



OHIO
UNIVERSITY

Board of Trustees

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

Columbus State Community College

Agenda

August 29, 2013



BOARD ACTIVITIES FOR August 29 - 30, 2013
Columbus State Community College – Columbus, OH

Activity & Committee Meeting Schedule

Thursday, August 29, 2013

- 8:15 a.m. Meet at Columbus State Community College, Welcome provided by Dr. David Harrison, President of Columbus State Community College; Center for Workforce Development, 435 Ballroom Center – 315 Cleveland Avenue, Columbus, Ohio
- 8:30 a.m. Executive Committee – Executive Session, Room 409 East
- Ongoing Hospitality/Break Room, Room 413
- 10:00 a.m. University Resources Committee, Room 409 East
- 10:00 a.m. University Academics Committee, Room 404 East
- Noon Trustee Luncheon (Executive Committee Meeting), 435 Ballroom West
- 1:30 a.m. Governance Committee, Room 404 East
- 1:30 a.m. Audit Committee, Room 409 East
- 3:00 p.m. Board Meeting, 435 Ballroom Center
- 5:00 p.m. Media Availability, 435 Ballroom North
- 6:30 p.m. Reception – Trustees, President, AGB Consultant Terry MacTaggart, Executive Vice President and Provost Pam Benoit, Vice President Steve Golding, Vice President Ryan Lombardi, Vice President Bryan Benchoff, and Board Secretary Peter Mather- Hyde Park Prime Steakhouse, 569 North High Street Columbus, Ohio
- 7:00 p.m. Dinner – Trustees, Trustees, President, AGB Consultant Terry MacTaggart, Executive Vice President and Provost Pam Benoit, Vice President Steve Golding, Vice President Ryan Lombardi, Vice President Bryan Benchoff, and Board Secretary Peter Mather- Hyde Park Prime Steakhouse, 569 North High Street Columbus, Ohio

AGENDA
Board of Trustees Meeting
Thursday, August 29, 2013 – 3:00 p.m.
Columbus State Community College
Center for Workforce Development, 435 Ballroom Center

OPEN SESSION

Roll Call

Approval of Agenda

1. Minutes of the Board of Trustees' Meeting of June 21, 2013.

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

- Executive Committee – Executive Session
- University Resources Committee
- University Academics Committee
- Executive Committee – Luncheon
- Governance Committee
- Audit Committee

Consent Agenda

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

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

Tab 7 – Resolution, Establishment of University Quasi-Endowments

Tab 8 – Resolution, Appointing Authority

Tab 11 – Resolution, Construction Projects

Tab 12 – Resolution, Schoonover Naming

Tab 13 – Resolution, Walter Fieldhouse Naming

Tab 14 – Resolution, Dublin Campus Namings

Tab 25 – Resolution, School of Art Name Change

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment

AGENDA
Executive Committee
Columbus State Community College
Center for Workforce Development, Room 409 East
8:15 a.m. – Thursday, August 29, 2013

EXECUTIVE SESSION

AGENDA
University Resources Committee
Columbus State Community College
Center for Workforce Development, Room 409 East
10:00 a.m. – Thursday, August 29, 2013

3. Capital Campaign Update
4. FY 2013 Preliminary Year-End Sources and Uses Report
5. Budget Update
6. Endowment Update
7. **Consent Agenda**, Establishment of University Quasi-Endowments
8. **Consent Agenda**, Appointing Authority
9. \$100 Million Analysis
10. Campus Update
11. **Consent Agenda**, Construction Projects
12. **Consent Agenda**, Schoonover Naming
13. **Consent Agenda**, Walter Fieldhouse Naming
14. **Consent Agenda**, Dublin Campus Namings

AGENDA
University Academics Committee
Columbus State Community College
Center for Workforce Development, Room 404 East
10:00 a.m. – Thursday, August 29, 2013

Academic Quality - Dashboard

15. University Dashboard Review

16. College of Arts and Sciences

Standing Reports and Updates

17. Community Standards Update

18. Tobacco-Free Task Force Update

19. Student Affairs Strategic Priorities

20. OHIO Guarantee Tuition Program Update

21. Undergraduate Scholarship Investment Program

Academic Quality - Initiatives

22. Enrollment Update

23. AQIP Update

24. Search Updates

25. **Consent Agenda**, School of Art Name Change

AGENDA
Executive Committee
Columbus State Community College
Center for Workforce Development, 435 Ballroom West
Noon – Thursday, August 29, 2013

- Legislative Update
- Guaranteed Tuition

AGENDA
Governance Committee
Columbus State Community College
Center for Workforce Development, 404 East
1:30 p.m. – Thursday, August 29, 2013

- Review of Minutes Format
- 2013-2014 Planning

AGENDA
Audit Committee
Center for Workforce Development, Room 409 East
1:30 p.m. – Thursday, August 29, 2013

- 26. ICA Compliance Presentation
 - External Audit Update – Plante Moran
- 27. Chief Audit Executive FY14 Audit Update

By-Laws of the Ohio University Board of Trustees

Revised April 19, 2013

Revised September 6, 2012

Revised April 24, 2011

Revised February 10, 2010

Revised January 23, 2009

Revised February 8, 2008

Revised July 14, 1989

Revised June 23, 1990

Revised September 20, 2002

Revised December 17, 2004

Article I. Corporate Authority and By-Laws

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

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

Section 3. The Board shall be comprised 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 4. The nine Trustees appointed by the Governor shall hold voting privileges. The two student trustees, the two national trustees and the chair of the Ohio University Alumni Association Board of Directors may not vote on Board matters but their opinions and advice will be actively solicited and welcomed in Board deliberations.

Article II. Officers of the Board

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

- (a) 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 customary to the office or assigned 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, management of investments, coordination of audits with auditors, including federal and state auditors, overseeing relationships with financial reporting agencies, and all other financial responsibilities generally or specifically assigned by the Board or the President.

Article III. Election of Officers

Section 1. The 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.

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

Article IV. The President and Presidential Duties

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

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

Section 6. Agenda. The Secretary shall consult with the chairs of the Standing Committees and then prepare a proposed agenda for each Regular Meeting. The proposed agenda shall be delivered to the President for his or her review and then to the 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 University facilities and grounds; the purchase, sale and lease of lands and buildings; reviewing and monitoring of all investments including the endowment; contract oversight on public utilities and other large contracts; and recommending of investment policy, advising the Board on investments and appointment of investment advisors to assure compliance with Revised Code Section 3345.05.
- (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 receipt 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 as the Board may deem necessary.

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

Article VII. Parliamentary Authority

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

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

*Adopted by the Board of Trustees on April 24, 2009
Amended on June 22, 2012*

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

1. The Role of the Board

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

2. The Role of Individual Trustees

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

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

3. The Board's Relationship with the President

- a. The Board delegates responsibility for all aspects of institutional management to the President. The Board and individual Trustees should refrain from involvement in operational matters except as necessary to fulfill their fiduciary duties.
- 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.



OHIO
UNIVERSITY

Board of Trustees

Minutes

June 21, 2013

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CALL TO ORDER

Chair Sandra Anderson called the meeting to order at 10:03 a.m. and asked Board Secretary Peter Mather to call the roll.

ROLL CALL

Present — Chair Sandra Anderson, Trustees David Brightbill, David Wolford, Janetta King, Kevin Lake, N. Victor Goodman, Dave Scholl, Janelle Simmons, and Cary Cooper.

Also in attendance were Student Trustees Amanda Roden and Keith Wilbur; National Trustees Henry Heilbrunn and J. Patrick Campbell; Alumni Association Representative William Hilyard; President Roderick McDavis; and Board Secretary Peter C. Mather.

APPROVAL OF THE AGENDA AND THE MINUTES

Chair Anderson pointed out that four resolutions would be moved from the Consent Agenda during the committee reports. With those changes, she asked for any objections to proceeding with the agenda as written and there was none.

Chair Anderson then asked for a motion to approve the amended Minutes of the Board of Trustees Meeting held on April 19, 2013. Trustee Goodman moved to approve the Minutes as amended, seconded by Trustee Lake, the motion carried.

REPORTS

Report of the Chair

Chair Anderson introduced and welcomed three new members to the Board of Trustees: Janelle Simmons, Cary Cooper, and Student Trustee Keith Wilbur. Each new member expressed gratitude for the opportunity to serve the University.

Chair Anderson then reported on the Board's Thursday activities. She explained that the Trustees toured Campus facilities to observe recent improvements, to see new construction projects, and to learn about the effects of deferred maintenance on specific programs and services. Chair Anderson noted that the tour highlighted challenges presented by the current state of the University's physical plant.

The Board toured Seigfred Hall, and heard from the Director of the School of Art and Design, David LaPalombara. Mr. LaPalombara discussed the nationally ranking of the programs, and described various facility needs in the building. The Board also viewed: the new Scripps College building; Galbreath Chapel, to observe the state of renovations; Alden Library, where they toured the mechanical rooms and observed some of the infrastructure challenges; the teaching

and research labs at Clippinger Hall; classrooms at Morton Hall; the Ridges; the Lausche Heating Plant; Peden Stadium; and the future site of the new Walter Field House.

Report of the President

President McDavis began his report by welcoming the new Trustees and by reviewing Ohio University's Strategic Priorities and the new Core Values. The Core Values are: Excellence is our hallmark; Integrity, Civility, and Diversity define our community; and, Stewardship enhances our legacy. The details of the President's report are available for review in the June meeting agenda.

University Spotlight

President McDavis introduced Dr. David Descutner, Executive Vice Provost of Undergraduate Studies and Interim Vice Provost for Diversity and Inclusion, who described OHIO's Summer Institute for Diversity Education (SIDE). Dr. Descutner praised President and Mrs. McDavis for their work with and support of the many diverse students who go through Ohio University. Dr. Descutner proceeded to introduce the staff of Diversity and Inclusion who made 2013 SIDE program possible, including: Cecil Walters, Linda Daniels, Winsome Chunnu-Brayda, Susanne Dietzel, Tyrone Carr, and Delfin Bautista. He also made special mention of Dr. Stephanie Sanders, lead coordinator of the SIDE program and Dr. Mark Orb, who serves as the program facilitator.

Dr. Descutner described SIDE as a three-day, 30 hour curriculum experience intended to develop cross-cultural competencies and skills. Participants in the program come from not only the local community and state agencies but also from the region and out-of-state. Dr. Descutner introduced four SIDE participants from the University to describe their experience in the program.

Kevin Geiger, Assistant Director, College Adjustment Program. Mr. Geiger described the experience at SIDE as transformational. Has worked with others in his department who also attended SIDE to incorporate what they learned in their own programs.

Dr. Brian McCarthy, Chair, Environmental and Plant Biology. Dr. McCarthy participated in SIDE in an effort to understand his own experience with diversity in the interactions he has had with other faculty members and students in the department. He stated that the impact of the program was profound and that what he learned has been incorporated into both his personal and professional lives.

Dr. Dawn McCarthy, Assistant District Ranger for Operations for the Wayne National Forest. Dr. McCarthy approached SIDE from a Federal perspective and noted that SIDE has helped her develop new approaches for interacting and communicating with people from many different

backgrounds. She said she was inspired by a speech by the US Forest Service chief to become an agent of change for the Wayne National Forest.

Catherine Russell, an alumna of Ohio University and a senior in the Scripps College of Communication. Catherine has been involved in many multi-cultural groups on campus. She feels she learned more from her experience in SIDE than she learned through all her work with campus groups during her time as a student. It was a very valuable experience that has shaped her personal and professional perspectives on cross-cultural work.

Following a discussion among Trustees and presenters, Dr. Descutner thanked the Trustees and the President for the opportunity to present. Chair Anderson expressed appreciation to the presenters and the President for familiarizing the Board with this important work. The President expressed his gratitude to the staff of the Office of Diversity and Inclusion for their significant work on campus.

Committee Reports

Chair Anderson introduced the Board's Committee Reports, beginning with the Joint Academics and Resources Committee report that occurred on Thursday morning.

Joint Resources/Academic Committee Report

Chair Anderson reported that the Trustees held a joint committee meeting addressing three topics: The 2014 RCM budget; a Guaranteed Tuition Model; and a discussion of Debt Capacity.

2014 RCM Budget

Chair Anderson noted that John Day, Associate Provost for Academic Budget and Planning, and Chad Mitchell, the University Budget Director, presented the FY14 Ohio University Budget, which will be the first University budget developed using responsibility centered management (RCM) principles.

The budget, which is tied to the University's strategic priorities, includes high priority capital construction projects, salary increases for faculty and staff and attention to affordability concerns of students and their families. The Board also received a detailed status report on RCM, including a discussion of sources and uses. In this presentation, Dr. Day described the adaptation of the infrastructure in terms of personnel, structure, and processes required to support successful RCM implementation.

In addition to presenting steps that have been taken to move to a successful RCM environment, Mr. Mitchell discussed next steps, which include analyzing the alignment of services with

institutional needs; evaluating centralized versus decentralized delivery mechanisms; and the financial and analytic capabilities to support a successful RCM implementation.

Mr. Mitchell moved into a discussion of matters specific to the 2014 budget. He noted that the colleges will be held harmless in this transitional year. Several levels of discussions are being taken within and among colleges, with consultants, and between colleges and the University administration to ensure an effective transition.

Mr. Mitchell pointed out that the University is expecting moderate revenue growth from core sources: State Subsidy (2%) and Undergraduate Tuition (1.6%), and also discussed priorities related to expenditures. He showed revenues and expenses for the proposed FY2014 budget. He pointed out that the revenue and expense matrix includes indirect costs for the various units; this is the first time these costs have been reflected in the budget. Mr. Golding noted that the revenue and costs are not entirely predictable at this point, partly due to uncertainty about enrollment for the coming year.

Chair Anderson pointed out that the presentation provided important background information as the Board considers approval of the 2014 Budget at this meeting.

Guaranteed Tuition Program

Chair Anderson noted that following the Budget and RCM presentation, Senior Vice President and Provost Pam Benoit presented the Ohio Tuition Guarantee proposal. This was the fifth presentation the Board has received on guaranteed tuition.

The Provost noted that the program would apply to all undergraduate students on the Athens Campus, and would exclude certain groups, such as eLearning and Continuing Education students. The proposal for locked in rates includes tuition and general fees, room and board, most course fees and other required fees, such as technology, orientation and graduation fees. Provost Benoit also mentioned that increasing financial aid is an additional, core aspect of this new tuition plan.

Provost Benoit discussed the establishment of cohort rates, which will be controlled by a formula that includes the consumer price index (CPI) and the legislatively mandated tuition cap. It is expected that Trustees will establish the incoming cohort rates by March of each year.

The legislation under consideration is permissive, granting each institution's Board of Trustees the authority to adopt a guaranteed tuition program. Institutions will establish the parameters and guidelines for their own programs. The Ohio Board of Regents must then approve the program prior to the initial implementation.

Provost Benoit discussed other implementation issues and described the formation of a team that will be charged with considering the policies and procedures necessary to implement the program.

Capital Improvement and Debt Discussion

Chair Anderson noted that the third major topic of the Joint Committee Meeting involved a discussion of the University Capital Improvement Plan and the capacity for debt. Vice President Golding led this discussion. The presentation by Mr. Golding was in response to a discussion that occurred at the April Joint Committee meeting. At that time, Mr. Golding presented a 6-year Capital Improvement Plan, which included a debt load of \$485 million. Trustees asked Mr. Golding to return with a scenario that included an additional \$100 million, or \$585 million in total.

Mr. Golding explained that the new scenario includes a focus on academic facilities and deferred maintenance. Mr. Golding discussed the accumulating costs of deferred maintenance, and provided specific estimated deferred maintenance-related costs given different investment options. He provided examples of possible projects if extra funds were available. While the per-gross-square-foot costs can be reduced through additional investments, those investments carry additional debt and associated risks.

Up to this point, the rating agencies have expressed appreciation of the University's measured and incremental approach to the utilization of additional debt. However, an additional \$100 million in debt over the next fiscal year carries certain risks. For example, over leveraging could lower the University's credit rating, which would carry additional interest costs.

Mr. Golding noted that this additional \$100 million debt issuance could potentially limit OU's debt capacity beyond FY18. He provided debt comparisons with our peer institutions given different borrowing scenarios.

Mr. Golding's presentation was followed by a rich discussion about the pros and cons of moving forward with the additional investment. Based on the discussion, the Board consensus was to move forward with pursuing the investment. Chair Anderson proposed that Mr. Golding return to the meeting in August with details on proposed projects made possible by the additional funds.

Resources Committee Report

Chair Anderson recognized Trustee King to present the Resources Committee Report.

Sources & Uses – April Interim

Trustee King noted that VP Golding presented on sources and uses to the Resources Committee. Projections for the 2013 year-end net operating results were based on the April, 2013 balances and result in \$771M in projected revenues, \$712M in projected expenditures for a net \$59.5M to the bottom-line.

VP Golding reviewed the nature of the projected fund balances - \$34.5M in unrestricted fund balance and \$25M in restricted, nondiscretionary grants, contracts and plant funds. He reminded the Trustees that the net fund balances over the past three years have made the debt issuance possible. This is the way we've been able to deal with the capital and infrastructure needs of the campus.

Trustee King noted that a request was made for a presentation on eLearning to the Joint Committee due to the increasing presence of on-line learning and the different infrastructure necessary to support that unit. The eLearning impact on the residential campus was also discussed as it pertains to capital improvement plans and the University's physical plant.

Resolution: FY2014 Budget Approval

Trustee King reported that the FY 2014 Budget (in Tab 7), which had been reviewed at the Joint Committee Meeting, was being forwarded to the Board for approval.

FISCAL YEAR 2013-2014 OPERATING BUDGET

RESOLUTION 2013 - 3337

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

WHEREAS, the University has adopted a new all-funds budgeting approach that shows a more comprehensive view of resource generation and allocation, and

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

NOW THEREFORE, BE IT RESOLVED that the Fiscal Year 2013-2014 budgets of the expected resources and expenditures for the Athens Campus, Auxiliary Operations, Regional Campuses, and the Heritage College of Osteopathic Medicine as presented on the attached schedule are hereby approved subject to the following conditions:

1. The Vice President of Finance and Administration, in conjunction with the Executive Vice President and Provost and with approval of the President, is authorized to make adjustments in instructional and general operating expense allocations during the fiscal year to ensure the total does not exceed available unrestricted resources;
2. Expenditures for restricted funds shall be limited to the resources generated.

BE IT FURTHER RESOLVED, that the Board of Trustees authorizes the President, with the approval of the Chair of the Board, to make adjustments to the budget as presented to reflect any changes in state appropriations.

Trustee King moved to approve the FY 2014 Budget Resolution, seconded by Trustee Goodman, all approved and the motion carried.

Trustee King noted that two resolutions had been approved by the Resources Committee for the Consent Agenda: eLearning and Off-Campus Graduate Rate Changes and OPERS and STRS Retirement System Rates.

Consent: eLearning and Off-Campus Graduate Rate Changes

VP Golding stated that the resolution will provide board approval of a single standard rate for eCampus programs, a rate conversion for the Program for the Incarcerated to a similar hourly rate with materials fee, and a reduction in materials fees for MBA online program. All the fees have been reviewed and recommended for approval by the Fee Committee of the university.

Consent: OPERS and STRS Retirement System Rates

VP Golding explained that Board action is necessary to update to current statutory rates. This language will tie the current contribution rates to the Ohio Revised Code sections that authorize the contribution rates.

Guaranteed Tuition Program

Trustee King indicated that the next item on the Resources Committee agenda was the Guaranteed Tuition Program, which was reviewed during the morning's Joint Session. The resolution to adopt the OHIO tuition guarantee program as outlined in Sub. H.B. No. 59, with the condition that it is approved by the Ohio Legislature and signed into law by Governor John Kasich, is attached for Board approval.

Trustee King explained that the resolution was taken off of the consent agenda by the Resources Committee due to the significance of the changes being proposed. She noted that extensive discussions have occurred on this topic throughout the fiscal year.

GUARANTEED TUITION

RESOLUTION 2013 – 3338

WHEREAS, public universities have become increasingly tuition dependent as state support has declined in order to maintain their quality and cover their critical costs, and

WHEREAS, annual tuition increases are not a sustainable business model as student and family budgets are constrained and these increases represent a compounded impact; and

WHEREAS, the Board of Trustees directed senior leadership to investigate alternative tuition models that would break the cycle of annual increases while maintaining the quality of the institution; and

WHEREAS, the Board of Trustees and the university community have substantively engaged in a discussion of the merits of a guaranteed tuition model during the AY 2012-2013 year; and

WHEREAS, a guaranteed tuition model offers an opportunity for transparency in budget planning for students and parents, a financial incentive for timely graduation, the potential to reduce student debt upon graduation, and the opportunity to enhance student recruitment while providing predictability in tuition revenues.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the OHIO tuition guarantee program as outlined in Sub. H.B. No. 59 with the condition that it is approved by the Ohio Legislature and signed into law by Governor John Kasich. The Board of Trustees approves the general parameters and guidelines presented at this meeting and directs senior leadership to take all steps necessary for implementation of a tuition guarantee program including approval by the Board of Regents no later than the Fall of 2015 and earlier if possible. The Board also requests that senior leadership provide periodic updates as to the progress towards achieving this goal.

Trustee King moved to adopt the OHIO Guaranteed Tuition Resolution, seconded by Trustee Wolford, all approved and the motion carried.

Resolution: FY 2014 Capital Improvement Plan

Trustee King noted that Harry Wyatt, Associate Vice President for Facilities, presented the FY 2014 Capital Improvement Plan (CIP) to the Resources Committee. Mr. Wyatt provided a brief update on the recent projects that have been completed or are in process – many of these projects were viewed on Thursday morning’s Trustee tour. Mr. Wyatt walked through each item of the FY 2014 Annual CIP, briefly reviewing updates for projects that are continuing into next year and providing background on the projects being presented for the first time. As the projects move forward, the Board will take action on specific approvals greater than \$500,000 and any future debt issuances.

Trustee King commented on how beneficial the campus tour was in providing context for this agenda item and the FY 2014 CIP approval. There was discussion of the Board approvals to date on certain projects such as the Housing Development Plan – VP Golding explained that with longer lived, phased projects the Board has more than one approval opportunity.

APPROVAL OF THE OHIO UNIVERSITY FY2014 CAPITAL IMPROVEMENT PLAN

RESOLUTION 2013 - 3339

WHEREAS, the University has undertaken the development of a FY2014 Capital Improvement Plan, and

WHEREAS, this FY2014 Capital Improvement Plan has been developed in the context of the Board of Trustees approved FY 2013-FY 2018 Six Year Capital Improvement Plan and embodies the concepts incorporated within it, and

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

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

WHEREAS, the FY2014 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 FY2014 Capital Improvement Plan.

Trustee King moved for approval of the FY 2014 Capital Improvement Plan Resolution, seconded by Trustee Brightbill, all approved and the motion carried.

Lausche Heating Plant Replacement Plan

Trustee King noted that Mike Gebeke, Executive Director Facilities, presented on the progress of the Lausche replacement plan. Mr. Gebeke discussed the need for a replacement due to Lausche having met its useful life. Also EPA regulations, rising costs of coal, the university's desire to end the use of coal on campus, and expansion of chilled water are all being addressed in the plant replacement plan. The plant siting is most efficient next to the existing infrastructure and at some point in the future may be able to service O'Bleness Hospital. Mr. Gebeke discussed the physical components of the new natural gas powered plant and the redundancy that will be built in to handle down times.

Requests for Qualifications (RFQs) were due in May and based on the results of the RFQs, Requests for Proposal will be made of from the top three contractors. It is anticipated that a resolution will come to the Board at their October meeting for project approval.

Emeritus engineering professor Chuck Overby was in attendance at the Resources Committee meeting and was recognized for his efforts in championing co-generation technology in the early 1980s.

Consent: Construction Projects

Mr. Wyatt discussed the two projects that are included on the resolution for Board approval: Haning Hall New Elevator and Lausche Heating Plant Replacement Preliminary Infrastructure.

Series 2013 Bond Issuance Update

Ms. Beth Greene informed the Resources Committee that the University priced the \$145 million tax-exempt bond issue on May 22, 2013 structured as "net premium" bonds generating \$161 million in proceeds as follows:

- \$121 million for new campus projects;
- \$25 million to refinance the Series 2004 Bonds; and,
- \$14 million to restructure the Series 2001 Bonds.

The Bonds achieved an "all-in true interest cost" of 3.91% - for the \$121 million for new campus projects the all-in true cost is 3.95%. The pricing date of May 22 was at the beginning of the recent rising interest rate market – since that time interest rates have risen 60 bps so the university did quite well in the market. In addition, the University's credit ratings of "Aa3/A+" with a stable outlook were reaffirmed by Moody's and Standard and Poor's, respectively.

There was a brief discussion on gifted capital construction and whether the annual operating costs should also be covered through a gift endowment prior to adding square footage.

Trustee Campbell requested that copies of the Series 2013 Debt Issuance prospectus be provided to each Board member as a great primer for future bond activity.

Consent: Dublin Extension Campus Naming

VP Golding reviewed the resolution which provides for the naming of two buildings located at 7001 and 7003 Post Road on the Dublin Extension Campus in honor of OhioHealth Corporation in accordance with the applicable gift agreement.

University Dashboard

VP Golding shared the University Dashboard and noted that academic indicators were being presented in detail by the Provost during the Academics Committee discussion.

Regarding a question about the planning for the percentage of Group I faculty, VP Golding noted that during the budget hearings there were updates on the Deans' staffing plans – the Provost would be the most informed on this topic.

Capital Campaign Update

Vice President for Advancement, Bryan Benchoff, provided an update for the Capital Campaign noting campaign contributions totaling \$424 million toward the \$450 million goal as of May 28, 2013, with today's total at nearly \$425.25 million. \$425 million was the target for FY2013 year-end and that has been achieved. College campaign attainment, the sources of gifts, and the areas supported by the gifts were reviewed.

VP Benchoff focused on Alumni Demographics, indicating that 190,700 out of 201,500 living alumni are 'reachable' with good domestic addresses; 115,000 of those in Ohio. The majority of the 200,000 living alumni are 50 years old or younger, heading into their peak earning years.

The demographic information informs fund raising decisions and President McDavis recommended the same data be shared with the Admissions Office to inform their recruiting efforts. The Non-Ohio Metro Area concentrations of alumni happen to correspond with the decisions on where to purchase media packages.

Academics Committee Report

Chair Anderson recognized Trustee Wolford to present the Academics Committee Report.

Academic Quality: Student Success

Trustee Wolfert noted that David Descutner, Dean and Executive Vice Provost for Undergraduate Education, provided an overview of University efforts to help undergraduate students complete degrees and to encourage them to make the most of their time at Ohio University. Dean Descutner pointed out that the University has a holistic approach to student success as indicated by its mission statement. That statement affirms that the “intellectual and personal growth of the individual” is the central purpose of the University.

In order to help achieve this aim, the University has developed a number of interlocking strategies designed to set expectations, provide student assistance in meeting those expectations, and creating opportunities for students to set and achieve personal goals.

Dean Descutner explained that the student success tactics selected by the University are based on national research on how best to support student success; on the Four Fundamentals, the key to Ohio University’s 4X4 strategic planning approach; and on data collection and analysis conducted by the Office of Institutional Research.

Dean Descutner then shared a number of student success initiatives and programs that have been enhanced or developed since 2004. Some notable examples:

- A comprehensive First Year Experience Program that includes a significantly improved Bobcat Student Orientation;
- A Learning Community Program that enrolls more than 2700 first year students as well as many faculty who teach first year seminars for these students and serve as their academic advisors;
- The President’s First Year Convocation.

Student success is an institution-wide responsibility and nearly every unit in the University contributes. Dean Descutner praised the work of colleagues who are dedicated to the effort to continually improve the experience of Ohio University students.

The presentation concluded with a discussion of the overarching University goals for student success, which include improvement in course completion, persistence/retention and graduation rates as well the ability to track placement of graduates. Examples of specific measures in place to help achieve these goals are:

- Improved advising;
- Enhanced first-year courses;
- More effective interventions with targeted populations of first-year students, including first generation and veterans; and,

- Richer integration of colleges/schools with Student Affairs' offices including the Career and Leadership Center, Residence Life, and the Campus Involvement Center.

Core Values

Executive Vice President and Provost Pam Benoit described the process by which the University developed a set of core value statements. These value statements are intended to capture the fundamental ideals that should guide the work of Ohio University. Provost Benoit explained that the core values emerged from discussions held over the past two years. She indicated that the process has been iterative and has involved the University leadership, the senates, and constituent groups across the University. The core value statements are:

- Excellence is our hallmark: outstanding people, ideas, and programs drive our educational mission.
- Integrity, civility, and diversity define our community: these values guide our leadership in a global society.
- Stewardship enhances our legacy: as Ohio's first institution of public higher education, we are mindful of our accountability to the public trust.

Promotion and Tenure

Provost Benoit presented the results of the annual faculty promotion and tenure process. Twenty-two faculty members were promoted to the rank of professor and 31 were awarded the rank of associate professor with tenure. Benoit praised the accomplishments of the faculty who advanced in rank and noted the significance of reaching these important professional milestones.

Fall 2013 Enrollment Update

Craig Cornell, Vice Provost for Enrollment Management, provided an update on the preliminary size and composition of the 2013 entering class. He also informed the Trustees about the degree to which each of the enrollment variables aligned with goals established in the Strategic Enrollment Management Plan.

Overall, the enrollment picture looks strong, particularly for undergraduates. Vice Provost Cornell reported that in freshmen applications, admits and housing deposits the University has experienced increases over last year ranging from 12% to 19%.

Increases also were seen in the areas of transfer, international and multicultural students with the growth in the latter, up 45% in applications and 21% in housing deposits, giving Ohio University the highest growth percentage-wise in the state.

Based on current information, Vice Provost Cornell also predicts that the academic quality of the incoming freshman class (based on ACT composite and high school GPA) will be equal to last year. Last year's class was one of the strongest academic classes ever admitted to the University.

Scholarship Task Force Update

Vice Provost Cornell also provided an update on the Scholarship Task Force for the Athens campus. He indicated that continued competitive pressures, limitations in the grid-based Gateway Award Program for Athens and the desire to open new recruitment markets have begun to chip away at the efficacy and purchasing power of our student scholarships.

The need to effectively align our scholarship award programs with the Strategic Enrollment Management Plan, while taking into account increased competition for students and external pressure related to declining state and federal student support, motivated the formation of a Student Scholarship Task Force (SSTF). The SSTF was appointed and charged by Provost Benoit to review the University's current award program and to make recommendations about the next iteration of scholarship programs at Ohio University. The goal is to have the new approach to scholarships for the Athens campus ready for the Fall 2014 class.

Vice Provost Cornell indicated that the Student Scholarship Task Force has proposed the following parameters for a new scholarship program:

- A continued commitment to recruiting students with strong academic credentials.
- A continued commitment to need-based aid and affordability.
- A continued commitment to facilitating the matriculation of students with need and strong academic credentials.
- A continued commitment to targeted awards as a means of encouraging the enrollment of underrepresented students and supporting programs of distinction, such as the Honors Tutorial College or the College of Fine Arts, which have specific requirements relating to academic achievement and/or artistic talent.

In addition, areas that needed to be considered in our development of new scholarship strategies were identified. These included:

- The importance of making student yield (i.e. the transition of admitted student to enrolled students) a foundational element of our approach to student aid.
- Flexibility to allow for the consideration of a variety of factors in determining a student's aid package.
- The ability to adjust aid programs continually to keep up with increases in both inflation and student costs.
- Maximizing net tuition revenue by awarding the correct amount of aid that will limit both under- and over-awarding aid to students.

AQIP Update

Provost Benoit reminded the Trustees that the University is preparing for reaffirmation of its accreditation with the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools. The reaffirmation process is scheduled to take place in 2015-16.

As was reported at a previous Board meeting, the criteria for accreditation were significantly revised on January 1, 2013. Provost Benoit indicated that at the last Board meeting Trustees were introduced to these new criteria:

- Criterion 1: Mission
- Criterion 2: Integrity: Ethical and Responsible Conduct

Criterion 2 requires that the University demonstrate that it acts with integrity and that its conduct is ethical and responsible. There are 5 core components of the criterion:

- a) The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows fair and ethical policies and processes for its governing board, administration, faculty, and staff.
- b) The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.
- c) The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity.
- d) The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.
- e) The institution ensures that faculty, students, and staff acquire, discover, and apply knowledge responsibly.

The University will need to demonstrate its commitment to each of these components during the reaffirmation process.

University Dashboard

Lack of time prevented Provost Benoit from giving the full University Dashboard presentation but she did comment on the decline in the six-year graduation rate (from 69% in 2004 to 65% in 2005).

Provost Benoit noted that the rate was affected by a higher percentage of students transferring out, reflecting the increased mobility of higher education students. Finally, Provost Benoit pointed out that despite the drop, Ohio University still maintains the third highest graduation rate in the state.

Consent Agenda

The following consent agenda items were recommended for approval:

- Tab 20: Consent Agenda, Regional Higher Education Coordinating Council Appointments
- Tab 26: Consent Agenda, Graduate College Awarding IIP Degree
- Tab 27: Consent Agenda, Program Review – Lancaster Campus Medical Assisting Technology
- Tab 28: Consent Agenda, Program Review – CHSP Applied Health Sciences & Wellness
- Tab 29: Consent Agenda, Program Review – Patton College Department of Counseling and Higher Education
- Tab 30: Consent Agenda, Program Review – Patton College Department of Education Studies
- Tab 31: Consent Agenda, Program Review – Patton College Department of Teacher Education

Governance Committee Report

Chair Anderson recognized Trustee Lake to present the Governance Committee Report.

New Trustee Orientation

The Committee discussed the schedule for the new trustee orientation. Secretary Mather distributed the schedule from the 2012 orientation. It was a half-day session held the day before the Board retreat in August. This year, the orientation will be held in Athens on August 28th. The Board meeting will be at Columbus State on August 29th, followed by the retreat on the 30th.

The Committee discussed the possibility of having the orientation before the June meeting in future years. It was noted that the June meeting agenda is usually pretty full with the budget and other end-of-year financial issues. There was a consensus that August is the best time for the orientation program.

Board Retreat

The Committee discussed the substance of the retreat. The following topics were suggested:

- Shared governance;
- Faculty and staff compensation;
- The President's 5 year priorities and how they extend into our long term strategic vision for the University;

- Where do we want the University to be in 2020?
- Do we have a sustainable business model?

The Committee discussed the possibility of bringing in a facilitator from the Association of Governing Boards. The Committee asked Dr. Mather to consult with President McDavis and Chair Anderson, using the suggestions from the Committee, to develop the retreat agenda.

National Trustee Update

Secretary Mather presented President McDavis' recommendation for the new national trustee to succeed Trustee Heilbrunn. Peggy Viehweger is a Graduate of the College of Arts and Sciences and a member of the Foundation Board. The Committee reviewed her background and was impressed with her qualifications. As a result of this review, the Committee moved to recommend Ms. Viehweger to succeed National Trustee Heilbrunn.

APPOINTMENT OF NATIONAL TRUSTEE

RESOLUTION 2013 – 3340

WHEREAS, the Ohio University Board of Trustees desires to invite two distinguished out-of-state University alumni to sit with Trustees and to participate in the deliberations of the Board and the life of the University, **for terms not to exceed three years respectively**

NOW, THEREFORE, BE IT RESOLVED that Peggy Viehweger, AB '71 from Chicago, IL be appointed as National Trustee to the Ohio University Board of Trustees for a term of three years.

Trustee Lake moved to nominate Ms. Viehweger to fill the National Trustee vacancy, seconded by Trustee Brightbill, all approved and the motion carried.

Trustee Lake welcomed Ms. Viehweger to the Board of Trustees and thanked National Trustee Heilbrunn for his service.

Audit Committee Report

Chair Anderson recognized Trustee Goodman to present the Audit Committee Report.

Compliance Update: OIT Information Security

Trustee Goodman reported that Brice Bible, Chief Information Officer and Matthew Dalton, Director, Information Technology Security, presented on the operations of the OIT Information Security Office (ISO) in continuation of the compliance presentation series for the Audit Committee. Mr. Dalton's presentation included general history and overview of information technology at Ohio University, the structure and function of the ISO, as well as compliance items and standards. Discussion ensued regarding encryption, security requirements and risk management for the University community.

Plante and Moran FY13 Audit Update

Plante and Moran, the external auditor, made a presentation to the Board on the ongoing FY13 Audit. Danny Sklenicka of Plante and Moran provided an update related to the interim work currently in process and the future deadlines related to the external audit submission to the Auditor of State. Discussion ensued regarding the implementation of GASB 68 related to the presentation on the financial statements. Trustee Goodman requested that Plante Moran update the Audit Committee regarding GASB 68 at the next meeting.

Internal Audit Update

Trustee Goodman reported that Chief Audit Executive, Jeffrey Davis, provided an update on the Internal Audit (IA) Office operations which included:

- Audit Status Update
- Audit Process
- FY14 Audit Plan and Schedule
- ICA Compliance Audit
- Audit Committee Charter

Mr. Davis updated the Audit Committee on the completed audits for FY13 which included final reports being issued for eight audits and seven follow-up audits and a draft report being issued for one audit. In addition, IA is currently in the report writing phase for the eLearning audit.

Mr. Davis discussed Internal Audit's process, plan objectives and the University auditable units. In addition, the FY14 Audit Plan detailing the planned University units to be audited during the upcoming fiscal year was presented. The scheduled units for audit include: Risk Management and Safety, Voinovich Center, Education Abroad, Bursar, OIT-Information Security, OIT Applications-SIS, ICA Compliance and External Audit Compliance Testing. Follow-up audits for FY14 include: University College, eLearning Ohio, Graduate College, University Library, OIT-Lifecycle Management, OIT-On Base and Payroll and Tax Compliance. Additional audit time is budgeted for investigations, special projects and participation in committee meetings.

Mr. Davis discussed Internal Audit's role related to Intercollegiate Athletics (ICA) Compliance testing which includes performing audit procedures as outlined in the Association of College and University Auditors NCAA Division I Compliance Audit Guide. Internal Audit commenced audit testing during FY13 and will perform testing in FY14 related to Campus and Clinics, Extra Benefits and Student-Athlete Employment.

Discussion ensued regarding NCAA compliance and the reporting structure. Trustee Goodman requested that the reporting structure be reviewed in light of recent events at other institutions. The Audit Committee has asked President McDavis to review the reporting structure and return to the Committee with his recommendation regarding alternative compliance structure and reporting options.

The Audit Committee discussed the Internal Audit Plan Resolution and moved it forward to the full Board for approval.

INTERNAL AUDIT ANNUAL AUDIT PLAN

RESOLUTION 2013 - 3341

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

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

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

WHEREAS, the proposed plan will be conducted during the period of July 2013 through June 2014, and

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

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

Trustee Goodman moved to approve the Internal Audit Plan Resolution, seconded by Trustee Lake, all approved and the motion carried.

Mr. Davis and Mr. Golding provided an update regarding two of the previous audit findings related to the Plante and Moran audit in FY13 that indicated reporting to the US Department of Education was incomplete. Trustee Goodman stated that this issue was the result of the conversion to the Student Information System. The University responded and the DOE accepted the response. Because of the quick response of the University no penalties were levied.

Executive Committee Report

Open Meeting

Chair Anderson reported that Secretary Mather, Trustee King, and Chair Anderson attended the annual conference of the Association of Governing Boards and reports were made to the Committee to encourage other members of the Board to attend future conferences.

The Committee further discussed President McDavis' report with respect to the Promise Lives Campaign. The Committee also spoke about the new State Share of Instruction Funding formula, through which the University expects to see an increase in funding.

Consent: Honorary Degrees

Chair Anderson announced that two Honorary Degrees will be presented at commencement this year. One degree will go to Her Excellency Ambassador Tebelelo Mazile Seretse, and the second Honorary Degree will be presented to Raymon B. Fogg, Sr.

The Committee then moved into Executive Session to discuss personnel matters. The evaluation of President McDavis took place during this session, in which the Committee discussed with President McDavis his implementation of the University's Strategic Priorities. Chair Anderson indicated that the report on President McDavis' evaluation, which will be finalized for the August Board meeting. In summary, the Trustees believe Dr. McDavis is the right leader, at the right time, taking the University in the right direction. Mrs. McDavis' service was also discussed and the Committee expressed appreciation for her important work.

Resolution: To Re-Elect President McDavis

ELECTION OF PRESIDENT

RESOLUTION 2013 – 3342

RESOLVED that Roderick J. McDavis be elected President of Ohio University for the year beginning July 1, 2013, and ending June 30, 2014.

Chair Anderson moved for approval of the Resolution to re-elect President McDavis, seconded by Trustee Brightbill, all approved and the motion carried.

Resolution: To Re-Elect Treasurer Stephen Golding

ELECTION OF TREASURER

RESOLUTION 2013 – 3343

RESOLVED that Stephen Golding be elected Treasurer of Ohio University for the period beginning July 1, 2013, and ending June 30, 2014.

Chair Anderson moved for approval of the Resolution to re-elect Treasurer Stephen Golding, seconded by Trustee Wolford, all approved and the motion carried.

Resolution: To Re-Elect Secretary Peter Mather

ELECTION OF SECRETARY

RESOLUTION 2013 – 3344

RESOLVED that Peter C. Mather be elected Secretary for the Board of Trustees beginning July 1, 2013, through June 30, 2014.

Chair Anderson moved for approval of the Resolution to re-elect Secretary Peter Mather, seconded by Trustee King, all approved and the motion carried.

Chair Anderson then directed the Board's attention to current business.

CONSENT AGENDA

Chair Anderson asked for a motion to approve all remaining items on the Consent Agenda.

Trustee Scholl moved for approval of all remaining items on the Consent Agenda, seconded by Trustee Brightbill, all approved and the motion carried.

FISCAL YEAR 2013-2014 eLEARNING AND OFF-CAMPUS GRADUATE PROGRAM INSTRUCTIONAL FEE, GENERAL FEE AND NON-RESIDENT SURCHARGE

RESOLUTION 2013 -- 3345

WHEREAS, the Ohio University 2013-2014 Current Funds Budget contains fixed and mandated cost increases, and

WHEREAS, the appropriate planning and consultations within the University have been accomplished, resulting in recommendations of fee increases for purposes of investments in identified strategic priorities, and

WHEREAS, House Bill 59 allows the combined instructional and general fees for undergraduate students to increase by 2.0%, and

WHEREAS, the planning within the Athens Campus resulted in specific recommendations to combine rates for the Independent and Distance Learning programs into the eCampus Undergraduate program rate to create a single standard rate, to convert the rates for the Program for the Incarcerated to a similar hourly rate with a Specialized Services and Materials fee of \$100 to cover paper materials and mailing, and to reduce the Specialized Services and Materials fee for the MBA Online program from \$114 to \$80 since course materials and textbooks will no longer be provided.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the 2013-14 Proposed Tuition Schedule - eCampus (Attachment A) and the reduction in the MBA Online program fee, effective Fall Semester 2013, unless otherwise noted.

**ADOPTION OF EMPLOYER PICKUP PLAN FOR OHIO PUBLIC
EMPLOYEES AND STATE TEACHERS RETIREMENT SYSTEM**

RESOLUTION 2013 -- 3346

WHEREAS, pursuant to Board of Trustees Resolution 1983-679, Ohio University committed to participation in the salary reduction employer pickup plan of employee contributions for both the Ohio Public Employees Retirement System (OPERS) and State Teachers Retirement System (STRS) at percentages authorized by Ohio Revised Code Sections 145.47 and 3307.26, respectively; and

WHEREAS, effective, July 1, 2013, Ohio University desires to continue to pickup and pay the total amount of employee contributions, at the rate in effect, pursuant to the statutes referenced above;

NOW THEREFORE, BE IT RESOLVED, the President is authorized to continue to implement the pickup of the employees' contributions to the OPERS and STRS for all eligible employees at the percentage rates authorized by law.

**APPROVAL OF PROJECT AND AUTHORIZATION TO DEVELOP
CONSTRUCTION DOCUMENTS, RECEIVE BIDS AND AWARD
CONSTRUCTION CONTRACTS FOR
HANING HALL NEW ELEVATOR and LAUSCHE HEATING PLANT
REPLACEMENT PRELIMINARY INFRASTRUCTURE**

RESOLUTION 2013 - 3347

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

- Haning Hall New Elevator with a total project budget of \$500,000 to be funded by state appropriations, and
- Lausche Heating Plant Replacement Preliminary Infrastructure with a total project budget of \$5 million. Funding from University reserves will be reimbursed from

a university bond issuance.

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 contracts within the total project budgets identified.

NAMING OF 7001 AND 7003 POST ROAD, DUBLIN OHIO

OHIOHEALTH MEDICAL EDUCATION BUILDING 1

and

OHIOHEALTH MEDICAL EDUCATION BUILDING 2

**IN HONOR OF OHIOHEALTH CORPORATION
PREEMINENT HEALTHCARE PARTNER, THE OHIO UNIVERSITY HERITAGE
COLLEGE OF OSTEOPATHIC MEDICINE**

RESOLUTION 2013 - 3348

WHEREAS, OhioHealth Corporation (OhioHealth) has provided steadfast support for Ohio University's efforts to expand the educational reach of its Heritage College of Osteopathic Medicine to central Ohio, and

WHEREAS, OU-HCOM, with OhioHealth as its preeminent healthcare partner, will embark on an educational enterprise—increasing the numbers of primary care physicians that will ultimately serve the healthcare needs of the citizens of Ohio, and

WHEREAS, OhioHealth has provided a generous gift that has aided in the development of the Ohio University Heritage College of Osteopathic Medicine central Ohio extension campus, and

WHEREAS, this commitment from OhioHealth as OU-HCOM's preeminent partner, is necessary for the establishment of the OU-HCOM central Ohio extension campus and represents a substantial shared commitment to the future of health care in the region that reflects the shared missions of service and dedication to the future of health care in Ohio by OhioHealth and Ohio University, and

WHEREAS, this gift will influence the Ohio University for many years as it seeks to transform the healthcare and medical education landscape of central Ohio.

