

OHIO
UNIVERSITY

Board of Trustees

Ohio University

Eastern Campus

Agenda

June 27, 2014

BOARD ACTIVITIES FOR JUNE 26 and 27, 2014
Ohio University – St. Clairsville, Ohio
Shannon Hall

Activity & Committee Meeting Schedule

Thursday, June 26, 2014

Ongoing	Hospitality/Break Room, Art Gallery, Room 202, Shannon Hall
8:30 a.m.	Trustee Informational Session and Tour, Eastern Campus Dean Paul Abraham, Art Gallery, Room 202, Shannon Hall
9:30 a.m.	Joint Committee Meeting, Shannon Hall Theatre
Noon	Trustee Luncheon, Art Gallery, Room 202, Shannon Hall
1:30 p.m.	University Resources Committee, Room 219, Shannon Hall
1:30 p.m.	University Academics Committee, Room 217, Shannon Hall
3:30 p.m.	Governance Committee, Room 219, Shannon Hall
3:30 p.m.	Audit Committee, Room 217, Shannon Hall
4:45 p.m.	Executive Committee, Room 219, Shannon Hall
6:30 p.m.	Reception – Trustees, President, Executive Staff, Regional Deans, Faculty Representatives, Board Secretary, and Invited Guests – Undo's Italian, 51130 National Road, St. Clairsville, OH 43950
7:00 p.m.	Dinner – Trustees, President, Executive Staff, Regional Deans, Board Secretary, and Invited Guests – Undo's Italian, 51130 National Road, St. Clairsville, OH 43950

Friday, June 27, 2014

7:30 a.m. Trustee Breakfast, Executive Committee/Session, Hampton Inn Meeting Room
51130 National Road East, St. Clairsville, OH 43950

10:00 a.m. Board Meeting, Shannon Hall Theater, Room 115

12:15 p.m. Trustee Boxed Luncheon, 1787 Lounge, Room, Shannon Hall

12:15 p.m. Media Avail, Art Gallery, Room 202

Contact Information:

Ohio University Eastern Campus
45425 National Road West
St. Clairsville, OH 45601
740.695.1720 or 800.648.3331

Undo's Italian
51130 National Road
St. Clairsville, OH 43950
740.695.8888

Hampton Inn-St. Clairsville
51130 National Road East
St. Clairsville, OH 43950-9778
740.695.3961
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AGENDA
Board of Trustees Meeting
Friday, June 27, 2014 – 10:00 a.m.
Shannon Hall Theater-Eastern Campus

OPEN SESSION

Roll Call

Approval of Agenda

1. Minutes of Board of Trustees' Meeting of March 14, 2014.

Comments from the Chair of the Board of Trustees

2. Report from the President

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

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

Consent Agenda

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

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

Tab 15: Resolution, Construction Projects Approval – Schematic Design
Tab 16: Resolution, Construction Projects Approval – Construction
Tab 17: Resolution, Construction Projects Approval – HCOM Cleveland Construction
Tab 18: Resolution, Mill Street Apartments Lease Amendment
Tab 22: Resolution, Faculty Fellowship Awards
Tab 23: Resolution, Emerita/Emeritus Awards
Tab 24: Resolution, RHE Coordinating Council Appointments
Tab 30: Resolution, CHSP Integrated Health Care Studies
Tab 31: Resolution, Name Change Women's and Gender Studies
Tab 32: Resolution, RHE Sport and Lifestyle Studies
Tab 33: Resolution, RHE Associate of Technical Study

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment

AGENDA
Joint Committee Meeting: Academics and Resources
Shannon Hall Theater, Eastern Campus
9:30 a.m. – Thursday, June 26, 2014

3. FY 15 Budget Update
4. FY 15 Capital Improvement Plan
5. Shaping the Enrollment Picture
6. Deferred Maintenance Strategy

AGENDA
University Resources Committee
Shannon Hall, Room 219, Eastern Campus
1:00 p.m. – Thursday, June 26, 2014

7. Capital Campaign Update
8. FY 2014 Forecasted Financial Results
9. Resolution, FY 2015 Budget Approval
10. Resolution, Fees Approval
11. Resolution FY 2015 Annual Capital Improvement Plan (CIP)
12. Resolution, Comprehensive Master Plan
13. Energy Infrastructure Projects Initiative
14. Resolution, Utilities Master Plan
15. Consent Agenda, Construction Projects Approval – Schematic Design
16. Consent Agenda, Construction Projects Approval – Construction
17. Consent Agenda, Construction Projects Approval – HCOM Cleveland Construction
18. Consent Agenda, Mill Street Apartments Lease Amendment
19. Summer 2014 Construction

EXECUTIVE SESSION

AGENDA
University Academics Committee
Shannon Hall, Room 204, Eastern Campus
1:00 p.m. – Thursday, June 26, 2014

Academic Quality – Dashboard

20. University College Dashboard
21. Global Affairs & International Studies Dashboard

Standing Reports & Updates

22. Promotion & Tenure Update
23. Consent Agenda, Faculty Fellowship Awards
24. Consent Agenda, Emerita/Emeritus Awards
25. Consent Agenda, RHE Coordinating Council Appointments

Academic Quality Initiatives

26. Tobacco Free Planning Update
27. AQIP Update
28. Fall 2014 Enrollment Update
29. Update on General Education

30. Consent Agenda, CHSP Integrated Health Care Studies
31. Consent Agenda, Name Change Women's and Gender Studies
32. Consent Agenda, RHE Sport and Lifestyles Studies
33. Consent Agenda, RHE Associate of Technical Study

AGENDA
Governance Committee
Shannon Hall, Room 201, Eastern Campus
3:30 p.m. – Thursday, June 26, 2014

- Election of President, Treasurer and Secretary
- Locations for Board of Trustees meetings in 2014 - 15
- Review of Board Bylaws
- Report on AGB Conference

AGENDA
Audit Committee
Shannon Hall, Room 204, Eastern Campus
3:30 p.m. – Thursday, June 26, 2014

- External Audit Update – Plante Moran

34. Chief Audit Executive FY14 Audit Update
35. Resolution, Internal Audit Annual Audit Plan

EXECUTIVE SESSION

AGENDA
Executive Committee
Shannon Hall, Room 201, Eastern Campus
4:45 p.m. – Thursday, June 26, 2014

EXECUTIVE SESSION

AGENDA
Executive Committee
Hampton Inn & Suites, Meeting Room, St. Clairsville, OH
7:30a.m. – Friday, June 27, 2014

EXECUTIVE SESSION

By-Laws of the Ohio University Board of Trustees

Revised April 19, 2013

Revised September 6, 2012

Revised April 24, 2011

Revised February 10, 2010

Revised January 23, 2009

Revised February 8, 2008

Revised July 14, 1989

Revised June 23, 1990

Revised September 20, 2002

Revised December 17, 2004

Article I. Corporate Authority and By-Laws

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

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

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

Section 4. The nine Trustees appointed by the Governor shall hold voting privileges. The two student trustees, the two national trustees and the chair of the Ohio University Alumni Association

Board of Directors may not vote on Board matters but their opinions and advice will be actively solicited and welcomed in Board deliberations.

Article II. Officers of the Board

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

(a) Chairperson

(b) Vice-Chairperson

(c) Secretary

(d) Treasurer

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

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

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

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

Article III. Election of Officers

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

Section 2. The Chairperson and Vice-Chairperson shall each serve for one year and shall be eligible for re-election to their respective offices for a period up to three (3) consecutive years. The Secretary and the Treasurer shall be eligible for annual election to these offices without a yearly limitation.

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

Article IV. The President and Presidential Duties

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

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

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

Article V. Meetings

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

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

Section 3. Notice of Meetings. The Secretary shall notify all Board members and the President at least five days in advance of all regular and special meetings and at least one day in advance of all emergency meetings. The policy designated "Notification Procedures for Meetings," which has been adopted by the Board pursuant to Revised Code Section 121.22, is hereby incorporated by reference into this section, and the Secretary shall carry out his or her responsibilities under that policy in accordance with its provision for all meetings.

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

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

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

Article VI. Standing and Special Committees

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

(a) University Academics. Responsibilities will include the academic plan; enrollment management; student life; intercollegiate athletics; diversity; research and technology transfer policies and activities; information technology; communications and marketing; academic appointments; promotion and tenure policies and procedures; academic program reviews; and awarding of degrees.

(b) University Resources. Responsibilities will include financial operations; business organization and practices; human resources; university advancement; relations with local, state, and federal legislative and administrative agencies; recommending of the schedule of tuition and fees; borrowing of funds; naming, location, planning, construction, and maintenance and renovation of University facilities and grounds; the purchase, sale and lease of lands and buildings; reviewing and monitoring of all investments including the endowment; contract oversight on public utilities and other large contracts; and recommending of investment policy, advising the Board on investments and appointment of investment advisors to assure compliance with Revised Code Section 3345.05.

(c) Audit. Responsibilities will include the oversight of the internal audit functions, annual or other periodic audits of financial operations, the recommendation of the appointment of an external audit firm to the Board of Trustees, the receipt of the reports of the internal auditor and the external audit firm, and the university's accountability and compliance procedures.

(d) Governance. Responsibilities will include the recommendation of general governance policies and procedures, the nomination of Board officers and recommendation of candidates for future trustees and national trustees. At the last meeting in each fiscal year, the Committee shall review these Bylaws to determine whether any changes are appropriate and shall recommend any such changes to the Board of Trustees.

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

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

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

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

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

Article VII. Parliamentary Authority

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

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

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

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

1. The Role of the Board

a. The Board of Trustees is the governing body of Ohio University. It is a body politic and corporate under Ohio law and has the right to sue and be sued. The General Assembly has conferred upon the Board the authority to: adopt rules for the governance of the institution; hire and supervise the President, faculty and staff; oversee university finances; and control university property and facilities.

b. The Board serves the citizens of the State of Ohio. It is responsible for ensuring that the university offers students an educational experience of the highest quality and produces research that provides economic and cultural benefits to the citizens of Ohio. It is also responsible for making efficient and effective use of state resources by working with the Governor, the Board of Regents and the other state universities through the University System of Ohio.

c. The Board's primary concerns are strategic governance and accountability. It should adopt a strategic plan designed to ensure the long-term fulfillment of the university's teaching, research and service mission, monitor progress in achieving the plan's goals and update the plan as necessary. It should provide oversight to protect the university's fiscal integrity and make sure that the President, faculty and staff comply with all applicable laws and perform their responsibilities ethically and competently.

d. The Board should adopt a procedure governing the creation and monitoring of corporate entities affiliated with the university.

e. The Board should govern through the President and should refrain from becoming involved in day-to-day operations.

f. The Board should recognize the important role that the principle of shared governance plays in institutions of higher education. It should seek input from faculty, staff and students and whenever possible incorporate their views into its decisions.

2. The Role of Individual Trustees

a. Members of the Board of Trustees are stewards of the public trust. They have a fiduciary obligation to act in the best interests of the university and the State of Ohio. They must adhere to the highest ethical standards and perform their university duties without regard to any personal interests they may have. Trustees should understand and comply with state ethics laws and keep themselves informed of developments in these laws. They should avoid situations that may give rise to even the appearance of a conflict of interest and promptly disclose any conflicts of interest that may occur.

b. Trustees should understand that they serve the institution as a whole and are not advocates for any particular unit or constituency of the university.

c. Student Trustees have a unique responsibility to ensure that the views of students are heard in Board deliberations. They should also share with other students the Board's perspectives on University issues. In performing both of these functions, they should keep in mind the needs of all constituencies within the university.

d. The Chair of the Ohio University Alumni Association Board of Directors is responsible for ensuring that the views of alumni are presented to the Board and for communicating to alumni the Board's perspectives on university issues.

e. Service on the Board is a time consuming professional commitment. Trustees should attend all meetings of the Board and committees and should give notice to the Chair when they are unable to do so. Trustees should also make an effort to participate in conferences and other programs designed to educate and update Trustees and to attend commencements, convocations and other special events on campus.

f. Trustees should be attentive during meetings and refrain from multitasking. They should treat the opinions of their colleagues on the Board as well as others participating in Board discussions with civility and respect and should be open to alternative points of view. They should respect and protect the confidentiality of matters discussed in executive sessions and should refrain from publicly or privately criticizing other Trustees or impugning their motives.

g. Trustees should strive to make informed decisions based on an analysis of objective data. In their deliberations they should rely on the application of sound management principles and prudent business judgment. To ensure thorough consideration of Board decisions, they should review briefing materials and be prepared to actively participate in discussions.

h. In order to make good decisions, Trustees need to engage in robust and thorough discussions of university issues in public meetings. Disagreements will occur and Trustees should seek productive ways to resolve them. Once a consensus is reached on an issue, all Trustees should respect the final decision of the Board.

i. Trustees should keep themselves informed about issues and events at the local, state and national level that may affect the university and higher education in general.

j. Trustees are encouraged to offer financial support to the university in accordance with their means.

k. Trustees should understand and comply with the Ohio Public Records and Open Meetings Laws and should keep themselves informed of developments in these laws.

3. The Board's Relationship with the President

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

b. The Board and the President should agree on clearly defined institutional goals and strategies for achieving them.

c. The Board should hold the President accountable for achieving institutional goals. Evaluation of the President should be an ongoing process with the Board offering candid and constructive feedback as necessary. In accordance with Board policy, formal evaluations should be conducted on a regular basis.

d. The President reports to the Board as a whole and not to individual Trustees. Trustees who have concerns about the President's performance should convey them to the Board Chair who will take appropriate action to address the concern. The Chair will report back to the Trustee who raised the concern in a timely manner.

e. Individual Trustees should develop a comfortable working relationship with the President. They are encouraged to interact with the President one-on-one as needed to share information, concerns or advice but they should remember that when they do so they are not speaking for the entire Board.

4. The Board's Relationship with Internal Constituencies

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

b. When interacting with faculty, staff and students, Trustees should not disclose matters deemed confidential by the Board in executive session, advocate for their personal position on university issues or criticize other members of the university community.

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

d. Consistent with the principle of shared governance, the faculty, through the Faculty Senate, plays an active advisory role to the administration and the Board of Trustees on all academic matters, including but not limited to academic standards, research, admissions, curriculum and the granting of degrees. The Faculty Senate initiates policies relating to university-wide academic matters, the rights and responsibilities of faculty and faculty grievances. The Board should respect the role of the Senate in these areas and should also consider advice from the Senate on matters of general concern to the university community.

e. The Board should encourage the President and administrators to involve individual faculty and students in the development of institutional goals and priorities. The active participation of faculty and students in these matters will give them a broader understanding of institutional governance and will enrich the Board's understanding of faculty and student views on university issues.

5. Relationships with External Entities

a. The Board Chair is the only Trustee authorized to make public statements on behalf of the entire Board.

b. When asked to comment on Board actions or deliberations, Trustees may defer to the Chair or the President. If Trustees choose to speak publicly on issues relating to the university or higher education in general they should make it clear that they are stating their personal views and are not expressing the formal position of the Board or the university.

c. When individual Trustees communicate with federal, state or local officials on issues relating to higher education, they should take care not to create the perception that they speak for the Board or the university unless they have been authorized by the Chair or the Board to do so.

d. When individual Trustees are presented with concerns about university operations, these matters should be communicated to the President and/or the Chair.

e. While Trustees should seek information and ask questions of others, they should refrain from publicly criticizing the President or other members of the University Community. Criticisms or concerns that Trustees may have about the President or other members of the University Community should be conveyed to the Chair who will determine the appropriate method for the Board to address the issue.



OHIO
UNIVERSITY

Board of Trustees

Ohio University

Athens, Ohio

Minutes

March 14, 2014

ROLL CALL....4
APPROVAL OF AGENDA....4
APPROVAL OF THE MINUTES OF JANUARY 24, 2014....4
REPORTS....4
Report from the Chair....4
Report from the President....4
Report from Chair of Faculty Senate....5
COMMITTEE REPORTS....5
Joint Resources & Academic Committee....5
University Resources Committee....8
RESOLUTION 2014 –3386....9
RESOLUTION 2014 --3387....10
RESOLUTION 2014 --3388....10
University Academics Committee....11
RESOLUTION 2014 --3389....13
Governance Committee....14
RESOLUTION 2014 --3390....14
RESOLUTION 2014 --3391....15
RESOLUTION 2014 --3392....15
Audit Committee....16
Executive Committee....16
CONSENT AGENDA....16
RESOLUTION 2014 --3393....16
RESOLUTION 2014 --3394....17
RESOLUTION 2014 --3395....18
RESOLUTION 2014 --3396....19
RESOLUTION 2014 --3397....20

RESOLUTION 2014 --3398 21
RESOLUTION 2014 --3399 21
RESOLUTION 2014 --3400 22
RESOLUTION 2014 --3401 22
RESOLUTION 2014 --3402 23
RESOLUTION 2014 --3403 23

ANNOUNCEMENT OF NEXT STATED MEETING DATE 24
APPENDIX 25
Joint Committee Meeting 25
Resources Committee Meeting 29
University Academics Committee 33
Governance Committee Meeting 37
Audit Committee Meeting 38
Executive Committee Meeting 39

BOT March 14, 2014
10:05am

ROLL CALL
Chair Sandra Anderson called the meeting to order at 10:05 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, 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 King moved to approve the agenda, seconded by Trustee Scholl, the motion carried.

APPROVAL OF THE MINUTES OF January 24, 2014
Chair Anderson asked for a motion to approve the minutes from the meeting of January 24, 2014. Trustee Lake moved, seconded by Trustee Wolfort, the motion carried.

REPORTS

Report from the Chair
Trustee Anderson reported that she attended a meeting of Ohio University Student Senate alumni with Student Trustee Wilbur. Chair Anderson and Vice Chair Brightbill attended the Distinguished Professor dinner at which Professor Tom Carpenter received this prestigious award. She also shared that General Council John Biancamano provided training on open government law to the Board on Thursday, March 13.

Report from the President
The President began his presentation with a reminder of the University's strategic priorities and updated the Board on several recent achievements of University faculty and staff. The full President's Report can be found in the meeting materials.

<u>Program Spotlight: The Russ College of Engineering Vision</u>
Dean Dennis Irwin described the impact of a $95 million transformational gift to the Russ College in 2008 from Fritz and Delores Russ. Dean Irwin reported that the value of the gift has grown to $124 million.

Dean Irwin noted that the Russ gift has been a vital element of the College's strategic plan. The College is using this gift to invest in students, faculty, research, external programs, and college identity and image around the country. Funded programs for students include: Russ College student participation in national competitions; promoting STEM in secondary schools; investment in student entrepreneurship and undergraduate

research; and international programs. The gift also directly benefits faculty, particularly through research endeavors. Dean Irwin noted that the National Science Foundation labeled the College's Center for Electrochemical Engineering as a Center of Excellence.

Dean Irwin introduced Russ College student, Colton Moran. Mr. Moran described himself as a first generation college student whose experience was transformed at the Russ College. Mr. Moran explained that he was involved in a number of professional organizations and activities both on and off campus. He noted that he was considering graduate school opportunities, something he was not considering when he began his undergraduate studies. He praised the College administration for creating an environment for learning and leadership.

At the end of the presentation, President McDavis commented that Russ college graduate, Chuck Stuckey, will be this year's undergraduate commencement speaker.

COMMITTEE REPORTS

Joint Resources & Academic Committee

Chair Anderson presented a summary of the Joint Committee meeting, in which she stated there were two topics:

- Transforming OHIO
- Budget Trade-offs

Transforming OHIO

Chair Anderson noted that the session began with a presentation on Transforming OHIO—that is, a discussion of how smart growth strategies are being used to transform the work of the University. Smart growth has infused recent planning processes through strategic investments in new academic programs and initiatives; developing flexible budget strategies; and developing new management practices.

EVPP Benoit discussed examples of OHIO's smart growth practices: Space Management, Service Alignment Initiative, $100 Million Plan, Enrollment Plan, Twenty-Year Capital Plan, and the Administrative Space Strategy. The planning process has advanced through being adaptable to changing needs, leveraging partnerships, prioritizing projects and initiatives, exploring connections among initiatives and projects, short and long-term planning, and diversification of revenue streams.

Dr. Benoit also discussed recent planning history, beginning with Vision Ohio, and leading to recent priorities that are embodied in the recent biennial state capital planning process. She noted that the new Capital Plan brought into sharper focus the need for exploration in project synergies and the need for a comprehensive master plan update.

EVPP Benoit explained that the planning process is wide-ranging, and includes academic planning, an innovation study, and real estate considerations.

EVPP Benoit discussed the Academic Planning process, which is guided by the 4 X 4 strategic planning matrix and institutional goals: 1) to be the nation's best transformative learning community; 2) to position OHIO as a highly sought after educational partner in the state; and 3) to be one of the nation's leading regional research universities.

Eva Klein presented to the Joint Committee on the University's Innovation Strategies. Ms. Klein discussed higher education's important place in economic development processes, alongside other sectors, including government, industry, and non-profit. Ms. Klein discussed the objectives for the Innovation Strategy Initiative, which include: Defining college and university-level innovation strategies; Defining satellite location strategies; Improving responsiveness to mandates (regarding beneficial impact on economic development); Strategizing for continued growth in Athens; Strengthening the innovation infrastructure; and Planning resources and investments.

Ms. Klein noted that the University is defining portfolios—that is, broad categories of societal, economic, and business problems that match the University's strengths and assets. In filling these needs, approaches will include giving attention to multidisciplinary, cross-college capabilities; preparing internal "proposals" for special investment funding; and using defined criteria, select priority niches to fund; monitoring progress into the future; and selecting additional niches over time.

Donna Goss, Director of Real Estate and Economic Development, then discussed real estate strategies with the Joint Committee. Ms. Goss noted that the real estate plan is an enabler of the academic work on the University. She noted that the real estate strategy is informed by academic and administrative space needs and impacts on the University's Comprehensive Plan.

Dr. Joe Shields, Vice President for Research and Creative Activity and Dean of the Graduate College described plans for Interdisciplinary Science & Bio-medical Clinical Facilities, which are important elements of the University's smart growth strategy. Dr. Shields emphasized the interdisciplinary connections that can be enriched through the development of new facilities. He emphasized that the principles of smart growth undergird these plans.

Shawna Bolin, University Planner, then provided a Comprehensive Plan update. Ms. Bolin noted that the Comprehensive Plan includes the Academic Strategic Plan, Programs and Initiatives, and Physical Resources. Ms. Bolin provided a map of the campus illustrating examples of needs of the different academic colleges. (This illustration is available in the meeting materials.) She further described how smart growth principles are used in the comprehensive planning decisions. Examples include: Ensuring that new growth and development meet multiple goals; use limited resources efficiently; and maximize investments.

Budget and Trade-offs

In the second part of the Joint Committee Meeting Vice President for Finance and Administration, Steve Golding, presented to the Trustees on budget trade-offs. He

pointed out that the Board normally makes decisions regarding tuition for the upcoming year at the spring board meeting. However, the administration is recommending that the Board wait until the June meeting for two reasons:

- The administration is still reviewing budgets for 2014 – 15, and will have a better understanding of resource requirements by June; and
- To provide time for the board and the university community to consider the implications of the trade-offs of different tuition scenarios.

The presentation began with an overview of themes that have informed budget deliberations to date. VPFA Golding discussed the importance of affordability for students, and some of the factors affecting higher education costs. He reviewed Ohio University's approaches to manage the budget realities, including:

- Administrative reallocation
- Endowment & annual giving
- Enrollment & program growth
- Continued support from the state
- Financial aid investment
- Moderate rate increase

VPFA Golding noted that growth in revenue sources has allowed the University to keep undergraduate tuition at moderate levels. He discussed examples of future challenges and opportunities for managing tuition costs, including limited expansion of the residential student base and incentivizing program growth using the RCM model.

He also discussed administrative reallocation of funds, $4.1 million this year, and plans in the future to identify opportunities for cost savings and revenue generation. Mr. Golding showed a list of FY 2014 allocations of one-time money, including investments in eLearning, Classroom upgrades, Technology initiatives and Academic swing space.

Following the overview of themes, Mr. Golding discussed the FY 2014 budget forecast. He highlighted the point that the University budgets at 98% of revenue, and explained that the conservative budgeting occurs so that units can be held harmless if they underperform in a given year. Mr. Golding then discussed the FY 2015 revenue forecast. He noted that increases are estimated in SSI, in tuition, and in general fee, totaling $32 million.

VPFA Golding then discussed the $100 million investment strategy, including a discussion of sources and uses of the funds used for these investments. He followed this with a discussion of SSI budget considerations. In particular, he noted that $13.6 million was generated from the RN to BSN program and that the University could not count on receiving these funds in the future based on ongoing discussions in Columbus related to changes in the SSI formula. He further explained that we should consider these funds as one time revenue for the coming fiscal year.

Mr. Golding then discussed planning assumptions. He reviewed a history of the University's revenue growth over the last several years and some of the underlying drivers of that growth. He noted the substantial increases in the endowment and annual giving in recent years as a positive. He then showed charts representing projected FY 2015 revenue and expense growth, assuming no tuition increase and a 1.5% increase. The chart can be found in the Board's meeting materials.

He discussed budget modeling scenarios moving forward, including macro budget assumptions. The scenarios modeled different tuition increase amounts (0%, 1%, and 1.5%). The assumptions were broken down according to projected sources, committed uses and potential uses. In all cases, the scenarios showed that there were insufficient funds to meet the total demand identified for the coming fiscal year.

Mr. Golding noted that the FY 2015 budget addressed the Board's faculty compensation priority as well as the Board's priority to deal with the deferred maintenance backlog, and the commitment to financial aid. He went on to discuss the enhanced financial aid investment, in particular, for supporting high need students. He noted that in comparison to the Fall 2013 class, the highest need students in the 2014 class will see an additional $700 in need-based institutional aid and $85 more in the Federal Pell Grant.

Mr. Golding then presented information on the trade-off choices associated in different tuition scenarios. Mr. Golding then discussed FY 2015 – FY 2020 assumptions, including expense growth in areas such as debt service, employee health care, faculty and staff compensation increases and compensation plan investments. He also described the impact of moderate rate increases in room, board, and tuition against the projected expense growth. A graph shown by Mr. Golding illustrates that moderate rate increases would fall substantially short of the overall expense growth.

Finally, Mr. Golding discussed next steps, including a proposal by the administration on tuition at the June BOT meeting. In the meantime, Mr. Golding and Dr. Benoit will meet with each college dean regarding their funding requests and associated plans. The administration will then take these issues and requests to the Budget Planning Council and to campus-wide budget forums. Based on these discussions, a recommendation will be made to the President and then to the Board.

<u>University Resources Committee</u>
Trustee King presented the Resources Committee report.

The resources committee heard from Candice Casto, Chief Finance and Investment Office, Foundation Operations, concerning the NACUBO Commonfund Study of Endowments (NCSE). Ms. Casto noted that since 2007, OHIO's endowment performance has matched or exceeded the NACUBO average.

Trustee King noted that several Consent Agenda items were forwarded from the Resources Committee for the Board's approval:

- Investment Policy Approval

- Corporate Resolutions Hirtle, Callaghan, & Co. LLC
- Corporate Resolutions BNY Mellon
- Construction Projects Approval – Schematic Design
- Construction Projects Approval – Construction
- Dublin Campus Permanent Utility Easement

Annual Debt Capacity Update
Ms. Beth Greene, Director of Debt Management, provide a debt capacity update to the Board, noting that there was little change since the prior update. Ms. Greene indicated that the University currently enjoys a very healthy financial condition. The impact of an additional $465 million debt through FY2020 on ratios is estimated to stretch the debt service to operations ratio to 7.7% for 2019, down from 9.2% as projected in the last debt capacity analysis. The 7.7% is outside the 6 -7% range recommended by the agencies which will require the University to carefully analyze the criticality to mission of specific projects for the period FY20-FY25.

Resolution, Utility Tunnel Emergency Repairs
SAVP Joe Lalley described the deterioration of the tunnel which runs between Richland Avenue and Baker University Center. An emergency resolution was introduced to facilitate acting on this emergency project.

Trustee King moved the resolution to vote, Trustee Brightbill seconded the motion, the resolution passed.

APPROVAL TO PROCEED WITH CONSTRUCTON
FOR UTILITY TUNNEL EMERGENCY REPAIR
RESOLUTION 2014--3386

WHEREAS, a capital project is planned, and funded as follows:

- Utility Tunnel Emergency Repair project with a total budget of $2,000,000 to be funded by university reserves.

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 budget identified.

Resolution, Student Commons / Park Place Study
Trustee King reported on a resolution to endorse studies of the feasibility and design concepts for a student commons on Park Place. VP Golding highlighted that Park Place is owned by the City. This investigative process will involve the City of Athens, as well as other internal and external constituent groups.

Trustee King moved the resolution to vote, Trustee Brightbill seconded the motion, the resolution passed.

RESOLUTION TO SUPPORT FURTHER STUDY OF THE PARK PLACE STUDENT COMMONS CONCEPT RESOLUTION 2014 --3387

WHEREAS, the relocation of the Baker University Center to the south end of Court Street has served to move the center of campus away from the College Gate area and the addition of escalators in Baker Center has provided a convenient connector for the upper and lower campuses and changed student pedestrian traffic patterns significantly; and

WHEREAS, the Residential Housing Plan recognized these and other changes to the campus layout and has emphasized the creation and enhancement of new foot traffic 'sweep' patterns to accommodate the pedestrian traffic; and

WHEREAS, students are using the Park Place boulevard in increasing numbers as they travel between the East, South and West Greens and to the high activity areas of Alden Library and Baker University Center; and

WHEREAS, transitioning sections of Park Place into a student-oriented common space could lead to other student-focused programming possibilities along the boulevard; and

WHEREAS, from campus beautification and public safety perspectives it could be beneficial to reduce or eliminate vehicular traffic on Park Place between University Terrace and South Court Street.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees authorizes the President to engage in further study of the Park Place Student Commons concept.

Resolution, Ground Lease - Dublin Campus

Trustee King noted that Ms. Donna Goss provided an update on the Dublin site activities and, specifically, provided information on the Dublin Campus ground lease. The ground lease resolution applies to the Daimler Group which will develop a new facility on the Dublin site. The operating lease is currently being written by the University Legal Counsel and will have prohibited-use clauses as a way of ensuring appropriate business activities. The University will also be provided the right of first refusal in the event that Daimler chooses to sell the building in the future.

Trustee King moved the resolution to vote, Trustee Lake seconded the motion, the resolution passed.

GROUND LEASE TO ACCOMPLISH DEVELOPMENT OF MULTI-TENANT BUILDING ON DUBLIN CAMPUS RESOLUTION 2014 –3388

WHEREAS, Ohio University owns an approximately 60-acre site located in Dublin, Ohio, titled in the name of the Board of Trustees of Ohio University; and

WHEREAS, Ohio University has identified a 7.04-acre portion of this site as an optimal location for a two-phase multi-tenant building, which will house the Physician Assistant program of the College of Health Sciences and Professions and other academic programs; and

WHEREAS, after a competitive process, The Daimler Group ("Daimler") was selected to develop the building and related improvements; and

WHEREAS, Ohio Revised Code Section 3345.12(Q) authorizes a state university, acting through its board of trustees, to lease land to a developer that will construct an education facility and lease such facility back to the university for its use; and

WHEREAS, to accomplish the development described above, Daimler, on behalf of its subsidiary Dublin Bobcat I, LLC ("Dublin Bobcat"), requests a ground lease of the 7.04-acre site; and

WHEREAS, in connection with approval of this ground lease, the University will enter into a lease with Dublin Bobcat for classroom, office and related space in the building to be constructed on the leased land.

NOW, THEREFORE, BE IT RESOLVED, that under the authority of Ohio Revised Code Section 3345.12(Q) and related law, the Board of Trustees hereby approves a ground lease of approximately 7.04 acres to Dublin Bobcat, upon the terms negotiated and approved by the President or his designee.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby approves easements incident to the ground lease to allow Dublin Bobcat appropriate access to and maintenance and operation of the leased property, upon the terms negotiated and approved by the President or his designee.

Capital Campaign Update
Trustee King noted that 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 just over $447 million. Endowment gifts continue to account for the largest percentage of new gifts.

University Academics Committee
Trustee Wolfort presented the Academics Committee report.

Academic Quality – Dashboard
Honors Tutorial College Dashboard
Trustee Wolfort noted that Jeremy W. Webster, Dean of the Honors Tutorial College, provided an overview of Honors Tutorial College. Dean Webster presented goals for the HTC including:

- increasing diversity – multi-culturally, economically, and internationally
- expanding the office of nationally competitive awards
- expanding research apprenticeship program
- increasing alumni involvement and giving

Graduate College Dashboard
Joseph C. Shields, Vice President for Research & Creativity and Dean of the Graduate College, provided an overview of the Graduate College to the Academics Committee. He provided updates on numbers of degree completions and the transition of the admissions process from paper to electronic media.

Dr. Shields also discussed on-line graduate education, with a focus on maintaining quality. He noted that no doctoral programs are currently being offered online. He pointed out that RACGS just denied the addition of an online doctoral program in nursing at another institution. However, there are a growing number of online doctoral programs being offered by well-respected institutions.

Standing Reports & Updates
Information Technology Update
Duane Starkey, Interim Chief Information Officer, provided an overview of OIT. Mr. Starkey reported to the Committee on current initiatives:

- Search for a Senior Vice Provost for Instructional Innovation (a new position)
- All faculty, staff, and students will be on the same calendaring system
- A new telephone system
- Updating the ID card system

Institutional Equity Update
Institutional Equity is the University's civil rights compliance office. The office is headed by Dianne Bouvier. The office provides guidance to individuals and units University-wide on a wide variety of issues related to equal opportunity and accessibility for persons with disabilities.

Institutional Equity participates in reviewing the hiring process to ensure the University's diversity initiative is being followed, and interacts with federal and state agencies and community representatives. The office also conducts investigations into complaints of harassment and discrimination in addition, they offer training services.

Academic Quality – Initiatives

AQIP Update
Michael Williford, Associate Provost for Institutional Accreditation, reported that preparation is underway for Ohio University's reaffirmation of accreditation, with the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools, which is scheduled to take place in 2015-16.

The Systems Appraisal was recently returned earlier than expected by AQIP with the category "Helping Students Learn" emphasized most in the AQIP accreditation process. AQIP is very pleased with Ohio University's efforts in this area and comments in this area were very positive.

Living and Learning Update
Ryan Lombardi, Vice President for Student Affairs, introduced two staff members who provided the update to the committee. The Committee was informed that the University has over 500 student employment opportunities (RAs, etc.). Through construction processes, we are creating more spaces where both students and faculty feel welcome. Office space in dorms where student support staff can go to meet with students is also being provided with space for Faculty in Residence opportunities.

Jefferson Hall is scheduled to go offline spring 2016 and will reopen in 2018 after an extensive renovation. Jefferson currently has 400 beds, and after renovation, there will be about 50 less in order to install elevators, ramps, and other updates not included in the original construction.

Campus-wide, the current 8000 bed program will continue, though the number of buildings will decrease from the current 42 to about 28 after all phases are complete.

Resolution: Faculty Compensation Plan

The Faculty Compensation Plan was moved from the Consent Agenda during the Academics Committee on Thursday. Trustee Wolfort moved the resolution to vote, Trustee Goodman seconded the motion.

Chair Anderson complimented Dr. Elizabeth Sayers, Chair of Faculty Senate, for her leadership in bringing the resolution forward.

A vote was taken and the resolution passed.

FACULTY COMPENSATION PLAN ENDORSEMENT
RESOLUTION 2014--3389

WHEREAS, the University 4 x 4 Strategic Plan includes a supporting priority of maintaining competitive total compensation for its faculty; and

WHEREAS, the Executive Vice President and Provost has chaired a Faculty Compensation Task Force to analyze the competitiveness of our faculty compensation relative to peer institutions; and

WHEREAS, that Task Force has recommended the following goals to:
- Move the average salary for tenure-track faculty on the Athens Campus to the position of 3rd for each rank among the four-year public universities in Ohio;
- Invest the same percentage in compensation for regional tenure-track faculty;
- Invest the same percentage in Group 2 faculty on the Athens and regional campuses;

• Evaluate employee health benefits and the impact of the Patient Protection and Affordable Care Act on total compensation; and

WHEREAS, the Faculty Senate endorsed these goals in a resolution at its February 10, 2013 meeting.

NOW THEREFORE, BE IT RESOLVED, the Ohio University Board of Trustees hereby supports the goals of the Faculty Compensation Plan.

Student Indebtedness
Dennis Irwin, Dean, Russ College of Engineering and Technology, provided a brief report regarding the findings and recommendations of the Student Indebtedness Workgroup. Ohio University ranks third from the bottom in Ohio for student indebtedness.

Governance Committee
Trustee Lake presented the report for the Governance Committee.
Meeting Dates for 2014-2015
Dr. Mather presented proposed meeting dates for the 2014-15 academic year, stating that they had been coordinated with the President's Council and the Foundation Board of Trustees. After discussion, the Committee accepted the proposed dates and will share them with the full Board.

Resolutions, Nominations for Chair and Vice Chair of the Board
Trustee Brightbill was nominated to serve as Board Chair for the coming year with a resolution moved to the full Board for consideration.

Trustee Lake moved the resolution to vote, Trustee Wolfort seconded the motion, the resolution passed.

ELECTION OF CHAIR
RESOLUTION 2014--3390

RESOLVED that David Brightbill be elected Chair of the Board of Trustees for the year beginning May 14, 2014, and ending May 13, 2015.

Trustee Wolfort was nominated to serve as Vice Chair for the coming year with a resolution moved to the full Board for consideration.

Trustee Lake moved the resolution to vote, Trustee Brightbill seconded the motion, the resolution passed.

ELECTION OF VICE CHAIR
RESOLUTION 2014--3391

RESOLVED that David Wolfort be elected as Vice Chair of the Board of Trustees for the year beginning May 14, 2014, and ending May 13, 2015.

Graduate Student Senate Constitution
Joel Newby, President of the Graduate Student Senate, explained proposed changes to the constitution of that body, which must be approved by the University Board of Trustees. The proposed changes consist of technical amendments relating to titles of officers and constituencies represented by senators, and with no objections, this item remains on the Consent Agenda.

Resolution, Board Policy on Presidential Performance Reviews
Mr. Biancamano explained proposed amendments to the Policy on Presidential Performance Reviews, which has not been revised since it was adopted in 2008. The changes clarify the Board's obligations under the Open Meetings Law and conform the policy to the Board's practices as they have evolved in recent years.

Trustee Lake identified a typo in the Resolution itself and stated the correction. That is a change should be changed from "adopted" to "adopt."

> Trustee Lake moved the amended resolution to a vote, Trustee Scholl seconded the motion. Before taking a vote, Chair Anderson asked for discussion on the Resolution and Trustee Goodman presented a motion to amend the Policy Resolution with the following:
>
> In the second paragraph, third line of the draft policy: move to strike "is encouraged to," and changed to "shall."
>
> A motion to accept the amended resolution by Trustee Goodman was seconded by Trustee King, and the amended Policy Resolution was approved.

BOARD POLICY ON PRESIDENTIAL PERFORMANCE REVIEWS
RESOLUTION 2014 –3392

WHEREAS, on February 8, 2008, this Board adopted its Policy on Annual and Comprehensive Presidential Performance Reviews, ("the Policy"); and

WHEREAS, the Board desires to revise the Policy to update its procedures in this regard;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby adopt the revised Board Policy for Annual and Comprehensive Presidential Performance Reviews attached hereto as Exhibit A.

<u>Audit Committee</u>

Trustee Goodman presented the Committee report.
Associate Vice President of Risk Management, Joe Adams, made a presentation to the Audit Committee on University Risk Management. The purpose of the program is to open the discussion about risks and harms in order to provide a safe, healthy, and environmentally responsible place.

The Presidential University Risk Council was created to conduct an assessment. They started with 120 problematic risks and have reduced that to about 20. An in-depth discussion ensued in the committee meeting to address one red-zone risk, of the seven identified: "party school reputation". These risks will be reviewed on a regular basis.

A presentation by Plante-Moran brought the Board up to date on their annual audit responsibilities. They provided a schedule of dates for their work to help with planning for VP Golding's staff. Concerns about the timing of the audit schedule with board meeting schedule were discussed. VP Golding and Plante-Moran were asked to revise the schedule, and present it in time for the June Board meeting, to enable the Committee to review audit findings before the audit is due to the State.

Jeff Davis provided the committee with a review of the internal audit committee. Mr. Davis also provided the board with a list of audit contractors who could help with construction project auditing needs as the University increases the number of construction projects. Interviews are in process.

Executive Committee
Chair Anderson gave the Executive Committee report.

Information on the financial strength of Ohio Health, which was requested by the Board of Trustees, was provided to the Board by VP Golding and GC Biancamano.

Chair Anderson also reported that the chairs of the standing Board committees for 2014 - 2015 will be as follows:

- Audit Committee: Trustee Goodman
- Governance Committee: Trustee Scholl
- Academics Committee: Trustee King
- Resources Committee: Trustee Anderson

CONSENT AGENDA

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

ENDOWMENT AND NON-ENDOWMENT INVESTMENT POLICIES RESOLUTION 2014 –3393

WHEREAS, The Board of Trustees of Ohio University is vested by Ohio Law (Section 3345.05 of the Revised Code) with certain responsibilities, as follows: 1) that title to

investments made by the Board of Trustees with funds derived from tuition, fees, subsidy and other revenues be held in trust by the Board of Trustees, and 2) that the Board of Trustees adopts an investment policy that complies with certain requirements as set forth in the statute, and 3) that the Board of Trustees establishes an Investment Committee that meets at least quarterly, and

WHEREAS, the Resources Committee of the Board of Trustees has reviewed and recommended formal adoption of The Ohio University Foundation investment policy as adopted by the Foundation board November 9, 2013, as it applies to endowment funds, which is also covered by Ohio Law (Section 3345.16 of the Revised Code) where the endowment investments are managed by The Ohio University Foundation, and

WHEREAS, The Board of Trustees has previously adopted a non-endowment investment policy that complies with Section 3345.05 of the Revised Code, and

WHEREAS, any funds invested as diversified pool investments, pursuant to the aforementioned non-endowment investment policy, will be further governed by the aforementioned endowment funds investment policy.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees recommends adoption of The Ohio University Foundation investment policy as adopted by the Foundation board November 9, 2013, as it applies to the University endowment funds.

BE IT FURTHER RESOLVED, that the performance of the endowment and any future modifications to The Ohio University Foundation investment policy will be presented to the Resources Committee for their review as necessitated by changes to the policy, and

BE IT FURTHER RESOLVED, that the Board of Trustees has empowered The Ohio University Foundation's Investment Committee to act on its behalf in accordance with the aforementioned investment policy, and

BE IT FURTHER RESOLVED, that the aforementioned endowment and non-endowment investment policies supersede all previously adopted investment related policies; and all prior resolutions concerning endowment and non-endowment investment policies of the Board of Trustees not specifically referenced herein shall be rescinded.

AUTHORIZATION TO TRANSACT BUSINESS WITH HIRTLE CALLAGHAN & CO. RESOLUTION 2014 --3394

WHEREAS, this Board desires to authorize the individuals listed below to transact business with financial institutions and investment managers on behalf of the University;

NOW THEREFORE, BE IT RESOLVED that the individuals listed below are appointed to the positions listed and that they are authorized to perform the functions of said positions on behalf of Ohio University;

Stephen T. Golding: Treasurer
Deborah J. Shaffer: Senior Associate Vice President for Finance and Administration
Candice J. Casto: Chief Finance & Investment Officer for Foundation Operations

BE IT FURTHER RESOLVED, that any one of the individuals listed above, acting alone, be and hereby is authorized and empowered to enter into an Agreement with Hirtle, Callaghan & Co., LLC, and any investment partnership or corporation in which Hirtle, Callaghan & Co., LLC serves as the investment manager or general partner; and is further authorized to have access to information for this account, including but not limited to on-line access to the Hirtle Callaghan website, custodial statements and quarterly presentations and the execution of such Agreement by such person shall be deemed to be conclusive evidence of such approval on behalf of the University;

BE IT FURTHER RESOLVED that any one of the individuals listed above, acting alone, be and hereby is authorized to issue instructions under such Agreement with respect to the deposit or withdrawal of cash and the deposit, withdrawal, purchase or sale of securities and other property without limitation as to price, terms or conditions and otherwise to deal therewith, all pursuant to the provisions of such Agreement; and is further authorized to have access to information for this account, including but not limited to on-line access to the Hirtle Callaghan website, custodial statements and quarterly presentations;

BE IT FURTHER RESOLVED that notice of any change in this resolution be communicated in writing to Hirtle, Callaghan & Co., LLC, and that upon actual receipt of such notice Hirtle, Callaghan & Co., LLC shall be authorized to act pursuant to such revised resolution; and

BE IT FURTHER RESOLVED that all authorities granted above and all notice obligations apply regarding any custody account established at any financial institution in connection with role of Hirtle, Callaghan & Co., LLC as financial advisor.

AUTHORIZATION TO TRANSACT BUSINESS WITH BNY MELLON RESOLUTION 2014 –3395

WHEREAS, this Board desires to authorize the individuals listed below to transact business with financial institutions and investment managers on behalf of the University;

NOW THEREFORE, BE IT RESOLVED that the individuals listed below are appointed to the positions listed and that they are authorized to perform the functions of said positions on behalf of Ohio University;
Stephen T. Golding: Treasurer
Deborah J. Shaffer: Senior Associate Vice President for Finance and Administration
Candice J. Casto Chief Finance & Investment Officer for Foundation Operations

BE IT FURTHER RESOLVED that that any one of the officers listed above, acting alone**,** be and hereby is authorized and empowered to enter into an Institutional Custody Agreement with BNY Mellon substantially in the form attached hereto with such changes thereto as the person executing the same shall deem advisable and that the execution of such Agreement by such person will be conclusive evidence of such approval on behalf of the University; and

BE IT FURTHER RESOLVED that any one of the officers listed above, acting alone, be and hereby is authorized from time to time to issue instructions under such Institutional Custody Agreement with respect to the deposit or withdrawal of cash and the deposit, withdrawal, purchase or sale of securities and other property without limitation, as to price, items or conditions and otherwise to deal therewith, all pursuant to the provisions of the Institutional Custody Agreement and is further authorized to have access to information for this account;

BE IT FURTHER RESOLVED that notice of any change in this resolution be communicated in writing to BNY Mellon, and upon actual receipt of such notice BNY Mellon shall be authorized to act pursuant to such revised resolution.

APPROVAL OF PROJECTS AND TO UNDERTAKE SCHEMATIC DESIGN FOR THE BOYD DINING HALL RENOVATION, SCHOONOVER CENTER PHASE 2, AND OUHCOM CLEVELAND
RESOLUTION 2014--3396

WHEREAS, three capital projects are planned and funded as follows:
• Boyd Dining Hall Renovation with a schematic design budget of $200,000 and a total project budget of $9 million to be funded by internal working capital;
• Schoonover Center Phase 2 with a schematic design budget of $4.4 million and a total project budget of $17.4 million to be funded by state appropriations, debt and gifts;
• OUHCOM Cleveland with a schematic design budget of $1.7 million and a total project budget of $20.2 million to be funded by internal loans; and

WHEREAS, all three capital projects are part of the Capital Improvement Plan FY2015-FY2020 approved by the board in October 2014.

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.

APPROVAL TO PROCEED WITH CONSTRUCTON FOR THE ALLEN STUDENT HELP CENTER RELOCATION, COLLEGE GREEN EXTERIOR PAINTING, COLLEGE GREEN LANDSCAPE IMPROVEMENTS, CONVOCATION CENTER CONCRETE REPAIR, CRAWFORD HALL ROOF & MACKINNON HALL GUTTER REPLACEMENT, MEMORIAL AUDITORIUM UPGRADES, PARK PLACE TUNNEL REPAIRS, PICKERING HALL ELECTRICAL AND FIRE ALARM REPLACEMENTS, READ HALL ROOF REPLACEMENT, SOUTH GREEN ELECTRICAL SUBSTATION REPLACEMENT, SOUTHERN CAMPUS HVAC IMPROVEMENTS, and WEST GREEN ROOF REPLACEMENTS RESOLUTION 2014--3397

WHEREAS, twelve capital projects are planned, and funded as follows:
• Allen Student Help Center Relocation with a total budget of $700,000 to be funded by university reserves;
• College Green Exterior Painting with a total budget of $750,000 to be funded by state appropriations;
• College Green Landscape Improvements with a total budget of $1.25 million to be funded by university reserves;
• Convocation Center Concrete Repair with a total budget of $1.1 million to be funded by state appropriations;
• Crawford Hall Roof and Mackinnon Hall Gutter Replacement with a total budget of $1.2 million to be funded by residential housing reserves;
• Memorial Auditorium Upgrades with a total budget of $1.5 million to be funded by state appropriations;
• Park Place Tunnel Repairs with a total budget of $1.2 million to be funded by state appropriations;
• Pickering Hall Electrical and Fire Alarm Upgrade with a total budget of $900,000 to be funded by residential housing reserves;
• Read Hall Roof Replacement with a total budget of $800,000 to be funded by residential housing reserves;
• South Green Electrical Substation Replacements with a total budget of $2.34 million to be funded by residential housing reserves ($1,614,600), culinary services reserves ($234,000) and general fund central or debt ($491,000);
• Southern Campus HVAC Improvements with a total budget of $700,000 to be funded by state appropriations ($660,000) and regional higher education reserves ($40,000); and

• West Green Roof Replacements with a total budget of $1.1 million to be funded by state appropriations.

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.

HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE DUBLIN CAMPUS UTILITY EASEMENT RESOLUTION 2014 –3398

WHEREAS, Ohio University is renovating the Dublin campus buildings of the Heritage College of Osteopathic Medicine, in accordance with Board Resolution 2013-3315; and

WHEREAS, in connection with those renovations, Ohio Power Company, a subsidiary and operating unit of American Electric Power, has requested an easement to install, operate and maintain an upgraded transformer and related utility infrastructure, to better serve the Dublin campus; and

WHEREAS, the easement requested by Ohio Power Company is approximately ten feet in
width and 120 feet in length, as depicted on the attached drawing and legal description.

NOW, THEREFORE, BE IT RESOLVED, that in consideration of the sum of One Dollar ($1.00), the Board of Trustees does hereby grant to Ohio Power Company an easement over the property described in the attached survey for the purpose of allowing it to install, operate and maintain an upgraded transformer and related utility infrastructure.

BE IT FURTHER RESOLVED, that the President or his designee is hereby authorized to approve and execute such easement in accordance with Ohio law.

RESOLUTION TO ADOPT COMPLETION PLAN RESOLUTION 2014—3399

WHEREAS, Am. Sub. H. B. No. 59, adopted by the 130th General Assembly, requires that "not later than June 30, 2014, the board of trustees of each institution of higher education, shall adopt an institution-specific strategic completion plan designed to increase the number of degrees and certificates awarded to students; and

WHEREAS, the plan shall be consistent with the mission and strategic priorities of the institution, include measureable student completion goals, and align with the state's workforce development priorities; and

WHEREAS, upon adoption by the board of trustees, each institution of higher education shall provide a copy of its plan to the Chancellor of the Ohio Board of Regents."

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees adopts the "Ohio University Completion Plan" attached hereto as Exhibit A and instructs the Secretary of the Board to provide a copy of the Plan to the Chancellor of the Ohio Board of Regents.

MAJOR AND DEGREE PROGRAM REVIEWS
RESOLUTION 2014 –3400

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

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

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

THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts the program review for the following programs on the Chillicothe, Lancaster, and Southern campuses:

- Computer Science Technology

GRADUATE COLLEGE DOCTOR OF PHILOSOPHY IN TRANSLATIONAL BIOMEDICAL SCIENCES
RESOLUTION 2014--3401

WHEREAS, the Graduate College has proposed offering a Doctor of Philosophy in Translational Biomedical Sciences program, and

WHEREAS, the proposed program has the support of Graduate Council, University Curriculum Council, and the Executive Vice President and Provost, and

WHEREAS, the program will be supported by faculty expertise across multiple academic colleges related to health science, and

WHEREAS, the program responds to national and state needs for leaders in translating basic research into enhanced healthcare outcomes.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Doctor of Philosophy in Translational Biomedical Sciences by the Graduate College.

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS
DEPARTMENT OF REHABILITATION AND
COMMUNICATION SCIENCES
MASTER OF PHYSICIAN ASSISTANT PRACTICE
RESOLUTION 2014 –3402

WHEREAS, in Resolution No. 2014 - 3383, this Board approved the Master of Physician Assistant Studies, ("the Program"), to be offered by the Department of Rehabilitation and Communication Sciences in the College of Health Sciences and Professions; and

WHEREAS, the Department of Rehabilitation and Communication Sciences desires that the Program be offered under the title, "Master of Physician Assistant Practice",

NOW THEREFORE, BE IT RESOLVED, that the Program offered by the Department of Rehabilitation and Communication Sciences in the College of Health Sciences and Professions and approved by this Board in Resolution No. 2014 - 3383 shall be formally designated the "Master of Physician Assistant Practice".

AMENDMENT TO THE GRADUATE STUDENT SENATE CONSTITUTION
RESOLUTION No. 2014 -3403

WHEREAS, Article X, Section A (4) of the Constitution of the Graduate Student Senate states that proposed amendments shall be adopted by a concurrence of two-thirds of the total voting membership of the Senate; and

WHEREAS, Article X, Section B of the Constitution requires that upon approval by the Senate, amendments to the Constitution shall be presented to the Ohio University Board of Trustees for their approval; and

WHEREAS, the Amendment to the Constitution of the Graduate Student Senate attached hereto as Exhibit A has been properly adopted by the Senate as required by Article X, Section A (4) of the Constitution and has been submitted to this Board for approval;

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees formally approves the Amendment to the Constitution of the Graduate Student Senate attached hereto as Exhibit A.

UNFINISHED BUSINESS
None.

NEW BUSINESS
None.

COMMUNICATIONS, PETITIONS, AND MEMORIALS
Jill Pittman was recognized by Secretary Mather for her help with the Board and congratulated her on her new position with the Heritage College.

President McDavis recognized and praised outgoing-Trustee Roden for her involvement as a student trustee.

President McDavis also recognized and praised outgoing-trustee Hilyard's service as Chair of the Alumni Association Board, the university position which represents Alumni on the Board.

President McDavis recognized and praised Chair Anderson for her service as Chair of the Board of Trustees and for her continued service on the Board.

ANNOUNCEMENT OF NEXT STATED MEETING DATE
June 26, 27 at Ohio's Eastern Campus in St. Clairsville.

ADJOURNMENT at 12:18 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.

Sandra J. Anderson Chairperson	Peter C. Mather Secretary

APPENDIX

JOINT COMMITTEE MEETING

Joint Committee Meeting
March 13, 2014, 9:30 a.m.

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

Transforming OHIO

The Joint Committee began with a presentation on Transforming OHIO—that is, a discussion of how smart growth strategies are being used to transform OHIO. Executive Vice President and Provost Pam Benoit opened the presentation on projects and initiatives designed to transform Ohio University. She began with a discussion of smart growth strategies. Smart growth has infused recent planning processes, which include:

- Making strategic investments in new academic programs and initiatives that diversify revenue streams and promote economic stability
- Developing flexible budget strategies
- Developing management practices to ensure that resources are used efficiently and meet the academic needs of the campus

EVPP Benoit discussed examples of OHIO's smart growth practices: Space Management, Service Alignment Initiative, $100 Million Plan, Enrollment Plan, Twenty-Year Capital Plan, and the Administrative Space Strategy. The planning process has advanced through being adaptable to changing needs, leveraging partnerships, prioritizing projects and initiatives, exploring connections among initiatives and projects, short and long-term planning, and diversification of revenue streams.

Dr. Benoit also discussed recent planning history, beginning with Vision Ohio. She noted that Vision Ohio led to a space needs assessment, campus master plan, and a housing study. The emergent priorities were implemented in the biennial state capital planning process. She stated that the Vision Ohio master plan has been implemented, with some adaptations from the original 2006 master plan. Provost Benoit further noted that the FY2015 – FY2020 Capital Plan included several new projects not envisioned in 2006. In particular, the new Capital Plan brought into sharper focus the need for exploration in project synergies and the need for a comprehensive master plan update.

EVPP Benoit explained that the planning process is wide-ranging, and includes:

- **Academic Planning:** College-level and University-level strategies to advance the mission, leverage assets and take advantage of trends, diversify revenues, remain competitive, and maintain quality.
- **Innovation Study:** College-level and University-level strategies that will help Deans develop collaborative research and innovation activities.
- **Real Estate:** Leveraging investments in recognition of the evolving priorities of the university.
- **Interdisciplinary Science and Bio-Medical Clinical Facilities:** Creating opportunities for interdisciplinary study, collaboration, & partnerships.
- **Comprehensive Planning Exercise:** Guiding plan that encompasses University planning efforts and strategies and provides the framework for future development.

