



OHIO  
UNIVERSITY

# Board of Trustees

---

## Minutes

February 8, 2013

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

**February 8, 2013**

**Chillicothe Campus, Ohio University**

**Chillicothe, Ohio**

**THE OHIO UNIVERSITY BOARD OF TRUSTEES  
MINUTES OF FEBRUARY 8, 2013 MEETING**

**TABLE OF CONTENTS**

CALL TO ORDER .....	5
ROLL CALL .....	5
APPROVAL OF THE AGENDA AND THE MINUTES .....	5
REPORTS .....	5
Report of the Chair .....	5
Report of the President.....	6
Update from Faculty Senate .....	14
University Joint Academic/Resources Committee Report .....	19
University Resources Committee Report .....	20
RESOLUTION 2013-3315 .....	23
University Academics Committee Report .....	24
RESOLUTION 2013 -- 3316 .....	26
RESOLUTION 2013 – 3317 .....	27
RESOLUTION 2013--3318 .....	27
RESOLUTION 2013 – 3319 .....	28
University Governance Committee Report .....	29
University Audit Committee Report.....	30
Capital Planning Meeting Report.....	30
APPROVAL OF CONSENT AGENDA .....	31
NEW BUSINESS.....	31
COMMUNICATIONS, PETITIONS, AND MEMORIALS .....	32
ANNOUNCEMENT OF NEXT STATED MEETING DATE.....	32
ADJOURNMENT .....	32

## APPENDICES

- A President's Report
- B Joint Committee Meeting
- C University Resources Committee
- D University Academics Committee
- E Governance Committee
- F Audit Committee
- G Executive Committee
- H Capital Planning Meeting

## **CALL TO ORDER**

Chair Gene Harris called the meeting to order at 10:12 a.m. and asked Board Secretary Peter Mather to call the roll.

## **ROLL CALL**

Present—Chair Gene T. Harris, Vice Chair Sandra J. Anderson, David Brightbill, Kevin B. Lake, Janetta King, Dave Scholl and N. Victor Goodman.

Also in attendance were President Roderick J. McDavis, Student Trustees Allison Arnold and Amanda Roden, National Trustees Henry Heilbrunn and J. Patrick Campbell, and Board Secretary Peter C. Mather.

Absent-- Trustees David A. Wolford, Alumni Representative William Hilyard.

## **APPROVAL OF THE AGENDA AND THE MINUTES**

Chair Harris asked for a motion to approve the meeting agenda. Trustee King moved to approve and Trustee Scholl seconded. All approved and the motion carried. She then asked for a motion to approve the Minutes of the Board of Trustees Meeting held on November 16, 2012. Trustee King moved to approve the minutes. The motion was seconded by Vice Chair Anderson. All approved and the motion carried.

## **REPORTS**

### **Report of the Chair**

Chair Harris thanked Dean Martin Tuck for hosting the Trustees on the Chillicothe campus. Chair Harris highlighted the Thursday evening Trustee dinner, with entertainment provided by approximately fifteen three and four-year-olds who performed a song using American Sign Language. Chair Harris also mentioned Ohio University's efforts, in collaboration with area non-profit agencies, to bring high quality early learning to three hundred three and four-year-old children. She thanked Dean Tuck, the staff, the City of Chillicothe, and everyone who was involved in this important program.

Chair Harris also noted that the Trustees toured the Chillicothe campus and its various programs on Thursday morning. She mentioned the wide array of programs offered on the campus, including the LPN program and programs in education, as well as a number of other academic programs provided for 2,100 students, 58% who are non-traditional. She noted that these programs are assets for the region. Chair Harris thanked Dean Tuck for hosting the Trustees on the regional campus. She recalled that the Board visited the campus a few years earlier when programs that are now flourishing were in their beginning stages.

Trustee Roden commented that she was impressed by the Chillicothe campus' library system and the enthusiastic librarian, who presented the Religious Tolerance collection to the Trustees

during Thursday's tour. Trustee Brightbill commented that as someone who not only lives in the region but works every day with low income and moderate income families in Appalachian Ohio, he recognizes the incredible importance of the campus' programs. He noted the significance of academic programs for meeting the substantial needs for labor-related training and retraining in the region. Trustee Arnold commented that she had made a connection with the student who served as a guide on Thursday's tour; the student was hoping to transfer to the Athens campus and study public relations, which was very near and dear to Trustee Arnold's heart. She encouraged her fellow Athens-based students to reach out to the students on the regional campuses and consider new ways to make connections with their peers. In the past, senates from the regional campuses had been invited by their counterparts at the Athens campus to meet together to discuss common concerns. Trustee Arnold encouraged fellow students to think of ways of remembering that they are one Ohio University.

Trustee Anderson commented that as someone who was raised in this region, she was very happy to return home. She spoke from her experience about the growth and impact of the Chillicothe Campus. As she participated in the tour on Thursday morning she was reminded of her experience serving as a work-study student in the summer of 1971. She recalled that there was only one building at that time, and noted the significant growth in facilities and programs that have occurred since 1971. Looking at the children who presented to the Trustees on Thursday evening, she recognized the impact Ohio University could potentially have on their lives. She congratulated the Chillicothe Campus for their growth and success over the decades.

Trustee Scholl said that he had known Dean Tuck since the early 80s and he congratulated him on assuming this new, important leadership role. He stated agreement with Dean Tuck's comment that OU-Chillicothe was a treasure for the community. Chair Harris also thanked the committed faculty on the regional campus for their work and their ability to collaborate with individuals and organizations in the region.

Chair Harris acknowledged guests in the audience. She welcomed President Zachary George and others from the executive committee of student senate, who traveled from Athens to attend the Board meeting. Chair Harris asked Auditor Jeff Davis to introduce a Ghanaian guest who was interning with the audit office. Mr. Davis noted that George Habib, Internal Audit Director of the University of Ghana, would be learning and sharing knowledge with the audit staff until March 19. President McDavis recalled that he had the opportunity to visit Mr. Habib a couple of days earlier and he was delighted to have him on campus. He noted that Ohio University has relationships with several universities in Ghana and Habib's presence is strengthening that relationship.

### **Report of the President**

President McDavis began his report by citing Ohio University's strategic priorities: to be the nation's best transformative learning community. He discussed the four fundamentals: inspired teaching and research, innovative academic programs, exemplary student support services, and integrative co-curricular activities. He also pointed to the four supporting priorities: effective total compensation (short and long term), enrollment goals, improved financial health, and complete capital campaign.

### ***Legislative Update***

In introducing the legislative update, President McDavis acknowledged Eric Burchard, Director of Government Relations, for his work in forging important relationships in Columbus and Washington. On January 2, President Obama signed the American Taxpayer Relief Act (H.R. 8), which averted the infamous fiscal cliff, delaying by two months the sequester spending mandated by the Budget Control Act of 2011.

The President pointed out that the Ohio University Zanesville campus now is represented by Congressman Pat Tiberi (R) OH - CD 12. Congressman Tiberi toured the OU-Zanesville campus on January 9 and expressed satisfaction with his visit.

At the state level, the operating budget is scheduled to be introduced on February 4 by Governor Kasich. A 1.9% increase in higher education for each fiscal year is included in the budget. This represents a new investment in higher education of \$100 million over the biennium. President McDavis expressed gratitude that the Governor has recommended this budget increase and is hopeful that the proposal will pass through the legislature and become reality by the end of the legislative session. The plan also seeks to cap tuition and general fee increases for FY14-15 at 2 percent of average tuition and general fees. The budget bill has not yet been debated and voted on by the state legislature. These two pieces of the budget plan will be discussed further at the April Board of Trustees meeting. The Trustees will also hear the administration's thoughts on the budget for the next fiscal year. The Board will vote on the budget in June. The Governor's State of the State Address will be held at 6:30 p.m. on February 19<sup>th</sup> in Lima, Ohio. Chancellor Jim Petro announced his retirement effective February 2, and Stephanie Davidson was named Interim Chancellor of the Board of Regents.

President McDavis invited Renea Morris, Executive Director of University Communication and Marketing (UCM), to introduce a new publication that is the product of a cooperative effort between University Communications and Marketing and Ohio University Press, *Appalachia Rising: Stories of Hope and Achievement from Ohio's Appalachian Hills and Valleys*. The book contains interesting and important stories about Southeast Ohio. The book puts a human face on Ohio University's many contributions to the region, documents the excellence of the faculty and staff, and showcases the quality of our UCM and Ohio Press teams. President McDavis asked the persons who were documented in the book to stand (applause). He noted the important role Ohio University plays in Southeast Ohio, and acknowledged that a lot of faculty members are making contributions to the community. The University hopes that the book's circulation on a statewide and on a national level will draw attention to the assets and accomplishments of the citizens of Southeast Ohio.

The President noted that February is the month in which Rufus Putnam and Manasseh Cutler came to Southeast Ohio many years ago to see the beautiful valley where they would build Ohio University. He added that they could not have imagined all of the great outcomes of their work, and they would be proud of *Appalachia Rising*. The founders of the University themselves would want to lift up the same achievements that are listed in the document. President McDavis acknowledged Monica Chapman, newly appointed assistant to the president for communications, who had done a great job in editing *Appalachia Rising* as a member of the University Communications and Marketing staff. Chair Harris praised this work as "a document school

children should see” and she asked whether there was any plan for distribution to local and regional high schools, middle schools, and elementary schools. President McDavis thought it was a good idea and asked Renea Morris to tell a little bit more about the project.

Ms. Morris noted that the project started as a collection of articles written for a strategic series in the University’s internal newsletter, *Compass*. This evolved into a compilation of these articles in one document so that readers could see all of the stories in one place. Renea noted that Dean David Descutner played an important role in connecting UCM with the Ohio University Press. Dr. Descutner praised the very satisfying professional work experience with the OU Press and UCM, which worked well together in this success. He also noted the success that Renea and her team had in helping bring distinction to the University. He then acknowledged Provost Benoit, who, when the Press was floundering four years ago, took interest and commissioned a review team that injected new energy into the Press. The review team recommended that the OU Press be faculty-led. Descutner wanted everyone to know that the document would not have happened were it not for Provost Benoit. Trustee Scholl noted that the book might interest the Foundation for Appalachian Ohio, whose mission addresses needs of K-12 education. He pointed out that a book like this might be printed and distributed through philanthropic efforts. President McDavis agreed that the University would pursue a possible partnership in order to make this happen.

### ***Complete Capital Campaign***

President McDavis announced that the Capital Campaign has raised over \$416 million of the \$450 million goal. The majority, \$220 million, came from alumni; over \$16 million has come from other individuals; \$10 million came from corporations; \$150 million came from foundations; and over \$18 million has come from other organizations. He noted that this campaign was a true university-wide effort. The President thanked Vice President Bryan Benchoff, the deans (including the deans at the regional campuses), as well as the development staff. He also thanked his colleagues across the academic units. He expressed confidence that the campaign, which concludes in June, 2015, would surpass its \$450 million goal. He noted that \$416 million is a little more than 92% of the goal. Behind the numbers are scholarships for students, professorships and chairs for faculty, funds for campus facilities and academic programs, and support for intercollegiate athletics.

Since the last Board meeting, President McDavis has taken trips to Hong Kong; Fort Myers, Sarasota, and Tampa, Florida; Shreveport, Louisiana; New York, New York; and Columbus, Ohio. All of the trips were to connect with prospective donors, focusing on those who have already contributed and have shown interest in further supporting the University. Trustee Campbell noted that President McDavis was involved in a conference call with the Investment Committee about ten days ago. The market value of University and Foundation funds amounts to over \$500 million today. Trustee Campbell pointed to the Foundation’s outstanding stewardship. Vice President Bryan Benchoff and his team are making a measurable and significant difference. President McDavis commented that this was an important point because as the University is raising money, it also is making money, which is the real value of folks contributing to the University; the University takes the contribution and makes more money through investment, stretching the dollars further. There are some exciting plans coming forward. For instance, Executive Vice President and Provost, Dr. Benoit, is working with Vice President Bryan

Benchhoff on a matching program to raise more money for scholarships.

### ***Points of Pride***

President McDavis presented the University's points of pride:

- Margaret Kennedy-Dygas was appointed as the new dean for College of Fine Arts; Scott Titsworth was appointed dean for Scripps College of Communication; Martin Tuck was appointed the new dean of Ohio University Chillicothe. The University is delighted to have the new deans who have been doing great work already and it anticipates more good news moving forward.
- Fritz J. and Dolores H. Russ Prize, the top prize for the National Academy of Engineering, is contributed by Fritz J. and Dolores H. Russ through their generosity every other year. Recipients this year are Rangaswamy Srinivasan, James J. Wynne, and Samuel E. Blum for advancements that enabled LASIK and PRK eye surgery. There will be a celebration later this month in Washington, D. C. at Union Station. A delegation from Russ College and President McDavis will travel to Washington to present this prestigious award.
- Lambda Pi Eta, an honor society, held a holiday supply drive at the Ohio University Lancaster campus and Pickerington Center and collected seventeen boxes of supplies to send to troops in Kosovo. Sending boxes of gifts to troops overseas is an activity that this group does on an annual basis.
- The University's switch from quarters to semesters enables the students to be on the Athens campus in December much longer than before, so they had an opportunity to celebrate some holiday activities in Athens. The entrepreneurs and businesses in Athens were delighted that the semester stretched into December.
- Ohio University's Third Frontier Initiative, TechGrowth Ohio, was awarded new investment capital funding of approximately \$1.875 million. It is now a \$30 million state-wide technology and commercialization program.
- A new organization, The National Academy of Inventors (NAI), selected approximately a hundred people across the United States including Dr. John Kopchick and Dr. Gerardine Botte of Ohio University as charter fellows. The University is delighted to have two faculty members recognized for their inventions and discoveries. Trustee Goodman noted that they had also received the 1804 Fund a while ago for their projects. President McDavis appreciated his input as it demonstrated a direct link between what the Ohio University Foundation does in terms of giving seed money to its faculty and what can result in the future.
- Ohio University's Heritage College of Osteopathic Medicine's Dublin Campus was approved by the Commission on Osteopathic College Accreditation. This means the path is now fully clear for the University to start its first class for the physicians there in the fall of 2014. This step takes Ohio University to Central Ohio as a prelude to Northeast Ohio the following year to start a class in Cleveland in collaboration with the Cleveland clinic in 2015.
- The British Government named Keith Hawkins, astrophysics major in the Honors Tutorial College, as a recipient of the Marshall Scholarship. Keith will continue his research at the University of Cambridge's Institute of Astronomy. President McDavis wished he could have invited Keith to the meeting and he pledged to do so before the end

of this year. He recognized Keith as a very intelligent and sharp young man, and highlighted the highly selective nature of the Marshall Scholarship.

