	—	—	3,164,744	100,256	3,345,000
	L-6	10.000 KW ENGINE GENERATOR (EX. BLDG.)	109,540,000	5,000,000	9,363,000	8,244,000	895,000	1,519,000	12,660,000	117,420,000	3	8,220,000	8%	3,902,021	209,979	4,112,000
	L-7	REF. HOTT. SOLID FUEL BOILERS	93,780,000	—	6,549,000	—	—	6,549,000	114,783,000	160,509,000	21	53,300,000	54%	—	—	—
	L-8	REF. HOTT. SOLID FUEL BOILERS & AIR-STEAM TURBINE	54,220,000	—	6,549,000	—	—	6,549,000	114,749,000	149,369,000	22	58,710,000	55%	—	—	—
	L-9	REF. HOTT. SOLID FUEL BOILERS & AIR-STEAM TURBINE	54,220,000	—	6,549,000	—	—	6,549,000	114,749,000	149,369,000	23	58,710,000	55%	335	145,665	2,469,000
	L-10	500 KW ENGINE GENERATOR	57,950,000	—	7,206,000	3,133,000	302,000	4,305,000	72,150,000	130,130,000	20	26,330,000	19%	1,210,342	35,638	1,246,000
RIDGES	L-11	10.000 KW ENGINE GENERATOR (EX. BLDG.)	76,675,000	—	8,730,000	6,110,000	591,000	3,211,000	47,180,000	123,050,000	8	14,650,000	13%	3,264,367	55,634	3,420,000
	L-12	TW 10.000 KW ENGINE GENERATORS (EX. BLDG.)	114,110,000	—	10,118,000	6,826,000	854,000	2,146,000	24,400,000	136,500,000	17	23,300,000	27%	3,423,146	61,654	3,465,000
	R-1	NAT. GAS BOILERS	—	—	—	—	—	—	—	—	—	—	—	—	—	
	R-2	7 MW COMB. TURB. (LP CYCLE)	71,360,000	5,000,000	7,464,000	4,372,000	422,000	3,868,000	57,418,000	128,310,000	9	53,310,000	15%	1,981,351	210,685	2,092,000
	R-3	10.000 KW COMB. TURBINE (LP CYCLE)	64,440,000	5,000,000	8,483,000	6,110,000	591,000	2,364,000	43,000,000	122,290,000	7	13,050,000	12%	2,521,335	145,665	2,667,000
	R-4	(2) 7 MW COMB. TURBINES (LP CYCLE)	101,080,000	5,000,000	9,214,000	7,604,000	736,000	2,346,000	29,900,000	125,860,000	11	16,480,000	15%	3,136,793	146,207	3,285,000
	R-5	7 MW COMB. TURBINE (HP CYCLE)	80,080,000	5,000,000	7,999,000	5,518,000	534,000	3,015,000	44,620,000	118,700,000	6	16,500,000	10%	2,424,266	191,734	2,616,000
	R-6	10.000 KW COMB. TURBINE (HP CYCLE)	94,190,000	5,000,000	9,025,000	7,461,000	732,000	2,286,000	28,960,000	118,150,000	4	8,950,000	8%	3,164,744	100,256	3,345,000
	R-7	(2) 10 MW COMB. TURBINES (HP CYCLE)	117,330,000	5,000,000	9,973,000	6,943,000	865,000	1,995,000	19,910,000	132,240,000	16	23,400,000	21%	3,631,910	104,990	3,736,000
	R-8	5,000 KW ENGINE GENERATOR (EX. BLDG.)	61,040,000	5,000,000	7,206,000	3,123,000	302,000	4,305,000	72,180,000	128,220,000	14	19,620,000	17%	1,210,342	35,638	1,246,000
	R-9	10,000 KW ENGINE GENERATOR (EX. BLDG.)	76,640,000	5,000,000	8,730,000	6,110,000	591,000	3,211,000	47,180,000	118,020,000	5	9,620,000	9%	3,264,367	55,634	3,420,000
	R-10	TWO 10,000 KW ENGINE GENERATORS (EX. BLDG.)	107,040,000	5,000,000	10,118,000	6,826,000	854,000	2,146,000	24,400,000	127,320,000	13	18,120,000	17%	3,423,146	61,654	3,465,000

Preferred Options



OPTION	CAPITAL COSTS				ANNUAL COSTS				TOTAL PRESENT VALUE (\$)	
	BUILDING FOR CHILLED WATER PLANT (\$)	HEATING PLANT & EQUIPMENT (\$)	RELOCATE TRANSP. & PARKING (\$)	TOTAL COST (\$)	NATURAL GAS (\$/YR)	ELECTRIC (\$/YR)	ADDITIONAL MAINT. & OPERATORS (\$/YR)	TOTAL (\$/YR)		
BASE OPTION TO REUSE LAUSCHE FOR HEATING	6,000,000	46,800,000	---	52,800,000	6,650,000	8,970,000	---	15,620,000	273,820,000	320,620,000
COMBUSTION TURBINE (10 MW) WITH 7,000 KW STEAM TURBINE	---	81,720,000	6,000,000	87,720,000	10,120,000	2,910,000	690,000	13,720,000	240,510,000	322,230,000
ENGINE GENERATORS (20 MW) @ RIDGES PLANT	6,000,000	85,220,000	---	91,220,000	10,310,000	1,370,000	810,000	12,490,000	218,950,000	304,170,000
ENGINE GENERATORS (20 MW) @ RIDGES PLANT	---	112,130,000	---	112,130,000	10,310,000	1,370,000	1,310,000	12,990,000	227,710,000	339,840,000

NOTES : CAPITAL COSTS INCLUDE 15% CONTINGENCY AND 30% SOFT COSTS.



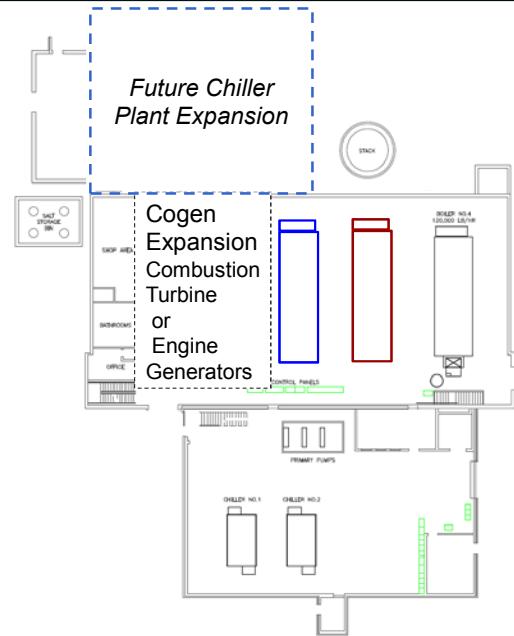
Conclusions



- Lausche Heating Plant site is preferred because of the proximity to distribution system
- Cogeneration provides a long term benefit to the University in:
 - Energy and cost savings
 - Carbon reduction ~89,000 tonnes from 2010 levels
 - On-site power generation in the event of a utility outage
- Phased implementation proposed



Proposed Phasing



Test Fire Boiler Nos. 1 and 4 to ensure natural gas capacity of 185,000 pph

Phase 1

Replace Boiler No. 2 with 110,000 pph natural gas fired boiler
185,000 pph firm natural gas capacity

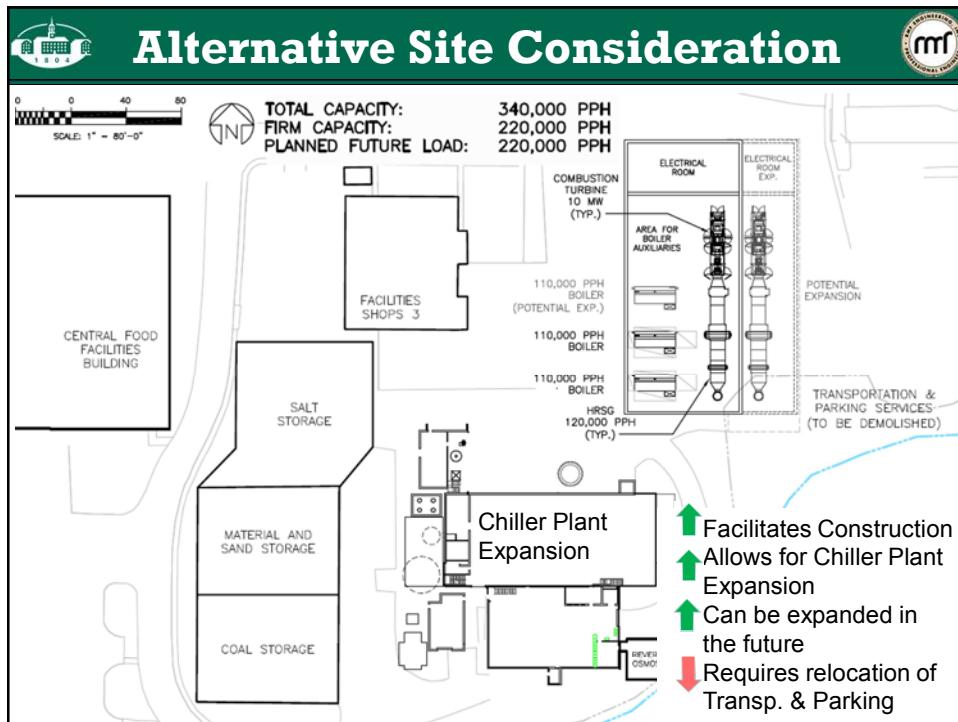
Phase 2

Demo coal equipment
Add Cogeneration System
Chilled Water Plant Expansion

Future

Add third boiler, needed for engine generator option

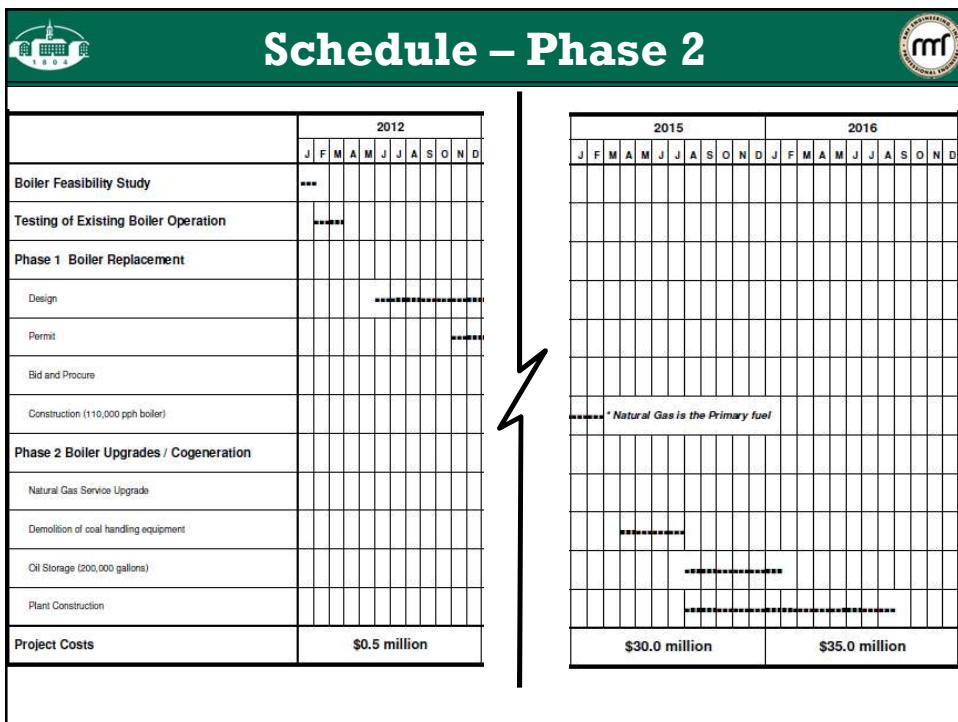
Alternative Site Consideration



Schedule – Phase 1

	2012				2013				2014							
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
Boiler Feasibility Study	***															
Testing of Existing Boiler Operation	****															
Phase 1 Boiler Replacement																
Design																
Permit																
Bid and Procure																
Construction (110,000 pph boiler)																'1
Phase 2 Boiler Upgrades / Cogeneration																
Natural Gas Service Upgrade																
Demolition of coal handling equipment																
Oil Storage (200,000 gallons)																
Plant Construction																
Project Costs					\$0.5 million				\$2.5 million			\$15.0 million				

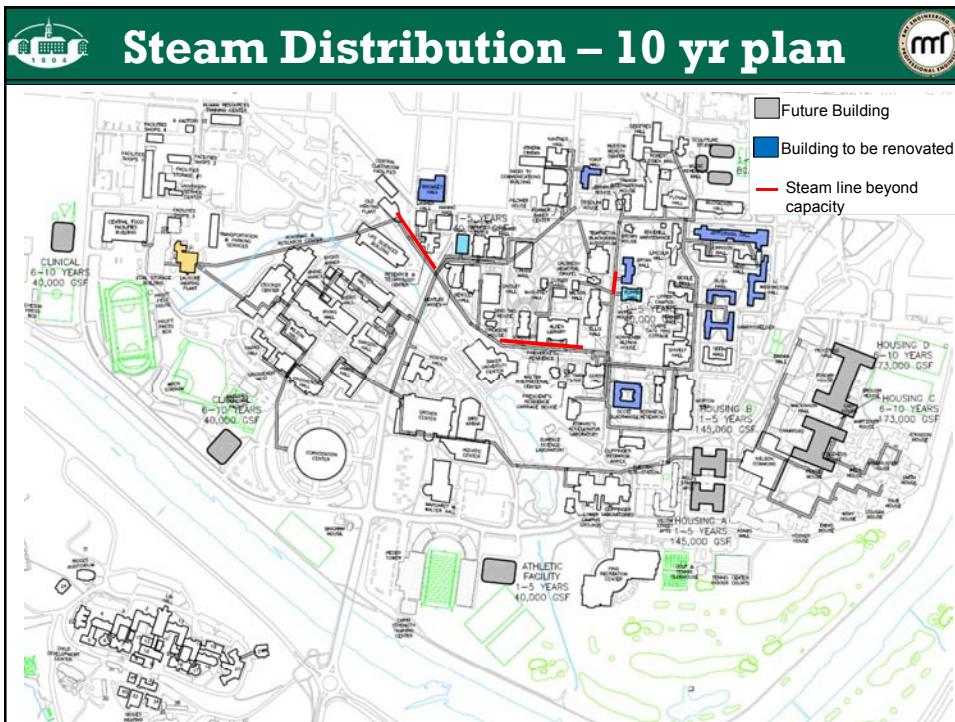
Natural Gas would be primary fuel by 2015



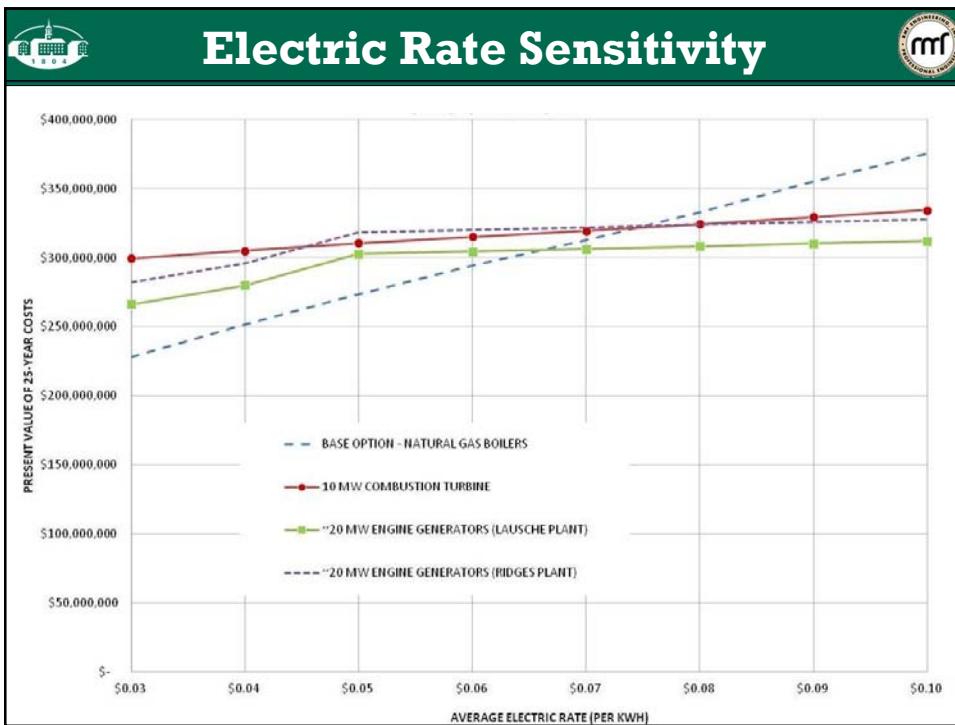
Summary

- Current Issues
 - Aging steam generation system
 - Commitment to discontinue coal use
 - Future load growth will require infrastructure upgrades
 - Fuel cost anticipated to double
 - Proposed Plan
 - Natural gas will be primary fuel by 2015
 - Cogeneration system, generating electric power at a 75% efficiency rate, to be implemented by 2017
 - Annual Savings with cogeneration
 - \$3.0 million (offsets fuel cost increase)
 - ~89,000 tonnes of CO₂ from 2010 (~\$1.3 million value)
 - Simple payback ~12 years
 - 10 to 20 MW of standby on-site power generation

Steam Distribution – 10 yr plan



Electric Rate Sensitivity



Lausche Heating Plant Replacement Update

- Potential Funding Mechanisms
 - Grants
 - State and Federal Incentives
 - Tax Incentives
 - Structures



Lausche Heating Plant Replacement Update

- Next Steps
 - Exploring private partnership opportunities
 - Companies have expressed interest
 - Various models can be employed





Interoffice Communication

Date: January 6, 2012

To: The President and Board of Trustees

From: Stephen T. Golding, Vice President for Finance and Administration, CFO and Treasurer

Re: PERFORMANCE CONTRACT UPDATE

Included in the comprehensive six year capital plan approved by the Board at its last meeting in November is a \$33 million Performance Contract Initiative. Updates on the planning of the initiative have been provided to the Board of Trustees over the past two years. The concept is energy conservation projects accomplished through a contractor at risk relationship through a monitored and audited savings guarantee.