EVPP Benoit discussed the Academic Planning process, which is guided by the 4 X 4 strategic planning matrix and institutional goals: 1) to be the nation's best transformative learning community; 2) to position OHIO as a highly sought after educational partner in the state; and 3) to be one of the nation's leading regional research universities.

Dr. Benoit provided Academic Planning examples from the College of Arts and Sciences; the College of Health Care and Professions; and the College of Business. The examples included physical plant enhancements; curricular delivery innovations; development of new academic programs and centers; and co-curricular program development.

EVPP Benoit then discussed smart growth strategies for the University, and provided illustrations showing how the 2015 – 2020 Capital Plan aligns with these strategies. She also discussed related initiatives, including Technology Commercialization, the Promises Lives Campaign, and the Total Compensation Plan that are essential aspects of OHIO's smart growth.

EVPP Benoit then introduced Eva Klein, consultant, to present on the University's Innovation Strategies.

Ms. Klein provided a schema, illustrating higher education's important place in economic development strategies, alongside other sectors, including government, industry, and non-profit. She then outlined the process and timeline for the Innovation work plan, which has begun and is expected to be completed by the late summer. Proposed innovation themes include: Business and Economic Innovation; Public Policy and Social Innovation; Quality of Place Innovation; and Teaching and Learning Innovation.

Ms. Klein discussed the objectives for the Innovation Strategy Initiative, which include: Defining college and university-level innovation strategies; Defining satellite location strategies; Improving responsiveness to mandates (regarding beneficial impact on economic development); Strategizing for continued growth in Athens; Strengthening the innovation infrastructure; and Planning resources and investments.

Dr. Klein noted that the university is defining portfolios—that is, broad categories of societal, economic, and business problems that match the University's strengths and assets.

In filling these needs, approaches will include giving attention to multidisciplinary, cross-college capabilities; preparing internal "proposals" for special investment funding; and using defined criteria, select priority niches to fund; monitoring progress into the future; and selecting additional niches over time.

Dr. Benoit then introduced Donna Goss, Director of Real Estate and Economic Development, who discussed real estate strategies. Ms. Goss noted that the real estate plan is an enabler of the academic work on the University. The plan includes several categories of portfolio holdings. Ms. Goss described real estate principles: Land use and development strategies; Investment strategies; Campus stewardship strategies; Economic development strategies; Business principles and strategies. She went on to describe the status of particular areas: East State Street and the West Union Street, and noted that the real estate strategy is informed by academic and administrative space needs and impacts on the University's Comprehensive Plan.

Dr. Joe Shields, Vice President for Research and Creative Activity and Dean of the Graduate College described plans for Interdisciplinary Science & Bio-medical Clinical Facilities, which are important elements of the University's smart growth strategy. The projects described by Dr. Shields represent examples of a greater project. Dr. Shields emphasized the interdisciplinary connections that can be enriched through the development of new facilities. He noted that conceptualizing these facilities is a process engaging a variety of OHIO stakeholders, including academic colleges centers and programs. He discussed parallel discussions with OhioHealth. He emphasized that the principles of smart growth undergird these plans.

EVPP Benoit then asked Shawna Bolin, University Planner, to provide a Comprehensive Plan update. Ms. Bolin noted that the Comprehensive Plan includes the Academic Strategic Plan, Programs and Initiatives, and Physical Resources. An important principle is that this campus master plan is a physical manifestation of the University's strategic plan. Therefore, a larger vision provides guidance to facilities plans. Ms. Bolin then provided a map of campus illustrating examples of needs of the different academic colleges. (This illustration is available in the meeting materials.) She further described how smart growth principles are used in the comprehensive planning decisions. Examples include: Ensuring that new growth and development meets multiple goals; use limited resources efficiently; and maximize investments.

Dr. Benoit noted that the administration will be asking the board for their approval on various related projects and initiatives in the future. She emphasized the integrated nature of this work and the emphasis on paying attention to shifting landscape in respect to technology, student demography and public policy.

Budget Trade-offs

The second part of the Joint Committee Meeting was Vice President for Finance and Administration, Steve Golding, presenting to the trustees on budget trade-offs. He pointed out that the board normally makes decisions regarding tuition for the upcoming year at the spring board meeting. However, the administration is recommending that the

board wait until the June meeting for two reasons: 1) the administration is still reviewing budgets for 2014 – 15, and will have a better understanding of resource requirements by June; and 2) to provide time for the board and the university community to consider the implications of the trade-offs of different tuition scenarios.

The presentation began with an overview of themes that have informed budget deliberations to date. VPFA Golding discussed the importance of affordability for students, and some of the factors affecting higher education costs. He reviewed Ohio University's approaches to manage the budget realities, including:

- Administrative reallocation
- Endowment & annual giving
- Enrollment & program growth
- Continued support from the state
- Financial aid investment
- Moderate rate increase

VPFA Golding noted that growth in revenue sources has allowed the University to keep undergraduate tuition at moderate levels. He discussed examples of future challenges and opportunities for managing tuition costs, including limited expansion of the residential student base and incentivizing program growth using the RCM model. He also discussed administrative reallocation of funds, $4.1 million this year, and plans in the future to identify opportunities for cost savings and revenue generation. Mr. Golding showed a list of FY 2014 allocations of one-time money, including investments in eLearning, Classroom upgrades, Technology initiatives and Academic swing space.

Following the overview of themes, Mr. Golding discussed the FY 2014 budget forecast. He highlighted the point that the University budgets at 98%, and explained that the conservative budgeting occurs so that units can be held harmless if they underperform in a given year. Mr. Golding then discussed the FY 2015 revenue forecast. He noted that increases are estimated in SSI, in tuition, and in general fee, totaling $32 million.

VPFA Golding then discussed the $100 Million investment strategy, including a discussion of sources and uses of the funds used for these investments. He followed this with a discussion of SSI budget considerations. In particular, he noted that $13.6 million was generated from the RN to BSN program and that the University could not count on receiving these funds in the future based on ongoing discussions in Columbus related to changes in the SSI formula. He further explained that we should consider these funds as one time revenue for the coming fiscal year.

Mr. Golding then discussed planning assumptions. He reviewed a history of the University's revenue growth over the last several years and some of the underlying drivers of that growth. He noted the substantial increases in the endowment and annual giving in recent years as a positive. He then showed charts representing projected FY 2015 revenue and expense growth, assuming no tuition increase and a 1.5% increase. The chart can be found in the Board's meeting materials.

He discussed budget modeling scenarios moving forward, including macro budget assumptions. The scenarios modeled different tuition increase amounts (0%, 1%, and 1.5%). The assumptions were broken down according to projected sources, committed uses and potential uses. In all cases, the scenarios showed that there were insufficient funds to meet the total demand identified for the coming fiscal year.

Mr. Golding noted that the FY 2015 budget addressed the Board's faculty compensation priority as well as the Board's priority to deal with the deferred maintenance backlog, and the commitment to financial aid. He went on to discuss the enhanced financial aid investment, in particular, for supporting high need students. He noted that in comparison to the Fall 2013 class, the highest need students in the 2014 class will see an additional $700 in need-based institutional aid and $85 more in the Federal Pell Grant.

Mr. Golding then presented information on the trade-off choices associated in different tuition scenarios. One consideration highlighted by Mr. Golding is that many of the investments are intended to result in increased revenue generation, for example: instructional capacity to meet enrollment growth; recruiting faculty with in-demand skills; program creation and expansion; and student engagement. He also described a number of administrative investment needs, including additional police officers, compliance personnel, grant writers and inflation.

Mr. Golding then discussed FY 2015 – FY 2020 assumptions, including expense growth in areas such as deb service, employee health care, faculty and staff compensation increases and compensation plan investments. He also described the impact of moderate rate increases in room, board, and tuition against the projected expense growth. A graph shown by Mr. Golding illustrates that moderate rate increases would fall substantially short of the overall expense growth.

Finally, Mr. Golding discussed next steps, including a proposal by the administration on tuition at the June BOT meeting. In the meantime, Mr. Golding and Dr. Benoit will meet with each college dean regarding their funding requests and associated plans. The administration will then take these issues and requests to the Budget Planning Council and to campus-wide budget forums. Based on these discussions, a recommendation will be made to the President and then to the Board.

Resources Committee Meeting
March 13, 2014, 1:30 pm

Committee Chair Janetta King called the meeting to order at 1:31 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.

VP Golding introduced Colleen Bendl, Chief Human Resource Officer, who has been onboard for about a month. VP Golding also announced that an emergency resolution

will be brought forth during this meeting to address repairs to the tunnel system on Mulberry Street and that a resolution will be pulled from the consent agenda.

- **NACUBO Endowment Update**

VP Golding introduced Candice Casto, Chief Finance and Investment Officer, Foundation Operations. Ms. Casto described that 800+ higher education institutions and related foundations report as part of the NACUBO Commonfund Study of Endowments (NCSE). Charted performance to the NCSE average since 1999 shows that in 2007 OHIO began to match or exceed the NACUBO average. OHIO's 1- and 5-year returns exceed total average for NCSE peers.

- **Consent, Investment Policy Update**

Ms. Casto reminded that she presented the Investment Policy at their January meeting and requested the trustees review for action at this meeting.

Trustee Goodman questioned the clause 'funds held in trust by the Board Trustees' in the resolution as it pertains to University funds invested by the Foundation. VP Golding discussed that the University endowments and the decision of the University Board at that time to adopt the Foundation investment policy is being reaffirmed by the board via the attached resolution. The University Board still owns, controls and has a fiduciary duty over those funds.

General Counsel Biancamano noted that the resolution recognizes the sections of the ORC that pertain to such funds – 3345.05 and 3345.16. The managing fiduciary for the Foundation is Hirtle, Callaghan & Co., LLC and the firm manages to the terms of the Investment Policy. VP Golding reviewed the process of their management and how their due diligence and proper authority is obtained prior to any investment management decisions which are acted upon.

Chair King recommended that the Investment Policy resolution remain on the Consent Agenda for the March 14, 2014 Board of Trustee meeting; there were no objections.

- **Consent, Corporate Resolution Hirtle, Callaghan & Co., LLC**

VP Golding discussed the nature of the two corporate resolution agenda items requiring Board action. Trustee Goodman asked why not require two authorized signatures versus the one signature called for in the resolution. VP Golding reminded that this is a process for establishing accounts and not one for withdrawing or movement of funds. Ms. Casto also stated that two signatures are obtained for the movement of funds greater than $50,000. The committee determined that there was minimal risk and the resolutions could remain on the consent agenda unchanged.

Chair King recommended that the Corporate Resolution Hirtle, Callaghan & Co., LLC resolution be retained on the Consent Agenda for the March 14, 2014 Board of Trustee meeting; there were no objections.

- **Consent, Corporate Resolution BNY Mellon**

Chair King recommended that the Corporate Resolution BNY Mellon resolution be retained on the Consent Agenda for the March 14, 2014 Board of Trustee meeting; there were no objections.

- **Annual Debt Capacity Update**

Ms. Beth Greene, Director of Debt Management, noted that this is the third debt capacity update to the board and that there is little change since the prior update. Ms. Greene reminded that in assessing credit strength, the rating agencies look at both quantitative and qualitative reasons for an institutions debt issuances – issuances that tie to the academic mission are viewed more favorably. The University currently enjoys a very healthy financial condition. The impact of an additional $465 million debt through FY2020 on ratios is estimated to stretch the debt service to operations ratio to 7.7% for 2019, down from 9.2% as projected in the last debt capacity analysis. The 7.7% is outside the 6-7% range recommended by the agencies which will require the University to carefully analyze the criticality to mission of specific projects for the period FY20-FY25. Other ratios continue to be very strong over the longer term. The current plan is sustainable, but care must be taken to make sure that the university does not get shut out of the capital market.

VP Golding commented that Ms. Greene is very conservative when she performs these analyses. Growing the balance sheet via the endowment programs will benefit the University and its ability to continue to access the capital markets.

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

VP Golding introduced AVP for Facilities Harry Wyatt to provide the presentations for the construction projects.

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

Chair King recommended that the Construction Projects – Schematic Design resolution be retained on the Consent Agenda for the March 14, 2014 Board of Trustee meeting; there were no objections.

- **Consent, Construction Projects Approval - Construction**

AVP Wyatt provided brief summaries of the twelve projects for construction approval.

Chair King recommended that the Construction Projects – Construction resolution be retained on the Consent Agenda for the March 14, 2014 Board of Trustee meeting; there were no objections.

- **Resolution, Utility Tunnel Emergency Repairs**

SAVP Joe Lalley, described the deterioration of the tunnel which runs between Richland Avenue and Baker University Center just discovered this week, the steps which will begin tomorrow to analyze the situation and scope the project, and the preliminary budget to date. An emergency resolution is included to facilitate acting on this emergency project.

Trustee Anderson moved to recommend approval to the full board of the resolution to approve the Utility Tunnel Emergency Repair. Trustee Cooper provided a second and the committee approved the motion unanimously.

President McDavis remarked that the higher education capital bill recommendations are currently in the General Assembly and he is anticipating Governor approval of the bill thereby funding our proposed deferred maintenance plan. In the event funding is not approved, VP Golding discussed that project deferral would be necessary in many instances and reserve funds would be used for mission critical projects in hopes that a capital bill would be forthcoming

- **Resolution, Student Commons / Park Place Study**

VP Golding reviewed a concept that has been being discussed due to the new and evolving traffic patterns on campus along the Park Place corridor. Park Place is a city street and, provided the Board endorses further study, future planning conversations and studies will involve the City and other internal and external interested parties. The study would consider programmatic possibilities and needs as well as the existing health, life, and safety issues created by competing pedestrian and vehicular traffic along Park Place. This study could be imbedded in the Comprehensive Master Plan project discussed in the morning's Joint session.

Trustee Anderson moved to recommend approval to the full board of the resolution to endorse the Student Commons / Park Place Study. Trustee Cooper provided a second and the committee approved the motion unanimously.

- **Resolution, Ground Lease - Dublin Campus**

VP Golding introduced Donna Goss, Director of Real Estate and Economic Development. Ms. Goss provided an update on the Dublin site activities. The ground lease resolution applies to the Daimler Group which will develop a new facility on the Dublin site. The operating lease is currently being written by the University Legal Counsel and will have prohibited-use clauses as a way of ensuring appropriate business activities. The University will also be provided the right of first refusal in the event that

Daimler chooses to sell the building in the future. At this time the Physician Assistant program will occupy the 1st floor, other university programs or academic uses will occupy the 2nd and 3rd floors. Trustee Goodman discussed a number of concerns including the possibility of tenant issues.

Trustee Anderson moved to recommend approval to the full board of the resolution to approve the Ground Lease for the Dublin Campus. Trustee Cooper provided a second. Motion was approved by majority vote with Trustee Goodman voting against.

- **Consent, Dublin Campus Permanent Utility Easement**

Ms. Goss asked that the Permanent Utility Easement resolution be removed from the consent agenda.

Trustee King moved to remove the Dublin Campus Permanent Utility Easement resolution from the consent agenda. Trustee Cooper provided a second and the committee approved the motion unanimously.

- **Annual HR Report**

VP Golding advised that the annual HR Report is included for Trustee information purposes and that he is available for discussion.

- **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 just over $447 million. Endowment gifts continue to account for the largest percentage of new gifts. The Scholarship matching program has had a significant impact since being announced.

Campaign goal communication is being considered at this time to 'announce' the milestone attainment of $450 million, but do want to continue to drive the campaign efforts until the end – there are still tremendous needs.

Meeting adjourned at 3:43 p.m.

University Academic
Ohio University, Athens Campus
Margaret M. Walter Hall, Room 125/127
March 13, 2014, 1:30 p.m.

The meeting was called to order at 1:28 PM by David A. Wolfort, committee chair.

Members:
Kevin B. Lake
Dave Scholl
Janelle Simmons
David Thomas, faculty representative
Peggy Viehweger, national trustee
Keith Wilbur, student trustee

All members were present.

Academic Quality - Dashboard

- **Honors Tutorial College Dashboard**
  Jeremy W. Webster, Dean of the Honors Tutorial College, provided an overview of Honors Tutorial College.
    - The Provost's Undergraduate Research Fund was made available to students across all Ohio University campuses for the first time this year.
    - Freshman students admitted to Ohio University who express an interest in HTC will have their applications forwarded to HTC if they qualify. Students in other colleges may apply to HTC as well.
    - Dean Webster presented goals for the HTC including:
        - increasing diversity – multi-culturally, economically, and internationally
        - expanding the office of nationally competitive awards
        - expanding research apprenticeship program
        - increasing alumni involvement and giving
            - An alumni newsletter that had been moved to digital only some time ago is once again sent hard copy as the digital means of engaging alumni proved ineffective.
            - Alumni are being invited to campus for various activities.

Graduate College Dashboard
Joseph C. Shields, Vice President for Research & Creativity and Dean of the Graduate College, provided an overview of the College.

- The number of master's degree completions is increasing significantly and the number of doctoral degree completions remains steady.
- The number of international students in graduate programs is stable, although the percentage is decreasing. This is due mostly to the addition of online programs that attract domestic students primarily.
- The admissions process is moving to an electronic system that is scheduled to be fully operational soon.
- Expanding the Start Smart negotiation skills workshop primarily created to help women to develop negotiation skills. Women historically do not negotiate salary during the hiring process as well as men. The workshop is open to both genders.

- Growth is occurring significantly in online programs.
    - Quality is maintained through selection – not all programs can be offered online (Physics, Astronomy, etc.)
    - The College is continually working to identify the needs of these students in order to support them effectively.
    - No doctoral programs are currently being offered online. RACGS just denied the addition of an online doctoral program in nursing at another institution. However, there are a growing number of online doctoral programs being offered by well-respected institutions.

Standing Reports & Updates

- **Information Technology Update**
  Duane Starkey, Interim Chief Information Officer, provided an overview of OIT.
    - Small IT Systems Committee was created to improve the way small projects are supported. Additional staff will be added to manage and prioritize these smaller projects. These projects are those under $250,000. IT projects over this amount require additional approvals.
    - Search is underway for a newly created position: Senior Vice Provost Instructional Innovation. Under the leadership of this new position, academic technologies and other efforts in support of faculty instruction will be combined and directed.
    - Many projects are underway.
        - All faculty, staff, and students will be on the same calendaring system.
        - A new telephone system will be in place.
        - The ID card system will be updated.
        - Complete searches for unfilled positions.
- **Institutional Equity Update**
  Institutional Equity is the university's civil rights compliance office. Dianne Bouvier, interim executive director, introduced the Institutional Equity staff all of whom were in attendance.
    - The office provides guidance to individuals and units University-wide on a wide variety of issues related to equal opportunity and accessibility for persons with disabilities
    - Participates in reviewing the hiring process to ensure the University's diversity initiative is being followed.
    - Interacts with federal and state agencies and community representatives.
    - Conducts investigations into complaints of harassment and discrimination.
    - Offers training.
    - Questions for clarity were posed and were responded to.

Academic Quality – Initiatives

- **AQIP Update**
  Michael Williford, Associate Provost for Institutional Accreditation, provided the overview.

- Preparation is underway for Ohio University's reaffirmation of accreditation, with the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools, which is scheduled to take place in 2015-16.
- The Systems Appraisal was recently returned by AQIP.
  - AQIP Criterion One "Helping Students Learn" is the one emphasized most in the AQIP accreditation process.
  - AQIP is very pleased with Ohio University's efforts in this area and comments in this area were very positive.

- **Living and Learning Update**
  Ryan Lombardi, Vice President for Student Affairs, introduced two staff members who provided the update.
  - Have over 500 student employment opportunities (RAs, etc.).
  - Create more spaces where both students and faculty feel welcome.
  - Providing office space in dorms where student support staff can go to meet with students.
  - Faculty in residence space.
  - Jefferson is scheduled to go offline spring 2016 and will reopen in 2018.
    - Jefferson currently has 400 beds. There will be about 50 less after renovations in order to install elevators, ramps, and other updates not included in the original construction.
  - The current 8000 bed program will continue. The number of buildings will decrease from the current 42 to, perhaps, 28 after all phases are complete.

- **Consent Agenda, University Completion Plan**
  The committee recommended moving the resolution to the full Board for approval.

- **Student Indebtedness**
  Dennis Irwin, Dean, Russ College of Engineering and Technology, provided a brief report regarding the findings and recommendations of the Student Indebtedness Workgroup. There is no national clearing house for this type of information.
  - Interest rates for student loans have climbed.
  - Personal finance education is offered to parents and students to help them determine the correct amount to borrow.

Actions

- **Consent Agenda, RHE Computer Science Technology Program Review**
  The committee recommended moving the resolution to the full Board for approval.

- **Consent Agenda, Translational Biomedical Science Doctoral Program**
  The committee recommended moving the resolution to the full Board for approval.

- **Consent Agenda, Physician Assistant Program Name Change**

The committee recommended moving the resolution to the full Board for approval.

The meeting was adjourned at 3:42 pm.

Ohio University Board of Trustees
Governance Committee
Thursday, March 13, 2014

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

1. Meeting Dates for 2014-2015

Dr. Mather presented proposed meeting dates for the 2014-15 academic year, stating that they had been coordinated with the President's Council and the Foundation Board of Trustees. After discussion, the Committee accepted the proposed dates and will share them with the full Board.

2. Nominations for Chair and Vice Chair

Trustee Anderson made a motion to nominate Trustee Brightbill to serve as Board Chair for the coming year. Trustee Simmons seconded. Motion passed.

Trustee Anderson made a motion to nominate Trustee Wolfort to serve as Vice Chair for the coming year. Trustee Simmons seconded. Motion passed.

3. Graduate Student Senate Constitution

Joel Newby, President of the Graduate Student Senate, explained proposed changes to the constitution of that body, which must be approved by the University Board of Trustees. The proposed changes consist of technical amendments relating to titles of officers and constituencies represented by senators.

The Committee made no objection to the amendments and this item remains on the Consent Agenda.

4. Board Policy on Presidential Performance Reviews

Mr. Biancamano explained proposed amendments to the Policy on Presidential Performance Reviews, which has not been revised since it was adopted in 2008. The changes clarify the Board's obligations under the Open Meetings Law and conform to the policy to the Board's practices as they have evolved in recent years.

Trustee Anderson made a motion to recommend the amendments to the full Board. Trustee Wolfort seconded. Motion passed.

5. New Business

Mr. Biancamano explained that at the last meeting in each fiscal year, the Governance Committee is required to review the Board Bylaws to determine whether any changes are needed. The Bylaws will be sent to the members of the Committee. Recommendations for amendments should be forwarded to Secretary Mather or Mr. Biancamano. This will be on the Committee's agenda at the June meeting.

The Committee adjourned at 4:18

AUDIT COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Margaret M. Walter Hall, Room 104
March 13, 2014 – 3:30 PM

Trustee N. Victor Goodman, called the meeting to order at 3:45 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.

Risk Management and Safety – Compliance Considerations
Joe Adams; Associate Vice President Risk Management and Safety; and Jeffrey Davis; Chief Audit Executive; presented on compliance considerations related to Enterprise Risk Management (ERM). OHIO is approaching ERM through the University Risk Management Initiative (URMI). URMI established a process and structure to identify, assess, and promote the appropriate control of risks beyond traditional insurable risks. To help achieve this, OHIO also created the Presidential University Risk Council (PURC) to facilitate this process with the assistant of a consultant (Brickmore Risk Services). Mr. Adams provided the highlights of the groups work. Discussions ensued regarding the impact of URMI identified risk.

Plante Moran FY14 Audit Update
Keith Martinez and Danny Sklenicka of Plante Moran provided the Audit Committee with an update related to the preparation for the FY 2014 Audit. Topics included an outline of Plante Moran deliverables, responsibilities and communications with the Audit Committee. Discussion ensued regarding a prior audit finding and timelines. Mr. Davis provided an update on management's process changes to remediate the audit finding.

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

- Audit Status Update
- Staffing Update
- Proposed Construction Auditing

Mr. Davis updated the Audit Committee on completed audits for FY14 which included final reports for four audits and one follow-up audit. In addition, Internal Audit (IA) is currently working on two audits. Mr. Davis also discussed current IA staffing.

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 4:30 p.m.

EXECUTIVE COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Ohio University Inn, Lindley Room
March 14, 2014 – 7:30 AM

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

Chair Anderson opened the meeting at 7:34 am.

Student Senate Alumni Event & Update
Chair Anderson reported that she, Trustee Wilbur, and Eric Burchard attended a Student Senate Alumni Event in Columbus on January. The focus was on student trustee voting rights. She noted that there was enthusiasm for House Bill 111 from the student senate alumni.

Mr. Burchard provided an update to the Board on the status of H.B. 111, indicating that there is some opposition in the state house.

Trustee Wolfort asked Mr. Burchard about the status of the Governor's proposed income tax cut and the potential impact on higher education. Mr. Burchard noted that the income tax is expected to pass. He indicated that there is a plan to offset tax cuts through other taxes (e.g., sales tax).

At 8:03 a.m., by unanimous vote, the Board moved into executive session for the purposes of 1) considering the employment of a public employee and 2) meeting with legal counsel concerning litigation on a roll call vote. The Board exited executive session at 8:37 a.m.

Application Status

President McDavis provided an update on application and acceptance numbers. He noted that application and acceptance numbers are higher than the previous year. Trustee Wolfort asked about the percentage/numbers of high school graduates in the state of Ohio who apply to and attend Ohio University.

Financial Health of OhioHealth
At the last board meeting, Trustee Wolfort asked Mr. Biancamano and Mr. Golding to review the financial health status of OhioHealth. Mr. Golding presented the report from Price Waterhouse Cooper on the question raised by Trustee Wolfort. PWC indicated that OhioHealth is number 10 on the list of "Top Integrated Health Networks" in the Midwest. The report noted that "OhioHealth has a very high and growing investment position." The PWC report also outlined Strengths, Opportunities, Weaknesses, and Threats, indicating that OhioHealth maintains many strengths while in a competitive market.

Park Place Commons
Mr. Golding reported on Park Place Commons, including implications for other property on Park Place. President McDavis pointed out that the city of Athens will be involved in a Park Place Commons study.

Group I Faculty Update
Executive Vice President and Provost Pam Benoit provided information on the status of Group I faculty positions that had been vacated by retirement in 2011 and 2012. Seventy eight Group I faculty positions were vacated during this time. Of those, 71 positions were filled. Forty two percent of those have been filled with Group I replacements. Twenty two percent of these positions have been reconstituted and converted into other types of positions. Fifty nine new Group I faculty positions have been created between May 2011 and February 2014. Overall, our tenure track faculty comprise approximately 68% (head count) of the Athens campus faculty and 54% of entire Ohio University faculty.

Chair and Vice Chair
Chair Anderson reported the nomination of David Brightbill as Board of Trustees Chair and David Wolfort as Vice Chair for the 2014 – 2015 year.

Chair Anderson adjourned the meeting at 9:40.



PRESIDENT'S REPORT

presented to
Ohio University Board of Trustees
June 27, 2014

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

OHIO UNIVERSITY

Overview



Photograph courtesy of UCM

- **Strategic Priorities**
- **Applications Milestone**
- **The OHIO Guarantee**
- **New Leadership Announced**
- **The Ridges Master Plan Update**
- **New Student Trustee Announced**
- **The Promise Lives Campaign**
- **Ohio University Points of Pride**
- **Spotlight Presentation:**
  Exercise Physiology and Social Work at the Eastern Campus

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

Applications Milestone

Short- & Long-Term Enrollment Goals

In April, Ohio University set a new record for first-time enrollment applications, with more than 20,800 applications received

- This is the fourth consecutive year that we have increased enrollment applications and our third record-setting year
- On average, our applicants have higher ACT scores and high school GPAs than last year's applicant pool
- As a result of this strong pool and continued interest, the University has admitted an additional 415 students



Photograph courtesy of UCM

The OHIO Guarantee Update

University Update

In April, Chancellor of the Ohio Board of Regents John Carey approved OHIO's new guaranteed tuition and fee program

- The Chancellor's approval will enable implementation of The Ohio Guarantee beginning with OHIO's incoming class in the 2015-16 academic year
- In an effort to educate the University community and the public about the new tuition and fee structure, University Communications and Marketing has launched a comprehensive campaign that includes media tours, videos, information sessions and print materials

New Leadership Announced

Innovative Academic Programs

Three new deans have been appointed to oversee their respective campuses or colleges



Jenifer Cushman
Dean, Ohio University Zanesville



Mark Weinberg
Founding Dean
George V. Voinovich School of Leadership and Public Affairs



Nicole Pennington
Dean, Ohio University Southern

Photographs courtesy of UCM

2014 Ridges Master Plan Update

University Update

New consultant provides experience and expertise in historic preservation, land use planning and project development

- The Ridges Master Plan Committee hired Schooley Caldwell Associates to assist Ohio University in crafting an updated master plan
- The Ridges Master Plan Update and input from The Ridges Advisory Committee will be submitted for Presidential consideration in Spring 2015



Graphic courtesy of UCM

New Student Trustee Announced

University Update

Ohio Governor John Kasich selected Sharmaine Wilcox to serve a two-year term on the Ohio University Board of Trustees



Photograph courtesy of UCM

- Sharmaine was announced as the new Student Trustee during the 31st annual Leadership Awards Gala in April
- Sharmaine is an International Business and Accounting major and president of AIESEC, an international organization that provides students with leadership training and opportunities to study abroad

The Promise Lives Capital Campaign

Complete Capital Campaign

On April 29th, The Promise Lives Campaign surpassed our $450 million goal



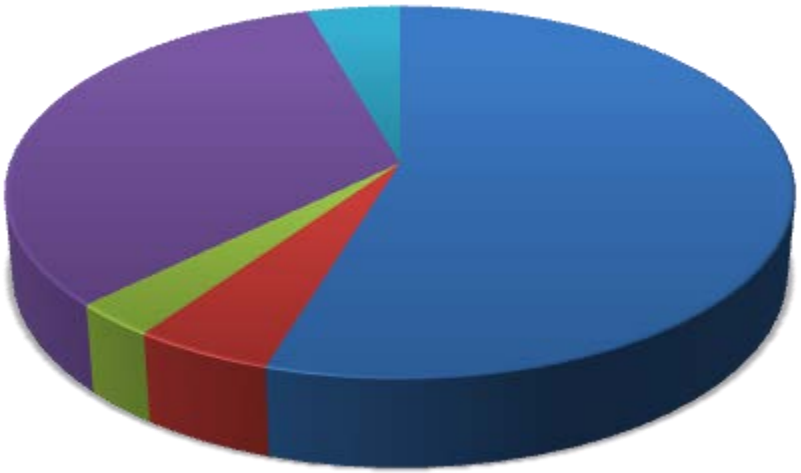
Photographs courtesy of UCM and Advancement Communications

- A $2 million dollar commitment from Ohio University's John and Char Kopchick tipped the campaign over goal
- To date, more than 75,000 faculty, staff, alumni, and friends have given to the campaign which runs through June 2015
- And the generosity of the Bobcat nation continues…

The Promise Lives Capital Campaign

Complete Capital Campaign

Total Attainment: $461.36 M



- Alumni: $252.58
- Other Individuals: $22.96
- Corporations: $13.91
- Foundations: $151.52
- Other Organizations: $20.39

** In millions*

Current as of June 2, 2014

The Promise Lives
Capital Campaign

Complete Capital Campaign

Advancement Travel

- Hong Kong
- Shanghai, China
- Austin, TX
- Dallas, TX
- Pittsburgh, PA
- Columbus, OH
- New York, NY

Points of Pride

Nation's Best Transformative Learning Community



Photograph courtesy of UCM

Christopher France, Professor of Psychology in the College of Arts and Sciences, was named Ohio University's 2014 Distinguished Professor for his widespread contribution in the fields of health psychology and behavioral medicine

Points of Pride

Nation's Best Transformative Learning Community

Jennifer Chabot, Haley Duschinski and Sarah Wyatt were named Presidential Teachers



Jennifer Chabot
Associate Professor
Social & Public Health



Haley Duschinski
Associate Professor
Sociology & Anthropology



Sarah Wyatt
Professor
Environmental & Plant Biology

Photographs courtesy of UCM

Points of Pride

Nation's Best Transformative Learning Community

Ohio University Student Senate hosted the 10th annual Athens Beautification Day

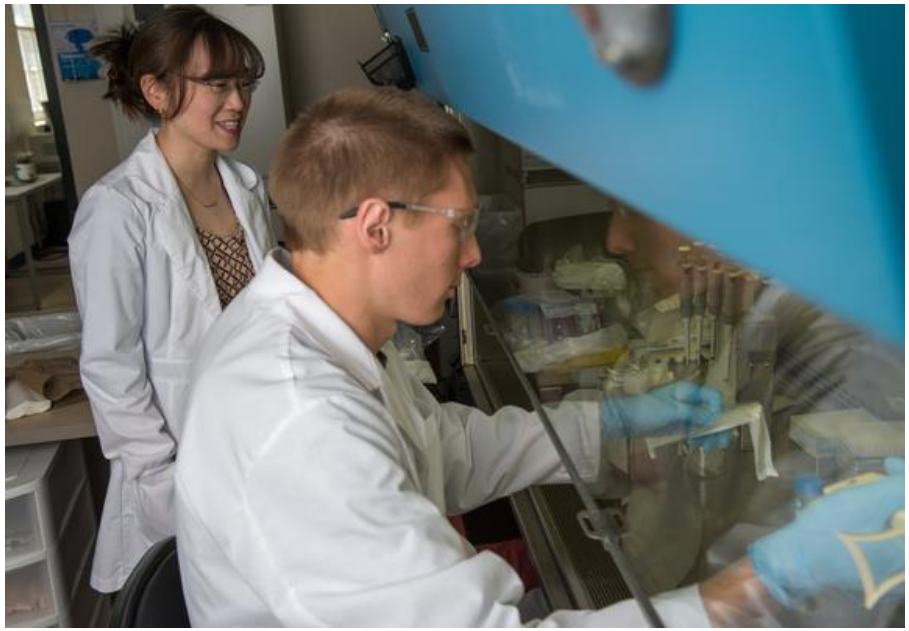


Photograph courtesy of UCM

Points of Pride

Nation's Best Transformative Learning Community

Through the Student Enhancement Awards, 24 OHIO students received a total of $115, 945 in funding for original research





Photos courtesy of Research Communications

Points of Pride

Nation's Best Transformative Learning Community

Ohio University hired new head coaches to oversee its Men's Basketball, Swimming and Diving, and Volleyball teams



Saul Phillips
Men's Basketball



Rachel Komisarz-Baugh
Swimming and Diving



Deane Webb
Volleyball

Photographs courtesy of OHIO Athletics

Points of Pride

Nation's Best Transformative Learning Community

OHIO Softball Team captured its first MAC Tournament title in school history and reached the NCAA Tournament for the first time in 19 years



Photograph courtesy of OHIO Athletics

Points of Pride

Nation's Best Transformative Learning Community



Photograph courtesy of UCM

Director of the Ohio Environmental Protection Agency Craig Butler received the Outstanding State Government Alumni Award at the 2014 Ohio State Government Alumni Luncheon

Points of Pride

Nation's Best Transformative Learning Community

The Alumni Association welcomed the OHIO and Athens communities for its inaugural 'On the Green Weekend' event





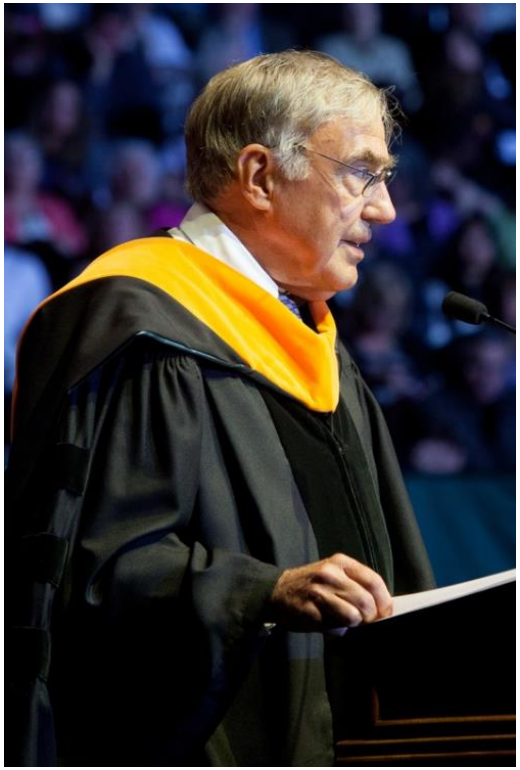


Photographs courtesy of UCM and Advancement Communications

Points of Pride

Nation's Best Transformative Learning Community

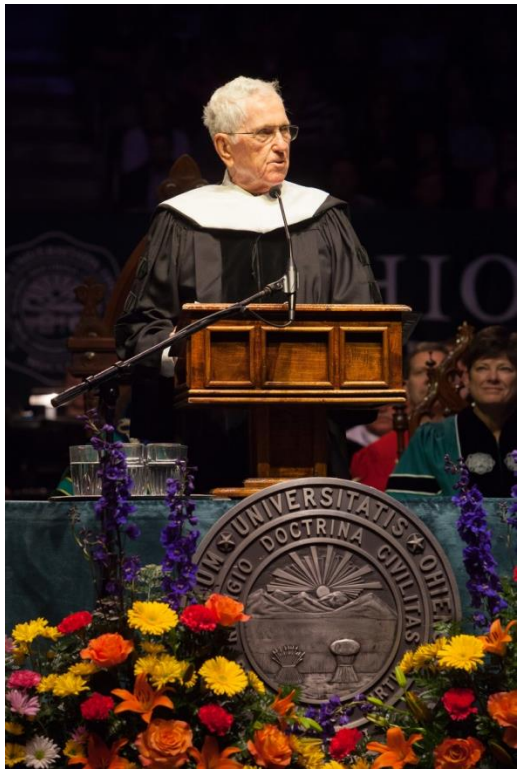
Alumni and friends of Ohio University were honored during Commencement 2014



Mr. Charles R. Stuckey Jr.
Undergraduate Commencement Speaker



Ambassador Tebelelo Mazile Seretse
Honorary Doctor of Public Service



Mr. Raymon B. Fogg Sr.
Honorary Doctor of Humane Letters

Photographs courtesy of UCM

Points of Pride

Nation's Best Transformative Learning Community



Photograph courtesy of UCM

Nearly 5,000 Bobcats became Ohio University alumni at OHIO's 2014 undergraduate, graduate, and medical commencement ceremonies



IMAGINE
YOUR POSSIBILITIES
OHIO UNIVERSITY Eastern



Photographs and graphic courtesy of UCM

University Spotlight

Exercise Physiology and Social Work

Dr. Robert Galbreath
Associate Professor
Exercise Physiology

Dr. Warren Galbreath
Associate Professor
Social Work



PRESIDENT'S REPORT

presented to
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OHIO UNIVERSITY

OHIO UNIVERSITY

Interoffice Communication

Date: June 10, 2014

To: President McDavis and Board of Trustees

From: Pam Benoit, Executive Vice President and Provost
Stephen T. Golding, Vice President Finance and Administration, CFO and Treasurer

Re: Fiscal Year 2015 University Budget

Overview of Joint Session Presentation

We are presenting for approval the FY15 Ohio University operating budget, which is the second university budget developed using Responsibility Center Management ("RCM") principles and the first prepared by the colleges and departments without external assistance. This comprehensive, all funds, transparent approach to budgeting will be accompanied by a new Fiscal Year 2014 – 2015 Budget Book that will allow the Board of Trustees to better understand future financial performance, long-term planning efforts, and the decision-making processes used by the University and its academic planning units. The Book will be available prior to the board meeting on the University website and will be forwarded to you directly by separate mailing.

The FY15 budget reflects a clear set of institutional priorities tied to our 4X4 strategic planning grid:

- To ensure that Ohio remains affordable and accessible to Ohio students and their families we limited our tuition increase to 1.5% versus the proposed legislatively authorized cap of 2.0%. In concert with the smaller tuition increase, the University fully funded its new financial aid initiative, the Signature Awards Program, ($2.1 million) intended to help recruit high quality students and facilitate attendance for those with documented need.

- To provide for a 2% salary increase for our faculty and staff and an additional $2.04 million in support of our multi-year initiative to move faculty compensation to third among the four-year public universities in Ohio. This budget includes a $2.0 million planning assumption ($1.2 in central allocated costs) to address the Administrative and Classified staff COMP 2014 initiative which is due for completion December 2014.

- To fund our FY15 Capital Improvement Plan this budget includes $6.6 million in debt service for over $239 million in capital projects and lays the foundation for implementation of a Central Bank, which would move the University closer to its goal of funding depreciation and reducing our deferred maintenance backlog from $87 per square foot to $59 per square foot by 2020.

Part of our presentation will highlight our FY14 accomplishments, which have been many, and sets the framework for a number of our FY15 initiatives. More specifically in alignment with Board of Trustees' priority to maintain affordability and accessibility, the University has implemented or is in the process of implementing the following strategic initiatives:

Undergraduate Scholarship Investment Program – beginning in summer 2013, the University announced the launch of the Undergraduate Scholarship Investment Program, through which Ohio University has committed $25 million to strengthen its endowed scholarship program by matching 50 cents on every dollar donated to eligible scholarship endowments housed within The Ohio University Foundation.

The OHIO Guarantee - was adopted by the Ohio University Board of Trustees in January 2014 and received approval from Ohio Board of Regents Chancellor John Carey in early April 2014, paving the way for program implementation starting with the OHIO freshman class of 2015-16. Under The OHIO Guarantee, the university will set tuition and fee costs for each entering cohort of degree-seeking undergraduate students at the Athens campus, and the total costs will remain the same throughout those students' four years (or 12 consecutive semesters) of enrollment. Scholarships and financial aid packages hold their value through The OHIO Guarantee with the cost of attending OHIO remaining flat, (assuming that renewable scholarship eligibility criteria are maintained by the student).

Supporting the Board of Trustees' propriety of sustaining academic excellence the University has implemented or is in the process of implementing the following initiatives:

$100M Investment Strategy Pool: provides resources to provide matching funds for endowed scholarship gifts, endowed faculty chairs, and administrative and academic investments. Sub-initiatives include:

- OHIO Service Alignment Initiatives (OSAI): in addition to reallocation of funding mentioned above, a significant portion of funding for OSAI comes from the $100M investment strategy.

- Endowment growth: Through a partnership with Advancement's "The Promise Lives" capital campaign, the university is providing 50% matching funds for gifts directed to endowed scholarships and faculty chairs.

- Academic investments: include student support services, academic program initiatives, classroom enhancements, and space renovation.

Expansion in Ohio: The expansion strategy of HCOM will bring Doctor of Osteopathic Medicine classes to new locations across Ohio, with enrollments in Dublin beginning in July 2014 and in Cleveland in calendar year 2015. Health Sciences & Professions will add a Physician Assistant program at the Dublin campus, with the first cohort of students anticipated to start in the spring of 2015. Academic and capital planning for the Dublin campus envision the location as strategic platform for new or expanded professional and executive education programs.

Expansion of eLearning programs: Health Sciences' online programs and Physician Assistant program, online graduate and bachelor completion programs in engineering, and the College of Business' online master's program.

The university's leadership over the past year has also been mindful that that the resources available to invest in new programs and initiatives are limited and effective stewardship of those resources is essential to having the investment capital necessary to grow the university and maintain our competitive advantage. Over the past year leadership has implemented or is in the process of implementing the following initiatives:

OHIO Service Alignment Initiatives (OSAI): The initial year of OSAI has focused on critical service and technology improvements. This has included investing substantial resources to upgrade and modernize our core administrative technology, processes, and services; a primary focus was upgrading the Oracle Financials system to a supported software level - Release 12 (aka R12). An additional area of focus has been on development of faculty and staff development programs addressing leadership and management training, as well as training focused on technical and analytical skills.

Administrative reallocation and space strategy: the university identified opportunities for cost savings, shared services and elimination of inefficient business processes. By repurposing the funding associated with these activities and fully utilizing revenue sources, the university was able to fund administrative investments of $4.1 million - a portion of which included investment in OSAI.

Transforming OHIO: the university is actively engaged in a number of strategic planning efforts which include: updating the university's 2006 Comprehensive Master Plan, the Innovation Study, and Real Estate Strategy, developing a Ridges Master Plan, planning for an Interdisciplinary Science and Biomedical Clinical Facilities, and the Energy Infrastructure Project.

The combination of these initiatives is intended to position Ohio University as a leader in student recruitment strategies among its Ohio peers. These initiatives will provide new resources to invest in new academic programs, upgraded facilities and student retention. Additionally, these initiatives will expand our institutional footprint and create new strategic partnerships throughout the state that will enhance the University's academic, research and service reputation. These initiatives will streamline our business processes, improve customer service and better manage institutional risk. But, most importantly, they will provide the foundation for our colleges and departments to be able to invest in new programs and facilities in the FY15 budget that will position the university so it can successfully compete for the next generation of students, faculty and staff.

FY15 Budget Discussion

College Budget Process

Building the FY15 Budget involved working with each of the colleges and departments to move away from their historical approach to budgeting and think more strategically about what they needed to accomplish to build sustainable business models. However, because we still need to refine several of the RCM algorithms, we were again required to hold harmless several of the academic planning units and thus their budgets have been built with their current trend of staffing levels and operating expenses in addition to the allocated cost increases for the coming year.

Even with this hold harmless provision, colleges and other academic planning units prepared multi-year investment plans that aligned their available resources with their academic plans. These investment plans were discussed by each unit at budget hearings with the university leadership. These budget hearings allowed each academic leader to highlight their goals and objectives of their college's academic plans; the assumptions upon which their financial plans were built; opportunities to identify new revenue growth; and investments they wanted to make in their colleges – both with revenues they proposed to create through program expansion and through strategic investments from the center.

In our presentation to the Board of Trustees we will provide greater detail including budgeted dollars about the academic investments we are able to make for FY15. These include:

- Over $8 million in new investments in academic programs and initiatives. Many of these investments are funded directly by the colleges and include new faculty, enhanced support for student advising, new and expanded academic program offerings.
- New investments in emerging themes around Integrated Liberal Learning, Outreach Graduate Programming, Instructional Innovation, along with investments in Public and Social Innovation, Sustainability and Corporate and Business Development.
- Investments in academic programs that will promote new revenue generation including Executive Education, eLearning, Masters and Graduate Programs, Degree Completion and Extension.
- New investments in student & success services that will expand learning communities, increase tutoring services, and support writing centers.
- Investments in student recruitment, advising, enhanced veterans support and increased resources for our offices overseeing enrollment management, financial aid, and accessibility.
- A central commitment of $3 million of ongoing support for classroom renovation, investments in classroom technology enhancements and a newly established equipment replacement fund that will provide for improved teaching facilities and resources and support college budgets that do not have sufficient resources to make these investments on their own.

The combination of these academic investments in addition to the previously mentioned commitments to improve faculty salaries, enhance financial aid packaging and upgrade key academic and teaching facilities means the FY 15 budget will invest more in the University's teaching, research and service mission than at any other time over the past decade. We are able to do this because of the hard work of the faculty; the leadership of our colleges; and the thoughtful planning that has been undertaken over the last several years. It is our belief that the investments made in the FY15 Budget will build on our past efforts and position the University to remain competitive in the coming years.

University Financial Assumptions

Revenue:

- State Subsidy:
  - The April projection from Ohio Board of Regents represents ~12% growth
  - Second year of two year implementation of new funding model

- Tuition
  - Undergraduate rate growth of 1.5%
  - Medical tuition growth of 5%
  - Flat enrollment in eLearning and some growth in professional graduate programs
  - 2% assumed enrollment growth in on-campus headcount

- Grants & Contracts
  - Spending constraints may affect federal grant awards
  - Units have developed plans to offset potential loss of funding

- Endowment Distributions
  - Foundation endowment contributions are 20% higher
  - Benefits of achieving the Capital Campaign $450 million goal
  - Growing fund balances from market gains

Expenses

- Compensation:
  - 2% salary and wage pool for faculty and staff and potentially an additional $4.0 million for faculty (first year impact of $2.04M) and staff (planning assumption of $2M with central allocated costs of $1.2M) compensation plans in order to support retention and recruitment goals
  - 12% increase in benefits – which will be reviewed by the Benefits Advisory Committee with a report back to the university community late fall – early winter

- Capital Improvements & Utilities
  - $5.7 million to support Scripps Phase II, Tupper, Lindley and the University Smart Growth strategy around the West Union Street Office Center
  - $.9M for Utility Master Plan
  - $1.0 million Classroom Depreciation fund

- Other Commitments
  - $1.7 million increase in central services costs based on growth and expanded services associated with that growth
  - $4.1 million - Investments to University administrative and academic priorities through repurposing of lower-priority funding.

Financial Statements

- Exhibit A: Proposed University Operating Budget

Exhibit A: Proposed FY15 University Operating Budget

(in millions)	FY12 Actuals	FY13 Actuals	FY14 Budget	FY14 Forecast	FY15 Budget
REVENUES					
State Appropriations	$ 142.8	$ 146.3	$ 139.5	$ 157.6	$ 176.9
Tuition & Educational Fees (net of financial aid)	$ 275.0	$ 294.5	$ 292.8	$ 293.2	$ 310.5
Room & Board	$ 77.0	$ 79.1	$ 80.1	$ 82.0	$ 86.8
Grants and Contracts	$ 49.1	$ 52.3	$ 56.7	$ 47.5	$ 48.6
Facilities & Admin Costs Recovery	$ 8.3	$ 8.0	$ 7.1	$ 7.0	$ 6.1
Gifts	$ 9.9	$ 8.4	$ 7.9	$ 9.1	$ 9.4
Endowment Distributions	$ 12.1	$ 15.7	$ 18.9	$ 19.6	$ 22.8
Investment Income	$ 3.6	$ 8.5	$ 4.8	$ 16.9	$ 4.7
Other External Sales	$ 46.8	$ 53.0	$ 44.7	$ 54.4	$ 43.4
Total Revenues	$ 624.6	$ 665.8	$ 652.5	$ 687.3	$ 709.2
EXPENSES					
Compensation	$ 372.6	$ 398.6	$ 415.8	$ 416.4	$ 455.7
Operating Expenses	$ 171.2	$ 188.3	$ 176.9	$ 193.1	$ 173.3
Capitalized Costs	$ 6.4	$ 8.2	$ 5.4	$ 10.7	$ 6.4
Depreciation	$ -	$ -			$ -
Debt Service - Principal	$ 10.2	$ 9.6	$ 12.6	$ 14.6	$ 19.3
Debt Service - Interest	$ 7.1	$ 8.7	$ 13.7	$ 11.6	$ 17.7
Internal Sales	$ (19.4)	$ (22.1)	$ (0.5)	$ (21.6)	$ (18.8)
Total Direct Expenses	$ 548.1	$ 591.3	$ 623.9	$ 624.8	$ 653.6
ALLOCATIONS & TRANSFERS					
Total Internal Allocations		$ 0.1	$ (2.7)	$ 3.7	$ 3.4
Total Indirect Costs Allocations	$ -	$ -		$ -	$ -
Subvention/Strategic Pool Allocation	$ -	$ -		$ -	$ 0.3
Transfers to (from) Strategic Investment Pool	$ -	$ -		$ -	$ -
Total Allocations & Transfers	$ -	$ 0.1	$ (2.7)	$ 3.7	$ 3.6
Total Expenses and Transfers	$ 548.1	$ 591.4	$ 621.2	$ 628.5	$ 657.2
Results of Operations	$ 76.5	$ 74.4	$ 31.3	$ 58.8	$ 52.0
Transfers to (from) Operations	$ -	$ -	$ (14.8)	$ -	$ (15.1)
Provisions for Replacement & Depreciation	$ 27.0	$ 33.9	$ 29.6	$ 33.4	$ 55.7
Net Results from Operating Activities*	$ 49.5	$ 40.5	$ 16.5	$ 25.4	$ 11.4

* Net Results includes unallocated resources (2% Holdback Tuition & SSI; Investment Income on Working Capital) which are budgeted and utilized to support $100M Investment Strategy.