NOW THEREFORE BE IT RESOLVED that the buildings at 7001 and 7003 Post Road, Dublin, Ohio, will henceforth be named, respectively, **OhioHealth Medical Education Building 2 and OhioHealth Medical Education Building 1.**

APPOINTMENT TO REGIONAL COORDINATING COUNCILS

RESOLUTION 2013 – 3349

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

Ohio University - Chillicothe

Rick A. McNelly

For a three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016, vice Tom Beard whose term expired.

Michael B. Haller

Reappointment of a second three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Bill McKell

Reappointment of a second three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Ohio University - Eastern

Andrew Hutyera

Reappointment of a third three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Tracey Lancione-Lloyd

Reappointment of a third three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Reappointment of a third three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Reappointment of a third three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Reappointment of a third three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Reappointment of a third three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Ohio University - Lancaster

For a three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016, vice Mina Ubbing, whose term expired.

Reappointment of a third three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Reappointment of a second three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Ohio University - Southern

Reappointment of a second three-year term
beginning July 1, 2013, and ending at the close of business
June 30, 2016.

Ohio University - Zanesville

For a three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016, vice Daniel Vincent, whose term expired.

Reappointment of a third three-year term beginning July 1, 2013, and ending at the close of business June 30, 2016.

Stoey Stout

Reappointment of a second three-year term
beginning July 1, 2013, and ending at the close of business
June 30, 2016.

**TRANSFER OF INDIVIDUAL INTERDISCIPLINARY PROGRAM DEGREES
TO THE GRADUATE COLLEGE**

RESOLUTION 2013 – 3350

WHEREAS, the Graduate College was re-established as an academic unit in 2008, with part of its mission to foster interdisciplinary graduate education and research, and

WHEREAS, degrees awarded under the Individual Interdisciplinary Program are currently conferred by academic colleges other than the Graduate College, and

WHEREAS, the Individual Interdisciplinary Program was restructured by the Graduate Council in 2011 with the intention that it would be administered by the Graduate College, and

WHEREAS, the Graduate Council, which is made up of representatives from all of the colleges with graduate degree programs, has unanimously recommended that degrees under the Individual Interdisciplinary Program be awarded by the Graduate College.

NOW, THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees recognizes the Ohio University Graduate College as a degree-conferring college, with responsibility for administration and conferral of degrees under the Individual Interdisciplinary Program, including the Master of Arts, Master of Science, and Doctor of Philosophy with Individual Program of Study.

**MAJOR AND DEGREE PROGRAM REVIEWS
LANCASTER CAMPUS – MEDICAL ASSISTING TECHNOLOGY**

RESOLUTION 2013 – 3351

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

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

WHEREAS, Section 67 of Am. Sub. H.B. 694 requires the college and university Board of Trustees to “initiate on-going processes for the review and evaluation of all programs of instruction presently conducted by the institutions for which they are responsible.”

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts the program review for the Medical Assisting Technology program on the Lancaster campus.

**MAJOR AND DEGREE PROGRAM REVIEWS
COLLEGE OF HEALTH SCIENCES AND PROFESSIONS – APPLIED HEALTH
SCIENCES AND WELLNESS**

RESOLUTION 2013 – 3352

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

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

WHEREAS, Section 67 of Am. Sub. H.B. 694 requires the college and university Board of Trustees to “initiate on-going processes for the review and evaluation of all programs of instruction presently conducted by the institutions for which they are responsible.”

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts the program review for the Applied Health Sciences and Wellness program within the College of Health Sciences and Professions.

**MAJOR AND DEGREE PROGRAM REVIEWS
PATTON COLLEGE OF EDUCATION –
DEPARTMENT OF COUNSELING AND HIGHER EDUCATION**

RESOLUTION 2013 – 3353

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

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

WHEREAS, Section 67 of Am. Sub. H.B. 694 requires the college and university Board of Trustees to “initiate on-going processes for the review and evaluation of all programs of instruction presently conducted by the institutions for which they are responsible.”

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts the program review for the Department of Counseling and Higher Education program within the Patton College of Education.

**MAJOR AND DEGREE PROGRAM REVIEWS
PATTON COLLEGE OF EDUCATION –
DEPARTMENT OF EDUCATION STUDIES**

RESOLUTION 2013 – 3354

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

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

WHEREAS, Section 67 of Am. Sub. H.B. 694 requires the college and university Board of Trustees to “initiate on-going processes for the review and evaluation of all programs of instruction presently conducted by the institutions for which they are responsible.”

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts the program review for the Department of Education Studies program within the Patton College of Education.

**MAJOR AND DEGREE PROGRAM REVIEWS
PATTON COLLEGE OF EDUCATION –
DEPARTMENT OF TEACHER EDUCATION**

RESOLUTION 2013 – 3355

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

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

WHEREAS, Section 67 of Am. Sub. H.B. 694 requires the college and university Board of Trustees to “initiate on-going processes for the review and evaluation of all programs of instruction presently conducted by the institutions for which they are responsible.”

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts the program review for the Department of Teacher Education program within the Patton College of Education.

HONORARY DEGREE AWARD

RESOLUTION 2013 - 3356

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

**Her Excellency Ambassador Tebelelo Mazile Seretse
Honorary Doctor of Public Service**

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.

Her Excellency Ambassador Tebelelo Mazile Seretse

Her Excellency Ambassador Seretse is the first woman appointed ambassador to the United States from Botswana. In this role, she has championed economic development through education and proven herself to be an unequalled advocate for the rights of women, young people, and the elderly.

Throughout her career, Ambassador Seretse has worked to open doors to allow for the elevation of women into positions of authority and the expansion and accessibility of education for all Botswana citizens. She played a primary role in the adoption and advancement of the UN Millennium Development Goals in Botswana. Additionally, she has been instrumental in the development and expansion of the educational system and infrastructure of Botswana, bringing free primary and secondary education to the entire populace.

Since visiting Ohio University several years ago, Ambassador Seretse has championed the relationship between Ohio University and Botswana – acting as a catalyst in creating and expanding opportunities for Ohio University faculty and students. Nowhere is this more apparent than the latest memorandum of understanding executed between the University of Botswana and Ohio University.

Ambassador Seretse's career is a powerful, positive example of leadership placed in the service of compassion and inclusiveness. In the process of leading her country to an important role on the global stage, she has created enormous opportunities for her people and the students and faculty of Ohio University.

HONORARY DEGREE AWARD

RESOLUTION 2013 - 3357

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

Raymon B. Fogg, Sr.

Honorary Doctor of Humane Letters

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.

Raymon B. Fogg

Ohio University alumnus Ray Fogg founded Fogg Building Methods in 1959 as a comprehensive, single-source construction, design and building management service. After 40 years of innovating the building industry with new development, contracting and financing services, Mr. Fogg has earned a reputation as the premier commercial builder

in northeastern Ohio. His company has built more than 3,700 buildings – many of which he personally designed – in the Cleveland area and owns five industrial parks developed by the firm.

In addition to his entrepreneurial endeavors, Mr. Fogg is a longtime humanitarian and philanthropist who serves on the boards of several service organizations. Over the course of his lifetime, he has made significant humanitarian contributions through charitable work in developing nations, including Guatemala, Honduras and Somalia. In these regions, his building expertise has had a profound effect on the local community and improving their quality of life through sound construction of homes, churches, schools and community spaces. Through the dedication of his time, talents and equipment at his disposal, he was able to make a significant impact on individual lives by providing emergency medical transportation, relief supplies and construction management services to communities in dire need of such assistance.

Mr. Fogg has been a Trustee of the Ohio University Foundation Board since 2002. His service to the board has been wide-ranging, from academic to financial and business counsel. With his support during the Ohio University Bicentennial Campaign, he became the fourth-highest Russ College donor in the campaign. These funds established the Raymon Fogg Professorship in Civil Engineering – a small piece of his more than \$750,000 in lifetime giving to OHIO – a strategy to support the critical need to recruit and retain outstanding faculty in the Russ College.

UNFINISHED BUSINESS

Chair Anderson asked if there was any unfinished business the Board and President McDavis confirmed there was none.

NEW BUSINESS

Chair Anderson asked if there was any new business the Board should attend to and President McDavis confirmed there was no new business.

COMMUNICATIONS, PETITIONS, AND MEMORIALS

Chair Anderson asked if there were any items to attend to and President McDavis stated there was one item for the Board.

Presentation of Certificate of Appreciation

President McDavis spoke about outgoing National Trustee Henry Heilbrunn's service to the University and presented him with a Certificate of Appreciation. Reading from the Certificate, President McDavis quoted:

A Certificate of Appreciation, Presented to Henry Heilbrunn, June 21, 2013, National Trustee 2010-2013.

- For your thoughtful dedication to your responsibilities as a National Trustee of Ohio University;
- For your unflagging interest in and commitment to matters of accountability, integrity, and fiscal responsibility throughout the University community;
- For your valuable expertise in helping the Ohio University community reshape the future of higher education through strategic planning and priority setting;
- For your commitment to quality and integrity in higher education, and for helping Ohio University grow its national prominence;
- For those personal and professional qualities which have garnered our highest admiration and esteem,

We thank you and affirm our appreciation. Conferred as a mark of esteem by the President and Board of Trustees, on this day, June 21, 2013.

ANNOUNCEMENT OF NEXT STATED MEETING DATE

Chair Anderson announced the next meeting of the full Board of Trustees will take place on August 29, 2013 at Columbus State Community College, with the Board Retreat to take place on August 30, 2013, also in Columbus.

ADJOURNMENT

Chair Anderson thanked the Board for their work and adjourned the meeting at 12:10pm.

APPENDIX



JOINT ACADEMICS / RESOURCES COMMITTEE MEETING

OHIO UNIVERSITY – ATHENS CAMPUS

Margaret M. Walter Hall, Governance Room

June 20, 2013 –10:30 AM

The Trustees held a joint committee meeting yesterday morning, addressing three topics: The 2014 RCM budget; a Guaranteed Tuition Model; and a discussion of Debt Capacity.

RCM Budget

John Day, Associate Provost for Academic Budget and Planning and Chad Mitchell, the University Budget Director presented the FY14 Ohio University Budget, which will be the first University budget developed using Responsibility Centered Management (“RCM”) principles.

We received an overview of the FY2014 budget. The budget, which is tied to the University’s strategic priorities, includes high priority capital construction projects, salary increases for faculty and staff and attention to affordability concerns of students and their families.

We received a detailed status report on RCM, including a discussion of sources and uses. This also included a discussion on the adaptation of the infrastructure in terms of personnel, structure, and processes required to support successful RCM implementation.

In addition to presenting steps that have been taken to move to a successful RCM environment, Mr. Mitchell discussed next steps, which include analyzing the alignment of services with institutional needs; evaluating centralized versus decentralized delivery mechanisms; and the financial and analytic capabilities to support a successful RCM implementation.

Mr. Mitchell moved into a discussion of matters specific to the 2014 budget. He noted that the colleges will be held harmless in this transitional year. Several levels of discussions are being taken within and among colleges, with consultants, and between colleges and the university administration to ensure an effective transition. There was considerable discussion about these processes.

Mr. Mitchell pointed out that we are expecting moderate revenue growth from core sources: State Subsidy (2%) and Undergraduate Tuition (1.6%), and also discussed priorities related to expenditures. He showed revenues and expenses for the proposed FY2014 budget. He pointed out that the revenue and expense matrix includes indirect costs for the various units—this is the first time these costs have been reflected in the budget. Mr. Golding noted that the revenue and costs are not entirely predictable at this point, partly due to uncertainty about enrollment for the coming year.

The presentation provided important background information to the Board as we consider approval of the 2014 Budget at this meeting.

Guaranteed Tuition Program

Following the Budget and RCM presentation, Senior Vice President and Provost Pam Benoit then moved on the next item on the Joint Committee Agenda, The Ohio Tuition Guarantee proposal. This is the fifth presentation the Board has received on Guaranteed Tuition. Provost Benoit reviewed the rationale for the program, as well as a re-introduction of the basic concepts, including that this model includes a constant tuition rate over four years.

The Provost noted that the program would apply to all undergraduate students on the Athens Campus, and would exclude certain groups, including students under eLearning tuition and Continuing Education students. The proposal for locked in rates includes tuition and general fees, room & board, most course fees and other required fees, such as technology, orientation and graduation fees. Provost Benoit also mentioned that increasing financial aid is an additional, core aspect of this new tuition plan.

Provost Benoit discussed the establishment of cohort rates, which will be controlled by a formula that includes the consumer price index (CPI) and the legislatively mandated tuition cap. The trustees will establish the incoming cohort rates by March of each year.

The legislation under consideration is permissive, granting each institution's Board of Trustees the authority to adopt a Guaranteed Tuition program. Institutions will establish the parameters and guidelines for their own programs. The Ohio Board of Regents must then approve the program prior to the initial implementation.

Provost Benoit discussed other implementation issues and discussed the formation of an implementation team that will be charged with considering the policies and procedures necessary to implement the program.

Capital Improvement and Debt Discussion

Vice President Golding then discussed the final presentation regarding the Future Six Year Capital Improvement Plan and Update on the Capital Plan and Debt Capacity.

This meeting is in response to a discussion that occurred at the April Joint Committee meeting. At that time, Mr. Golding presented a 6-year Capital Improvement Plan that included a debt load of \$485 million. Trustee asked Mr. Golding to present a scenario with an additional \$100 million, or \$585 million in total.

This new scenario includes a focus on academic facilities and deferred maintenance costs. Mr. Golding discussed the accumulating costs of deferred maintenance, and provided specific estimated deferred maintenance-related costs given different investment options.

While the per gross square foot costs can be reduced through additional investments, those investments carry additional debt and associated risks.

Up to this point, the rating agencies have expressed appreciation of the University's measured and incremental approach to the utilization of additional debt. However, an additional \$100 million in debt over the next fiscal year carries certain risks. For example, over leveraging could lower the University's credit rating, which would carry additional interest costs.

Mr. Golding noted that this additional \$100 million issuance could potentially limit OU's additional debt capacity beyond FY18. He provided peer debt comparisons given different borrowing scenarios. These comparisons revealed that Ohio University is under-leveraged compared with its peers. Borrowing an additional \$100 million would move us from an institution that is among the least leveraged to being one of the most leveraged.

Mr. Golding's presentation was followed by a rich discussion about the Pros and Cons of moving forward with the additional investment. Based on the discussion, several members of the board expressed moving forward with the investment. Based on the discussion, Chair Anderson proposed that Mr. Golding return to the meeting in August with details on additional debt.

The meeting was adjourned by Chair Anderson at 1:05pm.



**ACADEMICS COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Margaret M. Walter Hall, Governance Room
June 20, 2013 – 1:30 PM**

Committee Chair David Wolford called the meeting to order at 1:40. Other Trustees present were Sandra Anderson, David Brightbill, Kevin B. Lake, David Scholl, Janelle Simmons, and Keith Wilbur. Faculty Senate Representative David Thomas was also present.

Academic Quality: Student Success

David Descutner, Dean and Executive Vice Provost for Undergraduate Education, provided an overview of university efforts to help undergraduate students complete degrees and to encourage them to make the most of their time at Ohio University. Dean Descutner pointed out that the university has an holistic approach to student success as evidenced by its mission statement. That statement affirms that the “intellectual and personal growth of the individual” is the central purpose of the University.

In order to help achieve this aim, the University has developed a number of interlocking strategies designed to set expectations, provide students assistance in meeting those expectations, and creating opportunities for students to set and achieve personal goals.

Dean Descutner described how the student success tactics selected by the University are based on national research on how best to support student success, on the Four Fundamentals that the key to Ohio University’s 4X4 strategic planning approach, and on data collection and analysis done by the Office of Institutional Research.

Dean Descutner then shared with the trustees a number of student success initiatives and programs that have been enhanced or developed since 2004. Some notable examples include:

- A comprehensive First Year Experience Program that includes a significantly improved Bobcat Student Orientation.
- A Learning Community Program that enrolls more than 2700 first year students as well as many faculty who teach first year seminars for these students and serve as their academic advisors.
- The President’s First Year Convocation.

Student success is an institution-wide responsibility and nearly every unit in the University contributes. Dean Descutner praised the work of colleagues who are dedicated to the effort to continually improve the experience of Ohio University students.

The presentation concluded with a discussion of the overarching University goals for student success, which include improvement in course completion, persistence/retention and graduation rates as well the

ability to track placement of graduates. Examples of specific measures in place to help achieve these goals are:

- Improved advising
- Enhanced first-year courses
- More effective interventions with targeted populations of first-year students, including first generation and veterans.
- Richer integration of colleges/schools with Student Affairs' offices including the Career and Leadership Center, Residence Life, and the Campus Involvement Center.

Core Values

Executive Vice President and Provost Pam Benoit outlined the process by which the University developed a set of core value statements. These value statements are intended to capture the fundamental ideals that should guide the work of Ohio University. Provost Benoit described how the core values emerged from discussions held over the past two years. She indicated that the process has been iterative and has involved the University leadership, the senates, and constituent groups across all of the campuses. The core value statements are:

- Excellence is our hallmark: outstanding people, ideas, and programs drive our educational mission.
- Integrity, civility, and diversity define our community: these values guide our leadership in a global society.
- Stewardship enhances our legacy: as Ohio's first institution of public higher education, we are mindful of our accountability to the public trust.

Promotion and Tenure

Provost Benoit presented the results of the annual faculty promotion and tenure process. Twenty-two faculty members were promoted to the rank of professor and 31 were awarded the rank of associate professor with tenure. Benoit praised the accomplishments of the faculty who advanced in rank and noted the significance of reaching these important professional milestones.

Fall 2013 Enrollment Update

Craig Cornell, Vice Provost for Enrollment Management, provided an update on the preliminary size and composition of the 2013 entering class. He also informed the trustees on the degree to which each of the enrollment variables aligned with goals established in the Strategic Enrollment Management Plan.

Overall, the enrollment picture looks strong, particularly for undergraduates. Vice Provost Cornell reported that in freshmen applications, admits and housing deposits the University has experienced increases over last year ranging from 19% to 12%.

Increases also were seen in the areas of transfer, international and multicultural students with the growth in the latter, up 45% in applications and 21% in housing deposits, making the University first in the state for this particular population.

Based on current information, Vice Provost Cornell also predicts that the academic quality of the incoming freshman class (based on ACT composite and high school GPA) will be equal to last year. Last year's class was one of the strongest academic classes ever admitted to the university.

Scholarship Task Force Update

Vice Provost Cornell also provided an update on the Scholarship Task Force for the Athens campus. He indicated that continued competitive pressures, limitations in the grid-based Gateway Award Program for the Athens and the desire to open new recruitment markets have begun to chip away at the efficacy and purchasing power of our student scholarships.

The need to effectively align our scholarship award programs with the Strategic Enrollment Management Plan, while taking into account increased competition for students and external pressure related to declining state and federal student support, motivated the formation of a Student Scholarship Task Force (SSTF). The SSTF was appointed and charged by Provost Benoit to review the university's current award program and to make recommendations about the next iteration of scholarship leveraging programs at Ohio University. The goal is to have the new approach to scholarships for the Athens campus ready for the Fall 2014 class.

Vice Provost Cornell indicated that the Student Scholarship Task Force has proposed the following parameters for a new scholarship program:

- A continued commitment to recruiting students with strong academic credentials.
- A continued commitment to need-based aid and affordability.
- A continued commitment to the facilitating the matriculation of students with need and strong academic credentials.
- A continued commitment to targeted awards as a means of encouraging the enrollment of underrepresented students and supporting programs of distinction, such as the Honors Tutorial College or the College of Fine Arts, which have specific requirements relating to academic achievement and/or artistic talent.

In addition, areas that needed to be considered in our development of new scholarship strategies were identified. These included:

- The importance of making student yield (i.e. the transition of admitted student to an enrolled student) a foundational element of our approach to student aid.
- Flexibility to allow for the consideration of a variety of factors in determining a student's aid package.
- The ability to adjust aid programs continually to keep up with increases in both inflation and student costs.
- Maximizing net tuition revenue by awarding the correct amount of aid that will limit both under- and over-awarding aid to students.

AQIP Update

Provost Benoit reminded the trustees that the University is preparing for reaffirmation of its accreditation with the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools. The reaffirmation process is scheduled to take place in 2015-16.

As was reported at a previous Board meeting, the criteria for accreditation have been significantly revised as of January 1, 2013. Provost Benoit indicated that at the last Board meeting, trustees were introduced to these new criteria and a presentation was given on HLC:

- Criterion 1: Mission. Provost Benoit provided a brief introduction to HLC
- Criterion 2: Integrity: Ethical and Responsible Conduct.

Criterion 2 requires that the University demonstrate that it acts with integrity and that its conduct is ethical and responsible. There are 5 core components of the criterion:

- f) The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows fair and ethical policies and processes for its governing board, administration, faculty, and staff.
- g) The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.
- h) The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity.
- i) The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.
- j) The institution ensures that faculty, students, and staff acquire, discover, and apply knowledge responsibly.

The University will need to demonstrate its commitment to each of these components during the reaffirmation process.

University Dashboard

Lack of time prevented Provost Benoit from giving the full University Dashboard presentation but she did comment on the decline in the six-year graduation rate (from 69% in 2004 to 65% in 2005).

Provost Benoit pointed out that the decrease in the graduation rate was related to a decline in retention rates in previous years. She also indicated that an increased transfer out rate, which reflects the fact that students are becoming increasingly mobile when it comes to seeking their degrees, affected the graduation rate. Finally, Provost Benoit noted that despite the drop, Ohio University is still third in the state when it comes to graduation rates.

Consent Agenda

The following consent agenda items were recommended for approval:

- Tab 20: Consent Agenda, Regional Higher Education Coordinating Council Appointments
- Tab 26: Consent Agenda, Graduate College Awarding IIP Degree
- Tab 27: Consent Agenda, Program Review – Lancaster Campus Medical Assisting Technology
- Tab 28: Consent Agenda, Program Review – CHSP Applied Health Sciences & Wellness
- Tab 29: Consent Agenda, Program Review – Patton College Department of Counseling and Higher Education
- Tab 30: Consent Agenda, Program Review – Patton College Department of Education Studies

- Tab 31: Consent Agenda, Program Review – Patton College Department of Teacher Education



**RESOURCES COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Margaret M. Walter Hall, Room 125/127
June 20, 2013 – 1:30 PM**

Committee Chair Janetta King called the meeting to order at 1:45 pm. Other board members present included Trustee Victor Goodman, Trustee Cary Cooper, Trustee Pat Campbell, Alumni Representative Bill Hilyard, Student Trustee Amanda Roden, Faculty Representative Judith Lee, and President Roderick J. McDavis.

Sources & Uses – April Interim VP Golding introduced Kris Sano, Deputy Controller, who prepared the Sources & Uses materials for this board meeting in place of Julie Allison, who is serving as project lead for the Service Alignment Initiative. VP Golding opened the presentation by referencing the RCM Joint Session discussion and promised that budget vs. actual will be a meaningful presentation in the future due to the changes evolving with the all-funds RCM budgeting implemented for FY2014. Projections for the 2013 year-end net operating results were based on the April, 2013 balances and result in \$771M in projected revenues, \$712M in projected expenditures for a net \$59.5M to the bottom-line.

VP Golding reviewed the nature of the projected fund balances - \$34.5M in unrestricted fund balance and \$25M in restricted, nondiscretionary grants, contract and plant funds. \$23.8M of the unrestricted fund balance pertains to the Athens campus with major contributors to the bottom line of

- \$26M in tuition and fees revenue mainly attributed to continued increases in eLearning and the practice of budgeting 98% of tuition and fees;
- \$19M in investment income due to favorable market performance in FY13; annual investment income is not budgeted continuing a decision made after the 2008 market demise; and,
- Favorable eLearning revenues are offset by significant increases in the costs of course content services reflected in the Professional Services expenditure line.

The balances attributed to Auxiliaries, College of Medicine, Regional campuses are held by those units for their strategic plans and capital expenditures. The Provost uses balances resulting from eLearning activities to sustain eLearning and for other priority academic initiatives.

In summary, VP Golding reminded trustees that the ‘net from operations’ for last 3 years, have provided the net resources that have made the level of debt issuance to date possible. This is the way we’ve been able to deal with the capital and infrastructure needs of the campus.

Trustee Campbell requested a presentation on eLearning due to the larger presence and the different infrastructure necessary to support that unit. The eLearning impact on a residential campus was also discussed as it pertains to our capital improvement plans and the physical campus. An upcoming eLearning presentation will be discussed with the Provost as a possible item for a future joint Resources and Academics meeting.

Resolution: FY2014 Budget Approval VP Golding reminded the committee that the details of the FY 2014 Budget were reviewed during the morning's Joint Session. The resolution to approve the all-funds operating budget is attached for board approval.

The committee recommended moving the FY 2014 Budget resolution to the full Board for approval. Trustee Goodman moved; Trustee Cooper provided the second; unanimously carried.

Consent: eLearning and Off-Campus Graduate Rate Changes VP Golding stated that the resolution will provide board approval of a single standard rate for eCampus programs, a rate conversion for the Program for the Incarcerated to a similar hourly rate with materials fee, and a reduction in materials fees for MBA online program. All the fees have been reviewed and recommended for approval by the Fee Committee of the university.

Consent: OPERS and STRS Retirement System Rates VP Golding discussed that board action is necessary to update to current statutory rates. This language will tie the current contribution rates to the Ohio Revised Code sections that authorize the contribution rates.

The pension rate changes in the future for state retirement systems is a completely different issue and is still being worked on at the state level. This meeting's retirement system rates resolution has nothing to do with those changes.

Consent: Guaranteed Tuition Program VP Golding reminded the committee that the details of the Tuition Guarantee Program were reviewed during the morning's Joint Session. The resolution to adopt the OHIO tuition guarantee program as outlined in Sub. H.B. No. 59, with the condition that it is approved by the Ohio Legislature and signed into law by Governor John Kasich, is attached for board approval.

Trustee King asked that this resolution be taken off the consent agenda and discussed in the full board meeting tomorrow due to the significance of the changes being proposed. She praised the depth of the discussions that have occurred over this fiscal year leading up to board action to be taken tomorrow.

The Committee recommended moving the Guaranteed Tuition resolution to the full Board for approval. Trustee Goodman moved; Trustee Cooper provided a second; unanimously carried.

Resolution: FY 2014 Capital Improvement Plan VP Golding introduced Harry Wyatt, Associate Vice President for Facilities. Mr. Wyatt noted that the FY 2014 CIP is a snapshot in time of the planned projects for the coming fiscal year. Mr. Wyatt provided a brief update on the recent projects that have been completed or are in process – many of these projects were viewed on the morning's Trustee tour. Mr. Wyatt walked through each item of the FY 2014 Annual CIP, briefly reviewing updates for projects that are continuing into next year and providing background on the projects being presented for the first

time. As the projects move forward, the board will take action on specific approvals greater than \$500,000 and any future debt issuances.

Trustee King commented on how beneficial the campus tour was in providing context for this agenda item and the FY 2014 CIP approval. There was discussion of the board approvals to date on certain projects such as the Housing Development Plan – VP Golding explained that with longer lived, phased projects the board has more than one approval.

The Committee recommended moving the FY 2014 Capital Improvement Plan resolution to the full Board for approval. Trustee Goodman moved; Trustee Cooper provided the second; unanimously carried.

Lausche Heating Plant Replacement Plan Mr. Wyatt introduced Mike Gebeke, Executive Director Facilities, to present the progress on the Lausche replacement plan. Mr. Gebeke discussed the need for a reliable plant due to Lausche having met its useful life. Also EPA regulations, rising costs of coal, the university's desire to end the use of coal on campus, and expansion of chilled water are all being addressed in the plant replacement plan. The plant siting is most efficient next to the existing infrastructure and at some point in the future may be able to service O'Brien hospital.

Mr. Gebeke discussed the physical components of the new natural gas powered plant and the redundancy that will be built in to handle down times. By-products of the process will be recycled for additional power generation resulting in an 85% efficiency rating. The plans for this plant meet the needs of the campus for the 20 year capital plan and Mr. Gebeke expressed that the university will be poised for future developments in utility production that might come about. Payback for the co-generation component is less than 10 years.

Requests for Qualifications (RFQs) were due in May and based on the results of the RFQs, Requests for Proposal will be made of the top three contractors. It is anticipated that a resolution will come to the Board at their October meeting for project approval.

Emeritus engineering professor Chuck Overby was in attendance at the Resources Committee meeting. Over the course of his career, Mr. Overby has been a champion and contributor to this technology, proposing co-gen technology back in 1982. He praised the board's decision to move forward with this technology.

Consent, Construction Projects

Mr. Wyatt discussed the two projects that are included on the resolution for board approval: Haning Hall New Elevator and Lausche Heating Plant Replacement Preliminary Infrastructure.

Series 2013 Bond Issuance Update

VP Golding introduced Director of Debt Management, Beth Greene. Ms. Greene informed the committee that the University priced the \$145 million tax-exempt bond issue on May 22, 2013 structured as "net premium" bonds generating \$161 million in proceeds as follows

- \$121 million for new campus projects;
- \$25 million to refinance the Series 2004 Bonds; and,

- \$14 million to restructure the Series 2001 Bonds.

The Bonds achieved an “all-in true interest cost” of 3.91% - for the \$121 million for new campus projects the all-in true cost is 3.95%. The pricing date of May 22 was at the beginning of the recent rising interest rate market – since that time interest rates have risen 60 bps so the university did quite well in the market. In addition, the University’s credit ratings of “Aa3/A+” with a stable outlook were reaffirmed by Moody’s and Standard and Poor’s, respectively.

There was a brief discussion on gifted capital construction and whether the annual operating costs should also be covered through a gifted endowment prior to taking on additional square footage. These discussions are very worthwhile to continue on campus but it is difficult to incorporate into the giving discussions since the endowment required to generate annual spending allowances would be significant.

Trustee Campbell requested that copies of the Series 2013 Debt Issuance prospectus be provided to each of the board members as a great primer for future bond activity. Ms. Greene will provide the prospectuses tomorrow.

Consent, Dublin Extension Campus Naming VP Golding reviewed the resolution which provides for the naming of two buildings located at 7001 and 7003 Post Road on the Dublin Extension Campus in honor of OhioHealth Corporation in accordance with the applicable gift agreement.

University Dashboard VP Golding shared the University Dashboard and remarked that various academic indicators were being presented in detail by the Provost during the Academics Committee discussion.

Regarding a question about the planning for the percentage of Group I faculty, VP Golding noted that during the budget hearings there were updates on the Deans staffing plans – the Provost would be the most informed on this topic.

Capital Campaign Update

Vice President for Advancement, Bryan Benchoff, provided an update for the Capital Campaign noting campaign contributions totaling \$424.5 million toward the \$450 million goal as of May 28, 2013, with today’s total at nearly \$425.25 million. \$425 million was the target for FY2013 year-end and that has been achieved! College campaign attainment, the sources of gifts, and the areas supported by the gifts were reviewed.

VP Benchoff focused on Alumni Demographics, indicating that 190,700 out of 201,500 living alumni are ‘reachable’ with good domestic addresses; 115,000 of those in Ohio. The majority of the 200,000 living alumni are 50 years old or less, heading into their peak earning years which should bode well for future fund raising.

The demographic information informs fund raising decisions and President McDavis recommended the same data be shared with the Admissions Office to inform their recruiting efforts. The Non-Ohio Metro Area concentrations of alumni happen to correspond with the decisions on where to purchase media packages.

Meeting adjourned at 3:23 p.m.



**GOVERNANCE COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Margaret M. Walter Hall, Room 125
June 20, 2013 – 3:30 PM**

In attendance were Chair KB Lake, Trustees Anderson, Wolford, Scholl, Simmons and Heilbrunn, Student Trustee Roden, Secretary to the Board Peter Mather and General Counsel John Biancamano.

1. National Trustee Update

Dr. Mather presented the President's recommendation for the new national trustee to replace Trustee Heilbrunn. Peggy Viehweger is a Graduate of the College of Arts and Sciences and a member of the Foundation Board. The Committee reviewed her background and was impressed with her qualifications. Trustee Scholl made a motion to nominate Ms. Viehweger. Trustee Simmons seconded. The Committee voted unanimously to recommend her to the full Board to fill the National Trustee vacancy.

2. New Trustee Orientation and Board Retreat

The Committee discussed the schedule for the new trustee orientation. Dr. Mather distributed the schedule from the 2012 orientation. It was a half-day session held the day before the Board retreat in August. This year, the orientation will be held in Athens on August 28. The Board meeting will be at Columbus State on August 29, followed by the retreat on the 30th.

The Committee discussed the possibility of having the orientation before the June meeting in future years. It was noted that the June meeting agenda is usually pretty full with the budget and other end-of-year financial issues. There was a consensus that August is the best time for the retreat.

The Committee discussed the substance of the retreat. The following topics were suggested:

- a. Shared governance;
- b. Faculty and staff compensation;
- c. The President's 5 year priorities and how they extend into our long term strategic vision for the University;
- d. Where do we want the university to be in 2020;
- e. Do we have a sustainable business model.

There was general agreement that the retreat should focus on long-term strategic issues. The Committee discussed the possibility of bringing in a facilitator from the Association of Governing Boards.

At the conclusion of the discussion, the Committee asked Dr. Mather to consult with President McDavis and Chair Anderson, using the suggestions from the Committee to develop the retreat agenda.

The meeting adjourned at 4:53 p.m.



**AUDIT COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Margaret M. Walter Hall, Room 127
June 20, 2013 – 3:30 PM**

Trustee N. Victor Goodman, called the meeting to order at 3:39 p.m. Other committee members present were Trustee Cary Cooper, Trustee William Hilyard, Trustee Janetta King, National Trustee J. Patrick and Student Trustee Keith Wilbur. President Roderick McDavis and Trustee Brightbill were also present.

Compliance Update - OIT Information Security

Brice Bible, Chief Information Officer and Matthew Dalton, Director, Information Technology Security, presented on the operations of the OIT Information Security Office (ISO) in continuation of the compliance presentation series for the Audit Committee. Mr. Dalton's presentation included general history and overview of information technology at Ohio University, the structure and function of the ISO, as well as compliance items and standards. Discussion ensued regarding encryption, security requirements and risk management for the University community in relation to current policies and practices.

Plante and Moran FY13 Audit Update

Plante and Moran, the external auditor, made a presentation to the Board on the ongoing FY13 Audit. Danny Sklenicka of Plante and Moran provided an update related to the interim work currently in process and the future deadlines related to the external audit submission to the Auditor of State. Discussion ensued regarding the implementation of GASB 68 related to the presentation on the financial statements.

Internal Audit Update

Chief Audit Executive, Jeffrey Davis, provided an update on the Internal Audit (IA) Office operations which included:

- Audit Status Update
- Audit Process
- FY14 Audit Plan and Schedule
- ICA Compliance Audit

- Audit Committee Charter

Mr. Davis updated the Audit Committee on the completed audits for FY13 which included final reports being issued for eight audits and seven follow-up audits and a draft report being issued for one audit. In addition, IA is currently in the report writing phase for the eLearning audit.

Discussion ensued regarding NCAA compliance and the reporting structure. The Audit Committee Chair requested that the reporting structure be reviewed in light of current events at other institutions.

Mr. Davis discussed Internal Audit's process, plan objectives and the University auditable units. In addition, the FY14 Audit Plan detailing the planned University units to be audited during the upcoming fiscal year was presented. The scheduled units for audit include: Risk Management and Safety, Voinovich Center, Education Abroad, Bursar, OIT-Information Security, OIT Applications-SIS, ICA Compliance and External Audit Compliance Testing. Follow-up audits for FY14 include: University College, eLearning Ohio, Graduate College, University Library, OIT-Lifecycle Management, OIT-On Base and Payroll and Tax Compliance. Additional audit time is budgeted for investigations, special projects and participation in committee meetings.

Mr. Davis discussed Internal Audit's role related to ICA Compliance testing which includes performing audit procedures as outlined in the Association of College and University Auditors NCAA Division I Compliance Audit Guide. Internal Audit commenced audit testing during FY13 and will perform testing in FY14 related to Campus and Clinics, Extra Benefits and Student-Athlete Employment.

Mr. Davis provided a brief overview of the Audit Committee Charter which details the committee oversight and responsibilities related to external audit, internal audit, internal controls and compliance.

The Audit Committee discussed the Internal Audit Plan Resolution. Trustee King moved to place the Internal Audit Plan Resolution to full Board and Trustee Cooper seconded the motion.

Mr. Davis and Mr. Golding provided an update regarding two of the previous audit findings related to the Plante and Moran audit in FY13.

There was no unfinished business.

Meeting adjourned at 5:05 p.m.



**EXECUTIVE COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Ohio University Inn – John W. Galbreath Room 127
June 21, 2013 – 7:30 AM**

Chair Anderson called the meeting to order at 7:38am.

Association for Governing Boards Annual Conference

Trustee King, Chair Anderson, and Secretary Mather reported on their experience at the Association for Governing Boards Conference in April in San Francisco. Trustees were encouraged to attend this annual meeting in the future. Secretary Mather will provide dates and location information for the 2014 Conference.

Promise Lives Campaign

President McDavis shared news on the Promise Lives Campaign, and expressed confidence that the University is on track to meet Campaign goals.

State Share of Instruction Funding Update

President McDavis announced good news on SSI; it appears that Ohio University is benefiting more than expected from the new formula. This was a result of strong graduation rates, apparently helped by the quarter to semester transition. Trustee Goodman noted the importance of paying attention to how the regional campuses were affected by the emphasis on program completion within the new SSI formula.

The Election of President, Treasurer, and Secretary

Resolutions were moved to the full Board meeting for action.

Honorary Degree Awards

Secretary Mather presented two nominees for honorary degrees: Her Excellency Ambassador Tebelelo Mazile Seretse and Raymon B. Fogg, Sr. Resolutions for the conferral of these degrees were moved forward as part of the Consent Agenda.

UMA/AMA Merger and Ohio Health

Mr. John Biancamano and Dr. Ken Johnson provided an overview of the relationship between OhioHealth and Ohio University. The presentation included a discussion of the Heritage College's Dublin Campus. They also noted that Ohio Health is taking over the management of O'Bleness Hospital. This change will include transitioning the Nelsonville hospital to an urgent care facility.

Mr. Biancamano described new collaborations between UMA and AMA, and the implications for how this will affect the educational mission of UMA. The University has retained Price Waterhouse as a consultant in this transition. Student health will be operated by the merged entity.

Executive Session was entered at 8:43am by roll call vote for the purposes of compensation and real estate matters.

Executive Session was exited at 9:37, and the meeting was adjourned.

PRESIDENT'S REPORT

**presented to
Ohio University Board of Trustees
August 29, 2013**

The best student-centered learning experience in America
Office of the President



OHIO
UNIVERSITY

Overview



- Strategic Priorities
- Tobacco-free Task Force Report
- Guaranteed Tuition Implementation Update
- Legislative Update
- Enrollment Update
- The Promise Lives Capital Campaign Update
- Points of Pride
- Economic Impact Report

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

Tobacco-free Task Force

Integrative
Co-Curricular
Activities

- **Ohio University is accepting the recommendation from the Ohio Board of Regents to move toward implementing a tobacco-free campus policy.**
 - This work is in response to an Ohio Board of Regents Resolution passed in July 2012, which called for each University System of Ohio campus to consider adopting a tobacco-free policy.
 - Based on the recommendations of our Tobacco-free Task Force, Ohio University will be appointing an implementation team to begin phasing in a tobacco-free policy over a three-year period.



Guaranteed Tuition Update

Exemplary
Student
Support
Services

- **House Bill 59, the state's biennial budget, included language that allows the Board of Trustees of public universities, with the approval of the chancellor, to implement a guaranteed tuition plan.**
 - Ohio University proposes to build a model that meets the goal of providing a more fully transparent and predictable financing option for new students and their families.
 - As a “guarantee,” this model is a unique and precedent-setting initiative for a public institution, and there are a significant set of variables, system changes and communication plans needed to assure that it is understood by all and ultimately embraced by our future students.

Guaranteed Tuition Update

Exemplary
Student
Support
Services

- We have begun to recruit the 2014 Fall Semester class and the Tuition Guarantee Implementation Team has worked hard, but still has significant work to complete related to the details of the program.
- Therefore, to be successful in implementing the tuition guarantee program for our students and their families, the Tuition Guarantee Implementation Team has recommended a 2015 Fall Semester start date.



State Legislative Update

Legislative
Update

- Earlier this month, House Speaker William G. Batchelder appointed three special study committees to hold summer hearings around the state.
- Higher education issues will be reviewed by a committee chaired by State Representative Cliff Rosenberger and will study:
 - ✓ Affordability
 - ✓ Improving preparedness and remediation
 - ✓ Recognizing multiple higher education pathways
 - ✓ Co-op and internship programs
 - ✓ Transition to the workforce after graduation
- The committee held its first hearing August 8th and aims to have policy recommendations prepared by January 2014.

Federal Legislative Update

Legislative
Update

- **After missing the July 1 deadline, the United States Congress passed and President Barack Obama signed a compromise bill on federally subsidized student loans.**
 - ✓ The new formula for setting interest rates is tied to the U.S. Government's cost of borrowing money.
 - ✓ This year's interest rate will be 3.86 percent for undergraduate students and 5.43 percent for graduate students.
- **There is a chance the issue will be back on the table in the fall, when Congress begins negotiating the reauthorization of the Higher Education Act.**

Enrollment Update

Short- and
Long-Term
Enrollment
Goals



Ohio University has received more than 20,770 applications for the 2013 Fall Semester – a new record!