By the January 2012 Board meeting, the preferred contractor will have been selected as a result of a two-step Request for Proposal process. First, in November 2010, proposed contractors submitted qualifications for review. Second, the successfully qualified contractors completed a several month review of the Ohio University buildings and their systems and proposed a package of individual energy conservation measures that together would meet the 15 year payback requirement of the Ohio Revised Code House Bill 7 Performance Contracting rules.

At this time the preferred contractor and Ohio University staff are finalizing the engineering of each proposed conservation measure and the exact make-up of the energy conservation package that will be the basis for the contractual agreement. It is anticipated that the project will be finalized and presented to the Board for approval at its April meeting.

The performance contract initiative will move the University toward state goals and priorities:

- Addressing Vision Ohio, Campus Sustainability Plan, and College and University President's Climate Commitment goals
- Moving the university toward meeting its State of Ohio House Bill 251 energy reduction targets
- Supporting the University System of Ohio recognized Center of Excellence for Energy and the Environment
- Addressing deferred maintenance through the replacement of equipment past its useful life with energy saving equipment with life spans beyond the 15 year required payback period.

It is anticipated that the proposed fund source will be a combination of debt issued by the University and debt issued through the Ohio Air Quality Development Authority which provides opportunities for debt service subsidy from the Federal government.

Performance Contract

Update

Tab



Performance Contracting Update

- Part of Six Year Capital Plan
- Energy conservation projects through contractor at risk relationship
- Monitored and audited savings guarantee
- Concept legislated under House Bill 7
- Required 15 year payback



Performance Contracting Update

- Initiative will move the University toward stated goals and priorities:
 - Vision Ohio, Sustainability Plan, and President's Climate Commitment
 - House Bill 251 energy reduction targets
 - Supporting the USO Center of Excellence for Energy and the Environment
 - Addressing deferred maintenance through replacement of energy saving equipment with life spans beyond 15 year payback



Performance Contracting Update

- Negotiating specific energy conservation measures with preferred contractor
- Anticipate project to be finalized and Board approval requested in April, 2012
- Anticipated Fund Source:
 - Combination of debt issued by University and debt issued through the Ohio Air Quality Development Authority



**APPROVAL OF PROJECT AND AUTHORIZATION TO DEVELOP
CONSTRUCTION DOCUMENTS, RECEIVE BIDS AND AWARD
CONSTRUCTION CONTRACTS FOR
FY 2012 SOUTH GREEN CATWALK REPAIR,
FY 2012 SOUTH GREEN FRONT FOUR PATIO REPAIR, AND
FY 2012 RESIDENCE HALL EXTERIOR PAINTING**

RESOLUTION 2012-

WHEREAS, three capital projects have been planned and developed as follows:

- FY 2012 South Green Catwalk Repair with a total project budget of \$740,000 to be funded from Residential Housing Reserve, and
- FY 2012 South Green Front Four Patio Repair with a total project budget of \$1,550,000 to be funded \$755,000 from Culinary Services Reserve and \$795,000 from Residential Housing Reserve, and
- FY 2012 Residence Hall Exterior Painting with a total project budget of \$550,000 to be funded from the Residential Housing Reserve, and

WHEREAS, the projects identified above have been planned, developed and funded.

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



Interoffice Communication

Date: January 6, 2012

To: The President and Board of Trustees

From: Stephen T. Golding, Vice President for Finance and Administration, CFO and Treasurer

Re: **CONSTRUCTION PROJECT APPROVAL REQUEST:**
FY 2012 South Green Catwalk Repair
FY 2012 South Green Front Four Patio Repair
FY 2012 Residence Hall Exterior Painting

The following construction projects in excess of \$500,000 in total project cost are presented to the Board for construction project approval. A resolution is provided that addresses these projects. All of the projects represent minor capital needs to keep up existing facilities while the implementation of the major components of the Housing Master plan are developed.

FY 2012 South Green Catwalk Repair:

This project will address failed sections of the elevated walkway system which connects fifteen residence halls to Nelson Commons Dining Hall in the area known as “New South.” The catwalks were constructed as part of the new south green buildings in 1970 to facilitate pedestrian travel in the event of a flood and to provide a utility corridor. Over the past ten years approximately \$1.4 million has been invested in deck, column, and guardrail repair and replacement to the elevated walkway system at “New South.”

This project will rehabilitate the sections from Armbruster to Smith and Dougan on to True. These sections were recently closed due to safety concerns. The project will repair or replace structural components, provide a deck coating to help reduce future deterioration, and upgrade the guardrail to meet the current building code. The total project budget is \$740,000 and is fully funded by the Residential Housing Reserve. This investment in rehabilitating elevated walkways at Armbruster, Smith, Dougan and True houses is being proposed as these residence halls will not be razed for approximately 5 to 7 years based on the recently approved Housing Master Plan.

FY 2012 South Green Front Four Patio Repair:

Pickering, Brown, Mackinnon and Crawford Halls were constructed in 1966 and 1967. These residence halls are known as the South Green “Front Four.” The “Front Four” are to remain as an integral part of South Green in the Housing Master Plan. The South Green Front Four Patio is an elevated walkway that connects these four residence halls to Nelson Commons Dining Hall and the catwalks accessing the 15 residence halls in the “New South” area. The patios are above parking garages that serve these residences. The existing condition of the concrete walking surface is failing which creates trip hazards and allows water to infiltrate into the surface slab and deteriorate the structural slab below.

The repair of the Front Four Patio has been a multi-phased project. In the past three years, approximately \$830,000 has been invested in the repair. This final phase of the repair is budgeted at \$1,550,000 and will replace the failed 18,300 square foot concrete walking surface, install a new waterproofing membrane, and provide structural slab and column repairs. The project will be funded \$755,000 from Culinary Services Reserve and \$795,000 from the Residential Housing Reserve.

FY 2012 Residence Hall Exterior Painting:

Exterior painting of windows, porches, and trim will be undertaken in the following brick buildings:

- On West Green: Ryors, Treudley, Sargent, James, Wilson, and Boyd
- On South Green: The Front Four – Pickering, Brown, MacKinnon, and Crawford
- On East Green: Read, Johnson, and Washington if budget allows

Wood replacement where needed, particularly column bases at Boyd and window sills at Pickering. The total estimated budget is \$550,000. The project will be fully funded by the Residential Housing Reserve.

A resolution is included to facilitate approval. Please let me know if you have questions.

Construction Project Updates:

Brief updates will also be provided on the progress and timeline for the Housing Development Plan and on the planning for campus safety projects.

Construction Projects

Resolution

Tab



Construction Projects

Agenda

- FY2012 South Green Catwalk Repair
- FY2012 South Green Front Four Patio Repair
- FY2012 Residence Hall Exterior Painting



Construction Projects

FY2012 South Green Catwalk Repair

- Project addresses failed sections of the elevated walkway system connecting 15 New South residence halls to Nelson Commons Dining Hall
- Failed sections recently closed due to safety concerns
- Project will repair or replace structural components, provide a deck coating to help reduce future deterioration and upgrade the guardrail to meet current building code
- Budget: \$ 740,000
- Fund source: Residential Housing Reserve



Construction Projects

FY2012 South Green Front Four Patio Repair

- South Green Front Four - Pickering, Brown, MacKinnon and Crawford residence halls
- The Patio is above parking garages serving these residences
- Final phase of a multi-phased project to repair and replace the 18,300 square foot concrete walking surface, install a new waterproofing membrane, and provide structural slab and column repairs
- Budget: \$1,550,000
- Fund source: \$ 755,000 from Culinary Services Reserve
\$ 795,000 from Residential Housing Reserve



Construction Projects

FY2012 Residence Hall Exterior Painting

- Exterior painting of windows, porches and trim:
 - West Green: Ryors, Treudley, Sargent, James, Wilson and Boyd
 - South Green: Pickering, Brown, MacKinnon and Crawford
 - East Green: Read, Johnson and Washington if budget allows
 - Wood replacement where needed, particularly column bases at Boyd and window sills at Pickering
- Budget: \$ 550,000
- Fund source: Residential Housing Reserve



Housing Development Plan

- Awaiting construction reform implementation (5% to 15% savings potential)
- Request for qualifications developed for architectural / engineering team
- Student Affairs MOU with Facilities Department finalized
- Recruiting in-house Project Managers
- Housing Utilities Master Plan in progress
- Geotechnical studies and survey in progress
- Master schedule in development



Housing Development Plan

First Two New Buildings

- June 2012 – Demolition, parking relocation, utility projects – Board approval requested
- June 2012 – New building design developed – to share with Board
- September 2012 – Guaranteed price contract – Board approval requested
- July 2014 – Construction/commissioning completion
- August 2014 – Occupancy



Safety Projects

- Status Update



**NAMING OF
“TECHNOLOGY AND BUSINESS DEVELOPMENT CENTER”**

RESOLUTION 2012 -

WHEREAS, the Technical Studies Building on the Chillicothe Campus of Ohio University (Building #1103) has been expanded by 6000 square feet; and

WHEREAS, the function of the building has been broadened to not only include the campus' technology degrees such as Law Enforcement Technology and Office Technology, but also hosting classes for the completion of associates and applied management degrees; and

WHEREAS, the function of the building will ultimately include courses, workshops, seminars and consulting in support of entrepreneurship activities as well as to house a small business incubator; and

WHEREAS, the name “Technology and Business Development Center,” has been determined to be a more appropriate name for the expanded building by the faculty and staff of the Chillicothe Campus.

NOW THEREFORE, BE IT RESOLVED that hence forth Building #1103 on the Chillicothe campus of Ohio University will be named **TECHNOLOGY AND BUSINESS DEVELOPMENT CENTER**.



Interoffice Communication

Date: January 6, 2012

To: The President and Board of Trustees

From: Stephen T. Golding, Vice President for Finance and Administration, CFO and Treasurer

Re: **BUILDING NAME CHANGE - Technology and Business Development Center,
Chillicothe Campus**

The faculty and staff of the Ohio University Chillicothe Campus request changing the name of the Technical Studies Building (Building #1103) on the Chillicothe Campus to “Technology and Business Development Center.” A 6000 gross square foot addition to the building, approved by the Board of Trustees in January of 2010, has enabled the academic function of the facility to greatly expand.

The building continues to house academic programming for the campus’ technology degrees such as Law Enforcement Technology and Office Technology, however the function of the building has been significantly expanded to include hosting classes for the completion of the associates and bachelors applied management degrees. In the near future, the building will also support entrepreneurship activities through the offering of courses, workshops, seminars and one-on-one consulting sessions on topics related to business development for both Ohio University students and residents of the Chillicothe community. The function of the building in the extended future may also include serving as a small business incubator. “Technology and Business Development Center” is now a more appropriate name for this building.

A resolution is provided in order to facilitate approval. I will be happy to address any questions you might have.

Building Name Change

Resolution

Tab 6



Building Name Change

- 1 building name change requested
 - The Technical Studies Building on the Chillicothe Campus of Ohio University, Building #1103, to *Technology and Business Development Center*
 - New construction has doubled size of building
 - Academic function of the facility has expanded business development and incubation functions are being incorporated in phases





Interoffice Communication

Date: January 6, 2011

To: The President and Board of Trustees

From: Stephen T. Golding, Vice President for Finance and Administration and Treasurer

Re: Sources & Uses

Included within the following materials is a the Sources & Uses document we have been developing concurrent with our efforts to provide you with a broader picture of the University's budget. While the document continues to be a work in progress, it is provided at this time to update you on the University's performance through November 2011 and, as promised during the November Board of Trustees meeting, to provide a pro forma analysis of the impact of the six-year construction improvement plan (the "CIP") reviewed during that meeting.

The forecast for the current fiscal year, based on actual information through November 30, 2011, suggests a net from operations of approximately \$51.6 million will be achieved. This positive net position occurs despite forecasted declines over the previous year in state appropriations, federal appropriations, sponsored programs, and investment income. Resources benefit from a 3.1%, or \$10.1 million, increase in tuition in fees over FY2011.

Although the timing and cash flows associated with projects in the CIP are very preliminary, a pro forma forecast incorporating those projects is included as a part of the Sources & Uses. Resources for the CIP come in the following forms:

- proceeds from the issuance of debt,
- gifts and grants,
- reallocations of base budget, and
- local funds or net operating funds from current or previous year

Uses of the resources within the CIP include the following:

- land,
- expenses related to construction, renovation, landscaping, planning and other development activities
- depreciation expense related to the new assets
- debt service of new issuances

Sources & Uses pg 2/2

You will notice that there is much volatility in the annual “Net from CIP” figure. This is due primarily to the timing of the issuance of bonds, intended to finance projects over a period of approximately two years or less, and the actual project expenses which occur over that same period. In both instances, the activity across multiple fiscal years results in a trend of volatility within individual fiscal years that can be rationalized. We will plan to discuss this volatility and the manner by which projects are managed to ensure the availability of resources.

As CIP projects become better defined, this section of the Sources & Uses will be updated to reflect the more accurate flow of funds.

Lastly, you will find a draft Budget Variance Forecast which is also currently under development. The purpose of this document will be to provide the Board with a view of the institution’s performance in relation to the budget annually adopted by the Board. You will note that the budget listed differs from the one approved at the June 2011 Board meeting primarily due to the manner in which the material is presented. The document within these materials consolidates spending authority by eliminating transfers between several fund types. We plan to discuss this with you at the upcoming meeting along with differences between the document and the Sources & Uses.

Sources & Uses Report & Impact of 6 Year CIP

as of November 30, 2011

Tab



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Sources & Uses – FY 2012 as of November 30, 2011

	2010 Actual	2011 Actual	2011-12 Nov YTD	2011-12 Forecast
Resources				
Tuition & Fees	303,352,545	331,064,132	218,028,937	341,191,935
Investment Income	12,244,258	16,751,364	(3,168,974)	-
Private Gifts, Grants and Contracts	16,007,904	16,014,639	3,183,110	10,370,000
State/Local/Other Government Grants & Contracts	10,392,481	11,519,837	2,908,518	9,196,000
Sponsored Programs (Federal)	27,805,334	34,345,956	11,268,950	22,685,729
Federal PELL Awards	37,910,294	47,437,064	18,858,000	51,834,271
Sponsored Programs (F&A)	7,431,286	8,912,143	3,635,944	7,400,000
State Appropriations	150,724,662	141,257,564	59,211,183	132,887,928
Federal Appropriations	20,539,400	21,321,876	-	-
Auxiliary Enterprise Sales & Services	93,492,054	93,852,450	35,075,938	94,203,916
Sales & Services	9,715,185	10,620,941	3,397,398	10,151,450
Support from Ohio University Foundation	3,194,318	4,555,277	2,412,668	5,600,000
Other Sources	30,583,626	42,716,733	(7,268,754)	15,879,970
Subtotal Resources	723,393,347	780,369,976	347,542,917	701,401,199
Use of Resources				
Salaries & Wages (including benefits)	362,847,970	371,271,218	138,993,791	367,654,203
Undergraduate Financial Aid	45,621,171	45,359,743	14,736,745	41,553,529
Federal PELL Awards	37,910,294	47,437,064	18,858,000	51,834,271
Graduate Financial Aid	31,808,174	32,211,085	12,399,100	30,432,967
General Expense	76,318,159	75,126,972	28,449,556	75,500,556
Professional Services	19,567,689	31,483,151	11,797,559	34,336,864
Travel and Entertainment	14,917,458	13,984,898	4,963,154	13,801,733
Utilities	15,866,417	15,586,460	5,379,754	15,876,907
Interest Expense (on current debt)	7,797,543	7,275,033	(578,682)	7,275,108
Other Expenses	48,210,095	36,392,955	13,308,984	14,819,778
Depreciation	34,502,716	34,197,262	14,379,039	35,000,000
Internal Transfers for Services/Goods	(38,100,442)	(37,350,385)	(13,286,446)	(38,295,591)
Subtotal Uses of Resources	657,267,244	672,975,456	249,400,553	649,790,325
Net from Operations	66,126,103	107,394,520	98,142,364	51,610,874



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Sources & Uses FY 2012-2017 6 Year CIP