FY15 OPERATING BUDGET UPDATE

Tab 3

OHIO UNIVERSITY

Challenges Facing Higher Education Business Model

- Unpredictable Government Funding
- Tuition Pricing Sensitivity with an Increased Public and Political Focus on Affordability
- Contraction in Domestic Pool of High School Students
- Need for Investment in Facilities and Technology

Pressures at Ohio University

- Student Financial Aid & Controlling Student Costs
- Faculty & Staff Compensation
- Investment in Strategic Priorities & Expansion of Programs
- Deferred Maintenance Backlog
- System & Process Improvement Upgrades

Opportunities & Initiatives

- Faculty Compensation Plan
- Compensation 2014
- CIP, Deferred Maintenance Strategy & Central Bank
- Ohio Service Alignment Initiative
- Innovation Strategy
- eLearning & Program Growth
- Scholarship Enhancement
  - Signature Program
  - Undergraduate Matching
  - Need-based Aid
- OHIO Guarantee
- Chair/Professorship Endowment Match

FY15 Budget Overview

Drivers

- Revenues
  - Tuition & Scholarships
  - SSI
  - Endowment Distributions
- Expenses
  - Compensation
  - CIP
  - Programmatic Investments

FY15 Revenue Drivers
Tuition & Financial Aid

(in millions)	FY12 Actuals	FY13 Actuals	FY14 Budget	FY14 Forecast	FY15 Budget
REVENUES					
Tuition & Educ. Fees (net of aid)	**$275.0**	**$294.5 ***	**$292.8**	**$293.2**	**$310.5**

*** FY13 included the one time increase of $12M due to the Q to S transition**

- Athens Campus Undergrad:
  - Enrollment Growth adding $8.5M to FY15 Budget (net of aid)
  - Proposed 1.5% tuition increase would add $1.9M to Budget
- Regional Campus: Decline in enrollment & credit hours (changing student demographics)
- eLearning: Slight decline as RN-BSN levels-off
- HCOM: Growth in Athens campus & inaugural Dublin cohort (50 students)
- Signature Program:
- FY15 Budget: $4.1M additional aid
- Additional need-based aid to continuing students

OHIO UNIVERSITY

FY15 Revenue Drivers

SSI Projections

Ohio University - SSI Projections

(in millions)	FY14 Actuals	FY15 Projection		Variance - DEC vs MAY Projections	FY15 Budget
		DEC	MAY		
	$ 146.0	$ 162.6	$ 155.3	$ (7.2)	$ 148.9
Growth		*$ 16.6*	*$ 9.3*		*$ 2.9*
Growth %		*11.3%*	*6.4%*		*2.0%*

- FY15 Budget Process
  - Starting Point: December Projection from the Board of Regents
  - 2% conservatism (following past practices to fund $100M investment strategy)
  - Holdback of $10.5M
    - Volatility of the funding model
    - Not creating a dependency on funding that may not exist in the future
- May Projections from Board of Regents
  - Decreased $7.2M
  - Budget Holdback decreased from $10.5M to $3.3M

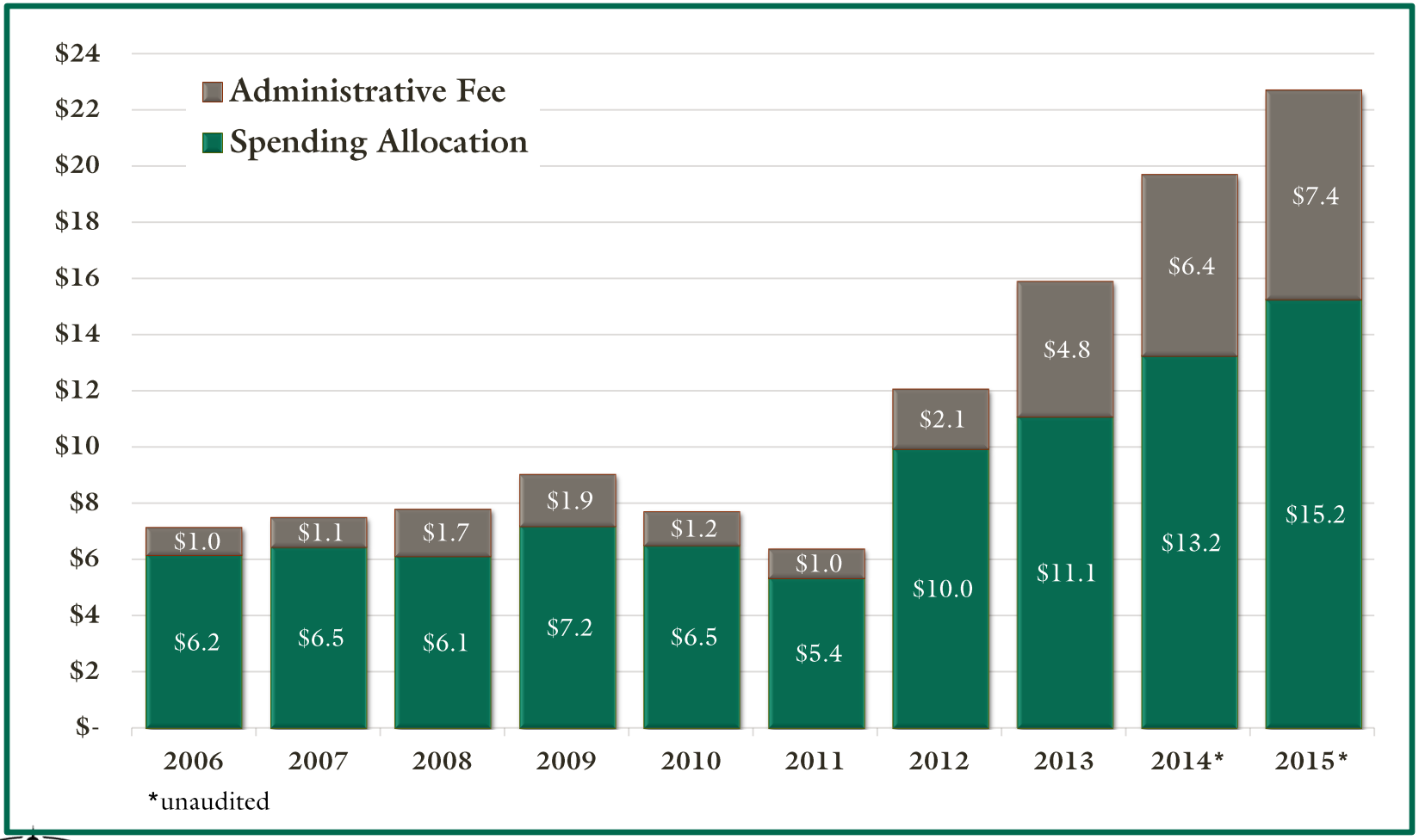
OHIO UNIVERSITY

FY15 Revenue Drivers
State Appropriations Budget

(in millions)	FY12 Actuals	FY13 Actuals	FY14 Budget	FY14 Forecast	FY15 Budget
REVENUES					
State Appropriations	**$142.8**	**$146.3**	**$139.5**	**$157.6**	**$177.0**

- Increasing Share of SSI Allocation (per prior slide)
- Increasing State Capital revenues (budget includes $ spent not appropriated); FY15 Budget includes $15M vs FY14 Forecast at $4.1M
- Final Allocations from Board of Regents will not be published until Fall of 2014
- See Budget Book for additional State Appropriations: Line-items & Capital

FY15 Revenue Drivers
Endowment & Annual Giving



FY15 Expense Drivers
Compensation (Salaries & Benefits)

(in millions)	FY12 Actual	FY13 Actual	FY14 Budget	FY14 Forecast	FY15 Budget
TOTAL Salary/Wages	$ 282.3	$ 302.2	$ 315.0	$ 313.5	$ 342.4
Total Benefits	$ 90.3	$ 96.5	$ 100.9	$ 102.7	$ 113.3
Total Compensation	$ 372.6	$ 398.7	$ 415.9	$ 416.2	$ 455.7

Compensation ~ 9% growth
- 1% Retroactive
- 2% Raise Pool
- Faculty Comp Plan Year 1 of 3 $1.3M
- Comp 2014 - $2M ($1.2M Allocated Costs)

Benefits ~ 12% growth (over prior year budget)
- FY14 actual expense $1.8M (2% higher than budget)
- Escalation primarily associated with health experience of members, healthcare costs, and additional insured lives as well as mandatory benefits which fluctuate with salary/wages

FY15 Expense Drivers

CIP

- FY15 Base Budget Investments
  - Debt Service: $5.7M
  - Utility Infrastructure Plan: $0.9M
  - Classroom Depreciation Fund: $1M
- Since FY13, $23.5M added to Budget
  - Debt Service: $18.1M
  - Utility Infrastructure Plan: $3.9M
  - Operating Funds:
    - Safety: $500K
    - Classroom Depreciation Fund: $1M

FY15 Expense Drivers

Programmatic Investments

- Over $8M in College & Center Academic Investments – Faculty, Programs & Services
- Over $3M in Infrastructure Support for Classrooms, Technology and Equipment

EXAMPLES

- Academic Infrastructure
  - Advising: $352M
  - Online Instructional Support: $431K
  - Classroom Depreciation Fund: $1M
- College Investments
  - Themes: Faculty and Programming Support for Integrated Liberal Learning: $525K
  - Learning Community Experience Expansion: $105K
  - Programmatic Infrastructure for Emerging Programs: $570K

FY15 Expense Drivers
Programmatic Investments

- Administrative Reallocations
  - $3.0M – OSAI
  - $.7M – Provost & Enrollment Management
  - $.4M – Student Health
- Administrative Investments: $2.5M, examples include:
  - Police & Safety: $430K
  - Compliance: $335K
  - Student Services & Activities: $669K
  - IT Licensing: $283K
  - University Services: $165K

$100 Million Investment Strategy

INFLOWS:	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	Total
Gen Fund Carryforward	13.1	3.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	30.1
Gen Fee Carryforward	1.1	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	3.4
Investment Income		4.0	6.4	4.5	4.5	4.5	4.5	4.5	4.5	37.4
Revenue Overattainment		4.0	14.9	16.0	4.0	4.0	4.0	4.0	4.0	54.9
Subtotal	14.2	11.2	23.6	22.8	10.8	10.8	10.8	10.8	10.8	125.8
Annual Inflow	14.2	11.2	23.6	22.8	10.8	10.8	10.8	10.8	10.8	125.8
Cumulative Inflow - 1st $100M	14.2	25.4	49.0	71.8	82.6	93.4	100.0			
Cumulative Inflow - Next $100M							4.2	15.0	25.8	
OUTFLOWS:		FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	Total
One-Time Funds										
Endowed Professorships			2.0	3.1	4.1	3.5	4.1	4.1	4.1	25.0
Endowed Scholarships			-	4.2	4.2	4.2	4.2	4.2	4.2	25.0
Academic and Research Programs		0.0	0.0	1.6	1.6	1.6	1.6	0.8	0.8	8.0
Student Success and Programs			-	1.2	1.2	1.2	0.8	0.8	0.8	5.9
Infrastructure		2.3	1.2	17.0	6.6	4.4	1.1	1.1	1.1	34.5
Community and Econ. Development		0.3	1.3	1.6	2.3	1.6	2.3	1.6	1.6	12.5
Subtotal	-	2.6	4.5	28.5	20.0	16.3	14.1	12.5	12.5	110.9
Base Funds										
Core Facilities (Debt Service)			2.0	2.0	2.0	2.0	2.0	2.0	2.0	14.0
Annual Outflow		2.6	6.5	30.5	22.0	18.3	16.1	14.5	14.5	124.9
Cumulative Outflow - 1st $100M		2.6	9.0	39.6	61.5	79.9	96.0	100.0		
Cumulative Outflow - Next $100M								10.4	24.9	
Cumulative Net	14.2	22.8	40.0	32.2	21.1	13.5	8.2	4.6	0.9	

- Budgeting at 98%
  - Guarantee
  - Safety Valve
- Critical resources to advance institutional initiatives

OHIO UNIVERSITY

Multi-year Operating Activity

(in millions)	FY12 Actuals	FY13 Actuals	FY14 Budget	FY14 Forecast	FY15 Budget
REVENUES					
State Appropriations	$ 142.8	$ 146.3	$ 139.5	$ 157.6	$ 176.9
Tuition & Educational Fees (net of financial aid)	$ 275.0	$ 294.5	$ 292.8	$ 293.2	$ 310.5
Room & Board	$ 77.0	$ 79.1	$ 80.1	$ 82.0	$ 86.8
Grants and Contracts	$ 49.1	$ 52.3	$ 56.7	$ 47.5	$ 48.6
Facilities & Admin Costs Recovery	$ 8.3	$ 8.0	$ 7.1	$ 7.0	$ 6.1
Gifts	$ 9.9	$ 8.4	$ 7.9	$ 9.1	$ 9.4
Endowment Distributions	$ 12.1	$ 15.7	$ 18.9	$ 19.6	$ 22.8
Investment Income	$ 3.6	$ 8.5	$ 4.8	$ 16.9	$ 4.7
Other External Sales	$ 46.8	$ 53.0	$ 44.7	$ 54.4	$ 43.4
Total Revenues	$ 624.6	$ 665.8	$ 652.5	$ 687.3	$ 709.2
EXPENSES					
Compensation	$ 372.6	$ 398.6	$ 415.8	$ 416.4	$ 455.7
Operating Expenses	$ 171.2	$ 188.3	$ 176.9	$ 193.1	$ 173.3
Capitalized Costs	$ 6.4	$ 8.2	$ 5.4	$ 10.7	$ 6.4
Depreciation	$ -	$ -			$ -
Debt Service - Principal	$ 10.2	$ 9.6	$ 12.6	$ 14.6	$ 19.3
Debt Service - Interest	$ 7.1	$ 8.7	$ 13.7	$ 11.6	$ 17.7
Internal Sales	$ (19.4)	$ (22.1)	$ (0.5)	$ (21.6)	$ (18.8)
Total Direct Expenses	$ 548.1	$ 591.3	$ 623.9	$ 624.8	$ 653.6
ALLOCATIONS & TRANSFERS					
Total Internal Allocations		$ 0.1	$ (2.7)	$ 3.7	$ 3.4
Total Indirect Costs Allocations	$ -	$ -		$ -	$ -
Subvention/Strategic Pool Allocation	$ -	$ -		$ -	$ 0.3
Transfers to (from) Strategic Investment Pool	$ -	$ -		$ -	$ -
Total Allocations & Transfers	$ -	$ 0.1	$ (2.7)	$ 3.7	$ 3.6
Total Expenses and Transfers	$ 548.1	$ 591.4	$ 621.2	$ 628.5	$ 657.2
Results of Operations	$ 76.5	$ 74.4	$ 31.3	$ 58.8	$ 52.0
Transfers to (from) Operations	$ -	$ -	$ (14.8)	$ -	$ (15.1)
Provisions for Replacement & Depreciation	$ 27.0	$ 33.9	$ 29.6	$ 33.4	$ 55.7
Net Results from Operating Activities*	$ 49.5	$ 40.5	$ 16.5	$ 25.4	$ 11.4

* Net Results includes unallocated resources (2% Holdback Tuition & SSI; Investment Income on Working Capital) which are budgeted and utilized to support $100M Investment Strategy.

OHIO UNIVERSITY
1804

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost
Stephen T. Golding, Vice President for Finance and Administration, CFO and Treasurer

Re: **FY15 Capital Improvement Plan**

CONTEXT OF THE FY15 CAPITAL IMPROVEMENT PLAN UPDATE:

In November of 2013, the Board of Trustees (BOT) approved the FY2015 – FY2020 Six Year Capital Improvement Plan (CIP). This was an update of the 2011 CIP and provided a Six Year Capital Improvement Plan within a 20 year context. The six year plan represents an assessment of capital priorities based upon information provided by the colleges and departments and approved by the Capital Funding and Priority Committee (CFPC). The plan incorporates a comprehensive view of the anticipated capital spending activity and fund sources over the next six years and provided a basis for our state capital submission for the FY 14 biennial state capital appropriations.

Following our proscribed capital planning cycle, each year the University reviews and updates its capital priorities for the coming fiscal year. The formal annual capital plan update is a year-long process culminating in the Annual CIP presentation to the BOT. This process provides the foundation for our rolling Six Year CIP process as well as resource planning and coordination for the University's annual operating budget cycle.

The annual plan illustrates the substantial capital commitments and corresponding fund sources by type that are anticipated to be committed in the upcoming fiscal year. Enclosed please find the FY15 Annual Capital Improvement Plan for approval by the Board of Trustees at its June 2014 meeting. The overall capital activity is shown at $388M, with the majority of funds sourced by debt at $239M.

FY14 ANNUAL PLAN PROGRESS AND WORK COMPLETED

The FY14 CIP, approved by the board in June 2013, provided the guiding direction for the work that has taken place over the past fiscal year. It has been a busy year, filled with major and minor renovation and construction as well as some unplanned activity.

FY14 Major Projects:

- Renovations to Galbreath Chapel, an iconic structure on the College Green, provided needed upgrades to life safety and restrooms, accessibility, interior and exterior finishes as well as electrical, HVAC, and a new roof that allowed continued campus and community use.
- Construction of the Walter Fieldhouse completed in June provides multipurpose space for academic, recreational, and athletic use.
- The Lindley and Tupper Hall projects provide swing space for construction throughout the six year capital plan. Both projects are on schedule with an anticipated late spring completion and will provide swing space for key projects in the Six Year Capital Improvement Plan. The College of Education will be the first college to utilize the swing space with the planned renovation and addition to McCracken Hall taking place in FY15 and FY16.

- The College of Communication having completed phase 1 renovations to Schoonover Center (Former Baker) in FY14, has moved forward with Phase 2 design and construction which will provide space to consolidate the college and subsequently open up space on campus for other units.

Campus Expansion Projects:

In 2012, the University purchased land and buildings in Dublin for the Heritage College expansion. The Dublin Renovations completed this June provide approximately 71K gross S.F. of clinical, academic, research space for the College of Medicine. The first class of students will be arriving in July. Additional expansion through public private partnership is currently underway and will provide space for a Physician Assistant program for the college of Health Sciences and Professions.

Minor Projects:

The Six Year CIP highlighted activity on "Non-Capital Plan Projects" or smaller college and unit requested projects. In FY14 approximately $5M worth of activity occurred on several projects. Examples include:

- College of Engineering repurposed underutilized space to meet computer lab needs for students.
- Residential Housing added Access Control to dorm facilities which will provide safer access as well as operational efficiency.
- Expansion of the Allen Student Help Center, a key office that offers university-wide services to students
- Co-location of Testing Center offices for operational and space efficiency with the Bromley Testing Center Relocation

Deferred Maintenance:

The FY13/FY14 State Appropriation deferred maintenance projects are complete or nearing completion. The University also provided resources for unplanned maintenance issues as well as safety needs on the Athens campus. Highlights of the work occurring in FY14 include:

- Accelerator Roof Replacement
- Stocker Air Handler Replacements
- Alden Air Handler Replacements
- Convocation Center Concrete Repair
- Crawford Stair/Entry Repairs
- Ridges Bldg. #16 Structural Repairs
- Brown Electrical & Fire Alarm Upgrade
- University Terrace Utility Tunnel Repairs
- Pruitt Field Turf Replacement
- Park Place Tunnel Repairs
- Mulberry Tunnel Repairs

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INITIATIVES AND DEMANDS:

The University has continued to work on initiatives and strategies with the goal of positioning OHIO as one of the nation's leading regional universities. Examples of these initiatives include:

- Projects that renovate classrooms providing technology and suitable spaces for the learning environment and pedagogy of today.
- Land or resources from divestment of property to better apply resources to higher priority needs
- Utilization of institutional debt to provide investments to address our deferred maintenance backlog.

The FY15 Annual CIP projects can move forward due to these strategic initiatives and meet demands by careful planning and prioritization.

TRANSFORMING OHIO: COMPREHENSIVE PLANNING

The Six Year CIP is a robust plan that provides for expansion to academic programs and improvement of academic facilities. The FY15 CIP includes several new planning and programming initiatives and the updating of the University's Comprehensive Master Plan (CMP). The CMP will not only provide a physical plan and site locations for projects within the CIP, but will incorporate a comprehensive assessment of all of the programming and planning activities the University is undertaking to make sure that future capital projects align and work with one another as it is essential that the University takes the time to review project synergies impact on the future development of the campus.

FY15 CAPTIAL IMPROVEMENT PLAN:
Capital planning of new structures, renovations, and basic renovations for deferred maintenance in the past was largely determined by the amount of state appropriation funding available in a given time period. Strategic utilization of University debt is a key resource in the Six Year Capital Improvement Plan as well as the specific FY15 Capital Improvement Plan.

The FY15 Capital Improvement Plan includes:

- **Projects in progress:** Projects that have been previously approved but are still underway.

- **Project phase identification:** Planning, Programming, Design or Construction**,** Examples include:
  - McCracken Hall
  - Seigfred Hall
  - Comprehensive Master Plan Update
  - Alden Library
  - Jefferson Hall Culinary and Residential

- **Funding for improvements in accessibility:** The University is committing $500,000 annually to address accessibility issues across campus. The office of Institutional Equity will work with campus planning constituents to identify and prioritize the utilization of these resources in conjunction with other campus activity.

- **New Energy Infrastructure Projects Initiative for $79M**:
  - This initiative consists of series of projects with an estimated total cost of $ 79M that includes development of a Utility Master Plan; addresses a backlog of critical utility deferred maintenance; capital expenditures for replacement; and additions to production and distribution capacity and capability while meeting climate and regulatory requirements in lieu of constructing a new combined heating and power plant.
  - The proposed funding sources in part or in whole for this initiative are shown in the Capital Improvement Plan FY2015-FY2020 under:
    - Infrastructure Renewal
      - Project 2 – Lausche - $70M
      - Project 4 – Chilled Water Expansion - $10M
      - Project 5 – South Green Chilled H2O Plant - $5M
      -
  - A presentation on this initiative is scheduled for the University Resources Committee meeting on June 26, 2014.

- **Classroom Improvement Strategy:** $1M annually has been committed to renew campus classrooms. In FY15, Morton Hall Large Lecture halls will be rehabilitated. Remaining funds will address capacity, safety, and functional issues.

- **Project detail:** Regional campus and deferred maintenance projects are more specifically identified.

This specific FY15 Capital Improvement Plan embodies funding strategies of the Six Year plan:

- **Utilizes debt issuance for major rehabilitation of general fund buildings that will include programmatic reconfiguration:** Debt funding is a major resource in the funding. In some case debt is utilized to bridge anticipated committed gifts.

- **Utilizes anticipated state appropriations to provide projects to adequately keep up our newer general fund buildings and tackle deferred maintenance projects in our older general fund buildings**. FY15/FY16 biennial allocation from the State of Ohio provided $21.5M for deferred maintenance projects on the Athens campus and $4.5M was appropriated for the regional campuses.

- **Utilizes local funds to provide projects that address safety, improve classrooms and improve accessibility on the Athens campus.** In FY15 the University committed to:

    - $1M for critical safety projects
    - $500K for accessibility improvements
    - $1M for classroom improvements

DEFERRED MAINTENANCE PROGRESS:

A strategic priority for the University is to reduce the amount of deferred maintenance (amounts needed but not yet expended for repairs, restoration, or rehabilitation of our assets). In 2010, the University retained Sightlines, an independent facilities asset advisor firm, to conduct a study to estimate the University's current deferred maintenance backlog, as well as identify the rate at which it would grow without significant new investment. The 2010 Sightlines study projected that the university would reach a $1 billion deferred maintenance backlog in 20 years should it continue on its current spending (deferred maintenance investment level) path. The original 20-year 2011 CIP projected a $72 per gross square foot backlog by FY20, reduced from a projected $109.

The FY15 Capital Improvement Plan projects, when implemented, are expected to reduce the University's deferred maintenance backlog by $1M, reducing the current backlog estimate from $87 per gross square foot to $86. It is important to note that some projects that span several years will have increased impact on deferred maintenance as they are completed in future years. With the implementation of a new deferred maintenance strategy now under consideration, the estimated deferred maintenance backlog could be further reduced to $59 per gross square foot by 2020. This strategy will be presented at the joint session of the Board in June.

FUTURE APPROVALS:

Requests for approval of individual projects within the capital plan over a threshold of $500,000 total project cost will be presented to the Board of Trustees at the appropriate time and the specific amount of funding and sources will be verified at that time as well. Request for approval of necessary bond issuances to accomplish the plan will also be presented to the Board of Trustees for approval at future meetings.

A resolution is attached to facilitate Board of Trustees approval of the FY15 Capital Improvement Plan.

Please let me know if you have questions.

FY15 ANNUAL CAPITAL IMPROVEMENT PLAN

Joint Committee Meeting
Academics and Resources
June 26th, 2014

Shawna Bolin, Director
University Planning & Space Management

OHIO UNIVERSITY

Presentation Overview

- Purpose of the Annual CIP
- Board of Trustees Role
- FY2014 Progress
- Planning Process
- Need for Comprehensive Planning
- FY15 Annual CIP
  - FY15/FY16 State Capital Appropriation
  - FY2015 Annual Capital Improvement Plan
- Deferred Maintenance Backlog Reduction
- Approval

Purpose of the Annual CIP

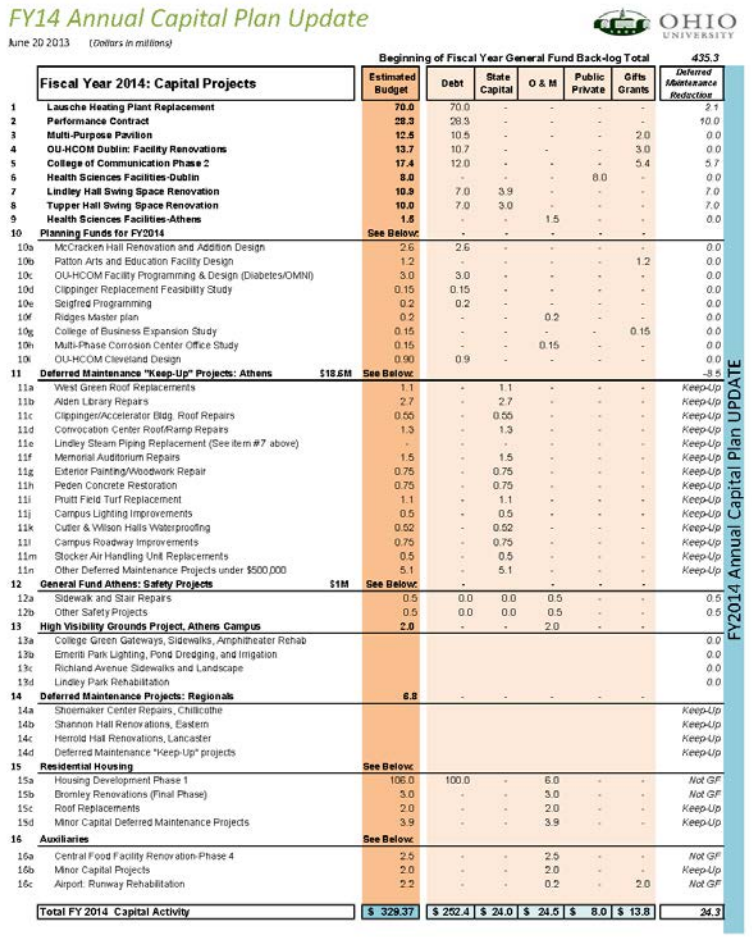
- Shares a listing of the capital improvement projects the University anticipates moving forward in the next fiscal year
- Includes the fund sources needed to move projects forward
- It provides for continuous refresh of our six year CIP as well as resource planning and coordination for the next Fiscal Year

Board of Trustees Role

- Overview of the CIP so informed/knowledgeable of the plan
- Multiple opportunities to see the plan:
  - Six Year CIP Update
  - Two Year State Capital Appropriation planning
  - Annual CIP
- Not approving specific projects/debt
- Will authorize specific projects as they are developed
- Will authorize respective project debt issuances

FY14 Annual CIP Recap

- Approved June 2013
- Anticipated $329.4M activity
- Several projects completed
- Several still in progress
- Deferred Maintenance backlog increased by $1M/gsf
  - Major projects still in planning
  - State Appropriations for deferred maintenance below “Keep-up” threshold



FY14 Annual Capital Plan Update

OHIO UNIVERSITY

June 20 2013 (Dollars in millions)

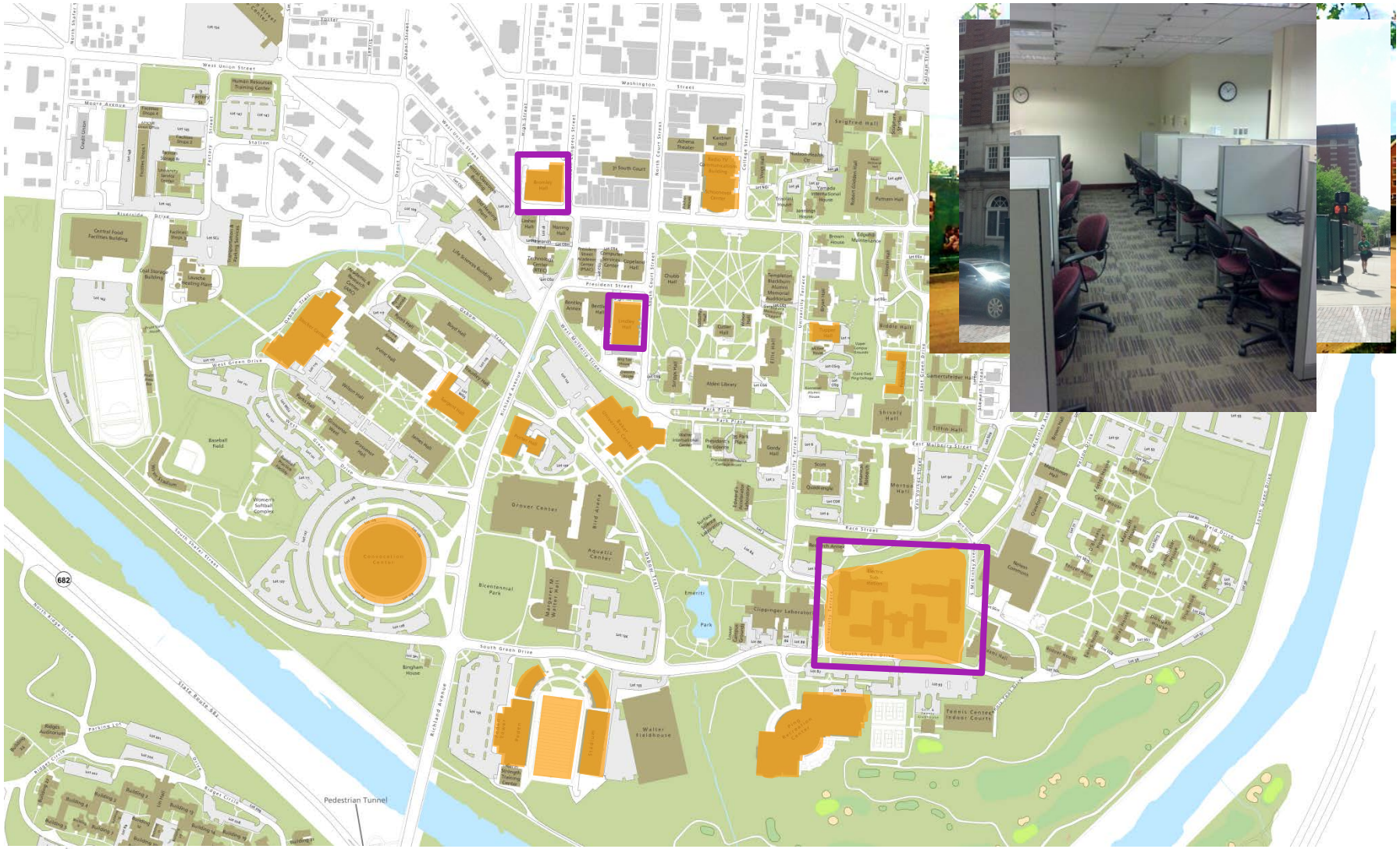
Beginning of Fiscal Year General Fund Back-log Total 435.3

	Fiscal Year 2014: Capital Projects		Estimated Budget	Debt	State Capital	O & M	Public Private	Gifts Grants	Deferred Maintenance Reduction
1	**Lausche Heating Plant Replacement**		**70.0**	70.0	-	-	-	-	2.1
2	**Performance Contract**		**28.3**	28.3	-	-	-	-	10.0
3	**Multi-Purpose Pavilion**		**12.5**	10.5	-	-	-	2.0	0.0
4	**OU-HCOM Dublin: Facility Renovations**		**13.7**	10.7	-	-	-	3.0	0.0
5	**College of Communication Phase 2**		**17.4**	12.0	-	-	-	5.4	5.7
6	**Health Sciences Facilities-Dublin**		**8.0**	-	-	-	8.0	-	0.0
7	**Lindley Hall Swing Space Renovation**		**10.9**	7.0	3.9	-	-	-	7.0
8	**Tupper Hall Swing Space Renovation**		**10.0**	7.0	3.0	-	-	-	7.0
9	**Health Sciences Facilities-Athens**		**1.5**	-	-	1.5	-	-	0.0
10	**Planning Funds for FY2014**		**See Below:**	-	-	-	-	-	
10a	McCracken Hall Renovation and Addition Design		2.6	2.6	-	-	-	-	0.0
10b	Patton Arts and Education Facility Design		1.2	-	-	-	-	1.2	0.0
10c	OU-HCOM Facility Programming & Design (Diabetes/OMNI)		3.0	3.0	-	-	-	-	0.0
10d	Clippinger Replacement Feasibility Study		0.15	0.15	-	-	-	-	0.0
10e	Seigfred Programming		0.2	0.2	-	-	-	-	0.0
10f	Ridges Master plan		0.2	-	-	0.2	-	-	0.0
10g	College of Business Expansion Study		0.15	-	-	-	-	0.15	0.0
10h	Multi-Phase Corrosion Center Office Study		0.15	-	-	0.15	-	-	0.0
10i	OU-HCOM Cleveland Design		0.90	0.9	-	-	-	-	0.0
11	**Deferred Maintenance "Keep-Up" Projects: Athens**	**$18.6M**	**See Below:**						-8.5
11a	West Green Roof Replacements		1.1	-	1.1	-	-	-	Keep-Up
11b	Alden Library Repairs		2.7	-	2.7	-	-	-	Keep-Up
11c	Clippinger/Accelerator Bldg. Roof Repairs		0.55	-	0.55	-	-	-	Keep-Up
11d	Convocation Center Roof/Ramp Repairs		1.3	-	1.3	-	-	-	Keep-Up
11e	Lindley Steam Piping Replacement (See item #7 above)		-	-	-	-	-	-	Keep-Up
11f	Memorial Auditorium Repairs		1.5	-	1.5	-	-	-	Keep-Up
11g	Exterior Painting/Woodwork Repair		0.75	-	0.75	-	-	-	Keep-Up
11h	Peden Concrete Restoration		0.75	-	0.75	-	-	-	Keep-Up
11i	Pruitt Field Turf Replacement		1.1	-	1.1	-	-	-	Keep-Up
11j	Campus Lighting Improvements		0.5	-	0.5	-	-	-	Keep-Up
11k	Cutler & Wilson Halls Waterproofing		0.52	-	0.52	-	-	-	Keep-Up
11l	Campus Roadway Improvements		0.75	-	0.75	-	-	-	Keep-Up
11m	Stocker Air Handling Unit Replacements		0.5	-	0.5	-	-	-	Keep-Up
11n	Other Deferred Maintenance Projects under $500,000		5.1	-	5.1	-	-	-	Keep-Up
12	**General Fund Athens: Safety Projects**	**$1M**	**See Below:**	-		-	-	-	
12a	Sidewalk and Stair Repairs		0.5	0.0	0.0	0.5	-	-	0.5
12b	Other Safety Projects		0.5	0.0	0.0	0.5	-	-	0.5
13	**High Visibility Grounds Project, Athens Campus**		**2.0**	-	-	2.0	-	-	
13a	College Green Gateways, Sidewalks, Amphitheater Rehab								0.0
13b	Emeriti Park Lighting, Pond Dredging, and Irrigation								0.0
13c	Richland Avenue Sidewalks and Landscape								0.0
13d	Lindley Park Rehabilitation								0.0
14	**Deferred Maintenance Projects: Regionals**		**6.8**	-	-	-	-	-	
14a	Shoemaker Center Repairs, Chillicothe								Keep-Up
14b	Shannon Hall Renovations, Eastern								Keep-Up
14c	Herrold Hall Renovations, Lancaster								Keep-Up
14d	Deferred Maintenance "Keep-Up" projects								Keep-Up
15	**Residential Housing**		**See Below:**						
15a	Housing Development Phase 1		106.0	100.0	-	6.0	-	-	Not GF
15b	Bromley Renovations (Final Phase)		3.0	-	-	3.0	-	-	Not GF
15c	Roof Replacements		2.0	-	-	2.0	-	-	Keep-Up
15d	Minor Capital Deferred Maintenance Projects		3.9	-	-	3.9	-	-	Keep-Up
16	**Auxiliaries**		**See Below:**						
16a	Central Food Facility Renovation-Phase 4		2.5	-	-	2.5	-	-	Not GF
16b	Minor Capital Projects		2.0	-	-	2.0	-	-	Keep-Up
16c	Airport: Runway Rehabilitation		2.2	-	-	0.2	-	2.0	Not GF
	Total FY 2014 Capital Activity		**$ 329.37**	**$ 252.4**	**$ 24.0**	**$ 24.5**	**$ 8.0**	**$ 13.8**	24.3

FY2014 Annual Capital Plan UPDATE

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FY14 CIP Project Progress



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FY14 CIP Projects Completed



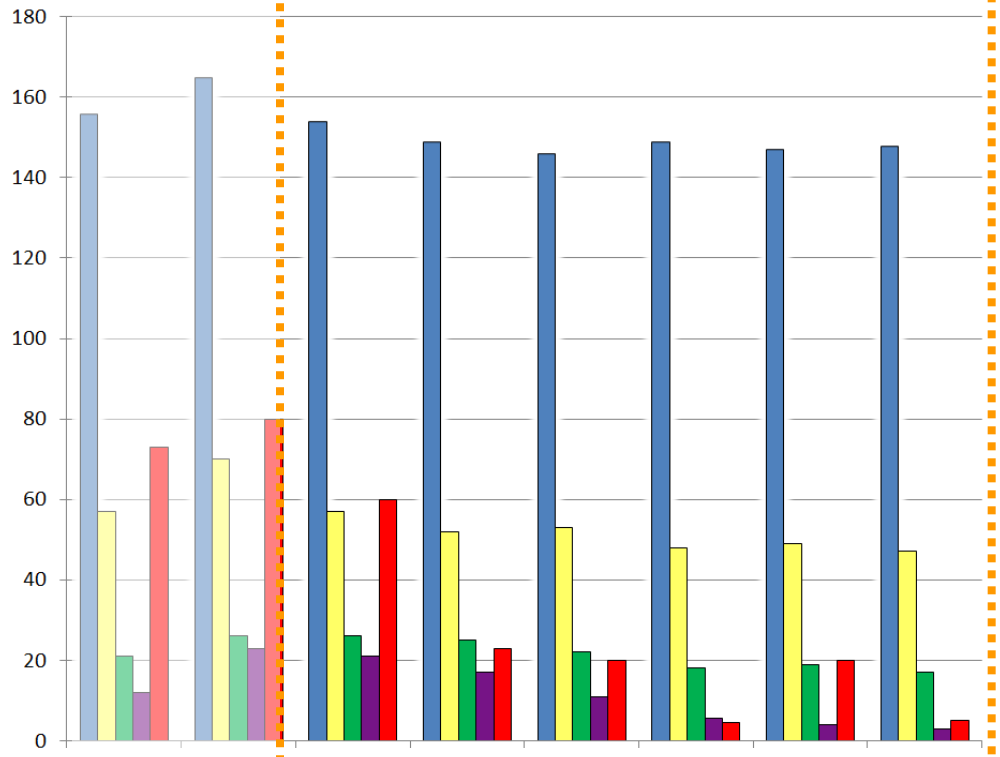
FY14 CIP Deferred Maintenance Progress



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1804

Six Year CIP Projected Project Activity

- Capital Improvement Plan includes large quantity of projects
- Increase in staff to manage is underway

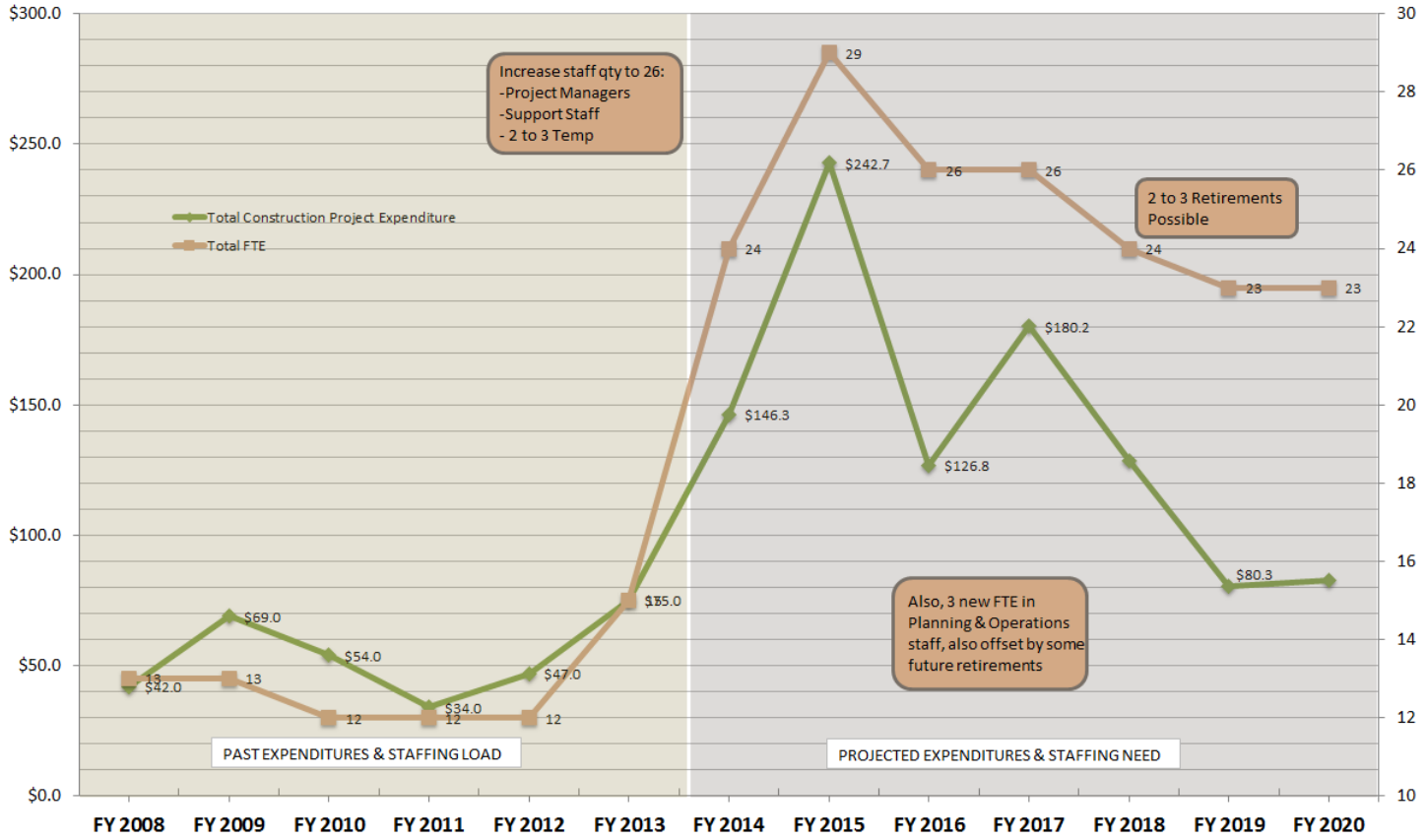


	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Projects less than $100K budget	156	165	154	149	146	149	147	148
Projects $100,000 to $500,000 budget	57	70	57	52	53	48	49	47
Projects $500K and $5 million budget	21	26	26	25	22	18	19	17
Projects with budgets greater than $5 million	12	23	21	17	11	5.5	4	3
Projects in queue - All budget sizes	73	80	60	23	20	4.5	20	5
Total All Projects	319	364	318	266	252	225	239	220

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FY15 Project Staffing Loads

- Expect to have 5 new FTE in FY2015 to manage the workload.



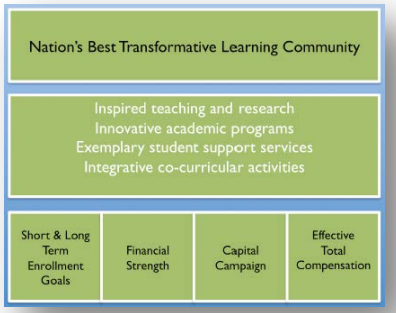
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Need for Comprehensive Planning

- 2011 and 2013 Six Year Capital Improvement Plans included greater resources and larger number of projects than in recent past
- Projects in the Six Year Capital Improvement plans were not planned for in the 2006 Master Plan
- Comprehensive planning ensures that our academic mission drives our physical planning process, providing recommendations for highest and best use of existing campus resources as well as strategies for future initiatives
- Need to integrate all of our planning efforts for the campus

FY15 Capital Improvement Plan

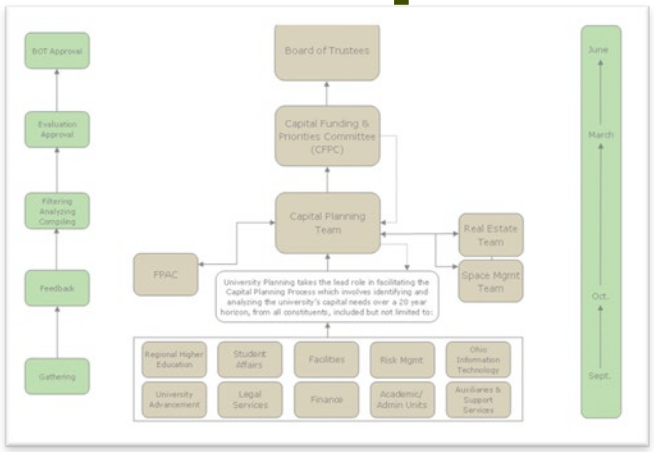
- Projects in Planning, Programming, or Design
  - McCracken Hall Renovation & Addition
  - Multiphase Corrosion Facility Office Addition
  - Alden Library Phase 1
  - Interdisciplinary Science Facility
  - Seigfred Hall Planning and Design
  - OUHCOM Expansion
  - Grover Center CHSP Renovation
  - Engineering Research Space Planning
  - West Union Street Office Center Design and Renovation
  - Comprehensive Master Plan Update
  - Ridges Master Plan Update
  - Utility Infrastructure Planning
  - Innovation Center Expansion Study
  - Day Care Center Planning
  - Jefferson Hall Renovation Planning and Design
  - Storage Auxiliary Planning and Design
  - Deferred Maintenance Planning
  - Classroom Planning

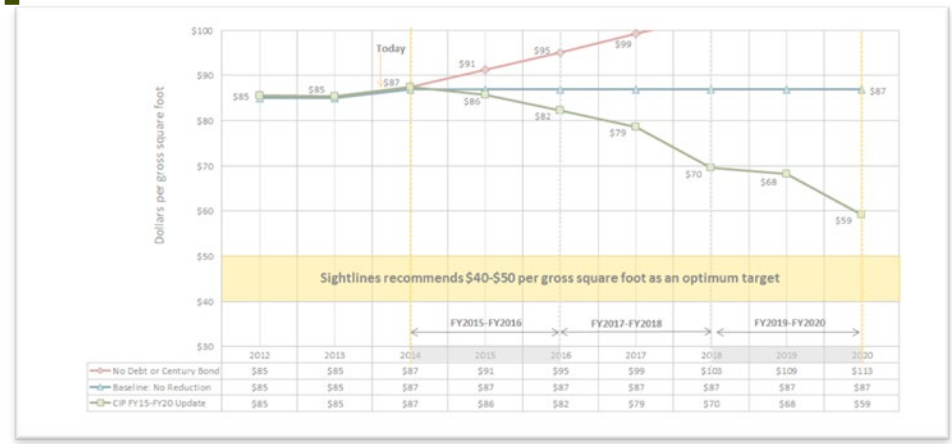




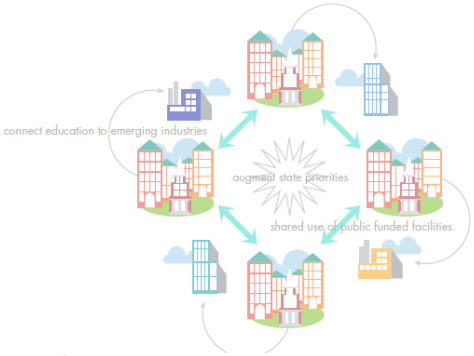
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FY15 Annual Capital Improvement Plan

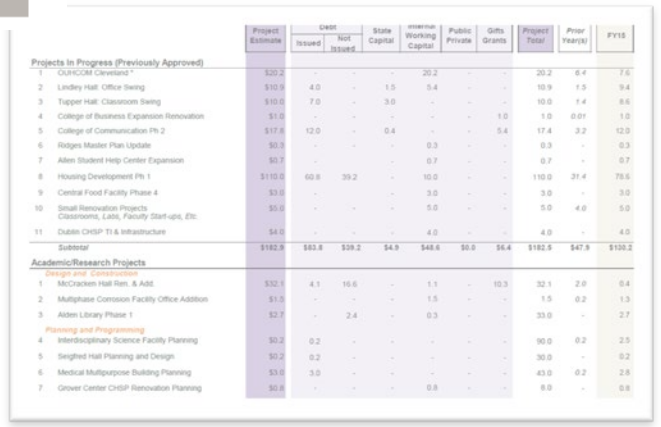




2013 Recommendations of the Ohio Higher Education Funding Commission



- Maintenance and repair
- Reducing operating expenses
- Modernizing classrooms
- Enhancing technology
- Expansion
- Completion

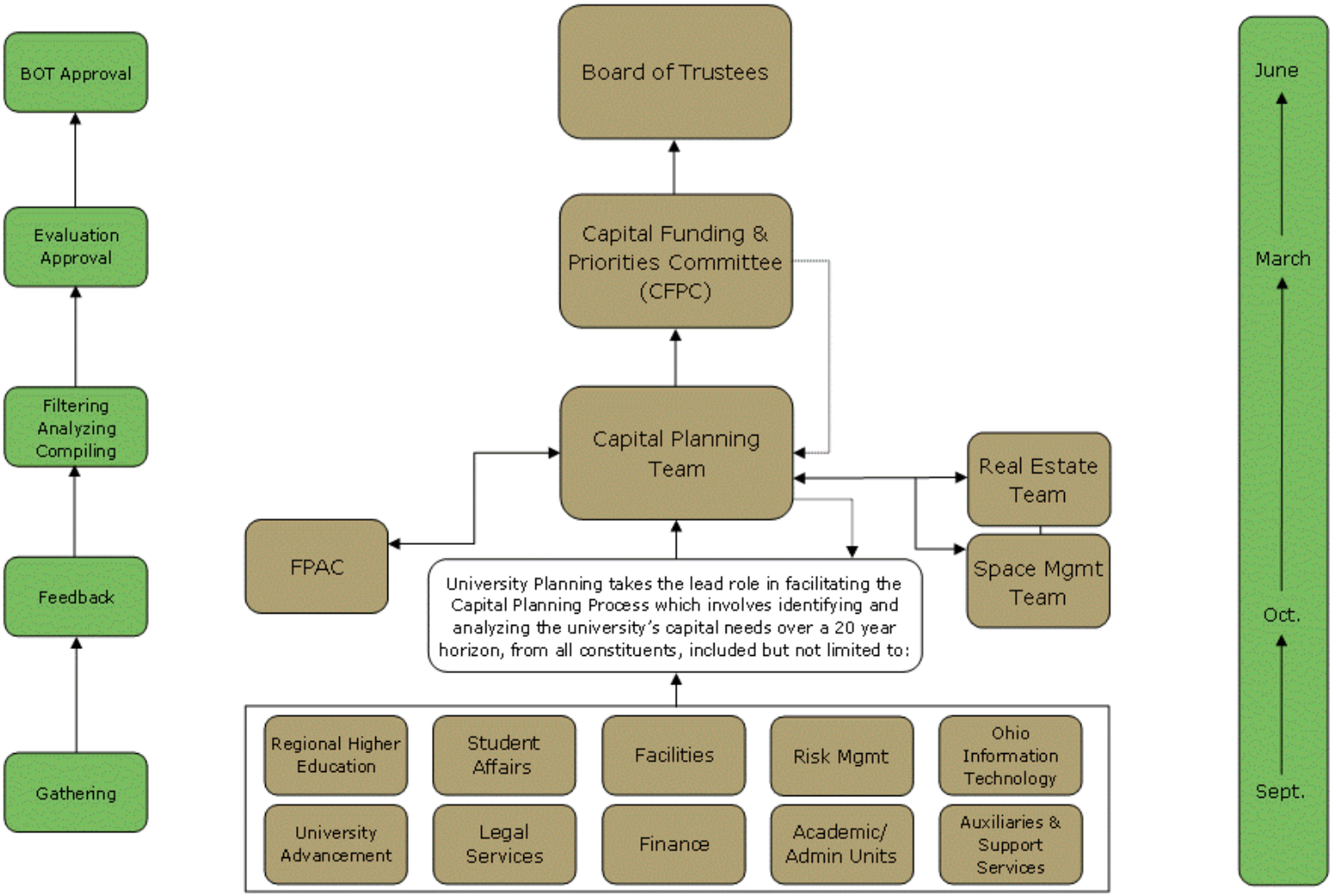


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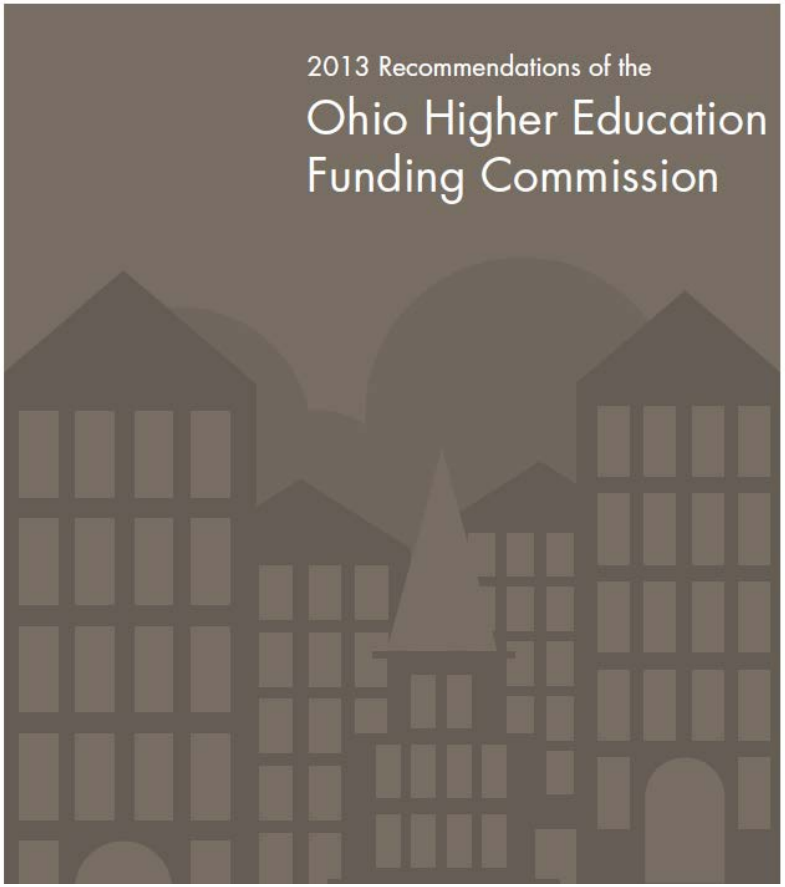
FY15 CIP Review Process

- Team met with colleges and units across the campus
- Reviewed progress over the past fiscal year
- Discussed changes in priorities and needs
- Reviewed deferred maintenance projects and the state capital appropriation
- Discussed campus wide initiatives
- Reviewed with Capital Planning Team
- Reviewed with Capital Funding and Priorities Committee

Annual Capital Planning Approval Process



FY15/FY16 Biennial State Capital Appropriation



2013 Recommendations of the Ohio Higher Education Funding Commission

Commission Membership

To support Presidents McDavis and Boys in their work, Governor Kasich appointed five additional college and university presidents to the Higher Education Funding Commission, as well as three staff members. The Funding Commission is comprised of:

President Roderick McDavis
Ohio University (Chair)

President Kevin Boys
Southern State Community College (Co-chair)

Interim President Joseph Alutto
The Ohio State University

President David Hopkins
Wright State University

President Ronald Berkman
Cleveland State University

President David Harrison
Columbus State Community College

President Paul Brown
Zane State College

Bruce Johnson
Inter-University Council (Staff)

Karen Rafinski
Ohio Association of Community Colleges (Staff)

Jack Hershey
The Ohio State University (Staff)

The Higher Education Funding Commission members were charged with soliciting capital budget requests from state colleges and universities, and then comparing the requests against a set of guiding principles in order to create a list of projects that should receive the state's investment.