- U.S. News and World Report ranked Ohio University as the sixth most connected college in the world. OHIO ranked No. 1 in the state and was the top publicly-funded university. President McDavis noted that Brice Bible, Chief Information Officer, was in the audience and he acknowledged that OIT is playing a major role in helping the University to achieve this distinction. This is particularly important now because people are living in a technology era, a time when being connected is important not only to the students and faculty for the work they do but, also to all of those involved in the work of the University.
- Ohio University won the AdvoCare V100 Independence Bowl, marking back-to-back seasons with bowl victories. Last year OHIO won the first bowl in the history followed by the defeat of University Louisiana-Monroe.
- Ohio University conferred an honorary degree upon the Malaysian Prime Minister at the Tun Abdul Razak Lecture. President McDavis thanked Trustee Brightbill. The President had travel difficulties; he was delayed at Narita International Airport in Japan and didn't make the conferring of this honorary degree, so Trustee Brightbill conferred the degree in his absence. The Malaysian Prime Minister's father, after whom the Tun Abdul Razak chair is named at Ohio University, was the first Prime Minister of Malaysia. The conferral of this degree on his son, who now sits as the Prime Minister, made a lot of press in that part of the world. President McDavis wanted the Board of Trustees to know that Trustee Brightbill had represented them well. Trustee Brightbill was accompanied by Vice-President Bryan Benchoff, Dr. Ming Li and some other Ohio University representatives. Trustee Brightbill commented that it was an honor to represent Ohio University and this was indeed an important event in Malaysia. He acknowledged the support he received from Vice-President Benchoff and Dr. Ming Li. The Ohio University representatives had an opportunity to speak with the American ambassador to Malaysia following the ceremony. Trustee Brightbill noted that the Prime Minister stayed for the lecture despite his earlier plan to leave immediately after the ceremony. President McDavis noted that it was the first time Ohio University had a Trustee attend such an event and he hoped it won't be the last. Every other year, Ohio University gives the Tun Razak lecture in Kuala Lumpur. The President indicated that he would like to have a member of the Board of Trustees join the delegation in the future.

President McDavis also discussed the potential opportunities that might come to Ohio University students as a result of this event: Ohio University is in partnership with the National University in Malaysia (UITM), which has an interest in having Ohio University graduates come to teach English in Malaysia. Provost Benoit and Dr. Li are working on the details of that partnership that could be established formally in the next three to six months and would lead to new opportunities for Ohio University students and faculty members.

Trustee Brightbill added an anecdote to show what Ohio University means to its graduates. At the alumni event after the ceremony, he met two OHIO graduates who met at Ohio University, married each other, and now have a son who is a junior in high school. As they were discussing their son's potential enrollment at Ohio University,

Trustee Brightbill suggested they might want to consider one of the emerging distance learning opportunities. However, they insisted their son come to study on campus because of their love for the University. Additionally, they look forward to returning to Ohio for a visit. Trustee Brightbill pointed out that no matter where OHIO graduates are, they love the University and want to return to campus. President McDavis noted that following the trip to Malaysia, they traveled to Hong Kong and the alumni there told him that they had a watch party in Hong Kong for the Independence Bowl game.

### ***Program Spotlight***

President McDavis introduced Dean Martin Tuck at the Chillicothe campus and his colleagues to report on the Law Enforcement Technology program for the University Spotlight.

Dean Tuck thanked the President and the Trustees for their kind comments. He noted that it was his pleasure and honor to have the Board of Trustees visit the Chillicothe campus, which he reminded them is also their home in the same way Athens is their home. He highlighted Trustee Arnold's and President McDavis' comments about being one University despite having different campuses. He expressed appreciation for the faculty and staff at the Chillicothe campus and singled out three people, in particular, who had been important in preparing for this meeting: his assistant Kim McKimmy; Kim Hayden from the Regional Higher Education central office; and the new IT director, William Modzelewski, who had come from Hocking College in January.

Dean Tuck noted that the Chillicothe campus was featuring the Law Enforcement Technology program because it is one of the OU-C's signature programs. Together with the Early and Middle Childhood Education and Nursing, the Law Enforcement Technology program is one of the largest programs at OU-C. It was developed on the campus approximately thirty years ago by David Harding. He referred to the synergy between The Law Enforcement Technology (LET) Program and three other programs—the Bachelor of Criminal Justice; the Southern Ohio Policy Training Academy, offered on the Chillicothe campus; and the Forensic Chemistry program offered on the Athens campus. He noted that OU-C offers eleven associate degrees and ten bachelor degrees, and students who are admitted to the criminal justice program must have an associate degree in Law Enforcement Technology. He noted that the LET curriculum leads to an associate degree in applied science and its course credit can be applied to a bachelor degree in criminal justice. Many students either before or after the LET program complete the Southern Ohio Police Training Institute, which certifies Ohio Police Officers. Graduates of the program are very successful in securing employment in a number of different law enforcement fields including federal (with the FBI), state, local and corrections. This program is important to the local community and economy. The regional campus has also had a number of graduates create their own security companies in the region. A number of options exist for students with LET degrees.

Before Dean Tuck turned the report over to the presenters, he introduced two people in the audience: Christopher E. Jones, Commander of the Southern Ohio Police Training Academy, and Dr. Sonja Rawn, a new faculty member in the LET program. Dr. Rawn has an undergraduate degree in forensic chemistry from Ohio University (she was one of the first in the forensic classes) and then went on to complete her doctor of jurisprudence.

Dean Tuck introduced the presenter Dr. James McKean, who serves as the LET program coordinator and Chillicothe Campus' Associate Dean. Dr. McKean is a former chief of the Grove City Police Department. He is a graduate of the LET program, having studied under Dr. David Harding when he started the program. Dr. McKean also has a Ph.D. from the Higher Education Executive Doctoral Program in the Patton College of Education.

Dr. McKean expressed his pleasure with being an associate professor and the program coordinator for the LET program at OU-C. He chose as a young patrol officer to drive from Grove City Ohio to OU-C to obtain his associate degree in LET because of the reputation of Ohio University for academic excellence. His experience as a student resulted in strengthened critical thinking, and problem solving skills. These important tools helped him advance in his career with the Grove City Police Department. The last thirteen years of Dr. McKean's twenty-eight year career in Grove City were as the chief of police. He expressed the belief that he would not have had this career success without the important lessons he learned at OU-C. He also knew that if he wanted to continue to advance professionally he would need a Ph.D. So, once again, he chose Ohio University and the Higher Education program. This led to his current leadership role at OU-C. He appreciated the opportunity to work with students like those in Chillicothe. He then pointed out that the students who accompanied him would share what OU-C means for their current career aspirations.

Ian McCord graduated from the OU-C LET program last summer and will continue his bachelor's degree in Criminal Justice. McCord stated that LET was a fantastic program which taught him about law enforcement and helped him build character and competencies that he believed would help him advance to his future career goal of becoming an FBI special agent. He discussed the valued faculty, Dr. McKean and Dr. Rawn, as well as the rich curriculum that equips students for a promising future. Ian noted that he had recommended this program to many of his friends.

Brian Nelson thanked the Board of Trustees for giving him the time to speak with them. He retired from the army after twenty-three years of service in 2009 and he immediately procured a job working for the Ohio Department of Job and Family Services. As a program delivery supervisor, he oversees eleven counties that comprise the southern border of Ohio. His role there is to take dislocated workers and help them to find employment. This includes getting them into training opportunities, as they often don't otherwise have marketing skills. It also includes promoting the development of diverse and important job skills, such as resume writing and self-efficacy. He has the unique opportunity to help individuals who want to be police officers by sending them to police academies throughout Southern Ohio. He noted that the foundation he received from Southern Ohio Police Training Institute (SOPTI) has helped him meet his goal of serving the community.

Elizabeth Barger is a 2009 graduate of Ohio University with a baccalaureate in Organization Communications. She was a non-traditional student while she was in OU-C, and took the opportunity to study abroad in Australia. After returning to Chillicothe she began working with the Jackson County court system. This ultimately led her back to OU-C, where she enrolled in SOPTI. Within two weeks, she was offered a test with the Akron Police Department. And currently she is also working as a deputy dispatcher with the Jackson County Sheriff's

Department. She said she was able to meet her professional goals, which she credits to Ohio University and to Christopher Jones. She described SOPTI as an amazing experience that she will never forget.

Josh Boesinger, a third year student of the LET program, was not in the program in his first year in OU-C. His best friend, a military policeman, encouraged him to enter the program. Josh indicated that it turned out to be the best decision he has ever made. He loves to go to class every day because this quality program meets with his interest. He noted how helpful faculty members were, and particularly pointed out Dr. McKean, Mr. Jones, and Dr. Rawn. He also noted that one strength of the curriculum is the hands-on practice they receive, from making traffic stops to criminalistics and toxicology. He believes that his education will help him meet his career goal of becoming a state patrol officer.

Dr. McKean concluded that the students' presentation demonstrated that the LET program and SOPTI are having a tremendous impact on the service region, and he thanked the Board of Trustees for this opportunity. Chair Harris invited questions and comments. Trustee Heilbrunn asked the presenters what distinguishes this program from others. Brian Nelson responded that, for him, it was Christopher Jones. Part of Mr. Jones' job is to track the success of completion through the courses and work with his students and customers after they graduate and get a job. Nelson also referred to the physical fitness test (Ohio Police Training Academy) at the end of the program. He noted that Christopher Jones has a very unique ability to get the most out of students. Christopher Jones' physical training compares to what Brian Nelson received as an airborne infantry ranger. Additionally, he believes that quality of the instructors that Christopher Jones has put together does an excellent job of preparing future police officers. He's never known anyone who has worked for another police agency that was as prepared to patrol and to help in the ways they are. Furthermore, his whole graduating class was able to procure positions as police officers. Elizabeth Barger added that there were quite a few of her classmates who became police officers in December working with the Chillicothe Police Department. Three others are working with the county sheriff's department including Elizabeth. She also credited the instructors for being able to supplement what was in the textbook with real world experiences, which prepared them for their career.

Trustee Anderson praised the presentation, and inquired about where the program's alumni are and whether they work in this region or outside of Ohio. Dr. McKean replied that the regional campus had produced graduates at all levels of service. He had a graduate who came to him three years ago, aspiring to be a U.S. Marshal. Although U.S. Marshal Service had never hired anyone from Ross County, after OU-C provided her with the practitioner experience and the academic experience to make her marketable, she now is working for the U.S. Marshal Service at Greenbelt, Maryland. OU-C also has alumni working as troopers for the Ohio State Highway Patrol, Chillicothe Police officers, and correction officers. One unique characteristic of OU-C that drew him in 1978 was much the same as it is today: the combination of practitioner experience and academic understanding represented by the instructors. He highlighted the critical thinking and problem-solving skills required by contemporary law enforcement officers. Criminal justice needs critical thinkers and OU-C does an excellent job of developing the ethical skills and the ability to solve problems with critical thinking.

Trustee Scholl thanked Brian Nelson for his military service and asked whether he could identify the inspirations that led him into public service. Mr. Nelson replied that he had a family history of military service. He believed, after he returned to work in public service as a program delivery supervisor after twenty-three years of military service, he wasn't really paying back the community in the way he wanted to. Ian McCord noted that Officer Larry Cox from this area was shot and killed about seven years ago. OU-C has a scholarship in his honor and there is a photo of him in one of the classrooms. Officer Cox was a role model and an inspiration for Mr. Nelson to come to OU-C. Elizabeth Barger noted that her inspiration was from her experience as an after-school summer programming teacher in Jackson. Getting to know those children, knowing their issues, knowing where they might turn if they were not directed properly spoke to her, and led to the pursuit of this degree. She was hoping to use her law enforcement education and apply it to research on narcotic addiction. Josh Boesinger added that he had no family history in law enforcement but attributed his career path to his friends. When he entered college, he felt he did not want to sit at a desk but wanted to do something active. When he tried law enforcement work, he found that he loved it.

### **Update from Faculty Senate**

Chair Harris noted that in recent years faculty representatives were added to two of the larger committees: Academics and Resources. Chair Harris stated that both of these committees address the core academic mission of the University. The Academics Committee does this through discussion of the academic programs, including academic policy and outcomes. The Resources Committee addresses how resources are used to support the academic vision and mission of the University. During the time the faculty representatives have been on these committees, the Faculty Senate Chair has provided an annual update on behalf of the faculty. She welcomed Dr. Elizabeth Sayrs to provide this report.

Dr. Sayrs expressed appreciation for the opportunity to speak the Trustees. She introduced Dr. David Thomas, Vice Chair of Faculty Senate and who sits on the Academic Committee of the Board of Trustees, and Dr. Judith Lee, Chair of the Finance and Facility Committee and who sits on the Resources Committee of the Board. Dr. Sayrs complimented the children who performed for them the night before. She noted that one of her former students from the Music Therapy program at Ohio University was involved in the children's presentation. This was an example of the important relationship between the Chillicothe and Athens campuses.

Dr. Sayrs told the Board that her report would address what is on the mind of the faculty, communicating some of the accomplishments of the faculty and the Faculty Senate as well as conveying faculty concerns. After the Chair and Vice Chair of the Board of Trustees visited the Faculty Senate the previous fall, the academic dashboard, which the Colleges use to communicate issues about academic quality to the Board, was distributed to the faculty. This led to some interesting discussions about which factors the faculty considered most critical to academic quality.

Dr. Sayrs indicated a few areas in which the faculty had excelled. The Q2S Transition was generally regarded as a success, both inside and outside the University. This success was about teamwork, with faculty, administrators, staff, and advisors all working together. It was a tremendous undertaking; if done poorly, the results would have been damaging to the institution.