	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast
<u>Resources</u>						
Proceeds from Bond Issuance	80,000,000	150,000,000		150,000,000		200,000,000
Gifts	1,000,000	4,000,000	15,476,668	2,476,668	8,842,748	2,842,748
Budget Reallocation	2,385,942	9,648,730	14,527,589	19,687,994	24,848,399	31,728,939
Local Funds	29,069,079	44,713,596	20,975,000	35,239,583	23,760,417	6,900,000
Subtotal Resources	112,455,021	208,362,327	50,979,257	207,404,246	57,451,564	241,471,687
<u>Use of Resources</u>						
Land	12,000,000	-	-	-	-	-
Project Expenses	47,780,508	193,776,491	131,845,865	71,290,774	122,198,631	127,409,286
Additional Annual Depreciation from Capital Plan	33,333	2,522,694	11,390,238	12,136,905	14,662,044	18,352,044
Debt Service	2,385,942	9,648,730	14,527,589	19,687,994	24,848,399	31,728,939
Subtotal Uses of Resources	62,199,783	205,947,916	157,763,692	103,115,673	161,709,074	177,490,269
Net from CIP	50,255,238	2,414,411	(106,784,435)	104,288,573	(104,257,510)	63,981,418



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Sources & Uses FY 2012-2017 6 Year CIP Detail (Preliminary)

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
<u>Resources</u>						
Proceeds from Bond Issuance						
Academic	33,000,000	35,000,000		65,000,000		87,500,000
Auxiliary	-	80,000,000		45,000,000		35,000,000
Regionals	-	10,000,000		10,000,000		10,000,000
Deferred Maintenance	-	25,000,000		20,000,000		30,000,000
Other (including infrastructure)	47,000,000	-		10,000,000		37,500,000
Gifts	1,000,000	4,000,000	15,476,668	2,476,668	8,842,748	2,842,748
Budget Reallocation (for debt service)	2,385,942	9,648,730	14,527,589	19,687,994	24,848,399	31,728,939
Local Funds						
Academic	633,333	3,850,000	-	1,100,000	-	-
Auxiliary	28,435,746	40,388,596	19,550,000	14,133,333	7,166,667	4,200,000
Regionals	-	475,000	1,425,000	5,106,250	1,793,750	2,700,000
Deferred Maintenance	-	-	-	13,700,000	13,700,000	-
Other (including infrastructure)	-	-	-	1,200,000	1,100,000	-
Subtotal Resources	112,455,021	208,362,327	50,979,257	207,404,246	57,451,564	241,471,687
<u>Use of Resources</u>						
Land	12,000,000	-	-	-	-	-
Project Expenses						
Academic	5,762,262	36,371,429	32,814,286	14,092,857	69,775,714	57,574,286
Auxiliary	33,189,079	98,009,825	55,748,246	23,166,667	27,966,667	25,000,000
Regionals	50,000	8,345,238	9,033,333	9,506,250	4,093,750	10,100,000
Deferred Maintenance	1,479,167	17,750,000	17,750,000	18,800,000	18,800,000	20,150,000
Other (including infrastructure)	7,300,000	33,300,000	16,500,000	5,725,000	1,562,500	14,585,000
Additional Annual Depreciation from Capital Plan	33,333	2,522,694	11,390,238	12,136,905	14,662,044	18,352,044
Debt Service	2,385,942	9,648,730	14,527,589	19,687,994	24,848,399	31,728,939
Subtotal Uses of Resources	62,199,783	205,947,916	157,763,692	103,115,673	161,709,074	177,490,269
Net from CIP	50,255,238	2,414,411	(106,784,435)	104,288,573	(104,257,510)	63,981,418



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FY2012 Budget Variance Forecast

	2012 Budget	2012 YTD Actual	2012 Forecast
Tuition & Fees	333,931,991	216,913,701	341,191,935
State Appropriations	128,543,199	56,616,872	132,887,928
Sales & Service	105,572,773	43,360,124	104,355,366
Grants & Contracts	109,615,000	36,602,849	101,486,000
Investment Income	-	(2,153,645)	-
Other Sources	8,068,322	7,483,845	21,479,970
Subtotal	685,731,285	358,823,745	701,401,199
Personnel Costs	383,064,461	151,225,385	367,654,203
Operating Exps	135,984,685	41,868,568	116,040,247
Financial Aid	122,176,673	45,519,161	123,820,767
Debt Service	16,514,618	13,033,086	20,025,108
Subtotal	657,740,437	251,646,200	627,540,325
Transfers	37,691,536	10,641,959	37,691,536
Inc/Dec to Fund Balance	(9,700,688)	-	
Net from Operations	-	96,535,586	36,169,338



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Interoffice Communication

Date: January 6, 2012

To: The President and Board of Trustees

From: Stephen T. Golding, Vice President for Finance and Administration, CFO and Treasurer

Re: UPDATE ON SERIES 2012 DEBT ISSUANCE

As introduced at November's Board of Trustees meeting, the University is planning a February issuance of general receipts bonds to support various projects including phase one of the Steven L. and Barbara G. Schoonover Center for Communication project, phase two of the Network Infrastructure Improvement project, the Chilled Water Expansion project and a number of performance contracting projects that will result in utility efficiencies. As alluded to in November, this month's meeting will provide for an opportunity to update you on efforts undertaken to prepare for the issuance and better insight into the specifics of the issuance based in part on market conditions.

Preparation to date has included:

- finalizing specifics surrounding projects to be supported by the bonds,
- requesting Board of Regent approval of a pledge of student fees,
- drafting appropriate bond related documents, and
- meeting with Standard & Poor's and Moody's Investors Services

If you have questions on this matter, please do not hesitate to contact me at 740-593-2556.

Series 2012 Debt Issuance

Update

Tab



Debt Issuance Preparation

- November OU BOT meeting
- Ohio Board of Regents – Pledge Request
- Rating Agency Meetings
 - Standard & Poors
 - Moody's
- Performance Contracting



Debt Issuance Projects

- Steven L. and Barbara G. Schoonover Center for Communication – Phase I (\$14.0mm)
- Chilled Water Expansion Project (\$6.0mm)
- OU-HCOM Columbus Campus (\$16.0mm)
- Network Infrastructure Improvement Project – Phase II (\$7.0mm)
- Series 2012 Planning Funds (\$0.5mm)
- Series 2012 Performance Contracting (\$19.0mm)



Debt Issuance Resolution to Issue Bonds

- Maximum Principal Amount: \$160 million
 - \$52 million new (including costs of issuance)
 - \$33 million new – performance contracting
 - \$75 million refinancing (depending on market conditions)
- Characteristics
 - Non-taxable, taxable, Ohio Air Quality Development Authority Bonds
 - Maturities of 40-years or less
 - Maximum interest rate of 7.0%



Debt Issuance Next Steps

- January
 - Assignment of credit ratings
 - Performance Contracting
 - OBOR pledge request
- February
 - Pricing
 - Issuance
- Spring 2012 – Commence projects



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Interoffice Communication

Date: January 6, 2012

To: The President and Board of Trustees

From: Stephen T. Golding, Vice President for Finance and Administration, CFO and Treasurer

Re: OUHCOM UPDATE

There are a number of initiatives underway involving the Heritage College of Osteopathic Medicine. Updates on several are provided below.

We look forward to further discussion at the January board meeting.

OUHCOM / Columbus Campus

A purchase agreement was signed between Ohio University and the owners of approximately 14.8 acres located at 7001-7003 Post Road, Dublin, Ohio, on December 7. The university is proceeding with the due diligence process for the acreage and three buildings located on the site, with property appraisals, environmental, and building conditions studies currently underway. Space needs assessment and budget planning activities are also in progress to locate the Ohio University Heritage College of Osteopathic Medicine on the site.

Concurrently, dialogue with the City of Dublin regarding the approximately 90 acres surrounding the above mentioned site continues. Under the leadership of Provost Benoit, a visioning team has been assembled and has begun conceptual studies for the future academic, research, commercial and service related activities and functions for the proposed campus site.

OUHCOM / Other Activities

In addition to the Columbus campus, the college continues to investigate other strategic partnerships statewide and in Athens. These new initiatives are aligned with the college's teaching, research and clinical activities and are essential to the recruitment of new faculty and students and are instrumental to the delivery of quality medical care statewide. While there is additional due diligence to be completed on several of these initiatives, the college seeks to keep the board informed on their plans.



Interoffice Communication

Date: January 6, 2012

To: The President and Board of Trustees

From: Stephen T. Golding, Vice President for Finance and Administration, CFO and Treasurer

Re: UNIVERSITY COURTYARD / HOUSING FOR OHIO UPDATE

The need for a guarantee of the letter of credit supporting debt for the University Courtyard was discussed at the February, 2011 Board of Trustees meeting. At that time, occupancy at the property was at 64% and the entity was operating at a financial loss. As part of that meeting's discussion, we were asked by the board to investigate opportunities for the university's residential housing operation to utilize the Courtyard property and to report back when appropriate.

Over the past several months, Residential Housing in consultation with the Budget office has been investigating three possibilities for use of the property:

- swing space for the impending residential housing construction program
- as an alternative to Wolfe Street apartments which have traditionally served international and graduate students and are being taken off-line to accommodate the capital improvement plan, and
- completely incorporating the property into the University's housing stock

Concurrently, operating results at the property have improved substantially. Occupancy for this academic year is at 83% and the cost of the letter of credit has been reduced in response to the university's guarantee.

A brief update on the progress or this review will be reported later this month at the board meeting.

Ohio University

The Promise Lives Campaign

Board of Trustees

January 19-20, 2012

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The Promise Lives Update

Campaign 7/1/2007 – 12/31/2011

Donor Type	Goal	Actual	Percent Toward Goal
Alumni	\$270.0M	\$206.13M	76.34%
Other Individuals	\$90.0M	\$14.66M	16.29%
Corporations	\$18.0M	\$6.49M	36.08%
Foundations	\$67.5M	\$146.76M	217.42%
Organizations	\$4.5M	\$5.81M	129.21%
Total	\$450.0M	\$379.86	84.41%

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THE PROMISE LIVES CAMPAIGN

Campaign Gifts to Date

Gift Amount	Gifts in Place	Amount Committed
\$100M	2	\$215.5M
\$20M	1	\$28M
\$10M	2	\$23.30
\$5M	6	\$37.50
\$2.5M	1	\$3.9M
\$1M	13	\$17.9M
\$500K	11	\$7.2M
\$250K	21	\$5.9M
\$100K	50	\$6.5M
\$50K	62	\$3.7M
Other	Many	\$30.1M
Total	169	\$379.86M

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Raised by College Part 1

Through 12/31/11



College/Unit	Goal	Raised	Goal %
College of Arts and Sciences	\$15M	\$8.75M	58%
College of Business	\$20M	\$9.18M	46%
Scripps College of Communications	\$40M	\$31.21M	78%
Patton College of Education and Human Services	\$41M	\$36.72M	90%
Russ College of Engineering & Tech	\$130M	\$117.31M	90%
College of Fine Arts	\$12M	\$8.72M	73%
College of Health Sciences & Professions	\$10M	\$3.14M	31%
Honors Tutorial College	\$3.4M	\$0.043M	12%
Heritage College of Osteopathic Medicine	\$123M	\$120.52M	98%
University College*	\$2.5M	\$0.91M	36%
Intercollegiate Athletics	\$21.35M	\$15.32M	72%
University Libraries	\$6.85M	\$2.29M	34%

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Raised by College Part 2

Through 12/31/11

College/Unit	Goal	Raised	Goal %
Cutler Scholarship Program	\$3.5-\$5M	\$2.91M	83%
Student Affairs	\$2M	\$1.05M	53%
Chillicothe Campus	\$3-\$3.5M	\$0.56M	19%
Eastern Campus*	\$2.5M	\$1.19M	46%
Lancaster Campus	\$5M	\$0.21M	4%
Southern Campus	\$3.5-\$4M	\$0.74M	21%
Zanesville Campus	\$1M	\$0.54M	54%
WIP	\$1M	\$0.39M	39%
1804	\$3M	\$0.63M	21%
University Wide		\$18.04M	
TOTAL	\$450M	\$379.86M	84.41%

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The Promise Lives Update

through 10/31/2011

Amount Raised, in Millions of Dollars



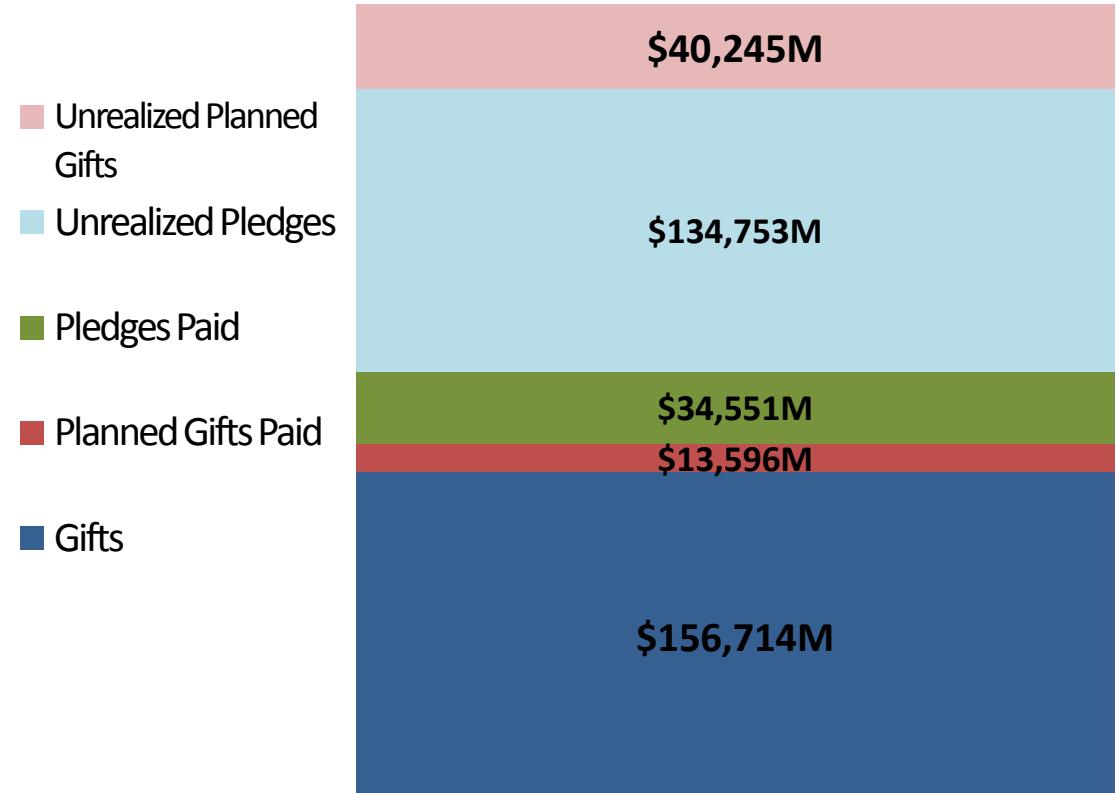
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Campaign Gift Analysis

Total \$379.8M



1

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Volunteer Engagement

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Leadership Gifts

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AGENDA
University Academics Committee
Brasee Hall, Room 402, Lancaster Campus
1:30 p.m. – Thursday, January 19, 2012

12. Academic Quality: Russ College of Engineering and Technology Accreditation, Learning Outcomes and College Dashboard
13. Academic Quality: EVPP Overview of General Education
14. Academic Quality: General Education Task Force Report
15. Academic Quality: AQIP Project Report
16. Academic Quality: Dashboard Review - Student Faculty Ratio, Group I Faculty Retention, Tuition Discount, and Headcount
17. Intercollegiate Athletics: Compliance and Reporting
18. **Consent Agenda**, Naming of Lounge in Baker University Center

Accreditation and Outcomes Assessment in the Russ College

Dennis Irwin, Ph.D., P.E., Dean
Moss Professor of Education
Thomas Professor of Engineering

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Russ College of Engineering and Technology



ABET Background

- ABET accredits engineering, computer science, technology and applied science programs
- ABET is recognized by the Council for Higher Education Accreditation (CHEA)
- In most states, graduation from an ABET accredited engineering program is the first step in professional registration
- ABET's vision:

“Provide world leadership in assuring quality and in stimulating innovation in applied science, computing, engineering, and technology education.”

ABET Terminology

- ABET: Accreditation Board for Engineering and Technology
- ECPD: Engineering Council for Professional Development (became ABET in 1980)
- CSAB: Computer Science Accreditation Board (became Computing Accreditation Commission, CAC, of ABET in 1985)
- CAC: Computing Accreditation Commission
- EAC: Engineering Accreditation Council
- TAC: Technology Accreditation Council
- ASAC: Applied Science Accreditation Council

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ABET History

- 1937: ECPD accredits 445 programs at 117 institutions
- 1951: Ohio Univ. mechanical, civil, electrical eng. programs accredited
- 1963: Ohio Univ. chemical eng. program accredited
- 1968: Ohio Univ. industrial and systems eng. program accredited
- 1980: ECPD becomes ABET
- ~1985: CAC of ABET formed
- 1997: ABET requires EC2000 (outcomes-assessment-based accreditation)
- 2001: Ohio Univ. computer science program accredited
- 2008: CS accredited until 2014
- 2011: Ohio Univ. engineering programs accredited until 2017

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ABET in the Russ College

- Programs are accredited
 - Colleges are not
 - Departments are not
- EC2000 is a continuous improvement dictate
 - Ongoing
 - All faculty and constituents responsible
 - 200+ faculty, students, alumni and other outside constituents participate
 - Industrial advisory boards are critical

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Objectives and Outcomes

- **Program objectives:** What we want our graduates to be capable of
 - Measured on a slow basis (every 5 years)
 - **Example: Professionalism.** Produce graduates who exhibit an understanding of the necessity for professional integrity, ethical behavior and multi-cultural awareness.
- **Student outcomes:** List of 11, dictated by ABET
 - Others can be defined by program
 - Measured more often (every year)
 - **Example: An ability to function on multidisciplinary teams.** Commonly taught using senior design capstone classes. Most programs assess it using formal presentations of the design process and final products of those classes.