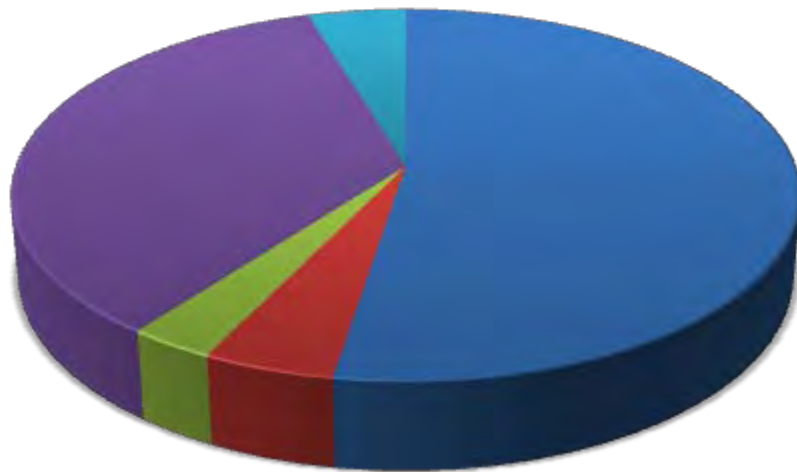
This number includes:

- ✓ 50% more out-of-state applications
- ✓ 7% more in-state applications
- ✓ 44% more multicultural applications
- ✓ Applications from 85 countries

The Promise Lives Capital Campaign

Complete
Capital
Campaign

Total Attainment: \$428.01 M



- Alumni: \$224.85
- Other Individuals: \$20.14
- Corporations: \$13.17
- Foundations: \$149.91
- Other Organizations: \$19.94

** In millions*

**Current as of August 12, 2013*

The Promise Lives Capital Campaign

Complete
Capital
Campaign

Advancement Travel

- Chatham, MA
- Columbus, OH
- Cleveland, OH

Points of Pride

Nation's Best
Transformative
Learning
Community

**Ohio University's
Heritage College of
Osteopathic Medicine
marked the
commencement of
construction at its
new central Ohio
campus in Dublin**



Photograph courtesy of Heritage College of Osteopathic Medicine

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Points of Pride

Nation's Best
Transformative
Learning
Community

More than 450 Ohio University alumni and friends gathered in Cleveland for the largest-ever alumni event outside of Athens



Photograph courtesy of Ohio University Alumni Association

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Points of Pride

Nation's Best
Transformative
Learning
Community

Ohio University's Athens Campus was ranked 15th in the state for return on investment by Affordable Colleges Online, among nearly 400 private and publicly-funded colleges in Ohio

Photograph courtesy of UCM

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Points of Pride

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Learning
Community



Photograph courtesy of UCM

Bobcat Student Orientation brought more than 4,000 new students to the Athens Campus, including nearly 3,700 first-year students and more than 300 transfer students

The best student-centered learning experience in America
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Program Spotlight:

Economic Impact Report



- **Ohio University is debuting its Economic Impact Report, which documents the sum total and value of the University's many ongoing activities and enterprises.**
- **The report affirms that Ohio University is a major engine of economic growth in our communities, the region, and state through our role as:**
 - ✓ Employer
 - ✓ Education and workforce training provider
 - ✓ Research institution
 - ✓ Regional steward for community and economic development
- **The report also points to the need for continued investments in order to sustain Ohio University's far-reaching, positive impact on the state.**

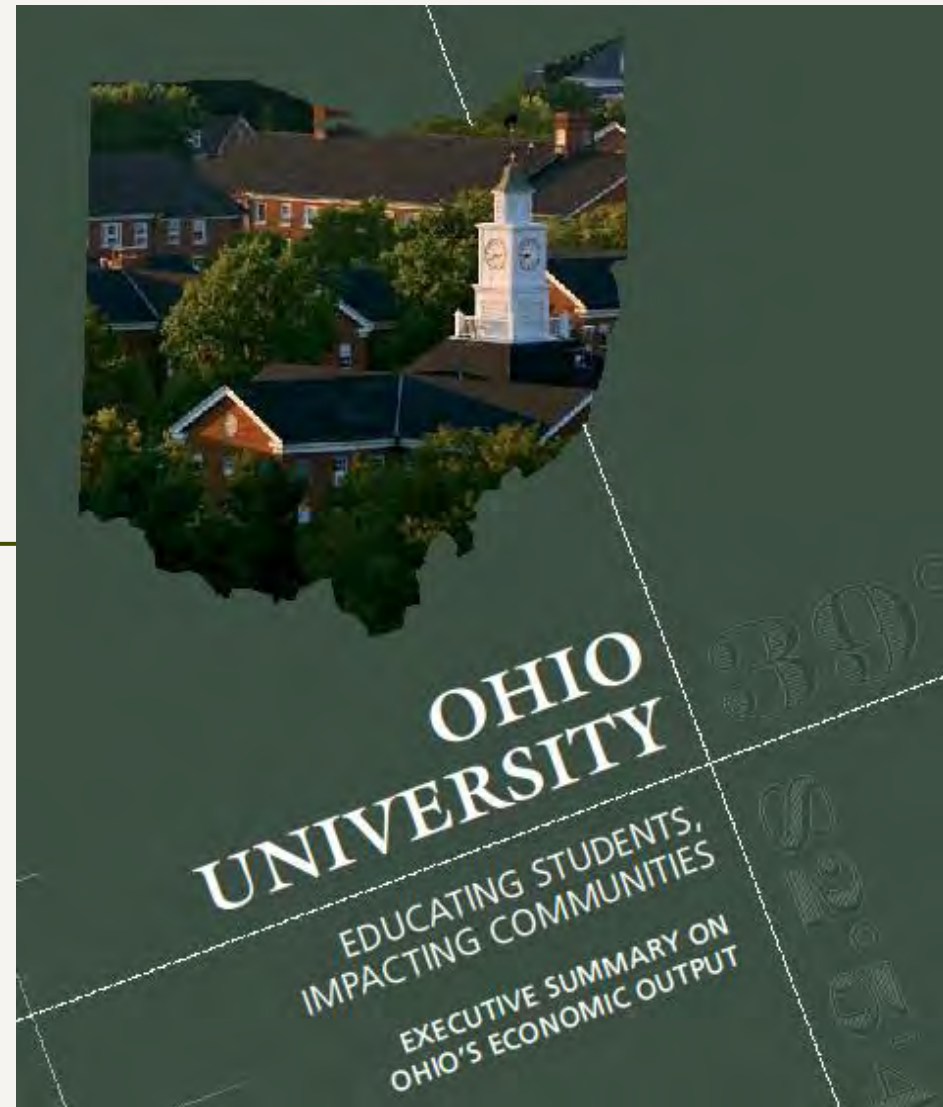
OHIO UNIVERSITY:

EDUCATING STUDENTS,
IMPACTING COMMUNITIES

Ohio University Board of Trustees
President's Spotlight Presentation
August 29, 2013



OHIO
UNIVERSITY



Ohio University:

Educating Students, Impacting Communities

- Introduction Pam Benoit
- Traditional Economic Impact Assessment of Ohio University Steve Golding
- Talent and Workforce Development Reneé Middleton
- Research, Scholarship, and Creative Activity Joe Shields
- Innovation and Entrepreneurial Ecosystem Mark Weinberg
- Health and Wellness Jack Brose
- Environment, Infrastructure, and Sustainability Eva Aspegren
- Citizens, Quality of Place, and Community Engagement Donna Goss
- Regional Campuses Bill Willan
- Conclusion Pam Benoit



Ohio University:

Educating Students, Impacting Communities

- Ohio University is the sum of its parts
 - Talented faculty and staff
 - World class research, scholarship, and creative activities
 - A leader in innovation and entrepreneurship
 - A statewide provider of healthcare and wellness programs
 - Focused on building a sustainable environment and vibrant community
 - A partner in promoting regional economic development
 - Regional footprint having a quantitative and qualitative impact

Ohio University:

Educating Students, Impacting Communities

- The challenge we face is where and how to make the strategic investments to insure each part is as strong as it can be
- Universities historically were very siloed and viewed their mission as teaching students and making new discoveries
- Today universities are integrated organizations focused on teaching students and undertaking cutting edge research for the purpose of positively impacting their communities, regions, state and world

Traditional Economic Impact Assessment of Ohio University

- Purpose of this report is to fully document the impact that Ohio University has on local, regional and statewide economies
- Traditional economic impact analysis includes only those elements that can be quantified in rigorous fashion
- Traditional economic impact analysis considers 3 key components:
 - The cumulative economic activity that results from spending
 - The jobs supported by spending
 - The earnings of workers in these jobs
- OHIO's mission is inexorably tied to serving multiple regions
 - As a public university it impacts the entire state
 - As the largest public university in southeast Ohio it impacts its region
 - Its six campuses and the two centers impact their communities
- The economic impact analysis assesses both quantitative and qualitative impacts in order to demonstrate how Ohio University educates students and impacts communities

Traditional Economic Impact Assessment of Ohio University

- Since 1804, OHIO has grown into a comprehensive higher education system consisting of a residential campus in Athens and five regional campuses
- Ohio University is a significant driver of economic growth and development through its role as employer, education and workforce training provider, research institution, and regional and community steward
- OHIO generated \$1.5 billion in economic output impact on the state of Ohio in 2012
- OHIO generated \$104 million in state and local tax revenue in 2012 by activity associated with the university
- OHIO alumni generated \$259 million in state and local tax revenue in 2012
- OHIO spending supports over 14,300 full-time and part-time jobs
- OHIO's median annual salary is \$16,300 higher when compared to median annual salary paid to workers in the state of Ohio's labor force

Talent and Workforce Development

- OHIO prepares the state's future workforce through a broad array of talent and workforce development programs and services
- OHIO's interdisciplinary approach engages students with transformational learning steeped within programs, colleges, co-curricular activities and centers
- Traditional education offerings coupled with practical, hands-on experience prepares the future workforce with talent and skills required to succeed in the global market place
- OHIO pursues innovative opportunities to engage individuals from preschool through professionals in education and applied learning to enhance regional education and teacher training

Talent and Workforce Development in Numbers (2012)

13	Community College partnerships
23	Percent first generation students attending college
100	Countries represented at Ohio University
1,070	Full-time faculty
36,100	Students enrolled
111,000/190,000	Alumni living in Ohio/Worldwide
\$1.4 million	Annual Volunteer hours, valued at over \$25.4 million
\$369.9 million	Student generated economic activity in state of Ohio
135	School districts/educational institutions partnering with OHIO

Research, Scholarship, and Creative Activity

- OHIO's research programs, funding, facilities, institutes, faculty and students create a network of innovation and collaboration that capitalizes on discoveries
- OHIO not only cultivates knowledge but channels it into local, national and global results
- OHIO's research activity is about academic exploration, advancing understanding, and discovering results
- OHIO cultivates undergraduate, graduate and faculty research and equips them with world-class resources that attract funding, partnerships and international attention to southeast Ohio

Research, Scholarship, and Creative Activity in Numbers

\$30.5 million	Total external research in FY 2012
#1	University in the state for licensing revenue (\$8.6 million in FY2011)
#1	Only Avionic Center of its kind in the U.S.
#1	Largest and highest energy particle accelerator in state
#1	Largest Institute for Corrosion and Multi-phase Technology facility of its kind
#4	ROI on research nationally in FY 2011 (29.7%)
	FY 2012 Research Funding: <ul style="list-style-type: none">• \$1.9 million – State• \$4.1 million – Industry• \$7.5 million – NSF

Innovation and Entrepreneurial Ecosystem

- OHIO's innovation and entrepreneurial ecosystem coordinates a culture of entrepreneurship that fosters idea generation, executes idea commercialization, and supports the launch of start-ups and growth of regional employers for its students, faculty and residents of Ohio
- OHIO's ecosystem integrates university functions with traditional regional, state and federal economic development programs
- OHIO's ecosystem provides a network of service providers, access to venture capital, and helps shape regional economic policy
- OHIO's innovation and entrepreneurial ecosystem links industry, higher education, and government, non-profit and community leaders to spur innovation, entrepreneurship and regional economic development

Innovation and Entrepreneurial Ecosystem in Numbers

\$8.6 million	Licensing Revenues 2011
\$21.6 million	Dollars in capital infusion (loans and equity) through the Small Business Development Center at Ohio University from 2007-2012
29.7%	ROI on research expenditures
\$35 million	Received from Diagnostic Hybrids sale in 2010
110	Patents issued since 1991
\$143 million	Regional economic activity generated by TechGrowth from 2007-2012

Health and Wellness

- OHIO is a leader in training healthcare professionals, the provision of healthcare services, and promotion of healthy lifestyles to the residents of Ohio
- OHIO's healthcare programs convene regional healthcare partners to fill gaps and provide services, resources, outreach and education to residents of southeast Ohio
- OHIO's Heritage College of Medicine and Ohio's largest school of Nursing and allied health programs focus on in-demand occupations in order to provide southeast Ohio residents with high quality, accessible healthcare
- OHIO's research initiatives keep faculty on the cutting edge of healthcare breakthroughs and discoveries

Health and Wellness in Numbers

27%	Of all bachelor degrees in health professions and related programs statewide in AY 2012
58%	Of OUHCOM graduates practice in Ohio
560	Students enrolled OUHCOM in AY 2012
2,366	Degrees awarded in AY 2012 across all healthcare programs
31,900	Southeast Ohio residents served by OUHCOM community healthcare programs in AY 2012
\$105 million	Largest gift ever given (2011) to support primary care education in the U.S. to OUHCOM

Environment, Infrastructure, and Sustainability

- OHIO leads way in responsible investing in education and environment, to not only enhance students' learning experience, but also reduce the university and the region's footprint
- OHIO's investments in infrastructure strengthen the living and learning experiences for students, faculty and staff while resulting in significant benefits for the community, region and society
- OHIO's impact extends to environmental restoration, downtown revitalization by actively engaging in community-based collaboration and providing valuable leadership, research, and experience
- At OHIO, living and acting sustainably is infused into programs, curriculum, and everyday activities

Environment, Infrastructure, and Sustainability in Numbers

\$110 million	Annual economic impact (800 jobs) FY 2012 capital program
#1	Largest in-vessel compost facility at any U.S. university
2,000	Jobs for southeast Ohio residents through the PORTS clean up (AY 2012)
5,956	Tons of materials recycled in FY 2011
\$19,400	Saved annually in energy costs by composting
139,300	Tons of CO2 emissions reduced annually through energy enhancements
\$1 million	Invested in Athens city-Ohio University joint projects
\$38 million	Energy savings from FY 2012 Performance Contract

Citizens, Quality of Place, and Community Engagement

- OHIO impacts community quality of place through its schools, events, and service opportunities that build community vitality and inextricably link the university to southeast Ohio
- OHIO is the primary source of access to cultural enrichment through museums, theater, performance, athletics and other opportunities in southeast Ohio
- OHIO's culture of community integration means university students and faculty work in tandem with local organizations and initiatives to build capacity and enrich quality of life throughout the region
- Community and citizenship are among OHIO's 5 core values – service learning and volunteerism permeate OHIO's culture and programs

Citizens, Quality of Place, and Community Engagement in Numbers

\$75 million	Economic activity generated by visitors annually
#5	U.S. ranking of Ceramics Department (AY 2012)
200	Community-based students enrolled in Athens Community Music School annually
300	Intercollegiate 'home' events plus arts and culture events annually
20,000+	Visitors to Kennedy Museum annually
39,600	Visitors to Baker Center for non-university events in AY 2012
273,000	Visitors to OHIO sports events in AY 2012
634,000	Households reached by WOUB radio and television in AY 2012

Regional Campuses

- OHIO's five regional campuses and two centers extend the reach and impact of the university throughout southeast Ohio
- These five campuses and two centers provide an invaluable asset to the region, offering access to affordable education, resources for their communities, and opportunity for educating many first-generation students
- Regional campuses offer students opportunity to complete their post-secondary degree or serve as a pathway to the Athens campus
- Regional campuses address local workforce demands, engaging community to address community issues, and offer arts, culture, recreation and entertainment opportunities as part of their mission

Regional Campuses in Numbers

\$173.9 million	Economic impact annually (AY 2012)
900	Regional campus employees (AY 2012)
1,600	Jobs created by regional campus direct and indirect spending (AY 2012) with \$58 million in earning impact
9,900	Students enrolled in AY 2012

Conclusions

- Since 1804 Ohio University has played a pivotal role in the development of southeastern Ohio as its leading educational institution and promoter of economic development
- As the State's first university, OHIO is a leader in promoting technology innovation, healthcare services, workforce development and a sustainable environment
- Investments made by the University and its colleges have assembled a faculty and staff that provides world-class educational programs, cutting edge research, and community based services beyond our region and our state
- In order to maintain this rich tradition, the University will need to think strategically as how best to invest its limited resources to insure that its past accomplishments are but a prologue to its future achievements for the benefit of our region, the state and the world

Ohio University

Educating Students, Impacting Communities

PRESIDENT'S REPORT

**presented to
Ohio University Board of Trustees
August 29, 2013**

The best student-centered learning experience in America
Office of the President



OHIO
UNIVERSITY



THE CAMPAIGN FOR
Ohio University



Ohio University

Board of Trustees

August 29, 2013
J. Bryan Benchoff



THE CAMPAIGN FOR
Ohio University



Campaign Priorities and Progress



THE CAMPAIGN FOR
Ohio University

Campaign Progress

as of June 30, 2013 (*in THOUSANDS)

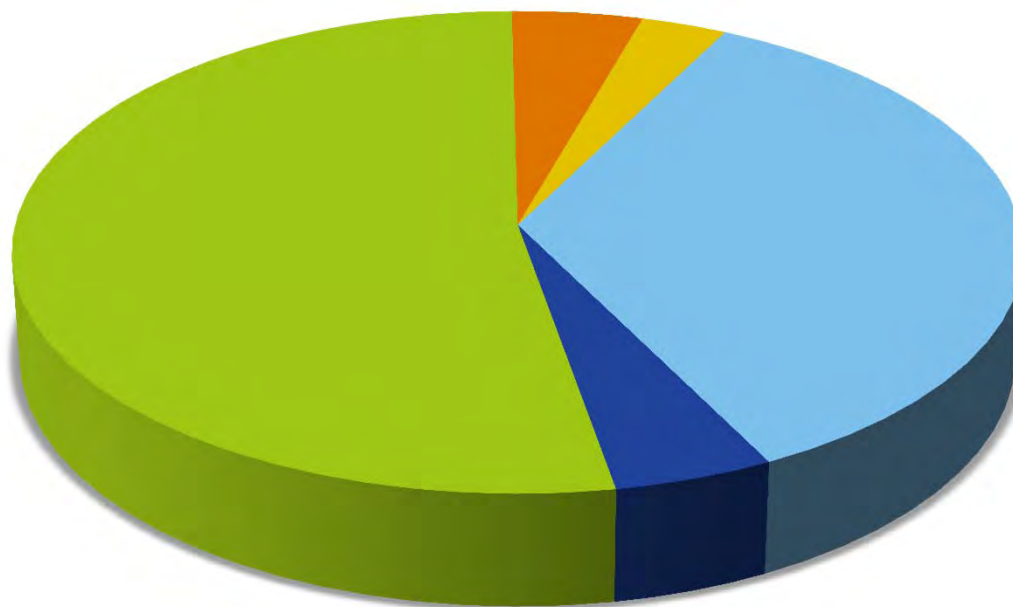
	Fiscal 2013	Campaign
Total Attainment*	\$27,758	\$427,148
Planned Giving*	\$7,417	\$190,884
Active Proposals*	\$24,144	N/A
Planned Proposals*	N/A	\$67,596
Visits	2,428	10,303
New Prospects	93	378



THE CAMPAIGN FOR
Ohio University

Campaign Progress

by source as of June 30, 2013 (*in THOUSANDS)



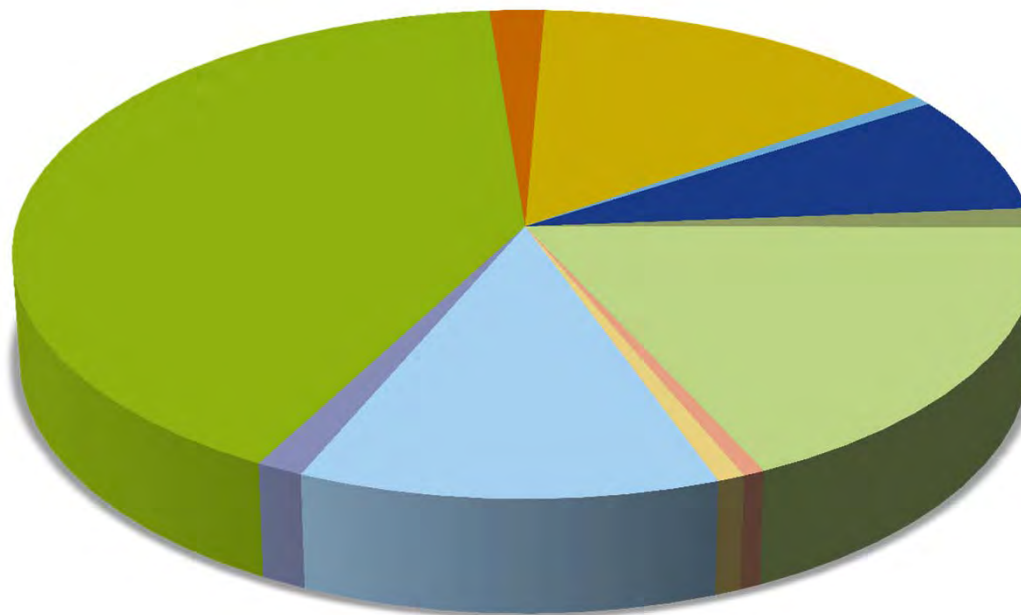
- Alumni: \$224,560
- Other Individuals: \$19,859
- Corporations: \$13,082
- Foundations: \$149,844
- Other Organizations: \$19,802



THE CAMPAIGN FOR
Ohio University

Campaign Progress

by designation as of May 28, 2013 (*in THOUSANDS)



■ Academic Divisions:	\$175,012
■ Athletics:	\$8,248
■ Faculty and Staff:	\$62,400
■ Library:	\$2,796
■ Other Restricted:	\$33,479
■ Physical Plant:	\$5,399
■ Property:	\$77,129
■ Public Service:	\$2,651
■ Research:	\$3,375
■ Student Aid:	\$50,917
■ Unrestricted:	\$5,742



THE CAMPAIGN FOR
Ohio University



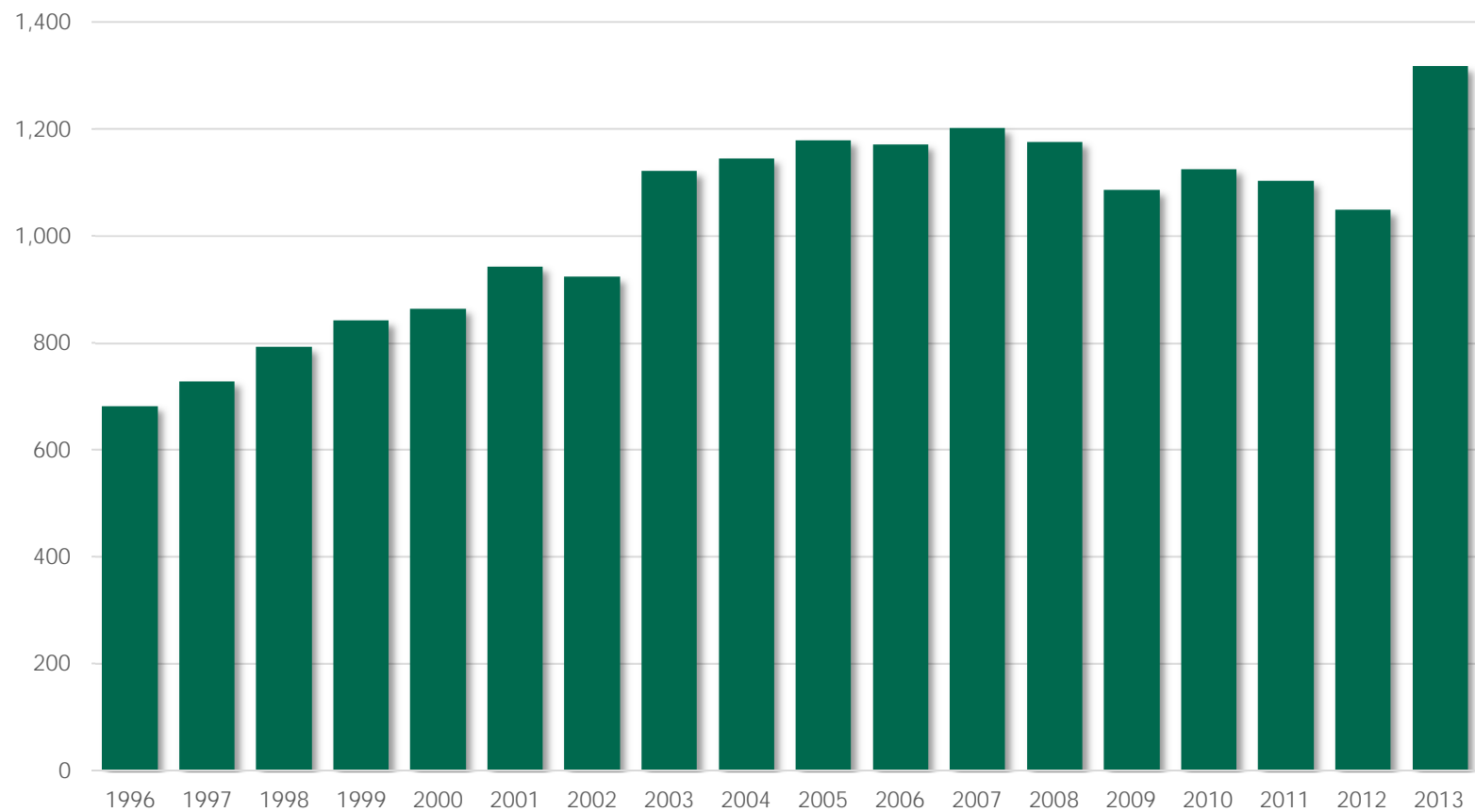
Faculty and Staff Campaign



THE CAMPAIGN FOR
Ohio University

Faculty and Staff Campaign

Donors 1996-2013

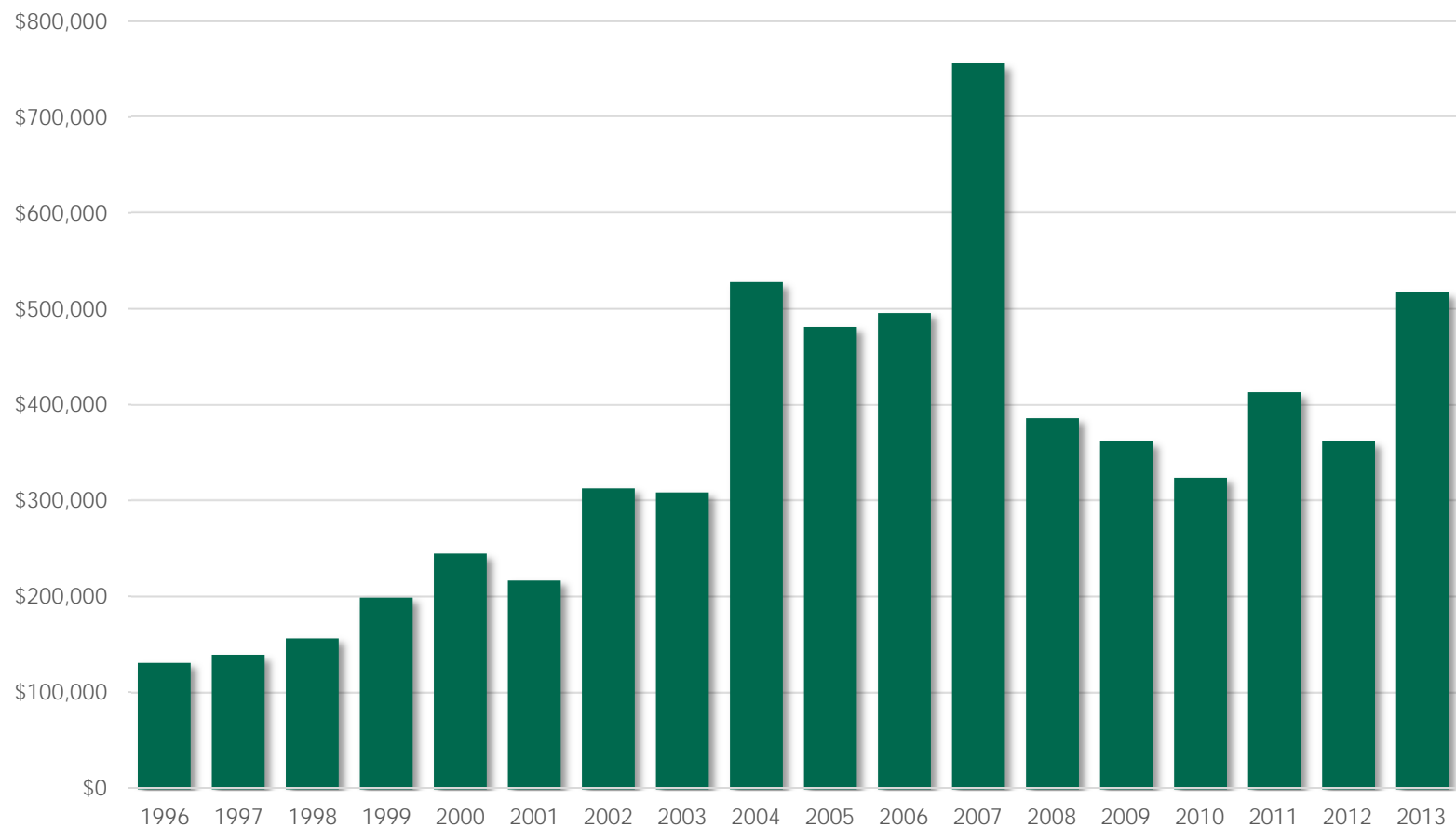




THE CAMPAIGN FOR
Ohio University

Faculty and Staff Campaign

Dollars 1996-2013





THE CAMPAIGN FOR
Ohio University



Undergraduate Scholarship Investment Program



THE CAMPAIGN FOR
Ohio University



the case for scholarships

Scholarships play a crucial role as students decide where to attend college and what major to pursue – and, often, whether they are able to attend college at all.



THE CAMPAIGN FOR
Ohio University

FACT: a top-flight education is a major investment

OHIO Undergraduate Annual Cost 2013–14

Tuition and fees	\$10,380
Room and board <i>(average)</i>	\$11,274
Books and supplies <i>(average)</i>	\$1,100
Total in state	\$22,754
Non-resident surcharge	\$8,964
Total out of state	\$31,718



THE CAMPAIGN FOR
Ohio University



Scholarships change lives.

Scholarships enhance access to a college education and help OHIO to recruit and retain top-notch students.

Scholarship Investment Program

- A \$25 million investment that will grow Ohio University's endowed scholarship program
 - \$16.5 million allocated to undergraduate scholarships
 - \$8.5 million allocated to targeted scholarship programs

investing \$25 million to secure \$75 million

- The Scholarship Investment Program will provide \$.50 for every \$1.00 committed to eligible scholarship accounts within The Ohio University Foundation from July 1, 2013 through June 30, 2019.
 - \$50 million in new gifts and commitments
 - +\$25 million in matching funds
 - =\$75 million in new endowed scholarship funds

why endowment?

- A great university deserves a great endowment, a strong foundation upon which to build its future.
- Every contribution to scholarship endowments supports deserving OHIO students and demonstrates a commitment to academic excellence – in perpetuity.
- A scholarship endowment leaves a lasting legacy, forever providing for talented students.

scholarship match criteria

- Scholarships must be designated for domestic, undergraduate students on the Athens Campus.
- Scholarships must be endowed.
- Scholarships will be renewable.
- Donors may specify the college of the awardee or designate University-wide.
- Donors may specify if the award is based on merit, need and/or talent (*the specifics of these terms will be defined by the University*).
- Gifts/pledges must be new (on or after July 1, 2013)



THE CAMPAIGN FOR
Ohio University



Scholarships change lives.

Scholarships ensure that those who can and should benefit from an excellent education and professional career training can afford to attend – and to stay.



THE CAMPAIGN FOR
Ohio University



Questions?

Undergraduate Scholarship Investment Program



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

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

Re: FY 2013 Preliminary Year-end - Sources & Uses Report

Please find attached for your review a copy of the Sources & Uses Report for the period ending June 30, 2013. The following reports are included in these materials:

- Comparative Analysis and Financial Highlights summary;
- Sources & Uses Report –Consolidated for Unrestricted and Restricted Operations
 - Most recent 3 years audited financial results,
 - Preliminary, unaudited fiscal year 2013 results
 - FY2013 to FY2012 Variance,
- Results of Net from Operation for preliminary FY 2013 and FY2012

The preliminary, unaudited results from the sources and uses consolidated in this report for the fiscal year ended June 30, 2013 are an operating surplus of \$49.7 million.

Due to the timing of these materials against our year-end closing process, we will provide additional detail at the Board meeting at the end of the month and a full detailed review of the final audited results for FY2013 at the November meeting.

Should you have questions prior to the meeting please do not hesitate to contact me.

FY2013 over FY 2012 Comparative Analysis and Financial Highlights

SOURCES

Tuition & Fees:

- There is an estimated total increase of \$26.9 million over FY 2012 results.
- Athens tuition and fee revenues are up \$9.7 million due to the 3.5% tuition and general fee increase put into effect for FY 2013 as well as the impact of transitioning from quarters to semesters which caused a one-time increase in the summer tuition revenues.
- E-Learning revenues increased \$13.7 million. This increase is primarily due to large increases in enrollment. Fall 2012 enrollment was up 30.4% from Fall 2011. Spring 2013 enrollment was up 17.7% over Spring 2012.
- RHE (Regional Higher Education-branch campuses) is projected to be up slightly
- The College of Medicine is up \$2.6 million. This increase is attributable to the 5% tuition and general fee increase put into effect for FY 2013 along with increased enrollments.

Investment Income:

- The University's investment income is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). Investment income stems from two primary sources. First, the university's endowment assets, as well as a portion of its working capital, are invested in a long-term, broadly-diversified portfolio. This "diversified pool" achieved a return of 11.85% for the fiscal year to date through June 30, slightly outperforming its diversified benchmark of 11.65% for the same period. Additionally, a portion of the university's working capital is invested in a pool of investment-grade fixed income securities. This "liquidity pool" achieved a return of 0.59% for the fiscal year to date through June 30, outperforming the Barclays U.S. Aggregate Bond Index, which returned -0.69% for the same period..

Private Gifts, Grants and Contracts:

- This category is down \$5.5 million overall from FY 2012 to FY 2013.
- During FY 2012 the City of Dublin made a one-time donation of \$4.7 million in donated property. The remainder of the change from FY 2012 to FY 2013 is due to changes in scheduled payments from the Osteopathic Heritage Foundation.

Sponsored Programs (Federal):

- Results for FY 2013 are projected to be up slightly as compared with prior year performance in this category.
- Pell awards of \$43.9 million are included in this amount up from \$43.4 million from the prior year awards.

State Appropriations:

- There is an estimated \$4.6 million increase over the prior year for the State Share of Instruction. The Board of Regents formula for state subsidy changed from FY 2012 to FY 2013. The most significant change has been the allocation formula shifting a higher weight to 'degree attainment' than 'course completions.' As a result of this change, Ohio University has earned more state

subsidy. There were also changes to the medical school allocation related to caps, which increased the medical school distribution.

- State capital appropriations and capital component funds of \$5.1 million are included in this line item for FY 2013 a decrease of \$1.1 million from FY 2012.

Auxiliary Enterprise Sales & Services:

- This category is projected to be up \$3.6 million from FY 2012 to FY 2013 based on increased culinary retail sales, increased revenue for guest housing, and the approved increases for room and board rates.

Other Sources:

- This category is projected to increase by \$3.2 million.
- Royalty payments are the biggest component of this category.

USES

Salaries & Wages (including benefits):

- This category of expenditures is projected to increase \$25.7 million which is a 7.0% increase from FY 2012 to FY 2013.
- The increase is due to the 2.5% raise pool for faculty and staff, the filling of positions that were vacated as part of the early retirement incentive plan from prior years, the final payouts for the early retirement incentive plan, increases in sick and vacation accruals, and the additional summer payroll for the 1 time adjustment of the Summer quarter to a semester base.

Undergraduate & Graduate Financial Aid:

- University funded financial aid is projected to increase \$8.1 million due in part to offset tuition and room and board increases.

General Expense:

- The \$5.2 million increase over from FY2012 is primarily in the areas of food costs, software, and supplies.

Professional Services:

- Professional services increased \$9.5 million primarily due to increased expenditures for the e-Learning courses driven by enrollments discussed in Tuition and Fees. This also reflects consultant charges related to the Responsibility Centered Management (RCM) and Strategic Alignment Initiative (SAI) projects, as well as increases in other professional services charged on grants.

Utilities:

- After slightly decreasing the past 2 years this category increased \$2.0 million. The university realized lower coal costs, but higher costs for natural gas, electric and water.

Interest Expense:

- Interest expense increased \$2.9 million as the University continues to strategically issue debt.

Internal Fees & Transfers:

- Represents intra-university billings between departments for incurred expenses for shared goods and services.

Ohio University

Sources & Uses

For the Years Ending June 30, 2010, 2011, 2012 and 2013 (Preliminary)

	2010 Actual	2011 Actual	2012 Actual	2013 Preliminary-Unaudited	Variance 2012 to 2013
<u>Resources</u>					
1 Tuition & Fees	303,352,545	331,064,132	347,313,985	374,172,489	26,858,504
2 Investment Income	12,244,258	16,751,364	3,658,908	13,651,449	9,992,540
3 Private Gifts, Grants and Contracts	16,007,904	16,014,639	21,143,411	15,675,268	(5,468,143)
4 State/Local/Other Government Grants & Contracts	10,392,481	11,519,837	10,985,179	10,986,671	1,492
5 Sponsored Programs (Federal)	65,715,628	81,783,020	71,898,892	73,391,400	1,492,509
6 Sponsored Programs (F&A)	7,431,286	8,912,143	8,321,954	8,010,456	(311,498)
7 State Appropriations	150,724,662	141,257,564	142,834,049	146,410,964	3,576,915
8 Federal Appropriations	20,539,400	21,321,876	-	-	-
9 Auxiliary Enterprise Sales & Services	93,492,054	93,852,450	96,748,008	100,364,557	3,616,549
10 Sales & Services	9,715,185	10,620,941	8,331,864	8,823,843	491,979
11 Ohio University Foundation	3,194,318	4,555,277	7,020,780	7,819,385	798,605
12 Other Sources	30,583,626	42,716,733	15,377,700	18,608,567	3,230,868
13 Subtotal Revenues	723,393,347	780,369,977	733,634,730	777,915,050	44,280,320
14					
<u>Uses of Resources</u>					
16 Salaries & Wages (including benefits)	358,534,286	367,065,076	367,571,295	393,276,045	25,704,750
17 Undergraduate Financial Aid	83,531,465	92,796,807	84,654,608	89,690,341	5,035,734
18 Graduate Financial Aid	31,808,174	32,211,085	27,293,744	30,370,453	3,076,709
19 General Expense	52,948,049	52,059,563	55,878,339	61,038,115	5,159,776
20 Professional Services	19,567,689	31,483,151	41,415,648	50,929,226	9,513,578
21 Travel and Entertainment	14,917,458	13,984,764	15,816,049	16,524,731	708,682
22 Operations and Maintenance	23,366,463	23,074,855	25,379,187	25,846,024	466,837
23 Utilities	15,866,417	15,586,460	15,519,113	17,497,143	1,978,030
24 Interest Expense	7,797,543	7,275,033	6,130,158	8,994,862	2,864,705
25 Ohio University Foundation	4,315,032	4,207,432	3,896,469	3,803,613	(92,856)
26 Depreciation	34,502,716	34,197,262	34,828,661	35,150,724	322,063
27 Other Expenses	48,212,392	36,384,355	35,550,670	38,398,735	2,848,065
28 Transfers	-	-	-	0.00	0.00
29 Internal Fees for Goods/Services	(38,100,441)	(37,350,385)	(39,668,560)	(43,342,859)	(3,674,299)
30 Budget Adjustments	-	-	-	-	-
31 Subtotal Expenditures	657,267,243	672,975,457	674,265,379	728,177,153	53,911,774
32					
33 Net from Operations	66,126,103	107,394,520	59,369,351	49,737,897	(9,631,453)

RESULTS OF NET FROM OPERATIONS

Preliminary-Unaudited FY 2013

Category	Unrestricted Net from Operations FY 2013 (in millions)	Restricted Net from Operations FY 2013 (in millions)	Total Net from Operations FY 2013 (in millions)
Auxiliaries	\$4.7		\$4.7
Athens Campus	\$29.4		\$29.4
College of Medicine	\$3.5		\$3.5
Regional Campuses	\$2.6		\$2.6
E-Learning	\$0.5		\$0.5
Grants & Contracts		\$1.3	\$1.3
Plant Funds		\$7.7	\$7.7
Total	\$40.7	\$9.0	\$49.7

Actual FY 2012

Category	Unrestricted Net from Operations FY 2013 (in millions)	Restricted Net from Operations FY 2013 (in millions)	Total Net from Operations FY 2013 (in millions)
Auxiliaries	\$9.7		\$9.7
Athens Campus	\$33.8		\$33.8
College of Medicine	\$0.3		\$0.3
Regional Campuses	(\$3.7)		(\$3.7)
E-Learning	\$2.2		\$2.2
Grants & Contracts		\$2.1	\$2.1
Plant Funds		\$15.0	\$15.0
Total	\$42.3	\$17.1	\$59.4

FY 2013 E-Learning revenue sharing for FY 2013 took place at end of fiscal year.



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

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

Re: BUDGET UPDATE

At the June board meeting, we committed to provide a reconciliation of the FY'14 approved budget based upon preliminary State Support for Instruction (SSI) projections which were higher than those reflected in our budget planning assumptions. As you may recall just prior to the June board meeting, the Board of Regents published their FY'14 SSI projections showing Ohio University receiving a 9% increase (\$7.5 million) over what had been assumed in their February preliminary numbers. Those projections have now been confirmed and will be incorporated into our anticipated FY'14 revenues. In addition, our projections for matriculating first year students continues to be significantly higher (10%) over our planning assumptions and the University could see as much as a \$4.5 million surplus in tuition over what was anticipated in the trustees approved budget last June.

These revenue projections are not included in the attached reconciliation document we have prepared as a part of the new budget reconciliation process discussed at the June board meeting. The attached document aligns the FY'12 and FY'13 actual performance with the FY'14 Budget, and reconciles to the Sources and Uses document included in your board materials. The \$34.2 million positive variance in FY'13 is inclusive of our conservative budget approach (spending only 98% of SSI and undergraduate tuition and no investment income) and better than expected revenue and expenditure performance for the Athens Campus, the Regional Campuses, the Heritage College of Osteopathic Medicine, and Foundation endowment income transferred to the colleges.

In addition to reconciling FY'13 performance we have made some preliminary estimates for FY'14 which we will continue to refine over the course of the coming year. As noted above, the FY'14 Budget surplus of \$16.4 million does not incorporate either the projected increase in SSI or additional first year students. What is included in this number is our conservative budget approach described above and Foundation endowment income for which the colleges and departments have yet to develop spending plans.

As discussed previously, these positive budget variances are essential to providing the onetime capital necessary to support our \$100 million Investment Program and to grow the University's balance sheet and provide the financial capacity essential to supporting our Twenty-Year Capital Improvement Program. Determining how to strategically deploy these resources in support of institutional priorities while continuing to grow the University's balance sheet will be part of the focus of Friday's Board retreat where we will talk in greater detail as to how these resources can support both initiatives.

Ohio University
Operating Financial Statement
8/7/2013

	2011-12	2012-13	2013-14
	Actuals*	Actuals (Preliminary)	Budget
State Share of Instruction (SSI) Subsidy	\$ 131,818,294	\$ 136,428,384	\$ 139,452,111
Tuition & Educational Fees (net of financial aid)	\$ 225,174,432	\$ 243,916,032	\$ 237,281,399
Room & Board	\$ 77,011,402	\$ 79,141,804	\$ 80,149,148
Grants and Contracts	\$ 97,371,936	\$ 101,107,332	\$ 104,740,600
Facilities & Admin Costs Recovery	\$ 8,321,954	\$ 8,010,456	\$ 7,140,868
Gifts	\$ 8,680,746	\$ 8,946,035	\$ 7,874,586
Endowment Distributions	\$ 12,080,951	\$ 15,766,897	\$ 18,895,181
Investment Income	\$ 3,612,315	\$ 8,508,543	\$ 4,750,000
Other External Sales	\$ 39,971,973	\$ 51,085,982	\$ 44,670,264
Total Revenue	\$ 604,044,003	\$ 652,911,466	\$ 644,954,157
Salaries, Wages, & Fringe Benefits	\$ 359,294,979	\$ 391,896,827	\$ 408,338,875
Operating Expenses	\$ 161,306,404	\$ 174,485,923	\$ 164,320,023
Debt Service	\$ 17,320,730	\$ 18,397,468	\$ 26,308,753
Provisions for Replacement & Depreciation	\$ 27,020,782	\$ 33,931,664	\$ 29,619,349
Total Expenses and Transfers	\$ 564,942,894	\$ 618,711,882	\$ 628,587,000
Net Results	\$ 39,101,109	\$ 34,199,584	\$ 16,367,157

Reconciling to Sources and Uses

Sources & Uses	\$ 49,737,897
Add: Foundation Results	\$ 4,069,683
Remove: Endowment Results	\$ (6,367,130)
Remove: Plant Accounting Adjusting Entries	\$ (13,240,866)
	\$ 34,199,584

* To appropriately present the operating activity, the FY'12 Actual results were adjusted for the following: \$30.9 Contribution to Quasi-Endowment fund was removed (the associated Royalty income was received in the previous year); a timing adjustment associated with the recording of Endowment Distributions



Interoffice Communication

Date: August 8, 2013

To: The Ohio University Board of Trustees

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

Re: Endowment Update

Pursuant to resolution 2002-1851, the University's Board of Trustees entrusted oversight of the long-term investment portfolio to the Investment Sub-Committee of The Ohio University Foundation. The long-term investment portfolio is comprised of the University's and Foundation's endowments and quasi-endowments, as well as a portion of the University's and Foundation's working capital. At the upcoming August Board meeting, to keep the Resources Committee apprised of the stewardship of those assets and the resources generated from them, a presentation covering the following will be provided:

- portfolio oversight
- total assets under management
- asset allocation
- portfolio performance
- endowment assets
- endowment spending policy and distributions

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

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

Ohio University and The Ohio University Foundation

Governance of Long-Term Investment Portfolio

Governing Fiduciary: Investment Sub-Committee (ISC)

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

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

- John Wofzorn (Foundation Trustee and ISC Chair)
- Chuck Beck (Foundation Trustee and ISC Vice-Chair)
- Bryan Benchoff (Foundation President)
- Laura Brege (Foundation Board Chair)
- Steve Golding (Foundation Treasurer)
- Roderick McDavis (University President)
- Gary Nakamoto (Foundation Trustee)
- David Pidwell (Foundation Trustee)
- Ray Schilderink (Foundation Trustee)
- Frank Stevens (Foundation Trustee)

The ISC is responsible for the following:

- Ensuring appropriateness of investment policy and making changes as needed (latest revision July 2013)
- Appointing and overseeing the managing fiduciary (Hirtle, Callaghan & Co.)
- Establishing custody accounts to hold assets
- Reviewing the portfolio's asset allocation and making changes as needed
- Delegating specific administrative responsibilities associated with the investment and reinvestment of assets
- Monitoring compliance with the investment policy
- Reviewing investment performance against benchmarks and peer institutions

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

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

HC Company Overview

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

HC is responsible for the following:

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

Oversight and Meeting Schedule

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

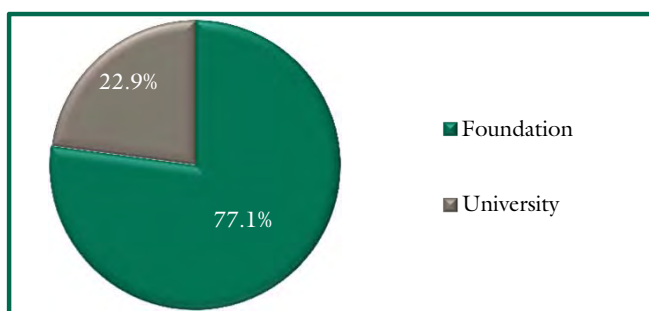
- January (conference call)
- February (in-person meeting)
- April (conference call)
- June (in-person meeting)
- August (conference call)
- November (in-person meeting)

Ohio University and The Ohio University Foundation Investment Pool Summary

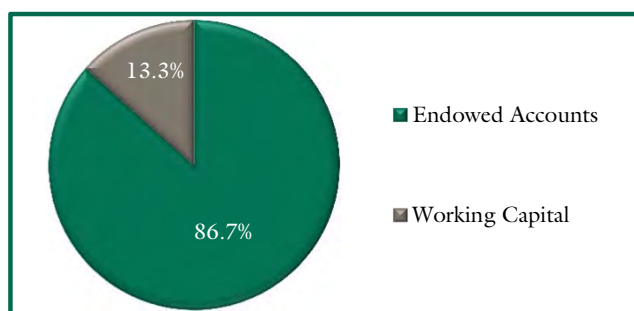
Investment Pool Activity through June 30, 2013 (in millions)

	FY 2010	FY 2011	FY 2012	FY 2013*
Beginning investment pool market value	\$ 287.812	\$ 337.419	\$ 396.483	\$ 467.208
Cash transferred to (from) investment pool	0.964	(4.022)	68.743	-
Interest and dividends net of management fees	3.356	4.157	8.020	10.105
Realized gains (losses)	6.360	8.697	16.439	23.324
Unrealized gains (losses)	38.927	50.232	(22.477)	21.919
Ending investment pool market value	<u>\$ 337.419</u>	<u>\$ 396.483</u>	<u>\$ 467.208</u>	<u>\$ 522.556</u>