Dr. Sayrs noted that because the transition was done well, it had not drawn much attention. She also pointed out that one of the Co-Chairs of the Q2S transition, former Faculty Senator Jeff Giesey, UCC (University Curriculum Council) did the groundwork of converting approximately 7,000 courses and 700 programs to the semester system. A committee comprised of faculty and administrators led this important work that would benefit the students into the future.

The second area Dr. Sayrs noted related to the strong enrollment numbers and the rising quality of students. When she went to the Ohio Faculty Council, hearing faculty senate chairs from other institutions reveal enrollment declines, some by 5% or 10%, she could proudly announce that OHIO was doing well. Dr. Sayrs suggested that this was not due to luck but was attributed to the Strategic Enrollment Committee, faculty, staff, and administration who had made enrollment a priority. The faculty had met the unfavorable challenges presented by the economy and will continue to meet the challenges ahead.

The third area Dr. Sayrs highlighted was the value for students. The faculty believes that Ohio University students have the opportunity for an extraordinary education at a public institution price, which is illustrated, for example, by the fact that instructional cost per credit hour is very low compared with other institutions in the state. In addition, Ohio University is successful in helping students with low GPAs and SAT scores graduate. Dr. Sayrs showed the Board a chart, which listed the most efficient universities, nationally, and exhibited their educational resources spent per student. Ohio University was on this list, indicating the quality and value students could gain from an Ohio University education. Another feature of the chart was that Ohio University was one of only three institutions under the \$20,000 per student threshold, speaking to the University's efficiency.

Dr. Sayrs raised the question of when the University would hit a tipping point where limited investment and instructional resources might result in a decline in educational quality. She pointed out that it is easier, for instance, to examine cost projections based on deferred maintenance than to develop cost formulas for maintaining academic quality. Dr. Sayrs stated that she recognizes that the issue of maintaining and strengthening the academic program is occurring in the context of a challenging economic environment. This reality is foremost on faculty's minds not just because it might affect our reputation and brand but also because the faculty cares deeply about our effectiveness in educating students. Dr. Sayrs used a survey of higher education faculty across the country to show that the number one stressor of faculty at public institutions is institutional budget cuts. One of the ways budget cuts affect faculty, especially at Ohio University according to Dr. Sayrs, is the decline of Group I faculty.

Dr. Sayrs noted that the number of Group I faculty declined over the past year while enrollment increased. She reinforced the importance of having adequate Group I, or tenure-track, faculty. She pointed out that Group I faculty at Ohio University have obligations in teaching, service and research. Non-tenure track faculty members at Ohio University are referred to as Group II or Contingent faculty; their primary role is instructional. They might have some service components of their contract but they have no research obligations, nor do they receive credit for research. They have high teaching loads and their role is primarily in the classroom. She pointed out that there are significant distinctions between Group I and II faculty members.

Although Ohio University has very fine Group II teachers who do terrific work, Dr. Sayrs maintained that a robust Group I faculty is essential to shared governance, especially pertaining to issues of academic quality. The tenure track faculty role is to create new knowledge and put it at the leading edge of their disciplines. Dr. Sayrs proposed that Group I faculty are uniquely qualified to lead curricular and academic innovations that the University is going to need in the next few years as higher education is in the midst of drastic change. For instance, it was the Group I faculty who primarily did the work for the Q2S transition project. She also noted the important general education re-evaluation that is being conducted by Group I faculty. She highlighted the point that this project touches every single student at Ohio University and is essential to the University's academic quality. The original project was co-initiated by faculty members and deans and run by Group I faculty. The new program review process focuses on student outcomes and will shortly come out for a vote at the University Curriculum Committee. It has the potential to profoundly change how the University does assessment in many areas. This will, again, be conducted by Group I faculty and deans and administrators.

The faculty has been working on restructuring and professionalizing the Group II faculty, for example, by emphasizing regulatory variation, allowing for full-time appointments, and setting up the possibility of multiple-year contracts, in order to promote programmatic stability.

Dr. Sayrs pointed out that one other crucial aspect for Group I faculty is the area of student engagement. She referred to the strong and consistent empirical evidence demonstrating that student engagement in high impact educational practice, especially at the undergraduate level, correlates with measures of academic success. Academic success is demonstrated through measures of retention and completion, for instance, which are going to be critically important to the Faculty Senate as they move forward with the new assessment formula. The most recent national survey of student engagement (NSSE), which is conducted extensively across the country and in Canada, actually emphasizes that students who conduct research with faculty are more likely to experience the deep learning that leads to increases in retention and completion. Furthermore, students who conduct research as undergraduates are more likely to engage in research at the master's and Ph.D. levels. Another consideration is how many students the University has per Group I faculty member and how that has changed. Dr. Sayrs showed a chart illustrating that the ratio has increased by four more students per Group I Faculty member over recent years. Despite many of these necessary changes, Dr. Sayrs suggested that it was important to always remain mindful of what the University is trading off in regard to its mission.

The Faculty Senate knows that some of the Group I faculty decline was due to planned events—the University had a buyout over the past few years and the vacant positions are going to be partially refilled. Dr. Sayrs raised the question of how many of these positions the University is going to fill in order to meet its goal of being a transformative learning community.

Dr. Sayrs expressed concern that the University's academic quality will settle to the level of the faculty salaries rather than the faculty salaries reflecting academic quality. The faculty knows that compensation is an institutional priority; they have heard about it from the Board of Trustees, from the Provost, and from the President. They were very pleased the administration has put together a taskforce to address this issue. She suggested that it was important to keep these issues at the forefront at this critical rebuilding time for the University. Especially when the University

discusses the academic quality, one of the central issues involves the appropriate number of Group I faculty. Secondly, it is important to understand how to attract the high quality faculty in order to promote the best learning experience for OU students. Dr. Sayrs pointed out that it is essential to recruit strong Group I faculty because of their long term tenure at the University.

The Faculty Senate's executive committee asked several faculty members to document what they do in a week, in order to provide this information to the Board of Trustees. For instance, one Group I faculty member tracked her time when the University was closed during the winter break: she spent thirty-eight hours working on research supported by a national grant, and eighteen hours on teaching and administration during that week of vacation. Another faculty member tracked her weekly schedule during the fall semester: she spent thirty-eight hours in teaching activities, seventeen hours on research, and another three and half hours with professional organizations; then, on the weekend, she spent nine hours setting up social activities for her learning community. As Dr. Sayrs put it, "the job description of a Group I faculty is beyond a job description."

The last concern of the faculty Dr. Sayrs highlighted was the matter of creating a sustainable university in the context of a dramatically changing higher education landscape—including issues such as: athletic spending per student increasing twice as fast as academic spending, concerns about growing student debt, and Moody's downgrading the entire public education sector. There are transforming and revolutionizing trends affecting higher education. The current environment is full of negative stories and alarming headlines, but it is unclear what the ultimate result will be for higher education in this era of challenges. Dr. Sayrs indicated that discerning which changes are genuine and which are noise and how to preserve the core commitment to transform students' life in this environment remains a central question for the faculty and the Board of Trustees. Then Dr. Sayrs invited questions from the Trustees.

Chair Harris first thanked Dr. Sayrs for her report, especially for identifying the important issues where the faculty and administration are working together. She could not agree more about the Q2S transition; if it had not worked well it would be a disaster. Chair Harris expressed a belief that the collaboration, the forward thinking, the planning, and the faculty's willingness to work together will help make the University great. She also acknowledged the work of the Provost. Chair Harris asked Dr. Sayrs to elaborate on her remarks regarding Group I faculty being essential to shared governance. Dr. Sayrs responded that the Faculty Senate has forty-nine Group I members and two Group II. Group I faculty members are the ones who change courses, propose and approve programs; they do work that is going to have long-term consequences for the University on the academic side. Dr. Sayrs noted that she did not want to downplay the important role Group II faculty performs in educating students. One of the current discussions is whether the Group II faculty should be engaged in shared governance beyond their current role. She indicated that shared governance was about long-term planning and Group II faculty members are often not long-term employees. In contrast, the Group I faculty is more stable, due to the University's long term commitment to them. Because Group II faculty do not conduct research, even though they transmit knowledge and engage students, they are not knowledgeable about disciplinary trends in the same way that Group I who are creating knowledge in that discipline are. It is very difficult for Group II faculty to create a new innovative and responsive curriculum when they are not involved in it at that level.

Chair Harris then asked whether any of the work of “professionalizing Group II faculty,” using Dr. Sayrs’ phrase, would offset some of the challenges presented by the reduction of Group I positions. Dr. Sayrs noted that this was an interesting national conversation going on right now. She explained that an important advantage associated with tenured faculty is that they are contributing to decisions that might directly affect them for some time, due to their likely long-term commitment and connection to the institution.

Trustee Heilbrunn thanked Dr. Sayrs as a representative of the faculty for both the commitment she has made in the classroom and the commitment to educating the youth and non-traditional students that come to all of the campuses at Ohio University. Trustee Heilbrunn noted that some of the topics Dr. Sayrs discussed came up in yesterday’s committee meetings: deferred maintenance, capital improvements, residential housing, which were all long-term activities. He asked about the faculty and the Ohio University Faculty Senate’s role in planning for how education might be constructed over the next fifty years. He also asked if she could project where the University might be in respect to both teaching and student learning in the future. Dr. Sayrs responded that teaching has changed. Even since she began teaching, the days of standing at a podium and feeding knowledge to students, who then ingested it and came back and delivered it back to the teachers through an assessment, are long gone. The infrastructure and the classroom dynamics have changed. In terms of teaching and learning spaces, a lot of the new buildings, such as the new Scripps building, are responding to new ideas about the delivery of education. The faculty is pleased that the residence halls have been conceived not just as living spaces but also learning spaces and communities of engagement. Dr. Sayrs noted that having faculty in residence is also a reality at some universities. Wonderful ideas exist about how to transform the students’ existence through creating seamless experiences between academic and co-curricular life. Many of the faculty members are pushing very hard for academic building renovation in order to fulfill the needs of faculty or students in a very basic way in terms of heating, cooling, lab space, and safety. Faculty members engage in this discussion through Faculty Senate, through the Facilities Planning Advisory Committee, and through various other committees that involve capital planning. It is hard to project what facilities will be needed in the next fifty years but the faculty could assume that the traditional classrooms will be very different or perhaps unnecessary in some cases. As a musician, Dr. Sayrs gave an example from her own discipline. She stated that she could never teach oboe to a group of eight students at a time or on the Internet because one cannot teach someone to scrape a reed from a distance. In her discipline, instruction occurs over the Internet where lag is acceptable but the real work of breathing together and making music together requires technology that has not yet become available. When the University is constructing buildings for the next fifty years, it must think about how many classrooms it needs and what will be meant by “classroom” in the future.

Chair Harris added that another way Dr. Sayrs was involved in this planning was through engagement with the President and the Provost every month at faculty senate. Dr. Sayrs added that the faculty also has representation on Budget Planning Council. In sum, there are lots of avenues for contributing to planning.

Trustee Heilbrunn pointed out that he raised the long-term question because he thought that it did not often receive adequate attention due to immediate pressing concerns. For the sustainability of

the University, long-range matters need to be addressed at the governance level, particularly when the Board is making decisions that have long-term implications. Dr. Sayrs indicated that in the next fifty years, physical classrooms may be thought of in different ways, but student and faculty engagement would always be central. It would be an interesting question what mode it would take. Chair Harris noted that she appreciated Dr. Sayrs' leadership on the committees and having her voice there is very helpful.

### **University Joint Academic/Resources Committee Report**

Trustee Anderson reported that the full board, through a joint session of the Academic Committee and the Resources Committee, met for a two-hour presentation and discussion yesterday morning. The Trustees focused on the information and materials contained in Tab 19 of the Board book – entitled, “A New Business Plan – Accessibility, Affordability, and Debt Management.” The joint session was led by Executive Vice President Pam Benoit and Vice President for Finance and Administration Stephen Golding.

The Trustees heard about and discussed two broad topics that relate to accessibility, affordability and debt management: 1) tuition guarantee model and 2) scholarship investments and strategies to assist students with respect to affordability and accessibility. This joint session was informational. No decisions were made on these topics.

The tuition guarantee model provides one tuition rate for an entering freshman cohort that remains unchanged for a defined period of time and/or a specific number of credit hours. Taking into account a variety of factors, the time limits or credit hour limits are typically sufficient under this model to complete a degree under normal full time conditions. Advantages of this model include budget planning for students and their families, predictability of tuition revenues, and financial incentives for timely graduation. Implementing this type of model would require a legislative change.

The University of Dayton, which is a private institution, recently announced a tuition guarantee program, which would include tuition and room and board. Kent State University offers a voluntary program. In addition to these two case studies, Vice President Golding brings his past experience with the Colorado tuition model program that has been in place for some time for non-resident students. Mr. Golding and Dr. Benoit and their staffs will continue to study and learn from these other examples of tuition guarantee models. Many factors and variables must be considered, such as the impact of attending summer programs, transfers between majors, the availability and sequence of courses required for particular majors to graduate in four years, etc. The conversation will continue on the possibility of implementing a tuition guarantee model as one strategy to assist students and families in managing the cost and predictability of achieving degree completion.

The Trustees reviewed and discussed a number of informational charts, including charts comparing tuition increases over the years with the increase of student debt. Notably, for example, student debt increased significantly in 2010 and 2011; during that same time frame a tuition freeze was mandated and in place. This and other information suggests that student debt is not entirely tied to tuition increases but instead has been significantly impacted by the

economy and other factors faced by students and their families in the State of Ohio.

Mr. Golding reminded the Trustees that an important reason to consider alternative models, such as a tuition guarantee, is due to the reality that the current tuition-driven model is unsustainable for maintaining the quality of an Ohio University education.