Feedback Loop Model of Continuous Improvement

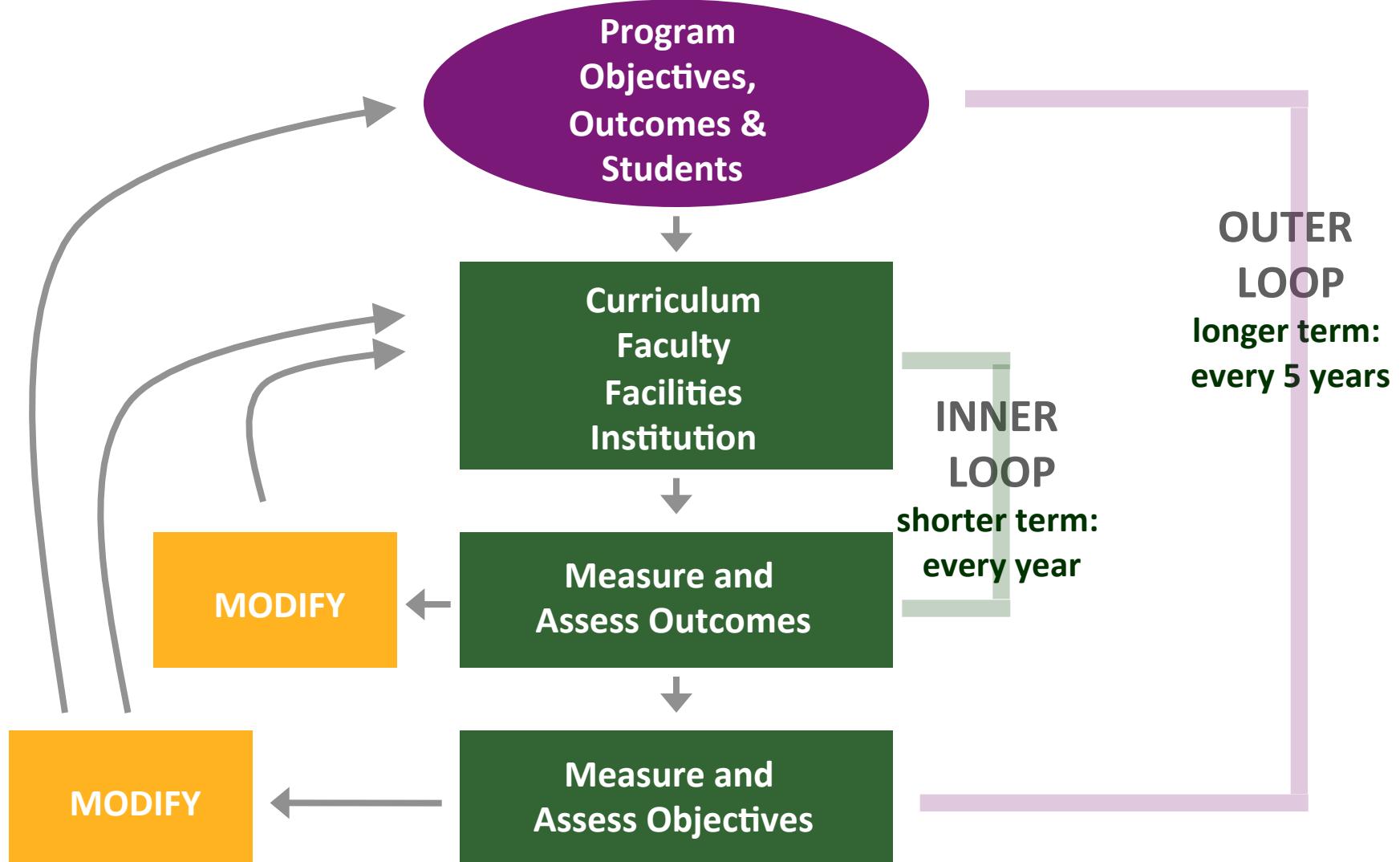
- **Achieve ...** → Program objectives and outcomes
 - **Using ...**
 - Curriculum
 - Faculty
 - Facilities
 - Institutional support
 - Measure ...**
 - Current program objectives
 - Current outcomes
 - Assess ...**
 - Whether objectives and outcomes are satisfactory
 - Modify ...**
 - Curriculum
 - Faculty
 - Facilities
 - Institutional support
- Repeat**

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Feedback Loop Model of Continuous Improvement



Program Objectives Example

- Electrical Engineering:
 - **Professionalism.** Produce graduates who exhibit an understanding of the necessity for professional integrity, ethical behavior and multi-cultural awareness.
 - **Problem identified:** On-campus assessment difficult due to long-term nature; surveys not specific enough and had low return rate
 - **Action taken:** Created “*direct measure*” (DM) survey just for electrical engineering with simpler questions; DMs force examination of student skills against measurable learning outcomes, vs. self-reporting of opinions
 - **Re-evaluation:** Return rate improved; data now shows objective being met

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Student Outcomes Example

- Mechanical Engineering
 - **Senior capstone course:** Students design and build a piece of machinery.
 - Supports ABET *Outcome C*: An ability to design a system, component, or process to meet desired needs within realistic constraints such as economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability
- **Problem identified:**
 - Insufficient project funding and fabrication resources
 - Not enough emphasis on a real client
 - continued ...



Student Outcomes Example, cont.

- **Actions taken:**
 - Increased funding
 - Provided new fabrication facility
 - Created new theme, “Designing to Make a Difference”
 - Identified real external clients
- **Re-evaluation:**
 - Percentage of "successful" projects increased by 20%
 - Course now referenced in three professional education publications
 - Teams won the Natl. Institute for the Severely Handicapped’s national competition in both 2009 and 2011

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ABET Process

(Assuming program accredited through year 6)

- **January, Year 5:** Request re-accreditation
- **July, Year 5:** Provide self-study report for each program
(100-400 pp. each)
- **October, Year 5:** Accreditation visit
 - Team of 6-12 (for 5 eng. Programs)
 - One visitor for each program
 - Possibly one observer for each program
 - Possibly State Board of Registration observer
 - One team leader
- continued ...

ABET Process, cont.

- **March, Year 6:** Preliminary written report
- **July/August, Year 6:** ABET board action
- **October, Year 6:** Notification of final action



Possible Findings and Actions

- Possible findings:

- Deficiencies
- Weaknesses
- Concerns
- Observations

SERIOUS



LESS SERIOUS

- Possible actions:

- Show cause (to be accredited)
- Interim visit
- Interim report
- Next general review

UNDESIRED



DESIRED

Communicating Accreditation

ABET does not compare programs or institutions

ABET does not publish, nor will they allow programs to publish, any action other than the program accreditation status

The ABET Web site includes:

Program name accredited

Expiration date of accreditation

Original accreditation date

Example from Ohio University: Civil Engineering

2017

1951

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Russ College Strategic Planning Process

Dennis Irwin, Ph.D., P.E., Dean
Moss Professor of Education
Thomas Professor of Engineering

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Russ College of Engineering and Technology



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Strategic Planning Background

- History:
 - 1998: Extensive and extremely detailed plan of 100+ pages
 - 2003: Shorter narrative plan (revised annually)
 - 2008: Russ College metrics developed
 - 2009: Russ Gift Spending Plan (Russ Vision Plan) developed
- All plans reviewed/modified by:
 - Russ College leadership
 - Russ College Board of Visitors
 - Russ College faculty / staff
- **Result: 3 plans (strategic, metrics, Russ Vision)**
- 2011-12: Intensive revision into single plan

Process Results



Strategic Plan Structure

- **Purpose:** A general statement that differentiates the Russ College from other colleges and indicates our function and constituencies
- **Vision:** How things will look when we get where we want to be, ten or more years in the future
- **Mission:** A specific statement that reveals our sustainable, competitive advantages and the unique characteristics of what we do best
 - Each mission has a set of measurable goals, and strategies for each goal

The Russ College's Purpose

- To educate “meta-engineers and - technologists,” (exceptionally well-prepared engineering and technology leaders of the future), create and expand engineering and technology knowledge, support the engineering and technology professions, and serve as a technical resource for public concerns

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Russ College of Engineering and Technology



The Russ College's Vision

- Nationally, the Russ College will be a top choice for students, faculty, and prospective employers of graduates, and will be recognized for its world-class research and scholarly activities in its strategic focus areas. Specifically, the Russ College will effectively use its resources to achieve:
 - Demand from students to attend the Russ College,
 - Demand from faculty to teach at the Russ College,
 - Demand from the public for knowledge and research, and
 - Demand from employers for Russ College students ...
- *... Consistent with the top 25 ranked programs (Tier I programs)*

The Russ College's Five Missions

- **Educational activities**
 - To provide a learner-centered, student-engaged education, producing graduates who understand the societal, economic, environmental, and social implications of their work, and who are poised to become leaders who will contribute to improving the human condition
- **Research / scholarship**
- **Service / professional activities**
- **Operational efficiency**
- **Staff support**
- *(See strategic plan document for detail on other four missions above)*

The Russ College Strategic Plan: The Russ Vision

PURPOSE

To educate “meta-engineers and -technologists,” (exceptionally well-prepared engineering and technology leaders of the future), create and expand engineering and technology knowledge, support the engineering and technology professions, and serve as a technical resource for public concerns.

VISION

Nationally, the Russ College will be a top choice for students, faculty, and prospective employers of graduates, and will be recognized for its world-class research and scholarly activities in its strategic focus areas. Specifically, the Russ College will effectively use its resources to achieve:

- *demand from students* to attend the Russ College,
- *demand from faculty* to teach at the Russ College,
- *demand from the public* for knowledge and research, and
- *demand from employers* for Russ College students,

consistent with the top 25 ranked programs (Tier I programs), by

- increasing the yield rate to the Russ College to 38 percent while raising the average composite ACT scores of those matriculating to 27,
- increasing the number of faculty applicants from Tier I programs to 50 percent,
- raising the level of sponsored research funding to \$250,000 annually per research faculty member, and
- raising the six-month job placement rate for undergraduates to 95 percent.

MISSION FUNDAMENTALS

- **Educational Activities:** To provide a learner-centered, student-engaged education, producing graduates who understand the societal, economic, environmental, and social implications of their work, and who are poised to become leaders who will contribute to improving the human condition.
- **Research/Scholarship:** To lead world-class, collaborative research and scholarship in energy and the environment, and air and ground transportation infrastructure; to expand and deepen research in biomolecular diagnostics and therapeutics; and to explore new areas of discovery aligned with Russ College expertise and of enduring significance.
- **Service/Professional Activities:** To contribute to the engineering and technology professions, to serve as a technical resource on matters of concern to the public, and to commercialize viable technologies developed at the Russ College.

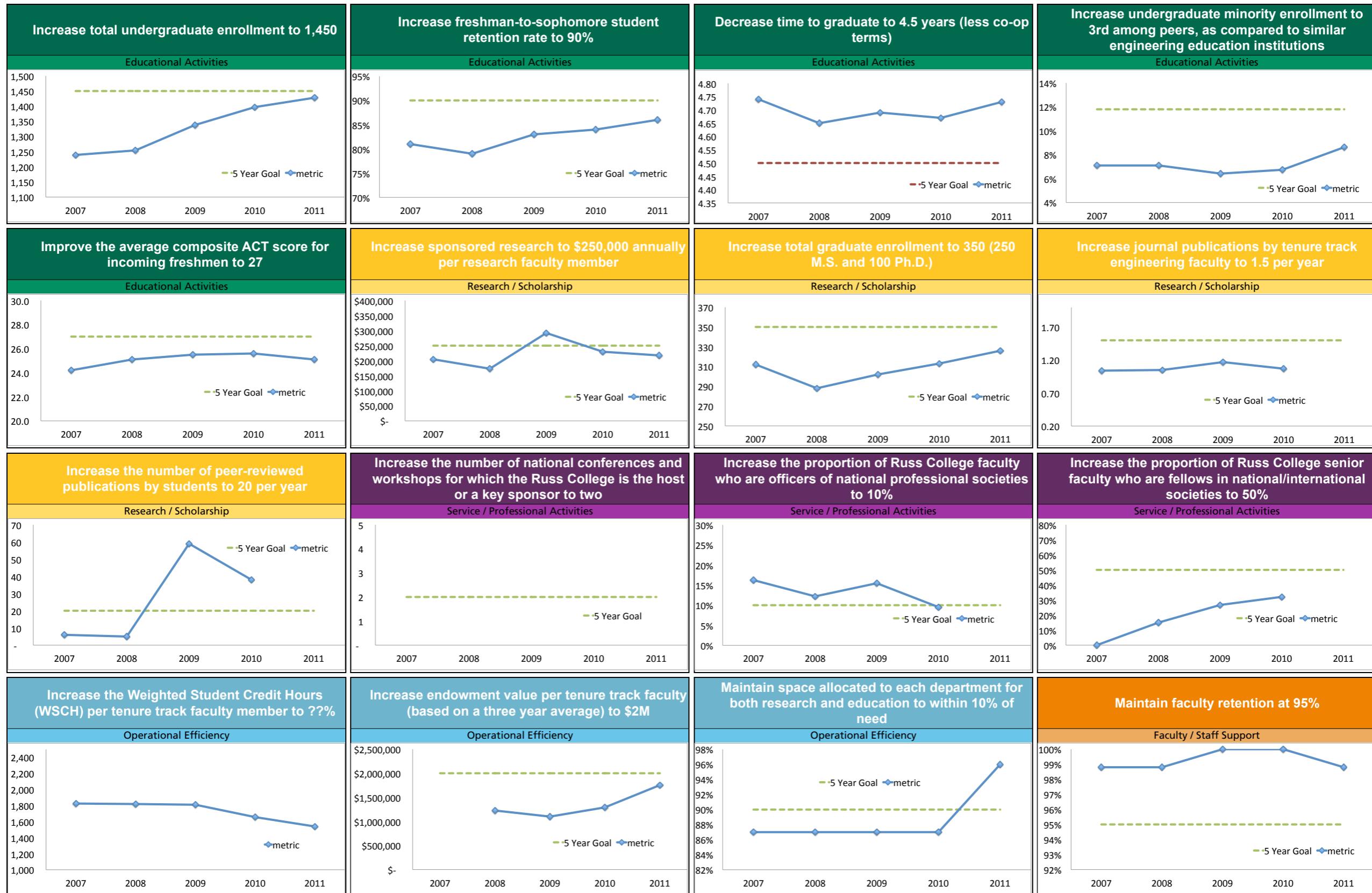
MISSION SUPPORTING PRIORITIES

- **Operational Efficiency:** To maintain the cost of instruction and research at or below national benchmarks and to be a responsible steward of public and private funding sources.
- **Faculty/Staff Support:** To recruit, retain, and enable faculty and staff in their pursuit of the mission fundamentals and to be among the most professionally rewarding workplaces in higher education.
- **Support of the Ohio University Dashboard:** To ensure the alignment of the Russ Vision with the Ohio University strategic and supporting priorities and to maintain the Russ College’s reputation as a good university citizen.

