



**OHIO**  
UNIVERSITY

# Board of Trustees

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January 24, 2014

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## **Ohio University Board of Trustees**

### **OPEN SESSION**

#### **ROLL CALL**

Chair Sandra Anderson called the meeting to order at 10:07 a.m. Secretary Peter Mather called the roll.

Present: Chair Sandra Anderson, Trustees David Brightbill, Cary Cooper, N. Victor Goodman, Janetta King, Kevin B. Lake, Dave Scholl, Janelle Simmons, David A. Wolfort.

Also present were Student Trustees Amanda Roden and Keith Wilbur; National Trustee Peggy Viehweger; National Trustee J. Patrick Campbell; Alumni Association Representative William Hilyard; President Roderick J. McDavis; and Board Secretary Peter C. Mather

#### **APPROVAL OF AGENDA**

Chair Anderson asked for a motion to approve the meeting agenda. Trustee Brightbill moved to approve the agenda, seconded by Trustee King, the motion carried.

#### **APPROVAL OF THE MINUTES OF NOVEMBER 1, 2013**

Chair Anderson asked for a motion to approve the minutes from the meeting of November 1, 2013. Trustee Wolfort moved, seconded by Trustee Scholl, the motion carried.

#### **REPORTS**

##### **Report from the Chair**

Chair Anderson described Thursday's Board tour of the Schoonover Center that included visits to newly renovated areas of the building as well as portions that are currently under construction.

##### **Report from the President**

The President opened with an introduction of the newly elected President of Student Senate, Anna Morton; and Treasurer of Student Senate, Adam Brown. President McDavis began his presentation with a reminder of the University's strategic priorities. The full President's Report can be found in the meeting materials.

Program Spotlight: Center for Campus and Community Engagement

Associate Provost David Descutner discussed service learning opportunities for students and the community through the newly formed Center for Campus and Community Engagement (CCCE). Dr. Descutner described the positive outcomes of student participation in service learning programs and explained that the CCCE intends to expand such opportunities further into the University and community.

Dr. Descutner introduced the panel and highlighted panelist Dr. Julia Paxton who, because of her efforts integrating service learning into her coursework, received a Buffet Award through Warren Buffet's Learning by Giving Foundation. As a result of the award, Dr. Paxton's students now will vote every year for one local organization that they believe is the most deserving of a \$10,000 gift. Vice President Ryan Lombardi and Mr. Kevin Davis also made brief introductory comments concerning the opportunities provided by the CCCE to connect faculty and students with community members and to facilitate transformational learning opportunities.

Dr. Julia Paxton described the development of service learning in her classes, which include student projects, class trips, and field experiments as part of their exploration of economic development topics. These experiences provide benefits to students in the form of skills that they can take with them as they leave Ohio University and go into the workforce.

Mr. Charlie Fulks described his experience participating in service learning through Dr. Paxton's class and how the work in the community provides benefits to students and the Athens area. He spoke highly of the value of experiential education and multidisciplinary opportunities for improving the learning experience of students.

Dr. Peter Mather described his summer international service learning course in Ecuador. During the two week program, he and the students work in high poverty regions of the country where they learn about different economic development approaches, gain cross cultural experience, and practice leadership skills.

Ms. Diana Marvel, a doctoral student, discussed her experience in Ecuador on the trip in summer 2013 and the activities in which they participated. Ms. Marvel described how service learning opportunities at Ohio University attracted her to the campus and have provided exceptional learning experiences during her time at OHIO.

Several trustees expressed appreciation for the exceptional opportunities being provided by the CCCE.

### **Report from Chair of Faculty Senate**

Dr. Elizabeth Sayrs, Chair of Faculty Senate, presented on behalf of faculty at Ohio University. She noted that the new Program Review process emphasizes long-term

improvement and helps departments collect data to help in their evaluation process. The Program Review will be ready for implementation in the next year.

Dr. Sayrs described several rankings of Ohio University, in particular the faculty salary comparisons with peer institutions. Dr. Sayrs noted that OHIO has dropped in these rankings over the past few years. After describing findings on faculty salary rank for Group I and Group II faculty, Dr. Sayrs noted that some studies have found that an over reliance on non-tenure track (Group II) faculty has a negative impact on the quality of an education.

Dr. Sayrs noted that creating a professional track for Group II, the University will create more stable positions to attract and retain strong teachers and improve student experience. This creates concern among Group I faculty that developing a more permanent Group II faculty will cause Group I faculty numbers to continue to decline, reducing the quality of teaching overall. Tenure track faculty members continue to express concern that the number of Group I faculty at Ohio University's Athens campus has declined, while the number of students has increased. Dr. Sayrs noted that a rebuilding of faculty has not rebounded to pre-recessions numbers.

Chair Anderson thanked Dr. Sayrs for her strong leadership as she rotates out of Faculty Senate. Considerable discussion ensued on issues related to measuring student learning outcomes and the optimum mix of faculty types (i.e., tenure track versus not-tenure track).

## COMMITTEE REPORTS

### Joint Resources & Academic Committee

Chair Anderson stated the four topics covered in the Joint Committee meeting:

- Ohio Guarantee Implementation
- Completion Strategy Report
- Total Compensation Strategy
- Dublin Campus Update

### *Ohio Guarantee*

Executive Vice President and Provost Pam Benoit presented an update on the implementation of the Ohio Guarantee, which is not only a tuition program but now also includes room/board and fees. The Ohio Guarantee is a cohort-based approach to funding education intended to assure students and their families that their costs will remain constant. The Ohio Guarantee will apply to all degree seeking students across all campuses.

In addition to promoting four year degree completion, the Ohio Guarantee will also stabilize financial aid, help endowed scholarship planning, and promote a competitive and transparent cost structure.

### *Completion Strategy Report*

EVPP Benoit updated the Board on the University Completion Plan, which must be presented to the Ohio Board of Regents by June 2014. The plan, a result of recent new legislation, is designed to increase the number of degrees and certificates awarded to students. The plan must include:

- The University Mission Statement
- Identified current barriers to completion
- Specific completion goals for 2014-16
- University's Current and Enhanced Completion Strategies
- How the completion Strategy aligns with the State's workforce priorities

### *Total Compensation Strategy*

EVPP Benoit reported on the progress of the Faculty Compensation Task Force. Dr. Benoit indicated that the task force has completed the first draft of its report, which includes the following charge:

- Develop a multi-year plan to maximize investment in faculty compensation;
  - Includes full-time tenure-track and Group II faculty on the Athens and regional campuses;
- Analyze comparative faculty compensation data;
- Identify appropriate peer comparisons;
- Determine goals for competitive average salary positions;
- Project the costs for attaining that position over three years.

During the Joint Committee meeting, Trustee Wolfort suggested a faster time table (2yrs instead of 3). EVPP Benoit indicated that the task force will look into this possibility.

Vice President for Finance and Administration Steve Golding updated the Trustees on the COMP 2014 Project, which focuses on the classification of staff. Mr. Golding noted that the University has retained Mercer as a consultant for this process.

### *Dublin update*

VPFA Golding presented an update on the progress of the Dublin campus, including providing a review of the project, beginning with the \$105 million gift from the Osteopathic Heritage Foundation to the procurement of the property.

The presentation included general information about the project: a conceptual vision of the site, with amenities including: clinical training rooms; a simulation facility, classroom and research space; and a hotel/conference center. Mr. Golding discussed the selection of the Daimler Group as the developer. He discussed partnerships with Columbus State Community College and the city of Dublin. Trustee Anderson indicated there was

considerable discussion on the other educational opportunities that the Dublin campus would create.

### University Resources Committee

Trustee King described the highlights of the Committee meeting, with the first order of business to approve The Resolution for Ohio Guarantee Program.

Resolution: Guaranteed Tuition Program Approval

Trustee Brightbill moved to approve the Guaranteed Tuition Program, seconded by Trustee Lake. A vote was taken and with all in favor, the resolution passed.