Trustee Anderson also highlighted the discussion in the joint session, led by Provost Benoit, about scholarships and aid to students, and how that couples with the tuition guarantee concept. Dr. Benoit shared information from the Student Scholarship Task Force, which is working on recommendations for an improved strategic scholarship program. Scholarships are a major priority in the Capital Campaign. The University has the strategy to invest 100 million dollars back into the institution, with scholarships representing a major portion of that investment. Dr. Benoit reported on plans for \$25.4 million in matching funds for scholarships over 7 years, with a two-for-one match that could generate \$50.8 million in scholarship funds. Through the work of the Task Force, and with the help of outside consultants, the University is looking to develop a “sweet spot” of scholarship offerings and amenities, to make Ohio University competitive and attractive to applicants. Scholarship strategies, along with marketing and other admission efforts, are already working well, as manifested by recent record-breaking application numbers. Meanwhile, the University is working with the Foundation on Donor Strategies.

Trustee Anderson reiterated that the joint session of the Academic and Resources Committees was a very important discussion under the umbrella of affordability and accessibility, as the University works toward a sustainable business model. The Board will continue to have conversations about these critical topics in future meetings.

## **University Resources Committee Report**

Trustee Scholl reported on the University Resources Committee meeting as follows.

### ***Capital Campaign Update***

Vice President for Advancement, Bryan Benchoff, provided an update for the Capital Campaign noting campaign contributions totaling \$413.6 million toward the \$450 million goal as of December 31, 2012. Since December 31 total contributions have grown to \$416 million, with \$20 million in planned proposals through the end of fiscal 2013 and \$63 million through the end of the campaign. Gifts directed for student aid totaled \$47 million through December 31. College campaign attainment, sources of gifts, and the areas supported by the gifts were reviewed.

VP Benchoff provided a staffing update regarding two key appointments since the November meeting. Jennifer Neubauer was hired as Assistant Vice President for Alumni Relations position, and JR Blackburn was promoted to Assistant Vice President for Development and Associate Campaign Manager. These appointments round out the top leadership positions within Advancement.

VP Benchoff explained that a new set of metrics has been implemented to measure development officer performance. All development officer activity and contacts are captured in the departmental data base which will greatly enhance management and reporting capabilities.

VP Golding commented on the search for the next Associate Vice President of Finance and Treasurer due to the recent departure of Michael Angelini. VP Golding is handling the AVP responsibilities during the search. He is using the search as an opportunity to strengthen the team and work toward succession planning for the division.

### ***6 Year Sources and Uses – November Interim***

Vice President for Finance and Administration, Stephen Golding, discussed the 6 Year Sources and Uses Interim Report as of November 30, 2012, including a FY2013 forecast. VP Golding began with a discussion of the ending FY2012 net assets of \$59 million versus the final FY2012 Sources and Uses projection of \$95 million and the four key contributors to the attainment shortfall. Regarding those contributors, the quarters to semester transition has made near-term summer projections challenging to estimate and as eLearning continues to increase, projecting those costs of delivery has been difficult.

The FY2013 forecast of \$46 million in net assets is favorably impacted by projected investment earnings of \$11 million and modest favorable variances in the major revenue lines for tuition and SSI, offset in part by increases in student aid.

VP Golding reminded the committee members of the past years favorable net asset performance and the resultant bolstering of SB6 performance. This has strengthened the balance sheet and enabled the institution's favorable debt capacity which is being targeted to address capital needs. The university's indicators are favorable as viewed by the rating agencies.

Regarding continuing the past annual net asset performance, VP Golding commented on the pressures related to compensation, debt service, and infrastructure needs and the related push on the bottom line may hamper the university's ability to maintain the past levels of net asset growth.

### ***University Debt Capacity***

VP Golding introduced Beth Greene, Director of Debt Management. Ms. Greene noted that the Debt Affordability study conducted in 2011 was updated for this presentation. The University's credit rating is tied to its cost of borrowing and the University is enjoying historically low rates of 3.9%. One down-tick in agency rating results in an additional 20 basis points (BPS) added to the rate. Debt issuance fees are also at a low at this time. It is important to demonstrate to the rating agencies the mission-critical reasons for taking on debt. The Housing projects have an underlying revenue stream and that is viewed favorably by the agencies. Management is a huge qualitative factor to the rating agencies and our past demonstration of leadership and board involvement in long-range planning was viewed favorably.

Discussion about the low interest rate environment generated conversation about accelerating borrowing to lock in low rates. There are inherent obligations to spend bond proceeds according to a schedule – could construction be accelerated to match the spending requirements? Ms. Greene cautioned that the credit agencies do not look favorably on huge bond issues for the sake of exploiting low interest rates.

The current 6 Year CIP debt needs were applied in the affordability analysis, at a 5% interest rate, and 3 scenarios were played out from \$0 to \$850 million in borrowing over six years. The

analyses indicated that the University could reasonably expect to issue \$567 million in new debt over five years with minimal risk to the agency ratings.

### ***NACUBO Endowment***

VP Golding shared information from the annual NACUBO Endowment survey as requested by the trustees during the Endowment Update presentation earlier this fall. Charts tracking Ohio University's performance since 2008 shows we track right down the line and outperformed the benchmarks for 1, 3, and 5 year periods. The Foundation board will review the performance at their March meeting.

### ***Housing Development Plan and Multipurpose Facility Update***

Vice President for Student Affairs, Ryan Lombardi, introduced the session and reminded the Board that the Housing Auxiliary operations are solely funded from the room rate. The Housing Development Plan was previously endorsed by the trustees and the intent is to build a community and contribute to what makes the university special – a rich, vibrant community environment of students studying and living together.

Associate Vice President for Facilities, Harry Wyatt, reported that the three phases of the Housing Development Plan will be reviewed with more emphasis on Phase 1, for which site development has been in progress. The plan is to bring the Phase 1 construction resolution to the Board for approval at the August meeting.

Mr. Keith Storms from Hanbury, Evans, Wright, Vlattas and Co. reviewed the project design principles that the team have been working under. The firm has made themselves familiar with the Athens community, the students, the land and its topography. The preferred plan takes advantage of the old railroad bed to create green space 'swing and fingers'. The first phase of construction will occur in the parking lots east of Clippinger where the Wolfe/Ullom Apartments were demolished.

The entire plan includes courtyards throughout all phases. Living spaces are community-based with about 16 students in a 'community within a community'. A loop road is being planned for the outside ring of the South Green resident halls eliminating vehicular traffic from the middle of South Green and encouraging pedestrian and bike traffic. Transit opportunities will be explored to serve the campus areas. Exploring a different architecture styling for the new construction was discussed as well as the importance of maintaining the traditional historic view of campus.

The process has been well received by students. The city planner has been involved and responsive throughout the entire process. The projected duration of the buildings is 50 years, with a 30 year projection for the building systems.

AVP Wyatt indicated that development plans for the Multi-Purpose Facility are on-going. The facility will be between Peden Stadium and Ping Center with a targeted occupancy date of December 2013. Classes, intramural sports, and athletic team practices will occur in the facility. The facility is large enough to contain a football field and is nearly 7 stories high. Glass and brick scale the building. A gift of \$10 million, \$8 million of which is designated for the Multi-Purpose Facility, is to be received over 10 years. In order to have funding in place prior to

construction beginning, debt will be used for construction. Discussions are still occurring regarding a maintenance endowment.

***Consent Agenda, Construction Projects***

AVP Wyatt reported that a resolution, requiring Board approval, is included on the consent agenda for five construction projects– Housing Development Plan: Phase 1 Design and Site Preparation, Peden Turf Replacement, Hudson Health Third Floor Renovation, Computer Service Center HVAC/Electrical Upgrade, and OUHCOM Dublin Renovation. Funding for each project has been identified and is currently available or will include proceeds from a 2013 Debt Issuance.

The committee recommended keeping the Construction Projects resolution on the Consent Agenda for Board approval. Trustee Scholl moved to accept Resolution 2013 – 3314, seconded by Trustee Lake. All approved and the motion carried.

**APPROVAL OF PROJECT AND AUTHORIZATION TO DEVELOP  
CONSTRUCTION DOCUMENTS, RECEIVE BIDS AND AWARD  
CONSTRUCTION CONTRACTS FOR  
HOUSING DEVELOPMENT PLAN: PHASE 1  
DESIGN & SITE PREPARATION,  
PEDEN TURF REPLACEMENT,  
HUDSON HEALTH THIRD FLOOR RENOVATION,  
COMPUTER SERVICE CENTER HVAC/ELECTRICAL UPGRADE,  
and OUHCOM DUBLIN RENOVATION**

**RESOLUTION 2013-3315**

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

- Housing Development Plan: Phase 1 Design and Site Preparation with a total project budget of \$7.5 million to be funded from Residential Housing Auxiliary Reserves and FY2013 Bond Issuance,
- Peden Turf Replacement with a total project budget of \$800,000 to be funded by Athletics Reserves,
- Hudson Health Third Floor Renovation with a total project budget of

\$760,000 to be funded by Student Affair WellBeing funds,

- Computer Service Center HVAC/Electrical Upgrade with a total project budget of \$1.6 million to be funding by FY2009 Bond Issuance, and
- OUHCOM Dublin Renovation with a total project budget of \$13.7 million to be funded by FY2013 Series Bonds and a gift from the Osteopathic Heritage Foundation.

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

### **University Academics Committee Report**

Trustee David Brightbill reported on the Academics Committee meeting as follows. He first thanked Executive Vice-President and Provost Benoit and Executive Dean of Regional Higher Education Jim Fonseca and Athletic Director Jim Schaus for their presentations.

#### ***Academic Quality: Regional Higher Education—Dashboard and Accreditation***

The committee heard a report on regional higher education. There are twelve bachelor degrees and fourteen associate degrees across OHIO regional campuses, which focus on outreach and access - outreach to unique communities and educational access through an open enrollment policy. Trustee Brightbill pointed out that having an open enrollment policy is important as it allows a larger population of students the opportunity to benefit from higher education. Students who wish to earn baccalaureate degrees on the regional campuses must meet the qualifications established on the Athens campus for these degrees.

Quality of faculty on regional campuses is assured by involvement of the Athens departments in the hiring and tenuring of regional campus faculty. Standard course syllabi, standardized exams and professional licensure testing are key quality control mechanisms used on all of the regional campuses.

Because of RHE's open enrollment policy, its affordability, the nature of its offerings, and the quality of the education provided, the regional campuses have been successful in their efforts to attract students. Enrollment has grown to 10,000 students including large proportions of students who are part-time, female, non-traditional, first generation and minority.

Some examples of the community involvement are: the Chillicothe Child Development Center, the Eastern Campus Theatre, the Lancaster Music Festival, the Southern Horse Park, and the Zanesville Recreational Center.

#### ***Intercollegiate Athletics Update***

Athletic Director Jim Schaus and his colleagues Randee Duffy, Assistant Athletic Director of NCAA Eligibility and Student-Athlete Success, and Amy Dean, Executive Senior Associate Athletics Director focused on five points in their presentation.

1. The Ohio University Student-Athlete population is excelling in the classroom and out-performing the general student body in the areas of graduation rate, cumulative grade point average, and retention.
2. Ohio University's Student-Athletes are not clustered into less-demanding courses and programs of study. Rather, they are distributed throughout all colleges.
3. In addition to the existing institutional controls, the Board of Trustees Audit Committee authorized an internal audit of various areas of Athletics. The 4-year audit cycle began in the summer of 2012 with eligibility and academic progress, and Mr. Schaus reported that Internal Audit had no negative findings.
4. Ohio University is one of only 17 Division I-A (FBS) schools to have never committed an NCAA major violation.
5. Athletics positively impacts academic programs by providing a "Learning Laboratory" for over 400 undergraduate and graduate students who are not student athletes.

In addition to the 5 points listed above, Mr. Schaus also noted that through the activities of its student-athletes, ICA generates national attention for Ohio University. Having successful teams that appear on national television often assists the university in attracting applicants and provides an opportunity to tout the strength of the institution's academic programs.

Mr. Schaus introduced Dr. Ann Gabriel who serves as one of two faculty representatives to ICA. Dr. Gabriel described the role of an ICA faculty representative. She indicated that faculty representatives serve as the eyes and the ears of the President and report regularly to him. ICA faculty representatives also provide regular updates to Faculty Senate. In her role, Dr. Gabriel works with Mr. Schaus and his staff as well as with student-athletes. She indicated that faculty representatives played a constructive role in problem solving and advising ICA on a variety of academic issues.

Questions were asked by Trustees about the nature of last season's football schedule and the impact that it had on the student-athletes. The issue of whether ICA provided a "training table" for student-athletes was also discussed.

#### Scholarship Task Force Update

This report was given earlier in the day during the joint Academics & Resources Joint Committees session.

#### AQIP Update

Executive Vice President and Provost Benoit updated the Trustees on accreditation activities at Ohio University. Ohio University is accredited by the Higher Learning Commission, and was invited into the AQIP process. This process is different from the single point of time review that is customary in accreditation. AQIP's ongoing review provides for a system of continuous improvement.

Provost Benoit pointed out that effective January 1, 2013 there will be a new Higher Learning Commission (HLC) approach to accreditation that is focused on 5 criteria: mission; integrity—ethical and responsible conduct; teaching and learning—quality, resources, and support; teaching and learning—evaluation and improvement; and resources, planning, and institutional effectiveness.

In AY 2014-2015, HLC will conduct a Quality Checkup Site Visit. In preparation for the visit the University will be required to complete an AQIP systems portfolio. Reaffirmation of accreditation is expected to take place in AY 2015-2016. The Board of Trustees will also join the visit.

The following consent agenda items were approved:

- The Management Systems Department in the College of Business be renamed the Management Department.

## **COLLEGE OF BUSINESS NAME CHANGE FOR THE MANAGEMENT SYSTEMS DEPARTMENT**

### **RESOLUTION 2013 -- 3316**

**WHEREAS**, the faculty in the Management Systems Department in the College of Business feel that the current name fails to cover the scope of the curriculum and research interests of the school; and

**WHEREAS**, the proposed name change would also bring the school in line with similar competing programs around the country; and

**WHEREAS**, the current school designation does not adequately recognize the focus of faculty and their professional activities; and

**WHEREAS**, the faculty have thoroughly discussed the desirability of a change of name for the school, the dean of the College of Business supports this recommendation, and it has been approved by the University Curriculum Committee.