Example Goal: Educational Activities Mission

- **Goal:** Increase undergraduate minority enrollment to 3rd among peers, as compared to similar engineering education institutions
- **Strategies:**
 - Continue scholarship pool for minority prospects
 - Continue outreach to target audience
 - Conduct faculty training with Coordinator for Minority, Women and Outreach Programs
 - Increase number of minority faculty
- **Results:** Between 2009-2011,
 - Moved from 9th to 7th place among peers
 - Moved from 6.4% to 8.6% undergraduate minority enrollment (3rd among peers requires 11.8%)

Active Goals: Dashboard View



General Education

OVERVIEW

1811 Degree Requirements

An Ohio University B.A. degree required demonstrated proficiency in:

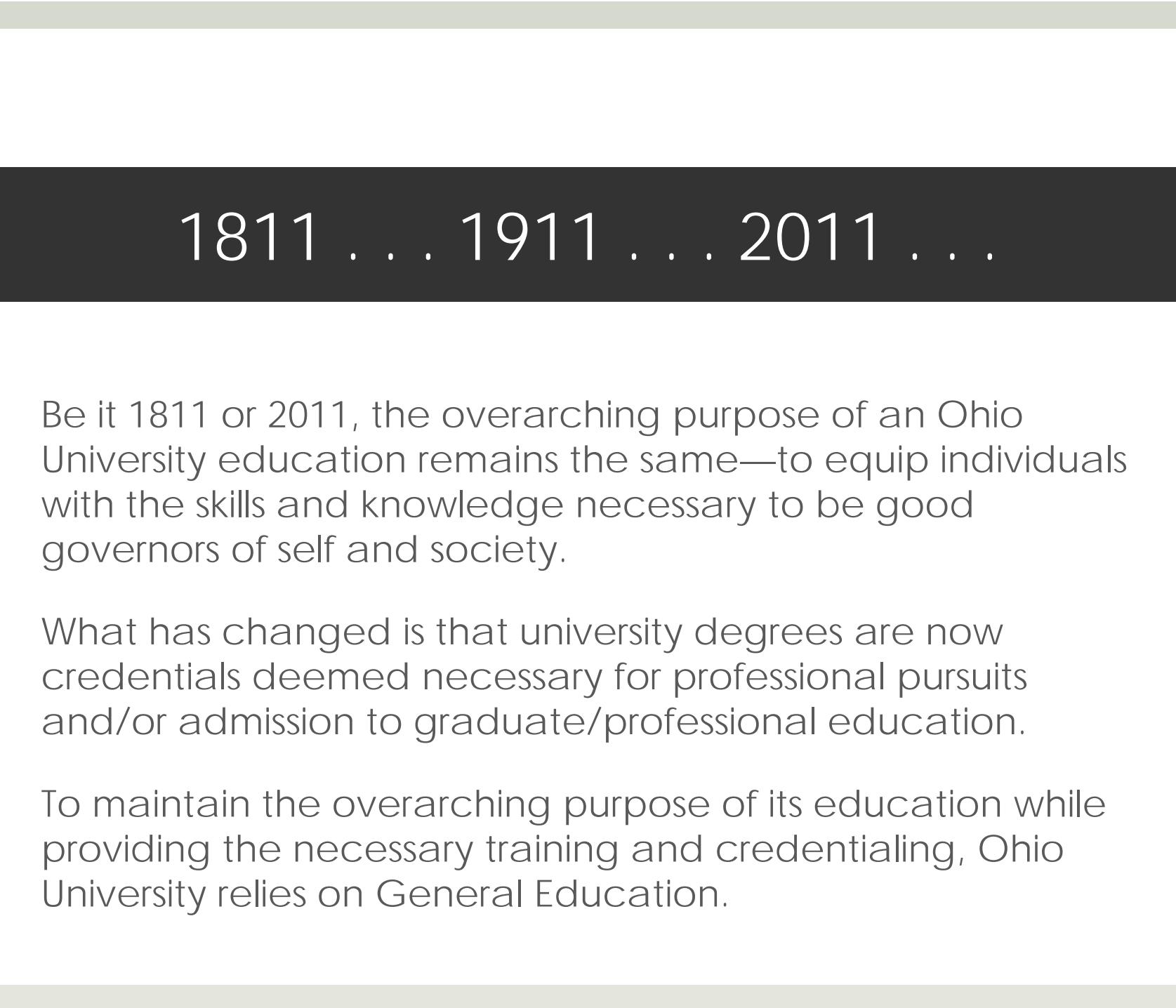
Virgil, Horace, Cicero, Xenophon, Homer, the Greek Testament, geography, logic, arithmetic, algebra, conic sections, natural philosophy, general principles of history, jurisprudence, English grammar, rhetoric, belles lettres, criticism, surveying, and navigation.



2011 Degree Requirements (A&S)

General requirements for a B.A. are:

- ❑ A minimum of 192 quarter hours,
- ❑ 90 hours of Arts and Sciences coursework above the 199 level,
- ❑ The equivalent of two years of college-level foreign language
- ❑ At least 18 hours each of humanities, social sciences, and natural sciences coursework,
- ❑ General Education requirements— Tiers I, II, III—and
- ❑ All requirements stipulated by the department for the chosen major. Minors are optional.



1811 . . . 1911 . . . 2011 . . .

Be it 1811 or 2011, the overarching purpose of an Ohio University education remains the same—to equip individuals with the skills and knowledge necessary to be good governors of self and society.

What has changed is that university degrees are now credentials deemed necessary for professional pursuits and/or admission to graduate/professional education.

To maintain the overarching purpose of its education while providing the necessary training and credentialing, Ohio University relies on General Education.

Basic Observations

- ❑ Ohio University has consistently engaged in assessment of its General Education program with the most recent instance taking place in 2010.
- ❑ General Education involves the development and delivery of curricula. It is an area in which faculty must take the lead. The 1804 Task Force is the most recent instance of a representative group of faculty revisiting the purpose and structure of General Education.
- ❑ The next step in the process of reviewing General Education should be a bringing together of the findings of the 2010 assessment with the suggestions of the 1804 Task Force.

1804 General Education Task Force

Progress Report

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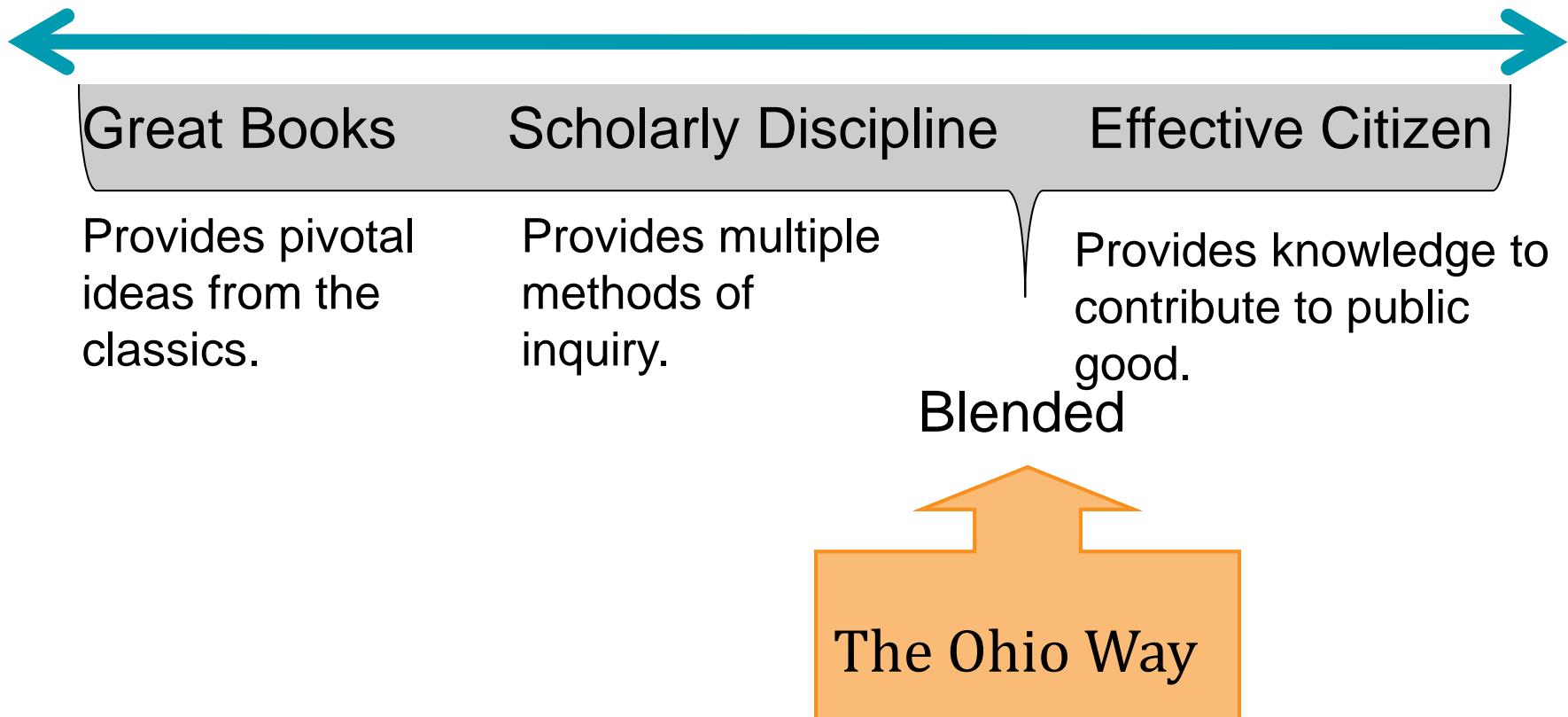


Task Force Charge

To research models, approaches, and best practices to prepare for a university-wide conversation about reforming general education at Ohio University.



Models for Liberal Education



*From Robert R. Newton, *Tensions and Models in General Education Planning*.

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Guiding Principles: The OHIO Way will

- Reflect the distinctive character, strengths, and history of the University, as a community of learners.
- Encourage engaged learning pedagogies and approaches consistent with national best practices.
- Be based on learning outcomes and assessed across curricular and co-curricular activities.
- Serve as the academic foundation for the deeper learning expected of all Ohio University graduates.
- Remain credit and revenue neutral.



Suggested Program Components - Ways of Knowing, Being & Doing:

Foundational

**Cross-
disciplinary**

**Advanced
integration**



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Ways of knowing, doing, and being:

Foundational

- Written Communication
- Oral Communication
- Analytical, Quantitative, Critical and Ethical Reasoning

Cross-disciplinary

Advanced integration

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Ways of knowing, doing, and being:

Foundational

Cross-
disciplinary

Advanced
integration

- Social Scientific
- Fine Arts
- Humanities
- Scientific



Ways of knowing, doing, and being:

Foundational

Cross-disciplinary

Advanced integration

A. Themes (possible examples):

- Global and Domestic Cultures
- Environmental Sustainability
- Social Justice/Civic Engagement

B. Engage in high-impact learning experiences:

- Research or Creative project,
- Education Abroad,
- Service projects in Ohio.



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Task Force next steps

- Collect Feedback from preliminary report:
 - University Curriculum Council
 - OU Student Senate Academic Affairs Commission
 - Forums
- Incorporate feedback into final report



Task Force Members:

Hugh Sherman, Dean, College of Business (co-chair)

David O. Thomas, College of Fine Arts (co-chair)

Kelly Broughton, Assistant Dean, Alden Library

Erin Burke, Undergraduate representative

Howard Dewald Interim Dean, College of Arts & Sciences

Laurie Hatch, College of Arts & Sciences

David Ingram, College of Arts & Sciences

Ryan Lombardi, Associate VP for Student Affairs

Wendy Merb-Brown, Director, Learning Community Programs

Beth Quitslund, College of Arts & Sciences

Darin Ridgway, College of Engineering

Elizabeth Sayrs, College of Fine Arts

Scott Titsworth, Scripps College of Communication

Danny Twilley, Patton College of Education

Debra M. Benton, Registrar (ex-officio)

David Descutner, Executive Vice Provost and Dean, University College (ex-officio)

Linda Lockhart, University Communications & Marketing (ex-officio)

Michael Williford, Associate Provost for Institutional Research (ex-officio)

Maíri Adams, Graduate Assistant

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AQIP: Action Project Example

What is AQIP (Academic Quality Improvement Program)?

- ❑ Institutions who have strong records of maintaining accreditation through HLC/NCA are invited to join AQIP.
- ❑ In AQIP, institutions accept a philosophy of “Continuous Improvement” and work on defined short term (1-3 year) **“Action Projects”** of the institution’s choosing.
- ❑ Institutions who participate in AQIP maintain continuous accreditation by HLC/NCA, however they are still required to host a site visit from HLC and go through a re-accreditation process every 7 years.
- ❑ Ohio University was last reaccredited in 2009.

Annual AQIP Process

- ❑ Annually, AQIP requires participating institutions to report their progress in achieving the goals set forth in their action projects. Peer reviewers, assigned by AQIP, review these annual updates and provide feedback.

Anatomy of an AQIP Action Project

Information to be included:

- ◆ Project Goal
- ❑ Reasons for Project
- ◆ Organizational Areas Affected
- ❑ Key Organization Process(es)
- ◆ Project Time Frame Rationale
- ❑ Project Success Monitoring
- ◆ Project Outcome Measures

Current AQIP Action Projects

- ❑ Academic Support Unit Review Project
- ❑ Comprehensive Sustainability Plan
- ❑ Quarters to Semesters Calendar Transition

The Higher Learning Commission Action Project Directory

Ohio University

Project Details	
Title	Transition of the Academic Calendar from Quarters to Semesters
Category	2-Accomplishing Other Distinctive Objectives
Timeline	
Planned Project Kickoff	09-08-2009
Target Completion	09-11-2012
Status	ACTIVE
Updated	
Reviewed	
Created	03-02-2010
Version	2 of 2

1: Project Goal

- A:** The goal of this project will be to transition the academic calendar of Ohio University's main and regional campuses from a 10 week quarter calendar to a 14 week semester calendar. This action project will be divided into three objectives which will complete the transition of the calendar and allow academic programs/ courses to be offered in a semester format by 2012. These objectives include 1) Transitioning and strengthening the curriculum to a semester calendar 2) Loading the curriculum in the university Student Information System and 3) Advising transition students in completing their degree under a semester calendar.

2: Reasons For Project

- A:** Ohio University has been considering a transition to a semester academic calendar for a number of years. With the majority of four year comprehensive institutions following a semester calendar and many of our newly hired faculty expressing a preference for a semester calendar, the university has seriously considered making a calendar change on a number of occasions. In addition, our students report being disadvantaged in obtaining summer internships and other career training opportunities because the spring quarter term ends so late in the year. A transition to a semester calendar will also better position Ohio University to accept transfer students from other institutions who typically are on a semester calendar. Finally, with the recent creation of the University System of Ohio, championed by the Ohio Governor, the public institutions of Ohio were encouraged to select a common academic calendar. With the majority of public institutions in Ohio following a semester calendar, the remaining institutions, including Ohio University, agreed to transition by fall 2012.

3: Organizational Areas Affected

- A:** With a project of this magnitude, all university units and offices will be affected to a certain extent. However the constituent groups and units most affected by the transition are:

Transition Students- Ohio University students currently in their freshman or sophomore years will require transitioning to a semester calendar. It will be important not to delay degree completion for these students and provide adequate advising.

Faculty- Faculty will be required to transition the classes they teach into a semester calendar format and will play the lead role in the curriculum conversion and approval processes.

Academic Units- The academic department/schools and individual colleges will be responsible for monitoring and approving the curriculum conversion processes for their units.

University Curriculum Council (UCC) – The UCC will be responsible for monitoring and approval of the curriculum transition at an institutional level.

Office of the Registrar- The Office of the Registrar will be responsible for loading the curriculum (courses and academic programs) in the existing and newly purchased Student Information System(s) (SIS).

Informational Technology- The Offices of Information Technology will provide campus support for the uploading of the transitioned curriculum into the newly purchased SIS.

4: Key Organizational Process(es)

- A: The University Curriculum- The transition to a semester calendar will provide a unique opportunity to update and strengthen the university curriculum (academic programs and courses). This opportunity will include a strengthening of the General Education Curriculum.

Improve Internship and Employment Opportunities for Ohio University Students- Our students currently report they are disadvantaged in securing internship and other career related work opportunities. This situation should be improved upon the transition to a semester calendar.

Increase the Number of Transfer Students- Ohio University is currently disadvantaged in accepting transfer students from institutions which follow a semester calendar. These students are sometimes reluctant to explore a transfer to our institution because they fear they will lose a significant number of course credits. Transition to a semester calendar will address this issue.

5: Project Time Frame Rationale

- A: The planning phase to this project occurred during the 2008-09 academic year. During this year, a broad based working group appointed by the Executive Vice President and Provost made a series of recommendations for the transition to a semester calendar beginning fall of 2012 (<http://www.ohio.edu/provost/upload/Q2S-Transition-Report-4-13-09.pdf>). These recommendations included a detailed three year timeline to complete the calendar conversion and begin offering semester courses in the fall of 2012 (<http://www.ohio.edu/provost/upload/DRAFT-Academic-Calendar-Conversion-Timeline-Web-12-30-08.pdf>).

These recommendations were discussed and approved by the academic deans and the Executive Vice President and Provost in the summer of 2009.

The proposed timeline will provide ample opportunity for academic units to take action in updating and strengthening their curriculum and will also provide adequate time for the implementation of a new university SIS system, loading of the curriculum into the SIS in a semester format and adequately advising of transition students.

6: Project Success Monitoring

- A: The proposed timeline (<http://www.ohio.edu/provost/upload/DRAFT-Academic-Calendar-Conversion-Timeline-Web-12-30-08.pdf>) will be used to monitor successful completion of the steps required to offer academic programs/courses in a semester calendar by the fall of 2012. The milestones outlined in this timeline will be closely followed and monitored by the Calendar Conversion Project Director, College Quarters to Semester Coordinators and the UCC. Regular updates regarding progress in the conversion will be given to the executive leadership of the university (President, Provost and Vice Presidents), academic deans and the Board of Trustees.

7: Project Outcome Measures

- A:
- Successful completion of the curriculum conversion.
 - Loading of the semester curriculum in the current Student Information System (SIS).
 - Updating the university on line catalogs with academic programs and courses in a semester format.
 - Uploading the semester curriculum into the new SIS.
 - Advising transition students.
 - Begin offering academic programs/courses in a semester format by fall 2012.

Dashboard Deep Dive

Academic Quality: The Dashboard

- ❑ Student/Faculty Ratio-Four Fundamentals
- ❑ Undergraduate Headcount-Enrollment
- ❑ Tuition Discount-Enrollment
- ❑ Group 1 Faculty Retention-Total Compensation

Student-Faculty Ratio

19:1

Undergraduate and graduate FTE to FTE Faculty

Past Performance (freshman)

2008/09

20

2009/10

19

Average for Ohio Four-year Public Institutions

19

18

How is Student-Faculty Ratio Calculated?