## **THE OHIO GUARANTEE PROGRAM**

### **RESOLUTION 2014 -- 3378**

**WHEREAS**, in Resolution No. 2013 – 3338, this Board adopted the Ohio Tuition Guarantee Program contingent upon enactment of authorizing legislation by the Ohio General Assembly; and

**WHEREAS**, the Ohio General Assembly enacted Sub. H. B. No. 59, effective September 29, 2013 and codified as Revised Code Section 3345.48; and

**WHEREAS**, Revised Code Section 3345.48 authorizes this Board to establish an Undergraduate Tuition Guarantee Program by adopting rules for the governance of the Program which must be submitted to the Chancellor of the Ohio Board of Regents for approval; and

**WHEREAS**, the Board desires to adopt The OHIO Guarantee Program which provides an undergraduate tuition guarantee and also includes guarantees for room and board and additional fees;

**NOW THEREFORE, BE IT RESOLVED** that the Board adopts The OHIO Guarantee Program Principles attached hereto as Exhibit A for the governance of The OHIO Guarantee Program;

**BE IT FURTHER RESOLVED** that the President is directed to submit The OHIO Guarantee Program Principles to the Chancellor of the Ohio Board of Regents for approval in accordance with the requirements of Ohio Revised Code Section 3345.48 and the President is authorized to modify the Principles as recommended by the Chancellor;

**BE IT FURTHER RESOLVED** that The OHIO Guarantee Program shall become effective upon approval by the Chancellor of the Ohio Board of Regents and shall be implemented beginning with the 2015-16 academic year;

**BE IT FURTHER RESOLVED** that the President is authorized to make future modifications to The OHIO Guarantee Program Principles to provide for the effective and efficient administration of the Program, subject to compliance with the requirements of Ohio Revised Code Section 3345.48.

*Budget and Financial Update*

Finance is moving to a quarterly close for financial statements with closing occurring in the first week after the quarter ends. Trustee King remarked that the new quarterly budgeting timetable together with the RCM format will provide valuable information to the trustees on an ongoing basis. She also noted that positive budget variances are attributable to results of the State Share of Instruction distribution and high enrollment figures.

*State Share of Instruction*

Trustee King discussed the status of the State Share of Instruction (SSI), which provides approximately 30 percent of the Ohio University operating budget. She noted that the Resources Committee reviewed changes to the SSI, including a higher focus on degree completion, which benefitted OHIO in the past year. Additional changes include modification of the SSI for out-of-state students and attention to degree completion at regional campuses. Trustee King noted that there was discussion among the committee regarding how to handle the surplus from last year's distribution, resulting from the strong showing for the RN to BSN program. Trustee King noted that the committee also discussed the impact of the Affordable Care Act on future budgets.

*Investment Policy Update*

Trustee King described the Investment Policy Update presented by Candice Casto, Chief Finance and Investment Officer, Foundation Operations. Ms. Casto shared that the portfolio as of October 31, 2013, includes total assets of \$560 million, and she reviewed key aspects of and recent updates to the Foundation's Investment Policy. A vote on changes to the Investment Policy will be taken at the March meeting after the Board has had an opportunity to review the changes.

Trustee King noted that Resources Committee removed two amended construction resolutions from the Consent Agenda for approval by the full board.

Resolution: Construction Projects Approval – Schematic Design

Trustee Anderson moved to approve, seconded by Trustee Scholl. A vote was taken and with all in favor, the resolution passed.

**APPROVAL TO UNDERTAKE SCHEMATIC DESIGN FOR  
THE COLLEGE OF BUSINESS EXPANSION,  
THE MCCRACKEN HALL RENOVATION AND ADDITION, AND THE  
MULTIPHASE CORROSION FACILITY OFFICE ADDITION**

**RESOLUTION 2014 -- 3379**

**WHEREAS**, three capital projects which are part of the Capital Improvement Plan FY2015-FY2020 approved by the board in November 2013 are planned for schematic design, and

**WHEREAS**, the three capital projects are planned and to be funded as follows and the funds to cover the schematic design costs have been received:

- College of Business Expansion with a schematic design budget of \$50,000 – the total project budget of \$5 million to be funded by gifts, and
- McCracken Hall Renovation and Addition with a schematic design budget of \$600,000 - the total project budget of \$32.1 million to be funded by gifts, grants, debt and internal working capital, and
- Multiphase Corrosion Facility Office Addition with a schematic design budget of \$30,000 – the total project budget of \$2 million to be funded by internal working capital.

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

Resolution: Construction Projects Approval – Construction  
Trustee Goodman moved to approve, seconded by Trustee Simmons. A vote was taken and with all in favor, the resolution passed.

**APPROVAL TO UNDERTAKE CONSTRUCTION FOR  
BROMLEY HALL RENOVATION – FY2014 PHASE,  
CENTRAL FOOD FACILITY RENOVATION – FY2014 PHASE, LINDLEY HALL  
REHABILITATION,  
SOUTH GREEN DRIVE EXTENSION,  
SOUTH GREEN ELECTRICAL SUBSTATION REPLACEMENT, STOCKER HALL  
AIR HANDLER REPLACEMENT –  
FY2014 PHASE,  
TREUDLEY AND RYORS HALLS CABINET REFURBISHMENT, and THE TUPPER  
HALL REHABILITATION**

**RESOLUTION 2014 -- 3380**

**WHEREAS**, eight capital projects which are part of the Capital Improvement Plan FY2015-FY2020 approved by the board in November 2013 are planned and funded as follows:

- Bromley Hall Renovation – FY2014 Phase with a total budget of \$5 million to be funded by Residential Housing Reserves;
- Central Food Facility Renovation – FY2014 Phase with a total budget of \$3 million to be

- funded by Culinary Services Reserves;
- Lindley Hall Rehabilitation with a total budget of \$10.9 million to be funded by debt (\$4.0 million), internal working capital (\$4.9 million) and state appropriations (\$2.0 million);
  - South Green Drive Extension with a total budget of \$1.5 million to be funded equally by Culinary Services Reserves, Residential Housing Reserves and Transportation & Parking Services Reserves;
  - South Green Electrical Substation Replacement \$600,000 request to pre-purchase project equipment; total project estimated budget of \$2.1 million to be funded 69% by Residential Housing Reserves, 10% by Culinary Services Reserves and 21% by General Fund Central or Debt;
  - Stocker Air Handler Replacement – FY2014 Phase with a total budget of \$500,000 to be funded by state appropriations;
  - Treudley/Ryors Hall Cabinet Refurbishment with a total budget of \$510,000 to be funded by Residential Housing Reserves; and
  - Tupper Hall Rehabilitation with a total budget of \$10 million to be funded by debt (\$7.0 million) and state appropriations (\$3 million).

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

Trustee King reported that the Resources Committee received a positive update on the Capital Campaign by Vice President Bryan Benchoff.

#### University Academics Committee

Trustee Wolfort delivered the report from the Academics Committee.

#### *Academic Quality Dashboard: College of Fine Arts*

Dr. Margaret Kennedy-Dygas, Dean, College of Fine Arts, provided information regarding the College's Academic Quality Dashboard. The presentation covered topics of college structure, program rankings, student enrollment, and other information.

#### *Research Update*

Joseph Shields, Vice President for Research and Creative Activity and Dean of the Graduate College, provided an overview of research at Ohio University including: the research infrastructure, national funding trends, funding opportunities, and services provided by and awards granted through the Office of Research and Creative Activity.

Trustee Wolfort also indicated that updates were also received from *Intercollegiate Athletics, Academic Quality and AQUIP, Academic Affairs* and *Enrollment*.

### Governance Committee

Trustee Lake presented the report from the Governance Committee. The members of the committee discussed Board training in open government laws, which will be scheduled by Secretary Mather for a future meeting.