**NOW, THEREFORE BE IT RESOLVED**, that the Management Systems Department be changed to the Management Department.

- The offering of the International Business Certificate by the Management Department in the College of Business.

**COLLEGE OF BUSINESS  
MANAGEMENT DEPARTMENT  
INTERNATIONAL BUSINESS CERTIFICATE**

**RESOLUTION 2013 – 3317**

**WHEREAS**, the Management Department has proposed offering an undergraduate International Business Certificate, and

**WHEREAS**, the proposed certificate has the support of the Faculty and Dean of the College of Business, the University Curriculum Council, and the Executive Vice President and Provost, and

**WHEREAS**, this program reaches beyond the College of Business, providing undergraduate students from various disciplines an opportunity to become more familiar with the field of International Business,

**THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves offering the International Business Certificate by the Management Department in the College of Business.

- The name of Industrial Hygiene Program within the Department of Social and Public Health in the College of Health Sciences and Profession be changed to the

**COLLEGE OF HEALTH SCIENCES AND PROFESSIONS  
NAME AND DEGREE CHANGE FOR THE  
INDUSTRIAL HYGIENE PROGRAM**

**RESOLUTION 2013--3318**

**WHEREAS**, the faculty in the Industrial Hygiene Program within the Department of Social and Public Health in the College of Health Sciences and Professions feel that the current name fails to portray the scope of the curriculum and does not reflect perceptual shifts within the professional community; and

**WHEREAS**, the current program designation does not adequately recognize the focus of faculty and their professional activities; and

**WHEREAS**, the proposed name change would make the program congruent with similar competing programs around the country and likely enhance the effectiveness of student recruitment and retention efforts; and

**WHEREAS**, the faculty are entirely supportive of a program name change and given that the Dean of the College of Health Sciences and Professions also supports this recommendation, and that it has been approved by the University Curriculum Council.

**NOW, THEREFORE BE IT RESOLVED**, that the Industrial Hygiene Program be changed to the Occupational Hygiene & Safety Program and the associated degree be changed from a Bachelor of Science in Industrial Hygiene (BSIH) to a Bachelor of Science in Occupational Hygiene & Safety (BSOHS).

Trustee Brightbill moved to accept the Resolutions in Tabs 13, 14, 15, which was seconded by Trustee Scholl. All approved and the motion carried.

Resolution 2013 - 3318 was taken off of the consent agenda and amended. The amendment is included as the last paragraph of the Resolution.

- Seven Year Reviews for 2004-2011 for Accounting Technology, Business Management Technology, and Office Technology on the Chillicothe, Southern, and Lancaster campuses.

## **MAJOR AND DEGREE PROGRAM REVIEWS**

### **RESOLUTION 2013 – 3319**

**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 Seven Year Reviews for 2004-2011 for the following programs on the Chillicothe, Southern, and Lancaster campuses:

- Accounting Technology
- Business Management Technology
- Office Technology

The Board of Trustees directs the Executive Vice President and Provost to report on an implementation plan for assessing program learning outcomes for these programs at the April, 2013 Academics Committee meeting.

In order to highlight the importance of academic quality, the amended resolution included a statement that the Board of Trustees directs the Executive Vice-President and Provost to report on an implementation plan for assessing student learning outcomes at the April 2013 Academics Committee meeting of the Board of Trustees. Trustee Brightbill noted that learning outcomes will be included as a formal part of program reviews by the University Curriculum Committee. Provost Benoit agreed to present a plan for putting in place additional formal assessments to the Academics Committee at the April meeting.

Trustee Brightbill moved to accept the amended resolution, seconded by Trustee Goodman. All approved and the motion carried.

Trustee Goodman added that the Academic Committee had a discussion that came out of the regional campus reviews. The discussion focused on how the regional campus mission may influence the new state of Ohio funding formula for higher education.

## **University Governance Committee Report**

Trustee Janetta King presented the report from the University Governance Committee meeting as follows.

### ***Bylaws***

The committee discussed bylaw revisions, highlighting two matters that were not captured in the current bylaws: 1) an officer succession plan and 2) what constitutes a majority of the board for voting purposes. John Biancamano drafted initial proposed changes prior to yesterday’s meeting. The committee reviewed his proposals and recommended that he make revisions based on committee members’ input. The second agenda item dealt with the effective use of Board meeting time. Trustee King reported that there was a substantive discussion about how meetings could be organized to allow for sufficient time to address the important matters. Trustee King highlighted yesterday as a good example: the Trustees were able to use the lunch hour to obtain

more information about the Capital Plan. With regard to the need for additional interaction with constituencies throughout the campus, the Board members discussed a variety of possibilities. The committee will try to replicate and build these opportunities into its agenda as well as provide opportunities for informal interactions among the Trustees. Trustee King noted that the Governance Committee meeting provided a good opportunity to exchange ideas: Trustees were able to provide recommendations for the administration to take under consideration for upcoming Board meeting agendas.

Trustee Campbell raised a concern with Article 5, Section 5 of the bylaws, which pertains to a quorum. Since he does not sit on the Governance Committee, he wanted to have an opportunity to express his concerns about the possible revisions concerning the requirement that voting only occur in person. Chair Harris suggested that Trustee Campbell notify the Chair of the Governance Committee to discuss his concerns. Trustee Campbell noted that he had communicated this to General Counsel, and wanted to share his concerns directly with the Governance Committee as well.

## **University Audit Committee Report**

Trustee Kevin Lake reported on the University Academics Committee meeting as follows.

### ***Internal Audit Update***

Chief Audit Executive, Jeffrey Davis, updated the Audit Committee on the completed audits for FY13 which included final reports being issued for seven audits and audits that are near completion for University Libraries and University College. In addition, Internal Audit (IA) is in the planning stages for the audits of E-Learning Ohio and Graduate College.

As was mentioned at the November Audit Committee Meeting, Plante Moran has completed its last year of serving as Ohio University's external auditor. Mr. Davis provided an update of the Request for Proposal (RFP) process and upcoming oral presentations. Five firms submitted proposals: Plante Moran, Crowe Horwath, BKD, Deloitte and Touche, and McGladrey. The Committee discussed the process of selecting an external audit firm and the commencement of interim audit work for the external audit.

Mr. Davis discussed the NCAA compliance procedures and an update related to the two External Audit Findings, which were now confirmed to be in compliance and his audit processes.

Trustee Lake thanked Chief Auditor Davis and his team for their work, and he also thanked Trustees Harris, Brightbill, Roden, and especially Trustee Campbell, whose expertise in auditing was invaluable to the committee and the University.

There was no unfinished business.

## **Capital Planning Meeting Report**

Chair Harris reported on Thursday's lunch discussion on capital planning. She noted that since the Capital Plan was approved, a number of new Trustees have joined the Board and they have raised important questions. She noted that under the leadership of Robert Kidder the Trustees took approximately eighteen months to work with the administration in developing the Capital Plan. The questions addressed in yesterday's lunchtime discussion concerned how the University should promote efficiency, leverage state dollars, and not overbuild, or over-commit, or find itself issuing too much debt in an uncertain fiscal environment. Chair Harris referred to the challenges of balancing competing interests. The Trustees discussed the debt and the phasing of the twenty-year Capital Plan. According to the process, each individual project of capital improvement that costs over half a million dollars is returned to the Trustees for consideration and approval. In addition, on an annual basis, the Trustees examine how the Capital Plan is progressing, and they have an opportunity to make decisions about whether or not to move ahead with the project.

The Capital Plan contains a plan for upgrading academic buildings. As Dr. Sayrs reported, some of the buildings are in unsatisfactory condition for research and appropriate teaching; this can result in challenges attracting and retaining qualified faculty. Trustee Scholl also noted that there are issues with the residence halls that need to be resolved in order to ensure the University continues to attract and maintain high quality students.

The President, the Provost and Vice-President for Finance were very clear about the fact that, if the University did nothing, it would find itself with up to a billion dollars in deferred maintenance. Chair Harris asserted that the Board believed that ignoring these needs would not be acceptable. In April the Board of Trustees will consider debt issuance to move some of the plans forward. As the Board takes a one-year look at the Capital Plan in June, Capital projects will come forward to the Trustees for consideration. Chair Harris reported that the discussion was valuable as it identified areas that the administration would continue to examine and refine. She noted that all of the participants took away an understanding of the work that is before them in April and June.

## **APPROVAL OF CONSENT AGENDA**

Consent Agenda were approved throughout the meeting.

## **NEW BUSINESS**

There was no new business.

## **COMMUNICATIONS, PETITIONS, AND MEMORIALS**

## **ANNOUNCEMENT OF NEXT STATED MEETING DATE**

## **ADJOURNMENT**

Chair Harris adjourned the meeting at 12:34 p.m.

## **CERTIFICATION OF MINUTES**

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

---

Gene T. Harris  
Chairperson

---

Peter C. Mather  
Secretary

# **PRESIDENT'S REPORT**

**presented to  
Ohio University Board of Trustees  
February 8, 2013**

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



**OHIO**  
UNIVERSITY

# Overview

- **Legislative Update**
- **Celebrating our Region**
  - Appalachia Rising
- **Strategic Priority**
  - Complete Capital Campaign
- **Points of Pride**
- **Program Spotlight**
  - Ohio University Chillicothe Campus Law Enforcement Technology Program



*Photo courtesy of <http://www.chillicothe.ohiou.edu/>*

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



**OHIO**  
UNIVERSITY

# Top Strategic Priorities

## Nation's Best Transformative Learning Community

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

Effective Total  
Compensation

Short- &  
Long-Term  
Enrollment  
Goals

Improve  
Financial  
Strength

Complete  
Capital  
Campaign

### Four Fundamentals

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

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



**OHIO**  
UNIVERSITY

# Federal Legislative Update:: Government Relations

- **On January 2<sup>nd</sup>, President Obama signed the American Taxpayer Relief Act (HR 8), which averted the infamous fiscal cliff.**
  - The act delays by two months the sequester spending mandated by the Budget Control Act of 2011. However, the act does not address deficit reduction, entitlement reform or the debt limit.
- **The Ohio University Zanesville campus now is represented by Congressman Pat Tiberi (R) OH-CD 12. In an effort to familiarize himself with the campus and all it has to offer, Congressman Tiberi toured the OU-Z campus on January 9<sup>th</sup>.**

# State Legislative Update:: Government Relations

Legislative  
Update

- **The state operating budget was introduced on February 4<sup>th</sup>.**
  - Gov. Kasich's proposal includes a 1.9 percent increase in each fiscal year of the budget for higher education. This represents a total new investment in higher education of \$100 million over the biennium.
  - The plan seeks to cap tuition and general fee increases for FY14-15 at 2 percent of average tuition and general fees.
  - The budget bill still needs to be debated and voted on by the state legislature before it can be fully implemented.

# State Legislative Update:: Government Relations

- The governor's State of the State address will be held at 6:30 p.m. on February 19<sup>th</sup> in Lima, Ohio.
- Stephanie Davidson has been named Interim Chancellor of the Ohio Board of Regents, following the recent retirement of Jim Petro.

# Celebrating our Region:: Appalachia Rising

Celebrating  
our Region

- “Appalachia Rising: Stories of Hope and Achievement from Ohio’s Appalachian Hills and Valleys” is a newly published work that is a cooperative effort between University Communications and Marketing and Ohio University Press



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



OHIO  
UNIVERSITY

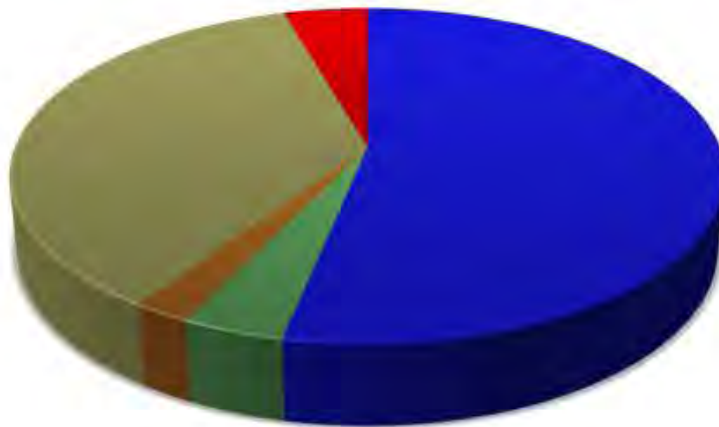
## **Celebrating our Region:: Appalachia Rising**

- **Puts a human face on OHIO's many contributions to the region**
- **Documents the excellence of our staff and our vision in action**
- **Showcases the quality of UCM and Ohio University Press**
- **Highlights significant "firsts"**

# Strategic Priority:: Complete Capital Campaign

Complete  
Capital  
Campaign

Total Attainment: \$413.92 M



- Alumni: \$220.36
- Other Individuals: \$16.44
- Corporations: \$9.29
- Foundations: \$149.38
- Other Organizations: \$18.45

*\* In millions*

*\*Current as of January 31, 2013*

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



OHIO  
UNIVERSITY

# **Strategic Priority:: Complete Capital Campaign**

Complete  
Capital  
Campaign

## **Advancement Travel**

Hong Kong  
Fort Myers, Florida  
Sarasota, Florida  
Tampa, Florida  
Shreveport, Louisiana  
New York, New York  
Columbus, Ohio

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



**OHIO**  
UNIVERSITY

## Points of Pride

- Ohio University named three new deans



Margaret Kennedy-Dygas  
*College of Fine Arts*



Scott Titsworth  
*Scripps College of  
Communication*



Martin Tuck  
*Ohio University  
Chillicothe*

*Photo courtesy of: University Communications and Marketing*

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



OHIO  
UNIVERSITY

## Points of Pride

- **Ohio University and the National Academy of Engineering announced the 2013 Fritz J. and Dolores H. Russ Prize recipients: Rangaswamy Srinivasan, James J. Wynne, and Samuel E. Blum for advancements that enabled LASIK and PRK eye surgery**



*Photos courtesy of: University Communications and Marketing*

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



**OHIO**  
UNIVERSITY

## Points of Pride

- **Lambda Pi Eta, an honor society, held a holiday supply drive at the Ohio University Lancaster Campus and Pickerington Center and collected 17 boxes of supplies to send to troops in Kosovo**



*Photograph courtesy of Cherri Russo*

## Points of Pride

- With the switch from quarters to semesters, OHIO students celebrated the holidays in Athens



*Photographs courtesy of the Multicultural Center, Chris Franz and Ross Brinkerhoff*

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



OHIO  
UNIVERSITY

## Points of Pride

- Ohio University's Third Frontier initiative, TechGROWTH Ohio, was awarded new investment capital funding (approximately \$1.875M) in a state-wide process, which now makes it a \$30M program

## Points of Pride

- The National Academy of Inventors (NAI) named Dr. John Kopchick and Dr. Gerardine Botte of Ohio University as charter fellows



*Photograph courtesy  
of John Kopchick*



*Photograph courtesy  
of Mark Dawson*

## Points of Pride

- **Ohio University's Heritage College of Osteopathic Medicine Dublin branch was approved by the Commission on Osteopathic College Accreditation**

## Points of Pride

- The British Government named Keith Hawkins, an astrophysics major in the Honors Tutorial College, as a recipient of the Marshall Scholarship. Keith will continue his research at University of Cambridge's Institute of Astronomy.