- ❑ Athens campus
- ❑ Based on undergraduate and graduate/medical student FTE as calculated by IPEDS
- ❑ Measure is a ratio of:
 - ❑ Full-time students plus one-third part time FTE
 - ❑ Full-time faculty plus one-third part-time faculty

Student-Faculty Ratios at Ohio Institutions

	2008-09	2009-10
Ohio State University	19	15
Central State University	16	16
Cleveland State University	16	16
University of Cincinnati	14	16
Bowling Green State University	17	17
Miami University	17	17
Wright State University	17	17
Youngstown State University	19	18
Ohio University	20	19
Shawnee State University	18	19
University of Toledo	16	19
Kent State University	35	20
University of Akron	19	20
Average	19	18

Student-Faculty Ratios by College

	Student-Faculty Ratio					Student/Faculty+GA Ratio				
	2006	2007	2008	2009	2010	2006	2007	2008	2009	2010
Arts & Sciences	22.5	22.7	23.2	24.1	22.7	16.5	16.7	16.9	17.5	16.9
Business	25.6	29.8	28.3	29.1	29.5	22.6	26.1	25.0	25.4	25.9
Communication	20.5	20.3	21.1	20.5	21.1	15.2	15.1	15.5	15.2	15.5
Education	17.1	19.8	21.8	23.0	23.6	12.6	14.0	14.5	15.2	17.4
Engineering	8.8	8.8	9.0	9.4	10.0	6.4	6.7	6.7	7.0	7.6
Fine Arts	14.2	14.6	15.1	15.8	17.4	9.9	10.0	10.0	10.8	11.6
Health Sciences	25.6	23.6	24.1	23.9	24.3	18.0	16.5	17.3	17.4	16.4

Why are Student-Faculty Ratios on the Dashboard?

- ❑ US News & World Report Rankings
- ❑ Recruitment
 - ❑ College Portrait http://www.collegeportraits.org/side_by_side
 - ❑ College Guides
- ❑ **Four Fundamentals**
 - ❑ Inspired teaching and research-Measure of opportunities for faculty-student engagement

Undergraduate Headcount

20,996

Main campus headcount enrollment, fall term, including on-line

Past Performance

17,026 17,383 17,564 18,582 20,996

Average for Ohio Four-year Public Institutions

15,319 15,562 15,858 16,483 17,173

How is undergraduate headcount “Counted”?

- ❑ Students enrolled full and part-time in the Fall term
- ❑ Athens campus
- ❑ Undergraduate students
- ❑ Residential and online students

How does undergraduate headcount compare to other Ohio institutions?

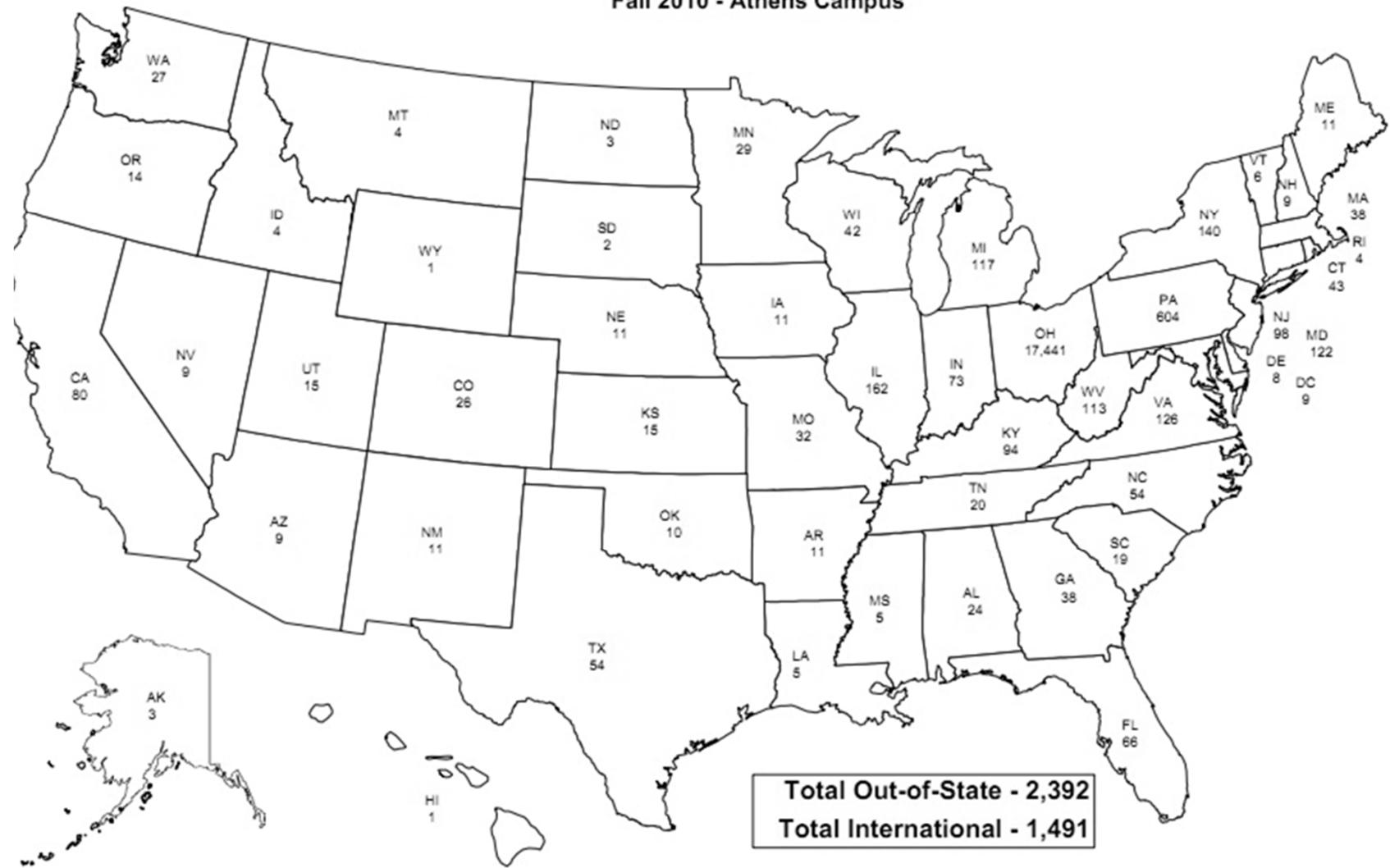
	2006	2007	2008	2009	2010
Ohio University	17,026	17,383	17,564	18,582	20,996
Average for Ohio 4-Year Institutions	15,319	15,562	15,858	16,483	17,173

Headcount at Ohio Institutions

Main Campus	Undergraduate	Graduate	Professional	Total
Ohio State University	42,033	10,143	3,522	55,687
University of Cincinnati	23,109	8,278	1,230	32,617
University of Akron	22,785	4,383	550	27,718
Kent State University	21,218	5,581	42	26,841
Ohio University	20,971	3,506	606	25,083
University of Toledo	18,136	3,503	1,505	23,144
Miami University	15,240	3,003	0	18,243
Bowling Green State University	14,341	3,009	0	17,350
Youngstown State University	13,814	1,220	66	15,100
Wright State University	13,428	3,743	422	17,593
Cleveland State University	11,496	5,194	696	17,386
Shawnee State University	4,453	101	0	4,554
Central State University	2,228	44	0	2,272

Student Distribution by State of Residence

Fall 2010 - Athens Campus



Student Headcount by Campus

(Fall 2010)

	Undergraduate	Master's	Doctoral	Total
Athens	17,212	2,737	908	20,857
Osteopathic Medicine	0	0	467	467
Athens Total	17,212	2,737	1,375	21,324
ELearning	3,784	0	0	3,784
Chillicothe	2,558	0	0	2,558
Eastern	985	0	0	985
Lancaster	2,491	0	0	2,491
Zanesville	2,199	0	0	2,199
Regional Total	10,216	0	0	10,216
GRAND TOTAL	31,212	2,737	1,375	35,324

Student Headcount by College (Fall 2010)

	Undergraduate	Graduate	Total
Arts & Sciences	4,266	846	5,112
Business	2,403	253	2,656
Communication	2,450	234	2,684
Education	1,888	802	2,690
Engineering	1,332	313	1,645
Fine Arts	869	254	1,123
Health Sciences	1,917	659	2,576
University College	2,065	0	2,065
Honors Tutorial	219	0	219
Voinovich	34		34
International Studies		114	114

Why is undergraduate headcount on the dashboard?

- ❑ Carnegie Classification
 - ❑ Size and Setting: Large four-year, primarily residential
 - ❑ Enrollment Profile: High Undergraduate
- ❑ Recruitment
- ❑ **Enrollment**

Tuition Discount

18.9%

The extent to which the University provides scholarship allowances to defray the cost of tuition and fees

Past Performance

2005/06	2006/07	2007/08	2008/09	2009/10
16.4%	15.4%	17.6%	17.3%	18.9%

How is the Tuition Discount Rate Calculated?

Total Institutional Grant Aid

Total Discount Rate= Total Gross Tuition and Required Fee Revenue

http://www.collegeboard.com/prod_downloads/press/tuition-discounting.pdf

Tuition Discount Rate***

Year	Total Undergraduate Gross Tuition and Required Fee Revenue*	Total Institutional Scholarship and Grant Aid for Undergraduate Students**	Discount Rate for Undergraduate Athens Students	Discount Rates for 4 year public institutions, 2007-2008
2006-7	\$240,990,636	\$39,543,722	16.4%	Median 15.6%
2007-8	\$257,254,813	\$39,514,236	15.4%	Mean 17.6%
2008-9	\$262,264,797	\$46,280,584	17.6%	
2009-10	\$277,533,921	\$47,959,272	17.3%	
2010-11	\$303,352,545	\$57,466,229	18.9%	

*Per Budget Office and includes all tuition and fees and scholarship allowances

**Per Student Financial Aid Office

***Ohio University Consolidated Statement of Activities

Why is the Tuition Discount Rate in the Dashboard?

- ❑ Enrollment
 - ❑ Recruitment
 - ❑ Enrollment Plan
-
- ❑ Net tuition revenue

Group I Faculty Retention

94%

Percentage of Group I faculty continuing their employment

Past Performance

93%

91%

92%

96%

94%

How is Group 1 Faculty Retention calculated?

- ❑ Full-time Athens campus Group 1 faculty
- ❑ Cohorts are tracked from Fall quarter of one year to the next year's Fall quarter
- ❑ Reasons for faculty not returning are extracted from the HR system
- ❑ No comparative data exists for Ohio institutions

Retention of Group 1 Faculty

	Total	Continuing	%	N Retired	%	Asst Prof Resign/Tenure Denied	%	Prof/Assoc Prof Resigned	%	Deceased	Status Change but still at OU
2009-10 to 2010- 11	727	683	93.9%	13	1.8%	12	1.7%	10	1.4%	1	8
2008-09 to 2009- 10	710	683	96.2%	8	1.1%	9	1.3%	8	1.1%	0	3
2007-08 to 2008- 09	726	665	91.6%	14	1.9%	26	3.6%	12	1.7%	2	7
2006-07 to 2007- 08	749	684	91.3%	23	3.1%	21	2.8%	15	2.0%	3	3
2005-06 to 2006- 07	744	691	92.9%	11	1.5%	19	2.6%	14	1.9%	0	9*

*6 Nursing Faculty moved from Athens to regional campuses

Retention by Gender and Race/Ethnicity

	Total	Caucasian	Unknown	Two or more races	Nat American	International	Hispanic	Hawaiian-Pacific	Islander	Asian-American	African-American	Female	Male
Early Retired	8	7	3	0	0	0	--	--	--	0	0	0	4
Retired/ Deceased	6	3	0	0	1	1	0	0	1	1	0	0	3
Resigned	19	13	5	1	1	1	2	0	0	1	1	1	8
Change in Status	8	5	2	0	1	1	0	0	0	1	1	1	6
Tenure Denied etc.	3	2	0	0	0	0	0	0	0	0	0	0	1
Total	44	30	4.6%	2	3	2	0	3	0	3	5.7%	2	22
%	6.1%	5.4%	8.9%	10.3%	50%	--	0	5.7%	--	33.3%	3.8%	4.6%	22

Why is retention of Group 1 faculty on the dashboard?

- ❑ Total compensation goals
- ❑ Four Fundamentals
 - ❑ Inspired teaching and research
 - ❑ Innovative academic programs
 - ❑ Exemplary student support services
 - ❑ Integrative co-curricular activities



OHIO UNIVERSITY
DEPARTMENT OF ATHLETICS

INSTITUTIONAL
CONTROL



GRADE REPORT SUMMARY

FALL QUARTER 2011-2012

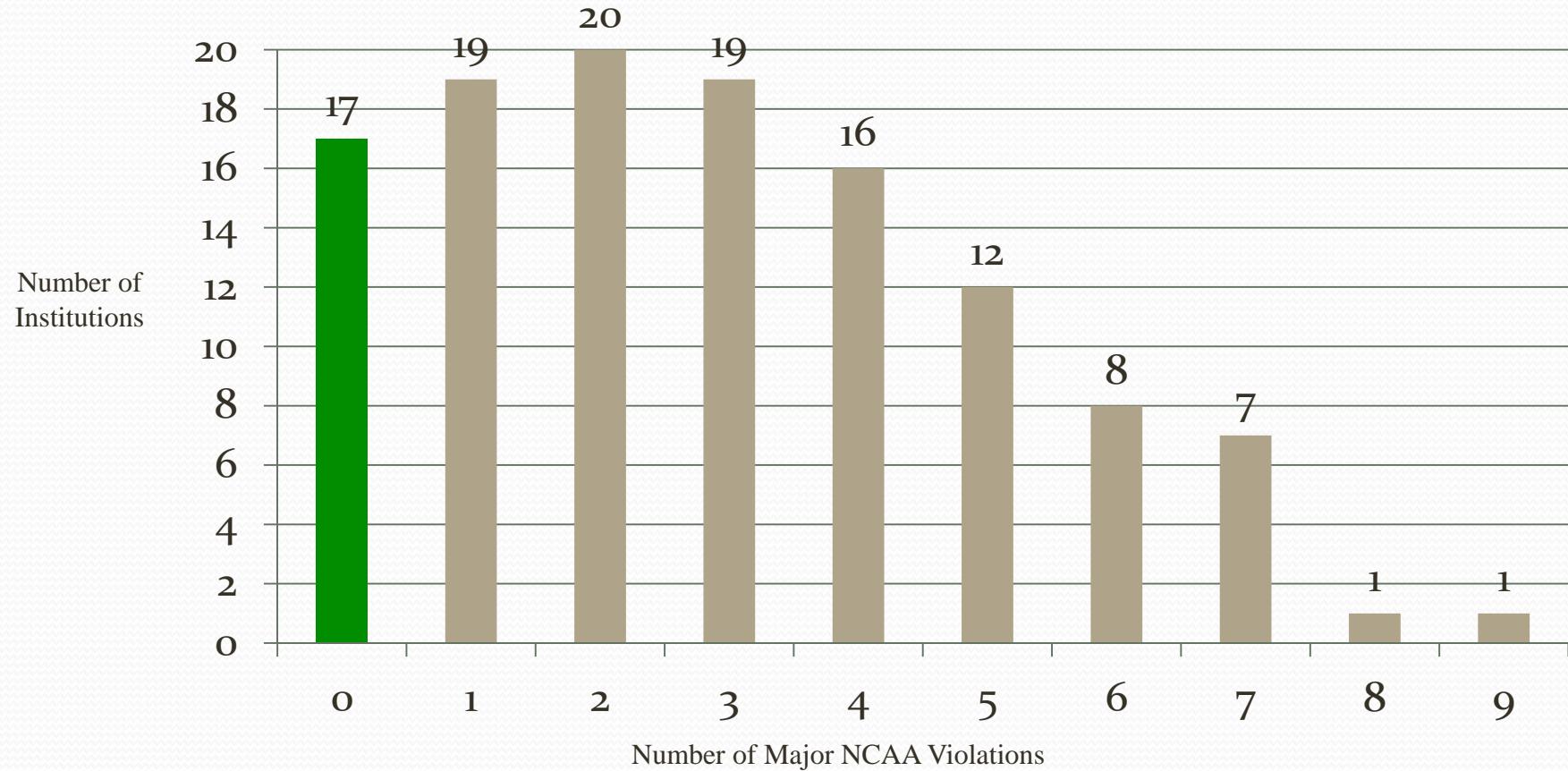
- 89 student-athletes on Dean's List
- 232 on Honor Roll with a 3.0 GPA for the quarter
- 143 with a 3.5 GPA or higher
- 3.02 department cumulative GPA
- 28 with a 4.0



NCAA COMPLIANCE

No major NCAA violations

- Ohio University is one of only 17 Division 1-A schools to have ZERO major violations. There are 120 Division 1-A schools.