Investment Pool By Entity



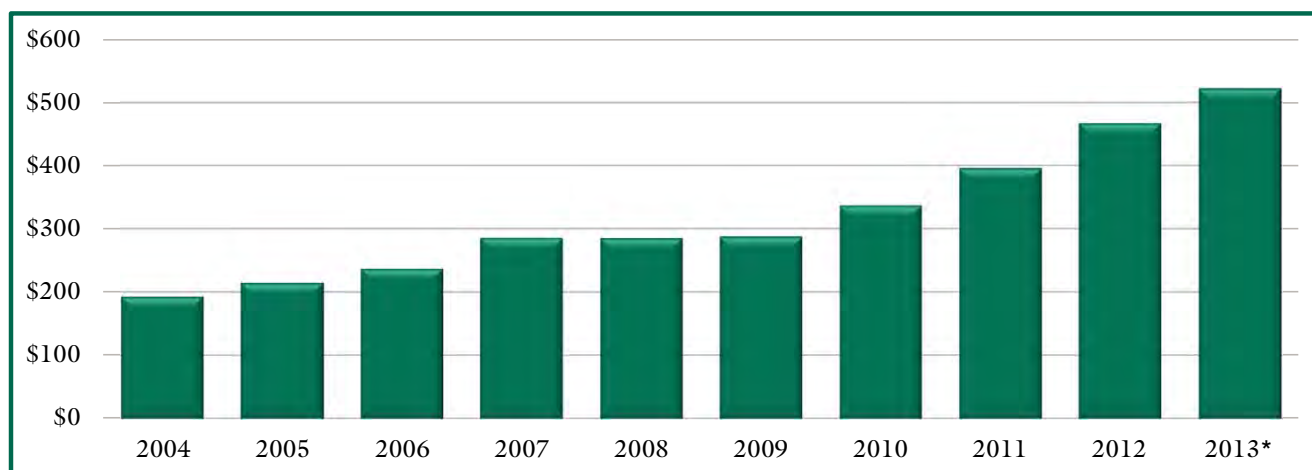
Investment Pool By Funding Type



Investment Pool Composition as of June 30, 2013* (in millions)

	Foundation		University		Total	
Endowments	\$ 247.628	61.5%	\$ 32.145	26.9%	\$ 279.773	53.5%
Quasi-endowments	130.851	32.5%	35.989	30.1%	166.840	31.9%
Working capital	18.323	4.5%	50.465	42.2%	68.788	13.2%
Cash due (to) from pool	6.198	1.5%	0.957	0.8%	7.155	1.4%
Total investment pool	<u>\$ 403.000</u>	<u>100.0%</u>	<u>\$ 119.556</u>	<u>100.0%</u>	<u>\$ 522.556</u>	<u>100.0%</u>

Investment Pool Market Value by Fiscal Year (in millions)



* unaudited

Ohio University and The Ohio University Foundation

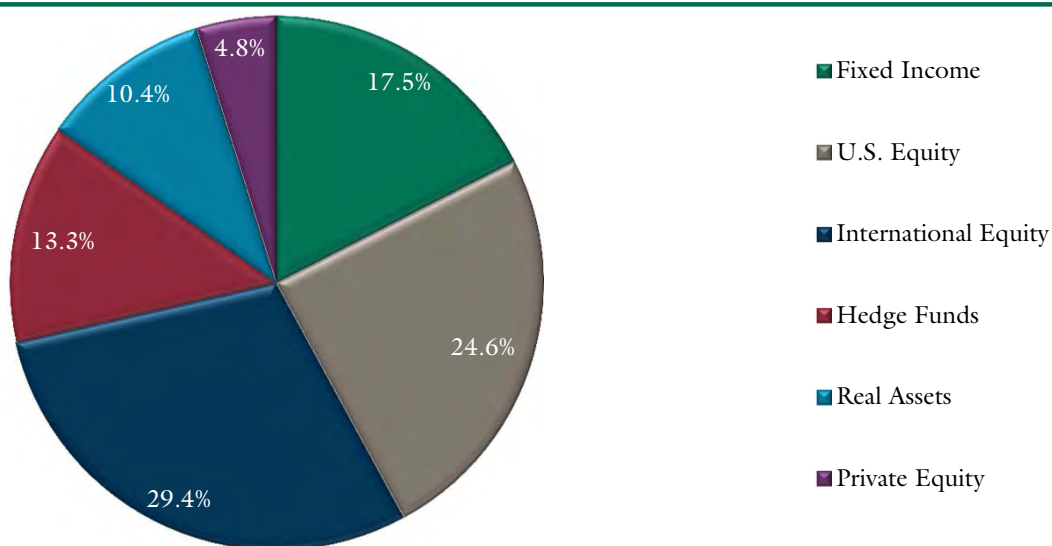
Long-Term Investment Pool Asset Allocation

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

June 30, 2013 Asset Allocation with Investment Policy Targets and Ranges

Asset Class	Market Value (in millions)	Current		Long-Term Target	Range	
					Min	Max
Cash	\$ 27.426	5.2%		0.0%	0.0% -	10.0%
Core Fixed Income	28.067	5.4%		10.8%	5.0% -	16.0%
Opportunistic Fixed Income	20.162	3.9%		4.3%	2.0% -	6.0%
TIPS	15.693	3.0%		6.4%	3.0% -	10.0%
Subtotal - Fixed Income	91.348	17.5%		21.5%	17.0% -	42.0%
U.S. Large Cap Value	50.377	9.6%		11.0%	7.0% -	15.0%
U.S. Large Cap Growth	66.467	12.7%		11.0%	7.0% -	15.0%
U.S. Small Cap	11.560	2.2%		4.2%	2.0% -	7.0%
International Equity - Developed	114.627	21.9%		21.0%	14.0% -	29.0%
International Equity - Emerging Markets	38.826	7.4%		5.2%	2.0% -	8.0%
Subtotal - Global Equity	281.857	53.9%		52.4%	46.0% -	68.0%
Equity Hedge Funds	50.740	9.7%		6.6%	0.0% -	15.0%
Fixed Income Hedge Funds	18.974	3.6%		2.5%	0.0% -	8.0%
Commodities	40.313	7.7%		4.0%	0.0% -	8.0%
Real Estate	14.033	2.7%		4.0%	0.0% -	8.0%
Private Equity	25.291	4.8%		9.0%	0.0% -	15.0%
Special Opportunities	-	0.0%		0.0%	0.0% -	5.0%
Subtotal - Alternatives	149.351	28.6%		26.1%	15.0% -	38.0%
Total Assets	\$ 522.556	100.0%		100.0%		

Asset Allocation as of June 30, 2013

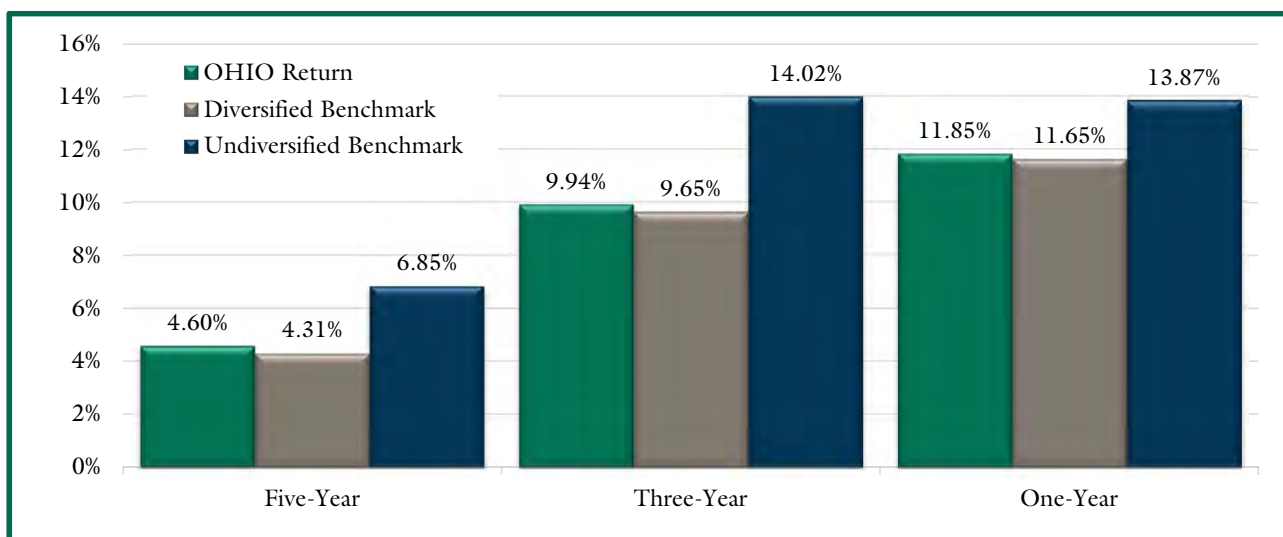


Ohio University and The Ohio University Foundation

Investment Performance

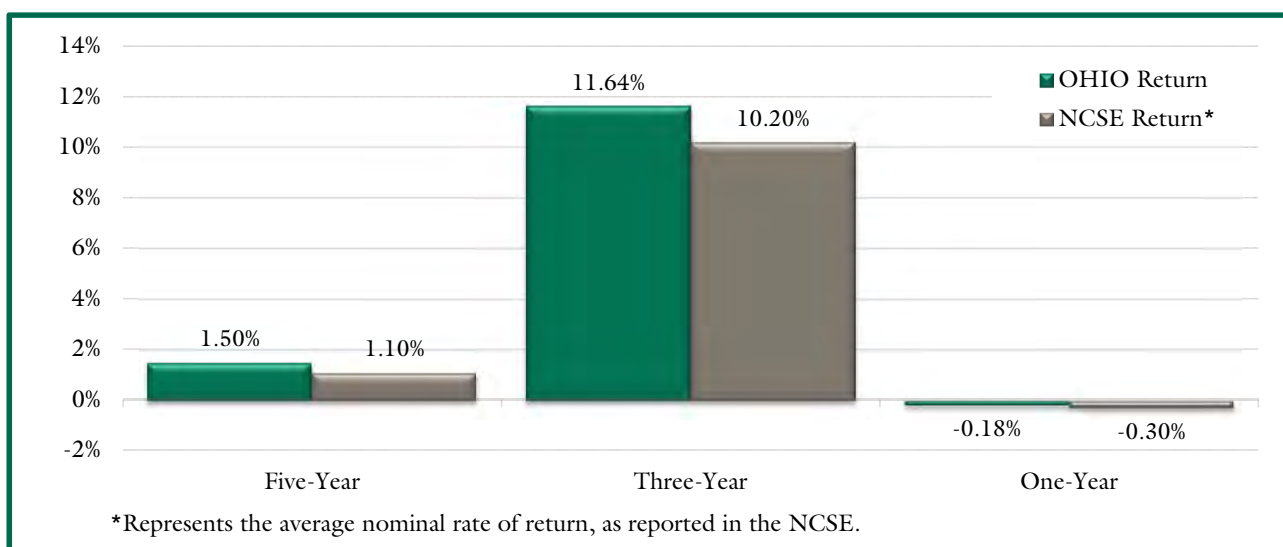
Performance vs. Benchmarks for Periods Ended June 30, 2013

The portfolio is measured against two benchmarks for evaluating investment performance. First, the diversified benchmark consists of the common industry benchmarks for the individual asset classes weighted according to the target asset allocation, excluding private equity. Second, the undiversified benchmark consists of the combined S&P 500 and the Barclays Capital Aggregate Bond Index, weighted to reflect the equity/fixed income composition of the portfolio. The portfolio outperformed the diversified benchmark, but lagged the undiversified benchmark, for the one-, three- and five-year periods ended June 30, 2013.



Performance vs. Peer Institutions for Periods Ended June 30, 2012

Annually, OHIO participates in the NACUBO-Commonfund Study of Endowments (NCSE), a survey that analyzes the endowment management practices and portfolio performance of more than eight hundred higher education institutions and their related foundations. Final results for the year ending June 30, 2012 were made available in early February 2013. For the one-, three- and five-year periods ending June 30, 2012, OHIO's portfolio outperformed the NCSE average. Additionally, OHIO's performance for the three-year period ending June 30, 2012 was in the top decile of all institutions participating in the NCSE.

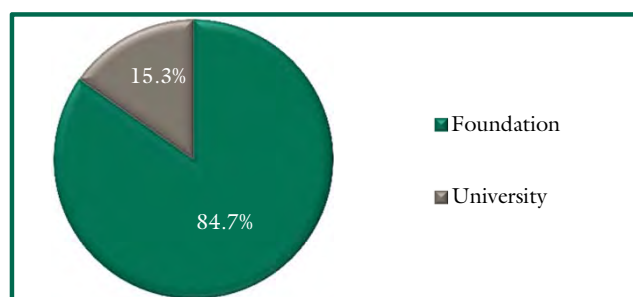


Ohio University and The Ohio University Foundation Endowment Summary

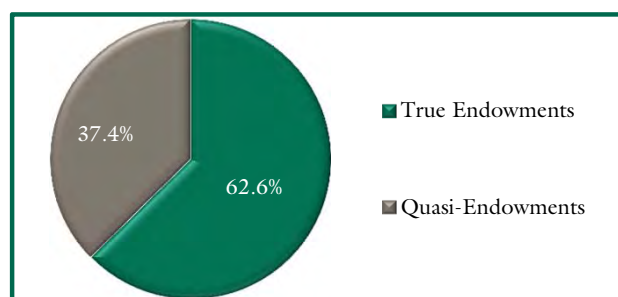
Endowment Activity through June 30, 2013 (in millions)

	FY 2010	FY 2011	FY 2012	FY 2013*
Beginning endowment market value	\$ 253.259	\$ 277.232	\$ 336.000	\$ 408.987
New gifts to endowments	5.927	4.603	10.097	5.502
Transfers to (from) quasi endowments	(22.310)	12.261	20.003	(0.012)
Investment income net of fees	46.951	52.782	29.637	48.184
Spending allocation	(5.368)	(9.813)	(0.142)	(11.078)
Administrative fee	(1.217)	(1.036)	(2.129)	(4.830)
Other additions (withdrawals)	(0.010)	(0.029)	15.521	(0.005)
Ending endowment market value	<u>\$ 277.232</u>	<u>\$ 336.000</u>	<u>\$ 408.987</u>	<u>\$ 446.748</u>

Endowments By Entity



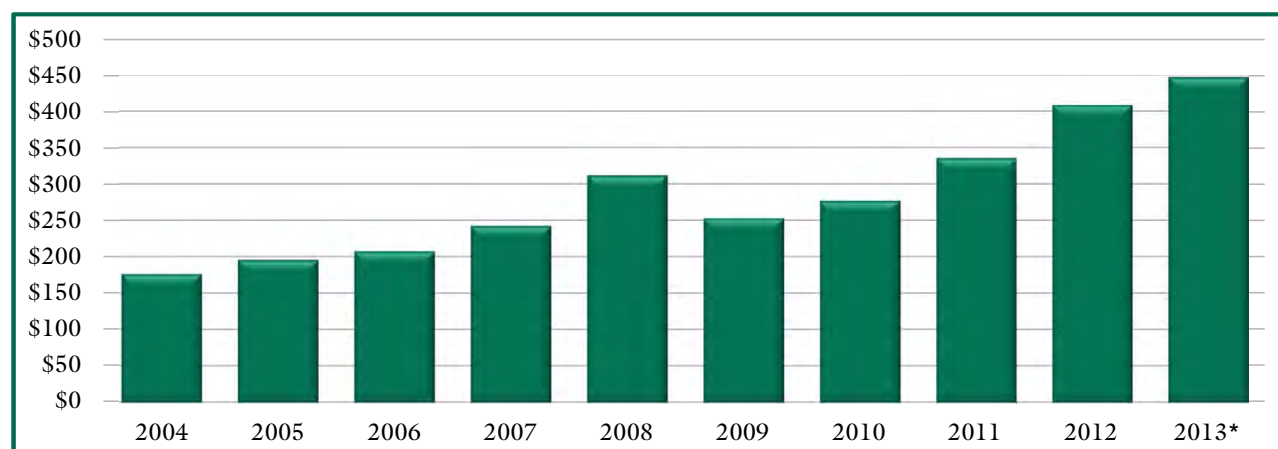
Endowments By Funding Type



Endowment Composition as of June 30, 2013* (in millions)

	Foundation		University		Total	
Pooled endowments	\$ 247.628	65.4%	\$ 32.145	47.2%	\$ 279.773	62.6%
Pooled quasi-endowments	130.851	34.6%	35.989	52.8%	166.840	37.4%
Non-pooled endowments	0.051	0.0%	-	0.0%	0.051	0.0%
Non-pooled quasi-endowments	0.084	0.0%	-	0.0%	0.084	0.0%
Total investment pool	<u>\$ 378.614</u>	<u>100.0%</u>	<u>\$ 68.134</u>	<u>100.0%</u>	<u>\$ 446.748</u>	<u>100.0%</u>

Endowment Market Value by Fiscal Year (in millions)



* unaudited

Ohio University and The Ohio University Foundation

Endowment Distributions

Endowment earnings are authorized for expenditure in accordance with the spending policy adopted by The Ohio University Foundation. The spending policy and spending rate are reviewed annually and adjusted, as necessary, with the primary objective of balancing the need for current spending with the goal of supporting future expenditures into perpetuity.

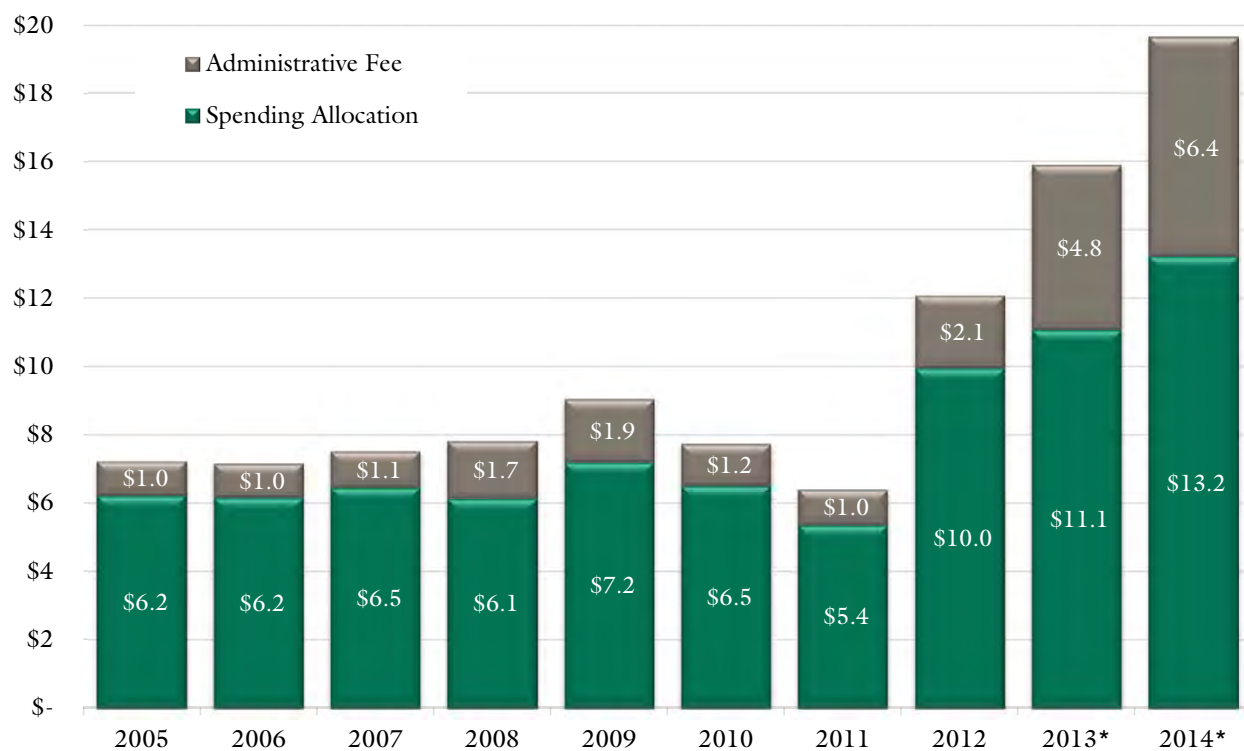
Currently, the annual endowment distribution is equal to the product of a 6% spending rate and the endowment's average market value for the trailing 36 months. Both true and quasi-endowments are subject to this spending policy. The 6% spending rate is comprised of a 4% spending allocation and a 2% administrative fee. The spending allocation supports various initiatives, as specified in the gift agreement. This includes, but is not limited to, scholarships and fellowships, chairs and professorships, research activities, and general support of academic units. The administrative fee provides general support for the institution's fundraising, alumni relations, and fund administration functions.

Endowment Spending Rates

	Spending Allocation	Administrative Fee	Total Spending Rate
Fiscal Years 2005, 2006 and 2007	5.00%	1.00%	6.00%
Fiscal Years 2008, 2009, 2010, 2011 and 2012	4.00%	1.00%	5.00%
Fiscal Years 2013 and 2014	4.00%	2.00%	6.00%

These spending allocation and administrative fee rates apply to accounts whose market value exceeds the historic gift value. Occasionally, due to a downturn in the investment market, an account's market value may temporarily fall below its historic value. When this occurs, the endowed account is "underwater." The spending rate for underwater endowments is 1%. Underwater endowments are not assessed an administrative fee.

Endowment Distributions by Fiscal Year (in millions)



Endowment Update

Tab



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Endowment Update

- Portfolio Oversight
- Total Assets Under Management
- Asset Allocation
- Portfolio Performance
- Endowment Assets
- Endowment Distributions



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Governing Fiduciary Investment Sub-Committee

- 10-member sub-committee
- Reports to the Foundation Board's Finance Committee
- Appoints and oversees the managing fiduciary (Hirtle, Callaghan & Co.)
- Ensures appropriateness of investment policy and makes changes as needed (latest revision July 2013)
- Reviews the portfolio's asset allocation and makes changes as needed
- Monitors compliance with the investment policy
- Reviews performance against benchmarks and peers

Managing Fiduciary Hirtle, Callaghan & Co.

- Reports to the Investment Sub-Committee
- Relationship began in July 2009
- Outsourced chief investment officer model
- Invests funds within the guidelines and asset allocation ranges per the investment policy
- Evaluates the asset allocation of the portfolio and recommends changes as appropriate
- Allocates contributions and other cash flows to investment managers
- Takes all actions with respect to investment managers

Assets Under Management As of June 30, 2013* (in millions)

	Foundation		University		Total	
Endowments	\$ 248	62%	\$ 32	27%	\$ 280	54%
Quasi-endowments	131	33%	36	30%	167	32%
Working capital	18	4%	51	42%	69	13%
Cash due from pool	6	1%	1	1%	7	1%
Total assets	<u>\$403</u>	<u>100%</u>	<u>\$120</u>	<u>100%</u>	<u>\$ 523</u>	<u>100%</u>

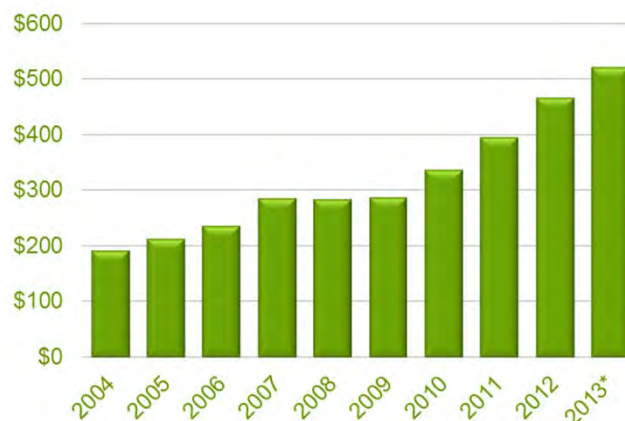
* unaudited



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Assets Under Management FY2004 to FY2013 (in millions)



* unaudited



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Asset Allocation

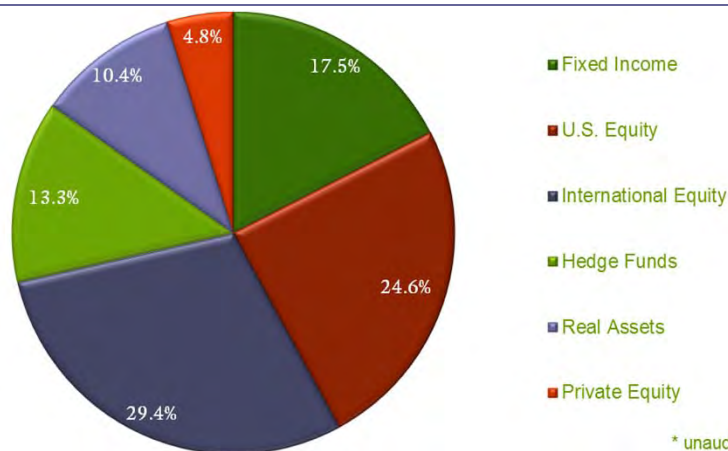
As of June 30, 2013* (in millions)

Asset Class	Market		Policy		Range	
	Value	Current	Target	Min	Max	
Fixed Income	\$ 91.3	17.5%	21.5%	17.0%	42.0%	
Equities	281.9	53.9%	52.4%	46.0%	68.0%	
Alternatives	149.4	28.6%	26.1%	15.0%	38.0%	
Total	<u>\$ 522.6</u>	<u>100.0%</u>	<u>100.0%</u>			

* unaudited

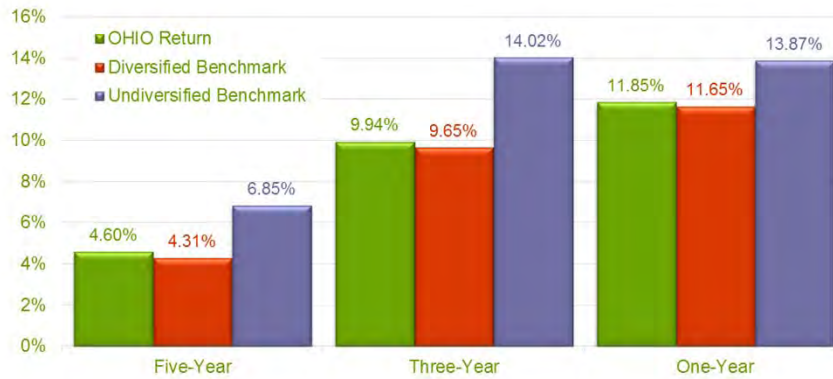
Asset Allocation

As of June 30, 2013* (in millions)



* unaudited

Performance vs. Benchmarks As of June 30, 2013



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Performance vs. Peers As of June 30, 2012



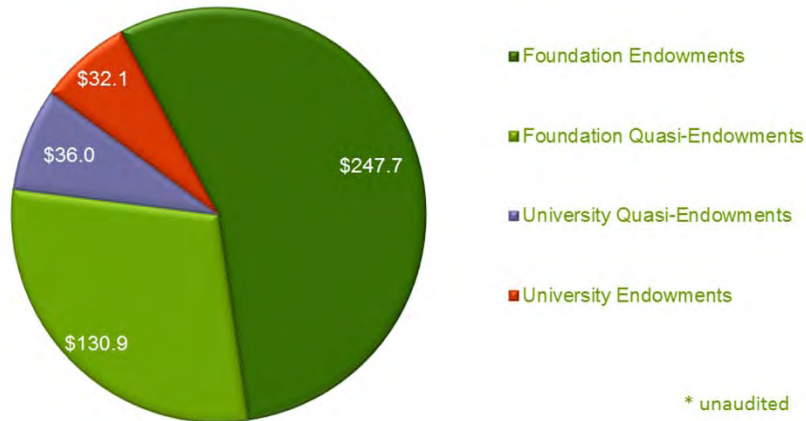
*Represents the average nominal rate of return, as reported in the NCSE.



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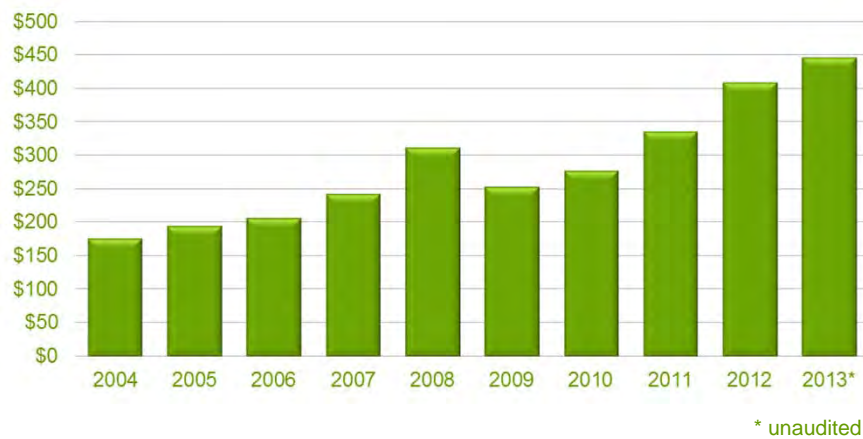
Endowment Assets FY2013* (in millions)



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Endowment Assets FY2004 to FY2013 (in millions)



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Endowment Distributions Policy and Spending Rate

■ Policy

- Established by Foundation Board
- Reviewed annually and revised as needed

■ Calculation

- Product of spending rate and 36-month trailing average market value
- Above water accounts: 4% spending allocation and 2% administrative fee
- Underwater accounts: 1% spending allocation and no administrative fee

Endowment Distributions FY2005 to FY2014 (in millions)



**ESTABLISHMENT OF UNIVERSITY QUASI-ENDOWMENTS
UNDERGRADUATE SCHOLARSHIP INVESTMENT PROGRAM and
QUASI-ENDOWMENT MATCH FOR THE JOHN KOPCHICK,
PH.D. OSTEOPATHIC HERITAGE FOUNDATIONS
DISTINGUISHED ENDOWED CHAIR**

RESOLUTION 2013 --

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

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

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

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

WHEREAS, the following two quasi-endowments are requested to be established:

- Undergraduate Scholarship Investment Program: A \$25 million matching program that will provide \$.50 in quasi-endowed scholarship funds for every dollar committed to eligible scholarship endowments from July 1, 2013 to June 30, 2019.
- Quasi-Endowment Match for the John Kopchick, Ph.D., Osteopathic Heritage Foundations Distinguished Endowed Chair: A \$2 million match commitment that relates to the Vision 2020 Funding Agreement and will complement a \$3 million endowment established by The Osteopathic Heritage Foundations.

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

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



Interoffice Communication

Date: August 8, 2013

To: The Ohio University Board of Trustees

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

Re: **Establishment of University Quasi-Endowments**

Included on the Resources Committee Agenda for the August 2013 Board of Trustees meeting is a request to establish University quasi-endowments. Quasi-endowments are financial instruments established by a governing board using unrestricted operating reserves that are intended to function like an endowment, including pooled investment of the funds within a typical endowment asset allocation. The University accomplishes this by entrusting oversight of quasi-endowment funds, like endowment funds, to The Ohio University Foundation's Board of Trustees and, more specifically, its Investment Sub-Committee. The goal of the University's quasi-endowments is to further the institution's strategic priorities.

At this time, the University is recommending the establishment of the following quasi-endowments:

- **Undergraduate Scholarship Investment Program:** Ohio University is committed to making a significant investment to support the university's core mission. To that end, \$25 million will be dedicated to strengthening the endowed scholarship program, with \$16.5 million allocated for undergraduate scholarships and \$8.5 million allocated for targeted scholarship programs. In order to maximize the impact of this opportunity, the university intends to use these funds as a matching program, which will provide \$.50 in quasi-endowed scholarship funds for every dollar committed to eligible scholarship endowments from July 1, 2013 to June 30, 2019. The funds will be transferred as the external scholarship dollars are received.
- **Quasi-Endowment Match for the John Kopchick, Ph.D. Osteopathic Heritage Foundations Distinguished Endowed Chair:** This \$2 million match commitment relates to the Vision 2020 Funding Agreement, which was executed by the University during June 2011, and will complement a \$3 million endowment established by The Osteopathic Heritage Foundations for the same purpose. These funds will provide salary enhancement and additional funds for academic, research and other scholarly pursuits for an appointed chair whose primary focus of study, teaching, and research will be diabetes.

Annual appropriations from the quasi-endowments will be limited to an amount calculated in accordance with the Ohio University Foundation's spending policy for endowments. Corpus amounts contributed to the quasi-endowments will be restricted from removal for a period of 36 months unless approved by the President. The use of quasi-endowments will continue to be monitored by the Vice President for Finance and Administration.

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

**APPOINTING AUTHORITY FOR
CLASSIFIED CIVIL SERVICE EMPLOYEES**

RESOLUTION 2013 –

WHEREAS, in Resolution 2009-3095, this Board designated the Associate Vice President for Human Resources as the appointing authority under Ohio civil service law with decision-making and signature authority for all hiring, promotions, transfers, disciplinary actions and removals involving civil service and classified employees; and

WHEREAS, the Board desires to modify its previous designation of appointing authority.

NOW, THEREFORE BE IT RESOLVED that the Vice President for Finance and Administration is hereby designated the University's appointing authority under Ohio civil service law with decision-making and signature authority for all hiring, promotions, transfers, disciplinary actions and removals involving civil service and classified employees; and

BE IT FURTHER RESOLVED that the Vice President for Finance and Administration is authorized to delegate his or her responsibilities as appointing authority under Ohio civil service law in writing to appropriate senior administrators in the Office of Finance and Administration.



Interoffice Communication

Date: August 8, 2013

To: The Ohio University Board of Trustees

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

Re: **Resolution on Appointing Authority for Classified Civil Service Employees**

Attached for inclusion in the consent agenda of the August, 2013 Board meeting is a resolution from General Counsel, John Biancamano, designating the Vice President for Finance and Administration as the University's appointing authority for classified civil service employees.

This modification is currently required due to recent changes in the leadership of Human Resources, but the designation to the Vice President with authorization to delegate to senior leadership should eliminate future modifications.

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



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

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

Re: CAPITAL IMPROVEMENT PLAN: \$100 MILLION ANALYSIS

At the June board meeting, the board recommended that we incorporate an additional \$100 million in capital deferred maintenance projects within the University's Six Year Capital Improvement Plan. The board further authorized the University to review the advisability of issuing \$100 million of debt this year to take advantage of the favorable interest rate environment we are currently experiencing.

The determination of when to issue debt and how much is a complex decision based on how fast we can do the capital program and a cost-benefit analysis of using taxable debt versus tax-exempt debt. The PowerPoint presentation is intended to provide the trustees an outline of our decision-making process which has concluded we should not issue \$100 million of taxable debt today, but rather issue additional tax-exempt debt over the next five years to support the incremental \$100 million in deferred maintenance projects.

Our conclusion, as outlined in the presentation, is that we need to spread the incremental projects out over the next five years and they cannot be front-end load. The rationale for this conclusion is that the campus cannot sustain this level of work in a concentrated period of time due to campus congestion, staffing and swing space availability. Additionally, there is the potential that we would pay a premium for issuing taxable debt in the near-term and achieve no real advantage for the University's capital program.

The final section of the presentation provides an analysis of issuing tax exempt versus taxable debt by our bankers. Their conclusion is that markets would have to move over 200 basis points – past their historical long-term averages – for the University to gain a financial advantage in issuing taxable debt today. Given this conclusion it is our opinion and recommendation that the University issue an additional \$100 million in tax-exempt debt over the next five years – based on identified need – as this approach is more judicious and potentially less disrupting to the University's credit rating.

I look forward to discussing this matter at the August 29th meeting of the Resources Committee.

Capital Improvement Plan \$100 Million Analysis

Tab



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Background

- 2011 Six-Year CIP projected new debt needs of \$567M through FY18
 - Projection excluded Lausche, originally estimated at \$100M with public/private funding
- With goal to achieve a debt service to operations ratio of 7% or under by FY18, OU limited it's six-year debt capacity to \$485M by:
 - Working with campus to re-prioritize projects
 - Pushing projects further out in the 10 year timeframe
- In February, the Board asked the University to analyze the feasibility of an additional \$100M in debt to address deferred maintenance issues:
 - Selected academic facilities that have significant deferred maintenance issues as well as increased funding towards minor deferred maintenance projects
 - Reviewed project schedule, cash flows, staffing needs, swing space availability, & debt plan



CIP Bond Project Changes

Six Year CIP Bond Projects	Debt Allocations:			Notes:
	2011 Plan: FY13-FY18	FY14: \$485 FY15-FY20	FY14: \$585 FY15-FY20	
1 College of Communication Ph 1	14.1	* 0.0	* 0.0	Complete or nearing completion Under construction. Balance of \$24.0M debt was utilized for land purchase in 2012. Under construction. Debt Bridge needed for gift.
2 OU-HCOM Columbus (Dublin)	24.0	*9.8	*9.8	
3 Walter Fieldhouse	0.0	10.5	10.5	
4 OUHCOM Cleveland	0.0	9.0	9.0	New Project
5 College of Communication Ph 2	12.0	12.0	12.0	
6 Lindley Hall	0.0	4.0	7.0	\$585 plan increase
7 Tupper Hall	4.5	7.0	7.0	Project scope increase
8 Lausche Heating Plant Replacement	0.0	70.0	70.0	Fund Source Change
9 OU-HCOM OMNI	19.7	19.7	19.7	Looking at combining w/ Diabetes
10 OU-HCOM-Diabetes Clinic	19.1	19.1	19.1	Looking at combining with OMNI
11 McCracken Hall Renovation and Addition	17.6	21.3	21.3	
12 Seigfred Hall Renovation and Possible Addition	29.8	29.8	29.8	
13 Science laboratory Building (Clippinger)	45.0	90.0	90.0	Changed plan to build a larger facility and demolish Clippinger.
14 Convocation Center Structural & Envelope	18.7	11.4	11.4	Reduced scope
15 Ridges master plan	0.2	0.2	0.2	
16 Housing Development Plan Ph 1	90.0	100.6	100.6	Added infrastructure improvements
17 Jefferson Hall	0.0	32.0	32.0	Re-prioritized over Housing Ph 2
18 Academic Back-fill Improvements	0.0	2.2	2.2	
* Project utilized FY12 debt issuance, whereas the \$485/\$585 represent FY13 and future issuances.				
Projects continue on next slide...				



CIP Bond Project Changes

Six Year CIP Bond Projects	Debt Allocations:			Notes
	FY12 Plan: FY13-FY18	FY14: \$485 FY15-FY20	FY14: \$585 FY15-FY20	
19 West Union Street Office Center Renovation	21.0	14.0	21.0	\$585 plan increase
20 Ellis Hall HVAC and Building Envelope	12.8	0.0	12.8	\$585 Plan
21 Alden Library Major Renovation	33.4	0.0	33.4	\$585 Plan
22 Morton Hall Rehabilitation	0.0	0.0	27.5	\$585 Plan
23 Lasher Hall HVAC and building envelope	0.0	0.0	4.3	\$585 Plan
24 Deferred Maintenance	31.3	12.3	22.2	\$585 plan increase
25 Chilled Water Expansion	12.2	10.1	12.2	\$585 plan increase
26 Safety Projects	2.5	0.0	0.0	Funded through operating budget
27 Regional Campus Major	29.3	0.0	0.0	Not currently in the 6 Year Plan
28 Cutler Infrastructure and HVAC	4.3	0.0	0.0	Not currently in the 6 Year Plan
29 Botanical Research Greenhouse	3.4	0.0	0.0	Not currently in the 6 Year Plan
30 Housing Development Plan Ph2	55.0	0.0	0.0	Not currently in the 6 Year Plan: Jefferson was prioritized in the 6 Year Plan
31 McGuffey Hall HVAC and Building Envelope	2.5	0.0	0.0	Not currently in the 6 Year Plan
32 Memorial Auditorium Improvements	2.4	0.0	0.0	Not currently in the 6 Year Plan
33 Softball Stadium	1.4	0.0	0.0	Not currently in the 6 Year Plan
34 Clippinger Renovation	42.8	0.0	0.0	HOLD/Cancelled
35 Clippinger Hall-Mechanical Renovation	5.5	0.0	0.0	HOLD/Cancelled
36 Athena Classroom Renovation-Ph 2	0.5	0.0	0.0	HOLD/Cancelled
37 President Street Academic Center	12.5	0.0	0.0	HOLD/Cancelled
Totals	\$567.5	\$485.0	\$585.0	



CIP Schedule: \$485M Projects

		August 29, 2013-----		Six Year Plan Window																										
		Calendar Year		7/13	1/14	7/14	1/15	7/15	1/16	7/16	1/17	7/17	1/18	7/18	1/19	7/19	1/20	7/20												
		Fiscal Year		FY14			FY15			FY16			FY17			FY18			FY19			FY20								
		Estimated Budget	Debt Portion																											
Projects in Progress	OUHCOM Columbus (Dublin)	\$13.7 *	\$ 10.7	Bid	Construction																									
	OUHCOM Cleveland	\$10.0	\$ 9.0	Design	Bid	Construction																								
	Multipurpose Pavilion	\$12.5	\$ 10.5	Construction																										
	Lindley Hall: Office Swing	\$10.9	\$ 4.0	Design	Bid	Construction																								
	Tupper Hall: Classroom Swing	\$10.0	\$ 7.0	Design	Bid	Construction																								
	College of Communication Ph 2	\$17.4	\$ 12.0	Ph 1	Bid	Ph 2 Construction																								
Six Year Capital Plan: FY15-FY20	OUHCOM Diabetes/OMNI	\$38.8	\$ 38.8	Define Scope	Program	Design	Bid	Construction																						
	McCracken Hall Ren. & Add.	\$31.8	\$ 21.3	Define	Design		Bid	Swing	Construction																					
	Center for Arts Education	\$15.0	\$ -	Design	Bid	Construction																								
	Clippinger Replacement	\$90.0	\$ 90.0	Program	Design	Bid	Construction																							
	Seigfred Hall Renovation	\$29.8	\$ 29.8	Program				Design	Bid	Swing	Construction																			
	Convocation Center Structural	\$11.4	\$ 11.4	Design	Roof			Seating																						
	West Union St Office Ctr	\$14.0	\$ 14.0	Program	Design	Prep	PH 1	Prep	PH 2	Prep	PH3 Const.																			
	Academic Back-Fill Improvements	\$2.2	\$ 2.2			Design		Construction																						
	Housing Development Ph 1	\$106.0	\$ 100.0	Design	Construction																									
	Jefferson Hall Rehabilitation	\$32.0	\$ 32.0		Design		Bid	Construction																						
	Jefferson Hall: Culinary Renovation	\$7.7	\$ -		Design			Bid	Construction																					
	Central Foods Renovation	\$3.0	\$ -	Design	Bid	Construction																								
	Boyd Dining Hall Renovation	\$9.3	\$ -		Design	Bid	Construction																							
		Lausche Heating Plant	\$70.0	\$ 70.0	Design	Construction																								
		Chilled Water Expansion	\$10.1	\$ 10.1	Necessary for Project Work above																									
	Deferred Maintenance	\$68.9	\$ 13.1	FY15/FY16 Projects										FY17/FY18 Projects							FY19/FY20 Projects									
Project Total Summary		\$614.5	\$ 485.9	\$8.1	\$17.3	\$16.9	\$33.1	\$58.7	\$51.9	\$55.8	\$33.7	\$38.5	\$36.8	\$35.1	\$46.5	\$31.4	\$27.9	\$26.0	\$26.4	\$20.8	\$9.3	\$7.1	\$7.3	\$2.9	\$2.8	\$2.8	\$2.9	\$2.9	\$2.9	\$2.9
* Project utilizing partial FY12 debt issuance.																														