General Counsel John Biancamano stated that he will recommend some revisions to the Board Policy on Presidential Evaluation.

Secretary Mather reported that several members of the Board will attend the Association of Governing Boards Annual Meeting in April.

Trustee Lake also stated discussion took place on his request to have January meetings in Columbus because of the possibility of inclement weather.

### Audit Committee

Trustee Goodman presented a summary of the Audit Committee meeting where discussion took place related to the Strategic Enrollment Management Plan (SEMP), the Plante-Moran FY14 Audit update, and an update from the Internal Audit Office.

The Committee discussed enrollment management issues and the process of reviewing undergraduate applications. A financial aid and scholarships update was presented by Valerie Miller, particularly as it relates to the SEMP. Debra Benton also updated the committee on the Office of the Registrar's compliance considerations and practices.

Plante-Moran presented an update on the FY14 audits related to WOUB and the NCAA requirements. During the presentation on the Internal Audit update, previously discussed issues with the Pell Grant system were reported as resolved and a recommendation was heard for the hiring of a construction auditor to help manage the auditing of the many major construction projects across the University system.

### Executive Committee

Chair Anderson presented the report on the Executive Committee meeting.

Ohio Higher Education Commission funding report was released Jan 23 and funds for Ohio increased 15%. The additional funds will be used as capital funding to help with deferred maintenance costs.

Chair Anderson shared an update presented on our developing relationship with Ohio Health and she indicated a robust discussion took place.

The Committee then adjourned to Executive Session to discuss pending litigation, property, and personnel.

Resolution to Finalize Evaluation of President McDavis

Trustee Anderson moved to approve the Evaluation of President McDavis, seconded by Trustee Brightbill.

## **RESOLUTION 2014 -- 3381**

### **PRESIDENT'S COMPENSATION**

**WHEREAS**, in accordance with the Board Policy for Annual and Comprehensive Presidential Performance Reviews, this Board has conducted an evaluation of the performance of President Roderick J. McDavis during Fiscal Year 2012-13; and

**WHEREAS**, the Board has determined that through his hard work and exemplary leadership President McDavis has made a significant contribution toward the achievement of the goals of the University and enhanced its reputation and visibility; and

**WHEREAS**, the Board has determined that the President's accomplishments during Fiscal Year 2012-13 include: record-setting increases in student applications and increased average ACT scores for the incoming freshmen class; the expansion of the Heritage College of Osteopathic Medicine to a statewide presence, with campuses underway in Dublin and Cleveland; improving the financial strength of the university; continued work on a 20-Year Capital Improvement Plan; and remarkable progress towards achieving the \$450 million goal for The Promise Lives Campaign; and

**WHEREAS**, the Board wishes to recognize the President's accomplishments during Fiscal Year 2012-13;

**NOW THEREFORE, BE IT RESOLVED**, that the Board approves an increase of \$12,000, (2.89%) in the President's Fiscal Year 2012-13 base compensation and an increase of \$900, (3%), for Mrs. McDavis, effective July 1, 2013;

**BE IT FURTHER RESOLVED** that the Board approves a bonus of \$62,250, (15%), to be computed on the basis of the President's base compensation for Fiscal Year 2012-13;

**BE IT FURTHER RESOLVED** that, consistent with the increase granted to all University employees at the August 29, 2013 meeting, the Board approves an additional 1% increase, (\$4,270), for the President and a 1% increase, (\$309), for Mrs. McDavis, effective July 1, 2013.

Discussion ensued. Trustee Brightbill commented on a few discussions he's had outside of this University that the President has a tremendous amount of support. Trustee Campbell, stated that the University has the right person in the job to lead

Ohio as a transformative institution. Trustee Campbell also praised the high standards of the McDavis' work for the University and reiterated that the University must compensate strong leaders in order to keep them. Trustee Cooper commented that leadership traits include leaders surrounding themselves with talented people, and feels President McDavis does this. Trustee Cooper listed the president's successes and stated the need for people of integrity, such as President McDavis.

A vote was taken; with all in favor, the resolution passed.

## CONSENT AGENDA

Trustee King moved to approve all items on the Consent Agenda, seconded by Trustee Lake. A vote was taken; with all in favor the resolutions passed.

### **RESOLUTION TO APPROVE THE GIFT OF REAL PROPERTY AND NAMING OF 78 COLUMBIA AVENUE, ATHENS, OHIO**

#### **RESOLUTION 2014 -- 3382**

**WHEREAS**, Ohio University seeks to expand housing options for faculty and staff who are visiting the University or transitioning into their position on the Athens campus, and

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

**WHEREAS**, Ohio University has assembled a representative team of university leaders and staff which has performed a review of the 78 Columbia Avenue, Athens, OH 45701-1704, near the Athens campus, and

**WHEREAS**, the team, through their visits to the home and parallel due diligence reviews of the home offered as a gift from Mr. Dwight H. Mutchler, recommend to accept this real property as additions to the Athens campus (See Attachment A).

**NOW THEREFORE, BE IT RESOLVED**, that the Ohio University Board of Trustees does hereby authorize the President or his designee to proceed with the acceptance and transaction of the property listed in Attachment A for the benefit of Ohio University—Athens campus, and for the property to now be known as The Mutchler Home. Should Ohio University dispose of the property at a future date, the proceeds of such disposition shall establish the **The Mutchler Painting and Drawing Endowed Scholarship**, to be administered under the agreements on file in The Ohio University Foundation.

**BE IT FURTHER RESOLVED**, that the President or his designee shall have the authority and power to negotiate, exchange, mortgage, buy, sell, deal with all real and any personal or tangible personal property associated with the aforementioned site, to accept conveyance, record and transact funds for the completion of the gift, transfer and final disposition of the real and personal property attributed to the aforementioned site.

**RESOLUTION TO APPROVE THE GIFT OF REAL PROPERTY AND NAMING OF  
78 COLUMBIA AVENUE, ATHENS, OHIO**

**ATTACHMENT A**

From Mr. Dwight H. Mutchler:  
78 Columbia Avenue, Athens, OH 45701-1704 Parcel ID:A02-82500090-00

**COLLEGE OF HEALTH SCIENCES AND PROFESSIONS  
DEPARTMENT OF REHABILITATION AND COMMUNICATION SCIENCES  
MASTER OF PHYSICIAN ASSISTANT STUDIES**

**RESOLUTION 2014 -- 3383**

**WHEREAS**, the Department of Rehabilitation and Communication Sciences in the College of Health Sciences and Professions has proposed offering a Master of Physician Assistant Studies program, and

**WHEREAS**, the proposed program has the support of the Faculty and Dean of the College of Health Sciences and Professions, the University Curriculum Council, and the Executive Vice President and Provost, and

**WHEREAS**, the program holds considerable potential for interdisciplinary educational links with current programs in Osteopathic Medicine and Nursing.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves offering the Master of Physician Assistant Studies by the Department of Rehabilitation and Communication Sciences in the College of Health Sciences and Professions.

**COLLEGE OF HEALTH SCIENCES AND PROFESSIONS  
GLOBAL HEALTH CERTIFICATE**

**RESOLUTION 2014 -- 3384**

**WHEREAS**, the College of Health Sciences and Professions has proposed offering

undergraduate and graduate Global Health Certificates, and

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

**WHEREAS**, the program reaches beyond the College of Health Sciences and Professions, providing students from various disciplines an opportunity to become more familiar with global health issues.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves offering the Global Health Certificate by the Department of Health Sciences and Professions in the College of Health Sciences and Professions.

### **Global Health Certificate**

The **GLOBAL HEALTH CERTIFICATE** will assist students to:

- Gain an understanding of the factors that influence health globally
- Develop an understanding of global health and explore its meaning to their chosen profession
- Gain hands-on experiences grounded in the ethical, practical and multicultural aspects of global health
- Learn about inter-professional global health related needs and opportunities

The Global Health certificate requires a minimum of 19 approved credit hours.