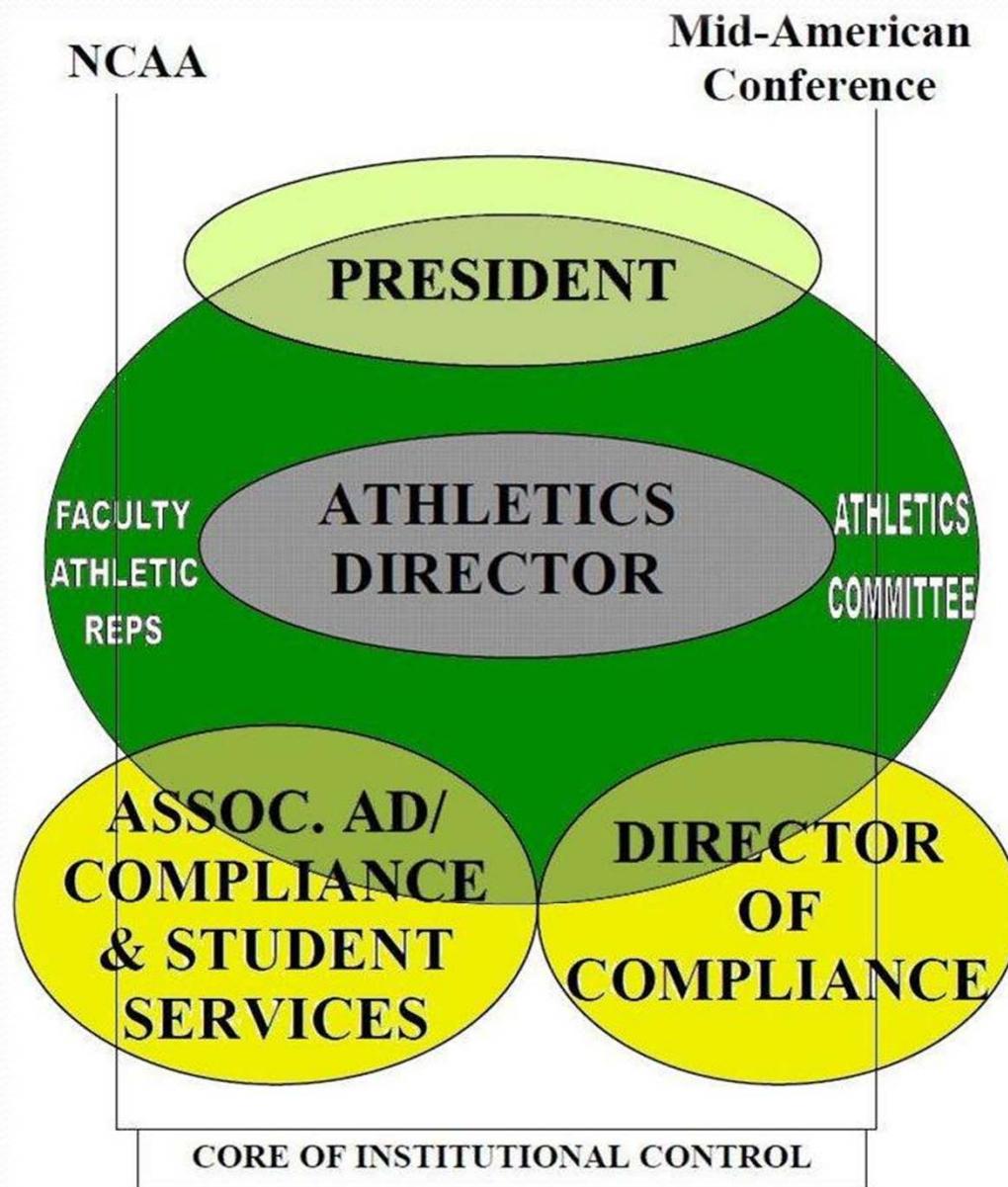
THE BIG PICTURE

- NCAA Constitution, Article 2.1
 - Responsibility for Control. It is the responsibility of each member institution to control its intercollegiate athletics program in compliance with the rules and regulations of the Association. The institution's president or chancellor is responsible for the administration of all aspects of the athletics program, including approval of the budget and audit of all expenditures.
- NCAA Bylaw 6.01.1:
 - The control and responsibility for the conduct of intercollegiate athletics shall be exercised by the institution itself and by the conference(s), if any, of which it is a member. Administrative control or faculty control, or a combination of the two, shall constitute institutional control



BREAKING IT DOWN

- Institutional control is defined by:
 - the formal institutional polices and procedures in place at time of violation; and
 - whether those policies and procedures, if adequate, were being monitored and enforced.





MAINTAINING CONTROL

- An institution must:
 - Develop and adhere to adequate compliance measures;
 - Convey these measures to those who need to be aware;
 - Monitor to ensure measures are being followed; and
 - Take swift action upon learning of a violation.



WHO IS RESPONSIBLE?

The failure of these individuals to control matters so as to prevent violations of NCAA rules will be considered the result of a lack of institutional control:

- Director of Athletics
- Athletics Officials
- Faculty Athletics Representatives
- Coaches
- Institutional Administrators
 - Inside/Outside of Athletics Department
- Any individual or organization engaged in activities promoting the athletics interests of the institution





CURRENT SYSTEMS

- Received NCAA Certification in 2009
- Compliance Manual maintained on OhioBobcats.com
- Athletics Policy Manual & Employee Code of Conduct for Athletics
- Every four years external review of compliance conducted (MAC, 2010) which is submitted to President McDavis
- Every four years external review of academics conducted (Campus Committee, 2010)
- Annual report to IAC
 - Individual issues may be addressed by Academics & Compliance Subcommittee
 - Senior Associate AD serves on Board of Directors for the National Association for Athletics Compliance
- Commitment to Compliance in every job description and posting
- Background checks prior to hiring
- MAC Committee on Infractions



CURRENT SYSTEMS (CONTINUED)

- Staff attends NCAA Regional Rules Seminar annually
- Coaches meetings held monthly for rules education
- All staff meetings held quarterly for rules education
- Team meetings at least twice per year
- President meets annually with all staff
- Institutional Equity meets annually with all staff
- Other campus offices meet with coaches/staff (e.g., Diversity)
- Athletic Department is under direct supervision of the President
 - Athletic Director meets with President bi-weekly
 - Athletic Director is on President's Executive Staff
- Athletic Department Executive Staff serves on numerous campus committees



TITLE IX / GENDER EQUITY

1. Sports Participation Opportunities

Student-Athlete participation is reflective of the student body

FY11 Ohio University undergraduates: Male – 51.5%,

Female – 48.5%

FY11 Intercollegiate Athletics participation: Male – 49.2% ,

Female – 50.8%

2. Athletic Scholarships

Student-Athlete scholarships should be provided in direct proportion to the student-athlete percentage

FY11 Unduplicated Participation: Male – 56%,

Female – 44%

FY11 Scholarship dollars awarded: Male – 58%,

Female – 42%

3. General Benefits & Services

Overall benefits and services provided to male athletes should be similar in quality, quantity, and suitability to the overall benefits provided to female student-athletes

4. Facilities & Staffing

Future facility and staffing plans as outlined in the 2009 Ohio University Gender Equity Plan



OHIO
UNIVERSITY

Division of Student Affairs

Vice President
for Student Affairs
Cutler Hall 212
Athens OH 45701-2979

T: 740.593.2580
F: 740.593.2124
www.ohio.edu/studentaffairs

Date: January 5, 2012

To: President Roderick J. McDavis
Members of the Board of Trustees

From: Vice President for Student Affairs Kent J. Smith, Jr. 

Re: Naming of the Lower Level Lounge, John C. Calhoun Baker University Center

Please find attached a Naming of the Lower Level Lounge, John Calhoun Baker University Center Resolution.

I will be happy to answer any questions you may have regarding this document prior to the January Board of Trustee meeting. Please note that Dean Lombardi will be serving as my proxy at this meeting as I am unable to attend. He will be able to address any questions should they arise.

Attachment

xc: Secretary to the Board of Trustees Thomas E. Davis

**NAMING OF THE LOWER LEVEL LOUNGE,
JOHN CALHOUN BAKER UNIVERSITY CENTER**

BOBCAT STUDENT LOUNGE

RESOLUTION 2012-

WHEREAS, the lower level lounge (Room 105) in the John Calhoun Baker University Center has been completely remodeled to meet the programming needs of OHIO students and;

WHEREAS, the students have taken a survey and selected this name and;

WHEREAS, The Vice President of Student Affairs, in collaboration with Student Senate, recommend that the Board of Trustees approve the naming of the lounge.

NOW, THEREFORE, BE IT RESOLVED that the lower level lounge (Room 105) on the first floor of the John Calhoun Baker University Center, Ohio University, Athens, Ohio, will henceforth be named the Bobcat Student Lounge.

AGENDA
Audit Committee
Brasee Hall, Room 402, Lancaster Campus
4:00 p.m. - Thursday, January 19, 2012

19. Internal Audit Update
20. Human Resources Role in Compliance

EXECUTIVE SESSION



HDL Center Suite 275
Athens OH 45701

T: 740.593.1865
F: 740.597.1842

Date: January 3, 2012

To: The President and Board of Trustees

From: Chief Audit Executive Kathryn Gilmore, CPA, CIA, CISA, CFE

Subject: Internal Audit Update

Internal Audit will present an update of progress in completing the FY 12 work plan at the January 19, 2012 Audit Committee Meeting. Audit plan completion and special projects will be addressed.

I will be pleased to answer any questions you might have prior to or during the meeting.



Audit Committee

David A. Wolfort, Chair
January 19, 2012
Tab



Internal Audit Update

Senior Auditor Tressa Ries, MEd, CPA, CIA, CISA

Chief Audit Executive Kathryn Gilmore, CPA,
CIA, CISA, CFE

Agenda

- Recent Special Projects
- Audit Plan Completion



Special Projects

IDEA

- Interactive Data Extraction Analysis
- Purchased software at the end of FY10
- Began utilizing in our audits during FY11
- User-friendly tool
- Import data into IDEA software
- Allows user to join, analyze, sample, and extract data

Central Ohio IDEA User Group

- Facilitated by Marathon Petroleum Company
- Group is a collaboration of users of IDEA software
- Participating entities include Marathon, OHIO, Cardinal Health, Ohio Auditor of State, and others

Central Ohio

IDEA User Group (cont'd)

- Two meetings have been held to date
- August user topics included
 - Successes and challenges using IDEA
 - Integration into the audit process
 - Example of tests performed
- November meeting included presentations by Marathon and Ernst & Young on
 - Defining, recording, understanding, and customizing IDEA scripting
 - Data analytics including integration and alignment, risk modeling, and continuous monitoring
- Next meeting scheduled for February



Purchasing Card and Travel Consulting Engagement

- Internal Audit considered ways to reduce the complexity of processes, while maintaining an appropriate level of control
 - Reviewed specific travel and PCard transactions
 - Obtained original receipts from departments
 - Interviewed various stakeholders including the Controller, Associate VP for Finance, Concur Project Manager, Director of Procurement Services, Interim AP Manager, Departmental Budget Unit Managers, and others
 - Researched IRS tax code related to Accountable Plans
 - Examined current OU Policy and Procedures



Purchasing Card and Travel Consulting Engagement (cont'd)

- Management intends to utilize findings in developing and implementing improvements and will consider the effectiveness of internal controls especially related to
 - Training staff within the colleges and planning units on internal controls, policies, standard practices and systems
 - Determining the most logical and effective point of control in various transactions
 - Developing a sub-certification process within the colleges and planning units

University of Cincinnati

Quality Assessment

- IIA process includes
 - Review of UC's completed self-assessment tools and supporting documentation
 - Completion of review team tools
 - Interviews conducted in-person and by telephone
 - Additional fieldwork to be conducted onsite January 23 through 25



Audit Plan Completion

FY 12 Assurance Audit Plan Completion

ASSURANCE AUDITS

President's Office

Printing Services

Provost's Office

Airport

OIT Lifecycle Data
Management

Legal Affairs

Graduate College

AUDITOR

Ries

Ennis

Davis

Ennis

Ries/Davis

Ries/Davis

TBD

STATUS

Draft Report Issued 12/13/11

Draft Report Issued 12/21/11

In Process

In Process

In Process

Open

Postponed



FY 12 Follow-up Audit Plan Completion

<u>FOLLOW-UP AUDITS</u>	<u>AUDITOR</u>	<u>STATUS</u>
Accounts Payable	Ennis	Open
Advancement & Foundation Accounting	Davis	Open
Baker University Center & University Events	Davis	In Process
Facilities Department	Ennis	Open
General Accounting & Reporting	Davis	Open
Human Resources	Davis	Open
Payroll & Tax Compliance	Ries	Open
Plant and Grant	Ries	In Process
Procurement Services	Ennis	Open
Residential Housing	Ennis	Open
Scripps College of Communication	Ennis	Open



Conclusion



Interoffice Communication

Date: January 6, 2012

To: The President and Board of Trustees

From: Stephen T. Golding, Vice President for Finance and Administration, CFO and Treasurer

Re: HUMAN RESOURCES ROLE IN COMPLIANCE

In the upcoming Audit Committee meeting, Linda Lonsinger, Chief Human Resource Office, will discuss the University Human Resources (UHR) Annual Report 2011, the unit's compliance role, and open internal audit review items.

The UHR 2011 Annual Report was shared with the Resources Committee at the November, 2011 meeting. The report provides a summary of the human resource activities, accomplishments and projects underway, as well as some key demographic information regarding the university's work force composition and the associated costs. The 2011 Annual Report represents the first formal presentation of this information to the board.

We look forward to the conversation with the Audit Committee and to suggestions for future report enhancements and updates to the committee.

University Human Resources
Annual Report 2011
Preparing for and Creating Change

In fiscal year 2012, the University is planning for change and beginning the implementation of change. University Human Resources will actively support the University goals in achieving change, and help set the stage for continued University prominence.

To support the University's efforts, University Human Resources' (UHR) FY 2012 objectives are:

1. Developing and implementing a new Administrative Pay Plan;
2. Benchmarking and developing Work/Life initiatives for University employees;
3. Supporting change management efforts related to RCM;
4. Researching the HR Service Center concept for possible development and implementation.

Administrative and Classified Pay Plan

The Administrative Pay Plan has not been reviewed or revised in over 40 years. The Classified Pay Plan has not been reviewed or revised in 10 years.

The University's compliance with State and Federal statutes is at issue. In 2009, the University received a complaint from the U.S. Department of Education, Office for Civil Rights, (OCR) alleging discrimination against female classified staff and administrators on the basis of sex in the determination of job grades and salaries. In response to this complaint, the University entered into a Resolution Agreement under which OCR will monitor the implementation of the Career Banding System. Specifically, the University is required to:

- Review the compensation of each administrative and classified employee as part of the University's implementation of the Career Banding system; under-compensation that does not have a non-discriminatory basis, must be remedied;
- Establish procedures for a biennial review of administrative and classified employee's compensation to maintain non-discriminatory pay plans;
- Train appropriate HR staff and managerial staff on the revised compensation policies, as well as prohibitions against compensation discrimination on the basis of sex.
- Make periodic reports to OCR on our progress in implementing the Career Banding System, beginning in June, 2012.

In addition to complying with the terms of the Resolution Agreement, the pay plans will also provide a tool for the University to maintain/gain market competitiveness for purposes of recruitment and retention.

An RFP is out to bid for a Compensation Consultant to assist UHR in this important, complex endeavor. Pursuant to the Resolution Agreement, the pay plans must be completed by December 1, 2014.

Work/Life Initiatives

The development and implementation of attractive Work/Life initiatives are critical for Ohio University's recruitment and retention efforts. The University's more rural location presents, at times, a challenge for recruitment to the University.

The current economy, coupled with the housing market, make it difficult to recruit faculty and staff who are presently employed and own a home. In such instances, the ability to offer telecommuting, in some fashion, may mean the sought after employee does not have to sell his/her home and is agreeable to the University's employment offer.

Telecommuting is just one option to achieve a greater work/life balance. The University is developing other strategies to assist with work/life balance of employees.

An employer's willingness to provide faculty and staff with a work environment that considers the importance of work/life balance is, and will be, the employer of choice.

RCM Support

The implementation of RCM will create organizational changes that will lead to the need for increased skill sets for faculty and staff to be successful in a more decentralized environment. UHR will assist the departments/colleges with organizational development. UHR will help identify skill sets that need to be enhanced due to the RCM environment. Leadership, budgeting, and communication skills are among the competencies that may require additional support.

In addition to supporting other departments in their implementation of RCM, UHR must prepare open and transparent costing for UHR services.

Human Resource Service Center (HRSC)

UHR has benchmarked other universities that offer a HRSC model. We are developing data that will assist us in our determination of the most appropriate model to deliver HR administrative services. A recommendation will be made to Vice President Golding on this matter by Spring 2012.

Included in that model is centralized On-Boarding and Off-Boarding services. UHR is also discussing with the Vice President for Finance and Administration a service model that includes HR Consultants (Generalists) that are assigned as liaisons to the various University departments. This model would unencumber the subject matter experts in UHR to focus on metrics and strategic objectives, as well as provide greater support to UHR's customers. Moreover, the addition of the required staff would get UHR closer to a staffing ratio recommended by consultants.

Issue 2 (SB5)

As we write, we believe that SB5 will be repealed. However, we suspect that the issues encompassed in SB5 will return in some form at a later date. We will stay abreast of any developments.

If the bill is not repealed, UHR will be prepared to develop and implement a merit pay system for classified hourly staff and address appropriate benefit changes. The remainder of any changes will not require preparation to implement; rather, the changes would streamline the labor/management process.

Future HR Considerations/Challenges

HR faces significant IT and resource constraints that hinder efficiency and create concerns regarding compliance.