CIP Schedule: \$100M Projects

- Provides funding to renovate major academic facilities
- Increases deferred maintenance allocation
- Allows for additional administrative unit consolidation for greater efficiency

			August 29, 2013.....				Six Year Plan Window																										
			Calendar Year		Fiscal Year		7/13	1/14	7/14	1/15	7/15	1/16	7/16	1/17	7/17	1/18	7/18	1/19	7/19	1/20	7/20												
			Estimated Budget	Debt Portion	FY14				FY15				FY16				FY17				FY18				FY19				FY20				
\$100M Additional Projects	West Union Street Office Center	\$10.0	\$ 10.0	Program		Design		Prep	PA 1	Prep	PA 2	Prep	Ph3 Const.																				
	Morton Hall	\$27.5	\$ 27.5					Definition										Program		Design		Construction											
	Alden Library	\$33.4	\$ 33.4	Definition		Masterplan		Design		Ph1 Construction				Bid	Ph2 Construction		Bid	Ph3 Construction		Bid	Ph4 Construction												
	Ellis Hall	\$12.8	\$ 12.8			Definition		Design		Bid	Construction																						
	Lasher Hall	\$4.3	\$ 4.3		P	Design		Construction		Swing Space				Re-Purpose for Core Academic Space																			
	Chilled Water Expansion	\$2.1	\$ 2.1					Ellis				FY17/FY18 Projects				FY19/FY20 Projects																	
	Deferred Maintenance	\$9.9	\$ 9.9					FY15/FY16 Projects				FY17/FY18 Projects				FY19/FY20 Projects																	
	Project Total Summary		\$100.0	\$ 100.0	\$0.0	\$0.0	\$0.1	\$0.2	\$0.4	\$1.5	\$2.6	\$2.6	\$2.6	\$5.5	\$7.0	\$10.5	\$5.3	\$3.8	\$3.1	\$2.3	\$2.7	\$1.3	\$1.6	\$3.1	\$2.5	\$2.0	\$2.5	\$1.9	\$11.2	\$11.3	\$10.7	\$1.3	\$0.5



CIP: Projects not Currently Funded with Debt

■ Additional project workload considerations

			August 29, 2013.....				Six Year Plan Window																											
			Calendar Year		7/13	1/14	7/14	1/15	7/15	1/16	7/16	1/17	7/17	1/18	7/18	1/19	7/19	1/20	7/20															
			Estimated Budget	Debt Portion	FY14			FY15			FY16			FY17			FY18			FY19			FY20											
Additional Project Considerations:																																		
Anticipated Additional Campus Projects	Housing Development Ph2	\$55.0	\$ 55.0				FY1: Housing Development Ph 1			FY1: Jefferson																								
	Scott Quad Renovation: OPIE	\$16.0	\$ -		Scope	Program	Design	Bid	Construction																									
	HDP Ph1/Ph2: Chilled H2O Plant Relocation	\$5.0	\$ -		Design	Bid	Construction																											
	Facilities Addition	\$2.0	\$ -		Design	Bid	Construction																											
	Arts Green?	\$0.5	\$ -									Design	Constr.																					
	CSC Renovation	\$5.0	\$ -		Design	Bid	Construction																											
	Grover Minor Space Renovations	\$7.5	\$ -			Design	Bid	Construction													Design	Bid	Construction											
	Dublin Campus Development	TBD	\$ -		Construction						Construction																							
	Non-Capital Plan Projects	\$20.4	\$ -		FY15/FY16 Projects										FY17/FY18 Projects							FY19/FY20 Projects												
	Multiphase Addition	\$2.0	\$ -		Design	Bid	Construction																											
	Central Classroom Bldg Swing Space	\$5.0	\$ -						Design	Bid	Construction																							
Project Total Summary			\$35.4	\$ 55.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.9	\$0.8	\$3.8	\$4.4	\$6.7	\$3.8	\$2.1	\$1.6	\$2.0	\$2.5	\$0.5	\$0.5	\$0.6	\$0.5	\$0.7	\$1.0	\$0.8	\$0.5	\$2.8	\$3.5	\$2.1	\$0.5	\$0.5	\$0.5	\$0.5	\$0.0
Other Capital Plan Categories	Safety Projects	\$6.0	\$ -		FY15/FY16 Projects										FY17/FY18 Projects							FY19/FY20 Projects												
	Housing Minor Renovations	\$36.0	\$ -		FY15/FY16 Projects										FY17/FY18 Projects							FY19/FY20 Projects												
	Auxiliaries Minor Renovations	\$6.0	\$ -		FY15/FY16 Projects										FY17/FY18 Projects							FY19/FY20 Projects												
	IDP Classroom Fund	\$6.6	\$ -																															
	Regional Campus Major Projects	\$14.5	\$ -		FY15/FY16 Projects																													
	Regional Campus Minor Projects	\$15.0	\$ -		FY15/FY16 Projects										FY17/FY18 Projects							FY19/FY20 Projects												
Project Total Summary			\$109.5	\$ -	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$4.4	\$5.5	\$4.3	\$4.6	\$4.3	\$5.6	\$4.4	\$4.6	\$2.5	\$3.7	\$2.5	\$2.7	\$2.5	\$3.8	\$2.6	\$2.8	\$2.5	\$3.7	\$2.5	\$2.8	\$2.6	\$3.8	\$2.6	\$2.8	\$0.0



Capital Plan Support

- Implementing a capital plan of this magnitude requires studying the following:
 - Campus congestion: traffic flow, construction lay-down, and parking
 - Cash Flow
 - Staffing
 - Swing Space



Cash Flow

	Already Issued						
	Includes \$70M Lausche + \$100M Additional Spend						
	Future Issuances (every 1.5 years)						
Projected Debt Issuances - Project Spending							
	Feb-12	Jun-13	Jan-14	Jan-15	Jun-16	Jan-18	Total
\$485M Scenario	\$ 0.9	\$ 120.5	\$ 103.1	\$ 156.8	\$ 94.8	\$ 9.9	\$ 485.9
\$100M Add			\$ 9.9	\$ 28.3	\$ 20.4	\$ 41.3	\$ 100.0
	\$ 0.9	\$ 120.5	\$ 113.0	\$ 185.1	\$ 115.2	\$ 51.2	\$ 585.9



Capital Plan Staffing

- Staffing is more an issue of projects already committed rather than additional \$100M in mid to latter years of plan
- Much more project management economy of scale with large projects
- FY 2013 capital spend was \$75M with 14 FTE Design & Construction staff
- Peak of Six Year plan reaches \$224M annual

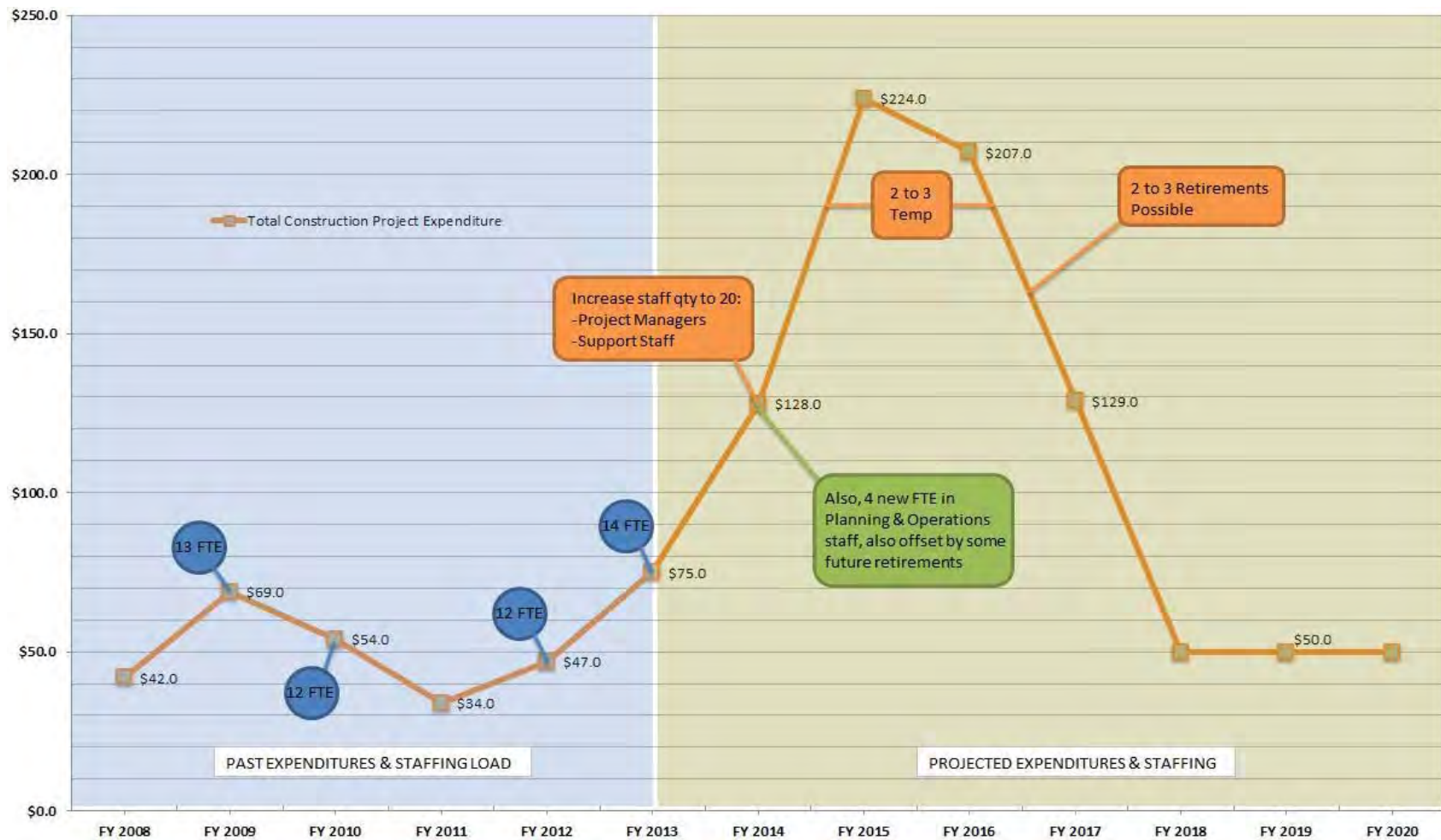


Capital Plan Staffing

- Don't plan to staff for the peak
- Propose increase in Design & Construction staff from 14 FTE to 20 FTE
- Propose increase in Facilities Planning and Operational Facilities staff by 4
- Continue temporary project coordinator use and increase in FY2015 & FY2016
- Gear down in FY2017 to FY2018 with 5 anticipated retirements, redeployment to Operations positions, and performing some in-house design



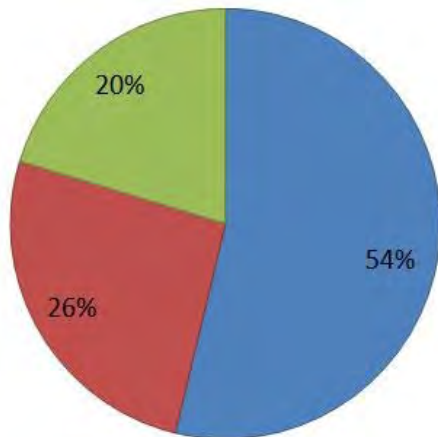
Capital Plan Staffing



Capital Plan Staffing

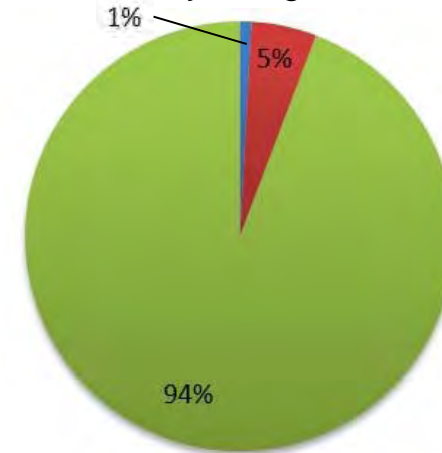
- ½ of current project load is small projects but representing only 1% of the project budget load
- Little economy of scale in managing smaller projects

Project Breakdown
by Quantity



■ \$1 - \$100,000
■ \$100,001 - \$500,000
■ \$501,000 and Larger

Project Breakdown
by Budget

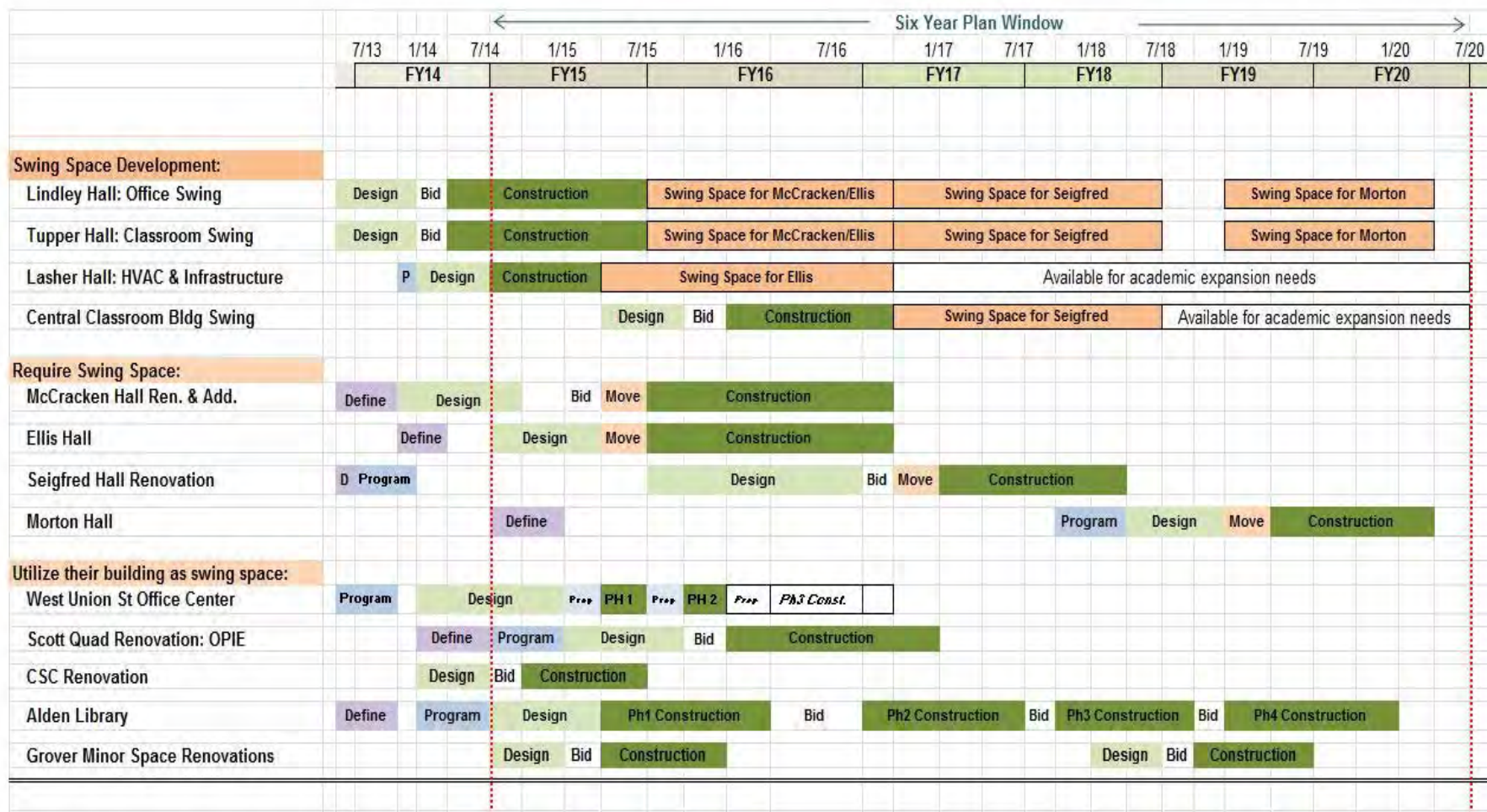


Swing Space Plan

- Alternate instruction space needed for major renovations in the CIP
- The 6 year plan includes major renovations to McCracken, Ellis, Seigfred & Morton; each require classroom, lab, and office space
- Lindley & Tupper will be renovated to provide construction swing space
 - Anticipate use of these facilities as construction swing space for a minimum of 6 years.
- Additional swing space will be utilized in Lasher Hall & Central Classroom
- Long term, the University will incorporate swing space into the Smart Growth plan, maximizing our resources to accommodate existing, new, and expanding programs



Swing Plan Schedule



Incremental New Borrowing Analysis



Incremental New Borrowing Analysis

- Following the University June Board meeting the University asked its bankers to analyze an additional debt borrowing of ~\$100 million for deferred maintenance
 - Timing and strategy of proposed borrowing was contemplated as \$100 million today vs. \$25 million spread out over the next four years on top of current expected plans
- The bankers recognized the use of debt today is an attractive strategy given absolute long-term rate levels, but suggested the market environment should not solely drive the University's ultimate decision to borrow
- In addition to market considerations, they suggest the following:
 - **Cost:** Unless the University plans to deploy the bond proceeds immediately, it will incur significant negative arbitrage exceeding the expected increase in interest rates
 - **Rating:** An additional \$100 million in debt today may have an immediate credit impact for the University and reduce its capacity for future expected debt issuance at current ratings
 - **Affordability:** The \$100 million borrowing of debt will result in over \$5 million of additional annual interest payments requiring the University to make some tough budget choices in the near term in order to take on the additional debt service



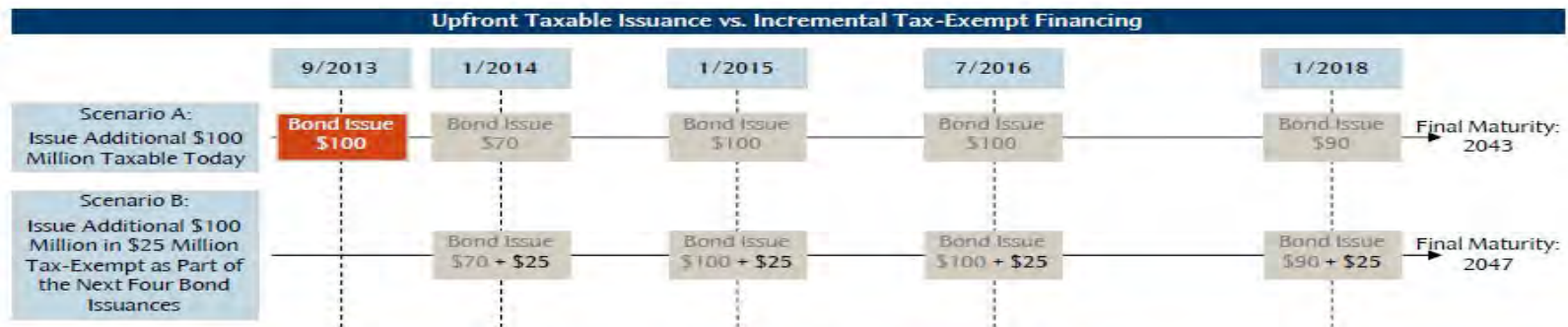
Incremental New Borrowing Analysis

- The University asked its bankers to evaluate the pros and cons of issuing an additional \$100 million of taxable debt today, versus issuing tax-exempt debt over time.
- The banks analyzed the following scenarios:
 - A) Issue \$100 million taxable bonds today and B) issue an additional \$25 million bonds along with each of the four planned future bond issuances.
 - Then, compare the present values of debt service to understand how much interest rates will need to move over time to get the two scenarios to have equal present values; this is a breakeven analysis between the two scenarios.
- Analytical Assumptions
 - This preliminary analysis isolates the \$100 million of additional debt, given, that in both Scenarios A and B, the scheduled issuance of \$370 million of bonds through 2018 remain unchanged.
 - **Scenario A (Taxable)**
 - Taxable fixed rate issuance on 9/1/2013
 - Level debt service structure with a final maturity in 30 years; assumes a make-whole call
 - **Scenario B (Tax-Exempt)**
 - Issuances in 1/2014, 1/2015, 7/2016 and 1/2018 to match existing borrowing plans
 - Level debt service structure with a final maturity in 30 years for each issuance; traditional 10-year par call structure
 - The base case analysis assumes interest rates remain at today's levels through 2018
 - The breakeven analysis utilizes current rates for the 2014 issuance, but assumes uniform rate increases for the issuances in 2015 – 2018.



Incremental New Borrowing Analysis

Timing Analysis: Upfront Issuance vs. Incremental Financing



Breakeven: Tax-Exempt Rate Increase of 212 Basis Points						
Summary of Results:	(i) With No Change in Rates			(ii) With Rates Increasing by 212 Basis Points		
	Incremental Financing Cost ¹	PV of Incremental DS @ 5.00% ²	PV of Aggregate DS @ 5.00% ²	Incremental Financing Cost ¹	PV of Incremental DS @ 5.00% ²	PV of Aggregate DS @ 5.00% ²
Issue Description						
Scenario A: Issue Additional \$100 Million Taxable Today ³	5.12%	\$100.0 mm	\$404.7 mm	5.12%	\$100.0 mm	\$462.8 mm
Scenario B: Issue Additional \$25 Million Tax-Exempt as Part of the Next Four Bond Issuances ⁴	4.55%	\$85.1 mm	\$389.8 mm	5.98%	\$100.0 mm	\$462.8 mm
Difference vs. Scenario A	(0.57%)	(\$14.9 mm)		+0.86%	\$0.0 mm	

1. Tax-exempt yields assume a 10-year par call. Taxable yields assume a make-whole call. Long-term debt financing costs assume 30-year level debt amortization and exclude annualized costs of issuance. Interest rates as of 7/8/13.
2. All cash flows are discounted to the assumed taxable bond issuance date of 9/1/13.
3. Assumes a project fund spend-down schedule equal to that which is contemplated in Scenario B. Utilizes a project fund investment rate of return assumption of 0.50%, which results in \$11.5 million of negative arbitrage.
4. Each financing assumes a project fund spend-down schedule consisting of equal monthly draws beginning on the delivery date and ending one month prior to the subsequent financing (the final issuance in January 2018 assumes a 12-month spend-down schedule).



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Incremental New Borrowing Analysis

	Benefits	Considerations
Borrow Now (Taxable Debt)	<ul style="list-style-type: none"> • Lock in rates; eliminates interest rate risk • Budget certainty • Taxable debt has less restrictions (vs. tax-exempt debt) and less administrative burden 	<ul style="list-style-type: none"> • Immediate credit impact • Negative arbitrage can be considerable • Immediate debt capacity impact • Par call options for taxable debt can be costly • Higher cost than tax-exempt debt • Less structuring flexibility
Wait and Borrow Later (Tax-Exempt Debt)	<ul style="list-style-type: none"> • Gradual increase in debt load; minimize credit impact • Minimize negative arbitrage • Minimal to no cost on call option 	<ul style="list-style-type: none"> • Market and interest rate risk; potentially higher interest rate environment and thus higher financing costs



Incremental New Borrowing Analysis

- If the University were to issue \$100 million today, the credit impact would be immediate - \$100 million overlaid on top of current debt load without time to grow financial resources
 - As previously discussed dialogue with the rating agencies will need to be carefully managed given sudden increase in debt in addition to already expected debt plans
- Preserving capacity for future expected ~\$360 million of projected General Receipts Bond issuance should be considered
 - If University were to be downgraded one notch, we believe financing costs will increase by approximately 15-20 bp (vs. current ratings) – roughly \$300,000 per issuance
- By gradually incorporating the \$100 million into University's current debt plans (e.g. break up into \$25 million each year), the increased debt load could be mitigated as outstanding debt is amortized
 - Also provides OU time to grow financial resources





Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

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

Re: **CAMPUS UPDATE**

A BUSY SUMMER

This was a heavy capital improvement summer for the University and the City of Athens, and our faculty, staff, students, and community saw signs of significant progress in the form of new construction and infrastructure rehabilitation with a bit of inconvenience thrown in. At the same time the routine summer activities of summer school, orientation, and various camps and conferences continued alongside this work.

There are two major City of Athens projects underway - 1) An expansion of the city's waste water treatment plant, and 2) The rehabilitation of the Richland/Oxbow Bridge. The bridge project had a big impact on the routing of traffic through campus. All summer drivers have been unable to travel to College Green and uptown via Richland Avenue. The bridge project was carefully planned and coordinated with Ohio University, and the bridge is scheduled to open this month prior to move in.

Behind the scenes facilities staff accomplished the yearly residence hall "bed turns" along with necessary maintenance and repair and a stepped up preventative maintenance program. A bit more obvious, they performed the seasonal grounds care and responded to several unforeseen failures and outages.

CAPITAL PROJECTS PROGRESS

Attached is a status listing of major capital projects that either the Board of Trustees approved as part of the FY2014 Capital Improvement Plan, were brought to the Board of Trustees for specific approval, or may be of interest because of their on-going nature. The following are some highlights:

Scripps College of Communication Consolidation, Phase 1: The first phase of the rehabilitation of the former Baker Center at the corner of East Union Street and College Street has been under construction for the past 13 months and will be completed this fall. The second phase is planned to be complete in approximately one year.

Multipurpose Pavilion / Walter Fieldhouse: Preparation of the construction site and foundation work is progressing well and the building structure will be erected in the next few weeks. The building is planned to be completed in the first quarter of 2014.

Parking Relocations: The initiation of the first phase of housing construction has necessitated relocating, reconfiguring, and reassigning of parking. The University's Transportation and Parking Committee made some innovative proposals including some reassignment of spaces for use by commuter students, faculty, staff and new surface lots for residential students on South Green.

Performance Contract: The Performance Contract for Energy Savings Initiatives is completing the first year of its two year schedule. All lighting upgrades will be completed by the end of August. Work has begun on building systems projects, and the overall project is planned to be completed year end FY 2013-14.

OUHCOM Dublin: Renovations started on three buildings this year.

UNFORESEEN OUTAGES:

June 29 Power Outage on West Green:

On the afternoon of June 29, Grosvenor, Grosvenor West, Parks Hall and Wilson on West Green lost electrical power due to failure of the electrical feeder cable at a splice to an older portion of cable. That Sunday afternoon Facilities Department staff installed a temporary generator to serve three of the buildings, and a series of smaller generators to keep vital research safe in the fourth. Acquisition of 1,250 feet of new feeder cable was accomplished by Tuesday morning and the installation completed overnight Tuesday evening by in-house staff for full restoration of power by Wednesday at 7:00 am July 3. The cost of the repair was approximately \$65,000. The electrical shop has begun a survey of all electrical cables and feeders for age, condition, and prioritization for planned replacement.

July 14 Central Chilled Water Outage:

On Sunday, July 14 two thirds of the capacity of the central chiller plant was lost. The larger of two chillers in the plant suffered an electrical short that led to the failure of several chiller components. The campus buildings impacted were in the general vicinity of West Green during the hottest week of the summer and the beginning of Bobcat Student Orientation. Ironically, this occurred two weeks before the scheduled installation of the third large chiller for the Central Chiller Plant, now in place and fully operational.

Facilities Department staff mobilized immediately, the University's Critical Incident Response team was deployed and chose to close several buildings, and by Thursday, July 18, sufficient repairs were completed to bring each closed building back on line. Repairs continued for the following week, but the campus was unaffected. This was an "all hands on deck", six day, round the clock operation for the Facilities Department and the University with a \$250,000 cost of repairs.

University Terrace Utility Tunnel Failure:

In early June, a utility tunnel below University Terrace began failing and one lane of the roadway was closed to traffic. As advised by the engineering analysis, repairs began the first week in July and will have progressed so University Terrace can reopen before move-in activity in mid-August. Repairs to the utility tunnel will extend down Park Place toward Alden Library and be completed in September with total costs of the repair work estimated at \$390,000. This failure was in one of the oldest sections of the nearly seven miles of utility tunnel.

Please contact me if you have questions. We plan to provide an array of photographs to illustrate the summer activity at the August Board meeting.

Capital Improvement Plan (CIP): Project Status

August 29th, 2013 (Dollars in millions)



#	Capital Projects	Planning Estimate in CIP	Most Recent Project Approval	Board Approval for:	Current Budget Needs & Allocations (Dollars in Millions)					Project Status
					Debt Issued	Unissued Debt	Other Sources	Total Budget Estimate	Funding Threshold Approved	
FY14 Annual CIP Projects										
1	Lausche Heating Plant Replacement	70.0	Jun-13	Infrastructure Approval	-	-	70.0	70.00	5.00	Design
2	Performance Contract	28.3	Jun-12	Construction	28.3	-	-	28.32	28.32	Construction
3	Multi-Purpose Pavilion/Walter Fieldhouse	12.5	Apr-13	Construction	-	10.5	2.0	12.50	12.50	Construction
4	OU-HCOM Columbus (Dublin):Facility Renovations	13.7	Feb-13	Construction	0.9	9.8	3.0	13.70	13.70	Construction
5	College of Communication Phase 2	17.4			12.00	-	5.40	17.40	1.00	Design
6	Health Sciences Facilities-Dublin	8.0			-	-	8.00	8.00		Planning
7	Lindley Hall Swing Space Renovation	10.90			2.50	1.5	6.9	10.90		Design
8	Tupper Hall Swing Space Renovation	10.0			7.0	-	3.0	10.00		Design
9	Health Sciences Facilities-Athens	1.5			-	-	1.5	1.50		Planning
10	Planning Projects for FY2014									
10a	McCracken Hall Renovation and Addition	*31.8			-	21.3	10.5	31.80	2.60	Design
10b	Violet L. Patton Center For Arts Education	*15.0			-	-	15.0	15.00		Planning
10c	OU-HCOM Facility Programming & Design (Diabetes/OMNI)	*38.8			3.0	35.8	-	38.80	3.00	Planning
10d	Clippinger Replacement	*90.0			0.15	89.85	-	90.00	0.15	Planning
10e	Seigfred Hall Renovation	*29.8			0.2	29.6	-	29.80	0.20	Planning
10f	Ridges Master plan	0.2			-	-	0.2	0.20	0.20	Planning
10g	College of Business Expansion Study	0.15			-	-	0.15	0.15	0.15	Planning
10h	Multi-Phase Corrosion Center Office Expansion Study	0.15			-	-	0.15	0.15	0.15	Planning
10i	OU-HCOM Cleveland	*10.0			4.5	4.5	1.0	10.00	1.00	Design
11	Athens Campus Deferred Maintenance "Keep-Up"	18.6			-	-	18.6	18.60		Various
12	FY 14 Safety Projects	1.0			-	-	1.0	1.00	1.00	Various
13	High Visibility Grounds Project, Athens Campus	2.0			-	-	2.0	2.00	2.00	Various
14	Regional Campuses: Deferred Maintenance "Keep-Up"	6.8			-	-	4.0	4.00		Various
15	Residential Housing									
15a	Housing Development Plan: Phase I	106.0	Feb-13	Approval: Infrastructure	-	100.0	6.0	106.00	20.00	Construction
15h	Bromley Hall Renovations (Final Phase)	3.0	Nov-12	Construction	-	-	3.0	3.00	3.00	Design
15h	Roof Replacements	2.0			-	-	2.0	2.00	2.00	Planning
15h	Minor Capital Deferred Maintenance Projects	3.9			-	-	3.9	3.90	3.90	Various
16	Auxiliaries									
16a	Central Food Facility Renovation-Phase 4	2.5			-	-	2.5	2.50	2.50	Design
16b	Culinary Minor Capital Deferred Maintenance "Keep-Up"	2.0			-	-	2.0	2.00		Various
16c	Airport: Runway Rehabilitation	2.2			-	-	2.0	2.00		Planning
FY14 Sub-Total		\$329.37			58.6	302.9	173.8	535.2	102.4	

* FY14 Sub-Total includes funding level approved in FY 14 Annual update only.

Capital Improvement Plan (CIP): Project Status

August 29th, 2013 (Dollars in millions)



#	Capital Projects	Planning Estimate in CIP	Most Recent Project Approval	Board Approval for:	Current Budget Needs & Allocations (Dollars in Millions)					Project Status
					Debt Issued	Unissued Debt	Other Sources	Total Budget Estimate	Funding Threshold Approved	
FY12/FY13 CIP Projects <i>(Still in progress but not included in the FY14 Annual Update)</i>										
	College of Communication Phase 1	19.0	Apr-12	Construction	17.65	0.45	4.40	22.50	22.50	Construction
	OU-HCOM Columbus (Dublin): Land Purchase	24.0	Feb-13	Approval Request	11.9	9.8	3.0	24.70	11.92	Construction
	Safety Project: Galbreath Chapel Rehabilitation	1.00	Nov-12	Construction	1.00	-	0.25	1.25	1.25	Construction
	Housing: South Green Utility Infrastructure	1.1			-	-	1.1	1.10	1.10	Construction
	Jefferson Hall Renovation (Planning)	3.00			-	-	3.0	3.00		Planning
	Bush Hall Rehabilitation	12.0	Nov-12	Construction	-	-	11.5	11.50	11.50	Construction
	Athena Classroom Renovation-Phase 2	0.2			-	-	0.2	0.20	0.20	Construction
FY12/FY13 Sub-Total		60.3			30.6	10.3	23.5	64.3	48.5	

Project Put on Hold, Cancelled, or Complete

	Chilled Water Expansion	6.0	Jan-12	Construction	6.0	-	-	6.00	6.00	Construction
	Nelson Commons-Dining Hall Renovation- Phase 2&3	6.5	Jun-12	Construction	-	-	6.5	6.50	6.50	Complete
	Softball Lighting	0.25			-	-	0.32	0.32	0.32	Complete
	Peden Turf Replacement	0.80	Feb-13	Construction	-	-	0.8	0.80		Complete
	Wolfe Street Demolition	1.1	Jun-12	Construction	-	-	0.8	0.80	0.80	Complete
	Housing: South Green Parking Replacements	0.75	Jun-12	Construction	-	-	0.8	0.80	0.80	Complete
	Bromley Hall Academic Relocations	2.5	Jun-12	Construction	1.9	-	-	1.90	2.50	Complete
	Lease Space Up fits for Academic Relocations (31 S. Court St.)	5.5	Jun-12	Construction	3.7	-	-	3.70	4.20	Complete
	West Union Street Office Center Relocations	0.18	Jun-12	Construction	0.28	-	-	0.28	0.28	Complete
	Clippinger Hall-Mechanical Renovation	5.5			-	5.5	-	5.50		Hold
Sub-Total		29.1			11.9	5.5	9.2	26.6	21.4	

**APPROVAL OF PROJECT AND AUTHORIZATION TO
DEVELOP CONSTRUCTION DOCUMENTS, RECEIVE BIDS
AND AWARD CONSTRUCTION CONTRACTS FOR
ALDEN HVAC IMPROVEMENTS FY2014
HANING HALL NEW ELEVATOR, BUDGET REVISION**

RESOLUTION 2013-

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

- Alden HVAC Improvements FY2014 with a total project budget of \$1.75 million to be funded by State Appropriations.
- Haning Hall New Elevator, Budget Revision with a total revised budget of \$575,000 to be funded by State Appropriations.

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 contracts within the total project budgets identified.



OHIO
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Date: August 8, 2013

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:**

- **Alden HVAC Improvements, FY2014**
- **Haning Hall New Elevator, Budget Revision**

The following construction projects in excess of \$500,000 in total project cost are presented to the Board for project or budget revision approval. A resolution is provided that addresses these projects.

Alden HVAC Improvements, FY2014:

Alden Library is a seven story, 286,000 gross square foot building situated on the south side of College Green. Alden was constructed in 1968, and although incremental improvements have been undertaken, the building has not undergone a comprehensive rehabilitation. The library is a critical academic facility for the university community.

This project is a continuation of the overall improvements to the heating, ventilation and air conditioning infrastructure of the facility. Cooling towers were replaced in 2002, and the steam absorption chiller was replaced in 2009. The building has nine air handling units overall. Three units serving upper floors, including the Rare Book Vault, were replaced in 2010 and the others are over 45 years old. This project will replace the two units that serve the first, second, and third floors of the library. The improvements will include new air handling units, distribution system replacements, and direct digital controls. The work will be completed in a manner that allows for the on-going operation of the facility.

Alden Library is being considered for a comprehensive rehabilitation in the University's Six year capital plan, but incremental improvements like this are prudent in order to mitigate possible equipment failures until such a project can be undertaken and completed. The overall project budget is \$1.75 million and is fully funded by state appropriations.

Haning Hall New Elevator, Budget Revision:

Haning Hall is a 1906 former Post Office Building on West Union Street that houses Lifelong and Distance Learning programs. The building does not currently have an elevator and this presents a major accessibility issue. In June, 2013 the Board of Trustees approved the project to add an elevator at a total project budget of \$500,000. The University has since received bids that were higher than expected due to the challenges of adding an elevator within the existing building footprint. We now ask the Board of Trustees to approve a revised total project budget of \$575,000. The project will continue to be fully funded from state appropriations.

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

Construction Projects Agenda

- Alden HVAC Improvements, FY2014
- Haning Hall New Elevator - Budget Revision



Alden HVAC Improvements FY2014

- Seven story, 286,000 gsf building, vintage 1968
- Series of incremental HVAC improvements since 2002
- Project replaces two air handling units and associated distribution and controls
- Alden is being considered for more comprehensive rehabilitation in the Six Year Capital Improvement Plan
- Budget: \$ 1.75 million
- Fund source: State Appropriations



Haning Hall New Elevator Budget Revision

- In June 2013 the Board of Trustees approved a total project budget \$500,000
- The university has since received bids that were higher than expected resulting in this budget revision
- Revised Budget: \$ 575,000
- Fund source: State Appropriations

NAMING OF 20 EAST UNION STREET, ATHENS, OHIO

***STEVEN L. SCHOONOVER CENTER FOR COMMUNICATION*
IN HONOR OF STEVEN SCHOONOVER
BENEFACTOR, OHIO UNIVERSITY**

RESOLUTION 2013 –

WHEREAS, Steven (Steve) Schoonover, BFA '67, and members of the Schoonover family have provided steadfast support to the Scripps College of Communication and Ohio University as a whole, and

WHEREAS, Mr. Schoonover has earned accolades in the industry and been inducted into the Ohio Communication Hall of Fame for Lifetime Commitment to the Scripps College of Communication, and

WHEREAS, Mr. Schoonover recognizes the critical need for a state-of-the-art facility to house the entire nationally-esteemed Scripps College of Communication and the necessity of affording cutting-edge classroom experience and lab facilities for students in an increasingly important communication industry using constantly-changing technologies, and

WHEREAS, the generosity and leadership of the Mr. Schoonover has provided a most generous lead gift toward the renovation and new construction of a campus fixture, the former Baker Center into the new integrated communication facility, and

WHEREAS, this generous gift will influence Ohio University by elevating its flagship Scripps College of Communication as a leading center for communication education where generations of students will become future leaders impacting the way humans communicate in the years to come.

NOW THEREFORE BE IT RESOLVED that the building at 20 East Union Street, Athens, Ohio, will henceforth be named the **Steven L. Schoonover Center for Communication**.



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

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

**Re: NAMING OF 20 EAST UNION STREET
STEVEN L. SCHOONOVER CENTER FOR COMMUNICATION**

Ohio University is committed to providing “the best student-centered learning experience in America,” which means not only offering students the best educational experience through top faculty instructors, ample hands-on opportunities and campus activities, but also state-of-the-art facilities with the newest technology and lab spaces that simulate modern workplaces.

In October 2009, the Board of Trustees approved the renovation and new construction project for 20 East Union Street. The project preserves a portion of the former Baker University Center, includes new construction between the site and the Radio Television Building and allows for renovation to spaces within the Radio Television Building. A lead gift to the Scripps College of Communication from Steven Schoonover in 2008 kicked off fundraising. The building will be occupied by the Dean’s Office and two of the College’s six units in Fall 2013, with the remainder of the units following a year later.

This state-of-the-art building will enhance communication among the schools and encourage student interaction and collaboration. The new facility will strengthen the unparalleled breadth and excellence of our programs and further elevate Scripps as one of the leading colleges of communication in the country.

In recognition of the generous gift from Steven Schoonover, BFA ’67, and members of the Schoonover family, the University recommends that the building at 20 East Union, Athens, Ohio, be named the Steven L. Schoonover Center for Communication.

I have enclosed a resolution for the naming of this facility for consideration by the Board of Trustees at their June 2013 meeting. If I can be of further assistance or provide additional information regarding this matter, please contact me.

NAMING OF 50 SOUTH GREEN DRIVE, ATHENS, OHIO

***WALTER FIELDHOUSE* IN HONOR OF ROBERT WALTER BENEFACTOR, OHIO UNIVERSITY**

RESOLUTION 2013 –

WHEREAS, Robert Walter, BSME '67, and wife Margaret, BFA '67, have provided ardent support to Ohio University for many years, and

WHEREAS, Mr. Walter is renowned for a lifetime of business success, including serving as the former Chairman and Chief Executive Officer of Cardinal Health as well as serving a variety of roles in support of Ohio University, and

WHEREAS, Mr. Walter recognizes the need for a facility to house a variety of student recreational activities including intercollegiate athletic practice, academic course instruction, intramural sport competition, and other student centered events that enhance the curricular and co-curricular experience at Ohio University, and

WHEREAS, the generosity and leadership of the Walter family and the Walter Family Foundation has provided a lead gift toward this new facility which will impact Ohio University through enhancing its academic and recreational programming to students and community members for years to come.

NOW THEREFORE BE IT RESOLVED that the building at 50 South Green Drive, Athens, Ohio, will henceforth be named the **Walter Fieldhouse**.



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

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

**Re: NAMING OF 50 SOUTH GREEN DRIVE
WALTER FIELDHOUSE**

In April of 2013, the Board of Trustees approved the construction of a multi-purpose facility to be located on a site east of Peden Stadium and west of the Ping Recreation Center. The project will house a variety of student functions including academic course instruction, intercollegiate athletic practice, intramural sport competition, and other student centered events that enhance the curricular and co-curricular experience at Ohio University. The generosity and leadership of the Walter family and the Walter Family Foundation provided a lead gift toward this new facility. The gift will impact Ohio University through enhancing its academic and recreation programming to students and community members for years to come. The building will open in early 2014.

Robert Walter, BSME '67, and wife Margaret, BFA '67, have provided ardent support to Ohio University for many years, Mr. Walter is renowned for a lifetime of business success, including serving as the former Chairman and Chief Executive Officer of Cardinal Health as well as serving a variety of roles in support of Ohio University. In recognition of the generous gift from Robert Walter, the University recommends that the building at 50 South Green Drive, Athens, Ohio, be named Walter Fieldhouse.

I have enclosed a resolution for the naming of this facility for consideration by the Board of Trustees at their June 2013 meeting. If I can be of further assistance or provide additional information regarding this matter, please contact me.

**NAMING OF CENTRAL OHIO EXTENSION CAMPUS:
OHIO UNIVERSITY DUBLIN
AND
NAMING OF CENTRAL OHIO MEDICAL CAMPUS:
OHIO UNIVERSITY
HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE DUBLIN**

RESOLUTION 2013 –

WHEREAS, Ohio University through a rigorous process has identified and secured a 104 acre property in the City of Dublin to serve as an extension campus for Ohio University, and

WHEREAS, the Ohio University Heritage College of Osteopathic Medicine secured a grant from the Osteopathic Heritage Foundation to locate a medical campus in central Ohio, and

WHEREAS, 14.8 acres with three buildings within the 104 acre property was purchased for the establishment of the central Ohio medical campus,

NOW THEREFORE BE IT RESOLVED that the central Ohio extension campus of Ohio University, will henceforth be named **Ohio University Dublin** and that the central Ohio medical campus of 14.8 acres on Post Road within that overall over all extension campus, will henceforth be named **Ohio University Heritage College of Osteopathic Medicine Dublin**.



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

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

**Re: NAMING OF CENTRAL OHIO EXTENSION CAMPUS: OHIO UNIVERSITY
DUBLIN
NAMING OF CENTRAL OHIO MEDICAL CAMPUS: OHIO UNIVERSITY
HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE DUBLIN**

In November of 2011, the Board of Trustees approved the purchase of 14.8 acres and three existing buildings on Post Road in Dublin for the establishment of an extension campus of Ohio University in the greater Columbus area. The purchase of the property was completed shortly thereafter. The City of Dublin is also donating 89 acres in conjunction with that purchase as the University meets certain milestones in the development of the extension campus. The University proposes to name this total extension campus of nearly 104 acres “**Ohio University Dublin.**”

Also, in recognition of the generous gift from the Osteopathic Heritage Foundation to aid the Ohio University Heritage College of Osteopathic Medicine in reaching its strategic goal of establishing a central Ohio medical campus, the University proposes to name the 14.8 acre Post Road property, within the 104 acre extension campus “**Ohio University Heritage College of Osteopathic Medicine Dublin.**”

In January 2013 the Board of Trustees approved renovation of the three buildings on the Post Road property. This project is on schedule in preparation for the summer 2014 opening of the central Ohio medical extension campus.

I have enclosed a resolution for these two campus namings for consideration by the Board of Trustees at their August 2013 meeting. If I can be of further assistance or provide additional information regarding this matter, please contact me.



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **University Dashboard Update**

In September of 2011, the senior leadership of Ohio University developed a university dashboard that aligned with the 4x4 strategic plan. At that time, the trustees reviewed other ways in which boards tracked metrics for their institutions and the functions of dashboards. The dashboard was intended to provide an ‘at a glance view’ of the current institution, monitor performance toward strategic priorities, academic quality, and those indicators needed to fulfill the fiduciary responsibilities for trustees. The dashboard included indicators that provided trend data and comparative data when available.

With the assistance of Interim Director of Institutional Research, Dr. Joni Wadley, this presentation provides an annual update on the indicators relevant to the four fundamentals along with explanations regarding directional changes. While annual changes are reported, it is also important to examine five-year trend lines on these metrics.



OHIO UNIVERSITY



Academic Quality: The Dashboard & the Four Fundamentals

Tab

[1]



Functions of the Dashboard

- Provides an “at a glance” view of the current state of the institution
- Monitors performance toward strategic priorities
- Monitors performance on the academic quality of the institution
- Provides data on key performance indicators needed to fulfill the fiduciary responsibilities of the trustees

[2]



First-Year Retention

- Average ACT was up in 2012
- Increase in number of students on academic probation after their first quarter
- State average for first-year retention decreased reflecting a more mobile student population

[5]



Six-Year Graduation Rates

- Decrease in graduation rate followed decrease in retention rate from previous years
- Transfer out rate increased as students are more mobile
- Ohio University still currently third in the state

[6]



Degrees Granted

- Consistent with enrollment increases
- Increase in eLearning bachelor's degrees
- Increase in anticipation of conversion to semesters
- Trend anticipated to continue consistent with the enrollment plan

[7]



ACT Composite

- Recruitment efforts
- Quality of academic programs

[8]



Student-Faculty Ratio

- Increase in student headcount in combination with faculty buyout and increase in faculty retirements resulted in slight change in student-faculty ratio

[9]



Research and Creative Activity Expo Participation

- Semester conversion
- Undergraduate research culture

[10]



Grants and Contracts

- Revised to reflect private grants and contracts
- Includes capital grants and gifts



Interoffice Communication

Date: August 1, 2013

To: The President and Board of Trustees

From: Robert A. Frank, Dean, College of Arts and Sciences

Re: **Academic Quality Dashboard Presentation for the College of Arts and Sciences**

Thank you for this opportunity to provide an update of the academic quality dashboard for the College of Arts and Sciences (A&S). As many of you know, the College is central to the nation's best transformative learning community. Our degree programs and scholarly activities span the humanities, natural sciences and social sciences. The College supports the education of every undergraduate student on the Athens campus, delivers over 50% of the credit hours each semester, and enrolls about a quarter of all undergraduate majors. Each year, the College confers about one quarter of the master's degrees and about a third of all doctoral degrees awarded by Ohio University.

Over the five years summarized by the dashboard, applications to the College have increased dramatically. While undergraduate enrollment has remained stable, graduate enrollment has declined, largely due to the transfer of the social work program to the College of Health Sciences and Professions and the masters of public administration to the Voinovich School. Student retention, degrees conferred and average time to degree have changed little, but the percentage of non-resident students increased in Autumn 2012, as have ACT scores, the percentage of students in the top 10 percent of their class, and student diversity. The fact that 29% of Arts and Sciences students are first generation college students is an indication of the importance of our access mission.

The research and scholarship profile of the College remains strong. The College's faculty garnered over \$10 million in grants and contracts in fiscal year 2012. Several centers within the College have been very productive this past year, including:

- Institute of Nuclear and Particle Physics
- Center for Condensed Matter and Surface Science
- Center for Intervention Research in Schools
- Ohio Center for Ecology and Evolutionary Studies
- Contemporary History Institute
- Center for Law, Culture and Justice

Feedback from recent A&S graduates (based on the Survey of Alumni conducted by the Office of Institutional Research) reveals a very high level of satisfaction. Overall satisfaction with their Ohio University education was 99%! Other ratings of high satisfaction were reported for level of rigor/scholarship (93%), relevance of degree to career goals (94%), interaction with faculty (88%) and quality of instruction (97%). Areas that needed improvement included academic advising (62% satisfaction) and career planning (58% satisfaction). The College is responding in both of these areas. In response to the advising feedback, the College conducted a survey of current students during Spring Semester 2013. Nearly 1,000 A&S students completed the survey. The survey revealed that students are very satisfied with their advising in all but a few A&S majors. We will be focusing our efforts on improving advising in the few programs where students are not fully satisfied with their experiences. In the area of career planning, Arts and Sciences has launched a pilot program with the Career and Leadership Development Center. The program is designed to provide career-building knowledge and skills to A&S students during their freshman year. Looking to the future, we plan to develop a set of career-related programs for A&S students that spans four years, and resembles career development programming currently in place in the College of Business.