#### **Course Work**

- Introduction to Global Health (HSP 2210/5210)
- Tropical Disease Biology (BIOS 4440/6440)
- Global Health Research and Service (HSP 3521/5521)
- Global Health Capstone Experience (HSP3930 & 3910/5930 & 5910)
- Two qualified elective courses

#### **Capstone Experience**

The Capstone Course requires a two-week global health experience either outside or inside the US. Students can select and develop the goals for the experience. Completion of the Capstone experience and certificate requires writing a final paper and participating in a reflection session with other participants.

## **KENNEDY MUSEUM OF ART ADVISORY BOARD APPOINTMENT**

### **RESOLUTION 2014 -- 3385**

**WHEREAS**, the Ohio University Board of Trustees adopted the amended Constitution of the Edwin L. and Ruth E. Kennedy Museum of Art at its June 18, 2008 meeting, and

**WHEREAS**, Article III of the Constitution outlines the process for appointment to the Museum's Advisory Board, and

**WHEREAS**, the Dean of the College of Fine Art in consultation with the President has recommended a minimum of five and no more than nine qualified members to serve on the Museum's Board.

**NOW, THEREFORE, BE IT RSOLVED** that Ohio University Board of Trustees approves the following additional appointment to the Advisory Board which will bring the number of members currently serving to nine members.

**Three-Year Term**

Jeffrey D. Chaddock

Senior Financial Advisor, The Chaddock Group  
Ohio University Alumnus

**UNFINISHED BUSINESS**

None.

**NEW BUSINESS**

None.

**COMMUNICATIONS, PETITIONS, AND MEMORIALS**

None.

**ANNOUNCEMENT OF NEXT STATED MEETING DATE**

March 13-14, 2014 in Athens

**ADJOURNMENT** at 12:46 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.

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Sandra J. Anderson  
Chairperson

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Peter C. Mather  
Secretary



## APPENDIX



### **Joint Committee Meeting January 23, 2014, 8:30 a.m.**

Present: Chair Sandra Anderson, Trustees David Brightbill, David Wolfort, Janetta King, Kevin B. Lake, N. Victor Goodman, David Scholl, Janelle Simmons, Cary Cooper; Student Trustees Amanda Roden and Keith Wilbur; National Trustees Peggy Viehweger and J. Patrick Campbell; Alumni Association Representative William Hilyard; Faculty Representatives Elizabeth Sayrs and Ben Stewart; President Roderick McDavis; and Board Secretary Peter Mather

Four topics were addressed in the Joint Academics and Resources Committee meeting: Ohio Guarantee Implementation Update; University Completion Strategy; Total Compensation Strategy; and an Update on the Dublin Campus

#### **The OHIO Guarantee Implementation Update**

Executive Vice President and Provost Pam Benoit presented on Ohio University's Guaranteed Tuition program, called The OHIO Guarantee. EVPP Benoit noted that principles of the program have been finalized. These principles are the cornerstones of the program and were outlined in the presentation and detailed in *The OHIO Guarantee Principles Document*, which was included in the board materials under Tab 4.

Dr. Benoit reviewed the basic concepts of the program. The OHIO Guarantee is a cohort based, level-rate tuition, housing, dining, and fee model that assures a student and his/her family a set of comprehensive rates for the pursuit of an undergraduate degree at Ohio University following the parameters outlined in this presentation. A student's tuition housing, dining and fee rate is established based on first enrollment and remains "level" or unchanged, for four years (12 continuous semesters).

#### **The OHIO Guarantee Model**

- Beginning with the 2015-16 academic year every new degree-seeking first-year or transfer undergraduate (baccalaureate and associate) student, regardless of campus or admission or enrollment, will be part of The OHIO Guarantee at Ohio University. This student's guaranteed cohort is established based on the first semester of enrollment (fall or spring, excluding summer) at Ohio University.
- Each year, a new level-rate structure will be established by the Ohio University Board of Trustees to be effective for the new cohort that enrolls for the first time during the academic year.

### **Length of each cohort – will consist of 4 years/12 consecutive semesters**

- This provides the maximum number of students the opportunity to complete as many hours, majors, minors, certificates, or degrees within the 4 year/12 consecutive semester cohort. It fosters early degree completion and simplifies the calculation of when a student moves from one guaranteed cohort to another, thereby, treating all students equitably.

### **Summer Terms and The OHIO Guarantee**

- Students whose first semester is summer semester will pay the current rate, but will be treated as part of the entering subsequent fall class and assigned the same level-rate cohort as students who start in the fall. This model will also apply for future new, degree-seeking, undergraduate summer start students. For example, students starting summer term 2016 will pay the cohort 2015 rate for that summer, and then will subsequently be moved to the new cohort 2016 with the additional 4 years/12 consecutive semesters at that established rate. This is done to allow for a student to start early at a cheaper rate and then be part of a guaranteed cohort.

### **The OHIO Guarantee Comprehensive in Scope**

- **What academic costs are included in The OHIO Guarantee?**
  - Instructional Fee
  - General Fee
  - Non-resident Surcharge Fee
  - Student Information System / Network Fee
  - Technology Fee
  - Graduation Application Fee
  - Most Individual Course Fees
  - Bobcat Student Orientation (BSO) Fee (student portion)
- **What additional student costs are included in The OHIO Guarantee?**
  - The goal of The OHIO Guarantee is to provide a comprehensive view of the anticipated costs for completing an undergraduate degree at Ohio University. The following costs are included in The OHIO Guarantee:
    - **Housing Rates**
      - Level rate based upon the chosen or assigned residence type
      - If change to a different room type, the level housing rate changes according to the housing rate table for the cohort
    - **Culinary Services Meal Plan Rates**
      - Level rate based upon the type of meal plan selected
      - May select from different meal plan options at the established cohort rate.

### **The OHIO Guarantee – Unique Student Populations**

- **Unique Student Populations and The OHIO Guarantee:**
  - We feel so strongly as to the benefits of the program, we have worked diligently to make The OHIO Guarantee as comprehensive as possible to include as many different student populations into a cohort guarantee model. Therefore, following are the ways in which other student populations are built into the overall program:

- **Programs that require 4+ years**
- **Students who plan to complete more than one credential**
- **Students who stop out/withdraw and return**

### **Next Steps**

- The Board of Trustees considers the resolution to adopt The OHIO Guarantee Principles (Exhibit A).
- The President submits The OHIO Guarantee Principles to the Chancellor of the OHIO Board of Regents for approval in accordance with the requirements of Ohio Revised Code Section 3345.48. Upon approval, the program shall be implemented beginning with the 2015-16 academic year.
- The Implementation Team will continue to provide and create the necessary planning, support and infrastructure to successfully launch The OHIO Guarantee.

### **Completion Strategy**

Executive Vice President and Provost Pam Benoit presented the initial concepts of the University Completion Plan. Per legislative action, no later than June 30, 2014, the Trustees are required to adopt an institution specific completion plan “designed to increase the number of degrees and certificates awarded to students.” Dr. Benoit outlined the template that was adopted by the Interuniversity Council Provosts around the University mission, current barriers to persistence, specific completion goals for 2014-2016, and current and enhanced completion strategies.

Additionally, the completion plan must align with state’s workforce development priorities. Dr. Benoit discussed barriers related to retention rates, preparation for university academic expectations and issues related to mental health and learning disabilities. She went on to indicate that the preliminary goals toward completion were an increased retention rate of 0.5% each year and an increased graduation rate of 0.5% each year. She presented current strategies involving the use of learning communities, supplemental instruction and focused intervention programs for at-risk first-year students. Other current strategies included the use of commercial on-line academic preparation and progress reports, and establishment of regional higher education student success centers. Next, she presented several enhanced advising strategies, a desire to provide greater access to mental health professionals, and review of initiatives in course adjustment and curricular /co-curricular initiatives with career and leadership programs.