FY15/FY16 Biennial State Capital Appropriation

- Higher Education Funding Commission, chaired by President McDavis, established a set of guiding principles to guide the project selection
- Commission solicited capital budget requests from state colleges and universities and compared the requests against a set of guiding principles to create a list of projects that should receive the state's investment.
- Athens Campus is receiving $21.5M
- Regional Campuses combined receive $4.6M
- Anticipate receiving funding in the near term
- Address strategic investments, maintenance and repair, reducing operating expenses, modernizing classrooms, enhancing technology

Overview of the FY15 Capital Improvement Plan

- Includes projects in progress
- Shares projects in Design and Construction as well as Planning and Programming
- Includes State Capital Funding and associated projects
- Addresses accessibility improvement needs
- Addresses deferred maintenance needs
  - Campus Roadway Improvements
  - Campus-wide Electrical Upgrade
  - Campus Building Envelope
  - Utility Tunnel Upgrades
- Utility Infrastructure Strategy
- Includes Information Technology projects

Overview of the FY15 Capital Improvement Plan

- Context of FY2015-FY2020 Six Year Capital Plan, Board Approved November 2013
- Academic program driven
- New Utility Infrastructure strategy
- Deferred Maintenance strategy
- $390.5M total capital activity
- $239.3M sourced by University debt
- $242.9M FY15 spending activity

FY15 Capital Improvement Plan

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
Projects In Progress (Previously Approved)											
1	OUHCOM Cleveland *	$20.2	-	-	-	20.2	-	-	20.2	*0.6*	7.6
2	Lindley Hall: Office Swing	$10.9	4.0	-	2.0	4.9	-	-	10.9	*0.9*	10.0
3	Tupper Hall: Classroom Swing	$10.0	7.0	-	3.0	-	-	-	10.0	*0.6*	9.4
4	College of Business Expansion Renovation	$1.0	-	-	-	-	-	1.0	1.0	*0.01*	1.0
5	College of Communication Ph 2	$17.8	12.0	-	0.4	-	-	5.4	17.8	*0.7*	11.2
6	Ridges Master Plan Update	$0.3	-	-	-	0.3	-	-	0.3	-	0.3
7	Allen Student Help Center Expansion	$0.7	-		-	0.7	-	-	0.7	-	0.7
8	Housing Development Ph 1	$110.0	60.8	39.2	-	10.0	-	-	110.0	*24.0*	86.0
9	Central Food Facility Phase 4	$3.0	-		-	3.0	-	-	3.0	-	3.0
10	Northeast Campus Roadway: South Green Ext.	$1.5	-		-	1.5	-	-	1.5	*0.2*	1.3
11	Small Renovation Projects *Classrooms, Labs, Faculty Start-ups, Etc.*	$5.0	-	-	-	5.0	-	-	5.0	*4.0*	5.0
12	Dublin CHSP TI & Infrastructure	$4.0	-	-	-	4.0	-	-	4.0	-	4.0
	Subtotal	**$184.4**	**$83.8**	**$39.2**	**$5.4**	**$49.6**	**$0.0**	**$6.4**	**$184.4**	**$31.0**	**$139.5**
Academic/Research Projects											
	Design and Construction										
1	McCracken Hall Ren. & Add.	$31.6	4.1	16.4	-	0.8	-	10.3	31.8	*0.6*	2.2
2	Multiphase Corrosion Facility Office Addition	$1.5	-	0.0	-	1.5	-	-	1.5	-	1.5
3	Alden Library Phase 1	$2.7	-	2.4	-	0.3	-	-	33.0	-	2.7
	Planning and Programming										
4	Interdisciplinary Science Facility Planning	$0.2	0.2	-	-	-	-	-	90.0	-	0.2
5	Seigfred Hall Planning and Design	$0.2	0.2	-	-	-	-	-	30.0	-	0.2

FY15 Capital Improvement Plan

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
6	Medical Multipurpose Building Planning	$3.0	3.0	-	-	-	-	-	43.0	-	2.8
7	Grover Center CHSP Renovation Planning	$0.8	-	-	-	0.8	-	-	8.0	-	0.8
8	Engineering Research Space Planning	$0.2	-	-	-	0.2	-	-	0.2	-	0.2
9	West Union St Office Ctr Design	$2.5	-	2.5	-	-	-	-	24.0	*0.2*	1.5
10	Comprehensive Master Plan Update	TBD	-	-	-	TBD	-	-	TBD	-	-
11	Day Care Center Planning	$0.2	-	-	-	0.2	-	-	TBD	-	0.2
	Subtotal	**$42.8**	**$7.5**	**$21.3**	**$0.0**	**$3.8**	**$0.0**	**$10.3**	**$261.5**	**$0.8**	**$12.3**
Residential Housing											
1	Roof Replacements	$1.5	-	-	-	1.5	-	-	1.5	-	1.5
2	Jefferson Hall: Residential Rehab. Planning & Design	$4.0	-	-	-	4.0	-	-	36.0	-	1.2
3	Housing Minor Renovations	$4.0	-	-	-	4.0	-	-	4.0	-	4.0
	Subtotal	**$9.5**	**$0.0**	**$0.0**	**$0.0**	**$9.5**	**$0.0**	**$0.0**	**$41.5**	**$0.0**	**$6.7**
Auxiliaries											
1	Storage Auxiliary Planning & Design	$1.0	-	-	-	1.0	-	-	-	-	1.0
2	Jefferson Hall: Culinary Market Planning & Design	$1.0	-	-	-	1.0	-	-	8.0	-	1.0
3	Boyd Dining Hall Renovation	$10.0	-	-	-	10.0	-	-	-	*0.7*	9.3
4	Airport Improvements	$2.6	-	-	-	-	-	2.6	-	*0.2*	2.4
5	Auxiliaries Minor Renovations	$0.8	-	-	-	0.8	-	-	0.8	*0.5*	0.8
	Subtotal	**$15.4**	**$0.0**	**$0.0**	**$0.0**	**$12.8**	**$0.0**	**$2.6**	**$8.8**	**$1.4**	**$14.5**
Academic Support											
1	Classroom Upgrade: Morton Hall	$1.5	-	-	1.5	-	-	-	1.5	-	1.5
2	Classroom Upgrade: Renewal Plan	$1.5	-	-	-	1.5	-	-	1.5	-	1.5
	Subtotal	**$3.0**	**$0.0**	**$0.0**	**$1.5**	**$1.5**	**$0.0**	**$0.0**	**$3.0**	**$0.0**	**$3.0**

FY15 Capital Improvement Plan

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
Infrastructure Renewal-Accessibility											
1	Campus Accessibility Improvements	$0.5	-	-	-	0.5	-	-	0.5	-	0.5
2	Aquatic Center Accessibility Improvements	$0.35	-	-	0.35	-	-	-	0.35	-	0.35
3	Peden Stadium ADA Improvements	$0.5	-	-	-	0.5	-	-	0.5	-	0.5
	Subtotal	**$1.4**	**$0.0**	**$0.0**	**$0.4**	**$1.0**	**$0.0**	**$0.0**	**$1.4**	**$0.0**	**$1.4**
Infrastructure Renewal-Deferred Maintenance											
1	Safety Projects	$1.0	-	-	-	1.0	-	-	1.0	*1.0*	1.0
2	South Green Drive Extension Ph 2	$2.0	-	-	1.0	1.0	-	-	2.0	-	0.2
3	Chilled Water Expansion	$6.5		6.5	-	-	-	-	6.5	*2.1*	4.4
4	Energy Infrastructure Projects Initiative	$79.0	-	78.0	1.0	-	-	-	79.0	*0.8*	17.8
5	Stocker Center Fire Alarm	$3.0	-	3.0	-	-	-	-	3.0	-	3.0
6	Utility Tunnel Upgrades	$3.0	-	-	1.0	2.0	-	-	3.0	-	3.0
7	Campus Building Envelope	$0.8	-	-	0.8	-	-	-	0.8	-	0.8
8	Roofing Upgrades and Replacement	$4.3	-	-	4.3	-	-	-	4.3	-	4.3
9	College of Fine Arts Infrastructure Upgrades	$2.7	-	-	2.7	-	-	-	2.7	-	2.7
10	Campus Roadway Improvements	$5.0	-	-	5.0	-	-	-	5.0	-	1.5
11	Peden Stadium Concrete Restoration	$1.5	-	-	-	1.5	-	-	1.5	-	1.5
12	Campus HVAC Improvements	$0.4	-	-	0.4	-	-	-	0.4	-	0.4
13	Convocation Center Seating Replacement	$3.0	-	-	-	3.0	-	-	3.0	-	3.0
	Subtotal	**$112.2**	**$0.0**	**$87.5**	**$16.2**	**$8.5**	**$0.0**	**$0.0**	**$112.2**	**$3.9**	**$43.6**

OHIO UNIVERSITY

FY15 Capital Improvement Plan

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
OIT: Infrastructure & Service Imp Projects											
1	Telephone/VoIP Services	$3.1	-	-	-	3.1	-	-	3.1	-	3.1
2	Virtual server infrastructure	$0.2	-	-	-	0.2	-	-	0.2	-	0.2
3	Storage (hardware, software, tools)	$0.5	-	-	-	0.5	-	-	0.5	-	0.5
4	Disaster Recovery	$0.3	-	-	-	0.3	-	-	0.3	-	0.3
5	Other	$0.8	-	-	-	0.8	-	-	0.8	-	0.8
	Subtotal	**$4.9**	**$0.0**	**$0.0**	**$0.0**	**$4.9**	**$0.0**	**$0.0**	**$4.9**	**$0.0**	**$4.9**
OIT: Applications/Customer Systems											
1	Small system IT Initiatives	$2.0	-	-	-	2.0	-	-	2.0	-	2.0
2	Strategic Alignment Initiative	$4.9	-	-	-	4.9	-	-	4.9	-	4.9
3	CRM (including advancement)	$0.3	-	-	-	0.3	-	-	0.3	-	0.3
4	Space planning, scheduling, & management	$0.1	-	-	-	0.1	-	-	0.1	-	0.1
	Subtotal	**$7.3**	**$0.0**	**$0.0**	**$0.0**	**$7.3**	**$0.0**	**$0.0**	**$7.3**	**$0.0**	**$7.3**

FY15 Capital Improvement Plan

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
Regional Campus											
1	Chillicothe Campus: Bennett Hall Electrical	$0.95	-	-	0.95	-	-	-	0.95	-	0.95
2	Chillicothe Campus Shoemaker Center Bridge Repair	$0.98	-	-	0.55	0.43	-	-	0.98	-	0.98
3	Eastern Campus Shannon Hall HVAC Upgrades	$0.60	-	-	0.60	-	-	-	0.60	-	0.60
4	Eastern Campus Shannon Hall Fire Alarm Replacement	$0.45	-	-	0.45	-	-	-	0.45	-	0.45
5	Eastern Campus Health Center Roof Replacement	$0.75	-	-	0.75	-	-	-	0.75	-	0.75
6	Eastern Campus Minor Capital Projects	$0.40	-	-	-	0.40	-	-	0.40	-	0.40
7	Lancaster Campus Herrold Hall Roof Repair	$0.45	-	-	0.45	-	-	-	0.45	-	0.45
8	Lancaster Campus North Parking Lot Improvements	$0.33	-	-	0.24	0.09	-	-	0.33	-	0.33
9	Lancaster Campus: Brasee Hall Zone Food Svc Ren.	$0.27	-	-	-	0.27	-	-	0.27	-	0.27
10	Lancaster Campus Brasee Hall Fitness Center Addition	$0.48	-	-	0.23	0.3	-	-	0.48	-	0.48
11	Lancaster Campus Brasee Hall Computer/Tutoring Lab	$0.13	-	-	-	0.1	-	-	0.13	-	0.13
12	Lancaster Campus Brasee Hall Gallery Relocation	$0.16	-	-	0.04	0.1	-	0.0	0.16	-	0.16
13	Southern Campus HVAC Improvements	$0.88	-	-	0.88	-	-	-	0.88	-	0.88
14	Southern Campus Classrooms & Land Labs - Science	$0.15	-	-	0.15	-	-	-	0.15	-	0.15
15	Southern Campus Child Dev. Ctr - Wastewater Sys.	$0.40	-	-	0.40	-	-	-	0.40	-	0.40
16	Southern Campus Minor Capital Projects	$0.30	-	-	-	0.3	-	-	0.30	-	0.30
17	Southern Campus Proctorville Parking Lot, Walking Trail &	$0.20	-	-	0.10	0.1	-	-	0.20	-	0.20
18	Zanesville Campus: Roof Repair & Replace	$0.90	-	-	0.45	-	0.45	-	0.90	-	0.90
19	Zanesville Campus Elson & Herrold Upgrades	$0.31	-	-	-	0.31	-	-	0.31	-	0.31
20	Zanesville Campus: Elson Hall Classroom	$0.60	-	-	0.60	-	-	-	0.60	-	0.60
Subtotal		**$9.7**	**$0.0**	**$0.0**	**$6.8**	**$2.4**	**$0.5**	**$0.0**	**$9.7**	**$0.0**	**$9.7**

FY15 Capital Improvement Plan

	Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
		Issued	Not Issued							
Projects In Progress (Previously Approved)	$184.4	$83.8	$39.2	$5.4	$49.6	$0.0	$6.4	$184.4	*$31.0*	$139.5
Academic/Research Projects	$42.8	$7.5	$21.3	$0.0	$3.8	$0.0	$10.3	$261.5	*$0.8*	$12.3
Residential Housing	$9.5	$0.0	$0.0	$0.0	$9.5	$0.0	$0.0	$41.5	$0.0	$6.7
Auxiliaries	$15.4	$0.0	$0.0	$0.0	$12.8	$0.0	$2.6	$8.8	$1.4	$14.5
Academic Support	$3.0	$0.0	$0.0	$1.5	$1.5	$0.0	$0.0	$3.0	$0.0	$3.0
Infrastructure Renewal-Accessibility	$1.4	$0.0	$0.0	$0.4	$1.0	$0.0	$0.0	$1.4	$0.0	$1.4
Infrastructure Renewal-Deferred Maintenance	$112.2	$0.0	$87.5	$16.2	$8.5	$0.0	$0.0	$112.2	$3.9	$43.6
OIT: Infrastructure & Service Imp Projects	$4.9	$0.0	$0.0	$0.0	$4.9	$0.0	$0.0	$4.9	$0.0	$4.9
OIT: Applications/Customer Systems	$7.3	$0.0	$0.0	$0.0	$7.3	$0.0	$0.0	$7.3	$0.0	$7.3
Regional Campus	$9.7	$0.0	$0.0	$6.8	$2.4	$0.5	$0.0	$9.7	*$0.0*	$9.7
Total	$390.5	$91.3	$148.0	$30.3	$101.2	$0.5	$19.3	$634.6	$37.0	$242.9
		$	239.3							

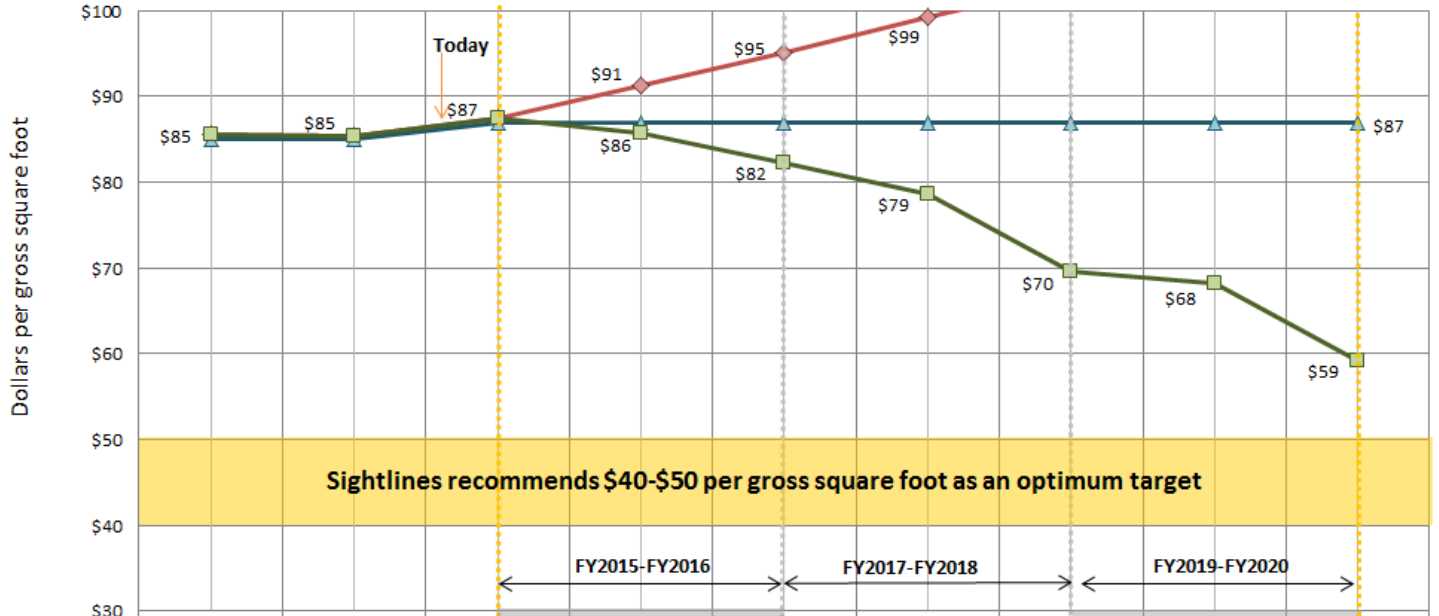
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Deferred Maintenance Backlog

- In 2010, the Sightlines study projected that the University would reach a $1 billion deferred maintenance backlog in 20 years should it continue on its current spending level path.
- A priority of the University's 20-year CIP in 2011 was to tackle deferred maintenance. The original 20-year CIP projected a $72 per gross square foot backlog by FY20, reduced from a projected $109 gross square foot projection.
- With the implementation of the Century Bond, this number would be further reduced to $59 per gross square foot. Without it and debt, the backlog on our campus would quickly rise to $113 by FY2020.
- Deferred Maintenance Backlog is calculated in the following manner:
  - $18.8M (plus additional 3% inflation) per year in "keep-up" funding (estimated rate of additional deferred maintenance being accrued each year based on age of plant). Spending only this, our backlog total is maintained (not reduced or increased).
  - Funds directed to deferred maintenance above the $18.8M per year keep up total, directly reduce the backlog total. The Century Bond provides $XM more in the 6 year CIP, than planned in Fall 2013.
  - Buildings renovations: Estimated percentage of the project total that applies to elements that would be considered as a part of the deferred maintenance backlog subtract from the backlog total.
  - Safety, chilled water, and other maintenance line items: Estimated percentage of the project total directly reduces the deferred maintenance backlog.
  - The new utility Infrastructure strategy provides investment into deferred maintenance projects.

Deferred Maintenance Backlog

- With the implementation of the Century Bond deferred maintenance strategy, the Athens campus general fund deferred maintenance backlog , estimated at $87 per gross square foot today, would reduce to $59 per gross square foot based upon the projects outlined in the six year CIP, including the updated Utility Infrastructure Project.
- Without Century Bond or debt strategy, the Athens Campus deferred maintenance backlog would rise to $113 per gross square foot by FY2020.



	2012	2013	2014	2015	2016	2017	2018	2019	2020
No Debt or Century Bond	$85	$85	$87	$91	$95	$99	$103	$109	$113
Baseline: No Reduction	$85	$85	$87	$87	$87	$87	$87	$87	$87
CIP FY15-FY20 Update	$85	$85	$87	$86	$82	$79	$70	$68	$59

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1804

FY15 Capital Improvement Plan

- FY2015-FY2020 Six Year Capital Improvement Plan (CIP) Update approved in Fall 2013
- Request for FY2015 - FY2016 Biennial State Appropriations Approved in Spring 2014
- CIP has been reviewed and approved by University leadership
- Prior to projects going forward, the board or leadership will identify and approve funding sources
- You are approving the annual Capital Improvement Plan

FY15 ANNUAL CAPITAL IMPROVEMENT PLAN UPDATE

Comments and Questions?

FY2015 Annual Capital Improvement Plan Update
5-21-14

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
Projects In Progress (Previously Approved)											
1	OUHCOM Cleveland *	$20.2	-	-	-	20.2	-	-	20.2	*0.6*	7.6
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3	Tupper Hall: Classroom Swing	$10.0	7.0	-	3.0	-	-	-	10.0	*0.6*	9.4
4	College of Business Expansion Renovation	$1.0	-	-	-	-	-	1.0	1.0	*0.01*	1.0
5	College of Communication Ph 2	$17.8	12.0	-	0.4	-	-	5.4	17.8	*0.7*	11.2
6	Ridges Master Plan Update	$0.3	-	-	-	0.3	-	-	0.3	-	0.3
7	Allen Student Help Center Expansion	$0.7	-		-	0.7	-	-	0.7	-	0.7
8	Housing Development Ph 1	$110.0	60.8	39.2	-	10.0	-	-	110.0	*24.0*	86.0
9	Central Food Facility Phase 4	$3.0	-		-	3.0	-	-	3.0	-	3.0
10	Northeast Campus Roadway: South Green Ext.	$1.5	-		-	1.5	-	-	1.5	*0.2*	1.3
11	Small Renovation Projects *Classrooms, Labs, Faculty Start-ups, Etc.*	$5.0	-	-	-	5.0	-	-	5.0	*4.0*	5.0
12	Dublin CHSP TI & Infrastructure	$4.0	-	-	-	4.0	-	-	4.0	-	4.0
	Subtotal	**$184.4**	**$83.8**	**$39.2**	**$5.4**	**$49.6**	**$0.0**	**$6.4**	**$184.4**	**$31.0**	**$139.5**
Academic/Research Projects											
	Design and Construction										
1	McCracken Hall Ren. & Add.	$31.6	4.1	16.4	-	0.8	-	10.3	31.8	*0.6*	2.2
2	Multiphase Corrosion Facility Office Addition	$1.5	-	0.0	-	1.5	-	-	1.5	-	1.5
3	Alden Library Phase 1	$2.7	-	2.4	-	0.3	-	-	33.0	-	2.7
	Planning and Programming										
4	Interdisciplinary Science Facility Planning	$0.2	0.2	-	-	-	-	-	90.0	-	0.2
5	Seigfred Hall Planning and Design	$0.2	0.2	-	-	-	-	-	30.0	-	0.2

* Paid off by Gifts Raised

FY2015 Annual Capital Improvement Plan Update
5-21-14

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
6	Medical Multipurpose Building Planning	$3.0	3.0	-	-	-	-	-	43.0	-	2.8
7	Grover Center CHSP Renovation Planning	$0.8	-	-	-	0.8	-	-	8.0	-	0.8
8	Engineering Research Space Planning	$0.2	-	-	-	0.2	-	-	0.2	-	0.2
9	West Union St Office Ctr Design	$2.5	-	2.5	-	-	-	-	24.0	*0.2*	1.5
10	Comprehensive Master Plan Update	TBD	-	-	-	TBD	-	-	TBD	-	-
11	Day Care Center Planning	$0.2	-	-	-	0.2	-	-	TBD	-	0.2
	Subtotal	**$42.8**	**$7.5**	**$21.3**	**$0.0**	**$3.8**	**$0.0**	**$10.3**	**$261.5**	**$0.8**	**$12.3**
Residential Housing											
1	Roof Replacements	$1.5	-	-	-	1.5	-	-	1.5	-	1.5
2	Jefferson Hall: Residential Rehab. Planning & Design	$4.0	-	-	-	4.0	-	-	36.0	-	1.2
3	Housing Minor Renovations	$4.0	-	-	-	4.0	-	-	4.0	-	4.0
	Subtotal	**$9.5**	**$0.0**	**$0.0**	**$0.0**	**$9.5**	**$0.0**	**$0.0**	**$41.5**	**$0.0**	**$6.7**
Auxiliaries											
1	Storage Auxiliary Planning & Design	$1.0	-	-	-	1.0	-	-	-	-	1.0
2	Jefferson Hall: Culinary Market Planning & Design	$1.0	-	-	-	1.0	-	-	8.0	-	1.0
3	Boyd Dining Hall Renovation	$10.0	-	-	-	10.0	-	-	-	*0.7*	9.3
4	Airport Improvements	$2.6	-	-	-	-	-	2.6	-	*0.2*	2.4
5	Auxiliaries Minor Renovations	$0.8	-	-	-	0.8	-	-	0.8	*0.5*	0.8
	Subtotal	**$15.4**	**$0.0**	**$0.0**	**$0.0**	**$12.8**	**$0.0**	**$2.6**	**$8.8**	**$1.4**	**$14.5**
Academic Support											
1	Classroom Upgrade: Morton Hall	$1.5	-	-	1.5	-	-	-	1.5	-	1.5
2	Classroom Upgrade: Renewal Plan	$1.5	-	-	-	1.5	-	-	1.5	-	1.5
	Subtotal	**$3.0**	**$0.0**	**$0.0**	**$1.5**	**$1.5**	**$0.0**	**$0.0**	**$3.0**	**$0.0**	**$3.0**

* Paid off by Gifts Raised

FY2015 Annual Capital Improvement Plan Update
5-21-14

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
Infrastructure Renewal-Accessibility											
1	Campus Accessibility Improvements	$0.5	-	-	-	0.5	-	-	0.5	-	0.5
2	Aquatic Center Accessibility Improvements	$0.35	-	-	0.35	-	-	-	0.35	-	0.35
3	Peden Stadium ADA Improvements	$0.5	-	-	-	0.5	-	-	0.5	-	0.5
	Subtotal	**$1.4**	**$0.0**	**$0.0**	**$0.4**	**$1.0**	**$0.0**	**$0.0**	**$1.4**	**$0.0**	**$1.4**
Infrastructure Renewal-Deferred Maintenance											
1	Safety Projects	$1.0	-	-	-	1.0	-	-	1.0	*1.0*	1.0
2	South Green Drive Extension Ph 2	$2.0	-	-	1.0	1.0	-	-	2.0	-	0.2
3	Chilled Water Expansion	$6.5		6.5	-	-	-	-	6.5	*2.1*	4.4
4	Energy Infrastructure Projects Initiative	$79.0	-	78.0	1.0	-	-	-	79.0	*0.8*	17.8
5	Stocker Center Fire Alarm	$3.0	-	3.0	-	-	-	-	3.0	-	3.0
6	Utility Tunnel Upgrades	$3.0	-	-	1.0	2.0	-	-	3.0	-	3.0
7	Campus Building Envelope	$0.8	-	-	0.8	-	-	-	0.8	-	0.8
8	Roofing Upgrades and Replacement	$4.3	-	-	4.3	-	-	-	4.3	-	4.3
9	College of Fine Arts Infrastructure Upgrades	$2.7	-	-	2.7	-	-	-	2.7	-	2.7
10	Campus Roadway Improvements	$5.0	-	-	5.0	-	-	-	5.0	-	1.5
11	Peden Stadium Concrete Restoration	$1.5	-	-	-	1.5	-	-	1.5	-	1.5
12	Campus HVAC Improvements	$0.4	-	-	0.4	-	-	-	0.4	-	0.4
13	Convocation Center Seating Replacement	$3.0	-	-	-	3.0	-	-	3.0	-	3.0
	Subtotal	**$112.2**	**$0.0**	**$87.5**	**$16.2**	**$8.5**	**$0.0**	**$0.0**	**$112.2**	**$3.9**	**$43.6**

* Paid off by Gifts Raised

FY2015 Annual Capital Improvement Plan Update
5-21-14

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
OIT: Infrastructure & Service Imp Projects											
1	Telephone/VoIP Services	$3.1	-	-	-	3.1	-	-	3.1	-	3.1
2	Virtual server infrastructure	$0.2	-	-	-	0.2	-	-	0.2	-	0.2
3	Storage (hardware, software, tools)	$0.5	-	-	-	0.5	-	-	0.5	-	0.5
4	Disaster Recovery	$0.3	-	-	-	0.3	-	-	0.3	-	0.3
5	Other	$0.8	-	-	-	0.8	-	-	0.8	-	0.8
	Subtotal	**$4.9**	**$0.0**	**$0.0**	**$0.0**	**$4.9**	**$0.0**	**$0.0**	**$4.9**	**$0.0**	**$4.9**
OIT: Applications/Customer Systems											
1	Small system IT Initiatives	$2.0	-	-	-	2.0	-	-	2.0	-	2.0
2	Strategic Alignment Initiative	$4.9	-	-	-	4.9	-	-	4.9	-	4.9
3	CRM (including advancement)	$0.3	-	-	-	0.3	-	-	0.3	-	0.3
4	Space planning, scheduling, & management	$0.1	-	-	-	0.1	-	-	0.1	-	0.1
	Subtotal	**$7.3**	**$0.0**	**$0.0**	**$0.0**	**$7.3**	**$0.0**	**$0.0**	**$7.3**	**$0.0**	**$7.3**

* Paid off by Gifts Raised

FY2015 Annual Capital Improvement Plan Update
5-21-14

		Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
			Issued	Not Issued							
Regional Campus											
1	Chillicothe Campus: Bennett Hall Electrical	$0.95	-	-	0.95	-	-	-	0.95	-	0.95
2	Chillicothe Campus Shoemaker Center Bridge Repair	$0.98	-	-	0.55	0.43	-	-	0.98	-	0.98
3	Eastern Campus Shannon Hall HVAC Upgrades	$0.60	-	-	0.60	-	-	-	0.60	-	0.60
4	Eastern Campus Shannon Hall Fire Alarm Replacement	$0.45	-	-	0.45	-	-	-	0.45	-	0.45
5	Eastern Campus Health Center Roof Replacement	$0.75	-	-	0.75	-	-	-	0.75	-	0.75
6	Eastern Campus Minor Capital Projects	$0.40	-	-	-	0.40	-	-	0.40	-	0.40
7	Lancaster Campus Herrold Hall Roof Repair	$0.45	-	-	0.45	-	-	-	0.45	-	0.45
8	Lancaster Campus North Parking Lot Improvements	$0.33	-	-	0.24	0.09	-	-	0.33	-	0.33
9	Lancaster Campus: Brasee Hall Zone Food Svc Ren.	$0.27	-	-	-	0.27	-	-	0.27	-	0.27
10	Lancaster Campus Brasee Hall Fitness Center Addition	$0.48	-	-	0.23	0.3	-	-	0.48	-	0.48
11	Lancaster Campus Brasee Hall Computer/Tutoring Lab	$0.13	-	-	-	0.1	-	-	0.13	-	0.13
12	Lancaster Campus Brasee Hall Gallery Relocation	$0.16	-	-	0.04	0.1	-	0.0	0.16	-	0.16
13	Southern Campus HVAC Improvements	$0.88	-	-	0.88	-	-	-	0.88	-	0.88
14	Southern Campus Classrooms & Land Labs - Science	$0.15	-	-	0.15	-	-	-	0.15	-	0.15
15	Southern Campus Child Dev. Ctr - Wastewater Sys.	$0.40	-	-	0.40	-	-	-	0.40	-	0.40
16	Southern Campus Minor Capital Projects	$0.30	-	-	-	0.3	-	-	0.30	-	0.30
17	Southern Campus Proctorville Parking Lot, Walking Trail &	$0.20	-	-	0.10	0.1	-	-	0.20	-	0.20
18	Zanesville Campus: Roof Repair & Replace	$0.90	-	-	0.45	-	0.45	-	0.90	-	0.90
19	Zanesville Campus Elson & Herrold Upgrades	$0.31	-	-	-	0.31	-	-	0.31	-	0.31
20	Zanesville Campus: Elson Hall Classroom	$0.60	-	-	0.60	-	-	-	0.60	-	0.60
Subtotal		**$9.7**	**$0.0**	**$0.0**	**$6.8**	**$2.4**	**$0.5**	**$0.0**	**$9.7**	**$0.0**	**$9.7**

* Paid off by Gifts Raised

FY2015 Annual Capital Improvement Plan Update
5-21-14

	Project Estimate	Debt		State Capital	Internal Working Capital	Public Private	Gifts Grants	*Project Total*	*Prior Year(s)*	FY15
		Issued	Not Issued							
Projects In Progress (Previously Approved)	$184.4	$83.8	$39.2	$5.4	$49.6	$0.0	$6.4	$184.4	*$31.0*	$139.5
Academic/Research Projects	$42.8	$7.5	$21.3	$0.0	$3.8	$0.0	$10.3	$261.5	*$0.8*	$12.3
Residential Housing	$9.5	$0.0	$0.0	$0.0	$9.5	$0.0	$0.0	$41.5	$0.0	$6.7
Auxiliaries	$15.4	$0.0	$0.0	$0.0	$12.8	$0.0	$2.6	$8.8	$1.4	$14.5
Academic Support	$3.0	$0.0	$0.0	$1.5	$1.5	$0.0	$0.0	$3.0	$0.0	$3.0
Infrastructure Renewal-Accessibility	$1.4	$0.0	$0.0	$0.4	$1.0	$0.0	$0.0	$1.4	$0.0	$1.4
Infrastructure Renewal-Deferred Maintenance	$112.2	$0.0	$87.5	$16.2	$8.5	$0.0	$0.0	$112.2	$3.9	$43.6
OIT: Infrastructure & Service Imp Projects	$4.9	$0.0	$0.0	$0.0	$4.9	$0.0	$0.0	$4.9	$0.0	$4.9
OIT: Applications/Customer Systems	$7.3	$0.0	$0.0	$0.0	$7.3	$0.0	$0.0	$7.3	$0.0	$7.3
Regional Campus	$9.7	$0.0	$0.0	$6.8	$2.4	$0.5	$0.0	$9.7	*$0.0*	$9.7
Total	$390.5	$91.3	$148.0	$30.3	$101.2	$0.5	$19.3	$634.6	$37.0	$242.9
		$	239.3							

* Paid off by Gifts Raised

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost
Stephen T. Golding, Vice President Finance and Administration, CFO and Treasurer

Re: SHAPING THE ENROLLMENT PICTURE AT OHIO UNIVERSITY

In anticipation of continued record enrollments again for Fall 2014, and in alignment with the Strategic Enrollment Management Plan (SEMP), OHIO has been carefully moving to a model of shaping our enrollments, in alignment with capacities. This is a marked difference from a continual growth model and one that will position OHIO in meeting its twin missions of access and success.

During the June Joint Committee meeting we will be joined by Craig Cornell, Vice Provost for Enrollment Management, to discuss the ways in which OHIO is carefully building and sharping its enrollments.

This presentation will highlight the following:

- In light of a challenging and competitive environment, Ohio University has been successful in meeting the goals of the SEMP and, as outlined in the plan, is starting to reach capacities in both college teaching and housing.

- This reality has caused movement in the strategies of recruitment and enrollment of the entering classes to meet these capacities, focusing on targeted populations in the shaping of the class and growing in other areas where capacities exist.

- OHIO has a unique position within the large 4-year public institutions and the combination of our financial aid leveraging strategies and initiatives like The OHIO Guarantee will allow us to continue to meet our twin missions of access and success.

SHAPING THE ENROLLMENT PICTURE AT OHIO UNIVERSITY

Tab

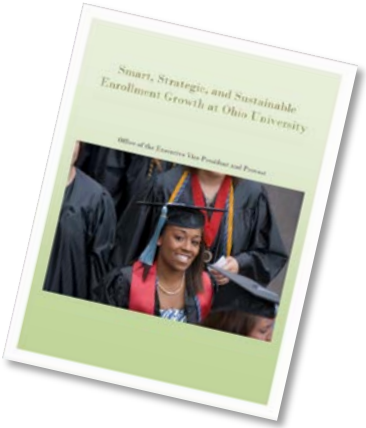
OHIO UNIVERSITY

The SEMP, 2010-2016

The continued success of our enrollment efforts in alignment to overall university strategic planning processes, through the implementation of our Strategic Enrollment Management Plan (SEMP), has placed us in the unprecedented and counter-cyclical position to begin to more fully shape each student class effectively.

Through careful implementation of the short and long term strategies laid out in this document, in combination of overall university strategic planning, Ohio University should be able to continue to not only secure the revenue stream necessary, but more importantly, continue to meet its vision statement of being the nation's best transformative learning community.

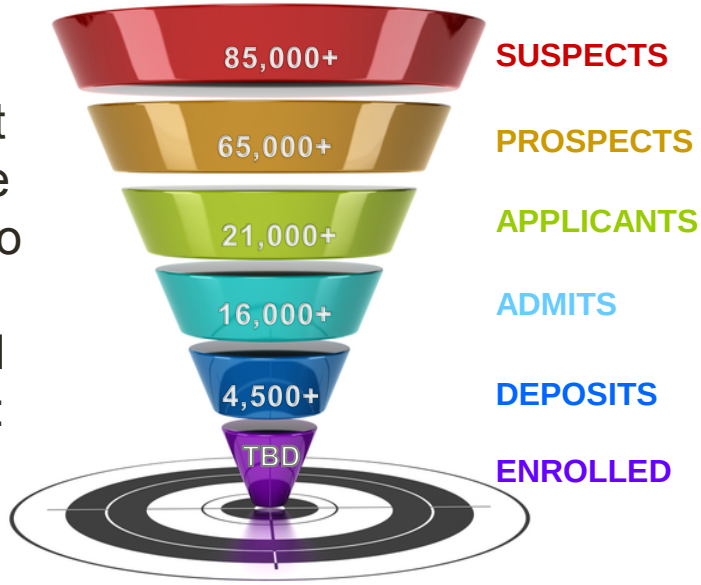
- SEMP, p.29



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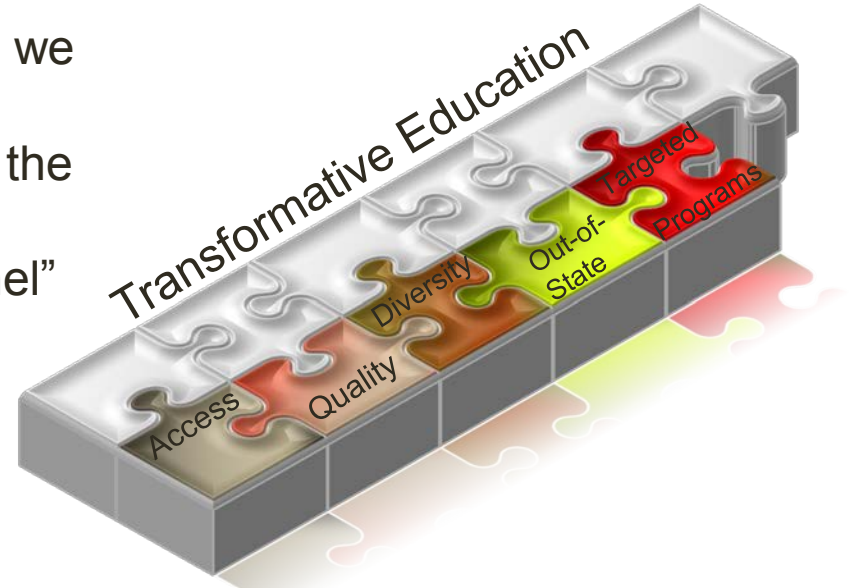
Shaping a Freshman Class

Over the past few years, we have begun to move from the traditional funnel model:





To a model whereby we carefully build the freshman class with the right mix of students throughout the "funnel" to best meet our mission:

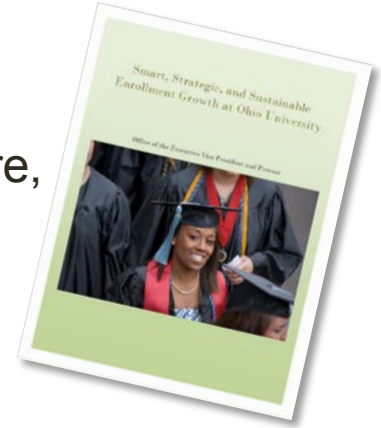


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Capacity limitations on a continued growth model, a few examples:

College Teaching Capacity – The ability to provide a transformative learning experience in the classroom

- Constant communication with Provost, Enrollment Management and College Deans regarding teaching capacities, student academic and curricular support and student services
- Targeted enrollment planning to grow areas of under-enrollment, level-off areas at capacity and plan for added growth where appropriate
- RCM analysis allows for a more fully informed cost analysis tied to academic efforts allowing for strategic decisions related to teaching capacity
- Effect of growing enrollments across campus on the general education needs of the University and the College of Arts and Sciences in particular are creating many physical infrastructure, staffing, and student access issues we are addressing.



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Capacity limitations on a continued growth model, a few examples:

Housing Capacity – The ability to provide a transformative learning experience outside the classroom

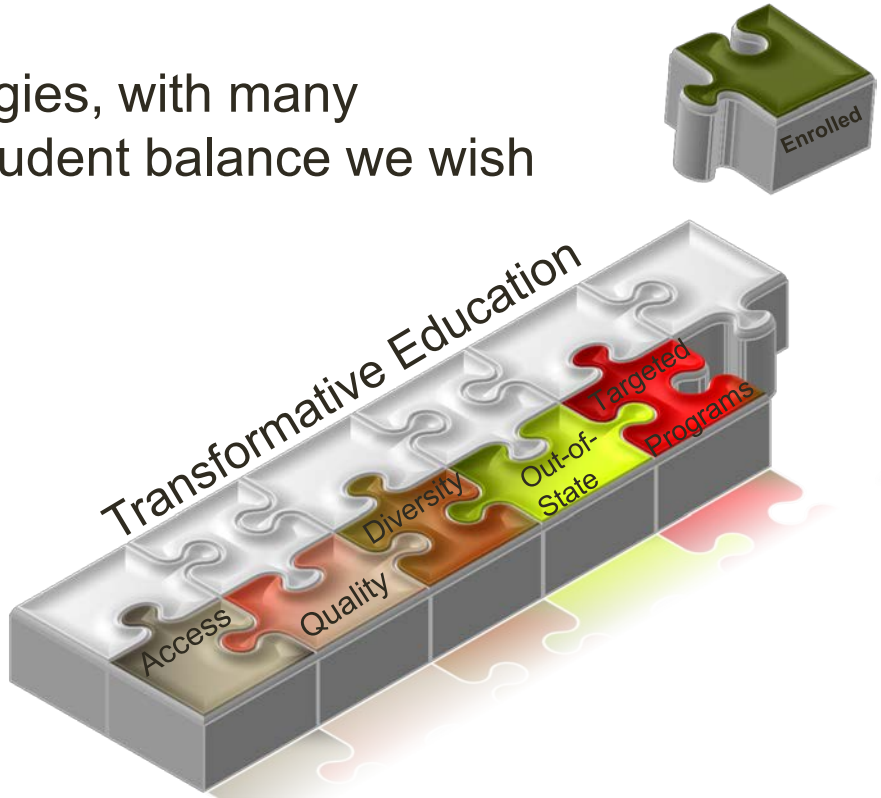
- With an anticipated growth again this year in the freshman class, beyond last year's record increase, there is a concern we are up against our core capacity.
- The Residential Housing master plan capacity was built in alignment with the enrollment goals of the SEMP; As we have surpassed those numbers, we are beginning to reach a limit in our housing stock to be able to provide the co-curricular student opportunities and support without significant new investments.
- Constant communication and projections allow for all to be on the same page and to assure adequate support services and co-curricular opportunities.



Shaping the student pipeline :

The approach is to start with the goal in mind – namely, finding the right students, who will be successful at OHIO and carefully develop enrollment planning approaches to meet our capacities and create a transformative education for the right number of students.

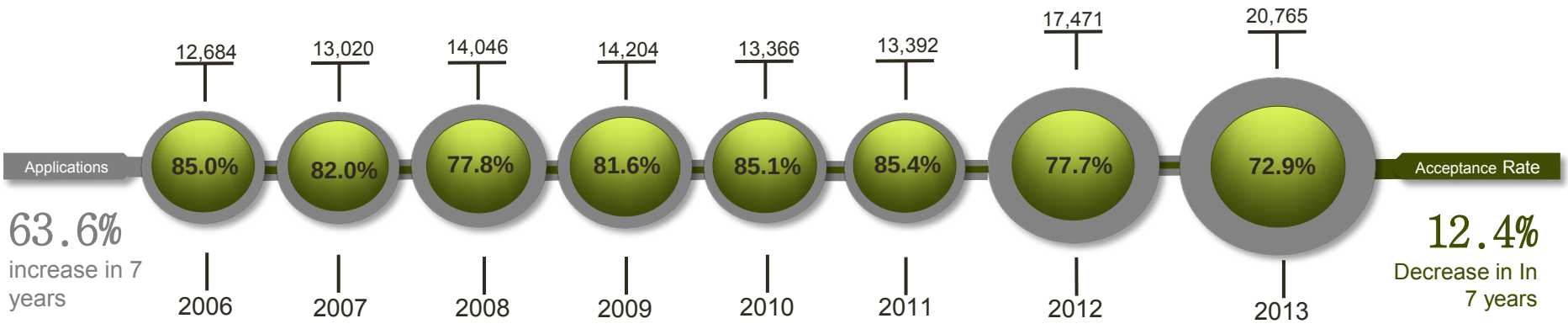
This is done through a series of strategies, with many different populations, to achieve the student balance we wish to see on campus



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Shaping the student pipeline, examples :

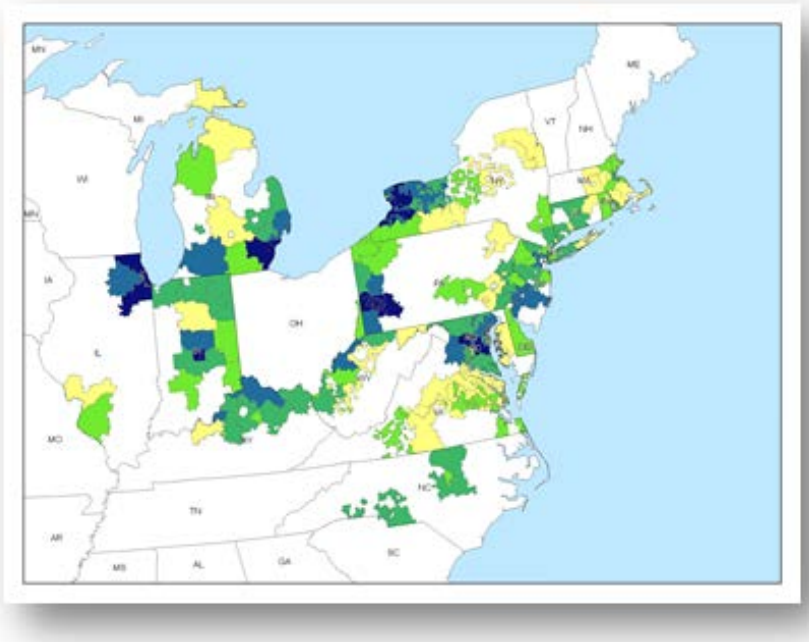
- Carefully balancing application growth against admit rates to achieve freshman targets

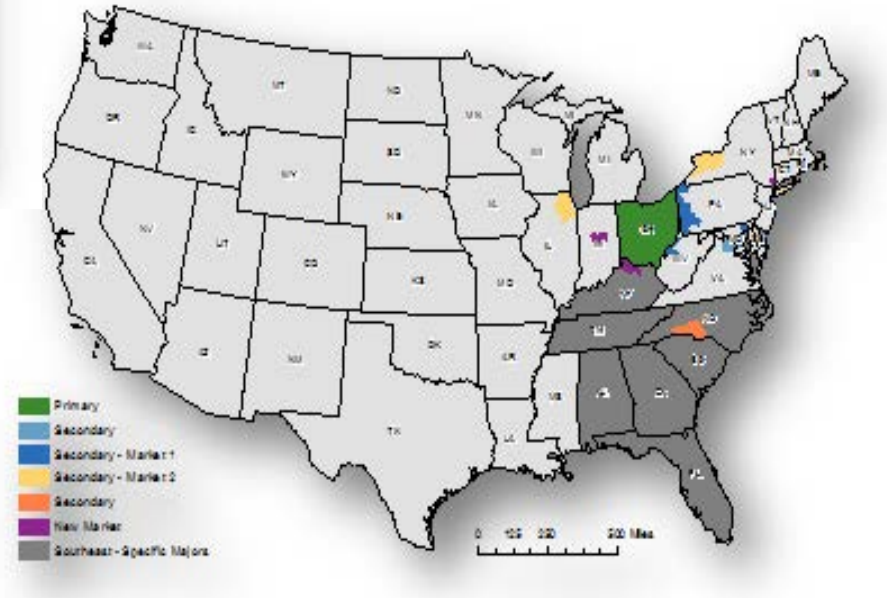


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Shaping the student pipeline, examples :

- Expanding out-of-state outreach to strategically selected areas

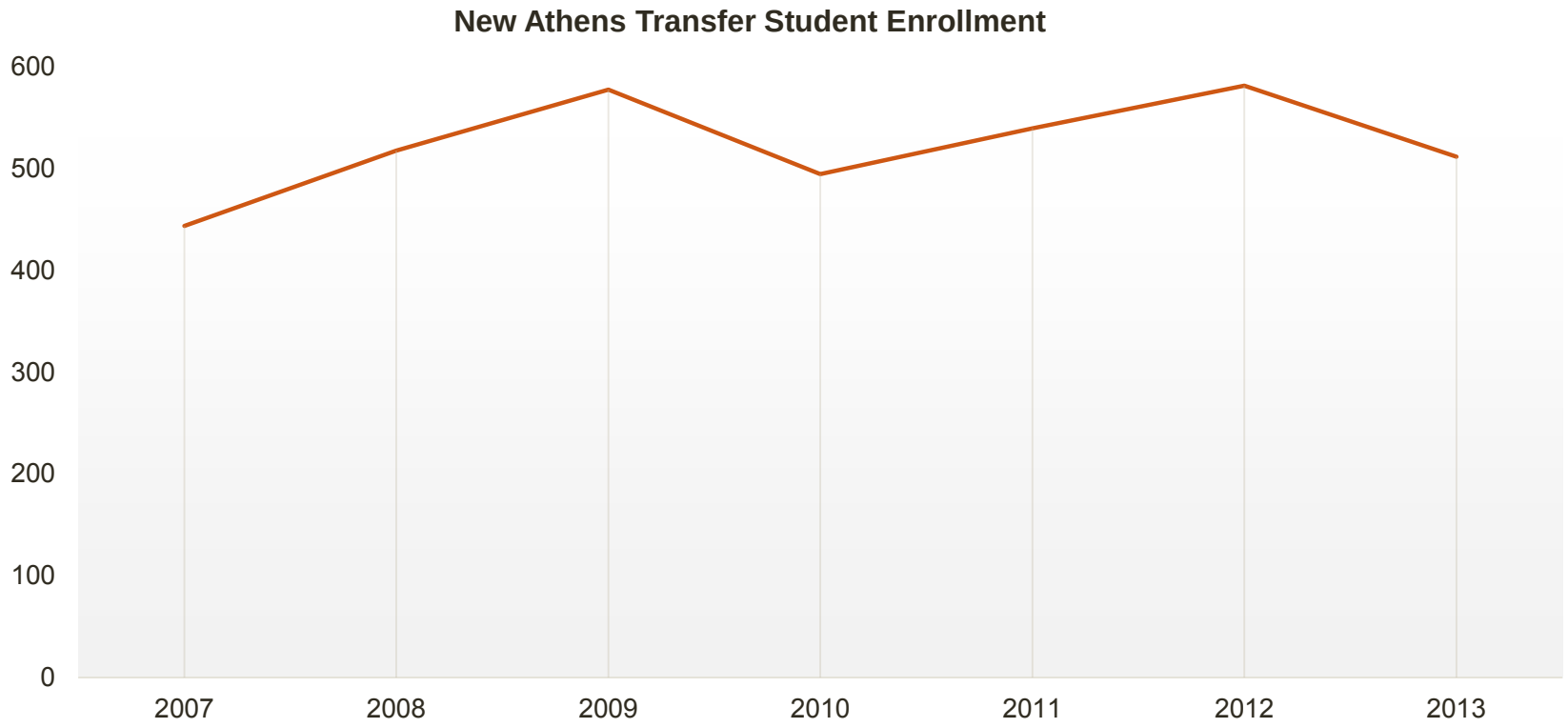




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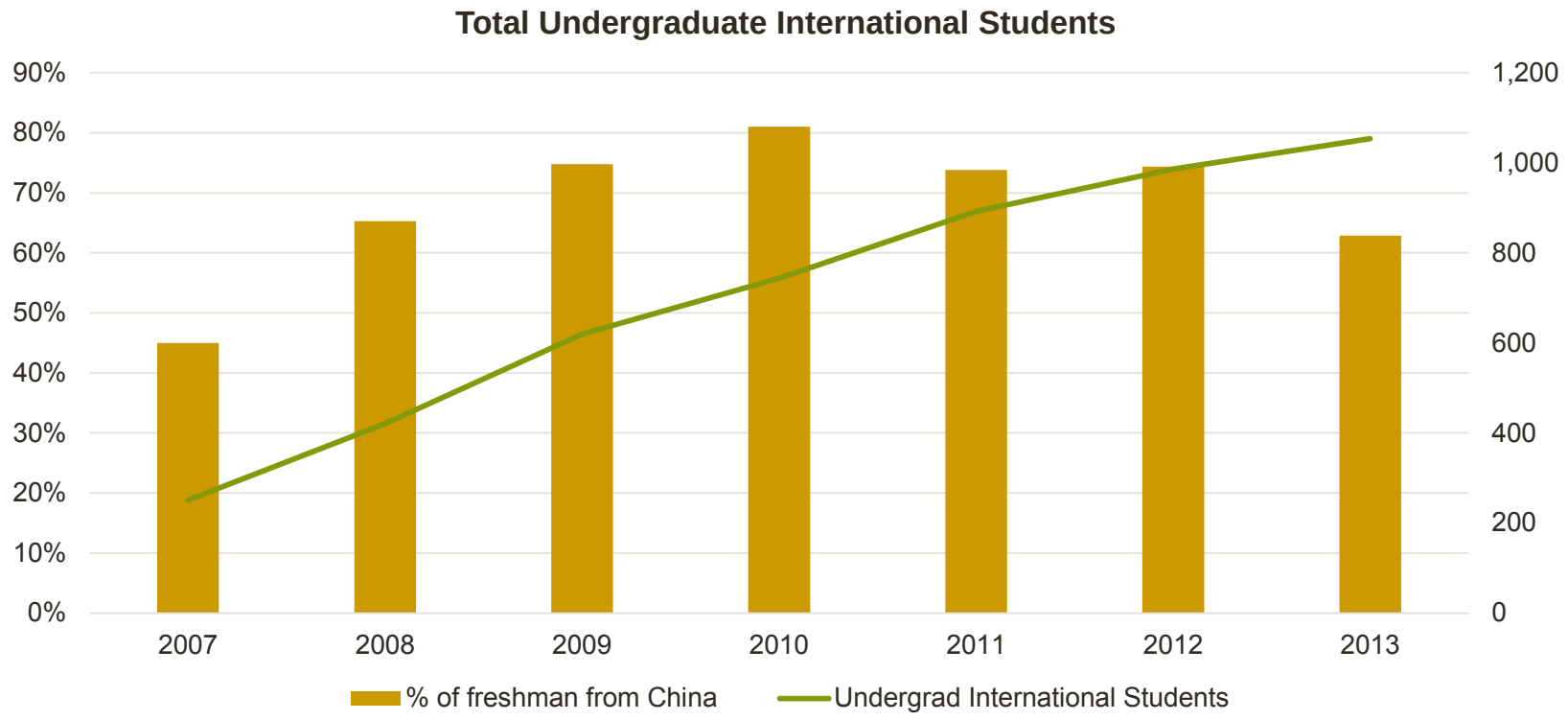
Shaping the student pipeline, examples :

- Carefully grow transfer student enrollment, specifically with our 18 community college partnerships.



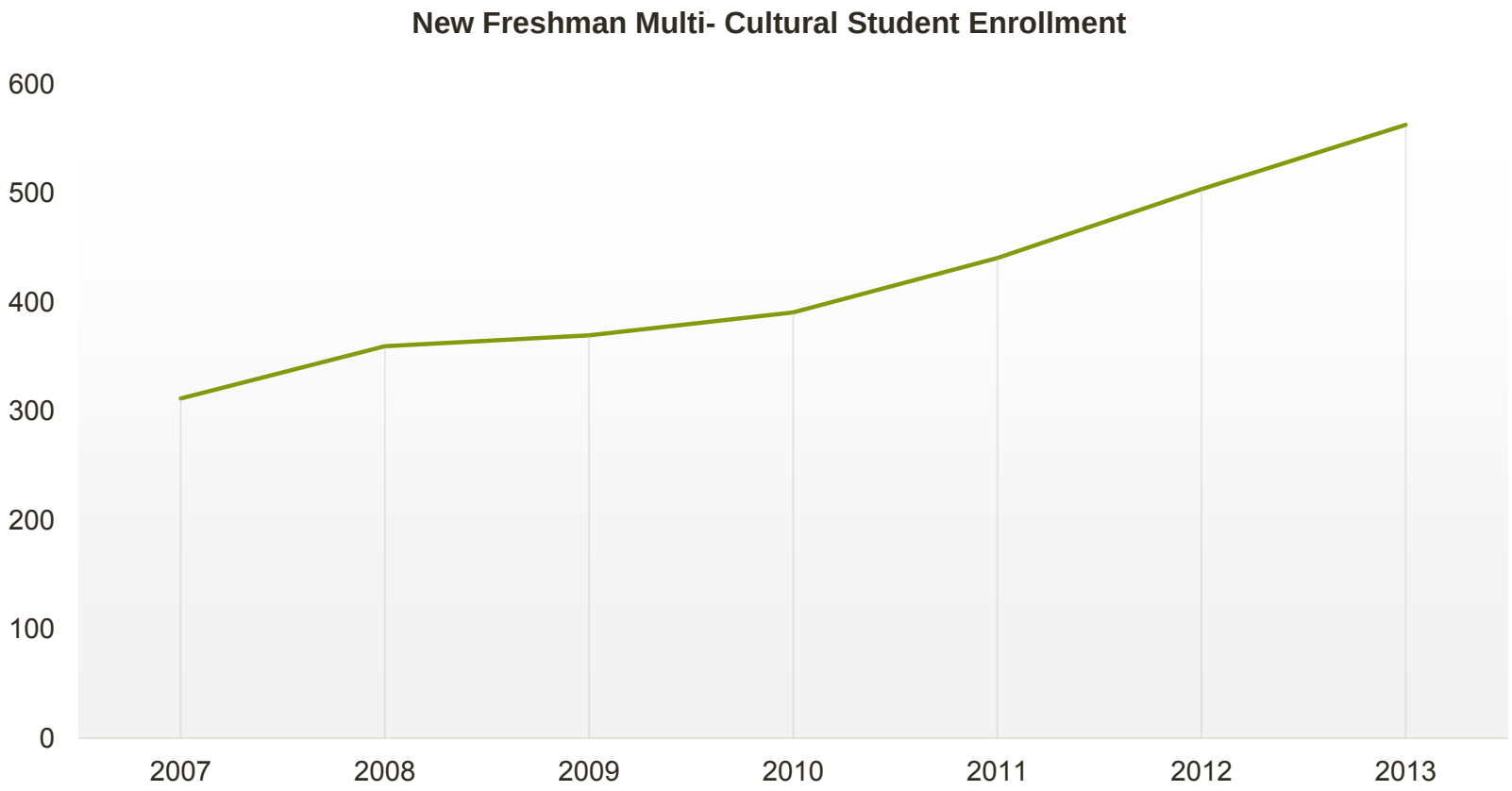
Shaping the student pipeline, examples :

- Diversifying international student population, while maintaining smaller enrollment increases



Shaping the student pipeline, examples :

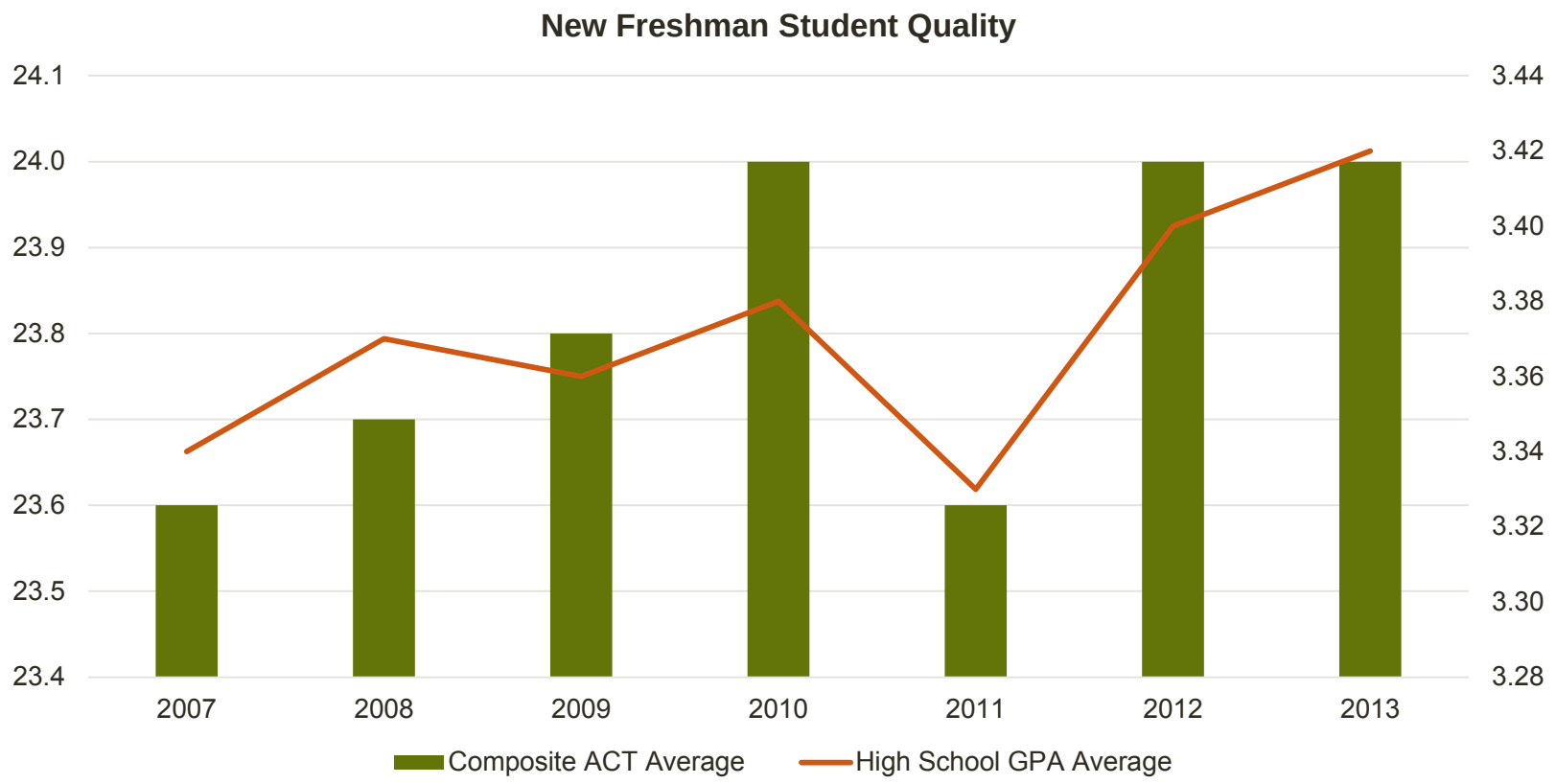
- Carefully grow multi-cultural enrollment



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Shaping the student pipeline, examples :

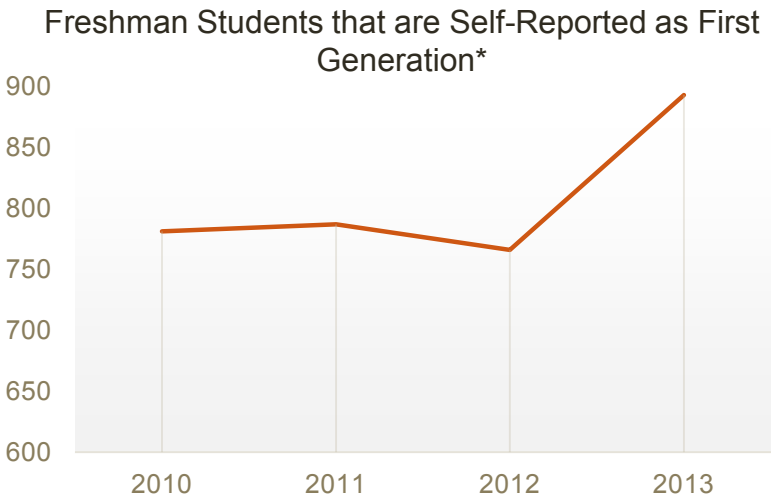
- Focus on quality……..