Finally, a strategic planning process conducted over the past year produced a set of key goals for the future. These include:

1. Improve student success in undergraduate and graduate education
2. Strengthen College support for faculty and student research and creative activity
3. Build a relevant liberal arts curriculum by sustaining our foundations while investing in innovative academic programs and student experiences
4. Support our core missions with an accountable and transparent organization characterized by a culture of regular planning, evaluation and communication

A number of initiatives related to each of these goals are being pursued. A few examples are:

- Building learning assessment capabilities by exploring the use of e-portfolios
- Launching an academic intervention program for introductory biology students that identifies struggling students very early in the semester so that appropriate advising, tutoring and enrollment changes can occur before students fail the course
- Supporting a curricular themes initiative that will allow students to complete the College distribution requirements in a more integrated, meaningful and logical fashion
- Funding initiatives to build the College's infrastructure supporting undergraduate research and service learning
- Hiring of a college director of communications who is working with faculty, students, alumni and staff to better publicize the vitality and excitement of A&S activities and accomplishments
- Instituting annual reports for each department and the College as a whole so that accomplishments of the past year are communicated and assessed, and priorities and goals are set for the year ahead

The College of Arts and Sciences Dashboard 2012-2013

First-Year Retention

77%

Percent of new freshman who return for a second year

2007/08	2008/09	2009/10	2010/11	2011/12
75%	78%	78%	76%	77%

Average Time to Graduation

4.36 years

2002	2003	2004	2005	2006
4.25	4.28	4.31	4.35	4.36

Undergraduate Applications

5247

2008	2009	2010	2011	2012
3655	3735	3425	3384	5247

Non-Resident Students (freshmen profile)

13.3%

2008	2009	2010	2011	2012
6.8%	8.5%	9.7%	8.0%	13.3%

Headcount

4727

	Under Grad	Grad	TOTAL
2012	4001	726	4727
2011	4208	756	4964
2010	4172	846	5018
2009	4210	892	5102
2008	4068	898	4966

Students of Diversity in Incoming Class

20%

2008	2009	2010	2011	2012
11.1%	13.5%	14.9%	16.2%	20.0%

Top 10% of HS Class (freshman profile)

20%

2008	2009	2010	2011	2012
18.0%	18.1%	14.7%	16.9%	19.6%

First Generation Students

29%

2008	2009	2010	2011	2012
na	na	24.1%	28.7%	28.8%

ACT Composite

24.6

Mean ACT score for new freshman

2008	2009	2010	2011	2012
24.0	24.2	24.4	23.9	24.6

Alumni Employed or in Graduate School

94%

2006	2007	2008	2009	2010
96%	95%	89%	91%	94.0%

Student/faculty ratio

21.4

Percentage of fall undergraduate credit hours taught by tenured and tenure-track faculty

2008	2009	2010	2011	2012
23.2	24.1	22.7	23.7	21.4

Grants and Contracts

\$10.30M

Amount of sponsored funding received in the form of grants and contracts (average per VPR annual report)

In millions

2007/08	2008/09	2009/10	2010/11	2011/12
\$11.07	\$11.13	\$14.10	\$10.90	\$10.30

Research & Creative Activity Expo

43%

of Students

2009	2010	2011	2012	2013
225	201	218	202	227

A&S contributed 43% of the Student Participants

Mean Faculty Salaries 2012-13

Oklahoma study of research intensive universities

	OU A&S	Other A&S
Prof.	97,289	98,623
Assoc. Prof.	73,534	72,276
Asst. Prof.	63,047	59,834
All Ranks	78,290	76,911

Development - Campaign Goal

\$12.6M

84% of \$15M College Goal

as of 7/30/13

Dashboard Key: Connections to 4x4 Strategic Plan

	Performance
	Quality
	Compensation
	Research
	Capital Campaign

College of Arts & Sciences

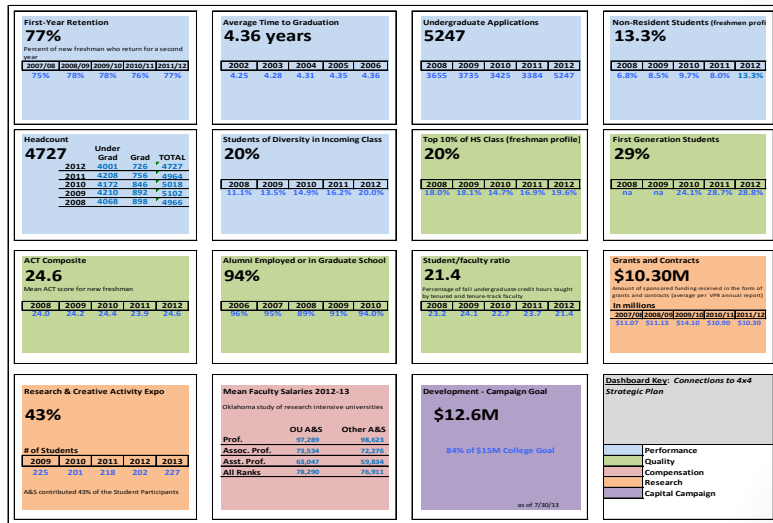
Academic Quality-Dashboard

Tab



{ 1 }

The College of Arts and Sciences: Dashboard 2012-2013



{ 2 }

A&S Departments & Programs

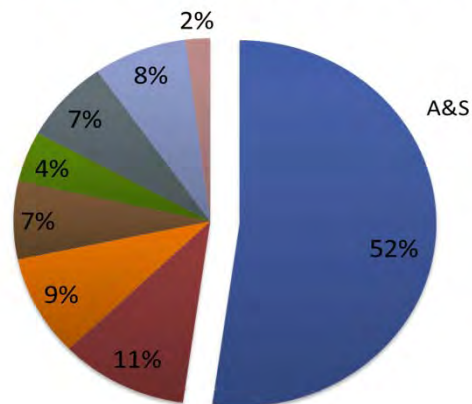
- African American Studies
- Biological Sciences
- Chemistry & Biochemistry
- Classics and World Religions
- Economics
- English
- Environmental and Plant Biology
- Geology
- Geography
- History
- Linguistics
- Mathematics
- Modern Languages
- Philosophy
- Physics & Astronomy
- Political Science
- Psychology
- Sociology and Anthropology
- Women's and Gender Studies

[3]



A&S is central: We work with every OHIO student and deliver over half of the University's instruction

■ A&S ■ Bus ■ Comm ■ Edu ■ Eng ■ FA ■ HSP ■ UC



Student credit hours

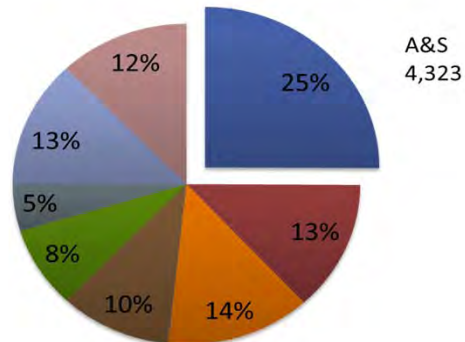
[4]



A&S at the Center: We are the academic home to 1 in 4 OHIO students

Undergraduate Majors

■ A&S ■ Bus ■ Comm ■ Edu ■ Eng ■ FA ■ HSP ■ UC

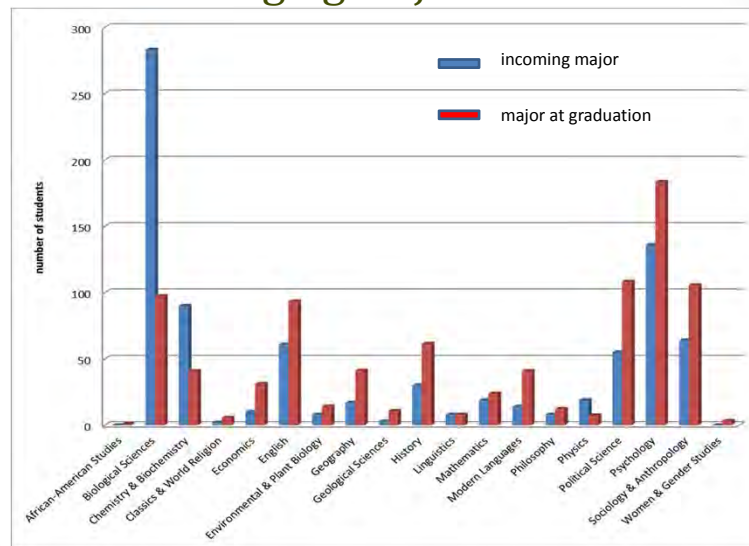


Majors by College, Fall 2012



[5]

Students in transition: Changing majors in A&S



[6]

Alumni feedback, '05 graduates

My education was effective with respect to:

- Ability to think analytically- 98%
- Ability to apply major- 92%
- Ability to acquire/apply new skills- 97%
- My writing ability- 95%
- My oral communication- 85%
- My ability to work in teams- 93%
- Ability to cope with ethical issues- 88%

[7]



Alumni feedback, '05 graduates

Percent very satisfied and satisfied

- Level of rigor/scholarship (93%)
- Relevance of degree to career goals (94%)
- Interaction with faculty (88%)
- Quality of instruction (97%)
- Overall satisfaction (99%)
- Academic advising (62%)
- Career planning (58%)

Areas of concern

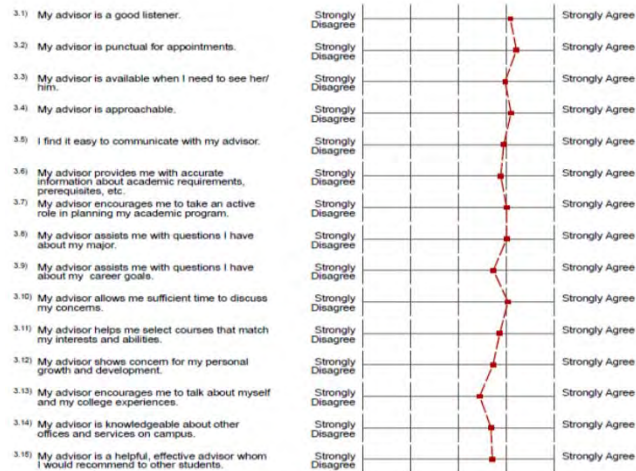
[8]



Student advising survey: April 2013

Average rating shown for each item based on 980 student responses

3. About your Advisor and your advising experience



2013 Strategic Plan

Key Goals:

- **Improve student success in undergraduate and graduate education.**
Example- introductory biology early intervention
- **Strengthen College support for faculty and student research and creative activity.**
Example- humanities research fund; undergraduate research coordinator
- **Build a relevant liberal arts curriculum by sustaining our foundations while investing in innovative academic programs and student experiences.**
Example- curricular themes

Curricular Themes (so far)

- War and Peace
- Making and Breaking the Law
- Knowledge, Uncertainty and Prediction
- Sustainability
- Wealth and Poverty
- Food
- Dealing with Difference: Race, Gender, Ethnicity and Religion
- Utopian Visions

(11)



2013 Strategic Plan

Key Goals:

- **Improve student success in undergraduate and graduate education.**
Example- introductory biology early intervention
- **Strengthen College support for faculty and student research and creative activity.**
Example- humanities research fund; undergraduate research coordinator
- **Build a relevant liberal arts curriculum by sustaining our foundations while investing in innovative academic programs and student experiences.**
Example- curricular themes
- **Support our core missions with an accountable and transparent organization characterized by a culture of regular planning, evaluation and communication.**

Example- departmental and college annual reports and goal setting

(12)



(A Few) A&S Distinguished Alumni

David Wilhelm



John Carey



Joseph Steinmetz



Venkatraman Ramakrishnan



George Voinovich



(13)

A 21st Century Liberal Arts Education

Marilyn Hayden '13, Plant Bio

- Logan High
- First-generation student
- Undergrad research grant
- Sarah Wyatt's DNA lab
- Woodrow Wilson award for master's program to become high school science teacher



Keith Gilland, Environmental and Plant Biology

- Ph.D. student advised by Brian McCarthy
- Planted more than 5,000 American chestnut seedlings at strip mine reclamation sites
- Mine-funded research on root fungi that might help seedlings take in nutrients



(14)



Interoffice Communication

Date: August 2, 2013

To: The President and Board of Trustees

From: Ryan Lombardi, Vice President for Student Affairs

Re: **Community Standards Update**

I have attached for your information the annual four-year comparison of conduct cases and a four-year comparison of conduct offenses.

Most notably you will find:

- Total number of cases remains relatively stable
- Decrease in the number of A-level cases (more serious offenses)
- Slight increase in the number of cases involving alcohol and other drugs

I look forward to reviewing this information with you at the August 2013 board meeting and sharing factors that may be influencing these trends.

I will be happy to answer any questions you may have about these documents prior to or during the meeting.

Attachments

xc: Secretary to the Board of Trustees Peter Mather

Office of Community Standards

Comparison of Conduct Cases*

	2012-13		2011-12		2010-11		2009-10	
Code A	551	27.7%	620	30.8%	740	33.0%	597	32.2%
Code B	1118	56.2%	1037	51.5%	1136	50.6%	989	53.3%
Code A&B	311	15.6%	358	17.8%	368	16.4%	267	14.5%
Charges to be assigned	10	0.5%	0	0.0%	0	0.0%	0	0.0%
Total	1,990	100.0%	2,015	100.0%	2,244	100.0%	1,855	100.0%

Cases Involving Alcohol and Drugs

Alcohol	1290	64.8%	1255	62.3%	1460	65.1%	1098	59.2%
Other Drugs	302	15.2%	289	14.3%	274	12.2%	203	10.9%

Case Disposition

Reprimand	84	4.2%	86	4.3%	94	4.2%	88	4.7%
Probation	1197	60.2%	1300	64.5%	1561	69.6%	1256	67.7%
Suspension	90	4.5%	91	4.5%	103	4.6%	125	6.7%
Expulsion	4	0.2%	6	0.3%	4	0.2%	1	0.1%
Charges Dismissed	467	23.5%	441	21.9%	383	17.1%	297	16.0%
Cases Still Open	148	7.4%	91	4.5%	99	4.4%	88	4.7%
Total	1,990	100.0%	2,015	100.0%	2,244	100.0%	1,855	100.0%

77 of the 148 open cases from 12-13 are holds, where students have indicated they are not returning.

Case Resolved by

Procedural Interview	1584	79.6%	1691	83.9%	1976	88.1%	1484	80.0%
Administrative Hearing	209	10.5%	155	7.7%	133	5.9%	162	8.7%
University Hearing Board	49	2.5%	78	3.9%	36	1.6%	121	6.5%
Cases Still Open	148	7.4%	91	4.5%	99	4.4%	88	4.7%
Total	1,990	100.0%	2,015	100.0%	2,244	100.0%	1,855	100.0%

Appeal Boards	94	4.7%	116	5.8%	82	3.7%	100	5.4%
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Vice Presidential Appeal	28	1.4%	37	1.8%	27	3.7%	32	1.7%
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Office of Community Standards

Comparison of Offenses*

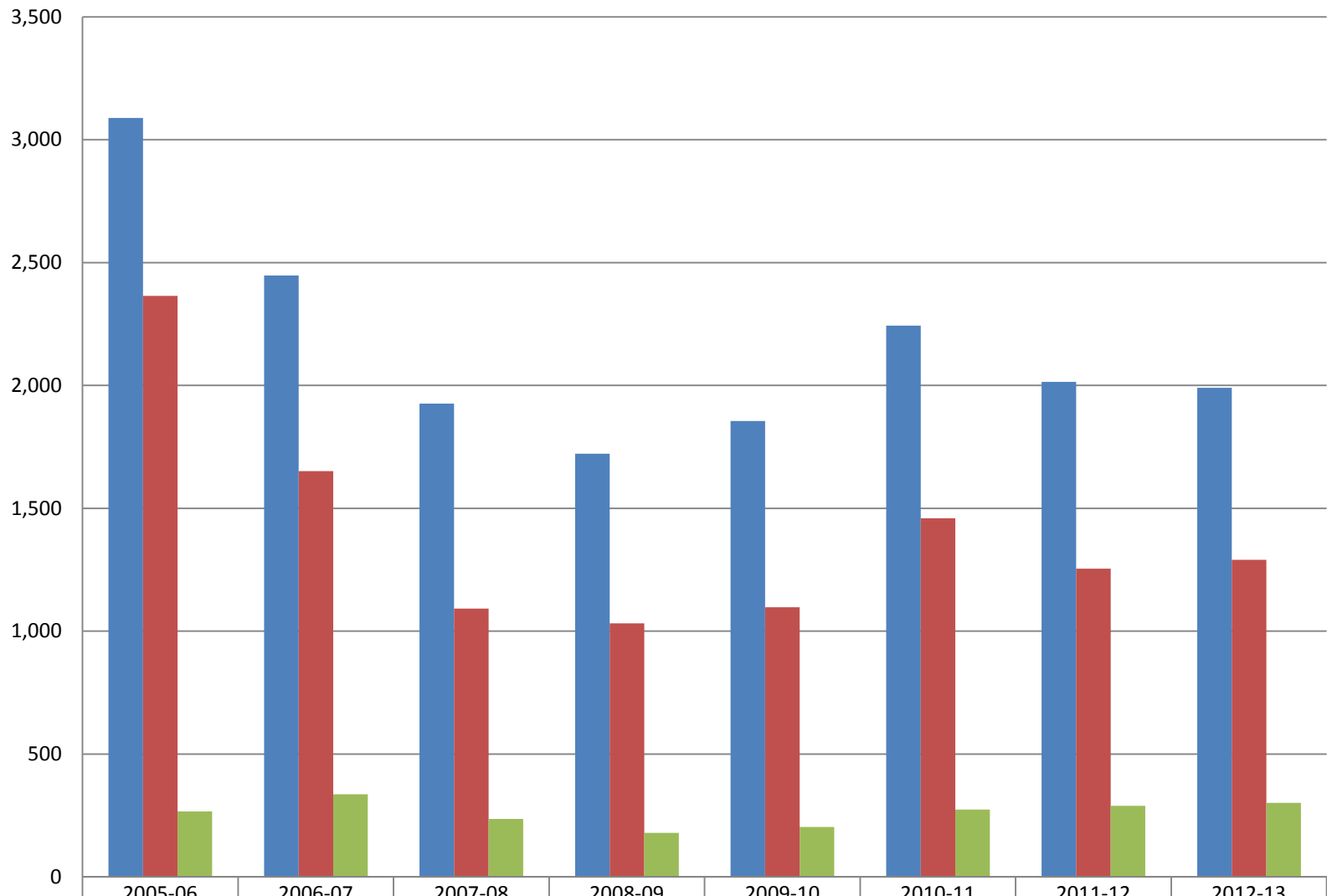
This summary reflects the number of times particular violations of the student code of conduct appeared on formal complaints for academic year 2012-13 as compared to the academic years 11-12, 10-11, and 09-10.

CODE A Offenses	<u>2012-13</u>	<u>2011-12</u>	<u>2010-11</u>	<u>2009-10</u>
A-1 Academic Misconduct	89	63	71	45
A-2 Dishonesty	37	62	43	54
A-3 Mental or Bodily Harm to Self	328	359	463	289
A-4 Mental or Bodily Harm to Others	160	191	202	138
A-5 Discrimination	0	0	2	1
A-6 Disruption/Obstruction	1	2	0	2
A-7 Civil Disturbance	0	3	0	16
A-8 False Report of Emergency	0	2	1	2
A-9 Destruction of Property	56	54	80	54
A-10 Theft or Possession of Stolen Property or Service	26	61	60	77
A-11 Trespassing	34	33	25	45
A-12 Possession of Dangerous Weapons or Materials	4	9	13	10
A-13 Manufacture, Distribution, Sale, Offer for Sale, Possession, or Misuse of Drugs or Narcotics	10	10	6	4
A-14 Violation of Criminal Law	108	115	100	95
A-15 Misuse or Abuse of Computers or Computer Network	0	3	2	4
A-16 Misuse of Safety Equipment	50	40	34	14
A-17 Aiding or Abetting	0	4	8	6
A-18 Violation of Disciplinary Probation	222	285	371	240
CODE B Offenses				
B-1 Unauthorized Use of Property or Services	9	1	11	2
B-2 Disturbing the Peace	114	75	125	145
B-3 Failure to Comply	115	128	145	136
B-4 Unauthorized Use of University Keys	3	1	2	0
B-5 Misuse of Identification	2	0	0	3
B-6 Possession or Use of Marijuana	299	282	271	199
B-7 Unauthorized Use of Alcoholic Beverages	899	843	965	751
B-8 Violations of Rules Regarding Residence Halls and Dining Facilities	250	244	181	208
B-9 Aiding and Abetting	2	0	0	0

*as of 7/30/2013

Conduct Cases by Year

Number of Cases



Total Conduct Cases	3,089	2,447	1,926	1,722	1,855	2,244	2,015	1,990
Alcohol Cases	2,365	1,651	1,092	1,032	1,098	1,460	1,255	1,290
Drug Cases	267	336	236	179	203	274	289	302



OHIO
UNIVERSITY

Interoffice Communication

Date: August 2, 2013

To: The President and Board of Trustees

From: Ryan Lombardi, Vice President for Student Affairs

Re: **Tobacco-free Task Force Update**

I have attached for your review the final summary report from the Tobacco-free Task Force that met during the 2012-13 academic year. Most notably, the task force found that:

- The statewide approach to managing tobacco use on campuses varies, although most campuses are moving towards a tobacco-free policy.
- An internal survey distributed to faculty, staff, and students found that:
 - 65% would support a tobacco-free policy
 - 82% do not currently use tobacco

The task force recommends a three-year phased approach to implementing a tobacco-free campus, including the formation of an implementation team that will work through the operational details associated with doing so.

I look forward to reviewing this information with you at the August 2013 board meeting and presenting information included in this report. I will be happy to answer any questions you may have about these documents prior to or during the meeting.

Attachments

xc: Secretary to the Board of Trustees Peter Mather

Tobacco-free Task Force Final Summary Report

Introduction

In September 2012, Ohio University President Roderick McDavis charged a task force to respond to Ohio Board of Regents Resolution in July 2012 that called for each campus to consider adopting a tobacco-free policy. The task force was convened in November 2012 and was comprised of the following faculty, staff and students:

Joe Adams, Risk Management & Safety
Suzanne Hold Ballard, Faculty representative
John Biancamano, Legal Affairs (ex-officio)
Megan Chapman, Graduate student representative
Craig Cornell, Enrollment Management
Mary Kate Gallagher, Student representative
Ardy Gonyer, Community Standards
Dan Hauser, Intercollegiate Athletics
Toni Heightland, Administrative Senate representative
Andrew Holzaepfel, Performing Arts
Joseph Hudak, Faculty representative (regional campus)
John Kemerer, Campus Care
Ryan Lombardi, Student Affairs (chair)
Krista McCallum Beatty, International Student & Faculty Services
Patricia Palmer, Classified senate representative
Erika Pearsol-Christie, Human Resources
Andrew Powers, Ohio University Police Department
Claudia Reagan, City of Athens
Amanda Roden, Student Trustee

The work of the task force included the following:

- Benchmarking with peers and Ohio institutions
- Quantitative data collection from internal and external stakeholders
- Qualitative data collection from internal stakeholders
- Internal discussion of task force
- Abbreviated literature review

Findings

The statewide approach to managing tobacco use on campuses varies. Most institutions in the state have announced their intent to move towards or consider a tobacco-free campus. In conversations with colleagues around the state, the most significant challenge for doing so is consistently related to enforcement. In short, most are supportive of the concept of a tobacco-free or smoke-free campus, but none have figured out how to successfully enforce it.

An internal survey was conducted in February 2013 to gather feedback from the OHIO community about the possibility of implementing a tobacco-free policy. The survey was distributed to all faculty, staff and students at Ohio University. A total of 2,222 surveys were completed and 65% of respondents indicated they would support a tobacco-free policy on Ohio University's campus. The majority of respondents (82%) indicated that they do not currently use a tobacco product. Of those who did report using tobacco, 71% indicated they did so on a daily basis. Smoking tobacco (cigarettes, pipes, etc.) was the most popular form of tobacco use, comprising 90% of those who do use any form of tobacco.

Feedback was also gathered in the internal survey to determine the best approaches for communication and enforcement of a tobacco-free policy. Providing signage (70%) and imposing fines/penalties (68%) were the most frequently cited ways to deterring tobacco use on campus. Enforcement recommendations included the Ohio University Police Department (56%), employee reporting protocol (44%), a tobacco-free enforcement unit (40%), or student reporting protocol (36%).

Three open forums were held during February to gain further constituent feedback. One forum was held in during an evening in Nelson dining hall, and two others were held at various times in the Baker University Center. All forums had virtually no attendance, but the time spent in the dining hall was used to walk around and gather constituent (exclusively student) feedback. No university employees were present to provide feedback at any of the open forums, despite being advertised through Compass and other internal communication media.

Recommendations

The task force recommends that the university move towards a tobacco-free policy. It is acknowledged that the implementation of such a policy would require significant effort, therefore it is suggested that an implementation team is created to ensure we are effective in our approach. Specific tasks for the implementation team to consider include:

- Developing a three-year phased approach to implementation
 - Implement designated smoking areas on campus during the phase-in period
 - Incorporate new signage and communication
 - Offer comprehensive education and cessation programs for students, faculty and staff
 - Implement educational campaign about the risks of tobacco use and effects of secondhand smoke
 - Incorporate into new hire materials through Human Resources
- Create a strategy for events and venues that attract a high number of non-employee/student visitors (e.g. athletic events, performing arts series, construction worksites)
- Develop a long-term and sustainable enforcement approach

Moving forward with this approach will allow the opportunity to fully inform and educate the campus community while providing the greatest chance for a successful overall implementation.



Interoffice Communication

Date: August 2, 2013

To: The President and Board of Trustees

From: Ryan Lombardi, Vice President for Student Affairs

Re: **Student Affairs Strategic Priorities**

Attached please find an overview of the newly developed strategic priorities for the Division of Student Affairs. In support of our mission, the division will continue to strive for student success through student support, student engagement and co-curricular learning.

I look forward to reviewing this information with you at the August 2013 board meeting. I will be happy to answer any questions you may have about our plan prior to or during the meeting.

Attachments

xc: Secretary to the Board of Trustees Peter Mather

Ohio University Vision

Nation's Best Transformative Learning Community

Four Fundamentals

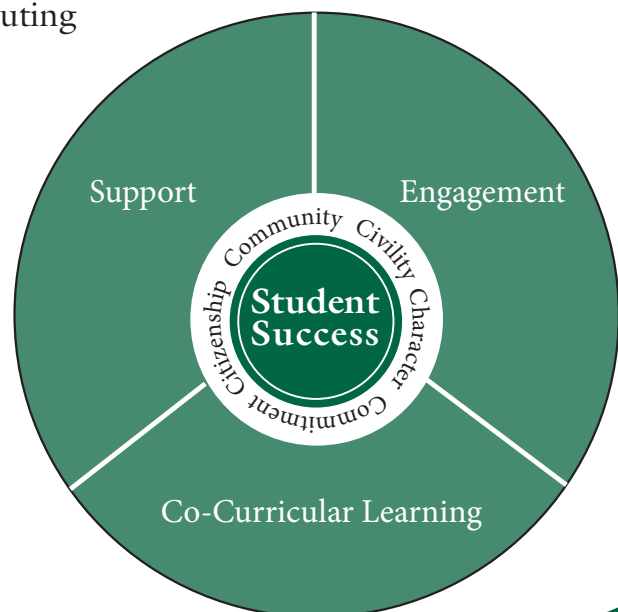
1. Inspired teaching and research
2. Innovative academic programs
3. *Integrative co-curricular activities*
4. *Exemplary student support services*

Division of Student Affairs

Mission

We prepare students to be responsible and contributing members of a diverse, global society by providing:

- Learning-centered environments;
- Professional support services; and
- Meaningful out-of-class opportunities.



Division of Student Affairs

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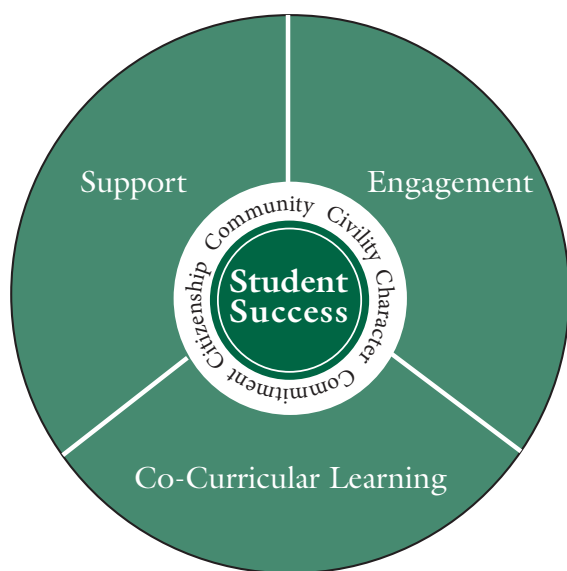
The Student at Ohio University

Our overriding philosophy rests in the belief that the student is the central reason this university and the division exist. It is our responsibility to provide exceptional service and opportunity for students to develop into lifelong learners and citizens. We recognize that in order to fulfill the strategic priorities outlined in this document, the student must be at the center of our decisions and daily work environment.”

-Ryan Lombardi,
Vice President for Student Affairs

Student Success

Through their academic and co-curricular pursuits, Ohio University students will develop the knowledge, skills and character necessary to be committed citizens.



Strategic Priorities

Support: Services, activities and environments designed to maximize student growth and personal development.

Engagement: Opportunities designed to foster connection and immersion with the campus and community.

Co-Curricular Learning: Formal and informal out-of-class activities designed to promote student learning.



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **OHIO Tuition Guarantee Program Update**

The Tuition Guarantee Implementation Team (TGIT) met over the course of the summer and established the following subcommittees to assess the steps necessary for implementation:

- Communications and Recruitment Coordination - Evaluating the necessary steps related to the effective rolling out of the program considering internal and external constituencies
- Exceptions Coordination - Evaluating all of the unique student populations and programs
- Housing and Dining Coordination - Evaluating inter-relations and dependencies related to Housing and Dining
- PeopleSoft Coordination - Evaluating all aspects of the program related to our student information system
- Course Fees Coordination - Evaluating the steps related to the incorporation of course and miscellaneous fees in the program

The TGIT focused on whether the program could successfully begin in Fall 2014. This presentation will outline the key issues that led to the recommendation to the President for a Fall 2015 start date.

OHIO Tuition Guarantee Program

Tab



OHIO
UNIVERSITY

Tuition Guarantee Implementation Team (TGIT)

Sub-Committees

The TGIT, in an effort to fully evaluate all of the steps necessary to successfully implement the elements of a Tuition (and other cost) Guarantees has been regularly meeting over the past several weeks. Several coordination sub-committees have been established in an effort to identify all of the necessary steps for a successful implementation of this program. The sub-committees are:

- *Communications and Recruitment Coordination* – Evaluating the necessary steps related to the effective rolling out of the program considering internal and external constituencies
- *Exceptions Coordination* – Evaluating all of the unique student populations (transfer, multi-campus, etc.) and programs (Aviation, study abroad) that sit outside the core definition of a new student attending 4 years
- *Housing and Dining Coordination* – Evaluating inter-relations and dependencies related to both Housing and Dining
- *PeopleSoft Coordination* – Evaluating all aspects of the program related to our student information system
- *Course Fees Coordination* – Evaluating the steps related to the incorporation of course and miscellaneous (orientation, graduation) fees in the overall program



TGIT – Preliminary Findings

The TGIT Committee has focused on the ability to implement this program starting in 2014. Key preliminary conversations have been:

- *Communications* – Almost every key decision and nuance will need to be accounted for and carefully developed through a communication plan due to the uniqueness of this approach. All key constituent groups (faculty, students, prospective students, recruiters, administrators, BOT, etc.) will need to understand clearly how the program will work to assure the benefits are clearly outlined for students and parents. As this program will be precedent-setting for OHIO, and all public institutions it is imperative that careful consideration and a fully developed plan is in place.
- *Student Recruitment Cycle* - In alignment with Communication above, it is imperative that from the start of the recruitment process for the inaugural cohort class, all collateral and communication needs to be established and consistent. For the Fall 2014 class we have already printed our Viewbook (the primary student collateral piece), have not updated any web-sites, other targeted communications and have already released the Fall 2014 application outlining our current cost models. This process generally starts in January of any given year with June being the launch and final approvals for many significant pieces of the upcoming recruitment cycle.



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TGIT – Preliminary Findings

The TGIT Committee has focused on the ability to implement this program starting in 2014. Key preliminary findings have been:

- *Student Exceptions* – Approximately $\frac{1}{4}$ of our new students already have some credits when they start at OU. We also enroll approximately 500 new transfer students annually and have students that take courses both on the Athens and through either regional or eLearning options. These are an example of exceptions of the many cohorts that need to be managed in the new program to assure all the necessary information is collected through the application, registration, billing, etc. functions to assure that students are placed in the appropriate cohort.
- *Housing and Dining* – Student housing uses its own system to allow for students to choose their room assignments, billing, etc. This program interacts with PeopleSoft and passes that information on for billing purposes. The inter-dependencies of these two programs would be significantly changed with a room guarantee program. In addition, dining plans and budget planning for the auxiliary dining would be impacted and needs to have time to fully evaluate the appropriate marketing strategy for customers.



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TGIT – Preliminary Findings

- *PeopleSoft Implementation* – There are dozens of updates, enhancements and base programming necessary to maintain our student information system at any given time. The implementation of this program will need to be prioritized and built once all decisions, exceptions and cohorts are identified. As this has not been built into current planning it will immediately push out essential priorities that have already been established and are already in the works, for example:
 - *New Scholarship Program*- Implementation of a new scholarship program slated to begin Fall 2014, significant PeopleSoft programming anticipated and just now beginning.
 - *Oracle R12 Upgrade* – Oracle e-Business Suite upgrade to version 12. The upgrade has started. There are several integrations between Oracle e-Business and PeopleSoft that need to be reviewed and altered as part of this upgrade. This could have compliance ramifications if adjusted further.
 - *OU one card program* – The extent of development effort needed to support the new ID card system is currently unknown. There are integrations with the current OU ID card that will be reviewed and altered or replaced due to this project. This project is linked to the Pharos (Print Responsibly) project.



Tuition Guarantee Program

- Ohio University proposes to build a model that meets the goal of providing a more fully transparent and predictable financing option for new students and their families.
- As a “guarantee” model is a unique and precedent-setting initiative for a public institution, there are a significant set of variables, system changes and communication plans needed to assure that it is understood by all and ultimately embraced by our future students.
- We have already begun to fully recruit the Fall 2014 class and the Tuition Guarantee Implementation Team has worked hard but still has significant work to complete related to the details of the program.
- Therefore, to be successful in implementing the tuition guarantee program for our students and their families, the Tuition Guarantee Implementation Team has recommended to the President a Fall 2015 start date for a new tuition guarantee program.



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Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **Undergraduate Scholarship Investment Program**

As part of the \$100 million investment strategy, Ohio University has developed an innovative undergraduate scholarship investment program. This program will invest \$25 million in matching endowed scholarships beginning July 1, 2013. With a 1:2 match, the program will generate \$75 million in new endowed scholarship funds. This presentation will highlight the following:

- Goals of the Program that are consistent with our vision and mission
- Structure of the Undergraduate Scholarship Investment Program
- Undergraduate Scholarship Match Criteria

Undergraduate Scholarship Investment Program

Tab



[1]

Undergraduate Scholarship Investment Program Goals

- Improve access for students who are unable to attend Ohio University without additional financial support
- Increase recruitment of the best and the brightest students who exhibit merit and/or talent
- With the Guarantee Tuition Program as a transparent model of costs, provide additional financial support that holds value
- Expand the impact of scholarship fundraising



[2]

Undergraduate Scholarship Investment Program Structure

- \$25 million investment
 - \$16.5 million in undergraduate scholarships
 - \$8.5 million in targeted scholarships (in development)
- 1:2 match to generate \$75 million in new endowed scholarship funds

[3]



Undergraduate Scholarship Match Criteria

- Scholarships are designated for domestic undergraduate students on the Athens campus
- Scholarships must be endowed
- Scholarships will be renewable
- Donors may specify the college or they may be university-wide
- Scholarship may be based on merit, need, and/or talent (terms defined by the University)
- Gifts/pledges must be new (on or after July 1, 2013)

[4]





Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **Fall 2013 Enrollment Update**

Student-based revenue from tuition and subsidy drives the budget of the institution. Craig Cornell, Vice Provost for Enrollment Management, will populate the PowerPoint presentation with the preliminary, up-to-date Fall Semester enrollment information for discussion at the Academics Committee meeting.

This presentation will highlight the following:

- New student enrollments are expected to remain quite strong and ahead of the goals outlined in the 2010-2016 Strategic Enrollment Management Plan (SEMP), included as part of these agenda materials.
- New student targeted population (in-state, out-of-state, transfer, multi-cultural, academic quality indicators) enrollments are also all trending quite strong, ahead of SEMF goals.
- Overall University preliminary enrollments are trending very positive beyond last year's overall record enrollments representing several milestones for Ohio University.

Enrollment Update

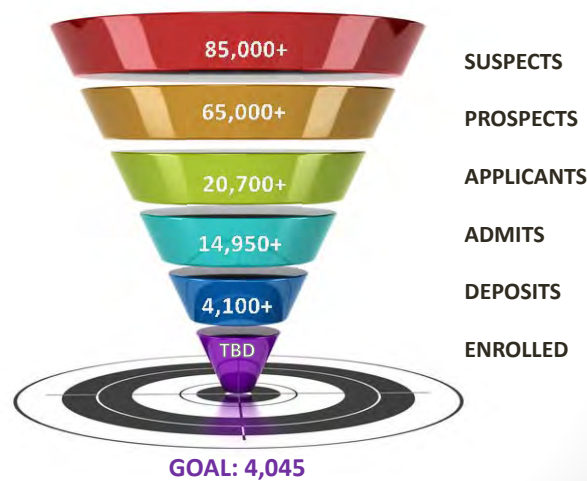
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[1]



Freshmen, Fall 2013

Freshman enrollments continue to follow the growth we have seen all year in the student *"funnel"*:



[2]



Enrollment Update, 2013 – New Students

New Student **Preliminary** enrollment analysis for overall and targeted student populations from the SEMP :

- Overall Freshmen
 - International
 - Multicultural
 - Student Academic Quality

[3]



Enrollment Update, 2013 – New Students

New Student **Preliminary** enrollment analysis for overall and targeted student populations from the SEMP:

- Transfer Students
- E-Learning
- Graduate Students
- Medical
- Regional Higher Education

[4]



Enrollment Update, 2013 – Overall Enrollments

Overall **Preliminary** enrollment analysis:

- Athens Campus
- eLearning
- Regional Campuses
- Overall

[5]



Enrollment Update, 2013 – Milestones

The following milestones can be attributed to the Fall 2013 enrollments at Ohio University:

New Student Milestones

Overall Enrollment Milestones

[6]





Ohio University
Strategic Enrollment Management Plan
2010-2016

Ohio University will be the nation's best transformative learning community where students realize their promise, faculty advance knowledge, staff achieve excellence, and alumni become global leaders.

-Ohio University Vision Statement

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Ohio University's "*Strategic Enrollment Management Plan 2010-2016*" (SEMP) arrives at a time of uncertainty and change in higher education across the nation and in the State of Ohio. Over the past decade many state governments have shifted their funding priorities and reduced resources for higher education. Consequently, public institutions such as Ohio University increasingly have come to rely on student tuition revenue as they face intense competition and questions from students and parents about the value and affordability of higher education. Adding to the uncertainty is the fact that traditional measures for predicting recruitment, retention and graduation of students are quickly becoming obsolete in an age of unprecedented student mobility and ever growing demands for service and accountability.

While Ohio University has been successful in its enrollment management efforts, including reaching record enrollments for the second consecutive year, we recognize that these challenges must be addressed. The rate of change and level of uncertainty within higher education will persist to 2016 and beyond. Ohio University's continued success in recruiting, enrolling, retaining, and graduating students of the future depends on implementing a strategically focused and intelligently coordinated enrollment planning process across all six campuses. Effectively integrating our enrollment planning with the institution's overall strategic planning work will be essential to ensuring student access and success and to meeting anticipated budgetary exigencies.

This abstract highlights the core issues, findings, and recommendations that emerged from a comprehensive enrollment planning process during the 2009-10 academic year that involved faculty, staff and students, and resulted in the SEMP. The full report and its supporting documentation can be found at www.ohio.edu/provost/enrollment.cfm

The SEMP concentrates on two key areas: (1) optimal enrollment targets by student sub-population, campus types, and overall for the institution; (2) strategies that must be employed and the conditions that are necessary to meet enrollment targets. The strategies to be employed can be grouped into four categories:

- **Strategic Enrollment Growth**- An enrollment management model must be developed that aligns with the university's strategic planning and has as its primary goals: increasing enrollments and/or net tuition revenue and maintaining the strengths of existing programs and the university's overall academic quality. Such a model should include institutional quality metrics and incorporate external accountability standards.
- **Strategic Student Recruitment** - A strategic recruitment plan focused on the personalization of student cohorts based on intended major, relative academic preparedness, and demographic sub-population is needed to meet the enrollment goals of the institution and to allow for continued growth in student academic quality.
- **Strategic Funding Reinvestments** - A strategic re-investment funding model designed to increase student access and success must be developed to cover the costs of increased curricular and co-curricular support due to enrollment growth or new initiatives. This model would incorporate best estimates of student revenue flow, the new state share of instruction taxonomy, and overall costs associated with new program development, enrollment growth, and student success across the Ohio University system.
- **Strategic Scholarship Leveraging** - A student scholarship leveraging model that expands proportionally with tuition increases must be developed to maintain student affordability and to enhance current scholarship programs, both of which are central to the university's ability to remain competitive and affordable.

1.1 Strategic Enrollment Management

A Strategic Enrollment Management approach is defined as:

A comprehensive approach to integrating all of the University's programs, practices, policies, and planning related to achieving the optimal recruitment, retention, and graduation of students with "optimal" defined by the mission, academic vision, and strategic plan of the institution.

Enrollment management becomes *Strategic Enrollment Management* when it actively integrates planning, strategies and structures in the formal enrollment management units with the institution's evolving strategic planning, its academic vision and its fundamental mission.

- David H. Kalsbeek

Ohio University's planning efforts over the past six years have established the need for a similar approach to enrollment management and planning in alignment with overall strategic planning at the University. This document and related background materials are the next steps toward aligning enrollment planning process with the overall strategic directions of the University.

1.2 The Enrollment Planning Process at Ohio University

During the 2009-10 school year, leaders across the university were engaged in an enrollment planning process that resulted in the completion of two reports. These reports, *"Smart, Strategic and Sustainable Enrollment Growth at Ohio University"* and *"Results from the Smart, Strategic and Sustainable Enrollment Planning Committees"*¹ were developed to set the groundwork for a long-term strategic enrollment management plan for Ohio University.

These reports focused on the development of an enrollment planning process with realistic goals and attempted to take into account everything from parking capacity at the Athens campus to the implications of state subsidy changes for the university's budget. Consistent across all of these efforts is the immense and unprecedented uncertainty confronting higher education in the State of Ohio and across the nation. The success of this strategic enrollment management plan depends on the extent to which it reduces this uncertainty by effectively addressing these and other "mitigating" factors tied to internal and external pressures.

¹ These documents can be found at www.ohio.edu/provost/enrollment.cfm

SECTION 2: ENROLLMENT METRICS

2.1 Current Enrollments

Ohio University's Athens campus, regional campuses and overall system (Table 1), all reached record enrollment numbers in Fall 2010. The Athens campus is expected to enroll more than 21,300 students and the overall system enrolled 34,000 students. Appendices A and B at the end of this report provide additional detailed information for the entering freshmen and transfer students for these given years.

Table 1.

Ohio University Enrollment (Fall Terms)

	2003	2004	2005	2006	2007	2008	2009	2010*
New Freshman Total	3,672	3,795	4,165	4,084	4,006	3,985	4,072	3,980
New Transfer Total	470	464	469	438	444	518	578	500
Undergraduate Total	16,795	16,640	16,761	16,562	16,644	16,738	17,124	17,180
Graduate+	2,742	2,636	2,534	2,615	2,672	2,762	2,826	2,775
Graduate Outreach+	0	0	0	536	597	591	769	950
Medical	425	428	430	433	437	446	463	467
Total Athens	19,962	19,704	19,725	20,146	20,350	20,537	21,182	21,372
Total Regional	8,636	8,370	8,290	7,832	7,819	8,344	9,712	10,053
LLDL	490	439	736	464	739	832	1,465	2,850
Total System Enrollment	29,088	28,513	28,751	28,442	28,908	29,713	32,359	34,275

* preliminary; + Beginning Summer 2006, all graduate student enrollments are at the Athens Campus

2.2 Student Retention

A metric that is central to the overall enrollment planning process is the retention rate of the institution. Retention is defined as the first to second year enrollment rate for entering freshmen and is a closely watched number. It is significantly cheaper to retain an existing student than it is to recruit a new student, and therefore an institution's retention rate can affect not only its performance on success measures but also its financial strength. Internal and external pressures can affect the retention rate just as they can affect new freshman enrollments. Among the variables influencing retention are student preparedness, perceived quality of the academic and campus experience, and the affordability of the institution (see Appendix C for an analysis of student preparedness and college grade point average). Table 2 below reports the historical retention rate of Ohio University's Athens campus.

Table 2.

Ohio University Athens Campus Retention Rate
by Entering Class year

	2002	2003	2004	2005	2006	2007	2008	2009
Total Freshman to Sophomore Return Rate	83.3%	82.3%	81.1%	79.8%	78.4%	80.4%	81.5%	81.0%

2.3 New Student Academic Preparedness

One key indication of student future success is the academic preparedness of the entering freshman class. Table 3 below shows the average academic preparedness for each entering class.,

Table 3.