The next steps will involve discussion, refinement and development of the completion plan across the campus for presentation to the Trustees in March.

### **Total Compensation Strategy**

Executive Vice President and Provost Pam Benoit reported on the progress of the Faculty Compensation Task Force. In the Task Force Update, EVPP Benoit indicated that the task force has completed the first draft of its report which includes the charge to:

- Develop a multi-year plan to maximize investment in faculty compensation;

- Includes full-time tenure-track and Group II faculty on the Athens and regional campuses;
  - Analyze comparative faculty compensation data;
  - Identify appropriate peer comparisons;
  - Determine goals for competitive average salary positions;
  - Project the costs for attaining that position over three years.

Currently, statewide comparison data indicate that Ohio University ranks 8<sup>th</sup> for Professor and Associate level faculty salaries, and 6<sup>th</sup> for Assistant level faculty salaries. Based on this analysis, the report includes a recommendation to move average faculty salaries to a state ranking of 3<sup>rd</sup> through an investment of \$1.3million in each of three years, for a total of \$3.9million.

A Benefit Benchmarking Analysis that indicates OHIO's plan is currently more generous than or equivalent to peer institutions. EVPP Benoit pointed out that a further assessment of current benefits will be needed to bring them in line with the requirements of the Affordable Care Act. The Faculty Compensation Task Force also reviewed regional campus and Group II faculty.

Because average tenure-track faculty salaries vary widely across regional campuses, comparisons were difficult. The Task Force recommended an investment of a proportional percentage of the portion going to Athens campus' tenure-track faculty (2.19%), or \$540,000, in regional tenure-track faculty compensation.

A recommendation to invest a proportional percentage to that invested in Athens campus' tenure-track faculty (2.19%) in Group II faculty, or up to \$740,000 on the Athens campus and up to \$940,000 on regional campuses.

### **COMP 2014 DOE Resolution Agreement**

Vice President for Finance and Administration Steve Golding updated the Trustees on the COMP 2014 Project, which includes the following compensation plan outcomes based on the DOE Agreement:

- Create consistent job classification systems for Administrative, Professional, and non-bargaining classified employees;
- Create market-based pay range structures and guidelines linked to the classification system with a goal of market competitiveness;
- Ensure that compensation plans are fair in design and implementation;
- Provide career path direction for employees in these pay systems.

Nine implementation phases were developed for COMP 2014, which will put the University on track to comply with the DOE directives by December 1, 2014.

1. Project Planning, Communication, Kick-off
2. Create a tool to capture and review position data
3. Develop classification structure and map positions
4. Fair Labor Standards Act (FLSA) analysis
5. Define compensation strategy and pay structures
6. Map classification structure to pay structure

7. Conduct pay equity analysis
8. Cost modeling, reporting, and implement adjustments
9. Implement and Maintain

We are currently in Phase 3, developing classification structure and mapping positions. During phase 4, Ohio University will evaluate positions within the context of the FLSA and any positions that are questions will receive further review by the consultant, who will advise the University on its classification. During phase 5, Ohio University will use market data from surveys of comparable positions at peer institutions and general industry, where appropriate, to review compensation levels.

Positions may shift grades but pay will not be reduced as a result of this effort. COMP 2014 may result in increased pay in certain areas, although Mr. Golding projected that not a large amount of adjustment will be needed.

#### **Dublin Update**

Vice President for Finance and Administration (VPFA) Stephen Golding presented an update on the progress of the Dublin campus.

Presentation included general information about the project and an update on the construction of Phase I of the multi-tenant building. VPFA Golding showed site plans, Phase I architectural illustrations, and Phase I floor plans.

Phase I Timeline includes the following milestones with a projected completion date of April 30, 2015:

1. Submit application for informal PZC – COMPLETE
2. Notice to Commissioners – COMPLETE
3. Submit Materials for Informal PZC – COMPLETE
4. Informal PZC Hearing – COMPLETE
5. Submit Final Development Plan to ART and PZC – COMPLETE
6. ART Review Hearing - COMPLETE
7. Submit Final Construction Documents for Dublin and State Permit Review - COMPLETE
8. Final Development Plan PZC Hearing – 1/23/14
9. First Response to Dublin and State Permit Review – 2/07/14
10. Resubmit Revised Plans for Dublin and State Permit Review – 2/14/14
11. Dublin and State Building Permit Approval – 2/28/14
12. Start Construction – 3/3/14
13. Accreditation Progress Inspection – 11/15/14
14. Outside Occupancy/Construction Completion – 4/30/15



**Resources Committee Meeting**  
**January 23, 2014, 1:30 pm**

Committee Chair Janetta King called the meeting to order at 1:40 pm. Other board members present included Trustee Sandra J. Anderson, Trustee J. Patrick Campbell, Trustee N. Victor Goodman, Trustee Cary Cooper, Alumni Representative Bill Hilyard, Student Trustee Amanda Roden, Faculty Representative Ben Stuart, and President Roderick J. McDavis.

- **Resolution Guaranteed Tuition Program Approval**

Chair King reminded that the morning's Joint Committee meeting's first presentation provided a thorough update on The OHIO Guarantee Program principles and foundation. No further discussion occurred.

Trustee King moved to recommend moving a resolution forward to approve The OHIO Guarantee Program. Trustee Goodman provided a second and the committee approved the motion unanimously.

- **Budget and Financial Update – November, 2013**

Chair King commended the new presentation of financial data included in the materials. VP Golding introduced Deborah Shaffer, Senior Associate Vice President for Finance and Administration. SAVP Shaffer reported on the University's November interim financial report and reviewed updated FY14 budget assumptions and their impact on FY14 projections.

Ms. Shaffer briefed the committee on updates to some of the primary revenue assumptions on which the University's 2014 budget was based. Current favorable revenue variances include larger enrollments, results of the new SSI formula, and forecasted investment income which is not budgeted due to the University's conservative budget approach. These will be partially offset by increased salary expense due to the unbudgeted 1% retro increase for all faculty and staff. Trustee King verified that any favorable year-end tuition and investment income typically fund the \$100 million investment plan if not earmarked by the board for other purposes.

Ms. Shaffer walked the board through the all-funds budget format, the actual results through November 30, 2013, adjustments to get to GAAP adjusted totals at November 30, comparison to prior year actuals, and a revised budget column which incorporates the assumption changes. The goal is to continue to develop these reports and present annual forecasts in this format. Future budgets will also evolve to account for all items that appear in the GAAP Adjusted Totals column.

Ms. Shaffer stated that Finance is moving to a quarterly close for financial statements with closing occurring in the first week after the quarter end. Chair King remarked that the new format will remind the trustees of assumptions that drove budget actions and how they are impacted throughout the year. Trustee Campbell stated that timely interim closes will provide the important and timely data on the financial impact of the new guarantee program.

- **State Share of Instruction (SSI) Update**

VP Golding updated the committee on the two-year, phased changes to the SSI formula and the possible impacts on the University's second largest revenue stream – approximately 30% of total revenue. State appropriations for SSI are fixed amounts and changes to the component factors simply serve to slice the same size pie differently. The stop-loss provisions have been removed from this appropriation formula so there are no longer downside protections.

In FY14, degree completion has become a larger piece of the formula calculation - 25% to 50%. Universities receive a larger percent of SSI based on degree generation. The course completion taxonomy is set up to recognize higher cost programs with higher formula allocation. Both components are based on three-year averages. VP Golding remarked that there was significant discussion among the state CFOs on the use of three versus two years. There has also been a decrease in the amount of SSI for out-of-state students – the legislature wants SSI to subsidize Ohio students; this could be a disincentive to emphasis on attracting out-of-state students, but President McDavis assured that the university values out of state diversity.