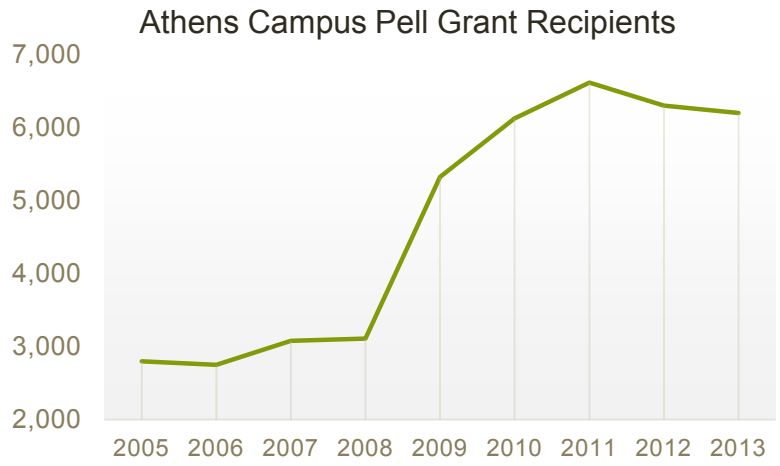
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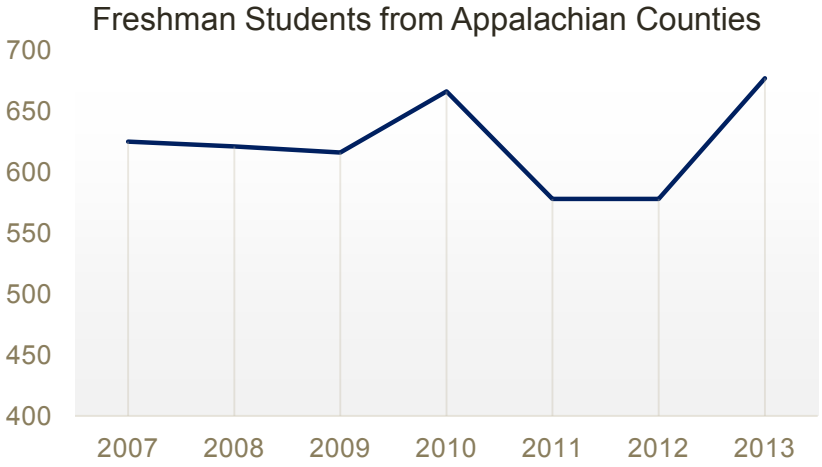
Shaping the student pipeline, examples :

- Focus on quality, while not sacrificing our access mission:



*started tracking on admissions application fall 2010

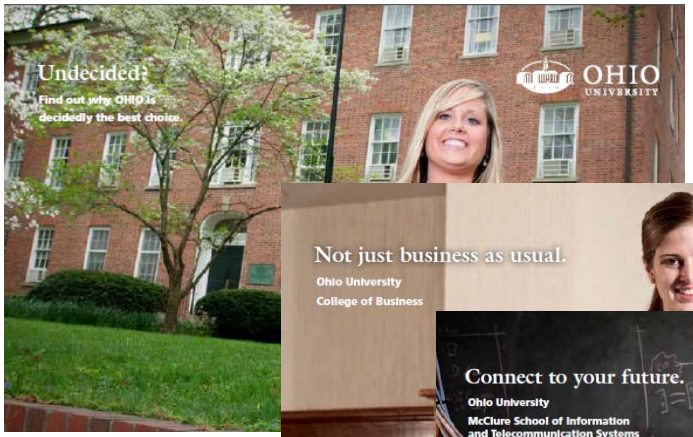




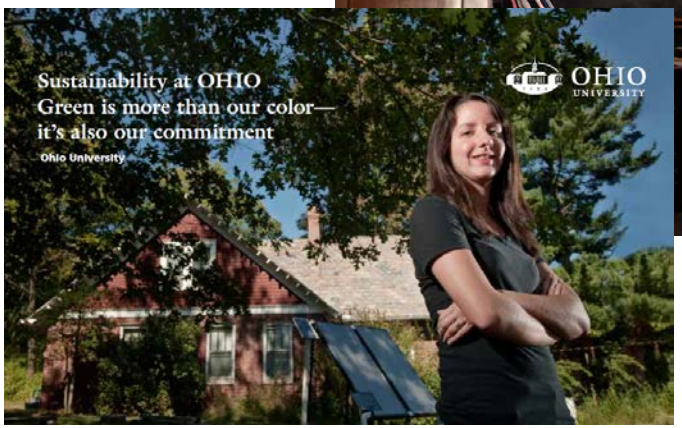
OHIO UNIVERSITY

Shaping the student pipeline, examples :

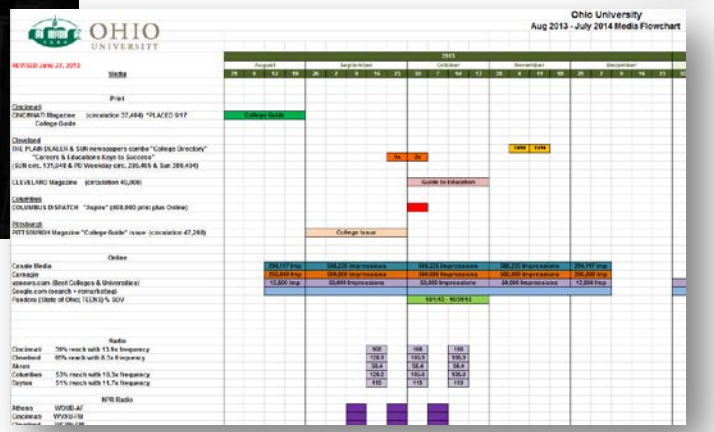
- Targeted communications and student outreach efforts to different populations (juniors and sophomores in high school) and programs with under-enrollment or the ability to expand enrollments carefully:





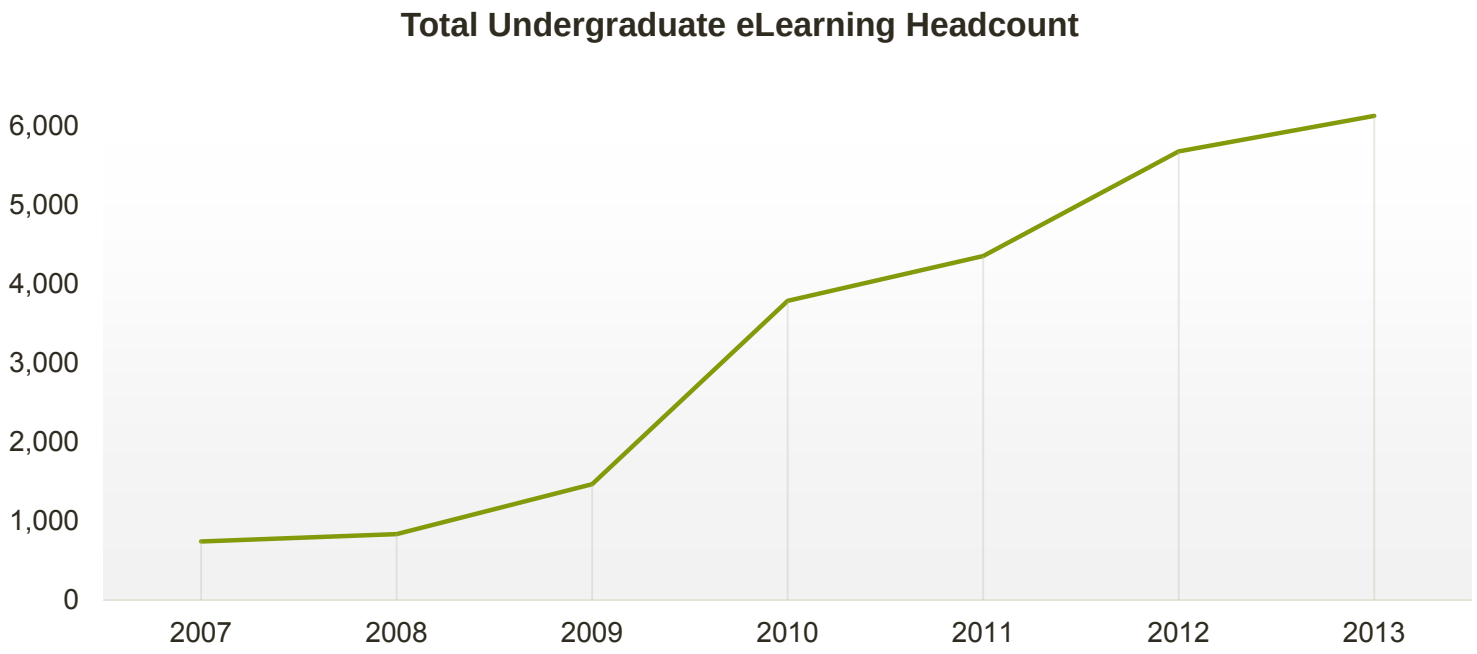






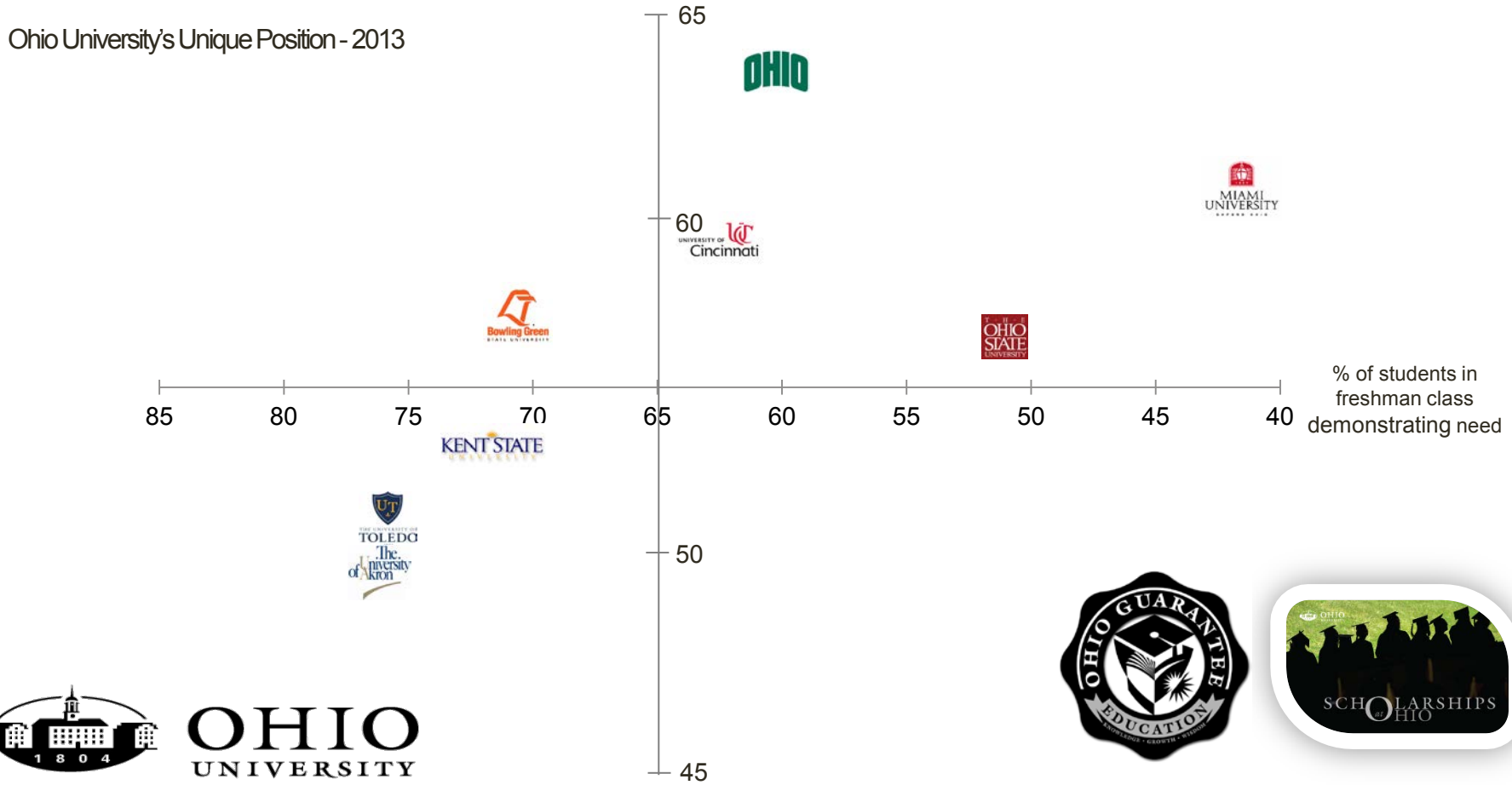
Shaping the student pipeline, examples :

- Multi-modal teaching platforms allow for expansion without hitting Athens capacity limitations



Shaping the student pipeline, examples :

- Develop strong pricing structures – The OHIO Guarantee and effective scholarship leveraging programs – The Signature Award Program, to provide strong merit, need and more importantly for OHIO, merit AND need to maintain our competitive advantage and unique place within the state:

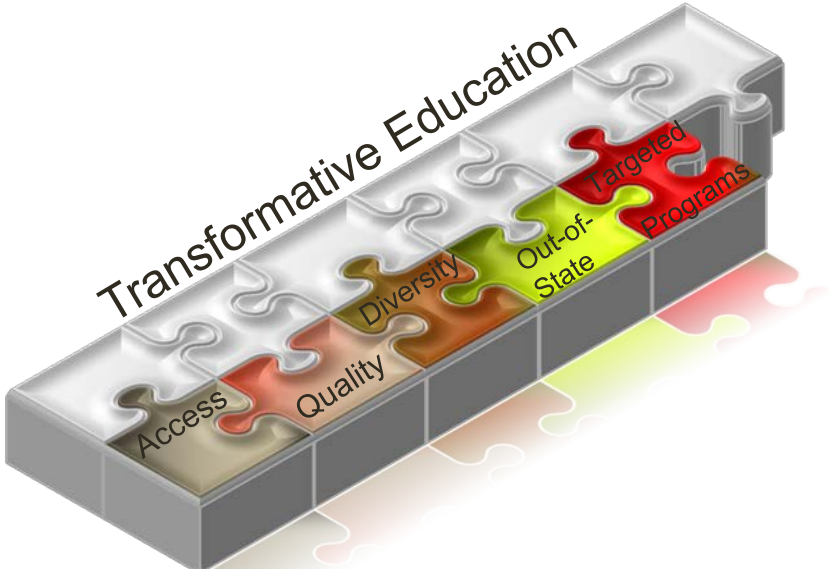


Shaping the student pipeline :

The approach is to start with the goal in mind – namely, finding the right students, who will be successful at OHIO and carefully develop enrollment planning approaches to meet our capacities and create a transformative education for the right number of students.

This is done through a series of strategies, with many different populations, to achieve the student balance we wish to see on campus





OHIO UNIVERSITY

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost
Stephen T. Golding, Vice President Finance & Administration, CFO and Treasurer

Re: Deferred Maintenance Strategy

The accompanying slides present a funding strategy to address the University's deferred maintenance backlog through the use of a $250 million taxable Century Bond. The Century Bond, which would be repayable in 100 years, would be issued in conjunction with the implementation of a central banking budget model that would ultimately allow for approximately $1.3 billion to be invested into deferred maintenance over the next century. In the immediate future, this approach would reduce the University's deferred maintenance backlog to $59 per gross square foot by FY20, which compares to an initial estimate of $82 per gross square foot by FY20 and would be closer in line with Sightlines' recommendations of $40-50 per gross square foot.

The Century Bond has become more popular with the higher education sector in recent years, with 10 separate issuances completed since 2011. Most recently, the Massachusetts Institute of Technology borrowed $550 million in April 2014, their third century bond issue. Investor appetite for Century Bonds is robust; MIT's issuance in April priced at its most competitive rate spreads to date. Should market conditions remain favorable, Ohio University anticipates achieving a borrowing rate of approximately 5.70% for the 100-year taxable debt obligation.

In conjunction with the debt issuance, the University is committing to set aside $7 million today in order to generate enough investment income in order to repay the obligation in 100 years. In addition, we will be establishing guiding principles, which will be presented at the August meeting for the Board's consideration, to ensure that future administrations will have the pre-established fiscal discipline in place in order to both repay the debt service on the Century Bonds as well as fully fund the deferred maintenance program.

The final portion of the presentation reexamines the University's future debt capacity in conjunction with the Century Bond strategy. We anticipate that the University's additional debt needs would increase to $575M through FY20. This would bring peak debt service to operations to 8.1% in FY18. We believe the additional debt load will be manageable from a budgetary standpoint; however, it does increase the risk that the University may receive a credit ratings downgrade. Any future borrowing would require Trustee approval, but only after the Finance office has updated and shared the University's debt capacity study.

I hope you find the following information helpful. Please do not hesitate to contact me should you have any questions or comments.

DEFERRED MAINTENANCE STRATEGY

Tab

OHIO UNIVERSITY

OHIO has embarked on a number of strategic planning initiatives, including the careful use of debt, prudent budgeting and planned growth in order to effectively transition to its full potential as a 21st Century Public Research University.



OHIO UNIVERSITY

Background

- As part of management's goal to create a fiscally viable plan that supports the institution's mission into the future, the University implemented a long-term Capital Improvement Plan (CIP) in 2011.
  - The University's Board of Trustees approved the initial six years of the University's CIP at their November 2011 meeting.
  - In 2013, the CIP was updated and a refreshed 6-year plan was approved by the University at its November meeting. Please see TAB II for a copy of the new 6-year plan.
- Strategic priorities of the plan include:
  - Maintaining the University's competitiveness within the State of Ohio by providing quality instruction and facilities at affordable tuition rates
  - Improving deferred maintenance back-log
  - Revitalizing an aging housing system
  - Investments in technology
  - Issuing debt prudently, prioritizing projects that advance the University's core mission
  - Prioritizing strategic objectives of the University, emphasizing mission-based capital improvement planning

Transforming OHIO – A MOMENT IN TIME

With the University at its strongest financial position in history, now is the time to implement innovative strategies in order to continue to strengthen OHIO's core mission.

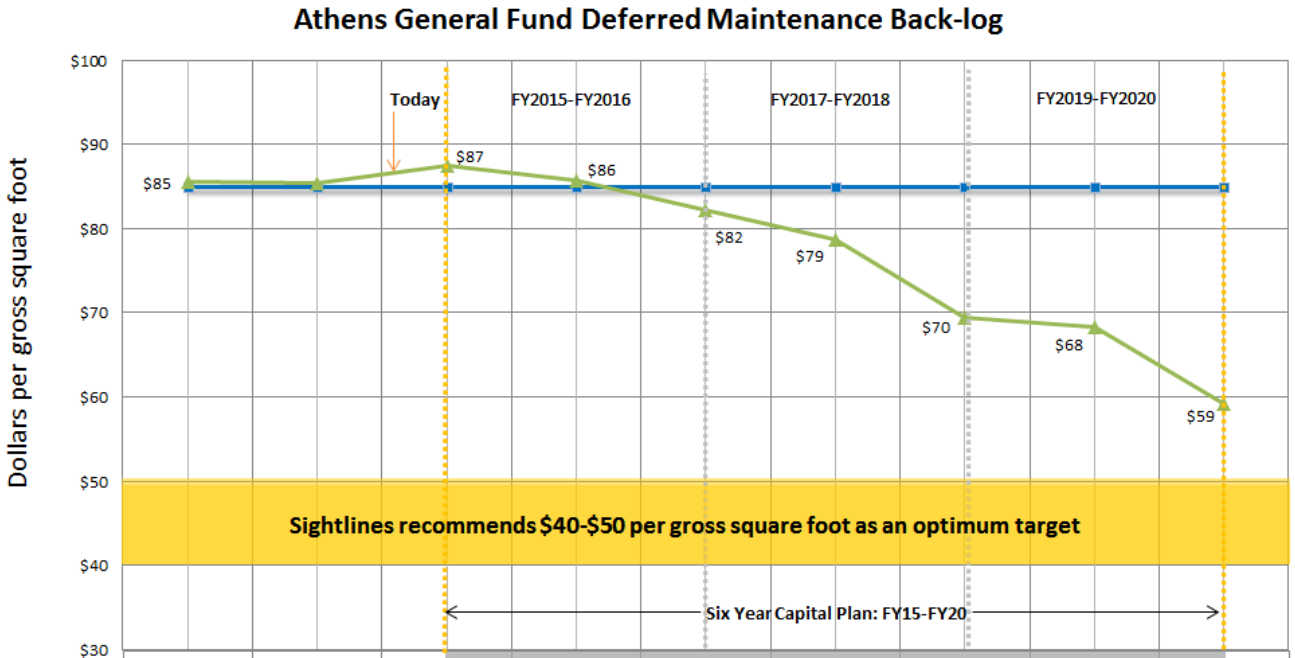
- Strategic Resource Utilization to Meet and Fund Deferred Maintenance Needs
- Identify Best Practices
  - Funded Depreciation
  - Annual Debt Affordability Assessments
  - Debt Policy and Internal Guiding Principals

Strategic Priority – Improve Deferred Maintenance Backlog

- OHIO's 20-year CIP lays the initial groundwork for tackling its deferred maintenance backlog. However, with future State appropriations uncertain, the University will need a sustainable plan to continue to meet deferred maintenance requirements in the future.
- These deferred maintenance needs are critical to maintaining the ability to effectively meet our institutional mission as a public research university into the 21st Century and beyond.
- As part of OHIO's transition to a "central bank" approach, it is our intent to develop internal budgeting discipline over the next several years that will develop into an operationally funded deferred maintenance funding program.
- OHIO has developed a plan to finance its deferred maintenance needs over the next hundred years through the issuance of a $250M taxable Century Bond.
  - Continuous funding of deferred maintenance through the life of the Bonds will be achieved through a combination of:
    - Bond proceeds;
    - Internal budget funds, and
    - Endowment fund distributions.

The Issuance of a Century Bond Would Provide a Significant Impact in Reducing OHIO's Deferred Maintenance Backlog

- In 2010, a Sightlines study projected that the University would reach a $1 billion deferred maintenance backlog in 20 years should it continue on its current spending levels.
- A priority of the University's 20-year CIP in 2011 was to tackle deferred maintenance. The original 20-year CIP projected a $72 per gross square foot backlog by FY20, reduced from a projected $113 gross square foot projection. *With the implementation of the Century Bond, this number would be further reduced to $59 per gross square foot.*



	2012	2013	2014	2015	2016	2017	2018	2019	2020
Baseline: No Reduction	$85	$85	$85	$85	$85	$85	$85	$85	$85
CIP FY15-FY20 Update	$85	$85	$87	$86	$82	$79	$70	$68	$59

OHIO UNIVERSITY

Overview of Century Bonds

- A number of colleges and universities have taken advantage of the market opportunities over the past few years to issue century bonds at historically low yields.
  - As tax-exempt and taxable rates have converged at the long-end of the yield curve, higher education issuers are taking advantage of the additional flexibility provided by taxable bonds generally and Century Bonds specifically.
  - In today's low interest rate environment, investors are willing to move out longer in order to capture incremental yield.
  - The current 30-year Treasury yield of approximately 3.39% is more than 165 basis points below its 20-year average.

Higher Education Century Bond Issuance 2011-to-Date

Issue	Par Amount ($ millions)	Pricing Date	Ratings	Coupon	Price	Yield	Issuance Spread (vs. 30-Year Treasury)
Massachusetts Institute of Technology	550	4/1/14	Aaa/AAA	4.678%	100%	4.678%	108 bps
Hamilton College	103	4/23/13	Aa2	4.750%	97.450%	4.876%	198 bps
Bowdoin College	128.5	6/26/12	Aa2	4.693%	100%	4.693%	200 bps
University of Pennsylvania	300	3/29/12	Aa2/AA+	4.674%	100%	4.674%	140 bps
Tufts University	250	3/22/12	Aa2/AA-	5.017%	100%	5.017%	165 bps
University of California	860	2/21/12	Aa1/AA/AA+	4.858%	100%	4.858%	165 bps
California Institute of Technology	350	11/29/11	Aa1/AA+	4.700%	99.076%	4.744%	180 bps
Ohio State University	500	10/19/11	Aa1/AA/AA	4.800%	98.993%	4.849%	170 bps
University of Southern California	300	8/10/11	Aa1/AA	5.250%	100%	5.250%	174 bps
Massachusetts Institute of Technology	750	5/11/11	Aaa/AAA	5.600%	99.581%	5.623%	130 bps

Century Bonds – Considerations

- Advantages:
  - Equity-like characteristics increase balance sheet flexibility.
  - Diversifies University's debt portfolio and source of debt capital along the yield curve.
  - Captures historically low cost of capital for the longest possible time.
  - Effective hedge against inflation and potentially illiquid markets.
  - Longer liability creates a better match to longer-term assets.
  - As taxable debt, Century Bonds provide more flexibility with regard to private use and spend down restrictions.
- Disadvantages:
  - While attractive on an absolute basis, the interest rate/yield on Century Bonds is higher than other traditional fixed rate financing structures (e.g., 30/40-year maturities).
  - While Century Bonds can be redeemed prior to maturity through a make-whole redemption feature, such a redemption provision effectively precludes the University from refunding Century Bonds for debt service savings; a traditional "municipal" par call option will be more expensive.
  - Potential multigenerational implications.

Century Bonds – Financing Scenarios

- The proceeds of the contemplated $250 Million of Century Bonds would be utilized as follows:

Key Assumptions	
Par Amount	$250,000,000
Financing Rate	5.70%
Annual Interest Cost	$14,250,000
Cost to Defease Principal at Today's 30-Year Treasury Rate	$8,670,016

Use of Proceeds

- Energy Infrastructure Financing
  - $90 million internal loan (1 upfront tranche)
  - 30-yr level debt service with semi-annual P&I
  - 5.50% internal funding rate
- Deferred Maintenance Financing
  - $160 million internal loan (16 annual $10 million tranches)
  - 10-yr level debt service with semi-annual P&I
  - 5.50% internal funding rate

- The century bond funded depreciation plan relies on the following assumptions:
  - $7 million equity investment to repay principal at maturity
  - 6.90% endowment return
  - The $150 million of century bond proceeds that are not immediately loaned internally are deposited into the endowment and drawn down as needed ($157 million total initial deposit including $7 million University equity to repay principal at maturity).

Mechanics of the Plan

Years	Bond DS (A)	Loan Group 1 DS	Loan Group 1 Loan	Loan Group 2 DS	Loan Group 2 Loan	Internal DS (B)	Excess (A+B)	Endowment Fund Earning (C)	Endowment Distributions (D)	Endowment Fund Balance (A+B+C+D)	Deferred Maintenance Funding Bond Funded	Deferred Maintenance Funding Budget Funded	Deferred Maintenance Funding Endowment Funded	Deferred Maintenance Funding Total Available
0			90,000,000		10,000,000					157,000,000	10,000,000		-	10,000,000
1	(14,250,000)	6,159,603		1,313,435	10,000,000	7,473,038	(6,776,962)	10,903,286	-	161,126,323	10,000,000		-	10,000,000
2	(14,250,000)	6,159,603		2,626,869	10,000,000	8,786,472	(5,463,528)	10,528,126	-	156,190,922	10,000,000		-	10,000,000
3	(14,250,000)	6,159,603		3,940,304	10,000,000	10,099,907	(4,150,093)	10,175,490	-	152,216,318	10,000,000		-	10,000,000
4	(14,250,000)	6,159,603		5,253,738	10,000,000	11,413,342	(2,836,658)	9,933,399	-	149,313,059	10,000,000		-	10,000,000
5	(14,250,000)	6,159,603		6,567,173	10,000,000	12,726,776	(1,523,224)	9,752,214	-	147,542,049	10,000,000		-	10,000,000
6	(14,250,000)	6,159,603		7,880,608	10,000,000	14,040,211	(209,789)	9,663,941	-	146,996,201	10,000,000		-	10,000,000
7	(14,250,000)	6,159,603		9,194,042	10,000,000	15,353,645	1,103,645	9,621,388	-	147,721,233	10,000,000		-	10,000,000
8	(14,250,000)	6,159,603		10,507,477	10,000,000	16,667,080	2,417,080	9,708,267	(507,477)	149,339,104	10,000,000		507,477	10,507,477
9	(14,250,000)	6,159,603		11,820,912	10,000,000	17,980,515	3,730,515	9,844,420	(1,820,912)	151,093,127	10,000,000		1,820,912	11,820,912
10	(14,250,000)	6,159,603		13,134,346	10,000,000	19,293,949	5,043,949	10,004,166	(3,134,346)	153,006,896	10,000,000		3,134,346	13,134,346
11	(14,250,000)	6,159,603		13,134,346	10,000,000	19,293,949	5,043,949	10,110,476	(3,134,346)	155,026,976	10,000,000		3,134,346	13,134,346
12	(14,250,000)	6,159,603		13,134,346	10,000,000	19,293,949	5,043,949	10,266,248	(3,134,346)	157,202,827	10,000,000		3,134,346	13,134,346
13	(14,250,000)	6,159,603		13,134,346	10,000,000	19,293,949	5,043,949	10,418,972	(3,134,346)	159,531,402	10,000,000		3,134,346	13,134,346
14	(14,250,000)	6,159,603		13,134,346	10,000,000	19,293,949	5,043,949	10,597,276	(3,134,346)	162,038,281	10,000,000		3,134,346	13,134,346
15	(14,250,000)	6,159,603		13,134,346	10,000,000	19,293,949	5,043,949	10,743,508	(3,134,346)	164,691,392	10,000,000		3,134,346	13,134,346
16	(14,250,000)	6,159,603		13,134,346	-	19,293,949	5,043,949	10,944,596	(13,134,346)	157,545,591			13,134,346	13,134,346
17	(14,250,000)	6,159,603		11,820,912	-	17,980,515	3,730,515	11,122,338	(11,820,912)	160,577,532		1,313,435	11,820,912	13,134,346
18	(14,250,000)	6,159,603		10,507,477	-	16,667,080	2,417,080	11,328,373	(10,507,477)	163,815,509		2,626,869	10,507,477	13,134,346
19	(14,250,000)	6,159,603		9,194,042	-	15,353,645	1,103,645	11,501,219	(9,194,042)	167,226,331		3,940,304	9,194,042	13,134,346
20	(14,250,000)	6,159,603		7,880,608	-	14,040,211	(209,789)	11,734,048	(7,880,608)	170,869,982		5,253,738	7,880,608	13,134,346
21	(14,250,000)	6,159,603		6,567,173	-	12,726,776	(1,523,224)	11,967,202	(6,567,173)	174,746,786		6,567,173	6,567,173	13,134,346
22	(14,250,000)	6,159,603		5,253,738	-	11,413,342	(2,836,658)	12,233,675	(5,253,738)	178,890,065		7,880,608	5,253,738	13,134,346
23	(14,250,000)	6,159,603		3,940,304	-	10,099,907	(4,150,093)	12,467,453	(3,940,304)	183,267,121		9,194,042	3,940,304	13,134,346
24	(14,250,000)	6,159,603		2,626,869	-	8,786,472	(5,463,528)	12,769,576	(2,626,869)	187,946,300		10,507,477	2,626,869	13,134,346
25	(14,250,000)	6,159,603		1,313,435	-	7,473,038	(6,776,962)	13,075,414	(1,313,435)	192,931,317		11,820,912	1,313,435	13,134,346
26	(14,250,000)	6,159,603		-	-	6,159,603	(8,090,397)	13,421,203	-	198,262,123		13,134,346	-	13,134,346
27	(14,250,000)	6,159,603		-	-	6,159,603	(8,090,397)	13,757,505	-	203,929,231		13,134,346	-	13,134,346
28	(14,250,000)	6,159,603		-	-	6,159,603	(8,090,397)	14,174,665	-	210,013,499		13,134,346	-	13,134,346
29	(14,250,000)	6,159,603		-	-	6,159,603	(8,090,397)	14,601,721	-	216,524,823		13,134,346	-	13,134,346
30	(14,250,000)	6,159,603		-	-	6,159,603	(8,090,397)	15,079,544	-	223,513,970		13,134,346	-	13,134,346
40	(14,250,000)			-	-	-	(14,250,000)	16,444,932	-	239,978,283		13,134,346	-	13,134,346
50	(14,250,000)			-	-	-	(14,250,000)	18,601,124	-	272,489,749		13,134,346	-	13,134,346
100	(264,250,000)			-	-	-	(264,250,000)	142,811,360	-	1,916,686,562		13,134,346	-	13,134,346
Loan Cash Flows			90,000,000		160,000,000			Distributions	93,373,369		160,000,000	1,044,180,517	93,373,369	1,297,553,885

OHIO UNIVERSITY

Equity Investment

- OHIO will set aside $7 million in equity at the onset of the financing to cover its $250M principal payment in year 100.
  - This conservative equity investment is far greater than the break-even set aside need of $283,000 calculated at the University's projected long term investment return of 6.90% as well as the $2-4M needed for a conservative investment return that aligns more closely with long-term averages for the 30-year U.S. Treasury.

$7 Million Equity Investment				
	3.45% (Current 30-yr UST)	4.18% (10-yr Average of 30-yr UST)	4.88% (30-yr Average of 30-yr UST)	6.90% (Assumed Endowment Return)
Annualized Returns	$214,110,356	$438,266,928	$868,984,157	$6,182,964,669
Breakeven Investment	$8,173,355	$3,993,000	$2,013,846	$283,036

Guiding Principles

- The University is committed to establishing guiding principles to ensure that future administrations will have the pre-established fiscal discipline in place in order to both repay the debt service on the Century Bonds as well as fully fund the deferred maintenance program.
  - Formal guidelines are expected to be presented at the August Board meeting for approval by the Board.
  - These guidelines may include:
    - Investment guidelines related to the $7 million equity investment that will ensure that the University is able to repay the $250M in 100 years despite market fluctuations and uncertainties. One possibility would be to invest a portion of the equity into risk-free 30-year Treasury obligations until the fund reaches a certain level.
    - In addition, deferred maintenance spending based on investment draws may be collared so that spending may only be increased when the fund balance reaches a certain level and would be decreased should the fund balance decline.
    - Possibly implement a methodology that calculates draws on funds for deferred maintenance spending utilizing a multi-year “rolling average” concept.
    - A debt service reserve fund.

Overview of Outstanding and Pro-Forma Debt

- Currently Ohio University has outstanding debt totaling approximately $338 million in par amount:

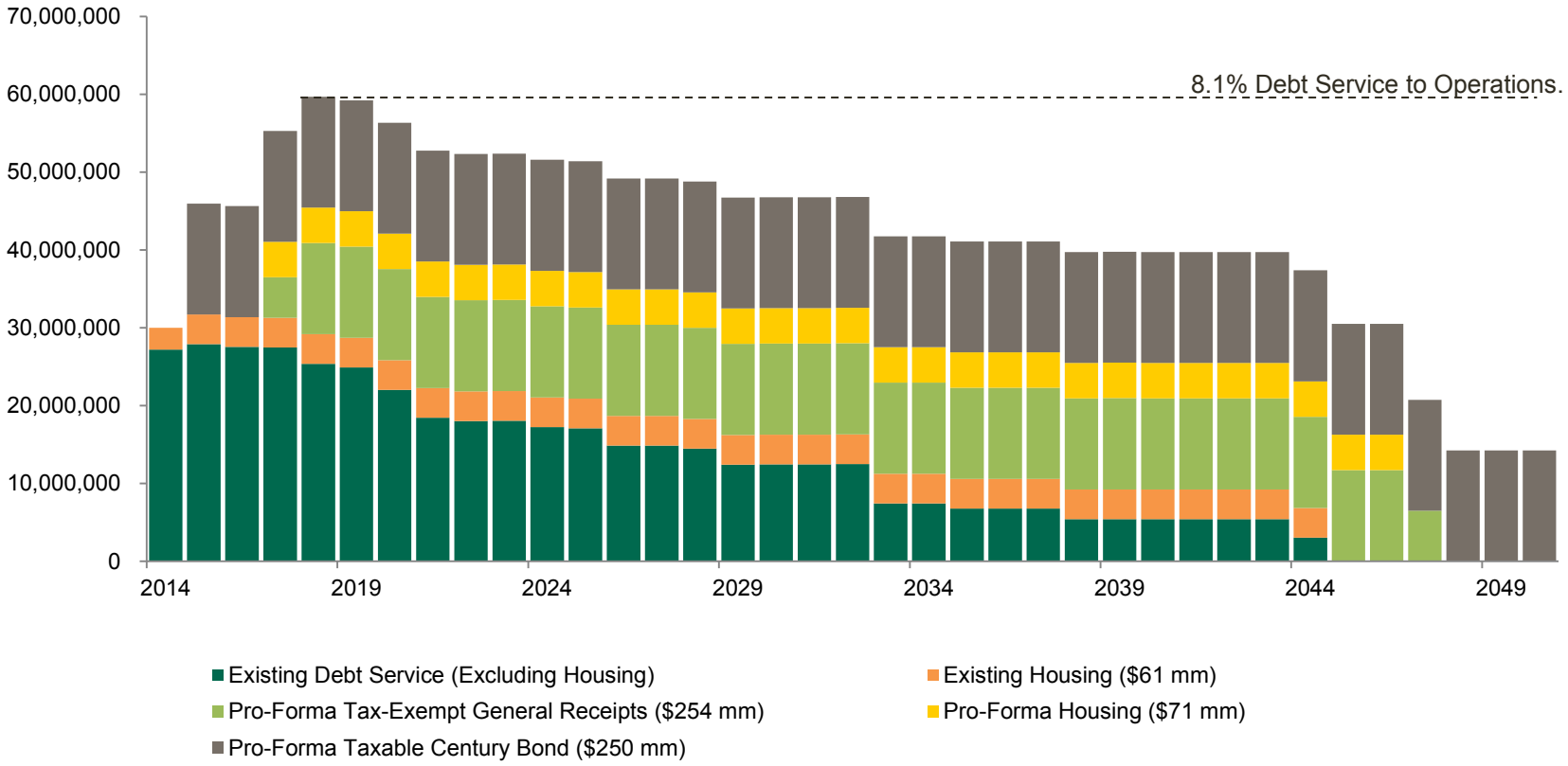
Series Name	Outstanding Par	Interest Rate Mode	Call Date	Final Maturity
Ohio University Long-term Debt - General Receipts Bonds				
Series 2006A	19,310,000	Fixed	12/1/2016	12/1/2024
Series 2006B	21,105,000	Fixed	12/1/2016	12/1/2036
Series 2008A	7,825,000	Fixed	6/1/2018	12/1/2033
Series 2008B (Taxable)	575,000	Fixed	Non-Callable	12/1/2015
Series 2009	17,170,000	Fixed	Non-Callable	12/1/2019
Series 2012	74,825,000	Fixed	6/1/2022	12/1/2042
Qualified Energy Conservation Bonds - Series A	17,911,879	Fixed	Non-Callable	12/1/2022
Qualified Energy Conservation Bonds - Series B (Taxable/Tax-Credit)	8,500,000	Fixed	Non-Callable	12/1/2027
Series 2013	142,945,000	Fixed	12/1/2022	12/1/2043
Sub-Total	**310,166,879**			
Ohio University Foundation				
Housing for Ohio Bonds	25,150,000	Variable	Currently Callable	6/1/2032
Sub-Total	**25,150,000**			
Ohio University Notes				
Term Loan (OU Inn)	2,325,000	Fixed		6/15/2021
Sub-Total	**2,325,000**			
TOTAL	**337,641,879**			

- With addition of the $250M Century Bond, the University is projected to issue an additional $575M through FY20.

Pro Forma Debt Service – $575 million of additional debt through FY20



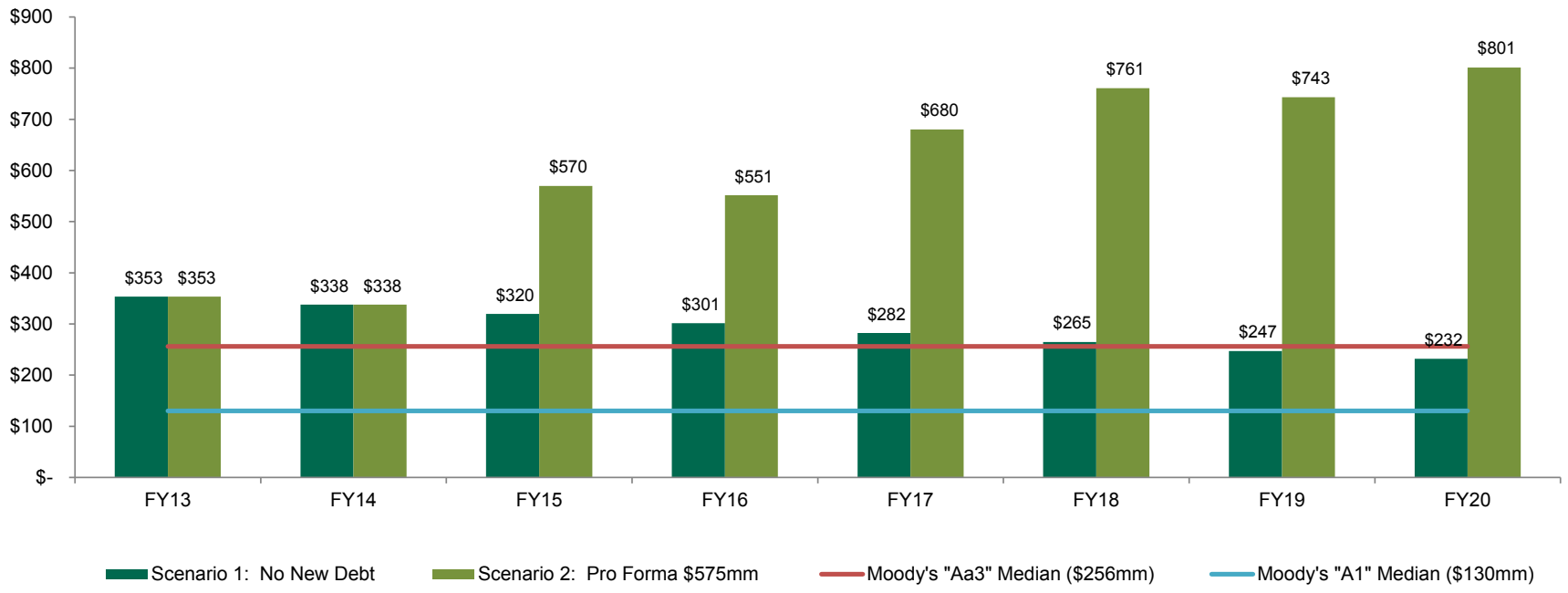
Pro Forma Debt Service Through FY50 – For Illustrative Purposes



- By issuing $575M through FY20, the University will have extremely limited additional debt capacity through the end of FY23. However, as long as OHIO maintains at least a 3% annual growth in its operating base (and its balance sheet continues to be strong), OHIO will be in a comfortable position to issue additional debt in FY24. Should the University's operating base grow faster than our internal projections, it may be able to access the capital markets sooner than FY24.

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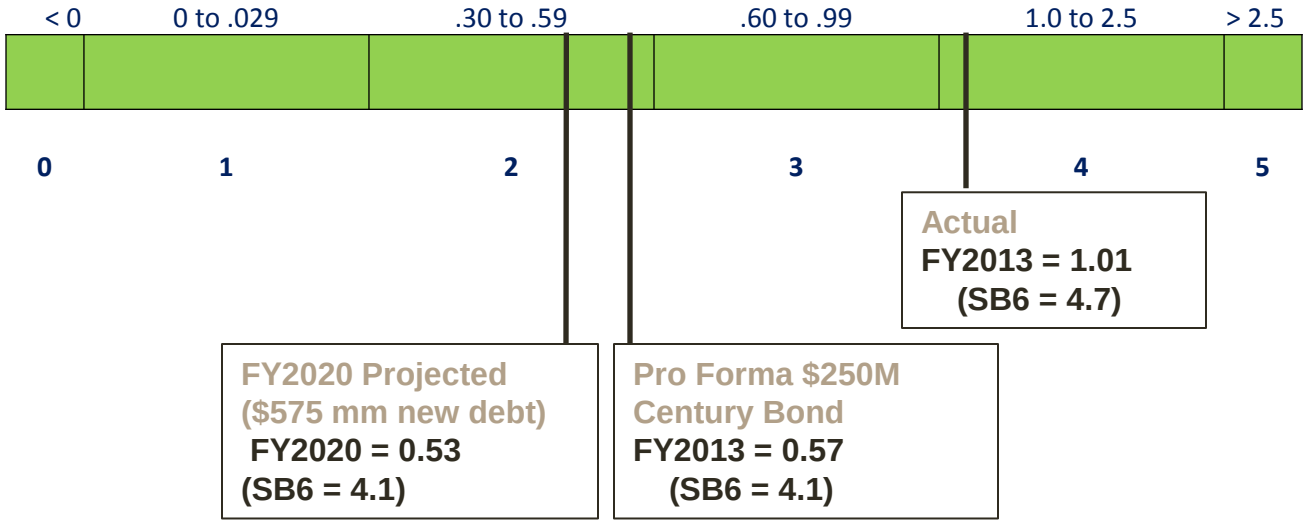
Annual Pro Forma Outstanding Debt



OHIO UNIVERSITY

Century Bond Impact on Senate Bill 6 Ratios

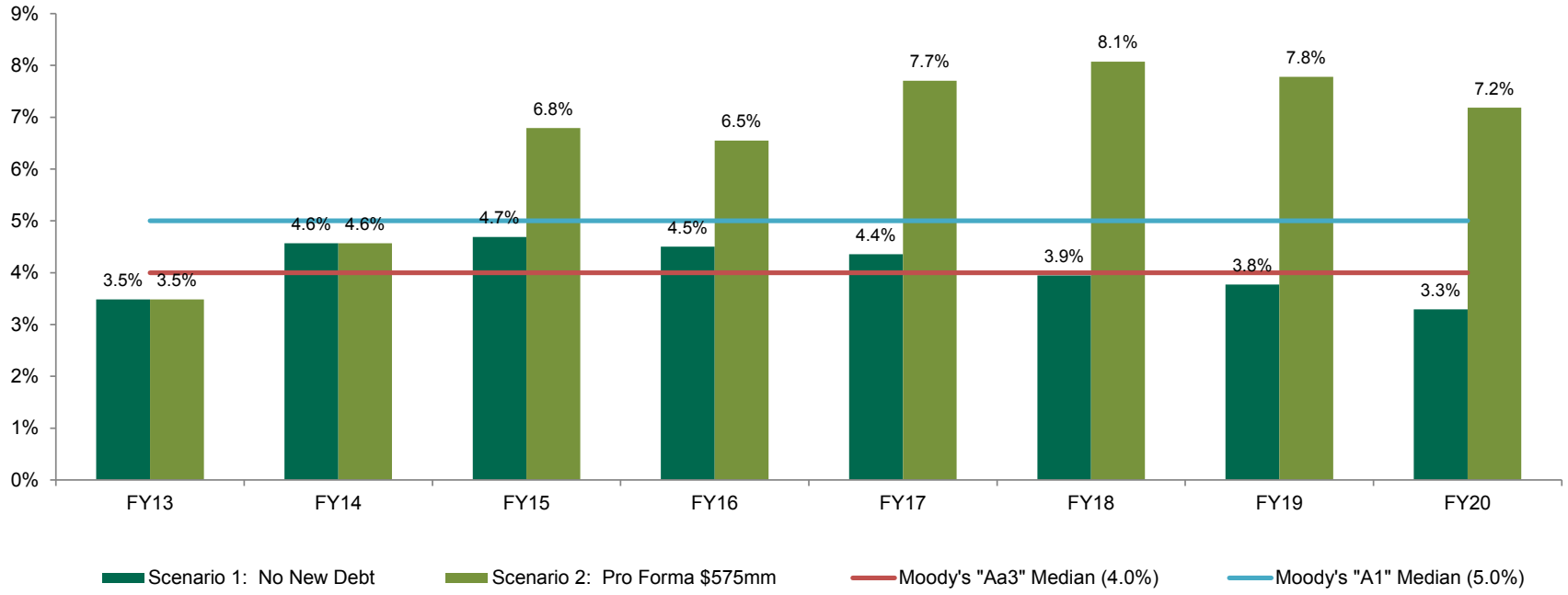
Viability Ratio (30% of SB 6 Composite)
= Expendable Net Assets / Outstanding Debt



OHIO UNIVERSITY

Debt Service to Operations

- Debt Service to Operations – Desired Trend " ▼". This ratio measures an institution's total debt burden on annual operating expenses. The lower the percentage, the greater the institution's financial strength.

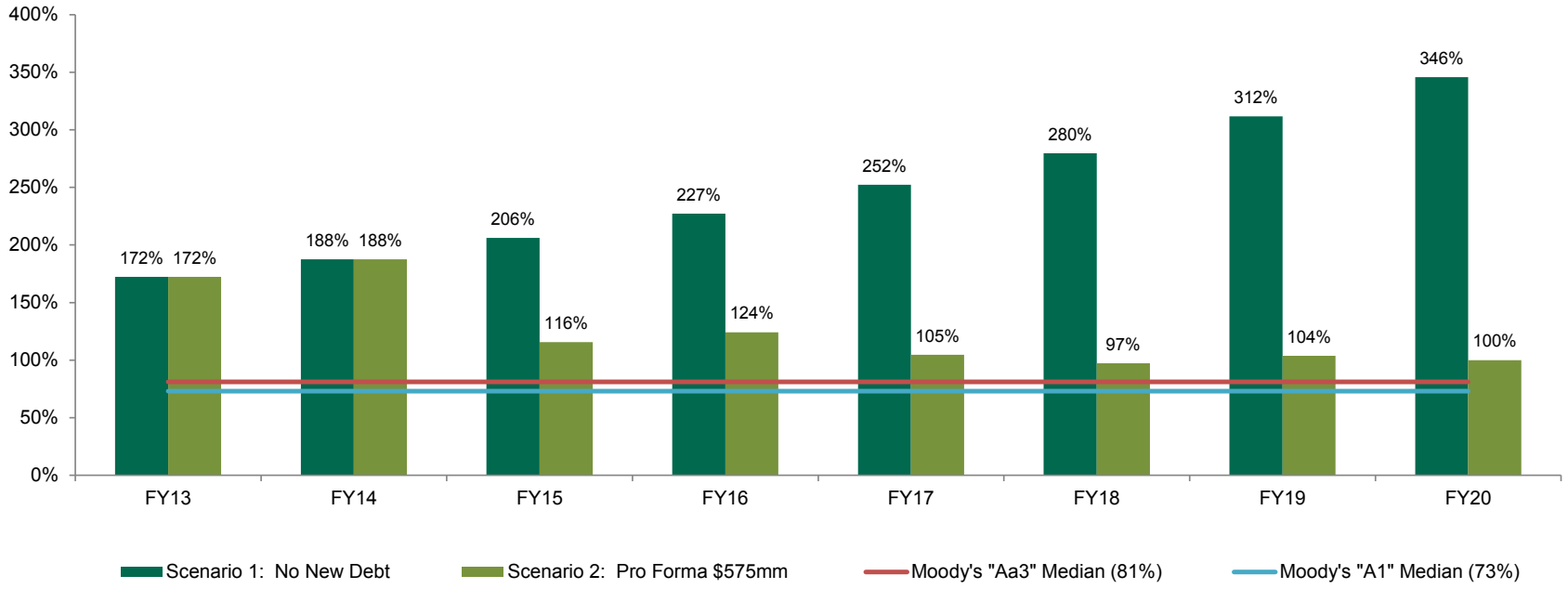


- Debt Service to Operations is expected to peak at 8.1% in FY18. It is recommended that the University ultimately plan to maintain a debt service to operations ratio under 7%.

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Expendable Financial Resources to Debt

- Expendable Resources to Debt – Desired Trend "▲". This ratio measures the resources available to investors from expendable resources. The higher the percentage, the greater the institution's financial strength.

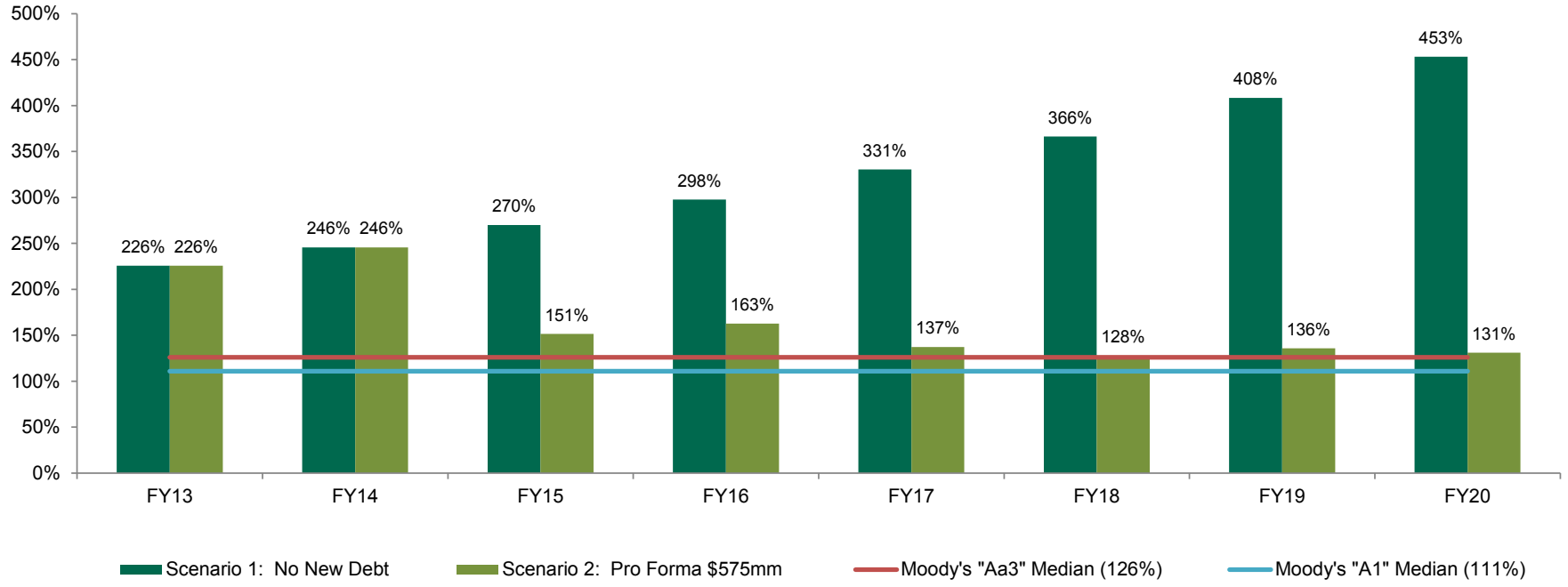


- The University is projected to remain in a strong position relative to Moody's medians.