*Photo courtesy of: University  
Communications and Marketing*

## Points of Pride

- ***U.S. News and World Report*** ranked Ohio University as the sixth most connected college in the world. OHIO ranked No. 1 in the state and was the top publicly-funded university.

## Points of Pride



- **Ohio University won the AdvoCare V100 Independence Bowl, marking back-to-back seasons with bowl victories**

## Points of Pride



- **Ohio University conferred an honorary degree upon the Malaysian Prime Minister at the Tun Abdul Razak Lecture**



## **University Spotlight ::**

### **Law Enforcement Technology**

### **Ohio University Chillicothe**

**Dr. Martin Tuck**  
Dean, Chillicothe Campus

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



**OHIO**  
UNIVERSITY

# Academic Program Offerings on the Chillicothe Campus

## Associate Degrees

- Associate in Art
- Associate in Science
- Business Management Technology
- Child Development
- Computer Science Technology
- Environmental Engineering Technology
- Human Services Technology
- Individualized Studies
- **Law Enforcement Technology**
- Nursing
- Office Technology

## Bachelor Degrees

- Applied Management
- **Criminal Justice**
- Communication Studies
- Health Services Administration
- Early Childhood Education
- Middle Childhood Education
- Nursing
- Specialized Studies
- Social Work
- Technical and Applied Studies

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



**OHIO**  
UNIVERSITY

## Law Enforcement Technology

- Current enrollment: 160 students, 50 percent female
- Leads to an associates degree in applied science
- Course credit can be applied to a bachelors degree in criminal justice
- Many students complete the Southern Ohio Police Training Institute (SOPTI), which certifies individuals to become Ohio police officers
- Graduates have secured employment with federal, state, local, corrections or private agencies



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



**OHIO**  
UNIVERSITY

# Presenters



**OHIO**  
UNIVERSITY  
Chillicothe Campus

- **Dr. James McKean**, LET campus and regional program coordinator & associate dean OU-C
  - Former police chief, Grove City Police Department
  - Graduate of the LET program
  - PhD, Ohio University Patton College of Education
- **Ian McCord**, OU-C LET student
- **Brian Nelson**, OU-C LET student
- **Elizabeth Barger**, OU-C and SOPTI graduate
  - Commissioned through Jackson County Municipal Courts

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



**OHIO**  
UNIVERSITY

# **PRESIDENT'S REPORT**

**presented to  
Ohio University Board of Trustees  
February 8, 2013**

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



**OHIO**  
UNIVERSITY



## **Joint Academics and Resources Committee Meeting**

**February 7, 2013, 10:00 am**

Board Chair Gene Harris called the meeting to order at 10:13 am. Other board members present included Trustees Sandra J. Anderson, Kevin B. Lake, Henry Heilbrunn, David A. Wolfort, David Brightbill, N. Victor Goodman, J. Patrick Campbell, Janetta King, and David Scholl, Student Trustees Allison Arnold and Amanda Roden, Faculty Representatives David Thomas and Judith Lee, and President Roderick J. McDavis.

Chair Harris and President McDavis thanked Chillicothe Dean Marty Tuck for hosting. President McDavis introduced the joint session topic as a continuation of discussions with the board over the past few years regarding the financial health of the institution and access and affordability for our students.

### **● A New Business Model: Accessibility, Affordability and Debt Management**

Executive Vice President and Provost, Pam Benoit, discussed that the session will provide more depth into the guaranteed tuition model and scholarship strategies. The presentation was shared with Student Senate last night and there was a very good conversation with good questions. She and Vice President for Finance and Administration, Stephen Golding, will also be testifying in front of the Ohio legislature at an upcoming session regarding this tuition concept.

VP Golding reminded the Trustees of the continued move toward a tuition driven model for funding higher education, translating into an increasing debt burden to Ohio families. Declining state support is a national problem with the state of Ohio experiencing lower increases in tuition than the balance of the country. An underlying policy question is ‘What is the fair, proportional share of an education for students and their families to pay?’

A ‘tuition guarantee’ provides one annual tuition rate for one cohort for a defined period of time. This type of tuition model can provide predictability for families and students as well as other benefits to both the institution and families. In order to enact such a change in Ohio, legislation

is needed. Within Ohio, Kent State has a voluntary guaranteed tuition program and the University of Dayton has recently announced a guarantee program to include tuition, room and board. Efforts are being made to understand more about the UD program. There are other programs across the country with multiple, varying structures. VP Golding discussed some of the experiences of the Colorado system program which has been in place for non-resident students for several years.

A guarantee tuition program, if legislated, would likely include maximum and minimum bands for cohort increases enabling institutions to respond to inflationary increases and other economic factors which are not predictable long-term. Many variables would need to be factored into the crafting of a program. Historical Ohio increases have averaged 3.5% which would equate to a 9% tuition increase for a cohort. Anything less than 9% increase for a cohort would represent lower total costs than the annual 3.5% which has been allowed by the state!

Managing the escalation in tuition and costs of a 4 year education is one method to assist families and help them to manage their debt considerations. Even though the office of Financial Aid counsels students on available loans and methods of paying for their education, the amount of debt that families incur involves many other economic decision points. The historical view of tuition pricing vs. increase in student indebtedness shows that the economy has impacted the increase in student debt more than tuition increases.

VP Golding reminded that the SSI and tuition revenues of FY 2012 represent virtually the same buying power as 10+ years ago. The first year's increase in a guaranteed tuition environment establishes a 'floor' to start modeling increases in each successive year. Models using varying guarantee calculations have been generated which arrive at the annual new revenue for the university each year for 10 years. The calculations model the increased revenue that would be available for institutional budgeting thereby providing some future predictability.

- Sensitivity analyses of total 4 year cost to families have been prepared based on inflationary increases, 3.5% annual increases as per the previous state cap, and cohort guarantee rates of 5.9% (estimate tied to inflation), 7.4% (estimate tied to inflation for students with need), and 9% (to show comparability to 3.5% annual increases)
- The model calculations show the same or less in college costs under the modeled guarantee pricing rates.

OHIO's Promise, a guaranteed tuition concept statement, was shared with the board. VP Golding stated that he mentioned this concept to a colleague who indicated that this could be looked at favorably by rating agencies due to predictability of the revenue stream. There are many issues to consider if we choose to go forward, as well as planning for unintended consequences. Rules for cohorts could be set to take into account all or just specific segments of college cost and make provisions for transfer students for example.

*Does the academic program need to change to accommodate students who change majors so they are not off-track to accomplish the degree within 4 years and risk a cohort increase?*

Provost Benoit shared that major changing often happens within the same field so educational requirements may not vary widely. Student advising is critical to being successful and we must consider the courses offered as being applicable across disciplines. President McDavis shared that Ohio Presidents are currently working to understand the variances in 2-year and 4-year degrees at this time as a way to assist in transferability. Quality of courses and creating pathways for graduation is important. eLearning, summer school and regional campuses are examples of 'pathways' to be exploited in obtaining the Ohio University degree.

Policy decisions will be needed around the flexibility of the type of Ohio University degree that can be obtained. A tuition guarantee may indicate the 'ceiling' of a cohort cost, but varying the options of study provides different pathways for outcome attainment. Further study into options for summer school, etc. could also assist in more full and efficient usage of facilities.

*The phrase regarding an 'unsustainable business model' is often repeated – how do we craft a mechanism for decision-making in this environment given the uncertainty?*

Many of the tools that have been developed (Sources and Uses, Capital Planning, Enrollment Planning, Economic Impact Study, Environmental Scans, etc.) are intended to focus us on long-term decision making and impacts given our planning assumptions. Integrating eLearning, leveraging regional campuses with an eye toward degree completion, and maintaining the core of the Athens residential academic experience are all being considered internally; SSI model and degree completion are being considered at the state level. The state focus changes with each Governor and there have been three in President McDavis' 9-year tenure. Our planning must continue based on Ohio University's reality – the University's mission and our 'excellence', the capital needs, student demographics, etc. – and the validity and basis for our long-term assumptions. The long-term planning that has evolved and been put in place is intended to help us achieve our goals and aspirations and provide a mechanism for prudently reacting when the tipping points for so many variables are uncertain.

*Are we properly responding to the growth in eLearning and regional campuses as it relates to the Athens campus investment?* The importance of academic quality across all of Ohio University was referenced and that the growing programs emanate from the colleges.

Provost Benoit introduced the second part of the joint session regarding aid to students, how it couples with a guarantee tuition program, the work of the Scholarship Task Force, and the opportunities afforded through the Capital Campaign in funding a scholarship matching program. Total aid to Ohio University students amounts to \$408 million and includes all forms of aid, loans and grants - \$19 million comes from the University general fund. The competitive environment for aid shows that our program's ACT requirement is higher than most reducing our competitiveness. The Scholarship Task Force is investigating data and working with consultants

to investigate the success of current programs, student gaps, and needs for different programs.

In response to changing demographics and fewer Ohio high school students – recently established aid programs targeting non-residents have resulted in success in recruiting non-residents. Studies have shown that there is a ‘sweet spot’ for scholarship offerings to entice students. Our consultants are helping to bring sophistication to our aid programs, identifying the ‘right kind’ of aid and amount to increase yield for targeted students.

Although we are not maximizing how we offer aid, we do well with yield due to the strength of our academic reputation – our ‘special sauce’. In working with the Foundation on donor strategies the emphasis is on leveraging internal money to generate more scholarship funding. Scholarship funding is the largest segment of the \$100 Million investment strategy. The Deans have endorsed a 2:1 match commitment which will generate \$76.2 million in scholarship funds thorough giving of \$25.4 million. Provost Benoit is working with VP Benchoff and the Campaign Steering committee to ‘develop the right kind of sizzle’ to attract scholarship funding to maximize the consultant scholarship grid. This type of information will resonate with donors and could generate enthusiastic giving.

*How is aid planned to be distributed besides ACT, which is not a true indicator of talent for learning or success?* Many details about potential students are available including was OU their first choice among institutions, has the student visited OU, etc. These can be factors in developing aid programs as well.

Meeting adjourned at 12:07 pm.



## **Resources Committee Meeting**

**February 7, 2013, 2:00 pm**

Committee Chair David Wolford called the meeting to order at 2:25 pm. Other board members present included Trustee Sandra J. Anderson, Trustee David Scholl, Trustee Kevin B. Lake, Trustee Henry Heilbrunn, Student Trustee Allison Arnold, Faculty Representative Judith Lee, and President Roderick J. McDavis.

### **● Capital Campaign Update**

Vice President for Advancement, Bryan Benchoff, provided an update for the Capital Campaign noting campaign contributions totaling \$413.6 million toward the \$450 million goal as of December 31, 2012. Since December 31 the total has grown to \$416 million with \$20 million in planned proposals through the end of fiscal 2013 and \$63 million through the end of the campaign. Tying in with the Joint session discussion earlier this morning, Student Aid giving totaled \$47 million through December 31. College campaign attainment, the sources of gifts, and the areas supported by the gifts were reviewed.

VP Benchoff provided a staffing update regarding two key appointments since the November meeting. Jennifer Neubauer was hired with consider experience into the AVP for Alumni Relations position, and JR Blackburn was promoted to AVP, Development and Associate Campaign Manager. These appointments round out the top leadership positions within Advancement.

VP Benchoff explained that a new set of metrics has been implemented to measure development officer performance. All development officer activity and contacts are captured in the departmental data base which will greatly enhance management and reporting capabilities.

VP Golding commented on the search for the next Associate Vice President of Finance and Treasurer due to the recent departure of Michael Angelini. VP Golding has stepped into the void during the search, but is using the search as an opportunity to strengthen the team and work toward succession planning for the division.

- **6 Year Sources and Uses – November Interim**

Vice President for Finance and Administration, Stephen Golding discussed the 6 Year Sources and Uses Report as of November 30, 2012 including a FY2013 forecast. VP Golding began with a discussion of the ending FY2012 net assets of \$59 million versus the final FY2012 Sources and Uses projection of \$95 million and the four key contributors to the attainment shortfall.

Regarding those contributors, quarters to semester transition has made near-term summer projections challenging to estimate and as eLearning continues to ramp up, projecting those costs of delivery has been difficult.

The FY2013 forecast of \$46 million in net assets is favorably impacted by projected investment earnings of \$11 million and modest favorable variances in the major revenue lines for tuition and SSI, offset in part by increases in student aid.

VP Golding reminded the committee members of the past years favorable net asset performance and the resultant bolstering of SB6 performance. This has all strengthened the balance sheet and enabled the institution's favorable debt capacity which is being targeted to address capital needs. The university's indicators are favorable as viewed by the rating agencies.

Regarding continuing the past annual net asset performance, VP Golding commented on the pressures related to compensation, debt service, and infrastructure needs and the related push on the bottom line may hamper the university's ability to maintain the past levels of net asset growth.