In FY15, regional campuses will be rewarded the same as the main campus and will now receive subsidy for degree completion; also, associates degrees will be factored into the degree completion subsidy component. Changes will also occur regarding splitting the funding for transfer student degree completion and defining 'at risk' on an institutional rather than statewide basis.

The FY14 forecast for SSI shows a significant favorable variance for the university of \$6.6 million – resulting primarily from the \$5.9 million attributed to degree production in Nursing RN-BSN program. There was discussion of how to handle this type of surplus if it were determined to be solid base budget – possibly to fund depreciation or for future cost avoidance. VP Golding discussed the volatility in the SSI formula and the university's good showing for FY14 may not be our 'steady state'. Chair King asked for a future 'trade-off' conversation on how to handle what may be deemed as new base budget revenues. Trustee Goodman brought up several imminent issues and mandates which will require longer-term planning and funding such as the impacts and fines associated with the Affordable Care Act and upcoming pension accounting changes.

President McDavis reiterated that Ohio University is a strong supporter of the new SSI formula. Ohio University has benefitted from the new emphases of the formula and sits at the top among the 4-year Ohio public institutions.

- **Investment Policy Update**

VP Golding introduced Candice Casto, Chief Finance and Investment Officer, Foundation Operations. This presentation annually reports that the Foundation is entrusted with oversight of the University's long-term investment portfolio and describes the Investment Policy guiding Foundation oversight. Ms. Casto shared that the portfolio under management as of October 31, 2013 includes University assets of \$131 million and Foundation assets of \$429 million – total assets under management totaled \$560 million. She reviewed key aspects of and recent updates to the Foundation's Investment Policy. Specific points addressed by the investment policy include asset allocation, alternative investments, and investment manager selection. The Foundation recently removed sections related to the Endowment Spending Policy and Gift Handling Policy and established them as separate policies to be managed by the Finance Committee of the Foundation Board. Changes recently made to the investment policy include widening the ranges for certain asset classes as a way of taking advantage of a volatile market.

VP Golding closed by asking the University Board to review the guidelines and contact him or Ms. Casto with questions or concerns. At the March, 2014 meeting the Board will be asked to approve a resolution accepting the Foundation Investment Policy.

- **Consent, Construction Projects Approval – Schematic Design**

VP Golding advised the Committee that the two consent resolutions for construction projects need to be taken off of the Consent Agenda due to a date error within the resolutions and he provided updated resolution copies for the trustees.

VP Golding introduced AVP for Facilities Harry Wyatt to provide the presentations for the construction projects – Tabs 12, 13, and 15.

Mr. Wyatt provided brief summaries of the three projects for schematic design approval.

Trustee Anderson moved to forward the amended resolution to the full board to authorize the President or his designee to accept and award contracts within the project schematic design budgets. Trustee Cooper provided a second and the committee approved the motion unanimously.

- **Consent, Construction Projects Approval - Construction**
- **Northeast Campus Roadway Concept**

AVP Wyatt provided brief summaries of the eight projects for construction approval. Mr. Wyatt incorporated the discussion from Tab 15 – Northeast Campus Roadway Concept which provides details of the entire roadway concept for which construction approval is being sought for one segment.

The concept of a Stimson Avenue entrance to campus has a history of inclusion in the 2006 Master Plan and has had study by both Athens City and the Ohio Department of Transportation. AVP Wyatt shared a diagram of the entire project, the benefits of the concept's phased completion, and also each segment's standalone benefits. The first phase, included for board approval, links South Green Drive to Mill Street and allows the connection of McKinley Street to East Union Street,

creating new access to uptown Athens and enhanced emergency response possibilities. The city engineer will likely study the possibility of two-way traffic on Jeff Hill as part of the plan. Another benefit of the entire plan will be to restrict vehicular traffic through residential areas of campus and create a more pedestrian-friendly area.

Trustee Anderson moved to recommend approval to the full board of the amended resolution to authorize the President or his designee to accept and award contracts within the total project budgets. Trustee Goodwin provided a second and the committee approved the motion unanimously.

- **Consent, Gift and Naming of Real Estate**

VP Golding briefly described the gift of real estate, the naming of the property for a past professor of Fine Arts, and the planned use for the property.

Trustee Anderson moved to retain this item on the Consent Agenda for the November 1 Board of Trustee meeting, Trustee Goodwin provided a second and the committee unanimously approved the motion.

- **Capital Campaign Update**

Vice President for Advancement, Bryan Benchoff, provided an update for the Capital Campaign noting campaign contributions totaling \$441.8 million toward the \$450 million goal as of December 31, 2013, with today's total at a smidge over \$446 million.

VP Benchoff shared information on the Reecher Platform which is now the primary research tool for Advancement by prioritizing markets, prospects, donors, and friends based on publicly available data and providing a 'score' of likelihood to give. This is a cutting edge, web-based software service reflecting a file of over 310,000 relationships with the university. VP Benchoff focused the Committee's attention on 2,700 relationships with net worth greater than \$1 million and a high likelihood of giving score. This tool will help focus efforts of the fundraisers.

The Ologie Stewardship Project desired outcome is a state of the art donor recognition model for donors. The project is in process with Ologie as a partner and will provide best practice donor recognition programs.

Chair King moved and Trustee Anderson provided a second for the Resources Committee to go into executive session at 3:31 p.m. to consider the purchase of property for public purposes and to confer with university counsel regarding pending or imminent litigation. By a roll call vote, each committee member approved going into executive session.

Chair King moved and Trustee Anderson provided a second to adjourn the executive session and return to public session at 3:44 p.m. By a roll call vote, each committee member approved adjourning the executive session and returning to public session. Meeting adjourned at 3:45 p.m.



**OHIO**  
UNIVERSITY

**University Academics Committee**  
**Thursday, January 23, 2014, 1:30 p.m.**

The meeting was called to order at 1:39 p.m. by Trustee Wolfort, committee chair.

Attendance:

- David A. Wolfort, chair
- Kevin B. Lake, trustee
- Dave Scholl, trustee
- Janelle Simmons, trustee
- J. Patrick Campbell, trustee
- Elizabeth Sayer, faculty representative
- Peggy Viehweger, national trustee
- Keith Wilbur, student trustee

**Academic Quality Dashboard: College of Fine Arts**

Margaret Kennedy-Dygas, Dean, College of Fine Arts, provided information regarding the college's Academic Quality Dashboard. The presentation covered topics of college structure, program rankings, student enrollment, and other information.

Programs unique in the state of Ohio include:

- M.M. in Music Therapy
- M.F.A. in Film
- Ph.D. in Interdisciplinary Arts

Professional accreditations include:

- National Association of Schools of Dance (NASD)\*
- National Association of Schools of Music (NASM)\*
- National Association of Schools of Theater (NAST)\*
- Council for Interior Design Accreditation (CIDA)\*
- Kennedy Museum is accredited by American Alliance of Museums

\*Accreditation by these agencies lies in the University rather than in the departments.

Of note:

- The college is a campus leader in Study Abroad programs.

- The college student population is more diverse than the University's as a whole.
- College serves as a hub for artistic endeavors for the area and impacts the economy in Athens County very positively.
- The SHAPe Clinic, a unique collaboration between the College of Health Sciences and Professions and the College of Fine Arts, was launched in August 2013 with the help of faculty and administrators in both colleges, along with a grant from Ohio University's 1804 Fund. The clinic provides injured performers at Ohio University with treatment and health and wellness advice from licensed athletic trainers who have the specialized equipment and knowledge to treat their injuries. The care is provided with no out-of-pocket costs to the patients, who include dancers, musicians, actors, and members of OHIO's Marching 110.

Dean Kennedy-Dygas presented a brief video of the Honey for the Heart, Halloween parade. The parade with its costumes and giant puppets is a collaborative effort between students and members of the community.