OHIO UNIVERSITY

Total Financial Resources to Debt

- Total Resources to Debt – Desired Trend "▲". This ratio is a broad measure of resources to debt that includes the corpus of endowed contributions. The higher the percentage, the greater the institution's financial strength.

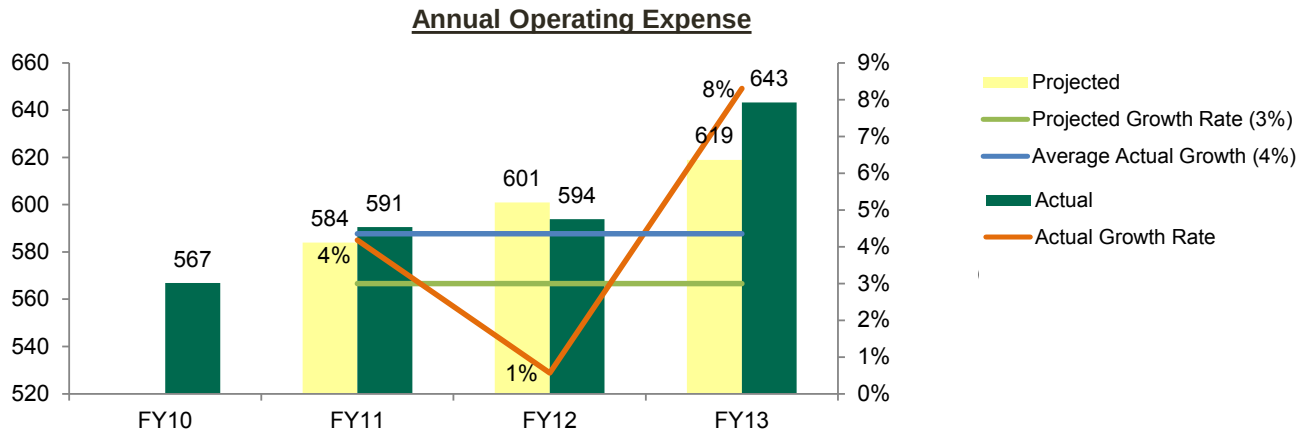


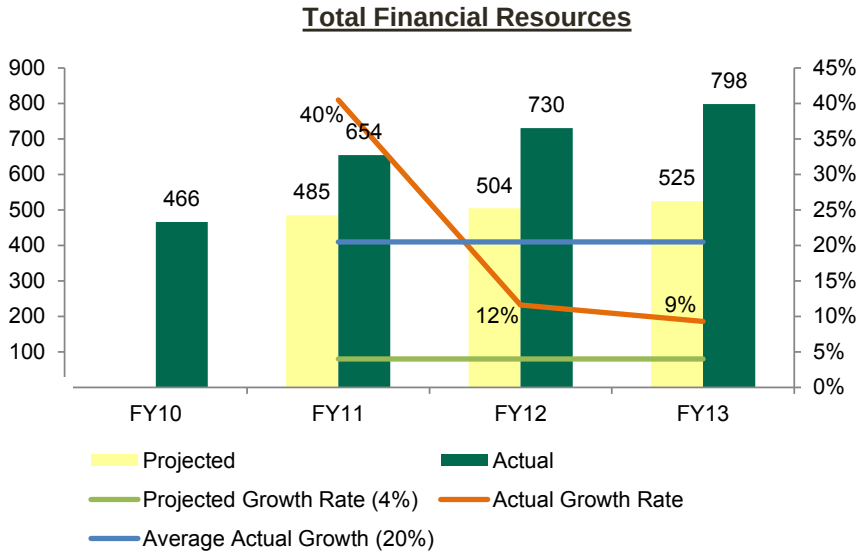
- The University is projected to remain in a strong position relative to Moody's medians.

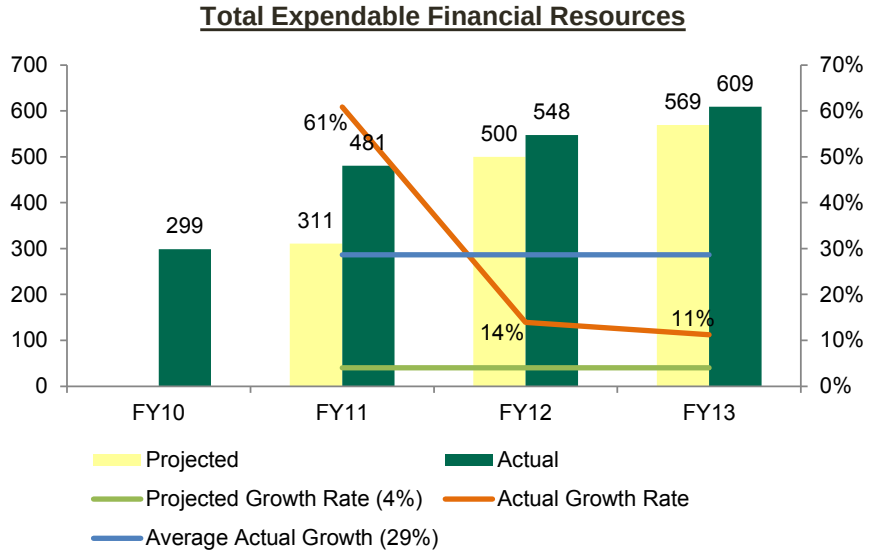
OHIO UNIVERSITY
1804

Debt Capacity Growth Projections vs Actual Growth Rates

- OHIO's debt capacity growth projections have thus far been conservative relative to actual growth rates.





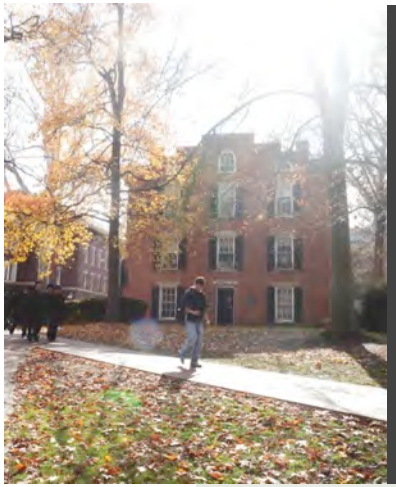


Next Steps

- Receive Board of Trustees Approval to proceed at August 2014 meeting;
- Receive Chancellor's Approval in September;
- Rating agency meetings/calls arranged for early September; and
- Print Preliminary Offering Statement, Price and Close in October.

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Advancement Update for the Ohio University Board of Trustees

J. Bryan Benchoff

June 2014

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Campaign Progress

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Campaign Progress

as of May 22, 2014 (*in THOUSANDS)

	Fiscal 2014	Campaign
Total Attainment*	$24,092	$452,442
Planned Giving*	$5,782	$197,145
Active Proposals*	$29,133	$71,815
Planned Proposals*	$22,540	$48,656
Visits	1,832	12,149

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Campaign Progress

as of May 22, 2014 (*in THOUSANDS)

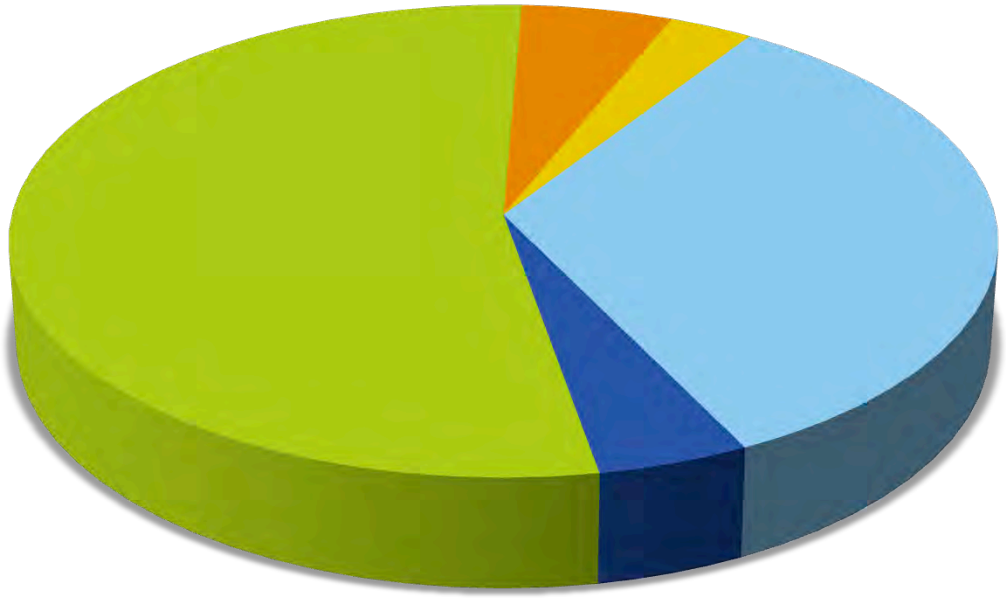
$452,442

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Campaign Progress

by source as of May 22, 2014 (*in THOUSANDS)

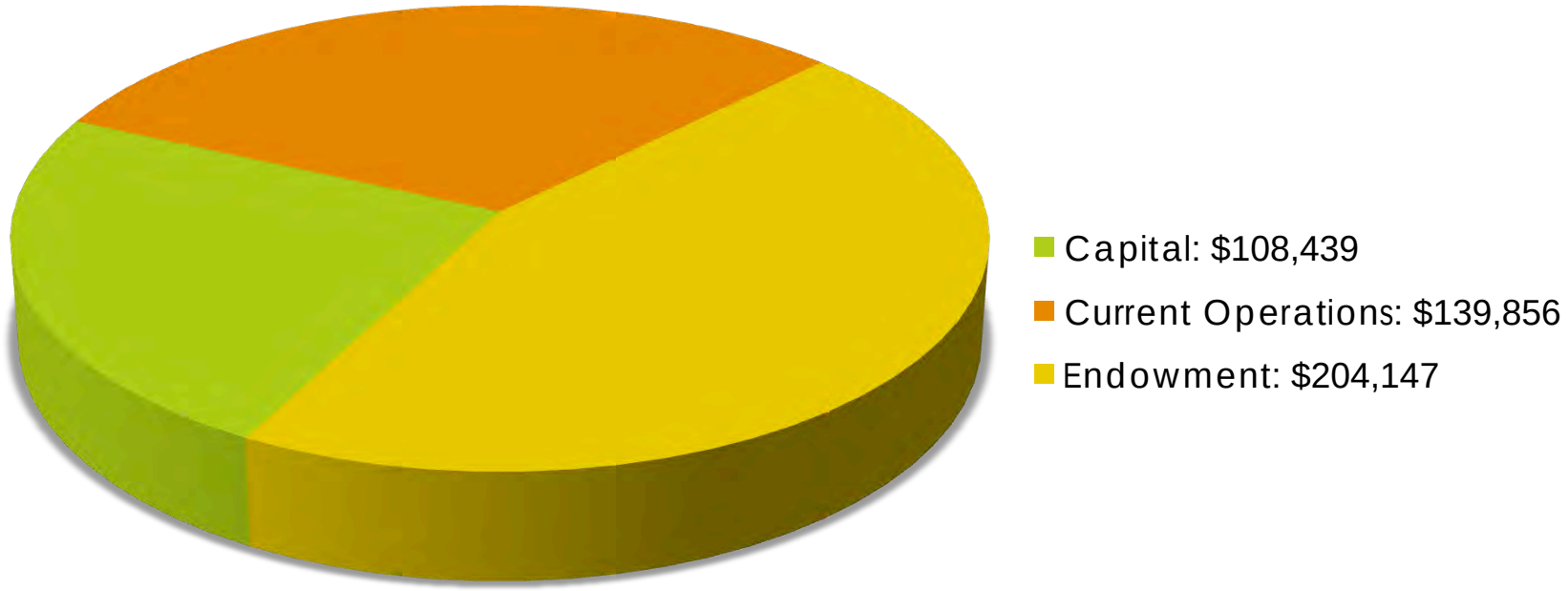


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Campaign Progress

by restriction as of May 22, 2014 (*in THOUSANDS)



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Scholarship Program Update

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Scholarship Program Update

- 50 New Endowed Scholarships
- 38 New “Named” Endowments
- $2,860,332 in Total Commitments

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Scholarship Program Update

- 83 donors committed at least $1,000
- More than 2,000 Annual Giving and Payroll Deduction gifts

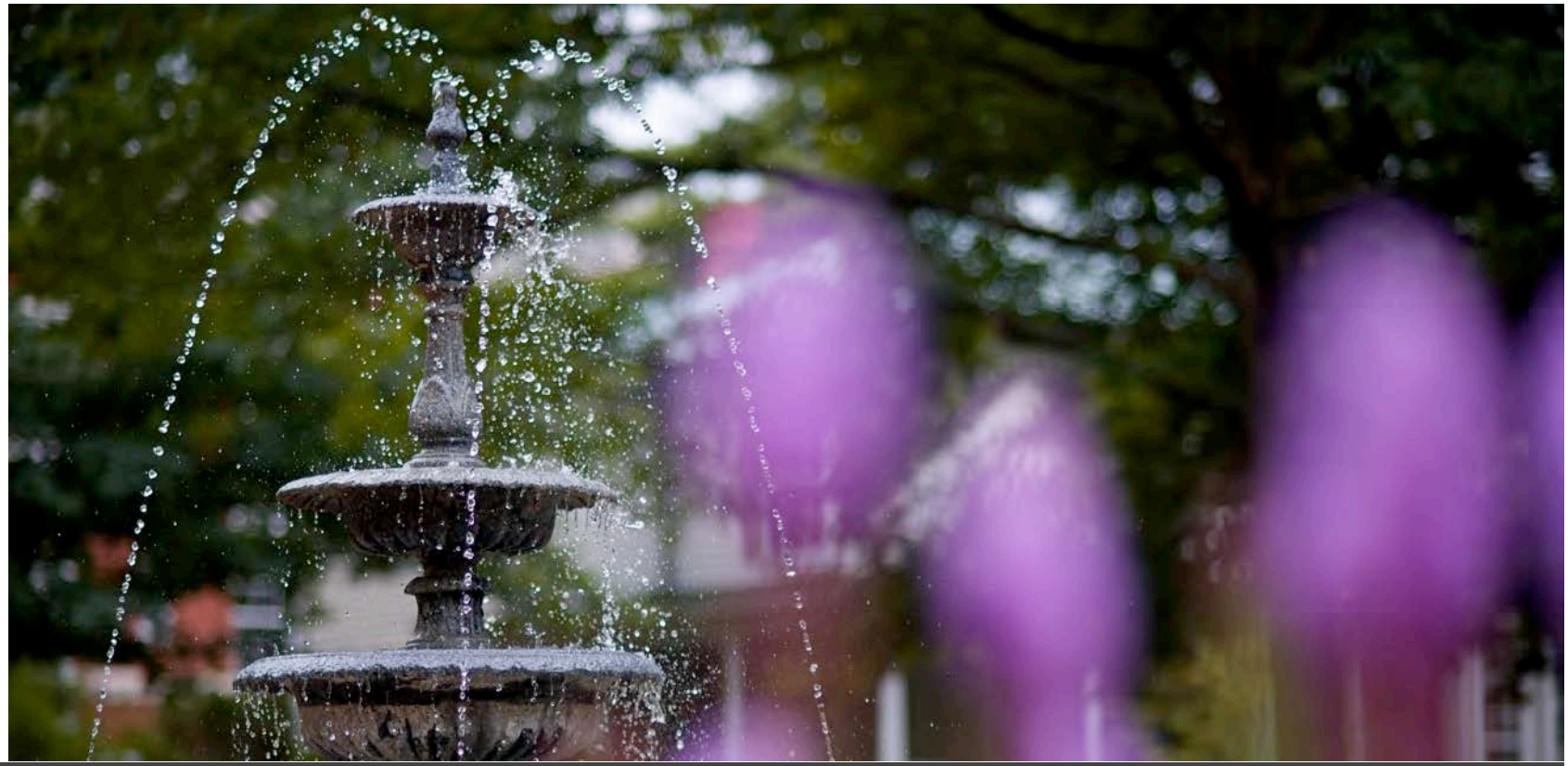
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Scholarship Program Update

- 755 donors have made a first-ever gift
  - $286,992
- 29 donors have made a first-ever major gift/commitment
  - $1,222,213

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Major 2014 Accomplishments

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Major 2014 Accomplishments:

Advancement

- Advancement Communications and Marketing Reorganization: Successfully integrated the former OUAA, Development, Ohio Today teams.
- Major ACM Projects Completed: ACM completed more than 425 projects, including the Foundation Annual Report, OUAA's Annual Report, and "Alma Mater in Pictures."
- Scholarship Match Program: Planned and implemented the *Ohio Investment* program.
- Hiring and On-Boarding: Created formalized hiring/ interviewing and on-boarding processes that are used for hiring within the division.

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Major 2014 Accomplishments:

Advancement Services

- Reeher: The Reeher platform was implemented, providing real-time dashboard reporting and improved prospect targeting.
- Gift Agreements: New Gift Agreement templates were introduced as well as a new, more efficient process.
- Named Space Process: A new process for developing values for physical space naming opportunities was developed.
- Scholarship Match Program: Developed the processes needed to implement the *OHIO Investment*.

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Major 2014 Accomplishments:

Alumni Association

- Staffing: The OUAA is now fully staffed.
- Campaign Regional Events: Record-breaking attendance totaling more than 1,600 at OUAA-hosted regional events.
- Black Alumni Reunion: B.A.R. was held in the fall and recognized by many of it's 300+ attendants as "the best ever."
- On the Green Weekend: The inaugural *On the Green Weekend* was a rousing success, drawing over 400 participants.

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Major 2014 Accomplishments:

Development

- Campaign Goal: Attainment of the Promise Lives Campaign goal 14 months ahead of schedule.
- Quarterly Reviews/Metrics: In conjunction with Prospect Management & Research launched quarterly reports that were used for quarterly reviews of major gift officers to drive and enhance individual performance for the university.
- Reeher: Successfully implemented the Reeher platform to enhance philanthropic support and engagement to the university.
- Scholarship Matching Gift Program: Initiated fundraising efforts for the successful launch of the program.

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Major 2014 Accomplishments:

Foundation

- Financial Reporting and Audit: Successfully met Foundation and subsidiary reporting deadlines and achieved clean audits.
- New Financial Reports: Developed new financial reports related to endowment and investment management.
- Scholarship Match Processes: Implemented process to identify and match eligible scholarship endowment gifts, pursuant to the University's undergraduate scholarship investment program.

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Major 2015 Goals

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Major 2015 Goals:

Advancement

- Creative Services: ACM Creative Services will develop and maintain effective communication pieces for the Division by identifying and understanding the overarching objectives and brand standards for OUAA and the Division of Advancement.

- Media Strategy/Public Relations: ACM will continue to enhance Campaign and Division visibility and awareness, to encourage alumni engagement, to promote giving and build a culture of philanthropy, and to cultivate and steward donors by telling great stories. Stories will be delivered through owned and earned media, and by maintaining the Division's strategic story calendar.

- Online and Digital: Strive to support and enhance the division's online presence, protect OHIO's brand and mission, and inspire engagement and giving.

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Major 2015 Goals:

Advancement Services

- Events Tracking: Develop reports to track event attendance over time, including ROI indicators.
- Gift Intake: Revise the gift intake process to incorporate automatic feeds from AWA to the financial system.
- Online Giving: Implement a new online giving suite.
- Lifetime Giving Society: Implement a new lifetime giving society.

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Major 2015 Goals:

Alumni Association

- Strategic Planning: Formalize, produce and implement written, metric driven strategic plans for Campus Relations, External Relations and Operations.
- Web Site Redesign: Complete the redesign of the OUAA's web presence.
- Chapter and Society Reorganization: Implement the reorganization plan for chapters and societies.
- Integrated Advancement Plans: Collaborate with Development and Advancement Services to create and implement Integrated advancement plans for target markets.
- InternationalFest: Assist in developing and implementing an engagement strategy for international alumni as well as an International Homecoming to be held in conjunction with InternationalFest.

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Major 2015 Goals:

Development

- Targeted/Regional Development: Strategic deployment of major gift officers into targeted markets with plans of engagement and review on university ROI to continue to build a major gift pipeline of new donors to the institution. These plans will include regional blitzes, small events and follow up communications.
- Exceed Campaign Goal: Drive the campaign attainment to the highest level possible through solicitations of major gifts from all constituents through the end of the campaign.
- Organizational Staffing Plan: Complete the advancement staffing and organizational plan for development.

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Major 2015 Goals:

Development

- Integrated Advancement Plans: Work with AVPs for Alumni and Advancement Services to create and implement “Integrated Advancement Plans” for the division to drive market/regional engagement.

- WIP – Ohio Women: Successfully transfer/transform the WIP Program into Ohio Women {making a difference} which shall reach a targeted audience of all women from OHIO (≈ 107,000 alumna) not the simply the previous audience of approximately 400, into a fully integrated program of the advancement organization focusing in the targeted market defined in the “Integrated Advancement Plans”

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Major 2015 Goals:

Foundation

- Gift Processing: Work with PPMO, consultants, and Advancement Services staff to implement an interface between the donor database and the cash management module of Oracle FMS.
- Process Improvements: Review University and Foundation endowment accounting practices, then recommend a project plan for implementing changes to align the accounting processes for both entities' endowments.
- RCM Reporting: Build and begin to populate a database to catalog attributes of all Foundation accounts. This will assist departments with understanding, managing, utilizing Foundation fund balances, and will facilitate the development of better management reports.
- Training: Begin to design training materials and a training program to ensure that various constituent groups are adequately trained on various Foundation topics.

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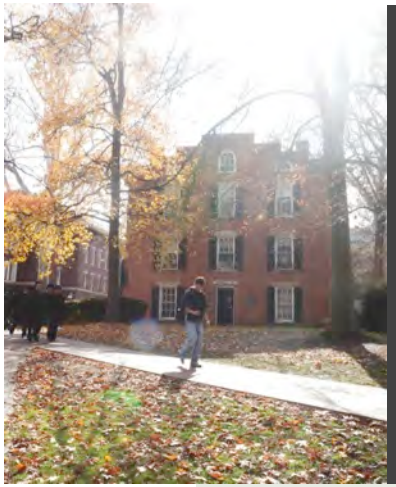
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Concluding Remarks

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Advancement Update for the Ohio University Board of Trustees

J. Bryan Benchoff

June 2014

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: FY14 Forecasted Financial Results

Please find attached for your review the following information regarding the forecasted financial results for the fiscal year ending June 30, 2014 as well as actuals through April 30, 2014. This information is presented against respective prior year periods for comparative analysis.

This Financial Update utilizes the all funds approach of our RCM budget model. Included in this presentation format are gift and endowment activity.

The presentation is in the format presented to the Board of Trustees at the January 2014 meeting and includes:

- Detail of primary revenue, expenditure, and transfer categories
- Operating results detailed by:
    - Athens campus colleges and schools (HCOM has been consolidated)
    - Regional campuses
    - Auxiliaries
    - Academic Support Units

As we reported previously, we have been transitioning to a presentation that includes all funds (inclusive of gifts, investment income and endowment distributions) and reflects accounting entries that impact the university's year end audited financials. We have been simultaneously changing our business practices within our Controllers Office to manage quarterly closing cycles that align with year-end reporting requirements to more effectively manage and forecast operating results throughout the fiscal year. This incorporates the following elements:

- An all funds approach, so endowment distributions are included and then adjusted to reflect the actual respective realized and unrealized gains, dividends and income (Capital, Debt, Endowment Column);
- Spending against the University Capital Plan has been included (Capital, Debt, Endowment Column);
- Adjustments required for conformance with generally accepted accounting principles (GAAP) have been included which will allow for crosswalk to the external statements presented to the BOT each year (FS Adjustment Column). Other items included in these adjustments are:

    - Elimination of capital expenditures and addition of depreciation
    - Debt amortization costs

We have included a variance analysis of the operating results as compared with prior year actuals, and retroactively adjusted the prior year (April 2013) to reflect year end accounting adjustments for purposes of preparing the attached April 2014 year to date fluctuation analysis (below).

I look forward to discussing this report at the upcoming board meeting. Should you have any questions prior to the meeting please do not hesitate to contact me.

Financial Highlights

Forecasted results for fiscal year 2014 as compared with June 30, 2013 actual results

OPERATING UNITS

Revenues

State Appropriations - *forecasted 7%, $10 million increase FY14 over FY13*:

- The Board of Regents continues to make changes to their funding formula which has benefited Ohio University. FY14 is the first year of a two year implementation of the new funding model. An increase of $3 million was budgeted for FY14 as compared with FY13, and we are now forecasting a total actual increase of $10 million for FY14 over FY13.

State Appropriations-Capital – *forecasted 50%, $1.4 million increase FY14 over FY13*:

- The State of Ohio's biennial Capital Budget, enacted in each even-numbered year, provides appropriations for the repair, reconstruction and construction of capital assets. Revenue is recognized as funds are spent and not when appropriated. Spending and the corresponding revenue for this line item are expected to increase $1.4 million for FY14 as compared with FY13. The low amount recorded in FY13 was caused by the State's decision to skip the biennial capital budget in FY11-12. The amount of this line item is expected to increase in future years.

Tuition & Fees (net of financial aid) – *forecasted -0.4%, $1.2 million decrease FY14 over FY13*:

- Factors affecting this line item:
    - Undergraduate fee increase put into effect for FY14 of 1.6%;
    - Total of 1,405 headcount increase for Fall 2013 over Fall 2012 (includes undergraduate, graduate and medical students at the Athens campus, regional campuses and eLearning);
    - FY13 had a one-time increase of approximately $12 million of summer tuition due to the first year of the switch from quarters to semesters.

Room & Board – *forecasted 3%, $2.8 million increase FY14 over FY13*:

- Residential housing and culinary services room and board revenues increased due to enrollment growth and increased rates. There were an additional 260 residents in Fall and an additional 216 residents for Spring 2014 as compared to Spring 2013. There were an additional 191 meal plans sold for Fall 2013 as compared to Fall 2012. The impact of the additional students increased the forecasted room and board revenues by approximately $2.8 million for FY14 as compared to FY13.

Grants and Contracts – *forecasted 9%, $4.8 million decrease FY14 over FY13*:

- The biggest reason for this decrease is the expiration of grants received from the American Recovery & Reinvestment Act of 2009 (ARRA). The ARRA program provided grants for economic stimulus to many constituents.

Facilities and Administrative Cost Recovery - *forecasted -13%, $1 million decrease FY14 over FY13*:

- This is the negotiated indirect rate of expense recovery based on the total cost of the sponsored project awards. Results for FY14 are forecast to be down $1 million as compared with prior year performance in this category. These results tie directly to the decrease in grant funding. The remainder is due to a change in the mix of grants received. We are receiving more grants with lower or no indirect costs included in the contracts.

Gifts - *forecasted 8%, 0.7 million increase FY14 over FY13*:

- Nonendowed expendable gifts are projected to be up slightly as compared to last year's results.

Endowment Distributions - *forecasted 23%, $3.7 million increase FY14 over FY13*:

- This category is up $3.7 million from FY13 to FY14 based on the increased value of the endowment and a better 3 year average. This category is eliminated in the Capital, Debt, and Endowment column as we record actual earnings on investments versus distributions taken.

Investment Income – *forecasted 98%, $8.4 million increase FY14 over FY13*:

- Investment income is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). In the Operating Units column, the investment income stems from a portion of University and Foundation working capital invested in a long-term, broadly-diversified portfolio. This "diversified pool" achieved a return of 12.13% for the fiscal year to date through March 31, underperforming its diversified benchmark of 12.74% for the same period. Additionally, a portion of working capital is invested in a pool of investment-grade fixed income securities. This "liquidity pool" achieved a return of 2.04% for the fiscal year to date through March 31, slightly underperforming the Barclays U.S. Aggregate Bond Index, which returned 2.28% for the same period. Investment income is forecasted to be $16.9 million for FY14. This category is not budgeted due to the volatility of forecasting investment returns.

Other External Sales - *forecasted 3%, $1.3 million increase FY14 over FY13*:

- This category is expected to increase slightly from the prior year. Royalties are the biggest component of this category and are expected to be up slightly.

Expenses & Transfers

Salaries, Wages & Fringe Benefits - *forecasted 4%, $17.8 million increase FY14 over FY13*:

- Overall this category is projected to increase $17.8 million from FY13 to FY14 reflecting the 2% raise pool for faculty and staff, the additional 1% retroactive raise applied in December 2013, and incremental growth due to program expansion.

Operating Expenses - *forecasted 3%, $4.8 million increase FY14 over FY13*:

- Professional services are the main driver for the increase in this category. There are also increases in this category for consultant charges related to the Service Alignment Initiative (SAI) projects, including the Oracle R12 implementation.

Capitalized Costs - *forecasted 31%, $2.5 million increase FY14 over FY13:*

- Capital purchases in the operating units are forecasted to increase $2.5 million.

Debt Service – Principal & Interest - *forecasted 52%, $5 million & 33 %, $2.9 million increases FY14 over FY13, respectively*:

- Principal payments on debt are expected to increase $5 million and Interest expense is expected to increase $2.9 million from FY13 to FY14 reflecting a full year of principal and interest for the Series 2013 bonds issued May 2013.

Internal Sales - *forecasted 2%, $0.5 million decrease FY14 over FY13:*

- Represents intercompany revenues from the sale of goods or services to other University departments. Examples include, telephone costs, catering, printing, and services provided by Facilities Management that are for needs other than general maintenance.

CAPITAL, DEBT, ENDOWMENT

Investment Income

- Investment income is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). In the Capital, Debt, Endowment column the investment income stems from the University and Foundation endowment assets invested in a long-term, broadly-diversified portfolio. This "diversified pool" achieved a return of 12.13% for the fiscal year to date through March 31, underperforming its diversified benchmark of 12.74% for the same period. This represents the appreciation of our asset pool.

Capitalized Costs:

- Spending against the University's 2014 construction in progress.

FINANCIAL STATEMENT ADJUSTMENTS

Salaries, Wages & Fringe Benefits:

- Workers' Compensation Adjustment – Effective January 1, 2013 the University elected to become self-insured for workers' compensation. Prior to that date the University used the Ohio Bureau of Workers' Compensation (OBWC) to manage and pay its claims. The OBWC is currently still responsible for the trailing claims initiated prior to January 1, 2013. At this time it is likely that the University will enter into a buyout with the OBWC to take responsibility for those trailing claims. The estimated amount of the buyout is a $9.7 million one-time charge.

Capitalized Costs:

- Capitalization of facilities placed in service and construction in progress to the balance sheet as a financial statement entry

Depreciation:

- Depreciation is recorded as a financial statement entry concurrent to the capitalization of assets. An expected increase of $0.8 million in depreciation for the year is expected due mainly to a large increase in assets added in prior years and also a large amount of CIP that is being converted to depreciable buildings in FY14. This category will continue to increase in future years as the university executes against its Capital Improvement Plan (CIP) approved by the BOT.

YTD Income Statement - All Funds (as of April 30, 2014)

	(in millions)	April 30, 2014				April 30, 2014				April 30, 2013		
		Academic Support	Athens Colleges & Schools	Auxiliary	Regional Campuses	April 30, 2014 Operating Unit Subtotals	April 30, 2014 Capital, Debt, Endowment	April 30, 2014 Financial Statement Adjustments	April 30, 2014 GAAP Adjusted Totals	April 30, 2013	Variance over same period prior year	% change
1	State Appropriations	9.1	98.1	-	20.1	127.2	-	-	127.2	118.6	8.6	7%
2	State Appropriations-Capital	3.5	-	-	-	3.5	-	-	3.5	2.1	1.3	64%
3	Tuition & Educational Fees (net of financial aid)	23.6	254.7	-	36.8	315.0	0.3	-	315.3	307.6	7.4	2.4%
4	Room & Board	-	-	81.7	-	81.7	-	-	81.7	77.4	4.2	5%
5	Grants and Contracts	8.5	30.0	0.1	(1.0)	37.6	6.7	-	44.4	41.4	(3.8)	-9%
6	Facilities & Admin Costs Recovery	0.0	5.1	-	0.0	5.2	-	-	5.2	6.3	(1.1)	-17%
7	Gifts	1.5	5.0	0.9	0.2	7.6	9.6	-	17.2	6.8	0.8	12%
8	Endowment Distributions	10.3	8.8	0.1	0.4	19.6	(19.6)	-	-	15.9	3.7	23%
9	Investment Income	12.4	0.3	-	0.0	12.6	54.3	-	66.9	11.8	0.8	7%
10	Other External Sales	19.1	4.0	12.6	1.1	36.8	0.2	-	37.0	35.5	1.2	3%
11	**Total Revenues**	**88**	**406**	**95**	**58**	**646.8**	**51.5**	**-**	**698.3**	**623.5**	**23.3**	**4%**
12	Salaries, Wages, & Fringe Benefits	86.0	189.0	25.0	36.7	336.8	0.5	9.7	347.0	328.9	7.9	2%
13	Operating Expenses	65.8	51.9	29.0	7.8	154.5	7.2	-	161.7	142.6	11.9	8%
14	Capitalized Costs	2.7	4.8	1.2	0.2	8.9	63.4	(72.4)	-	6.7	2.3	34%
15	Depreciation	-	-	-	-	-	-	28.8	28.8	-	-	-
16	Debt Service - Principal	10.8	0.3	0.9	0.2	12.2	-	(12.2)	-	9.6	2.6	27%
17	Debt Service - Interest	7.8	0.1	0.9	0.1	8.8	0.2	-	9.0	7.7	1.1	14%
18	Internal Sales	(9.9)	(1.5)	(4.6)	-	(16.0)	-	-	(16.0)	(15.0)	(0.9)	6%
19	**Total Direct Expenses**	**163**	**245**	**52**	**45**	**505.2**	**71.3**	**(46)**	**530.4**	**480.4**	**24.7**	**5%**
20	Internal Allocations & Transfers	3.2	2.3	(3.3)	0.8	3.0	(3.0)	-	-	0.1	2.9	2300%
21	Indirect Costs Allocations	(126.0)	107.4	8.0	10.6	-	-	-	-	-	-	-
22	Subvention Allocation	0.0	6.7	(0.1)	(6.7)	-	-	-	-	-	-	-
23	**Total Transfers & Allocations**	**(122.8)**	**116.4**	**4.7**	**4.7**	**3.0**	**(3.0)**	**-**	**-**	**0.1**	**2.9**	**2300%**
24	Transfers to (from) Operations	-	-	-	-	-	-	-	-	-	-	-
25	Provisions for Replacement & Depreciation	13.0	0.3	13.9	0.5	27.8	(27.8)	-	-	29.2	(1.3)	-5%
26	**Net Results**	**$ 34.5**	**$ 44.5**	**$ 24.4**	**$ 7.3**	**$ 110.7**	**$ 11.1**	**$ 46.1**	**$ 167.9**	**$ 113.8**	**$ (3.0)**	**-3%**

FY14 Forecasted YTD Income Statement - All Funds

	(in millions)	FY14 Forecast				FY14 Forecast				FY13 Actuals					
		Academic Support	Athens Colleges & Schools	Auxiliary	Regional Campuses	FY14 Forecast Ooperating Unit Subtotals	FY14 Forecast Capital, Debt, Endowment	FY 14 Forecast Financial Statement Adjustments	FY 14 Forecast GAAP Adjusted Totals	FY 13 Actuals Operating Unit Subtotals	FY 13 Actuals Capital, Debt, Endowment	FY 13 Actuals Financial Statement Adjustments	GAAP Adjusted Totals FY 13 Actuals	Variance over same period prior year	% change
1	State Appropriations	10.9	118.5	-	24.1	153.5	-	-	153.5	143.5	-	-	143.5	10.0	7%
2	State Appropriations-Capital	4.1	-	-	-	4.1	-	-	4.1	2.8	-	-	2.8	1.4	50%
3	Tuition & Educational Fees (net of financial aid)	7.5	250.6	-	35.1	293.2	0.4	-	293.6	294.4	-	-	294.4	(1.2)	-0.4%
4	Room & Board	-	-	82.0	-	82.0	-	-	82.0	79.2	-	-	79.2	2.8	3%
5	Grants and Contracts	10.2	36.0	0.1	1.2	47.5	7.4	-	54.9	52.3	3.9	-	56.2	(4.8)	-9%
6	Facilities & Admin Costs Recovery	0.1	6.9	-	0.0	7.0	-	-	7.0	8.0	-	-	8.0	(1.0)	-13%
7	Gifts	1.8	5.9	1.1	0.2	9.1	11.5	-	20.7	8.4	5.1	-	13.5	0.7	8%
8	Endowment Distributions	10.3	8.8	0.1	0.4	19.6	(19.6)	-	-	15.9	(15.9)	-	-	3.7	23%
9	Investment Income	16.6	0.3	-	0.0	16.9	61.9	-	78.8	8.5	48.2	-	56.7	8.4	98%
10	Other External Sales	31.0	6.4	15.1	1.8	54.4	0.3	-	54.7	53.1	0.3	-	53.4	1.3	3%
11	**Total Revenues**	**92**	**434**	**98**	**63**	**687.4**	**61.8**	**-**	**749.3**	**666.2**	**41.6**	**-**	**707.8**	**21.3**	**3%**
12	Salaries, Wages, & Fringe Benefits	106.8	232.9	31.1	45.6	416.4	0.6	9.7	426.7	398.6	0.7	-	399.3	17.8	4%
13	Operating Expenses	82.2	64.8	36.3	9.8	193.1	8.7	-	201.8	188.3	6.8	-	195.1	4.8	3%
14	Capitalized Costs	3.2	5.8	1.4	0.3	10.7	76.1	(86.8)	-	8.2	73.0	(81.2)	-	2.5	31%
15	Depreciation	-	-	-	-	-	-	36.0	36.0	-	-	35.2	35.2	-	-
16	Debt Service - Principal	12.9	0.4	1.1	0.2	14.6	-	(14.6)	-	9.6	-	(9.6)	-	5.0	52%
17	Debt Service - Interest	10.3	0.1	1.1	0.1	11.6	0.2	-	11.9	8.7	(2.7)	-	6.0	2.9	33%
18	Internal Sales	(13.8)	(1.8)	(6.0)	(0.0)	(21.6)	(0.0)	-	(21.6)	(22.1)	(0.1)	-	(22.2)	0.5	-2%
19	**Total Direct Expenses**	**202**	**302**	**65**	**56**	**624.8**	**85.7**	**(55.7)**	**654.7**	**591.4**	**77.7**	**(55.6)**	**613.4**	**33.4**	**6%**
20	Internal Allocations & Transfers	3.8	2.8	(3.9)	1.0	3.7	(3.7)	-	-	0.1	(0.1)	-	-	3.5	
21	Indirect Costs Allocations	(151.2)	128.9	9.6	12.7	-	-	-	-	-	-	-	-	-	-
22	Subvention Allocation	0.1	8.1	(0.1)	(8.0)	-	-	-	-	-	-	-	-	-	-
23	**Total Transfers & Allocations**	**(147.3)**	**139.7**	**5.6**	**5.7**	**3.7**	**(3.7)**	**-**	**-**	**0.1**	**(0.1)**	**-**	**-**	**3.5**	**2916%**
24	Transfers to (from) Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
25	Provisions for Replacement & Depreciation	15.6	0.4	16.7	0.7	33.4	(33.4)	-	-	33.9	(33.9)	-	-	(0.5)	-2%
26	**Net Results**	**$ 22.5**	**$ (8.7)**	**$ 11.1**	**$ 0.6**	**$ 25.6**	**$ 13.2**	**$ 55.7**	**$ 94.5**	**$ 40.7**	**$ (2.0)**	**$ 55.6**	**$ 94.3**	**$ (15.2)**	**-37%**

FY14 Forecasted Financial Results

Tab

OHIO UNIVERSITY

FY14 Forecasted Financial Results

($ in millions)

		FY14 Forecast				FY14 Forecast
	(in millions $)	Academic Support	Athens Colleges & Schools	Auxiliary	Regional Campuses	FY14 Forecast Operating Unit Subtotals
1	State Appropriations	10.9	118.5	-	24.1	153.5
2	State Appropriations-Capital	4.1	-	-	-	4.1
3	Tuition & Educational Fees (net of financial aid)	7.5	250.6	-	35.1	293.2
4	Room & Board	-	-	82.0	-	82.0
5	Grants and Contracts	10.2	36.0	0.1	1.2	47.5
6	Facilities & Admin Costs Recovery	0.1	6.9	-	0.0	7.0
7	Gifts	1.8	5.9	1.1	0.2	9.1
8	Endowment Distributions	10.3	8.8	0.1	0.4	19.6
9	Investment Income	16.6	0.3	-	0.0	16.9
10	Other External Sales	31.0	6.4	15.1	1.8	54.4
11	**Total Revenues**	**92**	**434**	**98**	**63**	**687.4**
12	Salaries, Wages, & Fringe Benefits	106.8	232.9	31.1	45.6	416.4
13	Operating Expenses	82.2	64.8	36.3	9.8	193.1
14	Capitalized Costs	3.2	5.8	1.4	0.3	10.7
15	Depreciation	-	-	-	-	-
16	Debt Service - Principal	12.9	0.4	1.1	0.2	14.6
17	Debt Service - Interest	10.3	0.1	1.1	0.1	11.6
18	Internal Sales	(13.8)	(1.8)	(6.0)	(0.0)	(21.6)
19	**Total Direct Expenses**	**202**	**302**	**65**	**56**	**624.8**
20	Internal Allocations & Transfers	3.8	2.8	(3.9)	1.0	3.7
21	Indirect Costs Allocations	(151.2)	128.9	9.6	12.7	-
22	Subvention Allocation	0.1	8.1	(0.1)	(8.0)	-
23	**Total Transfers & Allocations**	**(147.3)**	**139.7**	**5.6**	**5.7**	**3.7**
24	Transfers to (from) Operations	-	-	-	-	-
25	Provisions for Replacement & Depreciation	15.6	0.4	16.7	0.7	33.4
26	**Net Results**	**$ 22.5**	**$ (8.7)**	**$ 11.1**	**$ 0.6**	**$ 25.6**

- Structured to align with RCM budget
- Framework for RCM and sublevel P&L reporting
- All funds budgeting approach
  - Endowment distributions are included in operating units
  - Expendable gifts Investment income on working capital
  - Subvention included
- Debt Service for Operating Units

OHIO UNIVERSITY

FY 14 Forecast vs FY 13 Actuals Revenues
($ in millions)

	(in millions $)	FY14 Forecast FY14 Forecast Operating Unit Subtotals	FY13 Actuals FY 13 Actuals Operating Unit Subtotals	Variance over same period prior year
1	State Appropriations	153.5	143.5	10.0
2	State Appropriations-Capital	4.1	2.8	1.4
3	Tuition & Educational Fees (net of financial aid)	293.2	294.4	(1.2)
4	Room & Board	82.0	79.2	2.8
5	Grants and Contracts	47.5	52.3	(4.8)
6	Facilities & Admin Costs Recovery	7.0	8.0	(1.0)
7	Gifts	9.1	8.4	0.7
8	Endowment Distributions	19.6	15.9	3.7
9	Investment Income	16.9	8.5	8.4
10	Other External Sales	54.4	53.1	1.3
11	**Total Revenues**	**687.4**	**666.2**	**21.3**

$10 M increase in State Appropriations driven by changes to the OBOR SSI funding formula

$1.2 M decrease in Tuition & Educational Fees driven by the one time increase from FY13 due to the change of quarters to semesters

$3.7 M increase of Endowment Distributions due to increase in 36 month average and additional endowment gifts

$8.4 M increase in investment income from dividends & interest on working capital

Overall revenues are forecasted to be up $21.3 million FY14 over FY13.

OHIO UNIVERSITY

FY 14 Forecast vs FY 13 Actuals Expenses
($ in millions)

	(in millions $)	FY14 Forecast FY14 Forecast Operating Unit Subtotals	FY13 Actuals FY 13 Actuals Operating Unit Subtotals	Variance over same period prior year
12	Salaries, Wages, & Fringe Benefits	416.4	398.6	17.8
13	Operating Expenses	193.1	188.3	4.8
14	Capitalized Costs	10.7	8.2	2.5
15	Depreciation	-	-	-
16	Debt Service - Principal	14.6	9.6	5.0
17	Debt Service - Interest	11.6	8.7	2.9
18	Internal Sales	(21.6)	(22.1)	0.5
19	**Total Direct Expenses**	**624.8**	**591.4**	**33.4**

$17.8 M increase in Salaries, Wages, & Fringe Benefits caused by increases to the salary raise pool, position growth and increased healthcare costs

$4.8 M increase in Operating Expenses caused by professional fees related to the Ohio Service Alignment Initiative and increased food costs

Overall Direct Expenses are forecasted to be up $33.4 million FY14 over FY13.

FY 14 Forecast vs FY 13 Actuals Allocations & Transfers

($ in millions)

		FY14 Forecast				FY14 Forecast	FY13 Actuals
	(in millions $)	Academic Support	Athens Colleges & Schools	Auxiliary	Regional Campuses	FY14 Forecast Operating Unit Subtotals	FY 13 Actuals Operating Unit Subtotals
20	Internal Allocations & Transfers	3.8	2.8	(3.9)	1.0	3.7	0.1
21	Indirect Costs Allocations	(151.2)	128.9	9.6	12.7	-	-
22	Subvention Allocation	0.1	8.1	(0.1)	(8.0)	-	-
23	**Total Transfers & Allocations**	**(147.3)**	**139.7**	**5.6**	**5.7**	**3.7**	**0.1**
24	Transfers to (from) Operations	-	-	-	-	-	-
25	Provisions for Replacement & Depreciation	15.6	0.4	16.7	0.7	33.4	33.9
26	**Net Results**	**$ 22.5**	**$ (8.7)**	**$ 11.1**	**$ 0.6**	**$ 25.6**	**$ 40.7**

FY 14 Forecast vs FY 13 Actuals Capital, Debt, Endowment

($ in millions)

	FY14 Forecast		FY13 Actuals	
(in millions $)	FY14 Forecast Operating Unit Subtotals	FY14 Forecast Capital, Debt, Endowment	FY 13 Actuals Operating Unit Subtotals	FY 13 Actuals Capital, Debt, Endowment
State Appropriations	153.5	-	143.5	-
State Appropriations-Capital	4.1	-	2.8	-
Tuition & Educational Fees (net of financial aid)	293.2	0.4	294.4	-
Room & Board	82.0	-	79.2	-
Grants and Contracts	47.5	7.4	52.3	3.9
Facilities & Admin Costs Recovery	7.0	-	8.0	-
Gifts	9.1	11.5	8.4	5.1
Endowment Distributions	19.6	(19.6)	15.9	(15.9)
Investment Income	16.9	61.9	8.5	48.2
Other External Sales	54.4	0.3	53.1	0.3
Total Revenues	**687.4**	**61.8**	**666.2**	**41.6**
Salaries, Wages, & Fringe Benefits	416.4	0.6	398.6	0.7
Operating Expenses	193.1	8.7	188.3	6.8
Capitalized Costs	10.7	76.1	8.2	73.0
Depreciation	-	-	-	-
Debt Service - Principal	14.6	-	9.6	-
Debt Service - Interest	11.6	0.2	8.7	(2.7)
Internal Sales	(21.6)	(0.0)	(22.1)	(0.1)
Total Direct Expenses	**624.8**	**85.7**	**591.4**	**77.7**
Internal Allocations & Transfers	3.7	(3.7)	0.1	(0.1)
Indirect Costs Allocations	-	-	-	-
Subvention Allocation	-	-	-	-
Total Transfers & Allocations	**3.7**	**(3.7)**	**0.1**	**(0.1)**
Transfers to (from) Operations	-	-	-	-
Provisions for Replacement & Depreciation	33.4	(33.4)	33.9	(33.9)
Net Results	**$ 25.6**	**$ 13.2**	**$ 40.7**	**$ (2.0)**

Addition of Capital, Debt, and Endowment activity

- Capital gifts and grants included
- Endowment gifts included
- Endowment distribution eliminated
- Endowment investment performance included (actual through March 31, 2014 at 12.13%, forecasted 4/1/14 to 6/30/14 at an expected return rate of 6.9%)
- Spending against university CIP

OHIO UNIVERSITY

FY 14 Forecast vs FY 13 Actuals
Financial Statement Adjustments
($ in millions)

	(in millions $)	FY14 Forecast			FY13 Actuals		
		FY14 Forecast Operating Unit Subtotals	FY14 Forecast Capital, Debt, Endowment	Financial Statement Adjustments	FY 13 Actuals Operating Unit Subtotals	FY 13 Actuals Capital, Debt, Endowment	Financial Statement Adjustments
1	State Appropriations	153.5	-	-	143.5	-	-
2	State Appropriations-Capital	4.1	-	-	2.8	-	-
3	Tuition & Educational Fees (net of financial aid)	293.2	0.4	-	294.4	-	-
4	Room & Board	82.0	-	-	79.2	-	-
5	Grants and Contracts	47.5	7.4	-	52.3	3.9	-
6	Facilities & Admin Costs Recovery	7.0	-	-	8.0	-	-
7	Gifts	9.1	11.5	-	8.4	5.1	-
8	Endowment Distributions	19.6	(19.6)	-	15.9	(15.9)	-
9	Investment Income	16.9	61.9	-	8.5	48.2	-
10	Other External Sales	54.4	0.3	-	53.1	0.3	-
11	**Total Revenues**	**687.4**	**61.8**	**-**	**666.2**	**41.6**	**-**
12	Salaries, Wages, & Fringe Benefits	416.4	0.6	9.7	398.6	0.7	-
13	Operating Expenses	193.1	8.7	-	188.3	6.8	-
14	Capitalized Costs	10.7	76.1	(86.8)	8.2	73.0	(81.2)
15	Depreciation	-	-	36.0	-	-	35.2
16	Debt Service - Principal	14.6	-	(14.6)	9.6	-	(9.6)
17	Debt Service - Interest	11.6	0.2	-	8.7	(2.7)	-
18	Internal Sales	(21.6)	(0.0)	-	(22.1)	(0.1)	-
19	**Total Direct Expenses**	**624.8**	**85.7**	**(55.7)**	**591.4**	**77.7**	**(55.6)**
20	Internal Allocations & Transfers	3.7	(3.7)	-	0.1	(0.1)	-
21	Indirect Costs Allocations	-	-	-	-	-	-
22	Subvention Allocation	-	-	-	-	-	-
23	**Total Transfers & Allocations**	**3.7**	**(3.7)**	**-**	**0.1**	**(0.1)**	**-**
24	Transfers to (from) Operations	-	-	-	-	-	-
25	Provisions for Replacement & Depreciation	33.4	(33.4)	-	33.9	(33.9)	-
26	**Net Results**	**$ 25.6**	**$ 13.2**	**$ 55.7**	**$ 40.7**	**$ (2.0)**	**$ 55.6**

Financial Statement Adjustments for conformance with GAAP

- Elimination of capital spending
- Addition of depreciation
- Elimination of debt principal payments

FY 14 Forecast vs FY 13 Actuals
($ in millions)

	(in millions $)	FY14 Forecast				FY13 Actuals					
		FY14 Forecast Operating Unit Subtotals	FY14 Forecast Capital, Debt, Endowment	Financial Statement Adjustments	FY 14 Forecast GAAP Adjusted Totals	FY 13 Actuals Operating Unit Subtotals	FY 13 Actuals Capital, Debt, Endowment	Financial Statement Adjustments	FY 13 Actuals GAAP Adjusted Totals	Variance over same period prior year	% change
1	State Appropriations	153.5	-	-	153.5	143.5	-	-	143.5	10.0	7%
2	State Appropriations-Capital	4.1	-	-	4.1	2.8	-	-	2.8	1.4	50%
3	Tuition & Educational Fees (net of financial aid)	293.2	0.4	-	293.6	294.4	-	-	294.4	(1.2)	-0.4%
4	Room & Board	82.0	-	-	82.0	79.2	-	-	79.2	2.8	3%
5	Grants and Contracts	47.5	7.4	-	54.9	52.3	3.9	-	56.2	(4.8)	-9%
6	Facilities & Admin Costs Recovery	7.0	-	-	7.0	8.0	-	-	8.0	(1.0)	-13%
7	Gifts	9.1	11.5	-	20.7	8.4	5.1	-	13.5	0.7	8%
8	Endowment Distributions	19.6	(19.6)	-	-	15.9	(15.9)	-	-	3.7	23%
9	Investment Income	16.9	61.9	-	78.8	8.5	48.2	-	56.7	8.4	98%
10	Other External Sales	54.4	0.3	-	54.7	53.1	0.3	-	53.4	1.3	3%
11	**Total Revenues**	**687.4**	**61.8**	**-**	**749.3**	**666.2**	**41.6**	**-**	**707.8**	**21.3**	**3%**
12	Salaries, Wages, & Fringe Benefits	416.4	0.6	9.7	426.7	398.6	0.7	-	399.3	17.8	4%
13	Operating Expenses	193.1	8.7	-	201.8	188.3	6.8	-	195.1	4.8	3%
14	Capitalized Costs	10.7	76.1	(86.8)	-	8.2	73.0	(81.2)	-	2.5	31%
15	Depreciation	-	-	36.0	36.0	-	-	35.2	35.2	-	-
16	Debt Service - Principal	14.6	-	(14.6)	-	9.6	-	(9.6)	-	5.0	52%
17	Debt Service - Interest	11.6	0.2	-	11.9	8.7	(2.7)	-	6.0	2.9	33%
18	Internal Sales	(21.6)	(0.0)	-	(21.6)	(22.1)	(0.1)	-	(22.2)	0.5	-2%
19	**Total Direct Expenses**	**624.8**	**85.7**	**(55.7)**	**654.7**	**591.4**	**77.7**	**(55.6)**	**613.4**	**33.4**	**6%**
20	Internal Allocations & Transfers	3.7	(3.7)	-	-	0.1	(0.1)	-	-	3.5	-
21	Indirect Costs Allocations	-	-	-	-	-	-	-	-	-	-
22	Subvention Allocation	-	-	-	-	-	-	-	-	-	-
23	**Total Transfers & Allocations**	**3.7**	**(3.7)**	**-**	**-**	**0.1**	**(0.1)**	**-**	**-**	**3.5**	**2916%**
24	Transfers to (from) Operations	-	-	-	-	-	-	-	-	-	-
25	Provisions for Replacement & Depreciation	33.4	(33.4)	-	-	33.9	(33.9)	-	-	(0.5)	-2%
26	**Net Results**	**$ 25.6**	**$ 13.2**	**$ 55.7**	**$ 94.5**	**$ 40.7**	**$ (2.0)**	**$ 55.6**	**$ 94.3**	**$ (15.2)**	**-37%**

OHIO UNIVERSITY

FISCAL YEAR 2014-2015
OPERATING BUDGET

RESOLUTION 2014 -

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

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

NOW THEREFORE, BE IT RESOLVED that the Fiscal Year 2014-2015 operating budgets of the expected revenues and expenses as presented are hereby approved subject to the following conditions:

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

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

Proposed FY15 University Budget

(in millions)	FY12 Actuals	FY13 Actuals	FY14 Budget	FY14 Forecast	FY15 Budget
REVENUES					
State Appropriations	$ 142.8	$ 146.3	$ 139.5	$ 157.6	$ 176.9
Tuition & Educational Fees (net of financial aid)	$ 275.0	$ 294.5	$ 292.8	$ 293.2	$ 310.5
Room & Board	$ 77.0	$ 79.1	$ 80.1	$ 82.0	$ 86.8
Grants and Contracts	$ 49.1	$ 52.3	$ 56.7	$ 47.5	$ 48.6
Facilities & Admin Costs Recovery	$ 8.3	$ 8.0	$ 7.1	$ 7.0	$ 6.1
Gifts	$ 9.9	$ 8.4	$ 7.9	$ 9.1	$ 9.4
Endowment Distributions	$ 12.1	$ 15.7	$ 18.9	$ 19.6	$ 22.8
Investment Income	$ 3.6	$ 8.5	$ 4.8	$ 16.9	$ 4.7
Other External Sales	$ 46.8	$ 53.0	$ 44.7	$ 54.4	$ 43.4
Total Revenues	$ 624.6	$ 665.8	$ 652.5	$ 687.3	$ 709.2
EXPENSES					
Compensation	$ 372.6	$ 398.6	$ 415.8	$ 416.4	$ 455.7
Operating Expenses	$ 171.2	$ 188.3	$ 176.9	$ 193.1	$ 173.3
Capitalized Costs	$ 6.4	$ 8.2	$ 5.4	$ 10.7	$ 6.4
Depreciation	$ -	$ -			$ -
Debt Service - Principal	$ 10.2	$ 9.6	$ 12.6	$ 14.6	$ 19.3
Debt Service - Interest	$ 7.1	$ 8.7	$ 13.7	$ 11.6	$ 17.7
Internal Sales	$ (19.4)	$ (22.1)	$ (0.5)	$ (21.6)	$ (18.8)
Total Direct Expenses	$ 548.1	$ 591.3	$ 623.9	$ 624.8	$ 653.6
ALLOCATIONS & TRANSFERS					
Total Internal Allocations		$ 0.1	$ (2.7)	$ 3.7	$ 3.4
Total Indirect Costs Allocations	$ -	$ -		$ -	$ -
Subvention/Strategic Pool Allocation	$ -	$ -		$ -	$ 0.3
Transfers to (from) Strategic Investment Pool	$ -	$ -		$ -	$ -
Total Allocations & Transfers	$ -	$ 0.1	$ (2.7)	$ 3.7	$ 3.6
Total Expenses and Transfers	$ 548.1	$ 591.4	$ 621.2	$ 628.5	$ 657.2
Results of Operations	$ 76.5	$ 74.4	$ 31.3	$ 58.8	$ 52.0
Transfers to (from) Operations	$ -	$ -	$ (14.8)	$ -	$ (15.1)
Provisions for Replacement & Depreciation	$ 27.0	$ 33.9	$ 29.6	$ 33.4	$ 55.7
Net Results from Operating Activities*	$ 49.5	$ 40.5	$ 16.5	$ 25.4	$ 11.4

* Net Results includes unallocated resources (2% Holdback Tuition & SSI; Investment Income on Working Capital) which are budgeted and utilized to support $100M Investment Strategy.