Ohio University Athens Campus Student Academic Preparedness
Entering New Freshmen Profile

	2006	2007	2008	2009	2010
Average Composite ACT	23.4	23.6	23.7	23.8	24.0
SAT* Verbal + Math	1,093	1,090	1,087	1,089	1,100
Average High School GPA	3.35	3.34	3.37	3.36	3.38

*Recentered SAT

SECTION 3: SIGNIFICANT INFLUENCES ON THE ENROLLMENT PLANNING PROCESS

The dynamic interplay among diverse internal and external factors creates the need for enrollment planning efforts that are both immediate and long-term. This strategic plan is presented as a long-term planning document that will be modified periodically to accommodate the changing variables associated with the interplay of these factors. However, there are some over-arching conditions and issues that will have an enduring influence on institutional planning, as the following section demonstrates.

3.1 State Share of Instruction and Enrollment Tuition Revenues

Although Ohio University receives funding through various means ranging from interest on investments to tickets sold at a football game, the principal drivers of revenue historically are the support coming from the State of Ohio in the form of the State Share of Instruction (SSI) and revenues generated from student enrollments in the form of tuition and fee dollars. These two revenue streams tend to be interrelated as the state governing body for higher education, the Ohio Board of Regents, also has the authority to freeze tuition increases as it did for the 2008-09 and 2009-10 school years while also distributing the SSI subsidy. The SSI has been relatively flat over the past 10 years as Table 3 shows below:

Table 4.

Ohio University Athens Campus State Share of Instruction Subsidy (*in thousands*)

	2000	2001	2002	2003	2004	2005
TOTAL*	\$100,606	\$104,973	\$100,647	\$96,696	\$97,453	\$94,848
	2006	2007	2008	2009	2010	2011+
TOTAL*	\$92,792	\$91,506	\$94,773	\$102,661	\$111,472	\$98,815

* In real dollars not adjusted for inflation; +anticipated

As a result of relatively flat subsidy, combined with a growing budget heavily built on fixed costs such as energy, infrastructure and personnel costs, Ohio University increasingly has relied on student enrollments and the tuition revenues generated there from to meet its overall annual budget (Chart 1.). Evidence of this expanded reliance can be seen in the fact that student generated tuition has grown from 48% of the overall budget in FY 2000 to an anticipated 65% in 2011 (Chart 2.). These charts illustrate that the university now is twice as reliant on student tuition revenue as it is on state support compared to the overall budget. Taken together, tuition revenue and state support make up 93% of the Ohio University Athens budget.

Chart 1. Trends in Revenue from Subsidy and Tuition

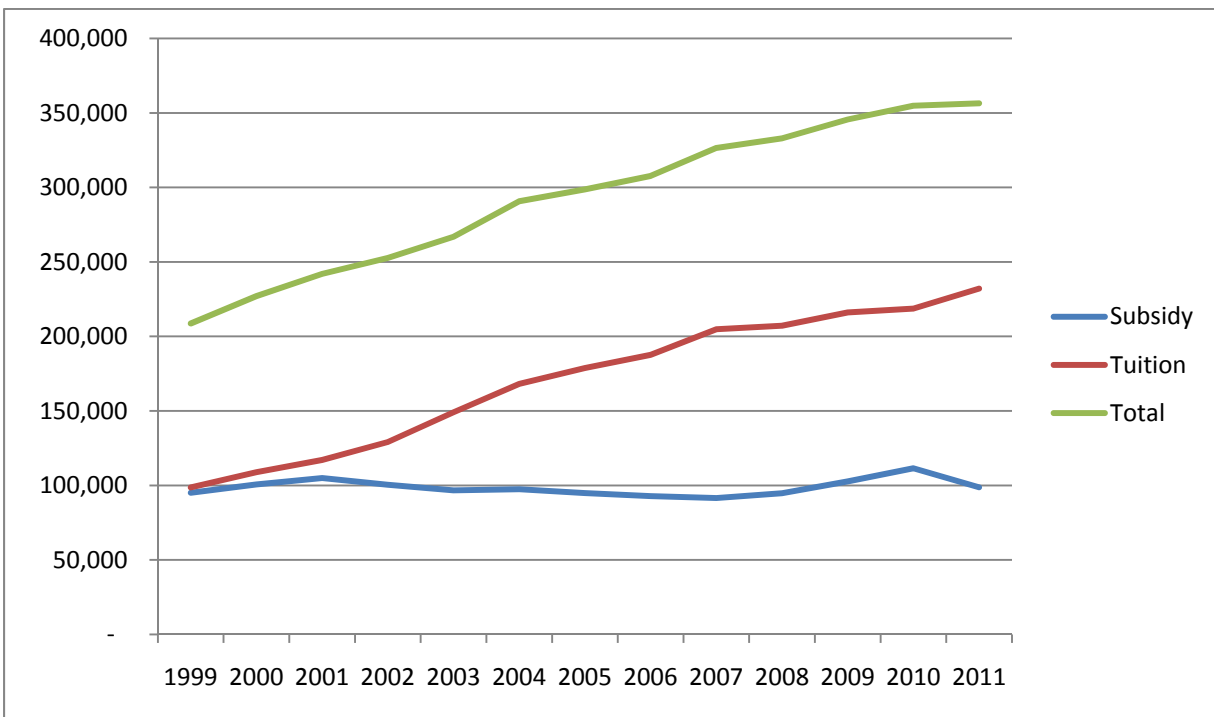
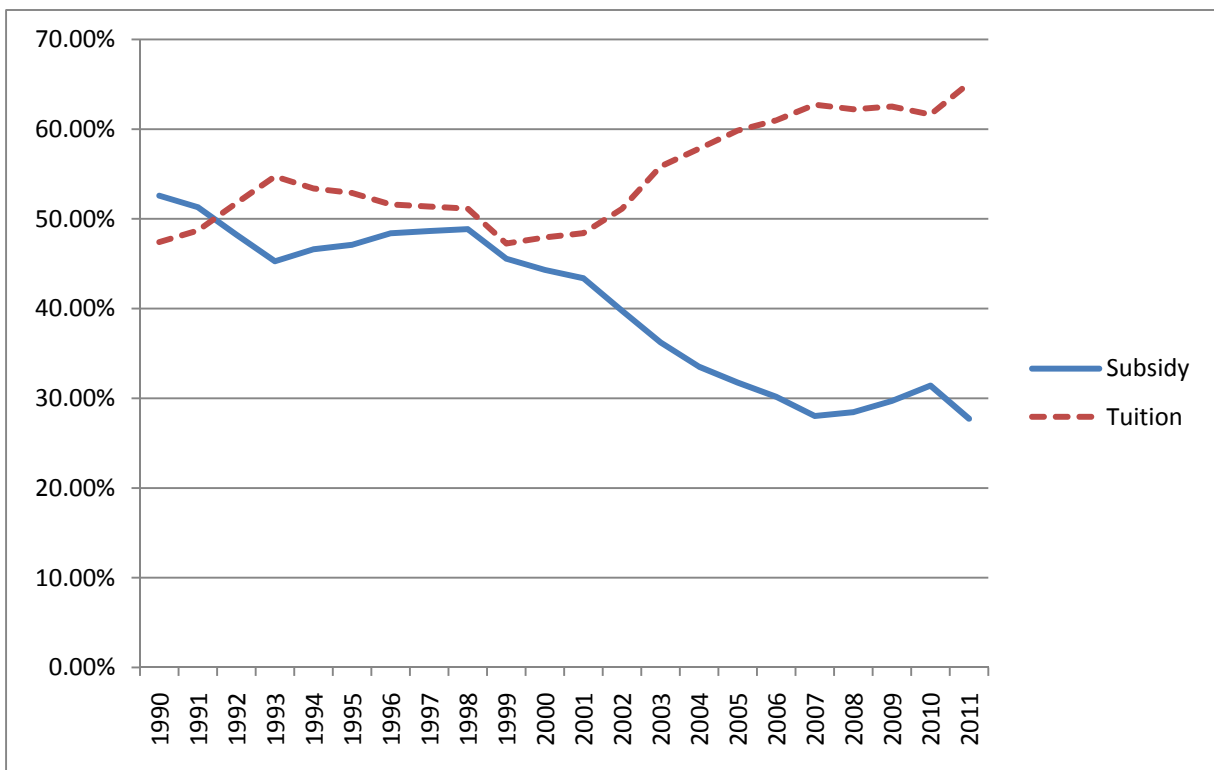


Chart 2. Proportion of Subsidy and Tuition in Overall Budget



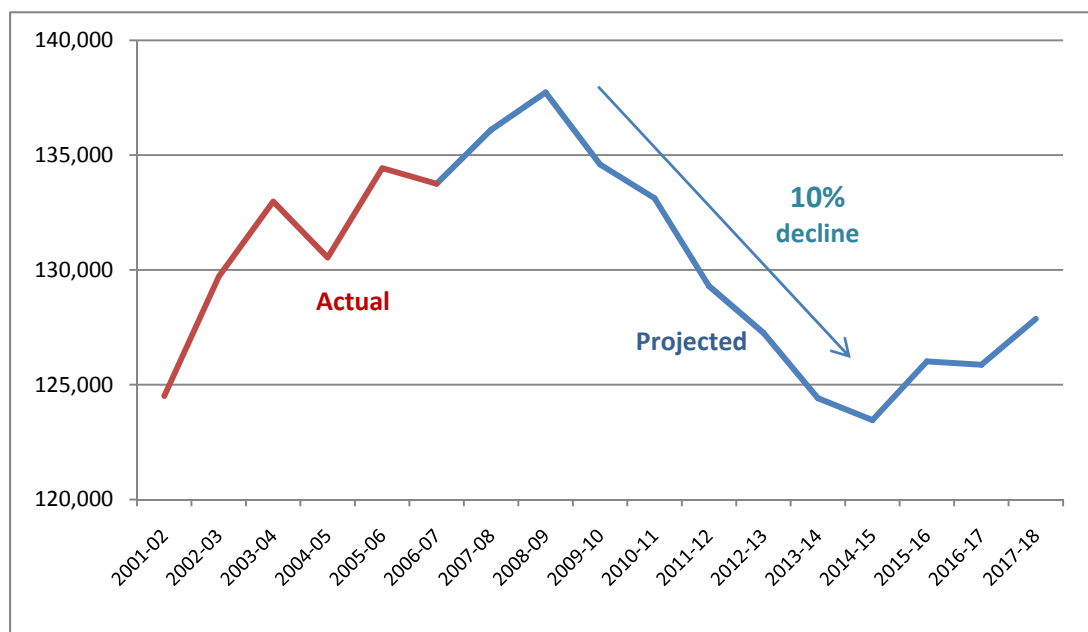
3.2 Future Demographic and High School Senior Projections

By 2030, the overall population in the State of Ohio is projected to increase by only 5.6%. This also represents a small decline in the population younger than 21 and a 48% increase in Ohio residents 70 years of age or older in the same period. This trend projects an aging population for the State of Ohio that will not create a new population base of traditional college students. It also implies the need for vastly increased state revenues to assist with Medicare and other expenses associated with an aging population that could reduce state support for higher education.

Approximately 90% of the undergraduate population and 45% of the graduate population of Ohio University Athens Campus are residents of the State of Ohio. Based on enrollment projections from various sources, the anticipated high school graduation rate in the State of Ohio is expected to decline by 10% over the next decade (see Chart 3 below). This projection creates a series of recruitment challenges, as all schools in Ohio will be developing enrollment plans focused on competing for a smaller pool of students to meet their goals. If the State Share of Instruction (SSI) remains a fixed appropriation, this competition means that a greater share of the subsidy dollars will flow to those campuses with enrollments either growing faster than the state average or declining less than others in the state. In addition, the USO's strategic goal is to graduate 38% more students in the State of Ohio by 2017 and to enroll 230,000 more students in the same time frame, which amounts to a 48.7% increase.

These seemingly conflicting realities and goals reinforce the need for Ohio University to continue to invest in its strength of being known as a large residential university with excellent academic programs that is distinguished by its focus on student transformation while continuing to expand into new markets where we can be successful in enrolling new students.

Chart 3. **Projected Number of Ohio High School Graduating Senior Populations 2001-2017**



3.3 Price Sensitivity and Student Affordability

To remain competitive and to continue to attract students in a difficult economy with declining student population, Ohio University must remain affordable. This is accomplished partially through the tuition discounting done through effective leveraging of our institutional scholarship dollars in conjunction with other state and federal financial aid programs. Annually, Ohio University awards approximately \$22,000,000 in institutional academic scholarships in addition to athletic aid, fee waivers, and academic stipends. In 2009, a study of all public institutions by the Ohio Board of Regents analyzed the impact of institutional scholarships on student affordability. The study revealed that Ohio University's Athens campus scholarship support equated to a total of \$2,029 per student (Table 5), which was an approximate 21% discount rate (Table 6) for full-time, first-time subsidy eligible students and places the university at approximately the midpoint for the State of Ohio. This average means that student out-of-pocket tuition and fees costs were \$6,878 (Table 7), which put Ohio University 4th in the state for students' out-of-pocket costs compared to the other large four-year public institutions. This relative position can only be maintained if the following conditions are met:

- A comprehensive pricing study is needed to inform an effective leveraging strategy for our scholarship programs in a way that permits us to address our enrollment and affordability challenges. This process is currently underway and an RFP was issued in August 2010.
- Ohio University will need to build its base scholarship pool or risk losing its relative discount rate, therefore decreasing affordability for its students. As costs rise, without an equal commitment to augmenting the scholarship pool as some other institutions automatically do, Ohio University will put existing and future enrollments at risk and will not be able to re-distribute or modify existing programs effectively and quickly. Support is recommended for a student scholarship leveraging model that is informed by the pricing study. This model will commit a portion of any new tuition increases back to the development of new and enhanced scholarship leveraging programs to assure Ohio University's competitive position.

Table 5. Internal Aid Support- Average Internal and External Aid Support*, 2008-09

School	Average Dollar Amount- Internal	Average Dollar Amount - External
Miami	\$5,034	\$671
Toledo	\$2,992	\$89
Ohio State	\$2,889	\$329
Bowling Green	\$2,024	\$61
Cincinnati	\$2,013	\$692
Ohio University	\$1,852	\$177
Cleveland	\$1,650	\$331
Kent	\$1,517	\$116
Akron	\$1,062	\$176
Youngstown	\$534	\$494

* First time, full time, subsidy eligible dependents at Main Campuses; internal aid is drawn from the general fund, external aid is drawn from outside resources (i.e., endowments) given to students unique to the University they attend (i.e., not federal or state aid).

Table 6. Student Discount Rate (Costs Minus Internal and External Aid)*, 2008-09

School	Out –of-Pocket Costs
Toledo	37%
Ohio State	34%
Bowling Green	22%
Cincinnati	21%
Cleveland	21%
Ohio University	21%
Kent	18%
Akron	12%
Youngstown	10%

* For all first time, full-time, subsidy eligible dependent students at Main Campuses. Discount rate is the average internal aid (table 11) divided by published cost (tuition and fees). Miami omitted due to uniqueness of its cost structure

Table 7. Average Discount Out-of-Pocket Expenses*, 2008-09

School	Out –of-Pocket Costs
Miami	\$12,707
Akron	\$7,146
Bowling Green	\$6,975
Ohio University	\$6,878
Kent	\$6,797
Cleveland	\$5,989
Youngstown	\$5,876
Ohio State	\$5,359
Cincinnati	\$4,893
Toledo	\$4,846

* For all first time, full-time, subsidy eligible dependent students at Main Campuses. Out-of-pocket costs are defined as cost (tuition and fees) minus internal and external aid, not including federal or state aid

SECTION 4: ENROLLMENT GOALS

The conclusion drawn from enrollment planning efforts during the 2009-10 school year is that Ohio University may be close to its functional capacity limit in many academic, support, and student service areas following its record enrollments in the 2009-10 academic year at the Athens campus. Without additional resources strategically allocated back to these academic and academic support units, the opportunity for additional growth of headcount enrollments where demand lies is limited especially for traditional new on-campus freshman enrollments. Measured growth at the Athens Campus is achievable given these re-allocations but will have to be done in a strategic and conservative manner due to a decade of budget cuts, declines in the state share of instruction, struggling national and State of Ohio economies, changing student demographics, and significantly increased competition.

Significant growth (defined in a previous report as 200 additional students per year), particularly at the Athens campus, is not feasible without dramatically changing the nature of Ohio University. One such change, which is not recommended because of its impact on academic quality, would be to become an open enrollment institution. However, with a targeted recruitment approach in coordination with each of the Colleges that is focused on the sub-populations of students that make up the overall new freshman and transfer classes, and effectively supported where academic capacity exists or is needed, a steady and conservative enrollment growth model at Ohio University should be achievable with careful planning and implementation. Specifically, additional enrollment growth outside of our two largest student populations—the traditional Athens on-campus in-state and out-of-state student—is possible in our online lifelong and distance learning (LLDL) and regional higher education (RHE) programs- which have shown great growth over the past two years. This is possible because LLDL and RHE have larger capacities and the ability to meet increased instructional needs associated with larger enrollments. It is important to note, however, that these programs have very different price points and student tuition revenue models as opposed to our traditional Athens programs, thus creating varying budgetary effects. In addition, both LLDL and RHE have experienced substantial growth over the past few years and so must strategically reallocate resources to be able to provide continued capacity and to meet academic and student support needs.

The following sections outline the enrollment goals for each of the large sub-populations of student cohorts. Section 6 details the short and long term strategies by which these goals will be met.

4.1 New Freshmen Enrollment Goals at the Athens Campus

As students generally matriculate through the university in a linear fashion, the overall enrollments are driven by the number of new freshmen students entering in any given year. Consequently, meeting overall enrollment goals requires paying close attention to new freshman enrollment. Table 8 below represents the progressive freshman enrollment goals that have been established at the Athens Campus for Ohio University given the current set of assumptions and parameters discussed throughout this document.

Table 8. **New Freshman Enrollment Goals 2010-2016 at the Athens Campus**

	2010*	2011	2012	2013	2014	2015	2016
In-State Enrollment	3,544	3,585	3,585	3,585	3,585	3,585	3,585
Out-of-State Enrollment (including international)	436	420	440	460	480	500	520
Total New Freshman Enrollment	3,980	4,005	4,025	4,045	4,065	4,085	4,105

*projected

4.2 New Transfer Enrollment Goals at the Athens Campus

Another driver of enrollments is the transfer student enrollment population, which has potential for stronger growth at Ohio University. Although not seen as “new freshman,” these students are new to Ohio University and generally enter with one to three years of previous undergraduate coursework completed. Issues to consider are the University System of Ohio’s commitment to ease of transferability of credit among the state institutions, student and family desires to achieve an affordable undergraduate degree and the increased movement of students among institutions as they strive to complete their degrees. Table 9 below represents the new transfer enrollment goals that have been established at the Athens campus for Ohio University:

Table 9. **New Transfer Enrollment Goals 2010-2016 at the Athens Campus**

	2010*	2011	2012	2013	2014	2015	2016
New Transfer Enrollment	500	520	540	560	580	600	620

*projected

4.3 Graduate Student Enrollment Goals

Graduate student enrollment has shown a steady growth over the past several years, particularly in online outreach programs. Table 7 below shows the enrollment goals for graduate programs based on the capacity analysis, but particularly noteworthy here is the balance of supported to full-paying graduate students. Supported graduate students often provide instructional capacity to undergraduate students in a relatively inexpensive manner or they provide research support for faculty that ultimately offsets the cost of their stipend. Part of this mix as well is the effect of full fee-paying students who receive no support from the institution, and often these students are attracted to programs they perceive as high quality. Achieving an effective balance on the scale from fully supported to full fee paying students, which will require concentrating on high-demand academic programs with capacity for new students, will be necessary if the university is to meet the goal of both maximum enrollments and enhanced revenue generation. One important aspect of this balance is the need to maintain competitive stipends to ensure that supported student enrollment remains robust. Another important aspect is that greater than 90% of the projected growth is tied to anticipated growth in outreach programs (on-line, blended and/or RHE delivery). Since some of the anticipated outreach programs have not yet been fully developed, there remains the need for detailed market analyses to determine if the projected growth is feasible.

Table 10. **Overall Graduate Enrollment Goals 2010-2016 (On-Campus and On-line)**

	2010*	2011	2012	2013	2014	2015	2016
Graduate Enrollment	3,725	3,750	3,805	3,910	4,015	4,120	4,225

*projected

4.4 Regional Campus Enrollment Goals

Regional campuses saw an increase of 341 students (3.5%) from Fall 2009 to 2010 after increasing over 1,300 students the previous year. The areas with the greatest potential for growth appear to be in baccalaureate programs. In keeping with the University System of Ohio goal of expanding baccalaureate opportunities to more adult students from across the state, the campuses report strong demand for more bachelor degree programs.

Table 11. **Overall Regional Higher Education Goals 2010-2016 (All Campuses Combined)**

	2010*	2011	2012	2013	2014	2015	2016
All Regional Campus Enrollment (RHE)	10,053	10,110	10,335	10,555	10,775	11,000	11,225

*projected

4.5 Lifelong and Distance Learning Enrollment Goals – Bachelor Completion Programs

One way to enlarge the enrollment potential of traditional campuses is to expand online opportunities to reach new markets. Ohio University is actively pursuing these opportunities and with encouraging results (see Table 12). These efforts include focused and strategic development of online bachelor completion programs, particularly over the past year and specifically in the RN-to-BSN and Online Bachelor Completion programs.

Table 12. **LLDL Enrollment Goals 2010-2016 at the Athens Campus**

	2010*	2011	2012	2013	2014	2015	2016
Total Enrollments	2,850	2,900	3,100	3,300	3,500	3,700	3,900

*projected

4.6 New Multicultural Student Enrollment Goals at the Athens Campus

Historically, multicultural students (defined as African-American, Hispanic, Asian-American and Native American) at Ohio University make up approximately 10% of the entering freshman class. Although multicultural students are diffused across each of the sub-populations discussed in Sections 4.1-4.5, the importance of this sub-set of students and its impact on the diversity and globalization of a university campus is recognized as an essential part of the higher education experience for all students. This population tends to be aggressively recruited by all institutions for those reasons. Table 13 shows the historic numbers and percentages of this population for the entering student classes:

Table 13. **New Ohio University Athens Campus Multicultural Enrollment Trends and Goals**
Number (Percent) of entering freshman class

	2004	2005	2006	2007	2008	2009	2010*+
New Freshmen	225 (5.9%)	333 (8.0%)	322 (7.9%)	312 (7.8%)	360 (9.0%)	370 (9.1%)	390 (9.8%)
	2011*	2012*	2013*	2014*	2015*	2016*	
New Freshmen	400 (10.0%)	410 (10.2%)	420 (10.4%)	430 (10.6%)	440 (10.8%)	450 (11.0%)	

* Starting in 2010, as a result of the changes to the Census, the multicultural categories were re-defined including the choice of "2 or more races". The impact of this change may create a new baseline for these categories starting with the Fall 2010 class.

+ projected

4.7 Retention Goals at the Athens Campus

As stated earlier, the role retention plays in overall enrollments at the university can be significant. Ohio University's retention rate is already above 80%, which means a significant level of effort will be necessary both to maintain that rate and ideally increase it. Current freshmen to sophomore retention projections for Fall 2010 are on a downward trajectory by approximately 0.5% after increasing by 3% over the past three years. This trend must be reversed if the university is to achieve its overall enrollment goals and realize its vision of being a truly transformative institution, but it will require a focused effort and continued investment in human and material resources.

Because of initiatives such as the First Year Forum, the Student Success Network, Learning Communities, and the increased quality of first year student enrollments, Ohio University has been able to make progress on this metric over the past few years (see Table 2, page 6). These kinds of targeted, strategic efforts and resources specifically tailored to improving retention are responsible for our current success but will need to be maintained and strengthened if we hope to see our retention rate increase as shown in Table 14.

Table 14. **Retention Goals 2010-2016 at the Athens Campus**

	2009-2010*	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Freshman to Sophomore Retention Rate	81.0%	81.0%	81.5%	82%	82.5%	83%	83.5%

*projected

4.7 Student Academic Quality Indicator Goals at the Athens Campus

As a result of careful recruiting and an emphasis on targeting high achieving students, the academic quality indicators at Ohio University's Athens campus have grown steadily (particularly in composite ACT scores) over

the past several years (see Table 3, page 6). Continued efforts to attract students of high academic quality in relation to student selectivity, marketing efforts and specifically targeted recruitment into programs of high demand will be made to reach the established goals outlined in Table 15.

Table 15. Student Academic Quality Indicators 2010-2016 at the Athens Campus

	2010*	2011	2012	2013	2014	2015	2016
Average High School GPA	3.38	3.38	3.39	3.39	3.40	3.40	3.41
Average Composite ACT	24.0	24.1	24.1	24.2	24.2	24.3	24.3

*projected

4.8 Overall System Enrollment Goals

The Office of Institutional Research has developed a model by which the above goals are used to project the overall enrollments for the Athens Campus, RHE, LLDL, and overall enrollments through the use of historical averages. It is important to note these are enrollment planning goals and are not to be used for long-term revenue forecasting due to the fluid nature of enrollment planning. This model, as shown in Table 16, will be updated and evaluated annually as part of the ongoing enrollment planning efforts at Ohio University.

Table 16. Enrollment Projections 2010-2016 – Ohio University

	2010*	2011	2012	2013	2014	2015	2016
Total Athens Undergraduates	17,180	17,320	17,512	17,702	17,935	18,126	18,281
Total Athens Graduate Students (Graduate and Graduate Outreach)	3,725	3,750	3,805	3,910	4,015	4,120	4,225
Osteopathic Medicine	467	467	467	467	467	467	467
Total Regional Campuses	10,053	10,110	10,335	10,555	10,775	11,000	11,225
LLDL	2,850	2,900	3,100	3,300	3,500	3,700	3,900
Total Ohio University Enrollment	34,275	34,547	35,219	35,934	36,692	37,413	38,098

*projected

SECTION 5: ENROLLMENT PLAN REVENUE ASSUMPTIONS

A revenue projection model has been established based on the Enrollment Goals in Section 4, and the following elements are that model's pivotal assumptions:

1. Growth in graduate students will be primarily in off-campus graduate programs where the revenue flows directly to the academic unit involved and therefore would not be available for expenditure in the main Athens budget.
2. Similarly, growth in the regional campus and lifelong and distance learning enrollments will flow directly to those units and not be available for expenditure in the main Athens budget.
3. Currently 60% of every dollar collected in revenue goes into the direct costs for teaching and supporting students. Therefore if enrollment increases, one assumption could be that 60% of the additional revenue for those students should be allocated to cover the costs of supporting those students and providing the additional instruction. Through a strategically targeted approach to enrollment growth, the desire will be to lessen the direct cost impact of the growth by targeting areas that have capacity to add students with little additional cost. Additional efforts to provide instruction and support more efficiently could also decrease costs. To reflect these possibilities, a 30% allocation of additional costs is also shown.
4. When tuition increases, all full-tuition scholarships have to be adjusted accordingly. This reality is reflected in the model as "Base Scholarship Needs"
5. To meet the strategic funding reinvestments and build a pool for future scholarship programming and effective recruiting a 6% pool is shown as a "strategic funding reinvestment".
6. Since most of the growth in this enrollment plan is among non-resident students and the trends in state funding are very uncertain, this model does not include any additional revenues from State Share of Instruction
7. Remaining net revenue will be used to meet the strategic initiatives of the University.

Table 17. Enrollment Plan with Flat Tuition

	FY12	FY13	FY14	FY15	FY16
Gross Revenue to Budget	3,173,943	2,992,668	3,428,530	3,283,793	2,574,913
Strategic Funding Reinvestments (@6% of Gross)*	190,437	179,560	205,712	197,028	154,495
Net Revenue	2,983,507	2,813,108	3,222,818	3,086,765	2,420,418
Minimum expenses to support enrollment (@30%)	952,183	897,800	1,028,559	985,138	772,474
Net Revenue available to budget	2,031,324	1,915,308	2,194,259	2,101,628	1,647,944
Maximum expenses to support enrollment (@60%)	1,904,366	1,795,601	2,057,118	1,970,276	1,544,948
Net Revenue available to budget	1,079,141	1,017,507	1,165,700	1,116,490	875,470

* Investment for new scholarships, marketing and targeted recruitment

Table 18. Enrollment Plan with 3.5% Tuition Increases Annually

	FY12	FY13	FY14	FY15	FY16
Gross Revenue to Budget	8,612,721	8,741,757	9,542,324	9,711,537	9,289,503
Base Scholarship Inflation	184,345	190,695	197,265	204,063	211,096
Strategic Funding Reinvestments (@6% of Gross)*	516,763	524,505	572,539	582,692	557,370
Net Revenue	8,095,957	8,217,251	8,969,785	9,128,844	8,732,133
Minimum expenses to support enrollment (@30%)	952,183	897,800	1,028,559	985,138	772,474
Net Revenue available to budget	7,143,774	7,319,451	7,941,226	8,143,706	7,959,659
Maximum expenses to support enrollment (@60%)	1,904,366	1,795,601	2,057,118	1,970,276	1,544,948
Net Revenue available to budget	6,191,591	6,421,650	6,912,667	7,158,569	7,187,186

* Investment for new scholarships, marketing and targeted recruitment

SECTION 6: NECESSARY CONDITIONS TO MEET ENROLLMENT GOALS

This section describes the conditions within Ohio University's scope of influence that need to be supported fully in order to achieve the established enrollment targets outlined in Section 4.

6.1 University Support

Several key conditions must be met if the enrollment planning targets this document outlines are to be achieved:

- 1) *Key stakeholder buy-in and support* - The yearlong, full-campus engagement approach was specifically done to allow for the vetting of ideas necessary to develop a comprehensive enrollment planning process and overall enrollment goals that would be embraced by the entire university community. This inclusive approach ideally has created a base of understanding and support from which we can move forward aggressively to initiate the necessary planning efforts.
- 2) *Fiscal support* - Key university stakeholders need to embrace and support this Strategic Enrollment Management Plan and continue to provide adequate funding to meet the desired goals through a model that takes into consideration productivity, efficiencies, key performance indicators, and return on investments. This strategic planning process, which has received strong support from the university community, has already demonstrated that success that can occur by tying fiscal support to university priorities. The commendable enrollment results achieved over the past several years can be attributed to wide support for enrollment planning efforts.
- 3) *Enrollment growth and bottom dollar impact* - It must be understood by all that additional tuition dollars accrued through enrollment growth is not necessarily an equal "bottom-of-the-ledger" revenue enhancement for the University. Because some revenue streams go directly to the units providing instruction, the revenue growth in the programs showing the greatest potential for expanded enrollment will increase top line tuition dollars, but not lower net-tuition revenues due to the mix of where the actual headcount growth occurs (Athens, regional, LLDL, undergrad, grad, grad outreach, etc.). Varying pricing structures, scholarship discounting, and additional support ranging from housing to teaching will also affect to differing degrees the final revenue gained after expenses.

6.2 Academic and Curricular Conditions Required to Meet Enrollment Goals

As Ohio University more strategically plans its recruitment efforts to achieve the enrollment goals shown in Section 2, it will become necessary to align curricular decisions with those efforts. This alignment can be achieved through the establishment of specific college enrollment targets developed through coordination with the Dean of the college, enrollment management, and institutional research. These targets will have to be established using the following process:

- *Assessment* – Study current enrollments, capacities, and student flow models to determine teaching needs at each student level. Develop key performance indicators to evaluate existing and new academic programs. Determine overall budgetary implications to enrollment planning efforts
- *Targeted Student Recruitment* - Develop new programs or enhance existing programs where capacity or student demand exist and initiate targeted recruitment and marketing efforts for these programs.
- *Targeted Growth* – Determine impact of increased enrollments on general education and the College of Arts and Sciences in particular.

6.3 Co-Curricular and Academic Support Conditions to Meet Enrollment Goals

To meet our mission of becoming the best transformative educational experience in America, we must ensure students are given sufficient academic support and co-curricular opportunities to supplement the instructional activity. To meet the enrollment targets and ensure that students gain access and experience success at Ohio University, the following steps must be taken:

- *Strategic Alignment* – Continued alignment of enrollment planning, institutional strategic planning, and all student affairs activities and functions, including the housing master plan, is necessary to realize the full educational potential of the residential experience, which is critical to meeting our overall mission and student experience goals.
- *Academic Marketing and Research* - The location of Ohio University and its reliance on recruitment from all of the regional markets within Ohio make it imperative to launch a state-wide, fully funded admissions marketing campaign. Successful enrollment planning will require continuing investments in marketing programs and market research so that we can recruit the targeted cohorts of students. Full implementation of such a marketing campaign will require additional base funding annually (current budget is approximately \$600,000) as possible.
- *Targeted Investments* – An annual pool (amount to be determined) of one-time-only funds should be created to support academic service collaborations across planning units, to accelerate implementation of best practices in academic services, and to recognize departments/schools with improved retention rates and enhanced academic experiences for students potentially would yield a significant return on that investment. *In addition, further assessment of the efficacy of the resource distribution model and the infrastructure needs that are required to needed to adequately support expanding online and graduate outreach programs needs to be carefully considered.*
- *Student Assessment* - It is imperative now to study how academic services and their delivery could be redesigned in ways that would be both efficient and effective. A number of collaborations focused on academic services are underway that involve colleges and other planning units such as University College, Student Affairs, and University Libraries, and the recommendations that emerge from those efforts should be incorporated into the ongoing enrollment planning efforts to ensure that adequate student support will be available to retain and ultimately graduate the students we are enrolling.

SECTION 7: KEY ENROLLMENT STRATEGIES TO MEET ENROLLMENT GOALS

As previously outlined in Section 4, a strategic approach to recruiting specific sub-populations of the entering class will necessarily need to be developed and evaluated annually. Particular attention should be given to academic programs with capacity and investments should be made in programs where demand is strong because of the potential for substantial net return on those investments. Although this approach will be described more tactically in recruitment plans developed by Undergraduate Admissions and other coordinating bodies, what follows are the current and future strategies designed to meet the overall enrollment targets set in this plan. Appendices A and B at the end of this report also provide a summary of all strategies outlined in this section.

7.1 New Freshmen Students at the Athens Campus– In-State

Top Level Strategy – Develop strategically focused multi-faceted and personalized recruitment activities for undergraduate students in the State of Ohio.

Current and short-term strategies in place:

- *Implementation of Constituent Relationship Management (CRM)* – Talisma CRM went live for the Office of Admissions in July 2010, allowing for the development of highly personalized communication campaigns and tailored student communications.
- *Implementation of Peoplesoft* – As a part of the Rufus Initiative, the Office of Undergraduate Admissions was the first office to go live with Peoplesoft in July 2010. Other academic support offices including the Student Financial Aid and Scholarship, University Registrar and the Bursar are slated to go live throughout the 2010-2011 year.
- *Marketing and Communications* - Considerable effort has been expended over the past year by the Enrollment Management Division and Marketing and Communications in the development of a multi-year marketing campaign. Additional base budget resources have been provided from the Office of the Provost for the 2010-11 cycle of the campaign, which will allow better penetration into targeted markets as well as better assessment of marketing efforts.
- *Personalized student recruitment* – Specialized communications and recruitment efforts have been developed for select student populations. Specially tailored efforts have been developed for specific majors, student populations, and broadly for specific Colleges.
- *Social Media* – As a component of the personalized student approach, a tactical social media plan will be implemented. Over the past year, Ohio University has developed its first Facebook, Twitter, and student blog site for undergraduate student recruitment, and the office of Marketing and Communications has created a social media position focused on this medium.
- *Scholarship Leveraging* – New scholarship leveraging programs have been developed over the past year ranging from need to merit and including college-specific awards to enhance enrollment efforts. An RFP designed to identify the most effective means of communicating and disbursing institutional aid was released in August, 2010 as part of an overall price-sensitivity study.

New long-term strategies to implement:

- *Recruitment Plan* – In alignment with this strategic enrollment management plan, an Office of Undergraduate Admissions Recruitment and Tactical Plan will be developed with short, medium and

long-term goals which takes into account:

- ✓ *Increasing inquiry pool* - Identifying qualified prospects and increasing the inquiry pool for targeted geo-demographic and academic groups to sustain application objectives by ensuring sufficient number of interested students.
- ✓ *Improving applicant conversion rates* - Implementing high-touch, high-volume, high-tech personalized recruitment based on better managed territories and a better cultivated inquiry pool, thereby improving application conversion rates.
- ✓ *Developing pipeline initiatives* - Investing in long-term pipeline initiative programs to increase access and generate well qualified lead streams that align strategically with enrollment goals (e.g., multicultural, targeted academic, etc.)
- ✓ *Coordinating yield communications* - Aligning recruitment and yield communication with university marketing investments. Coordinating yield communication and recruitment plans across colleges, schools and departments to leverage brand identity and ensure consistency/quality of message.
- ✓ *Assessment and Key Performance Indicators*—Identifying key assessment tools to better inform recruitment and marketing practice, and develop KPIs to best define success.

7.2 New Freshmen Students at the Athens Campus – Out-of-State

Top Level Strategy – Develop strategically focused, multi-faceted and personalized recruitment activities for Undergraduate students from states outside of Ohio domestically.

Current and short-term strategies in place (not mentioned in section 6.1):

- *Campus Wide Coordination* – A multi-faceted strategic approach to recruit out-of-state students is in place through a coordinated effort among the offices of Alumni Affairs, Marketing and Communications, Admissions, and Enrollment Management to target a specific out-of-state market and develop publications, commercials, outreach events and scholarships programs. This has led to a 4% increase in applications for that state in a year when we have seen a 6% decline in applications from all other states outside of Ohio.
- *Scholarship Leveraging* – A new and enhanced Gateway Trustees award for high achieving out-of-state students was implemented in Fall 2009.
- *Marketing and Communications* – The first Ohio University out-of-state recruitment campaign ran in the 2009-10 recruitment cycle.
- *Strategic Focus* –Key out of state markets have been identified to begin to build pipeline initiatives to increase brand recognition. Efforts range from targeted outreach events to full marketing, outreach, and follow-up.

New long-term strategies to implement:

- *Recruitment Plan* – Out-of-state markets will be included in the overall recruitment plan as outlined in 6.1. Some key issues to consider will be:
 - ✓ *Marketing* - The effective use of limited marketing dollars to cover both the State of Ohio and the rest of the domestic United States. The aim is a more specifically targeted approach to key markets that can be sustained over a long period and aligned with overall recruitment efforts.

- ✓ *Out-of-State Transfer Students* – Historically, the focus for transfer recruitment has been in-state students. However, an opportunity exists to capitalize on key out-of-state markets (including international students) by targeting transfer students who expressed interest in Ohio University before choosing to enroll elsewhere.

7.3 New Freshmen Students at the Athens Campus – International

Top Level Strategy – Develop a strategically aligned international recruitment plan focused on diversifying students’ countries of origin and attracting international students interested in a broader set of academic programs, especially those with capacity.

Current and short-term strategies in place (not mentioned in section 6.1):

- *SIMT* – the Senior International Management Team (SIMT) was created in 2009 to align all international student initiatives. This team oversees the effective coordination of campus globalization efforts and is key to ensuring the success of enrollment efforts across the University
- *Strategic Alignment* - Campus-wide strategic planning led to the creation of a position and additional funding dedicated to supporting the international recruitment efforts across campus. The increase from 19 to 95 new freshman undergraduates since 2006 is significant, and total undergraduate population at Ohio University has grown from 1,082 to 1,467, which is a 36% increase.
- *Enrollment Planning* – The SIMT and the University International Council (UIC) are producing the Ohio Strategic Internationalization Plan. The segment of the document devoted to recruitment will be used as a framework to prioritize future recruiting efforts.
- *Student Support Initiatives* – The University’s success with international enrollment has been due largely to the strong growth in the Chinese market, and most of these students want to major in business. The College of Business is either leading or coordinating a number of efforts to ensure that these international students not only gain access to OU but have success as they transition from language training to full-time academic study.

New long-term strategies to implement:

- *Strategic Alignment* – Align international student recruitment with geographic priorities, institutional capacity, and academic strengths to provide a strong basis for future recruitment and student success.
- *Yield* – Develop methods of student communications and travel follow-up to reverse the declining student yield rate as more institutions enter the international market.
- *Student Intake* – Continue to improve efforts around student arrival and retention programming.
- *Ohio Program of Intensive English (OPIE)* - Coordinate recruitment efforts and develop additional space and teaching capacity for OPIE based on enrollment projections.
- *Assessment and Data* – Integrate international student data more effectively into reporting, assessment, and information systems.
- *Processing* – Commit to timelier processing of international student applications.

7.4 New Freshmen Students at the Athens Campus - Multicultural

Top Level Strategy – In conjunction with overall recruitment planning and enrollment efforts, expand upon extant initiatives and develop new initiatives to grow enrollments for multicultural students.

Current and short-term strategies in place (not mentioned in section 6.1):

- *Scholarships* – Redefined the primary scholarships that will benefit multicultural students for the Fall 2010 class to allow for an expanded last-dollar program for students expressing additional need.
- *Outreach* – Held first outreach program for high school juniors in the spring quarter to share information about Ohio University and create a pipeline for the fall 2011 class.
- *Collaborative recruitment efforts* – Partnered with existing pre-college summer programs for rising high school seniors offered here at Ohio University, including the Junior Executives Business Program (College of Business) and the Minority Women in Engineering Summer Institute (Russ College of Engineering and Technology) in an effort to recruit students into selective academic programs. Also worked with Communications and Marketing in the development of targeted recruitment collateral for women and multicultural students.
- *Targeted communication and marketing* - Advertised in publications that are geared to prospective multicultural students, their parents, and guidance counselors, such as Winds of Change Magazine (targeting Native American students) and La Prensa (targeting the Hispanic/Latino students).

New long-term strategies to implement:

- *Strategic Alignment* – Incorporate multicultural students more fully within the overall recruitment plan.
- *Increased Pipeline Initiatives* – Seek out opportunities to support educational activities sponsored by community and faith based agencies that encourage a college-going behaviors among multicultural students within the state. Begin to foster relationships with well-established non-profit organizations such as the Ron Brown Scholars Program and Venture Scholars to recruit academically talented, college-bound, multicultural students to selective academic programs.
- *Scholarships* – Continue to develop and refine existing scholarship programs to address needs of specific multicultural sub - populations of students (e.g., new, transfer, high need, high merit).
- *Increase marketing efforts* – Continue current efforts and increase advertisements in publications that are geared to prospective multicultural students, their parents, and guidance counselors including National Society of Black Engineers Magazine and Cincinnati Herald, among others, to create awareness among multicultural communities.
- *Increase involvement of multicultural faculty, staff and alumni* - Initiate concerted efforts to involve Ohio University multicultural faculty, staff, and alumni in the recruitment and yield phases.
- *Expand collaborative recruitment efforts* – Continue to partner with existing pre-college programs for rising high school students and expand opportunities for students and parents to visit Ohio University through events co-sponsored by Undergraduate Admissions, the academic colleges, the Office of Multicultural Student Access and Retention, and the Division of Student Affairs.

7.5 New Transfer Students at the Athens Campus

Top Level Strategy – Enhance Ohio University's transfer student recruitment efforts by providing excellent customer service, an enriched campus visit experience, and timely transfer credit evaluations while advocating for alternative pathways to achieving a post-secondary education.

Current and short-term strategies in place (not mentioned in section 6.1):

- *Marketing and Communications* - A redesign of the transfer website and the development of a Transfer Brochure were completed during the 2009-10 academic year. For the first time in recent years, high ability prospective transfer student leads were purchased as a tool to increase the transfer inquiry pool.
- *Transfer Coordination* - Realignment of transfer initiatives within the Undergraduate Admissions organizational structure – A position was upgraded to create an Associate Director for Transfer Initiatives who will be responsible for the oversight, recruitment, admission, and processing of all Transfer and non-traditional student populations. A new Transfer Credit Practices Council will be established in Fall 2010 to streamline and expedite internal decisions related to the acceptance of transfer credit.

New long-term strategies to implement:

- *Transfer Student Recruitment Activities* – In alignment with the 5-year strategic enrollment management plan, the Undergraduate Admissions Transfer Student Recruitment Plan will identify short, medium and long-term goals which take into account the following:
 - ✓ *Increasing transfer student inquiry pool* - Identify qualified prospects and increase the inquiry pool for transfer student and non-traditional student groups to ensure sufficient numbers of interested students so that application objectives are met.
 - ✓ *Exploring efforts to attract non-traditional students* - Increase Ohio University's ability to attract non-traditional students and veterans, as well as identify and promote clear relocation paths from the regional campuses to Athens.
 - ✓ *Coordinating yield communications* - Align recruitment and yield communication with university marketing investments. Coordinate yield communication and recruitment plans across colleges, schools, and departments to leverage brand identity and ensure consistency/quality of message.
 - ✓ *Assessment and Key Performance Indicators*—Identify key assessment tools to better inform recruitment and marketing practice and develop KPIs to best define success.
- *Transfer Credit Evaluation Processes*
 - ✓ *Implementation of PeopleSoft Transfer Credit (TC)* – In January of 2011, Undergraduate Admissions will go live with PeopleSoft Transfer Credit (TC). PeopleSoft TC will enhance Ohio University's ability to more quickly and efficiently evaluate transfer students credit.
 - ✓ *Increase Community College Relationships* - Build on already established relationships with our community college partners by increasing the number of articulation agreements for traditional on-campus academic programs.
 - ✓ *Enhance the Quality of Non-Traditional Credit Equivalencies* - Explore ways in which Ohio University can better serve students who have earned credit through non-traditional means such as through professional, military, or test/exam options.
 - ✓ *Transfer Credit Evaluation Efficiencies* - Aim to increase our ability to quickly and accurately conduct thorough transfer credit evaluations for prospective students. In coordination with the academic deans, develop a plan and process to centralize all 100 and 200 course level evaluations.

7.6 Graduate Student Enrollments

Top Level Strategy – Utilize the Graduate College to support, strengthen, coordinate, and advance graduate education at Ohio University.