Dean Kennedy-Dygas asked the committee to share their viewpoints on the role of the arts at Ohio University and in higher education. Several committee members shared their views.

Trustee Wolfort asked if Dean Kennedy Dygas believed there was a correlation between the reduction in the number of Group I faculty and reduction in undergraduate enrollments. Dean Kennedy-Dygas replied that, in her experience, there was a correlation because art students gravitate toward programs where mentoring is provided by the higher quality faculty. She noted that future planning includes the development of a sustainable model for the number Group I and other faculty groups. She also noted that, in past years, Group I faculty lines were abolished in order to meet budget cuts.

The trustees asked what other issues may be impacting recruitment. Dean Kennedy-Dygas responded that a major problem is the state of the facilities. Forty percent of Fine Arts students study in Seigfred Hall. That facility is in dire need of renovation. Most other institutions in Ohio have much better buildings and facilities. While Seigfred is on the capital improvement plan, it is scheduled to be renovated in the latter part of the plan. Dean Kennedy-Dygas hopes to move the project forward in the schedule. A concern is the need for temporary space for programs while renovations in Seigfred are being completed.

Dean Kennedy-Dygas noted that Craig Cornell, Vice Provost for Enrollment Management, has been assisting the college with targeted recruitment efforts in southeastern US. Particular emphasis will be placed on increasing enrollments in programs with significant employment prospects for students. These include the design disciplines, music therapy, and others.

## **Research Update**

Joseph Shields, Vice President for Research and Creative Activity and Dean of the Graduate College, provided an overview of research at Ohio University including: the research infrastructure, national funding trends, funding opportunities, and services provided by,

and awards granted through, the Office of Research and Creative Activity.

- External funding levels are currently stable. 60 – 70 million dollars.
- 2012 R&D expenditures exceeded those of Wright State, Kent State, Miami of Ohio, NEOMED, Bowling Green and others. Not surprisingly, expenditures were significantly exceeded by Ohio State and Cincinnati.
- Federal funding has shifted significantly toward health initiatives over the last ten years or so.
- Various mechanisms and processes exist to ensure research compliance.
- Communication methods are in place for sharing research activities and information with the campus community, alumni, and the public. Perspectives magazine has received national recognition and awards.
- Research units include:
  - Edison Biotechnology Institute
  - Innovation Center – looking at expansion because occupancy runs from 80 to 100%. Looking for external funding for the expansion.
  - Technology Transfer Office
  - Many other areas of research and/or creative focus.

Trustee Dave Scholl expressed an interest in seeing the Innovation Center recognized for its effectiveness as a business incubator.

Trustee Wolfort asked Vice President Shields about the unit's aspirational goals. Dean Shields commented that one goal is to find more external funding sources. Dean Shields noted that projects are faculty and college driven and depends significantly on the goals of faculty, deans, departments, etc.

Trustee Scholl asked Vice President Shields to verify that the creator of imgur.com used the Innovation Center to launch his company. Research staff replied that Alan Schaaf, while a student at Ohio University, launched the free photo hosting service and developed it further through the Innovation Center. Alan Schaaf will be visiting campus soon.

### **Intercollegiate Athletics Update**

Jim Schaus, Director of Athletics, Randee Duffy, Associate Athletic Director, and Kelly Hockenberger, Staff Athletic Trainer, provided the update.

- Ohio University was randomly selected for an Academic Performance Program (APP) audit by the NCAA to ensure the uniformity and accuracy of data used to determine Academic Progress Rate (APR) numbers. The audit findings recommended that the current processes should continue. No further recommendations were offered.
- Student-athletes continue to have high performance in the classroom.
  - GPAs have steadily increased in the past 4 years
  - The multi-year APR for 12 of the 16 teams is estimated to be 970 or above for 2012-13

- All first year student-athletes had a lower rate of probation in the fall
- The issue of sports-related concussions is being addressed with a variety of evaluation procedures and protocols. Students are baseline tested when they come in to aid in evaluation should a concussion occur.
- To strengthen lines of communication between coaches, athletic administration, and faculty, the Intercollegiate Athletics Committee (IAC) hosted the 1<sup>st</sup> Annual Chat with the ‘Cats. The event is planned for next year as well. A social event.
- This year, the MAC schedule allowed the football team to have 7 days rest between games.
- Players miss no more than 2 classes each semester.
- Student athletes are very involved in community activities. Students enjoy having the opportunity to engage with the community.

Trustees noted that they would like to see an expansion of students’ community activities beyond Athens County.

## **AQIP Update**

Michael Williford, Associate Provost for Institutional Accreditation, provided information regarding Ohio University’s accreditation including the guiding values of the Higher Learning Commission’s criteria for accreditation and an overview of Criterion 5: Resources, Planning, and Institutional Effectiveness.

7-year cycle, next accreditation is in 2015-16. The AQIP systems Portfolio was submitted in November 2013.

Criterion 5 focuses on the question: “Do we have the wherewithal to accomplish our mission, operation, and plans?”

The HLC 10 Guiding Values were updated recently.

By next board meeting there should be information for the committee about the feedback on the Systems Portfolio.

AQIP and HLC Pathways are changing.

## **Academic Affairs External Reporting Update**

Barbara Wharton, Associate Provost for Institutional Research and Effectiveness, provided an overview of the external organizations with which Academic Affairs routinely shares information through both voluntary and mandatory reports and data sharing.

- Mandatory Reporting Includes:
  - Integrated Postsecondary Education Data System (IPEDS) - Federal
  - Higher Learning Commission (HLC) – Institutional Accreditation (AQIP) - Regional

- Higher Education Information System (HEI) – Ohio Board of Regents - State
- Voluntary Reporting, Survey Participation, Data Sharing, and Voluntary Surveys Include:
  - Federal and state studies & special requests and discipline specific accreditation
  - Peterson’s Guide
  - US News and World Report College Rankings
  - College Board
  - National Survey of Student Engagement (NSSE)
  - Cooperative Institutional Research Program (CIRP)
  - Map-Works
- Additional Information:
  - The president of the United States has proposed a new college ranking system. A concern with this proposal is that IPEDS data does not necessarily accurately provide the information to evaluate an institution’s effectiveness.
  - The Federal Government Gainful Employment Act, currently on hold, could have an impact as well.
  - State Subsidy changes are occurring.

## Enrollment Update

Craig Cornell, Vice Provost for Enrollment Management, provided an overview of enrollments.

- Data to date indicates that fall 2014 enrollments will remain strong.
- Anticipated application growth is likely to level off due to saturation in new markets.
- Admits and housing deposits up from the same time last year. 421 (last year 406).
- The current goal is not to grow Athens campus enrollments significantly. Housing, classroom capacity, program capacity, etc. shape enrollment goals.
- Areas of growth will include the addition of the Dublin campus, the expansion of e-Learning, online degree completion programs, etc.
- Strategic initiatives to garner a stronger pool of “highly interested” applicants, as opposed to “interested” applicants include:
  - High School Junior initiatives - lead to an 18% increase in prospects
  - High School Sophomore Initiatives starting this year
  - Extended communications and marketing outreach
  - Extended inquiry and out-of-state outreach efforts
  - New Ohio Signature Scholarship Program for 2014 –and-
  - The OHIO Guarantee for 2015
  - Extended college-based yield efforts

## Search Updates

Information was provided by EVPP Pam Benoit.

- Hired: Dr. Shari Clarke, Vice Provost for Diversity and Inclusion
- In Progress: Executive Director of Academic Technology and Research, did not find the appropriate person for this position. Search has been restarted.

## **Actions**

### **Consent Agenda Items**

College of Health Sciences and Professions: Master of Physician Assistant Studies

College of Health Sciences and Professions: Global Health Certificate

Questions from the committee included how the Global Health Certificate might be of use to students. Randy Leite, Dean of the College of Health Sciences and Professions remarked that this certificate is highly sought after because it addresses the global dimensions of health and wellness. Students pursuing the certificate would include, among others, persons already working abroad in Public Health, Nursing, etc. or those who have an interest in doing so.