OHIO UNIVERSITY

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **FY15 Budget Resolution**

During the June, 2014 Joint Committee meeting, the FY15 Budget will be discussed in greater detail.

A resolution to adopt the FY15 Operating Budget is included for consideration by the Resources Committee.

FISCAL YEAR 2014-2015
OHIO UNIVERSITY
ACADEMIC YEAR 2014-2015 TUITION, FEE AND RATE INCREASES

RESOLUTION 2014 --

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in recommendations for tuition, fee, and rate increases for purposes of investment in identified strategic priorities; and

WHEREAS, these recommendations are consistent with the 2% limitation set forth in Am. Sub. H.B. 59, passed by the 130th General Assembly and effective on June 30, 2013.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through H, effective Fall Semester 2014 unless otherwise noted.

Attachment A

Fee	Increase Request*	Attachment
Athens Undergraduate Instructional and General Fee	1.5%	B
Athens Non-resident Surcharge	0%	B
OUHCOM Instructional Fee	5%	C
OUHCOM Technology/Medical resource Fee	5%	C
Regional Campus Lower Division – OUL, OUC, OUZ	1.75%	D
Regional Campus Lower Division – OUE, OUS	2%	D
Regional Campus Upper Division	0.8%	E
Off-Campus programs	See attachment	F
Athens Campus Residential Housing Rates	3.5%	G
Athens Campus Culinary Services Rates	1%	G
Student Fees	See attachment	H

****All increases effective Fall 2014***

Attachment B

OHIO UNIVERSITY

ATHENS CAMPUS

FY 2015 UNDERGRADUATE STUDENT TUITION & FEE SCHEDULE

(PER SEMESTER)

UNDERGRADUATE STUDENTS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	441	58	499	442	941
2	882	116	998	884	1,882
3	1,323	174	1,497	1,326	2,823
4	1,764	232	1,996	1,768	3,764
5	2,205	290	2,495	2,210	4,705
6	2,646	348	2,994	2,652	5,646
7	3,087	406	3,493	3,094	6,587
8	3,528	464	3,992	3,536	7,528
9	3,969	522	4,491	3,978	8,469
10	4,410	580	4,990	4,420	9,410
11	4,410	580	4,990	4,420	9,410
12-20*	4,640	628	5,268	4,482	9,750

*Beyond 20 Hours: Resident Fee is $247/hr. and Non-Resident Fee is $478/hr.

Attachment C

OHIO UNIVERSITY

ATHENS CAMPUS
COLLEGE OF OSTEOPATHIC MEDICINE
FY 2015 GRADUATE STUDENT TUITION & FEE SCHEDULE

(PER SEMESTER)

MEDICAL STUDENTS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total		Technology Fee
1	564	23	587	240	827		17
2	1,128	46	1,174	480	1,654		34
3	1,692	69	1,761	720	2,481		51
4	2,256	92	2,348	960	3,308		68
5	2,820	115	2,935	1,200	4,135		85
6	3,384	138	3,522	1,440	4,962		102
7	3,948	161	4,109	1,680	5,789		119
8	4,512	184	4,696	1,920	6,616		136
9 and above	15,265	616	15,881	6,505	22,386		489

Attachment D

OHIO UNIVERSITY

REGIONAL CAMPUSES - LOWER DIVISION (≤ 60 HOURS)
FY 2015 UNDERGRADUATE STUDENT TUITION & FEE SCHEDULE

(PER SEMESTER)

EASTERN CAMPUS, SOUTHERN CAMPUS AND PROCTORVILLE CENTER

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	216	3	219	86	305
2	432	6	438	172	610
3	648	9	657	258	915
4	864	12	876	344	1,220
5	1,080	15	1,095	430	1,525
6	1,296	18	1,314	516	1,830
7	1,512	21	1,533	602	2,135
8	1,728	24	1,752	688	2,440
9	1,944	27	1,971	774	2,745
10	2,160	30	2,190	860	3,050
11	2,160	30	2,190	860	3,050
12-20*	2,370	33	2,403	923	3,326

*Beyond 20 Hours: Resident Fee is $122/hr. and Non-Resident Fee is $181/hr.

CHILLICOTHE, LANCASTER, ZANESVILLE CAMPUSES & CAMBRIDGE AND PICKERINGTON CENTERS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	224	3	227	189	416
2	448	6	454	378	832
3	672	9	681	567	1,248
4	896	12	908	756	1,664
5	1,120	15	1,135	945	2,080
6	1,344	18	1,362	1,134	2,496
7	1,568	21	1,589	1,323	2,912
8	1,792	24	1,816	1,512	3,328
9	2,016	27	2,043	1,701	3,744
10	2,240	30	2,270	1,890	4,160
11	2,240	30	2,270	2,079	4,349
12-20*	2,464	33	2,497	2,268	4,765

*Beyond 20 Hours: Resident Fee is $122/hr. and Non-Resident Fee is $181/hr.

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

Attachment E

OHIO UNIVERSITY

REGIONAL CAMPUSES - UPPER DIVISION (> 60 HOURS)

FY 2014 UNDERGRADUATE STUDENT TUITION & FEE SCHEDULE

(PER SEMESTER)

EASTERN CAMPUS, SOUTHERN CAMPUS AND PROCTORVILLE CENTER

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	223	3	226	86	312
2	446	6	452	172	624
3	669	9	678	258	936
4	892	12	904	344	1,248
5	1,115	15	1,130	430	1,560
6	1,338	18	1,356	516	1,872
7	1,561	21	1,582	602	2,184
8	1,784	24	1,808	688	2,496
9	2,007	27	2,034	774	2,808
10	2,230	30	2,260	860	3,120
11	2,453	30	2,483	860	3,343
12-20*	2,485	33	2,518	923	3,441

*Beyond 20 Hours: Resident Fee is $122/hr. and Non-Resident Fee is $181/hr.

CHILLICOTHE, LANCASTER, ZANESVILLE CAMPUSES & CAMBRIDGE AND PICKERINGTON CENTERS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	223	3	226	189	415
2	446	6	452	378	830
3	669	9	678	567	1,245
4	892	12	904	756	1,660
5	1,115	15	1,130	945	2,075
6	1,338	18	1,356	1,134	2,490
7	1,561	21	1,582	1,323	2,905
8	1,784	24	1,808	1,512	3,320
9	2,007	27	2,034	1,701	3,735
10	2,230	30	2,260	1,890	4,150
11	2,453	30	2,483	2,079	4,562
12-20*	2,485	33	2,518	2,268	4,786

*Beyond 20 Hours: Resident Fee is $122/hr. and Non-Resident Fee is $181/hr.

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

OHIO UNIVERSITY

OFF CAMPUS GRADUATE PROGRAMS
FY 2015 FEE SCHEDULE CHANGES

(PER CREDIT HOUR)

Cohort Name	FY14 Program Fee	FY15 Program Fee	FY 14 Special Svrs/ Materials Fee	FY15 Special Svrs/ Materials Fee
Masters in Athletic Administration	47	61		
Masters of Financial Economics	22	42	114	114
Professional Masters of Sport Administration	190	208	83	83
Professional MBA	384	407		
MBA Online	381	398	80	98
Full-time MBA		43		
Higher Education PhD		15		
Master of Counselor Education		15		
Masters in Higher Education		15		
Instructional Design Certificate		15		
Masters in Educational Administration (Principalship)		15		
Superintendent Program		15		
Masters in Coaching	46	63		
Master's Degree in Recreation and Sports Science: Concentration in Soccer Coaching	46	63		
Early Child Generalist Endorsement Certificate	107	117		
Masters in Special Education		15		
Curriculum and Instruction		15		
Reading Endorsement		15		
Masters in Reading Education		15		

OHIO UNIVERSITY

NEW ONLINE BS IN TECHNICAL MANAGEMENT PROGRAM

FY 2015 STUDENT COURSE FEE SCHEDULE

Course	Credits	Course Fee
ETM3001 - Intro to Technical Operation Mgt	1	$113
ETM2030 - Adv Enterprixe Computer Methods	3	$339
ETM3015 - Technical Operations Management	3	$339
ETM3820 - Technical Project Management	3	$339
ETM3625 Supervision & Leadership in Tech Op	3	$339
ETM3635 - Quality Assurance	3	$339
ETM4005 - Tech Op Mgt Senior Seminar	1	$113
ETM4420 - Purchasing & Supply Chain Mgt	3	$339
ETM4325 - Lean Systems	3	$339
ETM4600 - Applied Tech Op Mgt	5	$565

Attachment G

OHIO UNIVERSITY

FY 2015 RESIDENCE & DINING HALL RATE SCHEDULE

	FY 2014	FY 2015	Dollar Change	Percent Change
ROOM RATES (SEMESTER)				
Single	3,588	3,714	126	3.5%
Renovated Single	3,823	3,957	134	3.5%
Standard Double	2,923	3,025	102	3.5%
Renovated Double	3,114	3,223	109	3.5%
Multi-Occupancy	2,727	2,822	95	3.5%
Renovated Multi-Occupancy	2,905	3,007	102	3.5%
Bromley & Adams Suites	3,314	3,430	116	3.5%

	FY 2014	FY 2015	Dollar Change	Percent Change
BOARD RATES (SEMESTER)				
10 Meal Plan	1,773	1,791	18	1.0%
14 Meal Plan	2,052	2,073	21	1.0%
20 Meal Plan	2,192	2,214	22	1.0%
14 Meal Plan - Flex	2,714	2,741	27	1.0%
20 Meal Plan - Flex	3,027	3,057	30	1.0%

Request for New or Increase of Student Course Fees - BPC

Fiscal Year: FY15

Course ID	Course Title	Dept/School	Fee Name	FY14 Amount	FY15 Amount Requested	FY15 Amount Recommended to BPC	FY15 Amount Recommended to BOT
ATHENS							
College of Health Sciences and Professions							
NRSE 6220	Advanced Health Appraisal	NRSE	Testing and Stimulation/ Lab Fee	$55.00	$120.00	$120.00	
NRSE 6221	Health Appraisal for Nurse Practitioners	NRSE	Testing and Stimulation/ Lab Fee	$55.00	$120.00	$120.00	
CHILLICOTHE							
College of Health Sciences and Professions							
NRSE 2220	Foundations of Nursing Practice	ART	Testing and Stimulation/ Lab Fee		$180.00	$180.00	
NRSE 2230	Health Assessment	NRSE	Testing and Stimulation/ Lab Fee		$230.00	$230.00	
NRSE 2240	Pharmacology in Nursing	NRSE	Testing Fee		$80.00	$80.00	
EASTERN							
College of Arts and Sciences							
BIOS 1705	Biological Sciences I: Laboratory	BIOS	Biological Sciences I Lab Fee		$35.00	$35.00	
BIOS 1715	Biological Sciences II Laboratory	BIOS	Biological Sciences II Lab Fee		$30.00	$30.00	
BIOS 3015	Human Anatomy Lab	BIOS	Human Anatomy Lab Fee		$45.00	$45.00	
BIOS 3455	Human Physiology Laboratory	BIOS	Human Physiology Laboratory Fee		$45.00	$45.00	

Request for New or Increase of Student Course Fees - BPC

Fiscal Year: FY15

Course ID	Course Title	Dept/School	Fee Name	FY14 Amount	FY15 Amount Requested	FY15 Amount Recommended to BPC	FY15 Amount Recommended to BOT
CHEM 1210	Principles of Chemistry I	CHEM	Principles of Chemistry I Lab		$35.00	$35.00	
CHEM 1220	Principles of Chemistry II	CHEM	Principles of Chemistry II Lab		$35.00	$35.00	
CHEM 1510	Fundamentals of Chemistry I	CHEM	Fundamentals of Chemistry I Lab		$35.00	$35.00	
CHEM 1520	Fundamentals of Chemistry II	CHEM	Fundamentals of Chemistry II Lab		$35.00	$35.00	
College of Fine Arts							
ART 1121	Introduction to Drawing	ART	Introduction to Drawing		$35.00	$35.00	
ART 1151	Introduction to Painting	ART	Introduction to Painting		$50.00	$50.00	
College of Health Sciences and Professions							
EXPH 2280	Community First Aid, and CPR/AED for the Professional Rescuer	AHSW	CPR Certification Fee		$30.00	$30.00	
ECAM							
College of Health Sciences and Professions							
NRSE 6220	Advanced Health Appraisal	NRSE	Testing and Stimulation/ Lab Fee		$120.00	$120.00	
NRSE 6221	Health Appraisal for Nurse Practitioners	NRSE	Testing and Stimulation/ Lab Fee		$120.00	$120.00	
LANCASTER							
College of Fine Arts							

Request for New or Increase of Student Course Fees - BPC

Fiscal Year: FY15

Course ID	Course Title	Dept/School	Fee Name	FY14 Amount	FY15 Amount Requested	FY15 Amount Recommended to BPC	FY15 Amount Recommended to BOT
ART 2720	Experimental Drawing and Painting	ART	Experimental Drawing & Painting	$35.00	$65.00	$65.00	
SOUTHERN							
College of Health Sciences and Professions							
NRSE 2220	Foundations of Nursing Practice	NRSE	Testing and Stimulation/ Lab Fee		$180.00	$180.00	
NRSE 2230	Health Assessment	NRSE	Testing and Stimulation/ Lab Fee		$230.00	$230.00	
NRSE 2240	Pharmacology in Nursing	NRSE	Testing Fee		$80.00	$80.00	
ZANESVILLE							
College of Health Sciences and Professions							
NRSE 2220	Foundations of Nursing Practice	NRSE	Testing and Stimulation/ Lab Fee		$180.00	$180.00	
NRSE 2230	Health Assessment	NRSE	Testing and Stimulation/ Lab Fee		$230.00	$230.00	
NRSE 2240	Pharmacology in Nursing	NRSE	Testing Fee		$80.00	$80.00	

OHIO UNIVERSITY

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **FY15 Tuition, Fee and Rate Resolution**

As part of the Joint Committee presentation of the FY15 Operating Budget update, the proposed FY15 tuition, fee and rate increase recommendations were discussed.

The attached resolution facilitates board approval for the increases upon which the FY15 operating budget was compiled.

APPROVAL OF THE OHIO UNIVERSITY FY15 CAPITAL IMPROVEMENT PLAN

RESOLUTION 2014 -

WHEREAS, the University has undertaken the development of a FY15 Capital Improvement Plan, and

WHEREAS, this FY15 Capital Improvement Plan has been developed in the context of the FY2015-FY2020 Six Year Capital Improvement Plan, approved by the Board of Trustees in Resolution 2013-3366, and embodies the concepts incorporated with in it, and

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

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

WHEREAS, the FY15 Capital Improvement Plan has been approved by the President.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve the attached FY15 Capital Improvement Plan.

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **FY15 Annual Capital Improvement Plan (CIP) Approval**

During the June, 2014 Joint Committee meeting, the FY15 Annual CIP will be discussed in greater detail.

A resolution to adopt the FY15 Annual Capital Improvement Plan is included for consideration by the Resources Committee.

APPROVAL OF THE OHIO UNIVERSITY COMPREHENSIVE MASTER PLAN UPDATE

RESOLUTION 2014 -

WHEREAS, work on the current Athens Campus Master Plan began in 2004 and was finalized in 2006, and the life cycle for such a plan is typically ten years, and

WHEREAS, the University is undertaking several planning initiatives, which this effort will pull together comprehensively, for example, The Ridges Master Plan Update, Real Estate Strategy, The Energy Infrastructure Projects Initiative, and the Housing Development Plan, and

WHEREAS, the Six Year Capital Improvement Plan provided funding for multiple projects and updating the master plan will contemplate and incorporate new and exciting projects, such as a Master Plan for the new Dublin campus or strategies for academic facility improvements on the Athens Campus, and

WHEREAS, the Capital Funding and Priorities Committee has recommended and the President has approved the Comprehensive Master Plan Update, and

WHEREAS, Ohio University has identified funds intended to develop the master plan update, and is in the process of selecting a consultant, and

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby direct the president or his designee to interview and select a consultant for this project.

BE IT FURTHER RESOLVED that the Ohio University Board of Trustees does hereby authorize the preparation of a comprehensive master plan update for the Athens Campus to include master plan development for the Dublin Campus..

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: Comprehensive Master Plan Update

At the March 2014 Board of Trustees meeting, Provost Benoit, along with several colleagues, shared with you a presentation titled "Transforming OHIO" during the Joint Committee meeting. The presentation concluded that comprehensive planning is essential to ensuring that OHIO maintains its position as one of the nation's leading regional universities.

The team shared that the University is in various stages of transition which warrant updating the campus master plan:

- Four Fundamentals Academic Plan provides new strategic direction
- Advancement of planning processes:
    - Being adaptable to changing needs
    - Leveraging partnerships
    - Prioritizing projects and initiatives
    - Exploring connections between initiatives and projects
    - Planning for both the short and long term
    - Considering diverse revenue streams
- Several projects in the 2006 master plan have been implemented.
- Some projects have been implemented differently than the master plan envisioned
- The FY2015-FY2020 Six Year Capital Plan included several new projects not envisioned in 2006.
- Acquisition of property in Dublin Campus
- Multiple initiatives and projects that need comprehensive planning
- Campus Planning Principle updates including Smart Growth strategies

The current Ohio University Athens Campus master plan was completed in 2006. Preparation of that plan began more than ten years ago. This plan has provided guidance over the past decade for decisions regarding capital projects, land use, space utilization, and infrastructure development. The life cycle for such a plan typically is ten to fifteen years. It is time for an update.

The purpose of the master plan update is to assist the University in translating its strategic goals and objectives into a physical plan that identifies where the University should focus its resources to meet future demands on its facilities.

The three primary objectives of the plan are:

1. Update/refresh the Athens Campus master Plan with consideration of capital plan vision, existing planning initiatives and guidance of the University's Strategic Plan.
2. Support near-term planning needs on projects that have a transformational impact on the overall comprehensive plan.
3. Develop a master plan for our newly acquired campus in Dublin, Ohio.

The scope of the work envisioned includes:

- Review the Athens campus facilities and space inventory.
- Define the University's growth and development intentions for the future and assess the requirements of those intentions on space and facilities by unit.
- Update the physical facilities master plan to accommodate areas of expected growth and devise a strategy to ensure that facilities keep pace with the needs of the institution.
- Support near-term planning needed on transformation projects that will inform the development of the Athens Campus master plan.
- Develop a master plan strategy for the newly acquired Dublin Campus.
- Develop a master plan strategy for campus recreation.
- Review and integrate the planning efforts of several ongoing initiatives, included but not limited to:
    a. Utility Master Plan
    b. Ridges Master Plan
    c. Housing Development Plan
    d. Northwest Campus Roadway (aka South Green Extension)
    e. Innovation Strategy
    f. Sustainability Plan
    g. Climate Action Plan
- Review and study existing campus greens and precincts fr mobility and green space improvements as well as consideration for expansion needs, for example:
    a. West Green Expansion
    b. Arts and Education Green
    c. Student Commons/Park Place Corridor
- Assess and recommend a planning strategy for mobility systems: parking, transportation, bikeways, pedestrian, circulation
- Review implementation recommendations in conjunction with university resources.

I have enclosed a resolution for consideration by the Board of Trustees at their June, 2014 meeting, which seeks authorization to interview and select a consultant to assist with the master planning effort. The development of the campus master plan is expected to take approximately 12 months to complete. Due to timing of proposal bids and the availability of board materials prior to bids being due, we would like to discuss the not to exceed amount at our June Board meeting.

If I can be of further assistance or provide additional information regarding this matter, please let me know.

Comprehensive Master Plan Update

Tab ?

OHIO UNIVERSITY

Overview

- Past Planning-2006 Campus Master Plan
- Initiatives and demands
- Integrating planning initiatives
- Updating the Master Plan
- Process Moving Forward
- Approval Request

2006 Campus Master Plan

- Developed over ten years ago
- Provided a physical plan framework to translate the strategic goals and objectives of the University of that time
- Identified where the University should focus its resources to meet the anticipated demands on its facilities



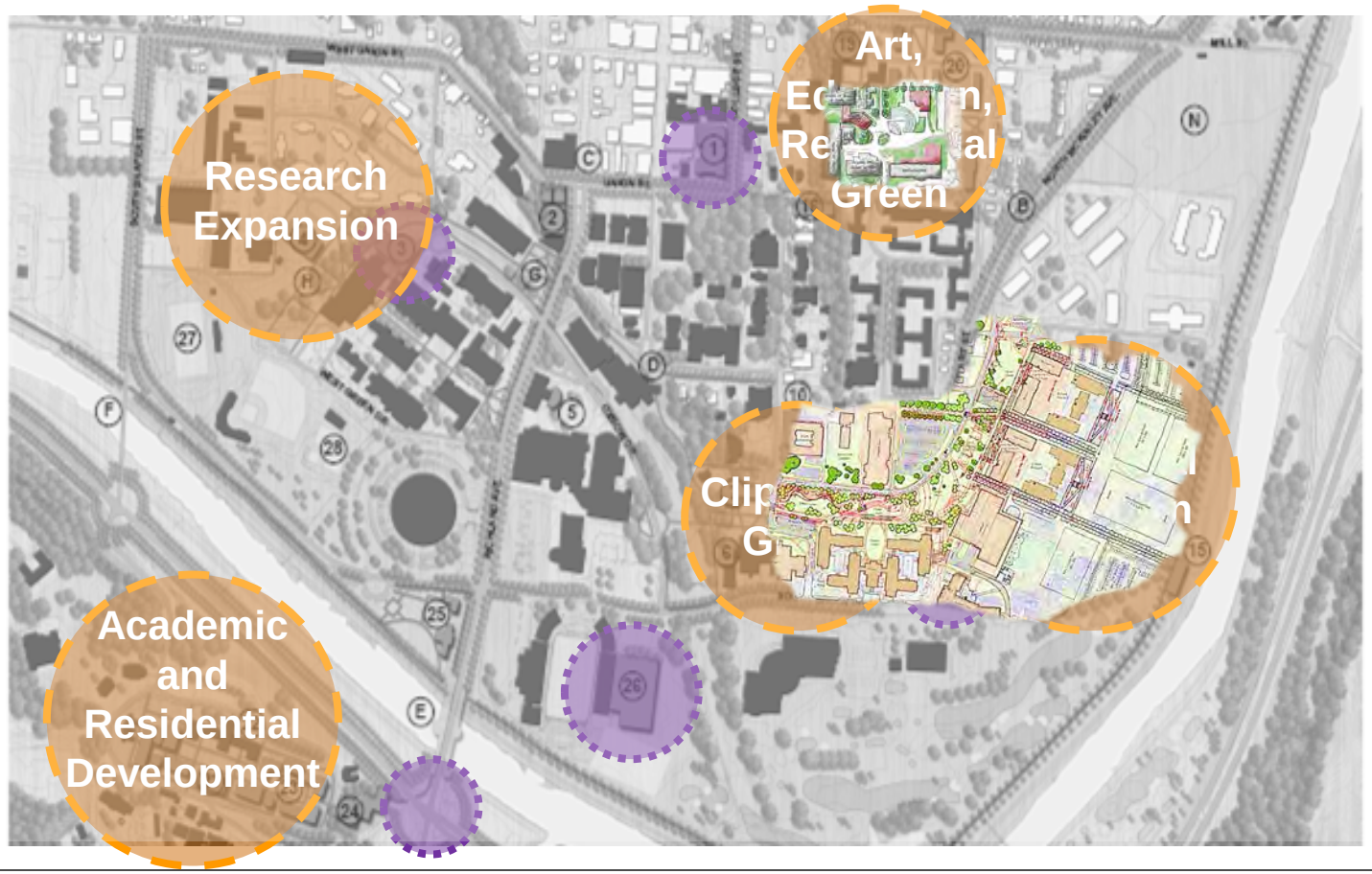


OHIO UNIVERSITY

2006 Campus Master Plan



2006 Campus Master Plan

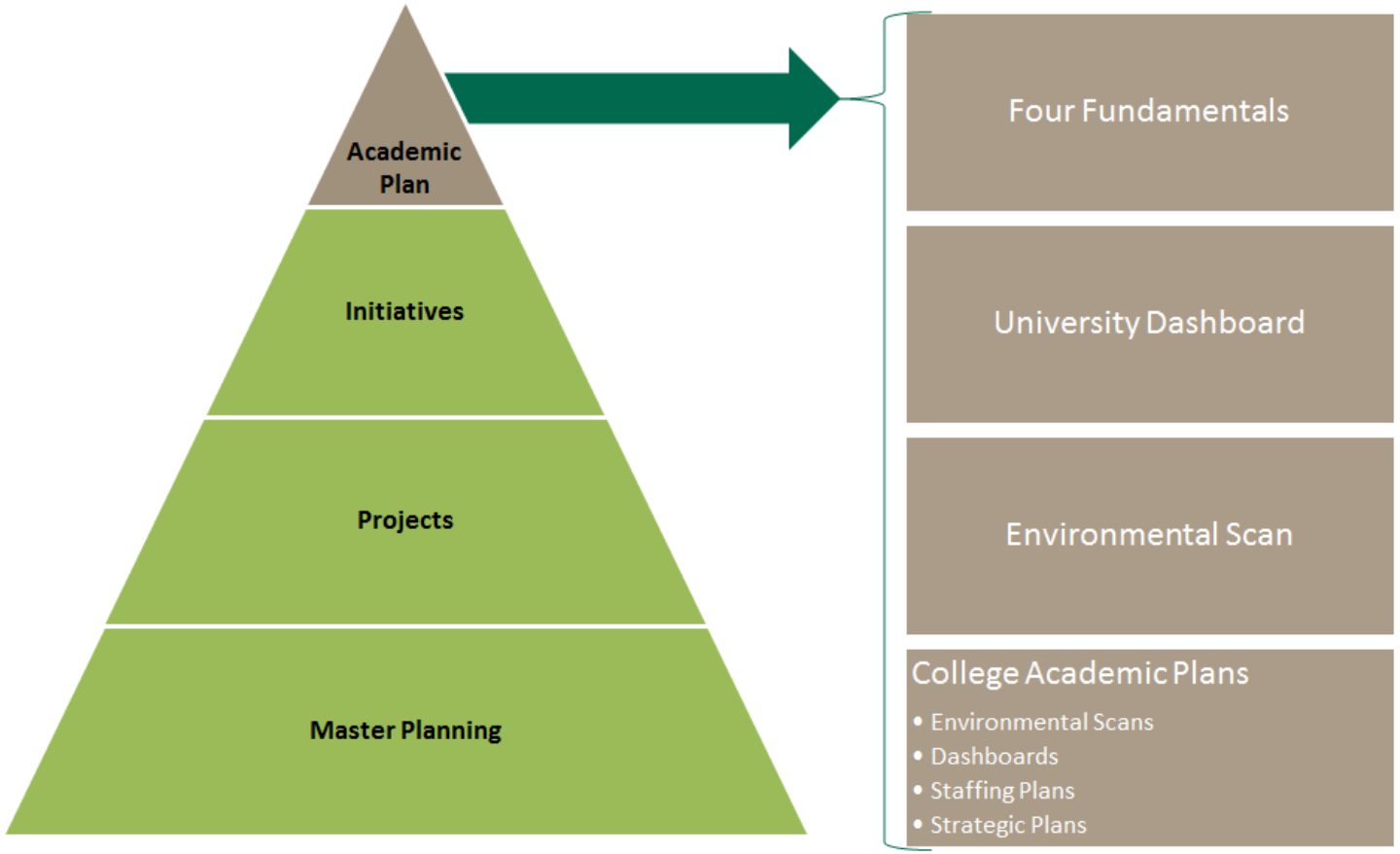


OHIO UNIVERSITY

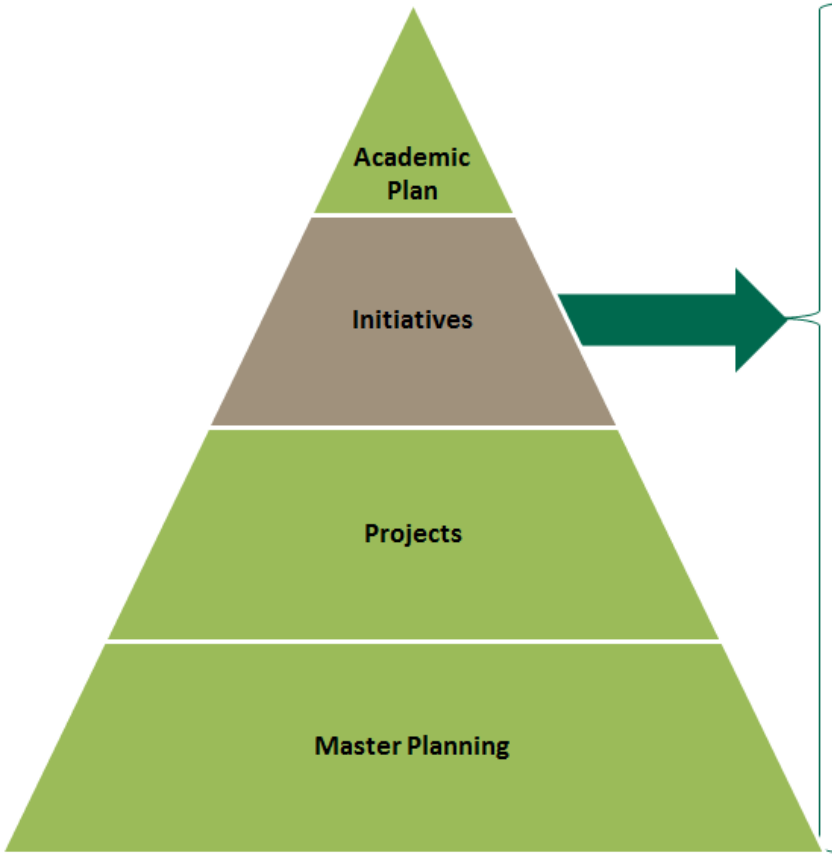
Initiatives and Demands

- The University continues its work on positioning for its future
- Several initiatives are being implemented and are underway
- We are engaging in a comprehensive planning effort to pull all of these initiatives together so that we are not planning in a standalone manner

Initiatives and Demands



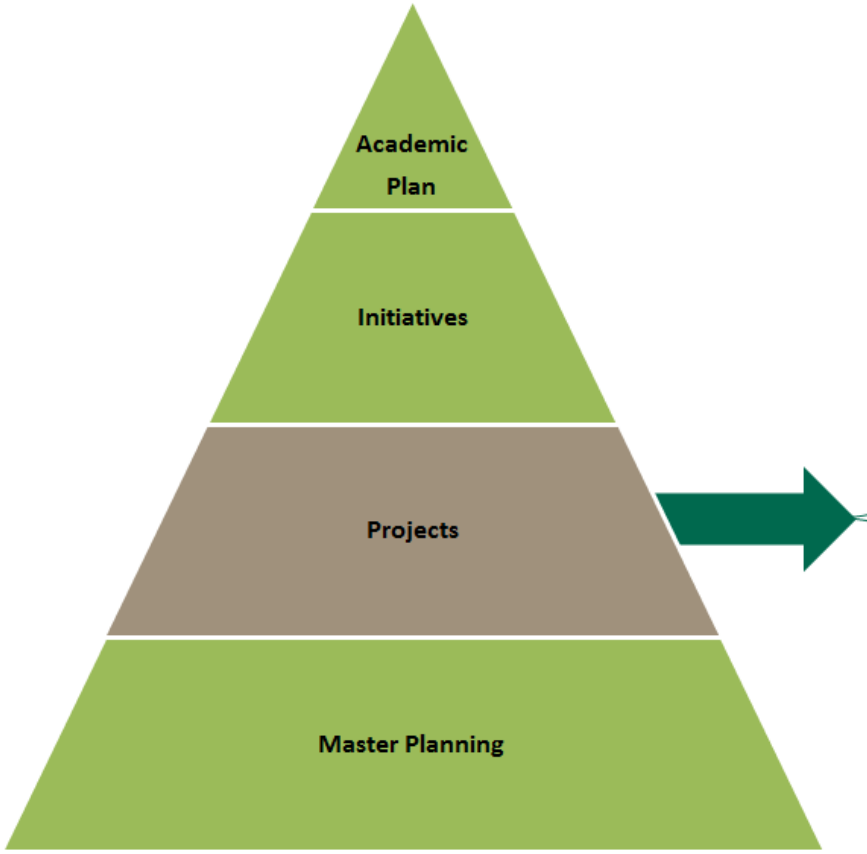
Initiatives and Demands



- The Enrollment Plan
  Ohio Guarantee
- The Health Science Center
- The Total Compensation Plan
- Residential Housing Plan & Living & Learning Environment Plan
- The Technology Commercialization Plan
- Promise Lives Campaign
- The Multi-Year $100 Million Investment Plan
- Twenty-Year Capital Plan
- The Community Initiatives Plan

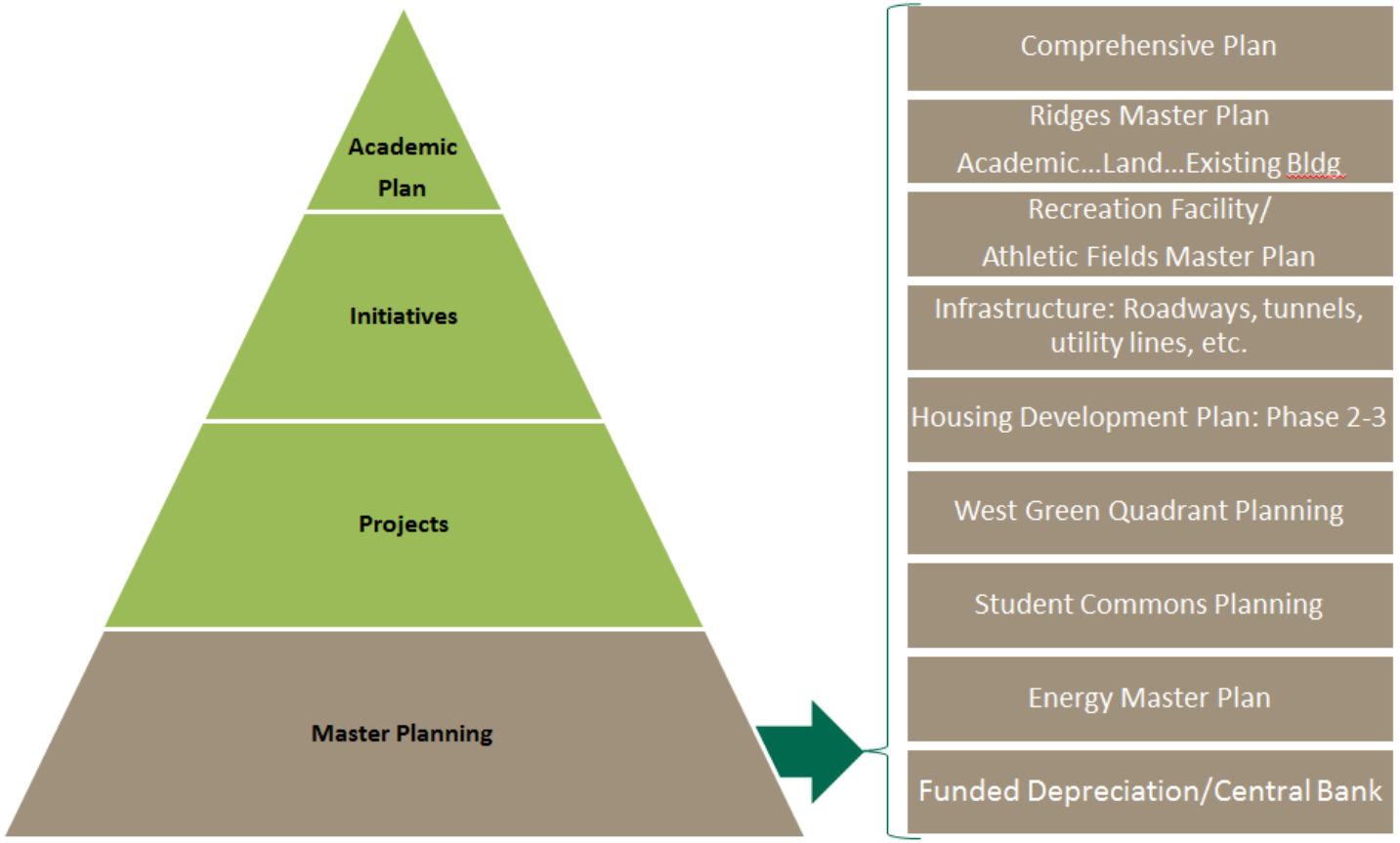
- Innovation Study w/ Eva Klein
- ADA Plan
- Administrative Space Strategy
- Academic/Research Space Needs
- Real Estate Strategy
- Swing Space Strategy
- Classroom Improvement Plan

Initiatives and Demands



Interdisciplinary Science Facility	Safety Projects
Medical Multipurpose Facility (Diabetes, OMNI, Clinics)	College of Business Expansion
100,000 S.F. of Engineering Research Space	Ellis Hall Renovation
Alden Library Renovation	Morton Hall Renovation
McCracken Renovation	Classroom Upgrades
Central Classroom Swing Space	Schoonover
West Union Street Office Center	Siegfried Hall Renovation

Initiatives and Demands



Initiatives and demands

- Many demands on our resources
  - Financial
  - Physical
  - Staffing
- The Comprehensive Plan will ensure that our academic mission drives our physical planning process, providing recommendations for highest and best use of existing campus resources as well as strategies for future initiatives.

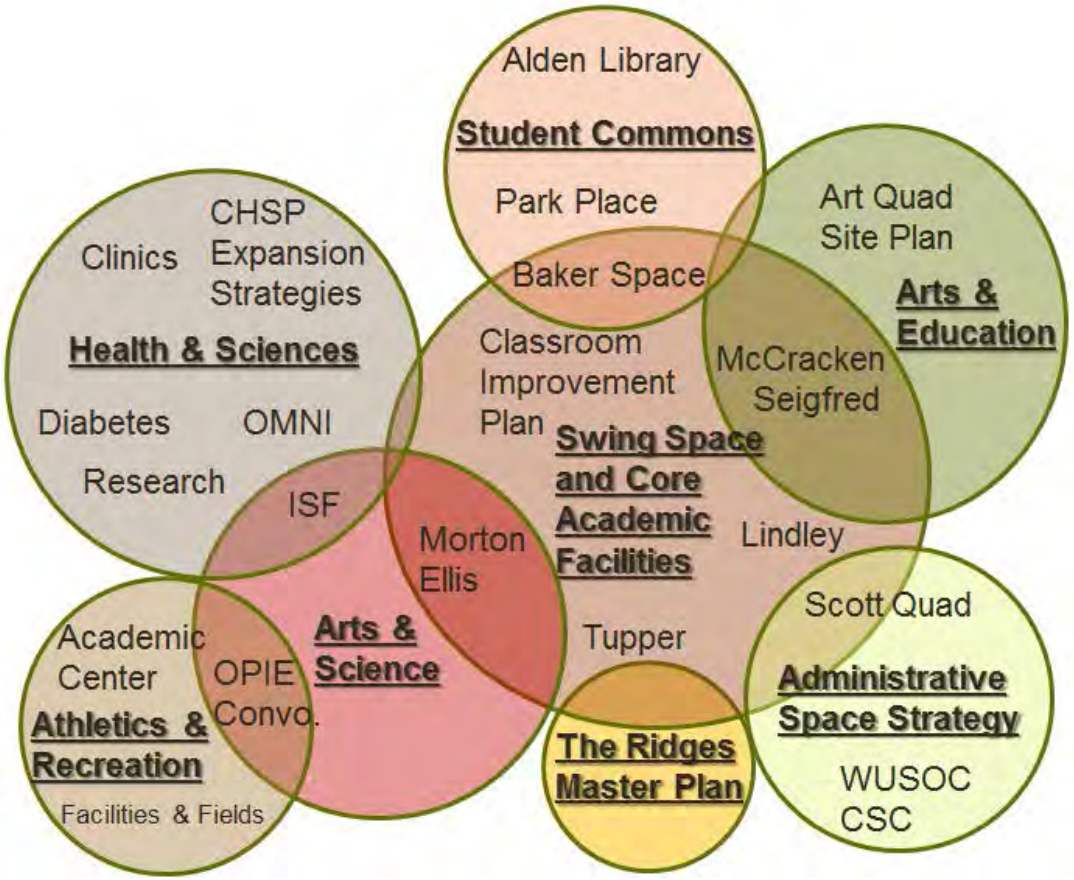
Integrating Planning Initiatives

- Several planning initiatives begun:
  - Ridges Master Plan Update
  - Energy Infrastructure Projects Initiative
  - Housing Development Plan
  - Innovation Strategy
  - Sustainability Plan
- Several Capital Improvement Projects with synergies to explore…

Integrating Planning Initiatives

Six Year CIP: FY15-FY20

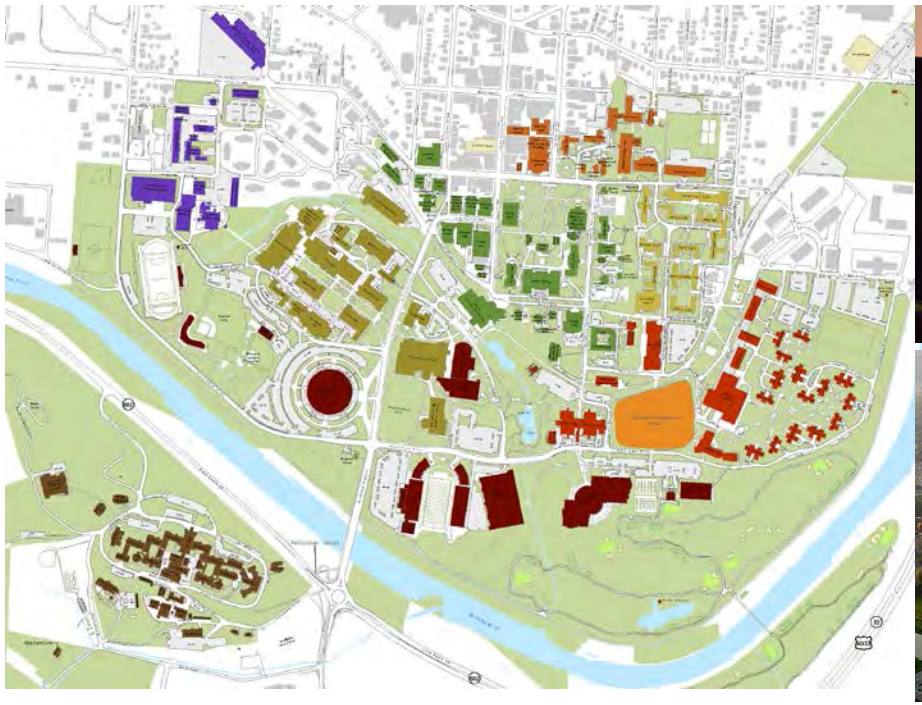
	Academic/Research Projects
1	OUHCOM Dublin: Building Renovation
2	OUHCOM Cleveland
3	Walter Fieldhouse
4	Lindley Hall: Office Swing
5	Tupper Hall: Classroom Swing
6	College of Communication Ph 2
7	Medical Multipurpose Building
8	McCracken Hall Ren. & Add.
9	Interdisciplinary Science Facility
10	Seigfred Hall Renovation
11	Convocation Center Improvements
12	Academic Back-Fill Improvements
13	Morton Hall Upgrades
14	Alden Library Renovation
15	Ellis Hall Upgrades
16	Lasher Hall
17	College of Business Expansion
18	Grover Center Program Renovation
19	Multiphase Office Addition
20	Central Classroom Bldg Swing Space

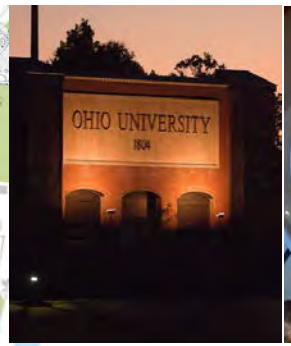


Integrating Planning Initiatives

- Comprehensive Master Plan Consultant and Team will review the Academic Strategic plans in conjunction with all
  - Initiatives
  - Projects
  - Master Planning projects
- Comprehensive Update will provide a 10 year vision and roadmap for capital plan implementation

Updating the Master Plan











• Objectives• Major Areas of Planning• Committees • Task Groups • Process Moving Forward • Approval to Proceed •

Comprehensive Master Plan Objectives

1. Update/refresh the Athens Campus master Plan with consideration of capital plan vision, existing planning initiatives and guidance of the University's Strategic Plan.
2. Support near-term planning needs on projects that have a transformational impact on the overall Athens Campus comprehensive master plan.
3. Develop a master plan for our newly acquired campus in Dublin, Ohio

Major Areas of Planning

- Comprehensive Campus Space Analysis
- Plan for Renovations and New Construction
- Campus Green Planning
- Campus Recreation
- Land Utilization
- Mobility Systems--Parking, Pedestrian, Vehicular, Biking, Circulation, & Transportation
- Dublin Campus Master Plan
- Campus Planning Integration Effort
- Implementation Planning

Committees

- Steering Committee
- Advisory Committee
- Master Plan Work Group
- Guiding and Resource Task Groups
- Physical Planning Task Groups

Task Groups

Guiding and Resource Task Groups:

- **Academic Planning:** *Strategic plan, Program and Space Needs*
- **Enrollment and University Growth:** *Topics including campus student population in conjunction with residential and e-learning changes and opportunities*
- **Historical Preservation and Archive Resources:** *Provides data on past planning as well as reviews Historic designations and plans that affect these areas.*
- **Sustainability and Stewardship:** *Provides guidance for aligning planning efforts with university goals for sustainability and climate action*
- **Capital Plan and Funding Strategies:** *Provides guidance on Capital Funding opportunities and modifies Universities 6/20 Year Capital improvement Plan upon recommendations.*

Task Groups

Physical Planning Task Groups:

- **Land Use & Landscape:** *Zoning, development opportunity, acquisition, Greens, Precinct, signage*
- **Recreation and Athletic:** *Reviews existing infrastructure, & guides future development & needs*
- **Architecture:** *Provides guidance on physical development and fit into existing buildings*
- **Mobility Systems:** *Topics like Pedestrian, Biking, Accessibility, Parking and Transportation*
- **Housing :** *Topics like Undergraduate, Graduate, International, Faculty Housing*
- **OIT and Infrastructure:** *Topics like network, utilities,*
- **Implementation:** *Reviews feasibility of implementation in conjunction with staff and physical resources*
- **Dublin Campus:** *Work & Task Group for Dublin Master Plan development.*

Process Moving Forward

Comprehensive Master Plan Update Preliminary Process Schedule

	2014											
	F	M	A	M	J	J	A	S	O	N	D	
		*			*		*		*			
Board of Trustees Touchpoints		**Review need for update**			**Approval to proceed**		**Update @ Resource Committee**		**Update @ Resource Committee**			
University Tasks	CF&PC Approval		Master Plan Work Group Discussion on Objectives, Tasks, & Next Steps for the Update			Campus Planning Principles review and committee formulation			Task Groups and Committee meetings to provide information to consultant.			
Consultant Prep & Work	Planning Project coordination and organization		Request for Proposal (RFP) Drafting, Review, & Submission			Consultant selection, contract execution, Kick-off, and preliminary analysis and research			Facilitate campus discussions, recommendations on Transformational Projects			
Board of Trustees Prep and Review	Transforming OHIO presentation to BoT @ March Meeting		Preparation for June BoT discussion. Approval to proceed			Review Principles, confirmed schedule, & next steps with Board of Trustees			Review preliminary information as developed.			

Process Moving Forward

Comprehensive Master Plan Update Preliminary Process Schedule

	2015								
	J	F	M	A	M	J	J	A	S
Board of Trustees Touchpoints	* Joint Committee Discussion		* Joint Committee Discussion			* Draft Recommendations Review		* Final Report Review	
University Tasks	Task Groups and Committee meetings to review consultant work.			Facilitate and coordinate draft recommendations for inclusion in Comprehensive Master Plan			Facilitate edit changes and final report coordination with Consultant		
Consultant Prep & Work	Reviews and presentations of preliminary recommendations.			Finalizing Draft Comprehensive Master Plan Recommendations			Final Report Preparation		
Board of Trustees Prep and Review	Review and provide feedback on preliminary reports.			Review of preliminary draft Comprehensive Master Plan.			Approval of Comprehensive Master Plan Update		

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Summary

- A campus master plan is a physical manifestation of a university's strategic plan.
- It provides framework for the future of the campus and becomes a crucial tool in confirming that short-term projects are working in conjunction with long-term plans and goals.
- Without it, each decision made on facilities from new buildings to renovations to infrastructure improvements are made in isolation without a bigger vision in mind.
- Shifting academic priorities and economic conditions require an update to our current campus master plan.

Campus Evolution

2006 Master Plan



2016 Comprehensive Master Plan Update



Approval Request

- We are going to be asking for your approval on various projects and initiatives in the future.
- Our comprehensive plan will provide the framework for decisions moving forward and reflect academic planning needs.
- The planning processes that we are engaging in are interdependent.
- We are engaging in a comprehensive planning effort to pull all of these initiatives together so that we are not planning in a standalone manner.
- Request your approval to engage a consultant for this effort.

Any Questions?

Comprehensive Master Plan Update

APPROVAL TO DEVELOP
A UTILITY MASTER PLAN

RESOLUTION 2014 -

WHEREAS, Ohio University has identified funds intended to plan expansion, renovation and improvement of its physical environment; and

WHEREAS, Ohio University has identified a need to assess and evaluate the current condition of its utility infrastructure in light of this planned growth; and

WHEREAS, the University is undertaking Comprehensive Master Plan Update with which this effort will integrate, and

WHEREAS, the Capital Funding and Priorities Committee has recommended and the President has approved the development of a Utility Master Plan at a cost of $1.1M, and

WHEREAS, Ohio University has identified funds from the CIP FY2015 –FY2020 Capital Improvement Plan: Infrastructure Renewal Project 2 – Lausche Heating Plant for this project;

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.

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Date: June 3, 2014

To: The President and Board of Trustees

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

Re: **REQUEST FOR APPROVALS -ENERGY:**

- **Energy Infrastructure Projects Initiative Concept**
- **Undertake Utility Master Plan**

The following concept and project are presented to the Board at this time for approval.

Energy Infrastructure Projects Initiative

We request conceptual approval for the Energy Infrastructure Projects Initiative.

1. Changing energy markets, a better understanding of construction costs and infrastructure challenges for a combined heating and power plant have led us to change the scope of what has, until now, been referred to as the Lausche Combined Heating and Power Plant project. We propose to replace this project with a series of projects known as the Energy Infrastructure Projects Initiative that will:
    - Address critical energy infrastructure needs
    - Improve energy conservation
    - Reliability and flexibility
    - Meet institutional objectives and commitments
    - Make steady progress towards carbon neutrality by 2075
    - Comply with regulations
2. The Energy Infrastructure Projects Initiative proposes expenditures of $79M in the following areas:
    - Utility Master Plan: $ 1.1M
    - Chilled Water: $34.4M
    - Electric: $18.5M
    - Steam: $25.0M
3. The Capital Improvement Plan FY2015-FY2020 lists the proposed funding sources totaling $85M under Infrastructure Renewal as follows:
    - Project 2 – Lausche: $70M
    - Project 4 – Chilled Water Expansion: $10M
    - Project 5 – South Green Chilled H2O Plant: $ 5M
4. The total cost of the projects associated with the initiative is estimated to be $79M. If we are successful in holding to this estimate, excess funds may be available for other uses. In addition, the initiative will address some, but not all, of the deferred maintenance items carried in Infrastructure Renewal Project 6 – Deferred Maintenance/Capital - $103M with the intent of having those funds available for other uses.

5. There is no request for funds as part of the approval of the Energy Infrastructure Projects Initiative concept. Individual projects associated with the initiative will brought to the board for review and possible approval over the next two to three years.

Utility Master Plan

We request approval to undertake the Utilities Master Planning effort.

1. This project is to prepare planning documents for the repair, modification and capacity additions to the Ohio University Energy systems. The University is at a critical juncture where the energy systems are simultaneously:
    - Aged and in need of capital renewal;
    - Undersized relative to the University growth projections;
    - Not laid out to meet the reliability demands of a large, modern university;
    - Under stress from environmental requirements, including federal and state mandates and University driven mandates to reduce carbon emissions.

    The project deliverable is a detailed energy infrastructure plan that meets today's needs and advances the University towards carbon neutrality. The technological paths forward must confront uncertainty about the future, be robust enough to adapt to change, handle erroneous assumptions and be cost effective in the face of reasonable but finite resources
    The metrics used to evaluate need and opportunity will be:
    - Safety;
    - Reliability;
    - Redundancy;
    - Capacity requirements to meet the expected campus growth based reductions;
    - Carbon emissions;
    - Cost.

    The Utilities Master Plan project plan makes three assumptions:
    - Primary production of steam for the Athens campus will remain at the Lausche plant site because of the current steam infrastructure;
    - The selection of gas as the primary energy source to meet OHIO climate commitment goals and M.A.C.T regulations by 2016;
    - The University will construct a new facility for the production of chilled water located east of Richland Ave.

    If approved, the Utilities Master Plan project will be the first project of the Energy Infrastructure Projects Initiative.
2. The total project budget is $1.1M
3. There are no previous authorizations.
4. This request is for $1.1M
5. This Utilities Master Planning project is funded by FY2015 –FY2020 Capital Improvement Plan: CIP FY2015-FY2020 Infrastructure Renewal Project 2 – Lausche Heating Plant - $70M.

A resolution is included to facilitate approval of the Utility Master Plan project. Please let me know if you have questions.

Energy Infrastructure Projects Initiative

Proposed Course of Action

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Project Team

- Brody Bauers
  - Project Manager
  - Architecture, Design and Construction
- Rick Borkowicz, P.E.
  - Manager, Infrastructure Engineering Division
  - RMF Engineering
- Annie Laurie Cadmus
  - Director Of Sustainability
- Joe Lalley
  - SAVP for IT and Administrative Services
- Steve Little, P.E.
  - Energy Infrastructure Projects Engineer
  - Office of the SAVP for IT and Administrative Services

What Has Changed

- The CIP FY2015–FY2020 budget of $70M is inadequate for the Combined Heating and Power (CHP) project as originally proposed
  - Results of RFP process
  - Internally developed estimate of $94M
- Better understanding of the weaknesses of the campus energy distribution infrastructure
  - Immediate need for reliable chiller capacity
  - Suitability of internal and external electric infrastructure to support co-generation

What Has Changed (cont'd)

- Immediate need to add chiller capacity
  - Driven by residential project needs
  - Recently discovered performance shortfalls
    - Distribution system
    - West Green Chiller #3
- Change in business continuity requirements
  - Identify and protect critical electric loads
  - Diversity of source

What Has Changed (cont'd)

- Campus Comprehensive Master Plan Context
- Need for Utility Master Plan to integrate with Comprehensive Plan
  - Utility Master Plan makes three key assumptions:
    - Primary production of steam for the Athens campus will remain at the Lausche plant site because of the current steam infrastructure.
    - The selection of gas as the primary energy source to meet OHIO climate commitment goals and M.A.C.T regulations by 2016.
    - The University will construct a new facility for the production of chilled water located east of Richland Ave.