- **University Debt Capacity**

VP Golding introduced Beth Greene, Director of Debt Management. Ms. Greene noted that the Debt Affordability study conducted in 2011 was updated for this presentation. The University's credit rating is tied to its cost of borrowing and the University is enjoying historically low rates – 3.9%. One down-tick in agency rating results in an additional 20 basis points added to the rate. Fees to issue are also at a low at this time. It is important to demonstrate to the rating agencies the mission-critical reasons for taking on debt. The Housing projects have an underlying revenue stream and that is viewed favorably by the agencies. Management is a huge qualitative factor to the rating agencies and our past demonstration of leadership and board involvement in long-range planning was viewed favorably.

Discussion about the low interest rate environment generated conversation about accelerating borrowing to lock in low rates. There are inherent obligations to spend bond proceeds according

to a schedule – could construction be accelerated to match the spending requirements? Ms. Greene cautioned that the credit agencies do not look favorably on huge bond issues for the sake of exploiting low interest rates.

The current 6 Year CIP debt needs were applied in the affordability analysis, at a 5% interest rate, and 3 scenarios were played out from \$0 to \$850 million in borrowing over six years. The analyses indicated that the University could reasonably expect to issue \$567 million in new debt over five years with minimal risk to the agency ratings.

- **NACUBO Endowment**

VP Golding shared information from the annual NACUBO Endowment survey as requested by the trustees during the Endowment Update presentation earlier this fall. Charts tracking Ohio University's performance since 2008 shows we track right down the line and outperformed the benchmarks for 1, 3, and 5 year periods. The Foundation board will review the performance at their March meeting.

- **Housing Development Plan and Multipurpose Facility Update**

Vice President for Student Affairs, Ryan Lombardi, introduced the session and reminded that the Housing Auxiliary operations are solely funded from the room rate. The Housing Development Plan was previously endorsed by the trustees and the intent is to build a community and contribute to what makes the university special – a rich, vibrant community environment of students studying and living together.

Associate Vice President for Facilities, Harry Wyatt, reported that the three phases of the Housing Development Plan will be reviewed with more emphasis on Phase 1 for which site development has been in process. The plan is to bring Phase 1 construction back in August for board approval.

Mr. Keith Storms from Hanbury, Evans, Wright, Vlattas and Co. reviewed the project design principles that the team have been working under. The firm has made themselves familiar with the Athens community, the students, the land and its topography. The preferred plan takes advantage of the old railroad bed to create green space 'swing and fingers'. The first phase of construction will occur in the parking lots east of Clippinger where the Wolfe/Ullom Apartments were demolished.

The entire plan includes courtyards throughout all phases. Living spaces are community-based

with about 16 students in a ‘community within a community’. A loop road is being planned for the outside ring of the South Green resident halls eliminating vehicular traffic from the middle of South Green and encouraging pedestrian and bike traffic. Transit opportunities will be explored to serve the campus areas. Exploring a different architecture styling for the new construction was discussed as well as the importance of maintaining the traditional historic view of campus.

Students have appreciated the process. The city planner has been involved and responsive throughout the entire process also. The useful life of the buildings is 50 years and the building systems will have 30 year lives. Repurposing in the future should be possible with the built in flexibility being planned – the development team has been able to learn from all those that have built before us.

AVP Wyatt, shared development plans for the Multi-Purpose Facility are on-going. The facility will be between Peden Stadium and Ping Center with a targeted occupancy is December 2013. Classes, intramural sports, and athletic team practices will occur in the facility. The facility is large enough to contain a football field and is nearly 7 stories high. The use of glass and brick scale the building. A lead gift of \$10 million, \$8 million of which is designated for the Multi-Purpose Facility, is to be received over 10 years. In order to have funding in place prior to construction beginning, debt will be used for construction. Discussions are still occurring regarding a maintenance endowment.

### ● **Consent Agenda, Construction Projects**

AVP Wyatt reported that a resolution is included on the consent agenda for five construction projects and requires board approval – Housing Development Plan: Phase 1 Design and Site Preparation, Peden Turf Replacement, Hudson Health Third Floor Renovation, Computer Service Center HVAC/Electrical Upgrade, and OUHCOM Dublin Renovation. Funding for each project has been identified and is currently available or will include proceeds from a 2013 Debt Issuance.

**The committee recommended keeping the Construction Projects resolution on the Consent Agenda for Board approval.**

The meeting adjourned at 4:25.



## **Academics Committee, Ohio University Board of Trustees**

February 7, 2013

Trustees Present: David Brightbill (Chair), Gene Harris, Victor Goodman, Patrick Campbell, Janetta King, Amanda Roden (student trustee), David Thomas (faculty trustee)

### **Academic Quality: Regional Higher Education—Dashboard and Accreditation**

Jim Fonseca, Regional Higher Education (RHE) Executive Dean, provided an overview of the mission, activities, academic quality indicators, and the unique community roles played by each of the five regional campuses (Chillicothe, Eastern, Lancaster, Southern, Zanesville).

Executive Dean Fonseca described how the mission of the five regional campuses of Ohio University is focused on outreach and access - outreach to unique communities and educational access through an open enrollment policy. He pointed out that having an open enrollment policy is important as it allows a larger population of students the opportunity to benefit from higher education. However, students who wish to earn baccalaureate degrees on the regional campuses must meet the qualifications established on the Athens campus for these degrees.

Equally important is the ability of the regional campuses to offer an affordable education. In a statewide comparison, Ohio University's regional campuses along with those of Miami University and Bowling Green State University provide the most affordable regional campus education as measured by annual regional campus tuition as a percentage of main campus tuition.

In addition to 12 complete bachelor's degree programs and 14 associate degrees, the campuses offer pathways for students relocating to Athens, transferring to other institutions, or, for advanced high school students, taking post-secondary courses. Non-degree pathways offer a variety of job-training opportunities, business and industry training programs, certificates, stackable certificates with local career centers, and CEU's. In addition, three Ohio University Centers (Pickerington, Proctorville and Cambridge), run by four of the campuses, offer expanded enrollment and outreach opportunities.

The quality of faculty is assured by involvement of the Athens departments in the hiring and tenuring of regional campus faculty. Standard course syllabi, standardized exams and professional licensure testing are key quality control mechanisms used on all of the regional

campuses.

Because of RHE's open enrollment policy, its affordability, the nature of its offerings, and the quality of the education provided, the regional campuses have been successful in their efforts to attract students. Enrollment has grown to 10,000 students including large proportions of students who are part-time, female, non-traditional, first generation and minority.

The five campuses are also unique educational and cultural centers for their communities. They provide educational and professional resources that enrich the lives of individuals who live in each of the areas that surround the campuses. Examples include: the Chillicothe Child Development Center, the Eastern Campus Theatre, the Lancaster Music Festival, the Southern Horse Park, and the Zanesville Recreational Center.

Executive Dean Fonseca noted that the regional campuses expand the political outreach of Ohio University beyond the Athens area. Because of the regional campuses, Ohio University has a presence in three additional federal Congressional districts, four additional Ohio Senate districts and 11 additional Ohio House districts.

### **Intercollegiate Athletics Update**

Athletic Director Jim Schaus and his colleagues Randee Duffy, Assistant Athletic Director of NCAA Eligibility and Student-Athlete Success, and Amy Dean, Executive Senior Associate Athletics Director focused on five points in their presentation.

1. The Ohio University Student-Athlete population is excelling in the classroom and out-performing the general student body in the areas of graduation rate, cumulative grade point average, and retention.
2. Ohio University's Student-Athletes are not clustered into less-demanding courses and programs of study. Rather, they are distributed throughout all colleges.
3. In addition to the existing institutional controls, the Board of Trustees Audit Committee authorized an internal audit of various areas of Athletics. The 4-year audit cycle began in the summer of 2012 with eligibility and academic progress, and Mr. Schaus reported that Internal Audit had no negative findings.
4. Ohio University is one of only 17 Division I-A (FBS) schools to have never committed an NCAA major violation.
5. Athletics positively impacts academic programs by providing a "Learning Laboratory" for over 400 undergraduate and graduate students who are not student athletes.

In addition to the 5 points listed above, Mr. Schaus also noted that through the activities of its student-athletes, ICA generates national attention for Ohio University. Having successful teams that appear on national television often assists the university in attracting applicants and provides an opportunity to tout the strength of the institution's academic programs.

Mr. Schaus introduced Dr. Ann Gabriel who serves as one of two faculty representatives to ICA. Dr. Gabriel described the role of an ICA faculty representative. She indicated that faculty representatives serve as the eyes and the ears of the President and report regularly to him. ICA faculty representatives also provide regular updates to Faculty Senate. In her role, Dr. Gabriel works with Mr. Schaus and his staff as well as with student-athletes. She indicated that faculty representatives played a constructive role in problem solving and advising ICA on a variety of academic issues.

Questions were asked by Trustees about the nature of last season's football schedule and the impact that it had on the student-athletes. The issue of whether ICA provided a "training table" for student-athletes was also discussed.

### **Scholarship Task Force Update**

This report was given earlier in the day during the joint Academics & Resources Committees session.

### **AQIP Update**

Executive Vice President and Provost Benoit updated the trustees on accreditation activities at Ohio University. She noted that accreditation is important as it allows the university to engage in the following activities.

- The awarding of student federal financial aid eligibility.
- The ability to articulate transfer credits from other accredited colleges and universities.
- Recruitment and retention of qualified students.
- The ability to place students in accredited graduate schools and to gain employment.
- Allows faculty/staff to receive federal research grants
- Makes it possible to recruit and retain qualified faculty.
- Allows for the demonstration that the university is committed to meeting stringent quality criteria.
- Encourages the university to remain active when it comes to continuous quality improvement.

Provost Benoit reminded the trustees that the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools accredits Ohio University. The HLC is responsible for accrediting over 1000 public and private universities in 19 states. Ohio University has been

accredited for 100 years.

Since 2002, the university has been a member of the Academic Quality Improvement Program (AQIP), an accreditation pathway that is by invitation only and open just to institutions that have had long standing success with their accreditation.

Provost Benoit pointed out that effective January 1, 2013 there will be a new HLC approach to accreditation that is focused on 5 criteria: mission; integrity—ethical and responsible conduct; teaching and learning—quality, resources, and support; teaching and learning—evaluation and improvement; and resources, planning, and institutional effectiveness.

In AY 2014-2015, HLC will conduct a Quality Checkup Site Visit. In preparation for the visit the university will be required to complete an AQIP systems portfolio. Reaffirmation of accreditation is expected to take place in AY 2015-2016.

Planning is underway to ensure that the university will be ready for the site visit and the systems portfolio. Provost Benoit has asked Dr. Mike Williford, currently Associate Provost for Institutional Research and Assessment, to lead the effort. An advisory committee will support him in his work.

Trustees suggested that someone from the Board work with the Provost and Dr. Williford to learn about the process. A request was also made that the Provost provide regular updates to the Academic Committee about the work being done on the reaccreditation project.

Dr. Williford spoke about the work that Dean Martin Tuck did on accreditation while he was an Associate Provost. He indicated that a great deal is owed to Dean Tuck's contributions in this area.

The following consent agenda items were approved:

- The Management Systems Department in the College of Business be renamed the Management Department.
- The offering of the International Business Certificate by the Management Department in the College of Business.
- The name of Industrial Hygiene Program within the Department of Social and Public Health in the College of Health Sciences and Profession be changed to the Occupational Hygiene and Safety Program and the associated degree be changed from a Bachelor of Science in Industrial Hygiene (BSIH) to a Bachelor of Science in Occupational Hygiene and Safety (BSOHS).

The following item was taken off the consent agenda for discussion:

- Seven Year Reviews for 2004-2011 for Accounting Technology, Business Management Technology, and Office Technology on the Chillicothe, Southern, and Lancaster campuses.

After discussion it was concluded that the reviews would be approved but that Provost Benoit would update the trustees on actions taken by the deans to address a concern raised in the reviews. The concern centered on the need to create more formal assessments of student learning outcomes. Provost Benoit agreed to present to the Academics Committee at the April meeting a plan for putting in place additional formal assessments.

**GOVERNANCE COMMITTEE MEETING**  
**Ohio University Board of Trustees**

February 7, 2013

In attendance were Chair Janetta King, Trustees Goodman, Wolford, Heilbrunn, Anderson, Student Trustee Arnold, President McDavis, Secretary to the Board Peter Mather and General Counsel John Biancamano.

**1. Amendments to Bylaws**

Mr. Biancamano presented proposed amendments to the Board Bylaws dealing with vacancies in Board officer positions and voting and quorum. After discussion, the Committee asked him to revise the quorum and voting provisions to eliminate ambiguities. He will present another draft at the April meeting.

**2. Trustee Communication**

Mr. Biancamano began the discussion with a review of the requirements of the Open Meetings Law. He then summarized previous discussions among Board members concerning their desire to have more time to discuss Board issues and more interaction with members of the University community.

Chair King said she would welcome an opportunity to take a deeper dive into Board issues. She also saw value in informal events that might involve interaction with faculty, staff and students.

Trustee Goodman said that he found the dinner on Wednesday evening to be a valuable opportunity for Trustees to talk informally and get to know each other. He would also like to see more events in which faculty and other university constituencies can interact with the Board in an organized fashion. He said this can happen under the guidance of the President and Provost, but it is important for the Board to hear their message unfiltered.

Student Trustee Arnold said that she found a previous visit to Nelson Dining Hall to be an effective way to interact with staff and students.

President McDavis suggested Thursday morning visits to colleges in which the Board could interact with the dean, faculty and students without the participation of the President and Provost. Trustee Goodman said that is what he had in mind.

Trustee Anderson noted the Board has only a limited amount of time and that it is important to maintain a balance between time for discussion of university business and

events allowing interaction with faculty and staff. This Thursday morning was devoted to a joint meeting of the Academic and Resources Committees. But she also saw value in visits to colleges. She suggested that Board members let President McDavis and Secretary Mather know who they would like to meet with.

Trustee King said that this had been a helpful discussion and that would provide direction for future meetings.

The meeting adjourned at 5:06 p.m.



**AUDIT COMMITTEE MEETING  
OHIO UNIVERSITY – CHILLICOTHE CAMPUS  
Bennett Hall, Room 110  
February 7, 2013 – 4:00 PM**

Trustee Kevin Lake, called the meeting to order at 4:35 p.m. Other committee members present were Trustee David Brightbill, Trustee Gene Harris, Trustee Dave Scholl, National Trustee J. Patrick Campbell and Student Trustee Amanda Roden.