Dean Leite noted that Gary Chleboun took the lead on developing the programs.

Edwin L. and Ruth E. Kennedy Museum of Art: Advisory Board Appointment

All consent agenda items were moved forward for consideration by the full Board.

The meeting was adjourned at 3:35 pm by Trustee Wolfort.



### **Governance Committee Meeting January 23, 2014, 3:30 pm**

Present were Chair Lake, Trustees Viehweger, Scholl, Simmons, Wolfort, and Anderson, Student Trustee Roden, Secretary to the Board Peter Mather and General Counsel John Biancamano.

#### **1. Board training on open government laws.**

The Committee agreed that it would be a good idea to schedule a periodic training in open government laws. They asked Secretary Mather and Mr. Biancamano to schedule a training session at the March or June meeting.

#### **2. Revision of Board Policy on Presidential Evaluation**

Mr. Biancamano stated that he will recommend some housekeeping amendments to the Board Policy on Presidential Evaluation. The changes will address how and when Board evaluations

are reported. A proposal will be sent to the Committee members prior to the March meeting to give them time to comment. This will be on the agenda at the next meeting.

### **3. Association of Governing Board Annual Meeting**

Secretary Mather reported that several members of the Board are planning to attend the April meeting of the Association of Governing Boards (AGB) meeting in April. The Committee discussed the resources available from the AGB.

### **4. New Business**

Chair Lake suggested that the Board consider holding its January meeting in Columbus, noting the difficulty of traveling to Athens during bad weather. Board Chair Anderson observed that it is important for the Board to meet in Athens as often as possible. It was agreed that Secretary Mather and the Executive Committee would discuss meeting dates and locations with Chair Lake's comments in mind.

The Committee adjourned at 4:10 PM.



### **Audit Committee Meeting January 23, 2014, 3:30 pm**

Trustee N. Victor Goodman, called the meeting to order at 3:56 p.m. Other committee members present were Trustee David Brightbill, Trustee J. Patrick Campbell, Trustee Cary Cooper, Trustee William Hilyard, Trustee Janetta King, and Student Trustee Keith Wilbur. President Roderick McDavis was also present.

#### *Enrollment Management – Compliance Considerations*

Craig Cornell, Vice Provost of Enrollment Management, presented on compliance considerations related to the enrollment management function at Ohio University.

The Division of Enrollment Management is tasked with the development, implementation, and oversight of the Strategic Enrollment Management Plan (SEMP) for Ohio University. In order to fulfill this objective, the effective coordination of the central academic and student support services is essential. The primary offices that support this objective are:

- The Office of Undergraduate Admissions
- The Office of Student Financial Aid and Scholarships
- The Office of the University Registrar

Each Office within the Division of Enrollment Management has unique compliance considerations and comprises both oversight and mandates from national, state, coalition and institutional polices, regulations and practices. Candace Boeninger, Vice Provost and Director of Undergraduate Admissions presented key compliance considerations for The Office of Undergraduate Admissions. Valerie Miller, Director Student Financial Aid and Scholarships, discussed compliance items related to The Office of Student Financial Aid and Scholarships. Deb Benton, University Registrar described compliance considerations encompassing the Office of the University Registrar. Discussion ensued regarding the impact of these pronouncements.

#### *Plante-Moran FY14 Audit Update*

Keith Martinez, of Plante-Moran, provided the Audit Committee with an update related to the external audit that included audit reports for WOUB and NCAA Agreed-Upon Procedures. Discussion ensued regarding these audit engagements.

#### *Internal Audit Update*

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

- Audit Committee Charter-External Auditor Evaluation
- Proposed Construction Auditing

Mr. Davis discussed the requirements detailed in the Audit Committee Charter related to evaluating external auditors and the assessment of the external auditor's performance. Evaluation criteria include:

- Clear, timely, and open communication; effective coordination of IA and Plante Moran work plans;
- Completion of all audits on a timely basis;
- Fair and objective review of opportunities to strengthen system of internal financial controls; and,
- Regular updates on new or changed accounting standards.

Based upon these evaluation criteria, Plant Moran received positive feedback by management regarding their performance.

Mr. Davis discussed a proposal to engage a construction auditing firm to help supplement IA duties as the University is undertaking significant construction projects within the next six years. Discussion ensued.

There was no unfinished business. Meeting adjourned at 5:08 p.m.



**Executive Committee Meeting  
January 24, 2014, 7:30 a.m.**

Present: Chair Sandra J. Anderson, Trustees David Brightbill, David Wolfort, Kevin B. Lake, Janetta King, N. Victor Goodman, Dave Scholl, Janelle Simmons and Cary Cooper; National Trustees J. Patrick Campbell and Peggy Viehweger; Student Trustees Amanda Roden and Keith Wilbur; and Alumni Representative Bill Hilyard; President Roderick J. McDavis; and Board Secretary Peter Mather

Chair Sandra Anderson called the meeting to order at 7:35am.

President McDavis gave an update on the Higher Education Funding Formula. VPFA Golding mentioned that the distribution to Ohio University represented a 15% increase from the previous year. He also noted that these funds will be directed to deferred maintenance issues.

President McDavis called on Mr. Golding to give an update on the status of the State Share of Instruction (SSI). Mr. Golding reviewed the change in the formula, in particular the higher focus on degree completion and a shift to using a three-year average. He noted the benefit of this formula for Ohio University in the most recent SSI distribution, largely attributable to the RN to BSN nursing program. He further explained that consideration is currently being given to how money will be distributed between the Athens campus and regional campuses. He also noted that there are several variables that suggest some unpredictability exists in future years, including the activities of our peers (i.e., competition) for funds.

Mr. Steve Golding, Dr. Jack Brose, Associate Provost for Health Affairs; Ken Johnson, Dean of the College of the Heritage College of Osteopathic Medicine; and General Counsel, John Biancamano, presented an update to the Board on the relationship between Ohio Health and the University. Drs. Johnson and Brose discussed the Dublin Campus. Dr. Johnson noted that Facilities, Faculty, and Finance are the current foci. He announced that about 2/3 of faculty have been hired, in addition to other key staff members required to operate the campus. Dr. Johnson also noted that the first class is nearly full. He further indicated that they are looking at shared facilities between the Physician's Assistant and OD programs. Dr. Brose mentioned that he is in conversations with Dublin area colleges and organizations to develop key partnerships. Dr. Brose indicated that The Ohio State University has also been positive about Ohio University's presence in the Central Ohio region. Dr. Johnson noted that OSU and OHIO have different emphases and the complementary strengths will assist each partner.

Mr. Golding noted that O'Bleness Hospital is now being operated by Ohio Health. He then asked Mr. Biancamano to discuss the UMA/AMA merger. Mr. Biancamano reviewed the status of the negotiations regarding the merger. He noted that the parties are currently discussing a "single

employer” model in which college faculty members who have a part-time clinical practice would be employed solely by the university and full-time clinicians would be employed by AMA. Dr. Johnson then reviewed a prospective timeline for working out some of the parameters of the relationship between the University and Ohio Health. Trustee Wolford asked for a review of and presentation on the financial health of Ohio Health as a partner at a future meeting. Mr. Biancamano noted that the Ohio University Board of Trustees will need to approve any arrangement between the University and Ohio Health in order for it to be formalized.

By a unanimous roll-call vote, the Board moved into executive session at 8:51 a.m. for the purposes of 1) the evaluation and compensation of a university employee; 2) the purchase of property for public purposes; and 3) to confer with university counsel regarding pending or imminent litigation.

By a unanimous vote, the Board moved out of executive session at 9:49 a.m., and Chair Anderson adjourned the meeting.