Specifically, UHR has concerns regarding the following issues:

1. The timely and correct completion of I-9s. An electronic I-9 software system would greatly assist with compliance in the decentralized University environment.
2. The lack of IT software. To assist UHR in the performing of the biennial review of the Classified and Administrative Pay Plans that is required by the Department of Education. UHR needs compensation software to support this required review of pay plans.
3. Ongoing 403(b) compliance. We are currently reviewing with outside counsel the University's information sharing agreements that we have with 403(b) vendors. We are also reviewing whether additional service type agreements are needed. Upon completion of the review and follow-up to recommendations, UHR recommends implementation of a Retirement Plan Administrator contract. The RPA would track and monitor employee contributions, balances, and transfers; approve all transaction requests of withdrawals and fund transfers; and would provide a web portal for employees to enroll into the 403(b) and view information.
4. Achieving/maintaining FMLA compliance. To ensure compliance with this Federal statute, we need to outsource the administration of FMLA, or purchase and implement Leave Management software and hire a Leave Manager for the University.
5. Accurate HR reporting abilities. The current HRIS was never fully implemented and is fast becoming antiquated. It is inflexible and requires a great deal of manual processing and/or manipulation by HR staff. This is a very significant challenge that prevents HR from being flexible and informative.
6. Decentralized personnel files for administrators. HR has centralization of the hard copy personnel files for administrators as a goal. Once the hard copy files are centralized, they will be scanned and maintained electronically. Centralization will allow for the proper disposition of personnel records which will assure confidentiality and avoid spoilation of public records. Centralization is being performed on an incremental basis.
7. Health Care Costs. Even though UHR is aggressive in implementing best practices to contain health care costs, the University still experienced an 8.76% increase. The University expects a 6.2% increase in this FY 12 and an 8.1% increase in FY 13.

As other Higher Education institutions are doing, Ohio University needs to look for ways to manage healthcare costs in a constrained fiscal environment. Strategies that other institutions are considering are as follows:

1. offer more narrow provider networks based on quality/cost data;
2. implement a results-based Wellness Program;
3. cost shifting to the employee through premiums and/or plan design changes.

The framework of a results based program can include:

1. A health risk appraisal.
2. Biometric testing, which can include:
 - a. Cholesterol, blood pressure, tobacco/nicotine, glucose, BMI, weight, etc.

3. Premium levels tied to biometric goals.
 - a. Example, if an employee meets all goals, their premium is X. If they meet some or none of the goals or refuse to participate, their premium is Y or Z or etc.
 - i. Current premiums are set at 15%. For example, depending on goal attainment an employee may pay 20%, 25%, 30%, and etc.
4. Health management programs to assist employees in reaching goals and maintaining a healthy lifestyle.
 - a. If we tie premiums to smoking, provide smoking cessation programs or make sure smoking cessation medications are covered within our plans.
 - b. If we tie premiums to cholesterol, offer wellness (diet/fitness) programs designed to lower cholesterol levels.
 - c. General weight loss programs, diet programs, fitness programs, and etc.

The investment in a results based wellness programs can be high. Testing all 3,500 benefits eligible employees may cost as much as \$200,000 alone. However, industry standards project a two or three to one return on investment for results based wellness program. The return includes lower health claims and increased premiums paid by employees.

UHR will work with the appropriate University constituent committees to make recommendations for changes as appropriate.

University Human Resource FY 2011 Accomplishments

UHR Benefits Area

ERIP – VESP: Developed and Implemented Early Retirement Incentive Plan (ERIP) and Voluntary Employee Separation Plan (VESP), resulting in 168 employees departing the university by July 1, 2011. The ERIP for Faculty closes June 30, 2012, and the ERIP for Classified and Administrative Staff closes April 30, 2012.

Long Term Disability Insurance company change via participation in IUC group RFP, with annual savings of \$110,000 (25% savings).

Life Insurance company change via participation in IUC group RFP, with annual savings of \$500,000 (50% savings).

Benefits (Total Compensation) Realignment: Realigned how total compensation is distributed to employees by increasing employee premium cost share from 10% to 15% annually, with a corresponding increase in direct compensation.

Established benefits data warehouse and analytical reporting relationship with consulting firm Mercer. The university now owns and can mine its health care related data. Previously, data was maintained by various third party administrators resulting in issues regarding consistent reporting of trends and complete analysis of drivers of health costs.

UHR Employment/Records Area

The Employment/Records area has completed the electronic scanning of Classified employees' personnel files and job descriptions and is systematically archiving the hard copy files.

An upgrade to the PeopleAdmin applicant tracking system was completed. New hire Administrative offer letters have been centralized in UHR.

The Employment area administered a small reduction-in-force with displacement for Classified Staff, and facilitated a small reduction in administrative staff.

This area also assisted the Office of Institutional Equity and Legal Affairs to meet compliance goals of the Office of Federal Contract Compliance Programs (OFCCP.)

UHR Compensation Area

The Compensation area revised the major compensation related policies to accommodate the development and implementation of a new pay plan for Administrators.

Incremental development and application of the Administrative pay plan was begun.

UHR Employee and Labor Relations Area

The Employee and Labor Relations (ELR) area reopened the AFSCME contract mid-term to re-negotiate an increase in employee premium contributions.

ELR successfully negotiated a successor collective bargaining agreement with the FOP, which will be in effect until 2014.

ELR has worked in conjunction with the Office of Legal Affairs to respond to several EEOC and OCRC changes, and has drafted position statements on behalf of the University. ELR has worked collaboratively with Institutional Equity to investigate allegations of harassment, discrimination, and whistleblower violations.

UHR Leadership and Staff Development Area (LSDA)

LSDA is charged with assisting with the University's implementation of the Academic Support Unit Program Review (ASUPR) that is one of the three identified AQIP action projects. Three academic support units completed the organization review and utilized stakeholder feedback to develop goals for continuous improvement.

LSDA completed its inaugural year for the new Apprentice Program. Fifteen employees completed 18 credit hours of classroom training through a partnership with Hocking College.

The Classified Development Program will complete a two-year, 15-member cohort in Spring 2012. The Managerial Essentials Program concluded its first full year of programming with two cohorts of 15 employees each.

LSDA completed the first Diversity Day of Learning. The Diversity Day of Learning was so successful that a Diversity Essentials 10- to 12-week program is under development.

University Human Resources Data

Employee and Labor Relations

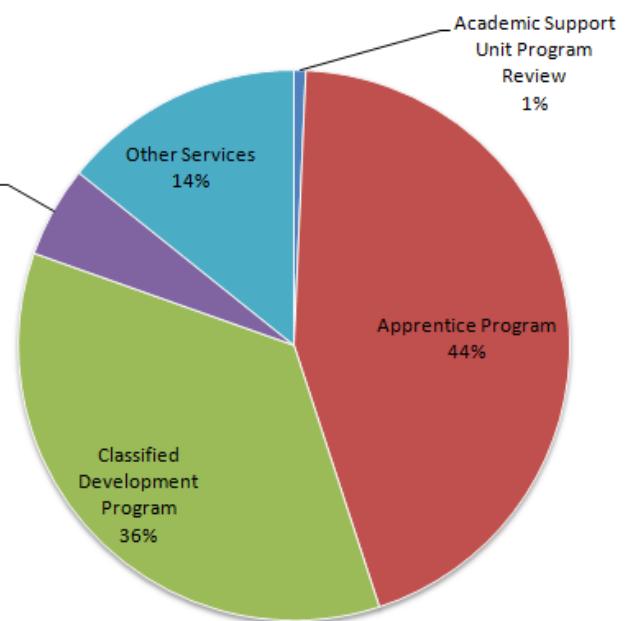
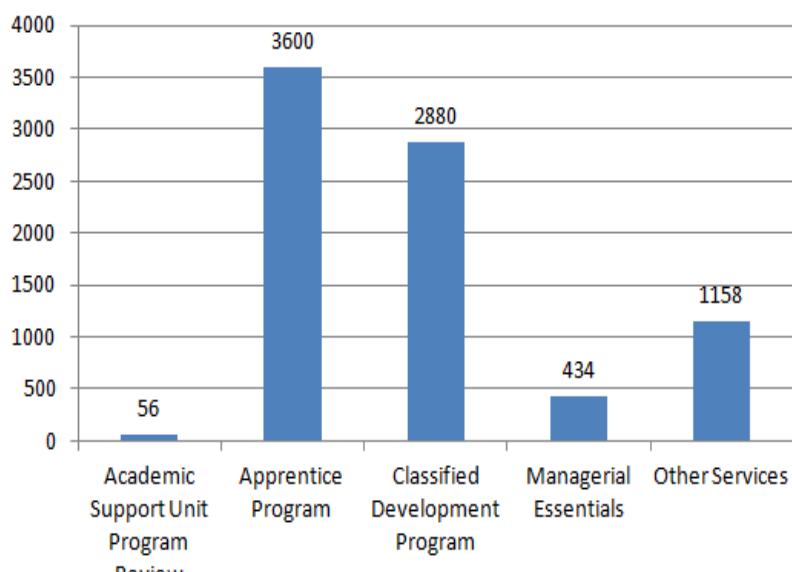
	2009	2010	2011
Fact Finding Hearings	22	26	30
Step 3 Grievances	52	42	50
Arbitrations			2*
Unemployment Hearings	9	11	15**
Workplace Investigations which may lead to fact-findings			60

*University prevailed on both

** as of 9/23/11

Leadership and Staff Development

Leadership and Staff Development Programs by Participant Hour



Employment/Records

FY 2011 Unemployment Claims Paid 70

Unemployment Claims/Hearings

	2007	2008	2009	2010	2011
Unemployment Claims Paid	60	45	109	70	52*

*As of 9/23/2011

Benefits

ERIP - VESP Summary

*Data through 7-25-2011
Contains
estimates*

Faculty Summary

Eligible	753
Enrolled	70
Total Salary	\$5,524,098
Total Comp	\$7,152,256
STRS Costs	\$491,578
Bonuses	\$3,059,250
Sick Paid	\$687,019
Vacation Paid	\$105,651
Total Cost	\$4,343,498

Staff Summary

Eligible	386
Enrolled	98
Total Salary	5,108,132
Total Comp	\$6,967,193
OPERS Costs	\$1,764,659
Bonus Paid	\$445,000
Sick Paid	\$538,994
Vacation Paid	\$581,707
Total Cost	\$3,330,360

Combined Summary

Eligible	1,139
Enrolled	168
Total Salary	\$10,632,230
Total Comp	\$14,119,450
OPERS/STRS	\$2,256,237
Bonus Paid	\$3,504,250
Sick Paid	\$1,226,013
Vacation Paid	\$687,357
Total Cost	\$7,673,858

Total Savings and/or amount for Repurposing = \$6,445,592
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Faculty and Staff Demographics

	Average Age	Gender Male	Gender Female	Minority Representation
Administrators	44	49%	51%	10%
AFSCME	48	51%	49%	4%
Classified Staff	49	22%	78%	6%
*Faculty	49	42%	58%	18%
FOP	39	93%	7%	0%

*Includes Groups 1 and 2

Retirement Eligible by Employee Group (Cumulative)

Employee Group	Total Employees*	Eligible to Retire on 9/2/2011	%	Eligible to Retire on 9/2/2012	%	Eligible to Retire on 9/2/2013	%
AFSCME	551	59	11%	76	14%	83	15%
Class NBU	522	95	18%	112	21%	122	23%
*Faculty	1267	244	19%	275	22%	302	24%
FOP	15	1	7%	1	7%	1	7%
Administrators	1249	111	9%	152	12%	171	14%
Grand Total	3604	510	14%	616	17%	679	19%

* Benefits Eligible Employees on 9/27/2011

*Average number of faculty retiring per year = 20

*Average number of faculty retiring per year that enter Early Retirement Program = 13

*Number of faculty members serving in Early Retirement Program = 94

Major Health-Related Benefits Costs Per Employee

	FY2011		FY '11 Cost	Employee
Medical	\$11,040	*Retirement	\$29,906,089	\$8,155
Dental	\$447	Tuition Fee Waivers	\$6,498,511	\$1,772
Life Insurance	\$265	Accrued Sick Leave	\$9,833,897	\$2,682
Disability	\$131	Accrued Vacation	\$7,140,070	\$1,947
Total	\$11,883		Total \$53,378,567	\$14,556

***Does not include the ERIP costs**

- The Cost/Employee is based on 3,667 Benefits-eligible employees
- The Retirement Costs are for only those that were Benefits-eligible (e.g. Student Retirement costs were excluded)
- The Accrued Vacation and Sick Leave figures are a projection based on hours of PTO accrued * base hourly rate

Health Insurance* Costs FY2009 - FY2011

	FY2009	FY2010	FY2011	Notes
Total Costs	\$35,100,769	\$35,132,694	\$37,437,641	After a very good year in FY2010
% Increase		0.09%	6.56%	claims increased by 8.76%. See notes in cost drivers section for
Cost per Insured	\$9,885	\$10,151	\$11,040	further details
% Increase		2.69%	8.76%	

*Medical, Rx, Vision, and associated admin fees only, net of employee premiums. HMO Excluded.

Mercer 2009 National Higher Education Database Benchmarks

Note: 2009 survey was latest available when purchased in January 2011.

	Ohio	Mercer Benchmark
PPO Per Employee Cost Per Year*	\$11,212	\$9,319

	Ohio	Mercer Benchmark
Employee Premium Percent	18% Single; 9%	29% Family

*Key variances between Mercer Benchmark and Ohio University per employee cost:

1. cost of Regional healthcare
2. deductible and out-of-pocket limits are lower than Mercer National benchmarks

* Includes employee premiums; Mercer methodology used; will not match university fiscal year data

Healthy Ohio participation

	2010	2011	Notes
Participants by year	347	508	

Participants undergo biometric testing, complete a health risk appraisal, and attend a personalized health coaching session. There is a \$120 annual incentive for participation.

Health Insurance Cost Drivers*

	FY2010	FY2011	% Increase	Notes
Inpatient Claims	\$6,541,877	\$6,996,306	6.9%	Admits and days are steady or
Inpatient Admits	409	407	-0.5%	declined signaling that severity
Inpatient Days	1,810	1,601	-11.5%	of claims is the major driver
Avg Days Stay	4.40	3.90	-11.4%	of increased inpatient claims.
\$ per Admission	\$15,995	\$17,190	7.5%	

	FY2010	FY2011	% Increase	Notes
Outpatient Claims	\$10,143,169	\$11,658,826	14.9%	Surgical and maternity claims rose
Outpatient Visits \$ Per Visit	13,862 \$732	13,474 \$865	-2.8% 18.3%	significantly; further review underway with Anthem assistance.

	FY2010	FY2011	% Increase	Notes
Office Visit Claims	\$3,671,175.00	\$3,572,902.00	-2.7%	
Office Visits	\$38,052.00	\$36,684.00	-3.6%	
\$ Per Visit	\$96.48	\$97.40	1.0%	

	FY2009	FY2010	FY2011	
Large Claims				
Claims > \$200,000	7	7	10	Top 2 claimant's costs were
Claims \$110K - \$200K	9	9	14	in excess of \$1.7 million, which
Claims \$25K - \$99K	155	151	188	is unusual.
Large Claims \$ as % of Overall \$	35%	39%	43%	

Compensation

2010 Market Analysis -- Classified Staff Plan

Pay Grade	Positions Benchmarked	# of Incumbents	Avg Salary	Survey Avg. Salary	Avg Salary % of Survey Avg.
Grade A	entry level	7	34	25.4	28.8 87.92%
Grade B		8	115	29.7	28.6 103.95%
Grade C		7	191	35.2	31.6 111.39%
Grade D		7	99	40.3	37.0 108.90%
Grade E		7	39	46.7	54.5 85.82%
Total		36	478		

Note

- The majority of positions/employee salaries are above market.
- Long employee tenure accounts for above market position.
- Benchmarks were identified for 478 (92%) of classified staff.
- Salary surveys utilized: Compdata Ohio; Compdata College; Towers Watson National College

2010 Salary Structure Market Analysis -- Classified Staff Plan

Pay Grade	Survey Avg. Salary	OU Grade Midpoint	Grade Midpoint % of Survey
Grade A	28.8	25.7	89%
Grade B	28.6	29.5	103%
Grade C	31.6	33.7	107%
Grade D	37.0	38.6	104%
Grade E	54.5	44.2	81%

Note:

- OU Salary Structure Midpoints are slightly above market in 3 of 5 grades benchmarked

2010 - 2011 IUC CUPA-HR Market Analysis* -- Administrators

Positions Benchmarked	Average Institutions Per Benchmark	Average Comp Ratio OU vs IUC	Median Comp Ratio OU vs IUC
238	6.7	97.60%	98.10%

* Pay grade specific data not available at this time.

* Includes executives, deans, etc.

Audit Committee

Human Resources Role in Compliance

Tab



Human Resources Role in Compliance

- FY 2012 objectives in support of University goals:
 - Administrative and Classified Pay Plans
 - Work / Life Initiatives
 - RCM Support / Change Management
 - Human Resources Service Center



Human Resources Role in Compliance

- Ongoing efforts include
 - ERIP / VESP management
 - Health care plan design enhancements and cost containment
 - Legislative developments related to collective bargaining and employee retirement / benefits



Human Resources Role in Compliance

- Compliance issues / solutions
 - Pay plan administration and review
 - Dept of Education Resolution Agreement in response to 2009 discrimination complaint requires biennial pay plan review and reporting
 - I-9 compliance



Human Resources Role in Compliance

- Compliance issues / solutions (cont)
 - 403b vendors / services
 - Leave usage and management
 - FMLA compliance
 - Centralization of personnel files