Current and short-term strategies in place (not mentioned in section 6.1):

- *Align outreach with recruitment strategies* - Programs utilize recruitment strategies as outlined in each outreach approval request.
- *Website* - Enhanced Graduate College website and basic recruitment materials to deliver clear and consistent information about graduate programs, admission requirements and application instructions.
- *Targeted recruitment for international* - Targeted Graduate College efforts for recruitment of international sponsored students and students from under-represented groups.

New long-term strategies to implement:

- *New graduate outreach programs* - Encourage academic colleges to continue to explore the feasibility of new and expansion of existing outreach programs to increase the number of fee-paying graduate students.
- *Enhance recruitment strategies* - Expand recruitment strategies to enhance the quality and diversity of new graduate students who contribute to an enhancement of the university's mission through their efforts as GAs, TAs, and RAs. (e.g., purchase prospect names; increase travel to domestic recruitment fairs; expand recruitment materials)
- *Best practices* - In collaboration with programs, investigate best-practices for recruiting graduate students and explore financial means to accomplish recruitment goals.

7.7 Regional Higher Education (RHE) Enrollments

Top Level Strategy – Strategically align the RHE campus efforts to best meet the demand of the communities in which they serve and grow new programs and student support where market demand and student interest meet.

Current and short-term strategies in place (not mentioned in section 6.1):

- *Marketing and Social Media* – RHE campuses have been marketing more broadly over the past few years with additional efforts in print advertising, billboards and media advertising
- *High school to College Initiatives* – The campuses have participated in a number of state led initiatives that encourage and support high school students who want to enroll in college courses prior to high school graduation.
- *Expanded Scholarship Opportunities* – The campuses routinely review the impact that academic and needs-based scholarships have on enrollment and propose changes and create new programs as indicated.
- *Student Support* – Faculty and staff have developed a wide variety of student retention and success activities that target students from admission through graduation / relocation / transfer.
- *Community Partnerships* – The campuses have developed a number of formal relationships and agreements with community businesses and organizations that have resulted in expanding program opportunities to new student audiences.

- *Freshman Experience and Learning Communities* – Some of the campuses have created special student support services aimed at helping students transition successfully into the collegiate environment whether recently or several years out of high school.

New long-term strategies to implement:

- *Target marketing initiatives* – The greatest opportunities for growth appear to be in marketing to specific targets. Areas that are especially promising for future initiatives include: current high school students through dual-enrollment programs, bordering out-of-state students, recent graduates of Adult Basic Education Programs, Career Centers, and Community and Technical Colleges.
- *Targeted Scholarship Waivers* - Develop targeted, student and campus specific scholarship programs.
- *Collaborations and Partnerships* – Continue to explore and expand partnership opportunities that serve the region and exploit new and emerging student markets (e.g., targeted certificate programs, on-site delivery of courses in businesses, industries, and school settings, courses offered in communities not otherwise well-served by higher education.
- *Price Sensitivity Study* – In meeting the mission of regional affordability, RHE will be commissioning an additional study as part of the overall Ohio University price sensitivity study being conducted in the 2010-11 academic year.
- *Needs Analysis* – Conduct a needs analysis of students to determine the new degrees and programs with the highest potential for enrollment success; conduct a needs analysis of regional business/industry to determine their top career needs for the near and long-term.
- *Strategic Programming Development* - New programs, especially those that meet identified market needs in the region, have enjoyed widespread success. A key to maintaining this trend will be better market needs data. The campuses are currently working with the Voinovich School to conduct a needs analysis to determine the academic programs that feed the jobs with the highest demand in the near future.
- *Increase Baccalaureate Opportunities* - The campuses, working in collaboration with the Colleges and Departments, will continue to expand the number of degree programs offered at the campuses that will benefit place-bound adults. This goal meets a key University System of Ohio objective

7.8 Lifelong and Distance Learning (LLDL) Enrollments

Top Level Strategy – Strategically assist colleges, departments and programs to develop, market and deliver degree programs via E-learning options using appropriate technology to new markets of students who would otherwise never attend Ohio University.

Current and short-term strategies to implement (not mentioned in 6.1):

- *Develop Partnerships* - Partner as needed and appropriate to provide national marketing research, marketing, recruitment, online course design and exemplary student services to E-learning students

New long-term strategies to implement:

- *E- learning design* - Build out learning design capabilities to provide consistent and high level services to colleges, departments and programs wanting to offer totally online and next generation E-learning degree and certificate programs.
- *Student support* – expand admissions processing and student services available through Lifelong and Distance Learning to support current and new programs

- *E-learning initiatives* - Implement an E-learning collaborative across campuses to establish consistent processes and procedures for creating high quality online courses, to provide regularly scheduled Quality Matters and online course development training for faculty, and to serve as a mentor/support group for new faculty teaching online
- *Bachelor completion programs* - Develop additional Online Bachelor Completion Program (OBCP) partnerships with community colleges across Ohio and throughout the adjacent tri-state region

7.9 Freshman to Sophomore Retention

Top Level Strategy—Support existing strategies that create optimal conditions for student success and implement new strategies that contribute to student success across all Ohio University campuses.

Current and short-term strategies in place (not mentioned in section 6.1):

- *Student success network* – Instituted the Student Success Network in which all colleges and other core centers, offices, and planning units are involved. The participating centers include the Allen Student Help Center (ASHC) and the Academic Advancement Center (AAC). The participating offices include the Office of Multicultural Students Access and Retention (OMSAR), Career Services, Residential Housing, Campus Involvement, Education Abroad, Commuter and Adult Student Services, and Diversity, Access, and Equity. The participating planning units beyond the colleges include Student Affairs, University Libraries, Intercollegiate Athletics, and Regional Higher Education.
- *First year experience programming* – Instituted the comprehensive First Year Experience Program (FYE) that is integrated with the Student Success Network and includes Bobcat Student Orientation (BSO), Welcome Weekend Programs, Learning Communities Program, First-Year Seminars, the Common Experience Project, the Majors Fair, and the First Year Forum where progress on goals related to enhancement of FYE are shared with a university-wide audience.
- *Student assessment* - Annual assessment of first-year students' experiences, including BSO, Learning Communities, First-Year Seminars, Majors Fair, and the LINKS program managed by OMSAR, as well as annual retention study conducted by Institutional Research.

New long-term strategies to implement:

- *Learning communities* - Expand learning communities so that by 2015 all first-year students have the option to participate in the program, including regional campus students.
- *Expand academic support services*—tutoring, Math Lab, and Supplemental Instruction—so that all students' needs are met, including all regional campus students.
- *Advising* - Improve academic advising for first-year students in ways consistent with national best practices, including all regional campus students.
- *First year council* - Create, with support of Faculty Senate, a First Year Council, which would be a new standing committee charged with increasing the faculty's knowledge of and involvement in current retention initiatives.
- *Policy and procedure analysis* - Modify existing academic policies and procedures in ways that promote student success without compromising academic integrity.
- *Targeted student support* - Expand academic support for recruited student sub-populations such as veterans, multicultural students, local students, adult students, transfer students, first-generation students, and high-risk students.

SECTION 8: CONCLUSION

Ohio University achieved the largest enrollment in its 206 year history in the 2010-11 school year. This achievement was the result of exceptional collaborations among enrollment offices, the colleges, and university staff across all of the campuses. It is also a result of the fact that prospective students recognize the strong academic programs and extraordinary student support services that make Ohio University one of the most transformative institutions in the nation. This is commendable given the significant challenges higher education is facing nationally and within the State of Ohio.

As a result of reduced state support over the past decade, the university has had to rely increasingly on student tuition revenues to support these fruitful collaborations and excellent programs and services. The decade has also been marked by staffing and budget cuts, increasing competition for students within and outside Ohio, and a shifting student demographic. Ohio University will continue to meet these challenges as it has always done in the past and will emerge as a stronger institution

One response to the above challenges is the development of a “smart, strategic and sustainable” enrollment planning process that key university stakeholders have undertaken over the past year, in combination with overall university strategic planning processes, which has culminated in this document outlining the five-year strategic enrollment management plan. This plan is developed as a dynamic document that can be revisited and adjusted annually to account for the myriad number of internal and external exigencies that inter-play on enrollments of large, multi-campus, multi-faceted public institution like Ohio University.

Through careful implementation of the short and long term strategies laid out in this document, in combination of overall university strategic planning, Ohio University should be able to continue to not only secure the revenue stream necessary, but more importantly, continue to meet its vision statement of being the nation’s best transformative learning community.

Appendix A

Ohio University Athens Campus - First-Year Undergraduate Freshman Profile

TOTAL UNIVERSITY	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2003	2004	2005	2006	2007	2008	2009
# Applied	12,937	12,417	12,367	12,684	13,020	14,046	14,204
# Admitted	10,235	10,716	11,027	10,781	10,679	10,931	11,591
% Admitted	79.1%	86.3%	89.2%	85.0%	82.0%	77.8%	81.6%
# Enrolled	3,672	3,795	4,165	4,084	4,006	3,985	4,072
% Enrolled	35.9%	35.4%	37.8%	37.9%	37.5%	36.5%	35.1%
# Female	2,078	2,083	2,198	2,112	2,094	2,163	2,229
% Female	56.6%	54.9%	52.8%	51.7%	52.3%	54.3%	54.7%
# Non-Resident	320	325	327	376	459	469	447
% Non-Resident	8.7%	8.6%	7.9%	9.2%	11.5%	11.8%	11.0%
# Appalachian Counties	579	583	580	594	536	556	557
% Appalachian Counties	15.8%	15.4%	13.9%	14.5%	13.4%	14.0%	13.7%
# African American	130	128	214	203	175	223	222
% African American	3.5%	3.4%	5.1%	5.0%	4.4%	5.6%	5.5%
# Asian American	31	34	29	34	49	35	51
% Asian American	0.8%	0.9%	0.7%	0.8%	1.2%	0.9%	1.3%
# Hispanic	50	56	76	76	80	87	83
% Hispanic	1.4%	1.5%	1.8%	1.9%	2.0%	2.2%	2.0%
# Native American	10	7	14	9	8	15	14
% Native American	0.3%	0.2%	0.3%	0.2%	0.2%	0.4%	0.3%
# Caucasian	3,437	3,553	3,824	3,743	3,613	3,526	3,607
% Caucasian	93.6%	93.6%	91.8%	91.7%	90.2%	88.5%	88.6%
# International	14	17	8	19	81	99	95
% International	0.4%	0.4%	0.2%	0.5%	2.0%	2.5%	2.3%
Arts & Sciences	906	930	926	915	932	864	997
Business	360	344	357	345	384	393	362
Communication	431	507	553	526	556	558	512
Education	322	336	280	266	235	234	270
Engineering/Technology	226	193	288	278	256	288	272
Fine Arts	159	178	205	209	186	203	212

Health/Human Services	304	365	435	435	407	410	525
Honors Tutorial	56	52	59	62	49	47	50
University College	908	890	1,062	1,048	1,001	988	872
# Top 10 percent of HS class	613	560	539	491	462	453	482
% Top 10 percent of HS class	18.2%	17.5%	16.0%	14.5%	14.8%	15.0%	15.7%
# Top 25 percent of HS class	1,616	1,500	1,407	1,349	1,293	1,328	1,348
% Top 25 percent of HS class	48.0%	46.8%	41.7%	40.0%	41.4%	43.9%	43.8%
# Students under 21 with college credit	889	831	940	952	886	1,024	1,248
% Students under 21 with college credit	24.2%	21.9%	22.6%	23.3%	22.1%	25.7%	30.6%
# Students 25 and older	8	5	6	4	7	1	3
% Students 25 and older	0.2%	0.1%	0.1%	0.1%	0.2%	0.0%	0.1%
ACT Composite Scores:							
# 11 to 15	12	6	14	8	15	11	5
% 11 to 15	0.4%	0.2%	0.4%	0.2%	0.4%	0.3%	0.1%
# 16 to 20	467	646	819	737	604	635	608
% 16 to 20	14.2%	19.1%	22.4%	20.6%	17.2%	17.9%	16.7%
# 21 to 25	1,861	1,851	1,978	1,935	1,981	1,919	1,980
% 21 to 25	56.4%	54.8%	54.0%	53.9%	56.3%	54.2%	54.5%
# 26 to 30	825	717	708	740	756	793	828
% 26 to 30	25.0%	21.2%	19.3%	20.6%	21.5%	22.4%	22.8%
# 31 to 36	134	156	144	169	165	183	212
% 31 to 36	4.1%	4.6%	3.9%	4.7%	4.7%	5.2%	5.8%
	Average Scores						
ACT English	23.7	23.1	22.8	23.0	23.3	23.5	23.5
ACT Math	23.7	23.0	22.6	22.9	23.0	23.2	23.0
ACT Composite	23.9	23.5	23.2	23.4	23.6	23.7	23.8
SAT Verbal (Recentered SAT)	553	551	545	542	543	541	543
SAT Math (Recentered SAT)	553	554	549	551	547	546	546
Avg. H.S. Rank	73.1	71.2	68.2	68.3	69.0	69.9	69.3
Avg. H.S. GPA	--	--	--	3.35	3.34	3.37	3.36

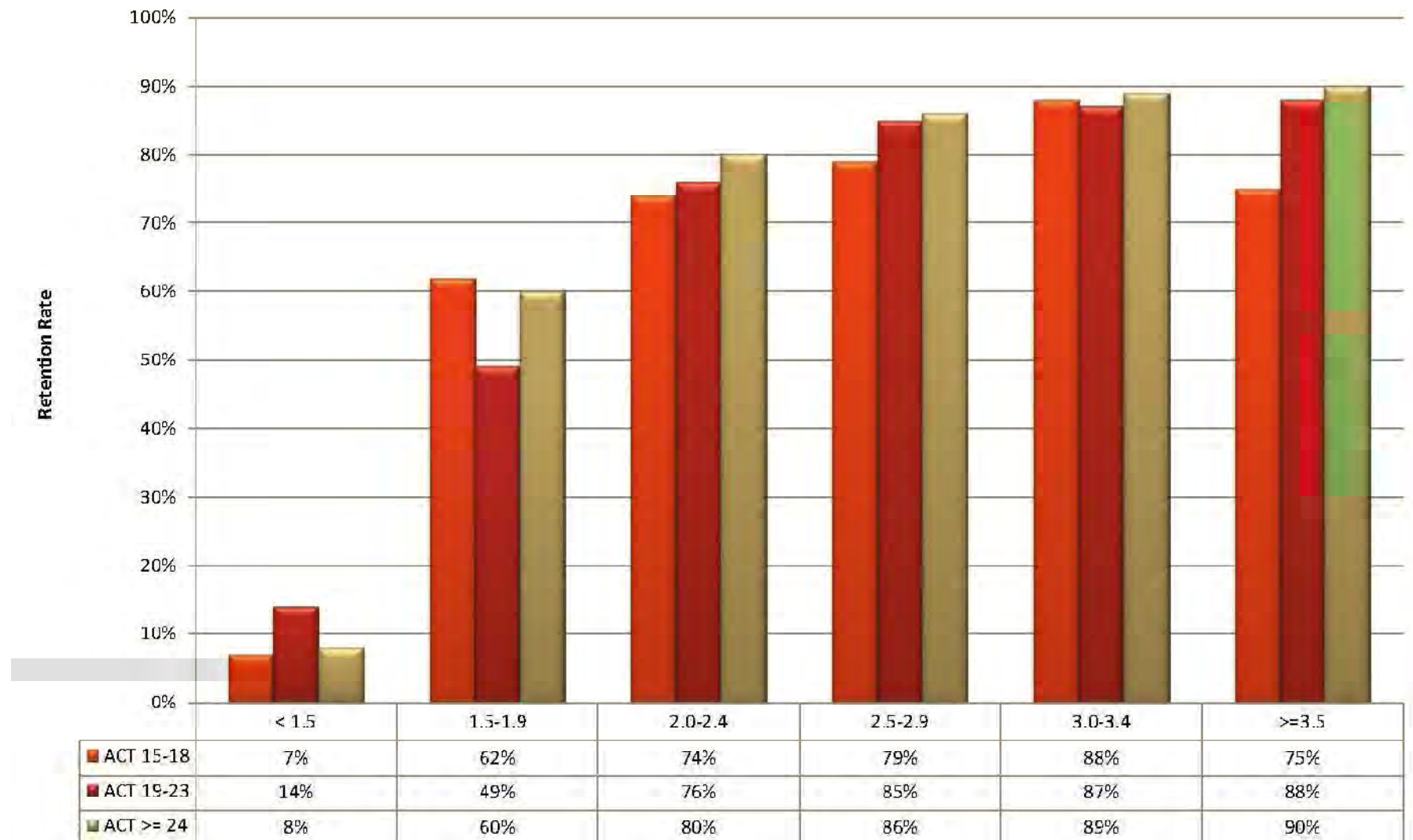
Appendix B

Ohio University Athens Campus - Transfer Student Profile

TOTAL CLASS	Fall	Fall	Fall	Fall	Fall	Fall	Fall
	2003	2004	2005	2006	2007	2008	2009
# Applied	1,166	1,072	1,082	1,029	1,055	1,148	1,416
# Admitted	802	788	764	748	762	859	1,073
% Admitted	68.8%	73.5%	70.6%	72.7%	72.2%	74.8%	75.8%
# Enrolled	470	464	469	438	444	518	578
% Enrolled	58.6%	58.9%	61.4%	58.6%	58.3%	60.3%	53.9%
# Female	209	210	205	186	181	218	248
% Female	44.5%	45.3%	43.7%	42.5%	40.8%	42.1%	42.9%
# Non-Resident	56	45	39	52	62	77	83
% Non-Resident	11.9%	9.7%	8.3%	11.9%	14.0%	14.9%	14.4%
# African American	6	11	16	14	30	21	27
% African American	1.3%	2.4%	3.4%	3.2%	6.8%	4.1%	4.7%
# Asian American	5	10	5	4	5	4	8
% Asian American	1.1%	2.2%	1.1%	0.9%	1.1%	0.8%	1.4%
# Hispanic	4	6	8	9	7	7	15
% Hispanic	0.9%	1.3%	1.7%	2.1%	1.6%	1.4%	2.6%
# Native American	1	1	0	1	4	6	1
% Native American	0.2%	0.2%	0.0%	0.2%	0.9%	1.2%	0.2%
# Caucasian	442	428	432	395	379	441	482
% Caucasian	94.0%	92.2%	92.1%	90.2%	85.4%	85.1%	83.4%
# International	12	8	8	15	19	39	45
% International	2.6%	1.7%	1.7%	3.4%	4.3%	7.5%	7.8%
Arts & Sciences	144	127	125	122	112	132	152
Business	10	6	9	7	18	23	29
Communication	19	15	19	21	27	25	39
Education	38	43	37	28	30	28	33
Engineering/Technology	9	7	18	25	24	25	35
Fine Arts	30	26	27	21	34	34	28
Health/Human Services	44	53	62	66	58	73	90
Honors Tutorial	1	0	2	1	0	1	1
University College	175	187	170	147	141	177	171

Appendix C

Ohio University First Year Retention by First Year GPA and ACT



Summary of Current and Short Term Strategies to Enhance Student Recruitment and Retention

Ohio University					
Strategic Enrollment Management Planning: 2010-2016					
Top-Level Current and Short Term Strategies to Enhance Student Recruitment and Retention					
OU System	Athens Only	RHE/ LLDL Only	Recruitment	Retention	
					Short -Term Strategies (0-12 months)
	♦				1 Develop a student recruitment plan for undergraduate admissions
♦			♦	♦	2 Develop personalized and targeted recruitment initiatives and plans with colleges
♦			♦		3 Enhance academic communications and marketing, including social media
♦					4 Work directly with Colleges to determine enrollment targets, communications/marketing plans and best recruitment approaches
♦			♦	♦	5 Enhance student assessment activities
♦			♦		6 Implement new technologies - CRM and Peoplesoft
♦			♦		7 Continue to enhance scholarship leveraging techniques for affordability
	♦		♦		8 Work with Alumni Affairs to better use alumni in recruitment efforts
♦			♦		9 Attend targeted recruitment activities as part of a strategic focus for that population
♦			♦	♦	10 Realign or develop coordination efforts to better target cohorts through committees
♦			♦		11 Enhance website for better strategic focus of cohort
	♦			♦	12 Enhance learning community opportunities
		♦	♦		13 Develop more formal high school to college initiatives
	♦		♦		14 Enhance student processing help in office of Admissions to assure timely completion of applications
♦			♦		15 Develop a Credit Transfer Practices Council to align with state and institutional enrollment mandates
♦			♦	♦	16 Complete a price-sensitivity study
		♦	♦		17 Develop more formal community partnerships

Summary of Long Term Strategies to Enhance Student Recruitment and Retention

Ohio University					
Strategic Enrollment Management Planning: 2010-2016					
Top -Level Long Term Strategies to Enhance Student Recruitment and Retention					
OU System	Athens Only	RHE/ LLDL Only	Recruitment	Retention	<u>Long-Term</u> Strategies (12-36 months)
♦			♦	♦	1 Develop a recruitment plan strategically focused multi-faceted, targeted and personalized recruitment activities
♦			♦		2 Increase inquiry pool of student prospects through geo-marketing, targeted communications, etc.
♦			♦		3 Increase applications and conversion rates
♦			♦	♦	4 Develop more specific student pipeline initiatives including early recruitment, program, campus visits
♦			♦		5 Enhance and coordinate student yield initiatives across campus(es)
♦			♦	♦	6 Develop continued student assessment initiatives across campus and regarding student cohorts
	♦		♦		7 Enhance reach of current marketing campaigns to select out of state and in-state markets
	♦		♦		8 Enhance out-of-state and international student transfer programs
	♦		♦		9 Enhance student intake efforts, specifically for international students to assure enrollment targets
♦			♦		10 Continue to enhance scholarship leveraging techniques for affordability
♦			♦		11 Develop targeted recruitment efforts for veteran's students
♦			♦		12 Develop clear transfer recruitment paths for students from RHE to Athens campuses
♦			♦		13 increase community-college partnerships
	♦		♦		14 Develop college program-specific full fee paying student initiatives where feasible
♦			♦	♦	15 Implement findings of price-sensitivity study where feasible
♦			♦	♦	16 Develop new academic programs where market demands and student interest intersect
		♦	♦		17 Increase Baccalaureate opportunities where appropriate in coordination with Athens Campus colleges
♦	♦				18 Increase learning communities to allow for 100% opportunity for all first-year students
♦	♦			♦	19 Create, with support of Faculty Senate, a First Year Council focused on retention initiatives across campus
♦				♦	20 Determine effective policy changes that enhance student success without compromising academic integrity

The following members of Ohio University are to be thanked for their assistance in the enrollment planning efforts over the past year leading to the SEMP:

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Dr. Brian Bridges, Vice Provost for Diversity, Access and Equity
Dr. Phil Campbell, Director, School of Information and Telecommunications Systems
Dr. David Castle, Assistant Professor, Eastern Campus
Mr. Craig Cornell, Vice Provost for Enrollment Management, Chair
Dr. Ken Cutright, Associate Dean, College of Business
Dr. John Day, Associate Provost for Academic Budget and Planning
Dr. David Descutner, Dean, University College
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Ms. Soni Williams, Director, Student Financial Aid and Scholarships
Dr. Michael Williford, Associate Provost for Institutional Research and Assessment

In addition we would like to thank members of the Enrollment Management Advisory, Strategic Enrollment Management Steering and the Enrollment and Retention Monitoring Committees not listed above for their advice and assistance.



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **AQIP Update**

In our continued efforts to keep the Board informed of Ohio University's accreditation work, you are receiving regular updates. We are preparing for Ohio University's reaffirmation of accreditation with the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools, which is scheduled to take place in 2015-16, and we are planning ahead in anticipation of this action. The attached brief presentation continues these updates with a focus on HLC Criterion 3: Teaching and Learning.

AQIP Update



Alteration and/or unauthorized use prohibited.



[1]

AQIP Update

Review from previous Board meetings:

- Higher Learning Commission (HLC) accreditation
 - Ohio University has been continuously accredited since 1913
 - Academic and academic support units
 - Since 2002, Ohio University has been a member of the Academic Quality Improvement Program (AQIP), an accreditation pathway through the HLC
- Ohio University's accreditation last reaffirmed in 2008-09
- 2013-14 Submit AQIP Systems Portfolio
- 2014-15 AQIP Quality Checkup Visit
- 2015-16 Reaffirmation of Accreditation



[2]

AQIP Update

Effective January 1, 2013

5 Criteria for Accreditation

1. **Mission**—The institution's mission is clear and articulated publicly; it guides the institution's operations.
2. **Integrity: Ethical and Responsible Conduct**—The institution acts with integrity; its conduct is ethical and responsible.
3. **Teaching and Learning: Quality, Resources, and Support**—The institution provides high quality education, wherever and however its offerings are delivered.

[3]



AQIP Update

Effective January 1, 2013

5 Criteria for Accreditation (continued)

4. **Teaching and Learning: Evaluation and Improvement**—The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.
5. **Resources, Planning, and Institutional Effectiveness**—The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

[4]



Guiding Values of HLC Criteria

1. Focus on student learning
2. Education as a public purpose
3. Education for a diverse, technological, globally connected world
4. A culture of continuous improvement
5. Evidence-based institutional learning and self-presentation
6. Integrity, transparency, and ethical behavior or practice
7. Governance for the well-being of the institution
8. Planning and management of resources to ensure institutional sustainability
9. Mission-centered evaluation
10. Accreditation through peer review

[5]



Criterion 3: Teaching & Learning

Five Core Components:

- The institution's degree programs are appropriate to higher education
- The institution demonstrates that the exercise of intellectual inquiry and the acquisition, application, and integration of broad learning and skills are integral to its educational programs
- The institution has the faculty and staff needed for effective, high-quality programs and student services
- The institution provides support for student learning and effective teaching
- The institution fulfills the claims it makes for an enriched educational environment

[6]



Criterion 3: Examples of Evidence

- Courses/programs are current and appropriate to degree level and mode of delivery
- General Education learning objectives are articulated
- Faculty appropriately credentialed and evaluated regularly
- Infrastructure includes libraries, laboratories, tutoring, SI, etc.
- Co-curricular programs are appropriate to mission and contribute to student experience

[7]



Future Accreditation Updates

- Remaining criteria for accreditation
- 9 AQIP Categories
- Potential changes to HLC Pathways
- Feedback from HLC AQIP Reviewers

[8]



Search Updates

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Search Updates

- Paul Abraham, Dean, Eastern Campus
- Howard Dewald, Associate Provost for Faculty and Academic Planning
- Lorna Jean Edmonds, Vice Provost for Global Affairs
- Margaret Kennedy-Dygas, Dean, College of Fine Arts
- Barbara Wharton, Associate Provost for Institutional Research
- Bill Willan, Executive Dean for Regional Campuses

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**COLLEGE OF FINE ARTS
NAME CHANGE FOR THE SCHOOL OF ART**

RESOLUTION 2013 –

WHEREAS, the faculty in the School of Art in the College of Fine Arts feel that the current name fails to cover the scope of the curriculum and research interests of the school; and

WHEREAS, the current school curriculum includes a large array of design courses in Graphic Design and Interior Architecture; and

WHEREAS, the current school designation does not adequately recognize the focus of faculty and their professional activities; and

WHEREAS, the inclusion of the word 'design' in the school name will bring a contemporary character to the school; and

WHEREAS, the proposed name change would also bring the school in line with similar competing programs around the country; and

WHEREAS, this name change will allow us to increase our program visibility for prospective and current students interested in design at Ohio University; and

WHEREAS, the faculty thoroughly discussed the desirability of a change of name for the school, the Dean of the College of Fine Arts supports this recommendation, and it has been approved by the University Curriculum Committee.

NOW, THEREFORE BE IT RESOLVED, that the School of Art be changed to the School of Art + Design.



Interoffice Communication

Date: August 8, 2013

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **Name Change for the School of Art**

A resolution and a letter from the Dean of the College of Fine Arts, Margaret Kennedy-Dygas, are attached seeking board approval for changing the name of the School of Art to the School of Art + Design. The letter provides information on the rationale for the name change which has been approved by the University Curriculum Council.



Interoffice Communication

Date: June 24, 2013

To: Pam Benoit, Executive Vice President and Provost

From: Margaret Kennedy-Dygas, Dean, College of Fine Arts

Re: Approval of Name Change for School of Art

Attached please find a resolution proposing a name change for the School of Art. The new name will be School of Art + Design. This new name more accurately reflects contemporary curricula in the School, and will assist the School in recruitment of students in the design disciplines.

This name change was approved by the University Curriculum Council at their meeting on April 9, 2013, and has my full support.



The Role of Athletics Compliance

Lauren Ashman
Associate Athletic Director
for Compliance
Intercollegiate Athletics

The Role of Compliance

- The role of the compliance office for Ohio University Athletics is to monitor and ensure adherence to all NCAA rules and regulations for the University's 16 varsity sports programs.
- No major NCAA violations in institution's history
 - One of only 17 Football Bowl Subdivision (FBS) institutions without a major violation
- Components of a successful compliance program:
 - Effective broad-based institutional participation and governance;
 - Experienced compliance staff members;
 - Strong monitoring systems; and
 - Initiatives to further strengthen the compliance operation.

Primary Role of Compliance Administrators

- To demonstrate a steadfast commitment to the principle of institutional control
- *Mission of Compliance*
 - The mission of the Ohio University Compliance Office is to function within the scope of the University to coordinate, monitor and verify compliance with all National Collegiate Athletic Association (NCAA), Mid-American Conference (MAC) and institutional rules, regulations and policies.

Current Staff Breakdown

- Lauren Ashman
 - Associate Athletic Director for Compliance
 - Ten years of compliance experience
 - February 2013
- Erik Hildebrand
 - Director of Compliance
 - Six years of compliance experience
 - September 2011
- Daryl Evans
 - Compliance Assistant
 - Previous experience in Division I coaching and Division I academic advising
 - August 2013

What is Institutional Control?

- Institutional Control can be defined by:
 - The development and implementation of formal institutional policies and procedures to assist the institution in abiding by NCAA legislation; and
 - The monitoring and enforcement of institutional actions through such policies and procedures.

Institutional Control

- ◉ *NCAA Constitution, Article 2.1*
 - ◉ *Responsibility for Control*
 - ◉ It is the responsibility of each member of the institution to control its intercollegiate athletics program in compliance with NCAA rules and regulations. The institution's president or chancellor is responsible for the administration of all aspects of the athletics program.
- ◉ *NCAA Bylaw 6.01.1*
 - ◉ The control and responsibility for the conduct of intercollegiate athletics shall be exercised by the institution and the conference.

Institutional Control: Who is Responsible?

- The failure of the following individuals to implement and comply with systems designed to prevent egregious violations of NCAA legislation would be considered a lack of institutional control:
 - Director of Athletics;
 - Rules Compliance officials;
 - Intercollegiate Athletics (ICA) administrators;
 - Faculty Athletics Representatives (FARs);
 - Head coaches, assistant coaches, noncoaching staff members;
 - Institutional administrators (outside of ICA); and
 - Any individual or organization engaged in activities that promote the athletics interests of the institution.

Maintaining Institutional Control

- An institution is required to:
 - Develop and adhere to adequate compliance measures and practices;
 - Utilize educational process to convey these measures and practices to all involved parties;
 - Monitor activities to ensure that these measures and practices are being followed accurately; and
 - Take swift action upon discovery of a violation.

Current Compliance Systems

- Training and Development Opportunities
 - Annual NCAA Regional Rules Seminars
 - Compliance, Academics, FARs, Student Services Liaisons
 - NCAA Convention
 - National Association for Athletics Compliance (NAAC)
- Evaluations and Audit Programs
 - NCAA Certification (2009)
 - Required external evaluation (MAC, 2010)
 - Internal Audit Cycle (2012)
- Governance
 - Intercollegiate Athletics (ICA) reports to the President
 - Director of Athletics meets with the President on a bi-weekly basis
 - Director of Athletics serves as a member of the President's Executive Staff
 - President meets annually with Intercollegiate Athletics (ICA) staff
 - Annual report provided to Intercollegiate Athletics Committee (IAC)
 - Mid-American Conference (MAC) Committee on Infractions serves as a conference-specific infractions body

Current Compliance Systems

- Extensive Participation within Campus Community
 - Intercollegiate Athletics (ICA) Senior Staff members serve on numerous campus committees
 - Campus offices and outside department staff meet with coaching staff and administrative staff members during academic year
 - Compliance staff members have regular interaction with departmental liaisons and other unit representatives
- Monitoring and Enforcement of Policies and Procedures
 - JumpForward Software Package
 - Departmental Compliance Manual
 - Athletics Policy Manual and Employee Code of Conduct for Athletics serve as guides for policy
 - Commitment to Compliance emphasized in job descriptions and position announcements
 - Background checks are performed prior to hiring of new staff members
- Rules Education
 - Monthly educational sessions for coaching staff members
 - Quarterly for all Intercollegiate Athletics (ICA) staff members with educational component
 - Student-athlete orientation and educational sessions
 - Educational programming for representatives of athletics interests

Reporting Line Structure

- Associate Athletic Director for Compliance has dual reporting line:
 - Executive Associate Athletic Director/SWA
 - Internal reporting line for day-to-day management
 - Director of Athletics
 - Major projects and initiatives
 - Office of Legal Counsel
 - External reporting line
- Associate Athletic Director for Compliance directly supervises:
 - Director of Compliance
 - Compliance Assistant

NCAA Violation Summary

- **No major violations** in Ohio University's Division I membership history
 - **One** of only 17 Division I Football Bowl Subdivision (FBS) institutions to have zero major NCAA infractions
 - *125 FBS institutions as of August 2013*
- Secondary Violations (Bylaw 19.02.2.1)
 - Defined as a violation that is isolated or inadvertent and provides or is intended to provide only a minimal recruiting, competitive or other advantage and does not include any significant recruiting inducement or extra benefit
 - Five secondary violations during 2012-13 cycle
 - Typical and acceptable total based on the size and scope of current legislation

New Initiatives for 2013-14

- Head Coach Responsibility
 - NCAA Bylaw 11.1.2.1
- Expansion of Rules Education Program
 - Coordinated by the Compliance Office
- JumpForward software package
 - Expansion of current usage

Head Coach Responsibility

Bylaw 11.2.1.2

- An institution's head coach is presumed to be responsible for the actions of all assistant coaches and administrators who report, directly or indirectly, to the head coach.
 - Adopted 10/12/2012
- Implementation of *Head Coach Responsibility Plans* for 2013-14
 - Each head coach will develop a program-specific plan in order to meet legislative expectations.
 - Each plan will assist each head coach with promoting an atmosphere of compliance at Ohio University.

Rules Education Program

- Rules Education programming expansion will occur in 2013-14
 - *Coaching Staff Members*
 - Individual monthly rules education sessions for Football, Men's Basketball and Women's Basketball coaching staff members
 - Group rules education session provided to Olympic Sport coaches on a monthly basis
 - Coaching staff members will receive monthly newsletters created by the compliance office
 - *On-Campus Liaisons*
 - Financial Aid, Registrar and Admissions liaisons will receive rules education training once during each semester

Rules Education Program

- *Student-Athletes*
 - Student-athletes will receive compliance newsletters twice a semester
 - End-of-year rules education sessions will be provided to each team
 - Reminders regarding NCAA rules will be distributed throughout the academic year as needed
- *Faculty Athletics Representatives*
 - Meetings with representatives will occur twice a semester
- *Intercollegiate Athletics Committee (IAC)*
 - Compliance-specific report shared with full committee at each session will continue
- *IAC Compliance Subcommittee*
 - Will be utilized to discuss compliance-specific issues and concerns

JumpForward

- Introduced to coaching staff members for 2012-13 academic year
 - Primary use during initial year was for monitoring of recruiting activities
- Planned expansion of use for 2013-14:
 - Financial Aid tracking;
 - Continuing Eligibility tracking;
 - Required paperwork for student-athletes;
 - Electronic filing database;
 - Communication with student-athletes (rules education); and
 - Potential expansion available for equipment personnel and ticket office personnel.

Ohio Athletics Compliance

- Components that promote and reinforce institutional control:
 - Broad-based participation;
 - Extensive experience within compliance office;
 - Effective monitoring systems and strategies; and
 - Initiatives to further enhance current compliance operation.



OHIO
UNIVERSITY

Internal Audit

1 Ohio University
WUSOC 275
Athens OH 45701.2979

Date: August 8, 2013

To: The President and Board of Trustees

From: Chief Audit Executive Jeff Davis, CPA, CIA, CISA, CFE

Subject: Internal Audit Update

Internal Audit will present an update of progress in completing the FY14 work plan at the August 29, 2013 Audit Committee Meeting. Audit plan completion, the audit schedule, ICA compliance auditing and Governmental Accounting Standards Board Statement 68 will be addressed.

A compliance presentation will be provided by Lauren Ashman, Associate Athletic Director of Compliance. Also, representatives of Plante Moran will provide a brief update on the status of the FY13 audit.

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

Audit Committee

**Trustee Victor Goodman
Audit Committee Chair
August 29, 2013**

Tab

Chief Audit Executive Report

Jeff Davis, CPA

Agenda

- Audit Status Update
- ICA Compliance Audit
- GASB 68 Update

Audit Status Update

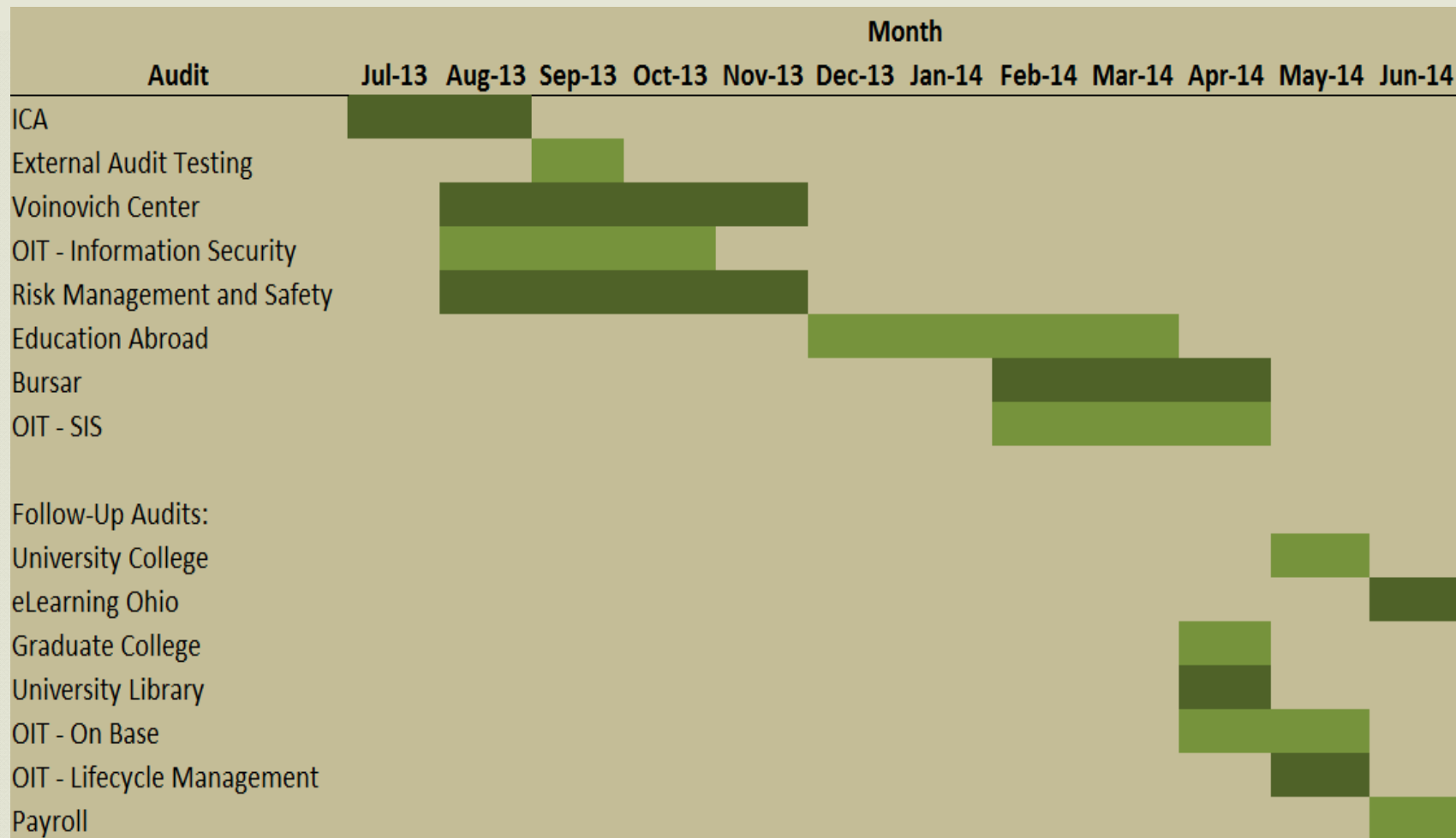
FY14 Audit Plan Status

Audit	Auditor	Status	Report Date
ICA Compliance	Ries/Ennis	In Progress	
Voinovich Center	Ries/Tong	In Progress	
OIT – Information Security	Tong	In Progress	
Risk Management and Safety	Ennis	In Progress	
External Audit Testing	All	Planned	
Education Abroad	Ennis	Planned	
Bursar	Ries	Planned	
OIT Applications - SIS	Tong	Planned	
FY13 Carryover Audits:			
Graduate College	Ennis	Completed	7/16/13
eLearning Ohio	Ries/Tong	Completed	Draft 7/23/13

FY14 Audit Plan Status (con't)

Follow-Up Audit	Auditor	Status	Report Date
University College	Ennis	Planned	
eLearning Ohio	Ries/Tong	Planned	
Graduate College	Ennis	Planned	
University Library	Ries/Tong	Planned	
OIT – On Base	Ries/Ennis	Planned	
OIT Lifecycle Management	Tong	Planned	
Payroll and Tax Compliance	Ries	Planned	

FY14 Audit Schedule



ICA Compliance Audit

ICA Compliance Audit

- ◎ Internal Audit began compliance testing in ICA July 2012
- ◎ Current requirement for a review to be performed every 4 years by an authority outside of ICA
- ◎ 16 areas outlined in NCAA Manual
- ◎ IA auditing these areas over a 4 year period

ICA Compliance Audit(con't)

◎ Year 2 (FY14)

- Governance and Organization
- Commitment of Personnel to Rules-Compliance Activities
- Investigations and Self Reporting of Rules Violations
- Rules Education
- Recruiting

FY14 Audit Process/Results

● Governance and Organization

- Reviewed policies, procedures and job descriptions
- Assessed activities in ICA to monitor compliance
- Evaluated the reporting line for Associate AD for Compliance
- Identified faculty athletics representatives and verified that meetings occurred

FY14 Process/Results (con't)

◉ Commitment of Personnel to Rules-Compliance Activities

- Reviewed the most recent “Certification of Compliance for Institutions” form – approved by President McDavis prior to 9/15 deadline
- Reviewed “Certification of Compliance for Staff Members of Athletic Department” form – signed by ICA staff prior to 9/15 deadline
- Interviewed members of the coaching staff to verify rules education training provided

FY14 Process/Results (con't)

- ◉ **Investigations and Self-Reporting of Rules Violations**
 - Reviewed policy and procedure
 - Verified policy is clearly stated on ICA website
 - Reviewed documentation for recent violations

FY14 Process/Results (con't)

◎ Rules Education

- Reviewed training documentation for various sports (including PowerPoint presentations)
- Discussed rules education with the Associate AD for Compliance
- Interviewed various coaches regarding rules education and processes

FY14 Process/Results (con't)

● Recruiting - On Campus/Off Campus

- Reviewed policy/procedure and educational efforts
- Identified coaches authorized to recruit off campus (Coaches required to be trained – reviewed test results)
- Examined a selection of teams and recruiting activities and verified activity took place in the appropriate period (Periods: Contact, Evaluation, Recruiting, Quiet, and Dead)

FY14 Process/Results (con't)

● Recruiting - On Campus/Off Campus

- Examined records of official visits and verified expenses were allowable
- Reviewed recruiting logs related to prospects
- Evaluated documentation allowing the institution to contact potential student athletes at other institutions

FY14 Process/Results (con't)

◉ Reporting Line for Associate AD for Compliance:

- Considered best practice for Associate AD to have a reporting line outside of Athletics
- ICA organization chart currently includes line to Legal Affairs
- No recent meetings with Legal Affairs
- IA recommends that regular meetings be held with Legal Affairs

Future Compliance Auditing(con't)

◎ Year 3 (FY15)

- Camps and Clinics
- Extra Benefits
- Student-Athlete Employment

Future Compliance Auditing(con't)

◎ Year 4 (FY16)

- Financial Aid Administration
- Playing and Practice Seasons
- Amateurism

GASB 68 Update

GASB 68 – Accounting and Financial Reporting for Pensions

- Governmental entities, including the University, will be required to recognize the unfunded pension benefit obligation as a liability, and to comprehensively and comparably measure the annual costs of pension benefits
- Effective for financial statements for the fiscal year ended June 30, 2015

GASB 68 – Accounting and Financial Reporting for Pensions (con't)

- ◉ Requires the University to report a proportionate share of the OPERS net pension liability on the face of the financial statements
- ◉ Additional note disclosures will be required in the annual financial report

GASB 68 – Accounting and Financial Reporting for Pensions (con't)

- ◉ January 2013 University volunteered to take part in a test implementation with the Ohio Public Employees Retirement System (OPERS)
- ◉ Request from Audit Committee Chair to provide an analysis of impact of GASB 68
- ◉ Finance in the process of completing the test GASB 68 implementation – notified in July by OPERS

GASB 68 – Accounting and Financial Reporting for Pensions (con't)

- ◉ University prepared proforma financial statements and note disclosures
- ◉ Draft provided to OPERS at the end of July
- ◉ Finance has also been working to estimate the impact of GASB 68 for the State Teachers Retirement System (STRS)

GASB 68 – Accounting and Financial Reporting for Pensions (con't)

- ◉ Finance in process of fully analyzing the impact of GASB 68 and will provide a comprehensive report to the Audit Committee at the October 31st meeting
- ◉ Plante Moran will also be included in the discussion with the Audit Committee

Conclusion

● Questions?