**Internal Audit Update**

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

- Audit Status Update
- FY13 Audit Schedule
- Internal Audit Staffing
- External Audit Request for Proposal (RFP)
- Intercollegiate Athletics Compliance
- External Audit Finding Update
- Audit Process

Mr. Davis updated the Audit Committee on the completed audits for FY13 which included final reports being issued for seven audits and audits that are near completion for University Libraries and University College. In addition, Internal Audit (IA) is in the planning stages for the audits of E-Learning Ohio and Graduate College.

Mr. Davis introduced Mr. George Habib, Director of Internal Audit at the University of Ghana. The Internal Audit office is hosting Mr. Habib for approximately eight weeks through an opportunity with the International Research & Exchanges (IREX) University Administration Support Program (UASP).

Staffing updates for the Internal Audit office include Tressa Ries, Audit Manager completing the requirements to become a Certified Fraud Examiner and one staff member participating in a Project Management course.

As was mentioned at the November Audit Committee Meeting, Plante Moran has completed its last year of serving as Ohio University's external auditor. Mr. Davis provided an update of the Request for Proposal (RFP) process and upcoming oral presentations. Five firms submitted proposals including: Plante Moran, Crowe Horwath, BKD, Deloitte and Touche, and McGladrey. The Committee discussed the process of selecting an external audit firm and the commencement of interim audit work for the external audit.

Mr. Davis discussed the NCAA compliance procedures performed by IA in accordance with the Association of College and University Auditors (ACUA) NCAA Division I Compliance Guide (Guide). The Guide requires a review every four years by an authority external to the ICA department. As such, IA performed procedures related to Eligibility Certification (Initial, Continuing, and Transfer) and Academic Performance Program in July 2012. As a result of IA's procedures, no report recommendations were made for the areas audited. IA will perform additional compliance procedures on a rotational basis in order to comply with the Guide's review requirements. Trustee Scholl inquired about drug testing procedures and IA discussed that this testing will be performed at a future date due to the rotational nature of the audit plan.

Per Trustee Campbell's request at the November Audit Committee Meeting, Mr. Davis provided an update related to the two External Audit Findings. The first finding related to changes in student status not being communicated timely to the federal government. IA confirmed with the University Registrar that the University is now in compliance with the guidelines. The second finding related calculations for return of Title IV funds not being performed and credited to student accounts within the required 45 day period. IA worked with the Bursar's Office to monitor progress and corrective action regarding this issue which was completed by November 30, 2012. IA performed limited procedures and it appears that corrective action has been implemented regarding these findings. In addition, Vice President Golding discussed that the SIS implementation will assist with this process in the future.

An overview of the audit process was presented by Mr. Davis which encompassed the types of services provided by IA (e.g., audits, consulting and investigations). Mr. Davis reiterated IA's objectives and key audit areas. Lastly, Mr. Davis discussed control considerations.

Trustee J. Patrick Campbell inquired about the OnBase Audit Report and responsibilities associated with the system on the part of the Office of Information Technology (OIT) and individual departments.

There was no unfinished business.

Meeting adjourned at 5:15 p.m.



**EXECUTIVE COMMITTEE MEETING  
OHIO UNIVERSITY – CHILLCOTHE CAMPUS  
Hampton Inn  
February 8, 2013 – 7:30 AM**

In attendance were: Board Chair Gene Harris, Trustees Sandra J. Anderson, Kevin B. Lake, Henry Heilbrunn, David Brightbill, N. Victor Goodman, J. Patrick Campbell, Janetta King, and David Scholl, Student Trustees Allison Arnold and Amanda Roden, Board Secretary Peter Mather, and President Roderick J. McDavis.

Chair Harris Called the Meeting to order at 7:40am

Chair Harris noted that this is the meeting at which that the Trustees typically discuss chair succession. A discussion ensued, and the Board agreed that a decision would be made at the April meeting.

President McDavis reported that there is an expectation that the open Trustee position will be filled relatively soon.

The President provided an update on the armed robbery on January 31st. At 10:15, there was a report that the suspect was seen in the area of Stocker Center. Later (between 11 and 12) there was a report that students had seen the suspect. The President called together a group consisting of Ann Fidler (for the Provost), Mr. Golding, Ryan Lombardi, and Jennifer Kirksey to make a decision on closing. The Police could not find the assailant. At around Noon, the announcement was made that campus would be closed. The alert message went out to students—but only to those who signed up for the alert system. The campus closed down by around 1pm.

Trustee Arnold noted that her parents were very positive about the decision. President McDavis pointed out that Jim Schaus and athletics did a good job of quickly following up regarding the basketball game scheduled for that evening. The game was rescheduled.

Trustees discussed campus dynamics concerning the student Trustees' roles on campus. A discussion concerning student trustee voting rights ensued. Chair Harris noted how valuable the student Trustees are to the work of the Ohio University Board.

At 8:15am, Secretary Mather called the roll to enter into executive session in order to discuss a University property matter, a personnel matter, and a litigation update.

The Board exited Executive Session at 9:40am, and the meeting was adjourned.



**CAPITAL PLANNING MEETING  
OHIO UNIVERSITY – CHILLICOTHE CAMPUS  
Bennett Hall – Art Gallery  
February 7, 2013 – Noon**

Chair Harris opened the meeting at 12:36, with an introduction of Dr. Greg Emery and his guest from Vietnam.

Chair Harris provided a background for the meeting, discussing basic guidelines of the Capital Plan. She noted that the Trustees had approved the Capital Plan in November, 2011, but that there are several other stages of approval that need to take place. She noted that the Trustees have different levels of understanding of the process due to differing lengths of tenure.

Chair Harris asked Trustee Campbell to share some of his perspectives and questions regarding the Capital Plan. Trustee Campbell began by acknowledging the help provided by Steve Golding. He noted the complexity of the Capital Improvement Plan. In addition, he highlighted the significance of deferred maintenance issues, as well as the current housing plan. He noted that there is a substantial gap between projected costs and available funds for the current 6 year plan. Thus, there was a need for the Board to be well informed in making decisions about moving ahead with various facets of the plan.

The question of borrowing half a billion dollars and consequences of these funds are the issue, according to Trustee Campbell. The optimum debt service to operations is approximately 8%. Currently, the University ratio is at 3.7%. As the Board considers decisions about assuming more debt, there are a number of variables to keep in mind including in the status of Ohio funding and tuition guarantees among them. Trustee Campbell indicated that he was interested in trying to get information out in a timely way since there are decision points coming soon.

Trustee Campbell noted that there are many different options and decisions to be made relative to the Capital projects. He pointed out there is a 6 year, 10 year, and a 20 year plan, with different debt levels, respectively. He also highlighted the slide deck for the Capital Improvement Plan, which provides valuable information for the Trustees. A handout provided by Trustee Campbell laid out implications of the debt assumed by the university based on the different phases of the housing development plan.

Trustee Campbell turned the discussion over to Steve Golding. Mr. Golding pointed out that two votes will take place on the Capital Plan in the near future. There is a vote in April that will deal with the commitments that have already been made. Another vote will take place in June that will relate to the 6-year plan. He pointed out that this vote takes place every 2 years, in conjunction

with the state biennial budget schedule.

Mr. Golding noted that before he arrived, the Board of Trustees began to address the housing plan. At that time, the Trustees authorized Dr. Smith, who served as VP for Student Affairs, to hire a consultant and make recommendations. Subsequently, a working committee of four Trustees worked together to develop a housing plan. Trustee Wolfort chaired the committee, resulting in recommendations for a 10 year housing plan. Chair Kidder, at that time, asked for an academic plan that paralleled the housing plan. A thorough review of Ohio University's needs concerning deferred maintenance was conducted, including benchmarking with other state universities. Consideration was also given to pedagogical concerns. As the academic situation was brought into consideration, issues were noted such as the status of academic buildings. Steve introduced Beth Green, who is the bond issuing agent for the institution. There was a discussion with the Trustees at that time of a 20 year plan, a debt policy, and an overall capital plan. The University received an estimate of the amount of debt allowable by statute; but there were also discussions about what was wise to assume. As a result of those discussions, a decision was made to give the Trustees several opportunities to make decisions on different iterations of the Capital Plan.

Mr. Golding noted that there are different levels of need. For instance, Lausche is a critical and immediate need. Other decisions are less clear—for instance, the numbers of beds the University wants to provide. The current residential plan only deals with 66% of the beds on campus.

Trustee Wolfort pointed out that Steve Golding conducted a thorough evaluation of sources and uses. He highlighted matters of building plant safety, and also pointed out that we are in a low interest environment, suggesting this is a relatively good time for borrowing.

Trustee Goodman raised issues around the 6 year plan. He pointed out the plan was to address maintenance, but there are projects on the list that go beyond maintenance, and deal with growth.

Mr. Golding pointed out that 800,000 square feet were added to the University just prior to his arrival. At the same time, the state was reducing the capital to the University. On his first day at the University, 13 chillers went down while students were taking exams. This raised the question about whether it is better for the university to strictly deal with large scale capital improvement issues, rather than the “smaller” issues, such as replacing roofs, etc. The resulting decision was made to take the capital money and put it toward maintenance issues. The Trustees at that time determined that safety and other related maintenance issues were a priority. The Trustees determined that debt service would be assumed for other campus decisions, such as putting money toward a Columbus campus and renovating McCracken Hall and Old Baker.

He pointed out that the Trustees have 6 opportunities to approve each capital project, thus there are several decision points due to changing circumstances.

Trustee Anderson mentioned that she was on the residential housing committee. She noted that there were a number of maintenance concerns when she was a student. She also pointed out that South Green was built during that time, but the construction was not durable. This consideration came into the housing plan discussions.

Trustee Anderson also noted that a recent Columbus Dispatch article reported that the change in debt the University assumed between 2002 to 2012 was low relative to state peers. She asked the President and VP Golding to speak to this comparison. The President noted that we should be conscious of our peers. Ohio State, Kent State, and University of Cincinnati decided to invest in their campus. He highlighted UC, which invested a great deal of money, and has born fruit in enrollment. He pointed out that our academic programs are excellent, but our residence halls are not competitive. He says that other universities have gone into debt because they want to compete with Ohio University.

The President pointed out that we have been discussing the program for 2 years. He believes it is time for us to move forward on the housing plan. He highlighted the reality that the cost of doing nothing costs us a great deal of money due to interest rates and ongoing maintenance costs.

Provost Benoit brought up the importance of safety issues on campus. She noted that the deferred maintenance issues are what prospective students and their families comment on. The delay is impacting our recruitment of prospective students. She also noted that the debt is critically important for the future of academic programs.

Trustee Brightbill pointed out that the housing committee discussed capacity, and a decision was made not to increase capacity. He pointed out that the process is such that we have not committed to every aspect of the building plan; it is an iterative process, and not an all or nothing approach. He also noted there is a net savings on renovating South Green.

Chair Harris noted that a number of the building projects on the list are academic buildings. She stated that we are losing faculty and students due to infrastructure conditions. Trustee Wolford pointed out there is no “free option.” If we neglect to invest, there will be a negative consequence. The advantage of a 20 year plan is to allow for exploring and revisiting earlier projected realities. He came to OU at a time when the facilities could not accommodate today’s technological needs. Steve Golding noted that projects in the pipeline were available for review on the PowerPoint slide deck.

Trustee Roden gives students tours, and she commented that prospective students and parents react negatively to the condition of residence halls. VP Lombardi noted that they are doing mock ups of the building plans, and students are reacting very positively to the plans. On the other hand, Trustee Roden mentioned that she is hearing current students say that capital improvements are not worth the investment due to rising tuition costs. But, she pointed out that these students who have already chosen to be at Ohio University. There are many others, she believes, who are influenced not to attend the University due to the condition of the facilities.

Professor Lee pointed out that she is involved in recruiting high caliber students. She is convinced that the poor infrastructure negatively influences yield. Trustee Arnold expressed agreement. Trustee Lake mentioned BGSU, and said that he was on the Board when they were dealing with the same housing issues. He pointed out that Bowling Green went for a public-private option. He believes that it worked well for them. He asked about the decision at Ohio University to decline the public-private partnership option. President McDavis indicated that the administration's original proposal was to do a public-private partnership, but the Board opted otherwise. He pointed out that the committee studied the issue. They believed that the quality of residence life would be negatively affected by the partnership option. Trustee Anderson noted that there is no guarantee that the public-private partnership will be kept off of the debt balance. There was also a decision to tie in the academic dimension into the residential experience.

VP Lombardi indicated that a team from Ohio University recent went to Bowling Green to view the status of their public-private option, and they observed building quality that was inferior to the quality being planned for Ohio University. He also reported hearing concerns from students in these residences at BGSU.

Trustee Scholl expressed appreciation for the work that Trustee Campbell has put into facilitating this attention to the issue. He also appreciates that the process is ongoing. He requested a document that includes a rationale for each project. He asserted that this would be helpful for new Trustees.

Mr. Golding mentioned that priorities were identified in conversations with each Dean, and attention was given to the unique dimensions of each of the colleges.

Trustee Scholl raised the concerns of price estimates not lining up with real costs. Mr. Golding pointed out that it is problematic to know well in advance of the relative merits of renovation versus new construction. Thus, there can be significant changes from early plans to the execution of the projects.

Trustee Goodman raised a question about the difficulty in choosing priorities among projects based on concerns such as technology and employment needs for the state, on the one hand, or matters such as the access and development concerns in our region of the state. Provost Benoit pointed out the complex array of factors in determining priorities. Trustee Scholl recommended that Mr. Golding's team develop a priority grid that could lay out the issues.

Chair Harris asked for Board members to bring additional questions about the Capital Plan to Trustee Wolford, as the Chair of the Resource Committee. She thanked Trustee Campbell and Mr. Golding for their work on this issue. Trustee Campbell thanked Mr. Golding and Chair Harris for the attention and opportunity to raise this important issue with the Trustees in a timely fashion.

Chair Harris adjourned the meeting at 2:13.