What Has Changed (cont'd)

- Significant changes in the Ohio electricity market
  - AEP splitting off generation assets
  - Public Utilities Commission of Ohio (PUCO) proposed alteration of market structure
- Availability of certain tax credits and financing structures

What New York State did in 1999

What Has Changed (cont'd)

- Rather than one large energy project, there will be a series of smaller projects known as the Energy Infrastructure Projects Initiative to:
  - Address critical energy infrastructure needs; improve energy conservation
  - Improve reliability and add flexibility
  - Meet institutional objectives and commitments
    - Make steady progress towards carbon neutrality by 2075
  - Comply with regulations

What Has Not Changed

- Environmental Objectives
  - Stop using coal by summer 2015 as a source of fuel
  - Meet EPA M.A.C.T. deadline
    - Maximum Achievable Control Technology
  - The commitment to verify the viability of alternative sources
  - Climate commitments

Concerns as a Result of Initial Investigations

- Chilled Water System
  - Production capacity
  - Distribution limitations
- Electric Distribution
  - Capacity
  - Dispatching (Switching)
  - Redundancy
- Steam System
  - Condition
  - M.A.C.T. deadline
  - Carbon commitment
- Energy Conservation

Chilled Water

- Re-commission building chillers
  - Currently lack production capacity to meet peak demand
    - Data center at CSC protected by redundant independent system
- Campus chilled water distribution system restrictions limit the amount of production capacity at West Green Chilled Water Plant
  - Driving need for new Chilled Water Plant east of Richland Ave.

Campus Chilled Water Planning

5/16/14 Update

	Capacity (Tons)			4/1/2014	7/1/2014	10/1/2014	1/1/2015	4/1/2015	7/1/2015	10/1/2015	1/1/2016	4/1/2016	7/1/2016	10/1/2016	1/1/2017
West Green Chilled Water Plant:															
C1	2500	started in 2002	McQuay	2,500	2,500			2,500	2,500						
C2	1250	started in 2009	Carrier	1,250	1,250			1,250	1,250						
C3	2500	started in 2013	York	1,500	2,500			2,500	2,500			2,500	2,500		
C1a	2500	replace C1						0	0			2,500	2,500		
C2a	2500	replace C2										2,500	2,500		
Nelson Plant:															
C4	1200			1,200	1,200			0	0						
Current Building Chillers (Temporary)															
	550	Clippinger	Absorber Unit	0	550			550	550						
	280	Clippinger	R-11 Unit (280T)	0	0			280	280						
	250	Porter	Cooling Tower Replace	0	0			250	250						
	680	Grover	Functional as of 4/8/14	680	680			680	680						
	150	RTV	150T unit- not connected	0	0			150	150						
	400	RTV	400T unit- not connected	0	0			400	400						
	200	Johnson/Jefferson	Will not run with Nelson												
	200	Johnson/Jefferson	Will not run with Nelson												
Remote Chilled Water Plant (Future):															
S1	2500											2,500	2,500		
S2	2500											1,250	1,250		
S3	2500											1,200	1,200		
TOTALS:				7,130	8,680	0	0	8,560	8,560	0	0	12,450	12,450	0	0
Campus Load (Peak)															
Current:	7800			7,800	7,800			7,884	7,884			7,884	7,884		
Housing:	566		Starting Summer 2015					566	566			566	566		
Difference:				-670	880	0	0	110	110	0	0	4,000	4,000	0	0

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Electric Distribution

- Complete distribution upgrade project already underway
- Begin correcting those parts of the electric infrastructure that are at risk due to steam tunnel failure, steam line failure, or flooding
  - Install new duct bank and pull new cable where redundancy is not possible
- Install permanent diesel generator sets and transfer switches at the critical loads which are also time sensitive or have life safety requirements
  - Perhaps 3-6 facilities

Steam Production

- Recommendation
  - Rent 2 x 75,000 PPH dual fuel boilers for two years.
  - Mothball boilers 2 and 3 for potential alternate energy use.
  - Keep boilers 1 and 4 which are already gas capable.
  - Purchase two to three new dual fuel boilers.
  - Upgrade natural gas delivery to campus

Steam Production

	Intial Plan	Recommendation
Infrastructure improvements must occur before this becomes a reliable option	Combined Heating and Power Plant	Rent 2 x 75,000 PPH dual fuel boilers for two years. Mothball boilers 2 and 3 for potential alternate energy use. Keep boiler 1 and 4 which are already gas capable. Purchase two to three new dual fuel boilers.
Reliability	Poor	High
Ability to meet campus needs	Low	High
Backup fuel	ULSD	ULSD
Complexity	High	Moderate
Meets 2016 M.A.C.T	N	Y
Meets OHIO Commitment to stop burning coal by 2015	N	Y
Ability to get EPA Permit	High	High
Options for Alternative Energy Sources	Moderate	High
Cost of Rental Boilers		$2.2 M

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Energy Conservation Negawatts

- Identify and fix steam condensate leaks
  - ~ $400K loss per year
- Continue to incorporate energy conservation into building renewal and utility infrastructure projects and day-to-day maintenance
- Reduce BTU per square foot use

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Long Term Guidance
Utility Master Plan - $1.1M

Scope of Work

- Energy Sources
  - Electric
  - Chilled Water
  - Steam
  - Location
    - Central versus de-central
- Domestic District Hot Water
- Domestic Cold Water
- Storm and Sanitary Sewer
- Balance of Plant Systems
- All Energy Distribution Systems
- Building HVAC Systems
  - Building Controls
- Instrumentation Metering
- Communication
- Environmental Goals
- Business Continuity Goals
- Viability of alternative energy sources

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Interim Actions

- Chilled Water - $14.4 M
  - Purchase new chiller system (2,000T to 3,000T)
  - Chilled water treatment and corrosion products filtering
  - Upgrade support systems (cooling towers, pumps, electric)
  - Chilled water cooling tower repairs
  - Make modifications to steam chiller
  - Increase differential temperature from buildings
    - Begin Phase 1 of prgram

Interim Actions

- Electric - $5.9M
  - Conduct electrical load flow studies and protective device coordination study
  - Correct electric infrastructure at risk due to steam tunnel failures, flooding
  - Purchase additional trailer mounted emergency generator sets, quick connection hardware
  - Install permanent diesel generator sets at selected critical loads

Interim Actions

- Steam - $3.3M
  - Transition from coal to gas
    - Upgrade gas line, use existing boilers
  - Convert existing coal boilers (2 & 3) to gas, add alternate fuel source
  - Identify and correct critical Lausche systems
    - Phase 1 (keep work to a minimum)

Longer Term Actions

- Chilled Water - $20.0M
  - Develop refrigerant conversion
  - Remote chiller plant / piping modifications under property / streets
  - Replace existing chillers (Carrier- 1,250T, McQuay- 2,500T), rehabilitate cooling towers as necessary
  - Phase out building based cooling systems over 100T in size
  - Eliminate central chilled water loads that are small where building-based cooling can be installed

Longer Term Actions

- Electric - $12.6M
  - Continue critical distribution upgrades
  - Implement new circuit, bus, and circuit breaker architecture and redundancy requirements
  - Replace electrical components at the end of their lifespan (medium voltage switches, old/PCB transformers, etc.)
  - AEP Interconnect- Develop potential for improvement of electric reliability (dependent on negotiations and regulations)
  - Centralized Emergency Power- Re-evaluate large internal combustion engines

Longer Term Actions

- Steam - $21.7M
  - Assess flooding potential, long-term risks
  - Upgrade Steam Tunnels, minimize upgrading until economic viability determined- Phase 1
  - Conduct Steam Distribution capacity study
  - Determine long term viability of District Steam vs. District Hot Water
  - Develop optimum boiler pressure and steam distribution pressures
  - Upgrade necessary plant support systems (electric, pumps, controls, metering, fuel delivery, piping/valves, breeching, stack)- Phase 2
  - Install (2) new 100,000 - 150,000 PPH Dual Fuel Boilers (Evaluate Load growth requirements) and connect to Oil System

Intended Outcomes

- A series of projects with an estimated total cost of $79M that:
  - Meets OHIO climate commitments and regulatory obligations done within the context of Campus Utility Master Plan that provides a roadmap to support campus growth, energy efficiency, reliability and sustainability and integrates with University Comprehensive Master Plan

Intended Outcomes

- Reliably meet campus demands for energy service for at least the next 20 years for:
  - Cooling
  - Heating
  - Electric power
- Keeps options open for use of alternative sources as technology and markets change
- Enables OHIO to make steady progress towards carbon neutrality goal by 2075

Intended Outcomes

- Improve the campus electric distribution reliability
- Provide emergency energy to critical facilities
- Make substantial progress towards carbon neutrality
- Reduce energy consumption per square foot
- Position the University to take advantage of alternative energy opportunities

Future Board Actions

- Consider reviews and requests for approvals over the next two years for projects related to energy conservation, production and distribution for:
  - Chilled water
  - Electric
  - Steam

  in the context of the Energy Infrastructure Projects Initiative

Energy Infrastructure Projects Initiative

- **We seek conceptual approval of the initiative with an estimated total cost of $79M**.
- Proposed funding sources in part or in whole as shown in the Capital Improvement Plan FY2015-FY2020 listed under:
  - Infrastructure Renewal
    - Project 2 – Lausche - $70M
    - Project 4 – Chilled Water Expansion - $10M
    - Project 5 – South Green Chilled H2O Plant - $5M
  - The initiative will address some, but not all, of the deferred maintenance items carried in Project 6 – Deferred Maintenance/Capital - $103M and allow those funds to be available for other use.

Utilities Master Plan

- **We seek approval to develop a Utilities Master Plan for a total cost of $1.1M.**
- Part of the FY2015-2020 CIP Infrastructure Renewal Project #2- Lausche Heating Plant
- Project Budget: $1.1M
- Previously Approved: $ 0M
- This Request: $1.1M
- Fund Source: Debt

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APPROVAL OF PROJECTS AND APPROVAL TO UNDERTAKE SCHEMATIC DESIGN FOR THE ALDEN LIBRARY RENOVATIONS FY2016 PHASE, DESIGN AND BID DOCUMENTS FOR THE EASTERN CAMPUS HEALTH AND PHYSICAL EDUCATION CENTER FLAT ROOF REPLACEMENT, SCHEMATIC DESIGN FOR THE GROVER CENTER E-112 EXPANSION, DESIGN AND CONSTRUCTION DOCUMENTS FOR THE MCCRACKEN HALL RENOVATION AND ADDITION, AND BUDGET AMENDMENT, DESIGN AND CONSTRUCTION DOCUMENTS FOR THE STOCKER CENTER SPRINKLER REPLACEMENT FY2014 – DESIGN AND CONSTRUCTION DOCUMENTS PHASE, AND DESIGN FOR THE ZANESVILLE CAMPUS CENTER ROOF

RESOLUTION 2014-

WHEREAS, six capital projects are planned and funded as follows:

- Alden Library Renovations Phase 1 Schematic Design phase at a cost of $100,000 with an estimated total project budget of $2.7 million to be funded by University Library Reserves and university debt;
- Eastern Campus Health and Physical Education Center Flat Roof Replacement Design and Bid Documents phase at a cost of $53,000 with an estimated total project budget of $750,000 to be funded by State Appropriations;
- Grover Center E-122 Expansion Schematic Design phase at a cost of $100,000 with an estimated total project budget of $9 million to be funded by Internal Reserves;
- McCracken Hall Renovation and Addition, and Budget Amendment Design and Construction Documents phase with a previously approved total project budget of $32.1 million (Resolution 2014-3379) now amended to be $31.6 million to be funded by Debt, Internal Reserves, Gifts and Grants;
- Stocker Center Sprinkler Replacement FY2014 Design and Construction Documents Phase at a cost of $50,000 with a total project budget of $500,000 to be funded by FY2014 Safety Funds;
- Zanesville Campus Center Roof Schematic Design phase at a cost of $136,000 with a total project budget of $900,000 to be funded by State Appropriations.

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.

OHIO UNIVERSITY

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **REQUEST FOR APPROVAL TO UNDERTAKE DESIGN:**

- **Alden Library Renovations Phase 1**
- **Eastern Campus – Health and Physical Education Center Flat Roof Replacement**
- **Grover Center E-112 Expansion**
- **McCracken Hall Renovation and Addition and Budget Amendment**
- **Stocker Center Sprinkler Replacement FY14 – Design and Construction Documents Phase**
- **Zanesville Campus – Campus Center Roof Design**

The following projects are presented to the Board at this time for approval to move forward with the expenditure of funds for design.

Alden Library Renovations Phase 1

We request approval to undertake schematic design at a cost of $100,000 for Phase 1.

1. Sponsoring Department: Alden Library
2. The purpose of this project is to move the Academic Advancement Center to renovated space on the 2nd floor Learning Commons, renovate and expand restrooms on the 4th floor, and add electrical and a new service desk on the 4th floor. This is needed in order to transform the Library into a state of the art library reflecting the growing use of electronic collections and the increase of collaborative projects to keep Alden Library in a central role in the intellectual vitality at Ohio University.
3. This project is the first phase Alden Library Renovation project listed in the FY2015-FY2020 Capital Improvement Plan Academic/Research Project #14 for $33M. The Phase 1 total project budget is $2.7M and is listed in the proposed FY2015 Capital Improvement Plan.
4. No previous requests have been submitted or approved.
5. This request is for $100,000 to undertake schematic design.
6. The funding sources for the Phase 1 project are:
    a. $300K University Library Reserves
    b. $2,400K University Debt

Eastern Campus – Health and Physical Education Center Flat Roof Replacement

We request approval to undertake design and solicit bids at a cost of $53,000

1. Sponsoring Department: Ohio University Eastern
2. The purpose of this project is to replace the flat roof sections of the Health and Physical Education Center. This portion of the roof has reached its life expectancy and has started to leak.
3. This project is included in the approved FY2015-2020 Capital Improvement Plan, Regional Campuses Proposed FY2015-2016 State Appropriations Project, and Proposed Eastern Campus Project #2.
4. The total project budget is $750,000.
5. No previous requests have been submitted or approved.
6. This request is for $53,000 to undertake design and solicit bids.
7. The funding source is State Appropriations.

Grover Center E-122 Expansion

We request approval to undertake schematic design at a cost of $100,000.

1. Sponsoring Department: College of Health Sciences and Professions
2. The purpose of this project is to develop additional classroom and laboratory spaces. This is needed because several programs, especially the Nursing Education program, are rapidly expanding and in need of additional space.
3. This project is included in the FY2015-2020 Capital Improvement Plan, Academic/Research Project #18.
4. The total project budget is $9 million.
5. No previous requests have been submitted or approved.
6. This request is for $100,000 undertake schematic design.
7. The funding source is Internal Reserves.

McCracken Hall Renovation and Addition, and Budget Amendment

We request approval to amend the total project budget to $31.6M and to undertake design and complete construction documents at a cost of $1.42M and.

1. Sponsoring Department: Patton College of Education
2. The purpose of this project is to renovate and add an addition to McCracken Hall. This is needed because The Patton College of Education is experiencing growth and expansion of its programs, which requires additional space. McCracken Hall which houses the college was built in 1959 and retains many of its original systems. The project proposes total rehabilitation of the existing building and a 35,000 gross square foot addition.
3. This project is part of the FY2015-FY2020 Capital Improvement Plan listed as Academic/Research Project #8 with a total project budget of $32.1M (Resolution 2014-3379). We wish to amend the total project budget to $31.6M.
4. A previous authorization in the amount of $0.8M was approved by the Board of Trustees in Resolution 2014-3379.
5. This request is for $1.42M to complete the design development and construction documents phase. This will bring the total authorization to $2.22M.
6. The funding sources are:
    1. Issued Debt: $ 4.1M
    2. Non-Issued Debt: $16.4M
    3. Internal reserves: $ 0.8M
    4. Gifts and Grants Pledged $10.3M

Stocker Center Sprinkler Replacement FY2014 – Design and Construction Documents Phase

We request approval to undertake the design and construction documents phase at a cost of $50,000.

1. Sponsoring Department: Facilities Management, Risk Management & Safety
2. Purpose/Need: Stocker Center was originally built in 1965 as Crook Hall as a residential housing unit. Stocker Center provides more than 3.5 acres of classroom, laboratory, lecture hall, and office space. The building was renovated in 1986 to its current use for the Russ College of Engineering. The fire protection sprinkler system was part of the 1986 renovation. The sprinkler system is currently not-in-working order. Numerous piping repairs have been made over the life of the system. The piping failures are now beyond repair. The objective of this project is to implement replacement and/or repair of the fire protection sprinkler system.
3. This project is included in the proposed FY2015 Capital Improvement Plan.
4. The total project budget is $500K. The final project budget could escalate to $3M dependent of what is discovered in this design phase.
5. No previous requests have been submitted or approved.
6. This request is for $50K to undertake design and complete construction documents.
7. The funding source is FY2014 Safety Funds.

Zanesville Campus – Campus Center Roof Design

We request approval to undertake design at a cost of $136,000.

1. Sponsoring Department: Ohio University Zanesville
2. The purpose of this project is to replace the roof on the Campus Center building on the Ohio University Zanesville Campus. The building is a Zane State College building on the co-located campus. The building is a shared building with Zane State College funding half of the project.
3. This project is included in the FY2015-2020 Capital Improvement Plan, Deferred Maintenance Regional Project #5
4. The total project budget is $900,000.
5. No previous requests have been submitted or approved.
6. This request for $136,000 to undertake design.
7. The funding source is State Appropriations.

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

Construction Projects – Design

Consent

Tab

OHIO UNIVERSITY

Requested Approvals to Undertake Design

- Alden Library Renovations FY16 Phase
- Eastern Campus – Health and Physical Education Flat Roof Replacement
- Grover Center E-112 Expansion
- McCracken Hall Renovation and Addition and Budget Amendment
- Stocker Center Sprinkler Replacement FY14 – Design and Construction Documents Phase
- Zanesville Campus Center Roof Design

Alden Library Renovations Phase 1

- **We seek approval to undertake schematic design at a cost of $100,000.**
- Project will move the Academic Advancement Center to renovated space on the 2nd floor Learning Commons, renovate and expand restrooms on the 4th floor, and add electrical and a new service desk on the 4th floor.
- Needed in order to transform the Library into a state of the art facility reflecting the growing use of electronic collections and the increase of collaborative projects to keep Alden Library in a central role in the intellectual vitality at Ohio University.
- Part of FY15-FY20 CIP, Academic/Research Project #14 ($33M).
- Project Budget: $2.7M
- Previously Approved: $ 0
- This Request: $0.1M
- Funding Sources: University Library Reserves $0.3M
  University Debt $2.4M

OHIO UNIVERSITY

Eastern Campus
Health and Physical Education Center
Flat Roof Replacement

- **We seek approval to undertake design and bid at cost of $53,000.**
- Purpose is to replace the flat roof sections of the Health and Physical Education Center. This portion of the roof has reached its life expectancy and has started to leak.
- Part of FY2015-2020 CIP, Regional Campuses Proposed FY2015-2016 State Appropriations Project, and Proposed Eastern Campus Project #2 .
- Project Budget: $750,000
- Previously Approved: $ 0
- This Request: $ 53,000
- Funding Source: State Appropriations

OHIO UNIVERSITY

Grover Center E-112 Expansion

- **We seek approval to undertake schematic design at a cost of $100,000.**
- Purpose is to develop additional classroom and laboratory spaces.
- Needed because several programs, especially the Nursing Education program, are rapidly expanding and in need of additional space.
- Part of the FY2015-FY2020 CIP, Academic/Research Project #18.
- Project Budget: $9.0M
- Previously Approved: $0
- This Request: $0.1M
- Funding Source: Internal Reserves

OHIO UNIVERSITY

McCRACKEN HALL

RENOVATION & ADDITION

The Patton College of Education

June 27, 2014

OHIO UNIVERSITY

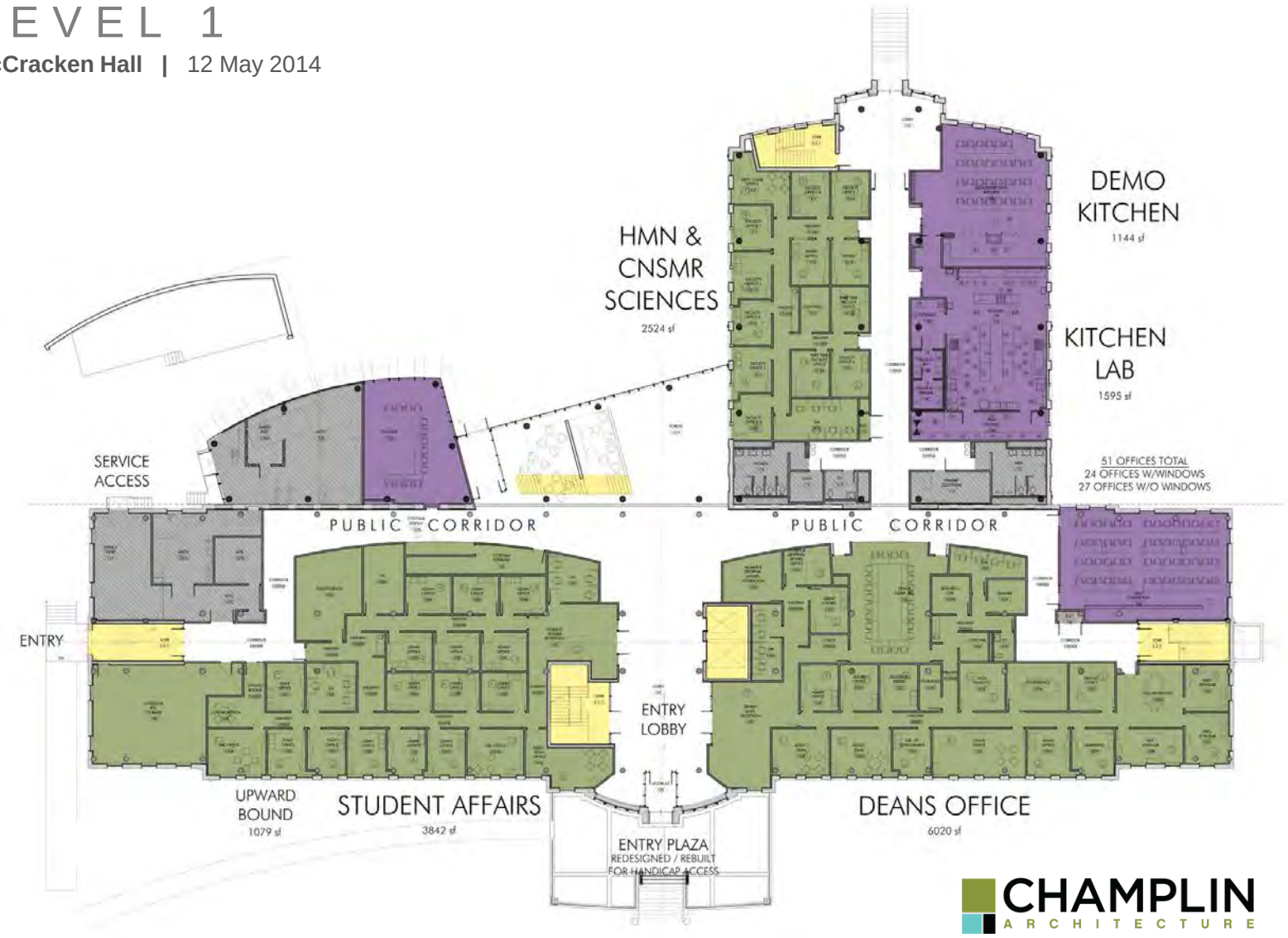
SITE PLAN

McCracken Hall | 12 May 2014



LEVEL 1

McCracken Hall | 12 May 2014



CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY

LEVEL 2

McCracken Hall | 12 May 2014



LEGEND

- Classrooms & Labs
- Departmental Areas
- Curriculum & Tech Center
- Stairs & Elevators
- Rest Rooms & Support

CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY

LEVEL 3

McCracken Hall | 12 May 2014



CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY 1804

LEVEL 4

McCracken Hall | 12 May 2014



LEGEND

- Classrooms & Labs
- Departmental Areas
- Curriculum & Tech Center
- Stairs & Elevators
- Rest Rooms & Support

CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY

SURROUNDING CONTEXT

McCracken Hall | 12 May 2014


1


2


3

1. **Seigfred Gallery**
2. **Sculpture Studio**
3. **Putnam Hall**, north elevation


4


5


6

4. **Robert Glidden Hall,** east elevation
5. **Robert Glidden Hall,** northeast corner
6. **McCracken Hall,** north elevation


7


8


9

7. **Glidden Hall**
8. **Glidden Hall**
9. **Seigfred Gallery,** view from green

CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY 1804

SURROUNDING CONTEXT

McCracken Hall | 12 May 2014


1


2


3

1. **Seigfred Gallery**
2. **Sculpture Studio**
3. **Putnam Hall**, north elevation


4


5


6

4. **Robert Glidden Hall,** east elevation
5. **Robert Glidden Hall,** northeast corner
6. **McCracken Hall,** north elevation


7


8


9

7. **Glidden Hall**
8. **Glidden Hall**
9. **Seigfred Gallery,** view from green

CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY 1804

EAST UNION STREET VIEW

McCracken Hall | 12 May 2014



CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY

NORTHEAST VIEW

McCracken Hall | 12 May 2014



CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY

VIEW FROM GREEN

McCracken Hall | 12 May 2014



CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY

VIEW FROM BRICK PLAZA

McCracken Hall | 12 May 2014



CHAMPLIN ARCHITECTURE

OHIO UNIVERSITY

McCracken Hall
Scope of Work

- Renovation of the existing 72,642 square foot
- Addition of approximately 35,000 square foot
- Complete asbestos abatement
- Site / Parking reconfiguration

McCracken Hall Schedule
Subject to Board Approval

- August 2014
  - Complete Design Development
- October 2014
  - Complete Construction Documents
- January 2015
  - Bid documents and contracts
- May 2015
  - Start Construction
- December 2016
  - Construction Complete

OHIO UNIVERSITY

McCracken Hall Renovation and Addition, and Budget Amendment

- **We request approval to undertake design and complete construction documents at a cost of $1.42M and to amend the total project budget to $31.6M.**
- Purpose is to renovate and add an addition to McCracken Hall because the Patton College of Education is experiencing growth and expansion of its programs, which requires additional space.
- Part of the FY15-FY20 CIP, Academic/Research Project #8.
- Previously Approved Project Budget: $32.1M Resolution 2014-3379
- New Project Budget: $31.6M
- Previously Approved: $ 0.8M Resolution 2014-3379
- This Request: $ 1.42M
- Funding Sources:

Issued Debt:	$ 4.1M
Non-Issued Debt:	$16.4M
Internal Reserves:	$ 0.8M
Gifts/Grants:	$10.3M

OHIO UNIVERSITY

Stocker Center Sprinkler Replacement FY2014 – Design and Construction Documents Phase

- **We request approval to undertake design and develop construction documents at a cost of $50,000.**
- Purpose is to replace and/or repair of the fire protection sprinkler system which is currently not in working order.
  - The fire alarm system is operational and the building meets occupancy requirements
- Not part of the approved CIP.
- Project Budget: $500,000
  - Final project budget could escalate to $3M dependent on what is discovered in design
- Previously Approved: $0
- This Request: $50,000
- Funding Source: Safety Funds

OHIO UNIVERSITY

Zanesville Campus Center Roof Design

- **We seek approval to undertake design at a cost of $136,000.**
- Purpose is to replace the roof on the Campus Center building.
- The building is a shared building with Zane State College funding half of the project.
- Part of the FY2015-FY2020 CIP, Deferred Maintenance Regional Project #5
- Project Budget: $900,000
- Previously Approved: $0
- This Request: $136,000
- Funding Source: State Appropriations

OHIO UNIVERSITY

APPROVAL TO PROCEED WITH CONSTRUCTION FOR ALDEN LIBRARY HVAC – BUDGET AMENDMENT, EASTERN CAMPUS HVAC IMPROVEMENTS, MULTIPHASE CORROSION FACILITY- BUDGET AMENDMENT, SCHOONOVER PHASE II CONSTRUCTION- BUDGET AMENDMENT, SOUTHERN CAMPUS HVAC IMPROVEMENTS BUDGET AMENDMENT, AND WALTER FIELDHOUSE – BUDGET AMENDMENT

RESOLUTION 2014-

WHEREAS, six capital projects are planned, and funded as follows:

- Alden Library HVAC – Budget Amendment from the previously approved total project budget of $1.75 million (Resolution 2013-3361) to a total project budget of $1.86 million to be funded by State Appropriations and Library Local Reserves;
- Eastern Campus HVAC Improvements with a total budget of $600,000 to be funded by State Appropriations;
- Multiphase Corrosion Facility Budget Amendment from the previously approved total project budget of $2.0 million (Resolution 2014-3379) to a total project budget of $1.5 million to be funded by Internal Reserves;
- Schoonover (College of Communication) Phase II Construction and Budget Amendment from the previously approved total project budget of $17.4 million (Resolution 2014-3379) to a total project budget of $17.8 million to be funded by Debt, State Appropriations, and Gifts;
- Southern Campus HVAC Improvements Budget Amendment from the previously approved total project budget of $700,000 (Resolution 2014-3397) to a total project budget of $880,000 to be funded by State Appropriations and Regional Higher Education Reserves; and
- Walter Fieldhouse – Budget Amendment from the previously approved total project budget of $12.5 million (Resolution 2013-3329) to a total project budget $13.034 million to be funded by debt, gifts, grants and general fee.

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.

OHIO UNIVERSITY

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **CONSTRUCTION PROJECT APPROVAL REQUESTS:**

- **Alden Library HVAC Improvements – Budget Amendment**
- **Eastern Campus HVAC Improvements**
- **Multiphase Corrosion Facility– Budget Amendment**
- **Schoonover (College of Communication) Phase II Construction– Budget Amendment**
- **Southern Campus HVAC Improvements – Budget Amendment**
- **Walter Fieldhouse – Budget Amendment**

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

Alden Library HVAC Improvements – Budget Amendment

We request approval to amend the project budget to $1.86 million and undertake construction.

1. Sponsoring Department: Alden Library
2. The purpose of this project is to replace aged, outdated HVAC equipment. This is needed because the existing equipment has exceeded its useful life service.
3. This project is included in the approved FY2014 Capital Plan Update, Project #11b with a total project budget of $1.75 Million (Resolution 2013-3361). We wish to amend the total project budget to $1.86 million.
4. This request is for $110,000 to implement bid alternate items.
5. A previous authorization for $1.75 million was approved by the Board of Trustees in Resolution 2013-3361. The project is proceeding with award and construction with the base bid work based on that approval.
6. This request will bring the authorization to $1.86M.
7. The funding sources are:
    - State Appropriations: $1.75M
    - Library Local Reserves. $0.11M

Eastern Campus HVAC Improvements

We request approval to undertake construction

1. Sponsoring Department: Ohio University Eastern
2. The purpose of this project is to replace mechanical equipment and controls for Shannon Hall. This is needed because the equipment is old and inefficient. This upgrade will help avoid costly emergency repairs and decrease the energy consumption of the campus.
3. This project is included in the approved FY2014 Annual Capital (CIP), Regional Deferred Maintenance Project #14b, Shannon Hall Renovations. The total project budget is $600,000.
4. No previous requests have been submitted or approved.
5. This request is for $600,000 to bid and undertake construction. This will bring the total authorization to $600,000.
6. The funding source is State Appropriations.

Multiphase Corrosion Facility – Budget Amendment

We request approval to amend the total project budget to $1.5 million and undertake design and construction.

1. Sponsoring Department: Russ College of Engineering
2. The purpose of this project is to expand existing office space. This is needed because the program's activities have grown resulting in the expansion of staff, including graduate students and post docs, now crowded into the limited existing office space. This project will address the office space shortage and provide additional space for anticipated future growth of the program.
3. This project is part of the FY2015-FY2020 Capital Improvement Plan listed as Academic/Research Project #19 with a total project budget of $2.0 million (Resolution 2014-3379). We wish to amend the total project budget t0 $1.5M
4. A previous authorization in the amount of $30,000 was approved by the Board of trustees in Resolution 2014-3379.
5. This request will bring the total authorization to $1.5M.
6. The funding source is Internal Reserves.

Schoonover (College of Communication) Phase II Construction – Budget Amendment

We request approval to amend the total project budget to $17.8 M and undertake construction.

1. Sponsoring Department: Scripps College of Communication
2. The purpose of this project is to complete the build out of unfinished space in Schoonover and renovate limited areas in RTVC and Scripps Hall.
3. This project is part of the FY2015-2020 Capital Improvement Plan, Academic/Research Project #6 with a total project budget of $17.4M (Resolution 2014-3396). We wish to amend the total project budget to $17.8M.
4. A previous authorization in the amount of $17.4M was approved by the Board of trustees in Resolution 2014-3396.
5. This request is for $13.4M to undertake construction. This request will bring the total authorization to $17.8M.
6. The funding sources are:
   - FY2013 Debt $12.4M
   - State Appropriations $ 0.4M
   - Gifts $ 5.4M

Southern Campus HVAC Improvements – Budget Amendment

We request approval to amend the total project budget to $880,000 and undertake construction.

1. Sponsoring Department: Ohio University Southern
2. The purpose of this project is to replace mechanical equipment and controls for the Academic Center, Riffe Center and Collins Center. This is needed because the equipment is old and inefficient. This upgrade will help avoid costly emergency repairs and decrease the energy consumption of the campus. In addition, conditioning will be added to all IT closets for the entire campus.
3. This project is included in the FY2015-2016 CIP as Regional Campus Project #12 with a total project budget of $700,000. (Resolution 2014-3397). We wish to mend the total project budget to $880,000 to take advantage of bid alternates that will help avoid costly emergency repairs and decrease the energy consumption of the campus.

4. A previous authorization in the amount of $700,000 was approved by the Board of Trustees in Resolution 2014-3397.
5. This request if for $180,000 to implement bid alternates This will bring the total authorization to $880,000
6. The funding sources are:
   - State Appropriation FY2014 $840,000
   - Regional Higher Education Reserves $ 40,000

Walter Fieldhouse – Budget Amendment

We request approval to amend the project budget to $13.034M.

1. Sponsoring Department: Student Affairs, Intercollegiate Athletics and Academics
2. Purpose/Need: This building is envisioned as a large open space suited to a variety of sports, physical education, and recreational activities. The building will be sized to accommodate a 100 yard practice football field and a four-lane practice running track. Field markings and a divider netting system will be provided to accommodate a variety of sports activities. The field surface will be similar to the artificial turf system currently installed in Peden Stadium. In order to limit building code requirements pertinent to large assembly spaces, the facility will be limited to a maximum of 295 occupants. The facility will not be designed for nor intended to accommodate spectators, and will have no provisions for spectator seating. Occasional events, such as Career Fairs and recreational gatherings will be accommodated up to 2,000 occupants with review and approval by authorities having jurisdiction.
3. This project is included in the FY2015-2020 Capital Plan, Academic/Research Project #3 with a total budget of $12.5M (Resolution 2013-3329). We wish to amend the total project budget to $13.034M
4. A previous authorization in the amount of $12.5M was approved by the Board of Trustees in Resolution 2013-3329.
5. This request for $534,000 is for the design and building of a netting system for the facility and general conditions costs for the extension of the project schedule. This will bring the total authorization to $13.034M.
6. The funding sources are:
   - Gifts: $ 2.000M
   - University Debt: $10.500M
   - General Fee: $ 0.534M

Construction Projects
Construction

Consent

Tab

OHIO UNIVERSITY

Requested Approvals to Undertake Construction

- Alden Library HVAC – Budget Amendment
- Eastern Campus HVAC Improvements
- Multiphase Corrosion Facility Construction and Budget Amendment
- Schoonover (College of Communication) Phase II Construction and Budget Amendment
- Southern Campus HVAC Improvements – Budget Amendment
- Walter Fieldhouse – Budget Amendment

Alden Library HVAC – Budget Amendment

- **We seek approval to amend the project budget to $1.86M to implement bid alternate items and undertake construction.**
- Project will involve the replacement of aged, outdated HVAC equipment.
- Part of FY2014 Annual Capital Plan (CIP), Project #11b.
- Previously Approved Project Budget: $1.75M Resolution 2013-3361
- New Project Budget: $1.86M
- Previously Approved: $1.75M Resolution 2013-3361
- This Request: $0.11M
- Funding Sources: State Appropriations - $1.75M
  Library Local Reserves - $0.11M

OHIO UNIVERSITY

Eastern Campus HVAC Improvements

- **We seek approval to undertake construction.**
- Purpose is to replace mechanical equipment and controls for Shannon Hall. Needed because the equipment is old and inefficient.
- Upgrade will help avoid costly emergency repairs and decrease the energy consumption of the campus.
- Part of the FY2014 Annual Capital (CIP), Regional Deferred Maintenance Project #14b, Shannon Hall Renovations.
- Project Budget: $600,000
- Previously Approved: $0
- This Request: $600,000
- Funding Source: State Appropriations

OHIO UNIVERSITY

Multiphase Corrosion Facility Construction and Budget Amendment

- **We request approval to amend the total project budget and undertake design and construction.**
- Purpose is to expand existing office space
  - Needed because the program's activities have grown resulting in the expansion of staff, including graduate students and post docs, now crowded into the limited existing office space
  - Will address the office space shortage and provide additional space for anticipated future growth of the program.
- Part of the FY2015-FY2020 CIP, Academic/Research Project #19.
- Previously Approved Project Budget: $2.0M Resolution 2014-3379
- New Project Budget: $1.5M
- Previously Approved: $0.3M Resolution 2014-3379
- This Request: $1.47M
- Funding Source: Internal Reserves

OHIO UNIVERSITY

Schoonover (College of Communication) Phase II Construction and Budget Amendment

- **We request approval to amend the total project budget and undertake design and construction.**
- Purpose is to complete the build out of unfinished space in Schoonover, renovate limited areas in RTVC and Scripps Hall.
- Part of the FY2015-FY2020 CIP, Academic/Research Project #6.
- Previously Approved Project Budget: $17.4M
  - Resolution 2014-3396
- New Project Budget: $17.8M
- Previously Approved: $ 4.4M Resolution 2014-3396
- This Request: $13.4M
- Fund Sources:

FY13 Debt:	$12.0M
State Appropriations:	$ 0.4M
Gifts:	$ 5.4M

OHIO UNIVERSITY

Southern Campus HVAC Improvements – Budget Amendment

- **We seek approval to amend the total project budget to $880,000 and undertake construction.**
- Purpose is to replace mechanical equipment and controls for the Academic Center, Riffe Center and Collins Center. Needed because the equipment is old and inefficient.
- Upgrade will help avoid costly emergency repairs and decrease the energy consumption of the campus.
- Part FY15 Annual Capital Plan (CIP), Regional Campus Project #13
- Previously Approved Project Budget: $700,000
  - Resolution 2014-3397
- New Project Budget: $880,000
- Previously Approved: $700,000 Resolution 2014-3397
- This Request: $180,000
- Fund Sources: FY14 State Appropriations: $840,000
  Regional Higher Ed Reserves: $40,000

OHIO UNIVERSITY

Walter Fieldhouse – Budget Amendment

- **We seek approval to amend the project budget to $13.034M.**
- Purpose/Need: This building is envisioned as a large open space suited to a variety of sports, physical education, and recreational activities. The building is sized to accommodate a 100 yard practice football field and a four-lane practice running track.
- Part of the FY2015-FY2020 CIP, Academic/Research Project #3
- Previously Approved Project Budget: $12.500M
  - Resolution 2013-3329
- New Project Budget: $13.034M
- Previously Approved: $12.500M Resolution 2013-3329
- This Request: $ 0.534M
- Funding Sources:
  - Gifts: $ 2.000M
  - Debt: $10.500M
  - General Fee: $ 0.534M

OHIO UNIVERSITY

APPROVAL TO PROCEED WITH CONSTRUCTION FOR OU-HCOM - CLEVELAND RESOLUTION 2014-

WHEREAS, the OU-HCOM Cleveland project represents a landmark partnership between a public osteopathic medical school and a world-class, internationally recognized health care system that lifts OU-HCOM to national prominence and advances its mission of service to Ohio and the nation and;

WHEREAS, the approval of this project will enable The Ohio University Heritage College of Osteopathic Medicine to begin training additional osteopathic physicians in its new facilities in Cleveland in July, 2015 and;

WHEREAS, the project has a previously approved total budget of $20.2 million in resolution 2014-3396, and;

WHEREAS, the project will be funded by an internal loan to OU-HCOM and repaid by future gifts to the Presidential Campaign in collaboration with the Cleveland Clinic;

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 budget identified.

OHIO UNIVERSITY

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **OU-HCOM CLEVELAND CONSTRUCTION PROJECT APPROVAL REQUEST:**

The following construction project in excess of $500,000 total project cost is presented to the Board for project approval.

OUHCOM Cleveland

We request approval to undertake construction.

1. Sponsoring Department: Heritage College of Osteopathic Medicine
2. The purpose of this project is to renovate approximately 54,000 square feet of leased space in the Cleveland Clinic's South Pointe Hospital in Warrensville Heights, Ohio, to create a modern educational facility for medical students. The project supports a landmark partnership between a public osteopathic medical school and a world-class, internationally- recognized health care system that lifts OU-HCOM to national prominence and advances its mission of service to Ohio and the nation. Approval of this project will enable OU-HCOM to begin training additional osteopathic physicians in its new facilities in Cleveland in July, 2015.
3. This project is part of the FY2015-2020 Capital Improvement Plan (CIP), Academic/Research Project #2.
4. The total project budget of $20.2M was approved in March 2014 in Resolution 2014-3396.
5. A previous authorization in the amount of $1.7M was approved by the Board of Trustees in March 2014 in Resolution 2014-3396.
6. This request is $18.5M.
7. The project is funded by an internal loan to OU-HCOM which will be repaid by future gifts to the Presidential Campaign in collaboration with the Cleveland Clinic.

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

OU-HCOM CONSTRUCTION

Resolution

Tab

OHIO UNIVERSITY



OHIO UNIVERSITY
Heritage College of Osteopathic Medicine



Construction of the Cleveland Campus

Cleveland Campus Core Objectives

- Positively impact the growing shortage of primary care physicians in Ohio
  - New Campus increases the number of practicing physicians in Northeast Ohio in the areas of Family Medicine, Pediatrics, and Internal Medicine
- Leverage existing partnerships to train physicians
  - HCOM and Cleveland Clinic have partnered for more than 35 years
  - South Pointe Hospital is one of the largest osteopathic teaching hospitals in Ohio
  - HCOM students have completed third- and fourth-year clinical rotations at South Pointe Hospital for more than 30 years
- Expand medical student rotations, residency and fellowship training opportunities

Existing Exterior



Anatomy Lab



Osteopathic Manipulative Medicine



OHIO UNIVERSITY

OUHCOM Cleveland

- **We seek approval to undertake construction.**
- Purpose is to renovate approximately 54,000 square feet of leased space in the Cleveland Clinic's South Pointe Hospital in Warrensville Heights, Ohio, to create a modern educational facility for medical students
- Part of the FY2015-2020 CIP Academic/Research Project #2.
- Project Budget: $20.2M Resolution 2014-3396
- Previously Approved : $ 1.7M Resolution 2014-3396
- This Request: $18.5M
- Funding Source: Internal loan to OU-HCOM to be repaid by future gifts to the Presidential Campaign in collaboration with the Cleveland Clinic

OHIO UNIVERSITY

RESOLUTION TO APPROVE MILL STREET VILLAGE GROUND LEASE AMENDMENTS

RESOLUTION 2014 -

WHEREAS, in 2005 the Board of Trustees passed Resolution 2005-1974 declaring the Mill Street Apartment complex to be surplus property and authorizing a ground lease of the property pursuant to Ohio Revised Code Section 123.77 (now 123.17);

WHEREAS, in 2006 the Department of Administrative Services, on behalf of Ohio University, entered into a ground lease with Mill Street Village, LLC ("Mill Street"), which allowed Mill Street to operate the apartment complex;

WHEREAS, Mill Street has renovated and operated the apartment complex for approximately eight years and has acted in accordance with the terms of the ground lease during that time;

WHEREAS, Ohio University and Mill Street now wish to amend the ground lease in order to modify both the University's and Mill Street's obligations; and

WHEREAS, the Ohio University Real Estate department has negotiated amendments that eliminate the University's obligation to provide for electric service to Mill Street, extend the lease term and modify the rent due from Mill Street, as reflected in the draft amendment appearing in Attachment A.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby authorizes the President or his designee to enter into appropriate amendments of the ground lease with Mill Street, upon the terms negotiated and approved by him.

ATTACHMENT A

FIRST AMENDMENT TO LEASE

It is hereby mutually agreed by and between the STATE OF OHIO, acting by and through the Department of Administrative Services, General Services Division, Office of Real Estate and Planning, 4200 Surface Road, Columbus, Ohio 43228-1395 ("Lessor"), and MILL STREET VILLAGE, LLC, An Ohio limited liability company, having its principal place of business located at 4658 Whipple Road, Pomeroy, Ohio 45769 ("Lessee"), that a certain Lease effective May 1, 2006 and covering 7.748 acres of land located at 186 Mill Street, Athens, Ohio 45701 (commonly referred to as the Mill Street Apartments) be amended as follows:

1. Effective July 1, 2014, Article III of the Lease is hereby deleted in its entirety and replaced with the following:

   The term of this Lease shall be for a term of forty (40) years, with a renewal option to the Lessee of forty (40) years, to be exercised within six (6) months prior to the end of the initial forty (40) year term. The parties agree that the initial term commenced May 1, 2006 ("Effective Date") and shall expire on April 30, 2046, unless otherwise renewed as set forth herein. The annual rent payment is as set forth in ARTICLE IV.

2. Effective July 1, 2014, Article IV (B) of the Lease is hereby deleted in its entirety and replaced with the following:

   From July 1, 2006 to June 30, 2014, an annual varied rent payment will be set at ten percent (10%) of net operating income of the Property. Commencing July 1, 2014, the annual varied rent payment will be set at five percent (5%) of the net operating income of the Property. The varied rent payment will be paid within sixty (60) days after the end of the operating year from July l to June 30; and the payment should be accompanied by a statement from a Certified Public Account (CPA) that the record of the net operating income and the five percent (5%) calculations are accurate. Mill Street Village, LLC. will provide quarterly financial reports within thirty (30) days of the end of each operating quarter for review by Ohio University. Net operating income will be defined as follows:

   > "Net operating income includes all rental and other income related to the property, less operating expenses. Operating expenses include those associated with management of the property, maintenance, utilities, the annual governmental support payment to the University, and property and liability insurance. The stream of payments to Ohio University that begins in fiscal year 2008 as specified in the letter to lessee dated February 9, 2005 is considered a reduction of net operating income. Depreciation, debt service (both principal and interest payments), funding of reserves and the payment to the University that is based on a percentage of net operating income are not included in the calculation of net operating income".

3. Effective July 1, 2014, Article VI of the Lease is hereby deleted in its entirety.

4. Effective July 1, 2014, the first paragraph of Article VIII of the Lease is hereby deleted in its entirety and replaced with the following:

   Lessee shall at all times during the term of this Lease, at Lessee's cost and expense, keep the Property in good operating condition and repair, ordinary wear and tear and damage by casualty

excepted when such casualty is not repaired by Lessee in accordance with Article XII(C) herein, as determined by Lessor in consultation with Lessee, and Lessee shall keep the Property reasonably free from snow, ice and other obstructions or debris. Lessee hereby agrees to carry out all reasonable requests of Lessor to ensure the Property is kept in good operating condition. Lessee further agrees to keep the property in a neat and clean condition, shall refrain from permitting any nuisance or fire hazard therein, shall permit no unlawful or immoral practice to be carried on within or on the Property within its knowledge or consent by it or any person and shall at all times comply in its occupancy and use of the property with all city and county ordinances and with all State and Federal laws and regulations relating thereto.

5. Effective July 1, 2014, Article XXII (A) of the Lease is hereby amended by replacing the address for the Ohio University, Office of Legal Affairs to the following:

Office of Legal Affairs
Ohio University
160 West Union Street Office Center, Room 150
Athens, Ohio 45701

6. Effect of Amendment. Except as expressly modified and amended herein, the Lease is hereby ratified and confirmed and shall remain in full force and effect and fully binding on the parties.

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APPROVAL:
The terms of the First Amendment to Lease are hereby accepted and agreed to by Ohio University.

By: _____ Date: _____
Stephen T. Golding
Vice President of Finance and Administration

IN WITNESS WHEREOF, the parties hereto have caused this First Amendment to Lease to be executed by their duly authorized representatives effective the date first written above.

Lessor

THE STATE OF OHIO

By: _____
John R. Kasich
Governor

By: _____
_____
Director of Administration Services or
Signatory Designee
Statutory Agent, RC 123.01(A)(5)

ACKNOWLEDGMENT

State of Ohio, Franklin County, ss:

On this ____ day of _____, 2014, before me personally appeared _____, _____, who acknowledged that the foregoing document is being executed for and on behalf of the Department of Administrative Services, acting on behalf of The State of Ohio, that the same is his/her own and the Department of Administrative Services' free and voluntary act and deed and that he/she is duly authorized to enter into said document for and on behalf of the Department of Administrative Services.

_____
Notary Public, State of Ohio
My Commission Expires_____

APPROVED AS TO FORM:
Mike DeWine
Ohio Attorney General

By: _____ Date: _____
Gary R. Taylor, Senior Assistant Attorney General
Business Counsel Unit, Executive Agencies Section

Lessee

MILL STREET VILLAGE, LLC.
An Ohio limited liability company

By: _____
Thomas H. Karr
President

ACKNOWLEDGMENT

State of Ohio, Franklin County, ss:

On this ____ day of _____, 2014, before me personally appeared Thomas H. Karr, known to me to be the President of Mill Street Village, LLC., an Ohio limited liability company, who acknowledged that he executed the foregoing First Amendment to Lease for and on behalf of Mill Street Village, LLC and that the same is his free and voluntary act and deed, and that he is duly authorized to enter into this First Amendment to Lease for and on behalf of Mill Street Village, LLC.

_____
Notary Public, State of Ohio
My Commission Expires _____

This First Amendment to Lease prepared by:
Ohio Department of Administrative Services
General Services Division
Office of Real Estate and Planning
4200 Surface Road
Columbus, Ohio 43228-1395
Phone No. (614) 387-6049

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: Mill Street Village Ground Lease Amendments, Athens, Ohio

In 2005, the Board of Trustees passed Resolution 2005-1974, which declared the Mill Street Apartment complex to be surplus property and authorized a ground lease of the property. In April 2006, the ground lease was executed by the Department of Administrative Services, on behalf of Ohio University, and Mill Street Village, LLC ("Mill Street"). Since that time, Mill Street has renovated and operated the apartment complex, which has provided housing for many of our students.

The University Real Estate department and Mill Street now have identified a handful of lease terms that should be modified. For example, the lease purported to require the University to extend its "self-administered electric service" to the apartment complex. The lease also provided for a thirty-year initial term, then the maximum allowable term under Ohio Revised Code Section 123.77, and provided for other rental terms that have proved uneconomical over time.

The Real Estate department now has negotiated mutually beneficial terms to correct the provisions described above and has begun to work with the Ohio Department of Administrative Services to facilitate a lease amendment.

The specific amendments are:

- Article III shall be amended to provide for a forty-year initial term, plus a renewal option to Mill Street of forty years, which must be exercised within six months prior to the end of the initial term. The commencement date of the initial term shall remain May 1, 2006. The prior language was limited to a thirty-year initial term, plus a ten-year renewal option.

- Article IV (B) shall be amended to provide for an annual varied rent payment of 5% of net operating income effective July 1, 2014. The prior language provided for an annual varied rent payment of 10%.

- Article VI shall be deleted in its entirety. This language required the University to provide electric service to the apartment complex.

- Article XXII shall be amended to provide the following address for University's Legal Affairs Office: Office of Legal Affairs; Ohio University; 160 W. Union Street Office Center; Room 150; Athens, OH 45701.

Once the lease amendments are fully ratified the property will be positioned to thrive in the competitive local market.

The attached resolution authorizes the President or his designee to execute the ground lease amendment.

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **Summer 2014 Construction**

This presentation will provide the Board with a snapshot of the wide array of projects that are underway or are slated for construction over the summer. There are a myriad of projects planned for both the City of Athens and the University which will impact pedestrian and vehicular traffic patterns in the short term while enhancing mobility in the longer term.

Summer 2014 Construction

Tab

OHIO UNIVERSITY

Summer 2014 Construction

- OHIO Major Construction
  - Housing Construction Phase 1
  - Tupper Rehabilitation
  - Lindley Rehabilitation
  - Schoonover Center Phase 2
- Road projects and closings
  - City of Athens projects
  - OHIO projects
- Work on College Green
  - Class Gateway
  - Cutler Walkway
  - Memorial Auditorium
  - Exterior Painting and Roof Repair

Summer 2014 Construction

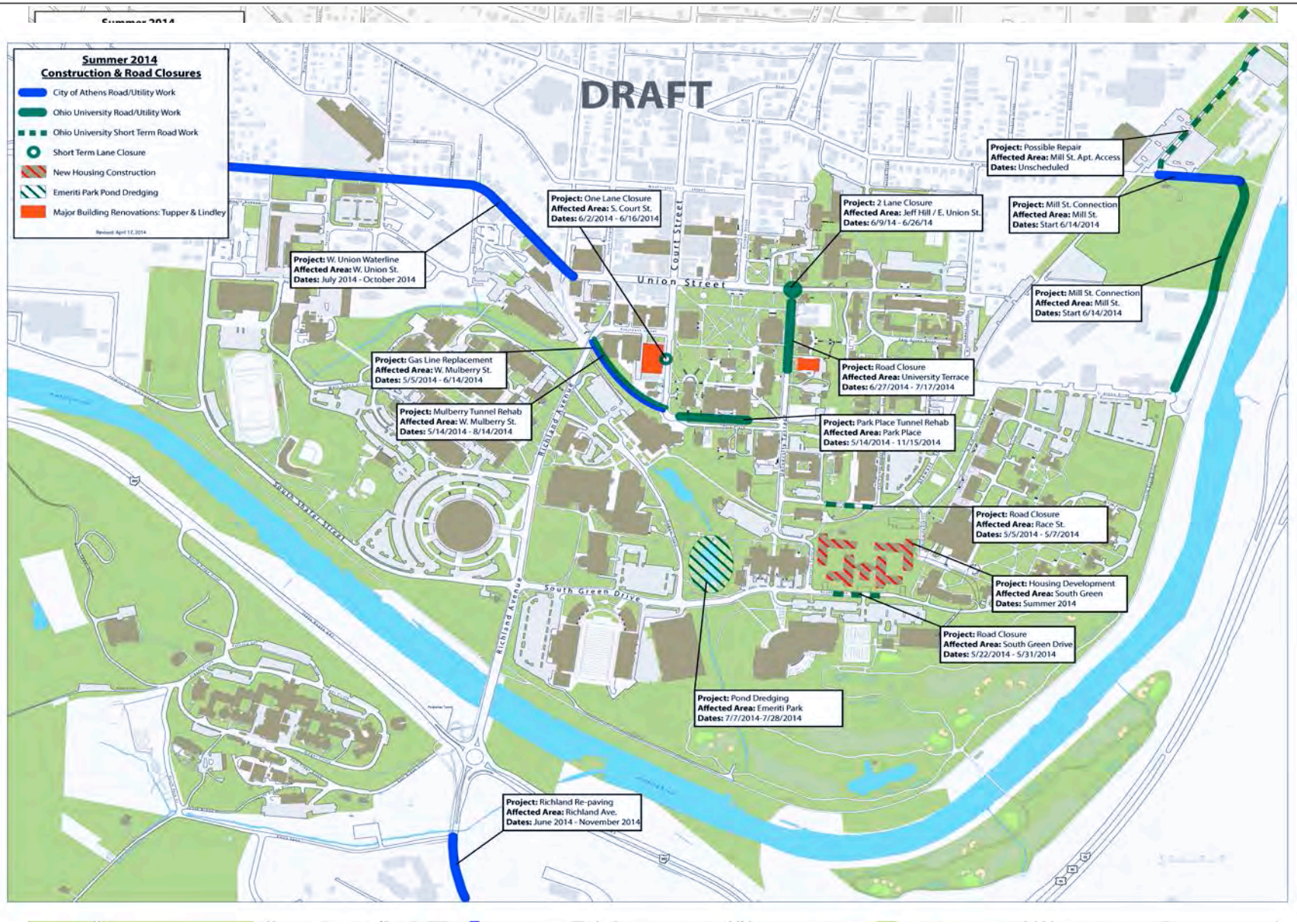
Phase 1 Housing Construction



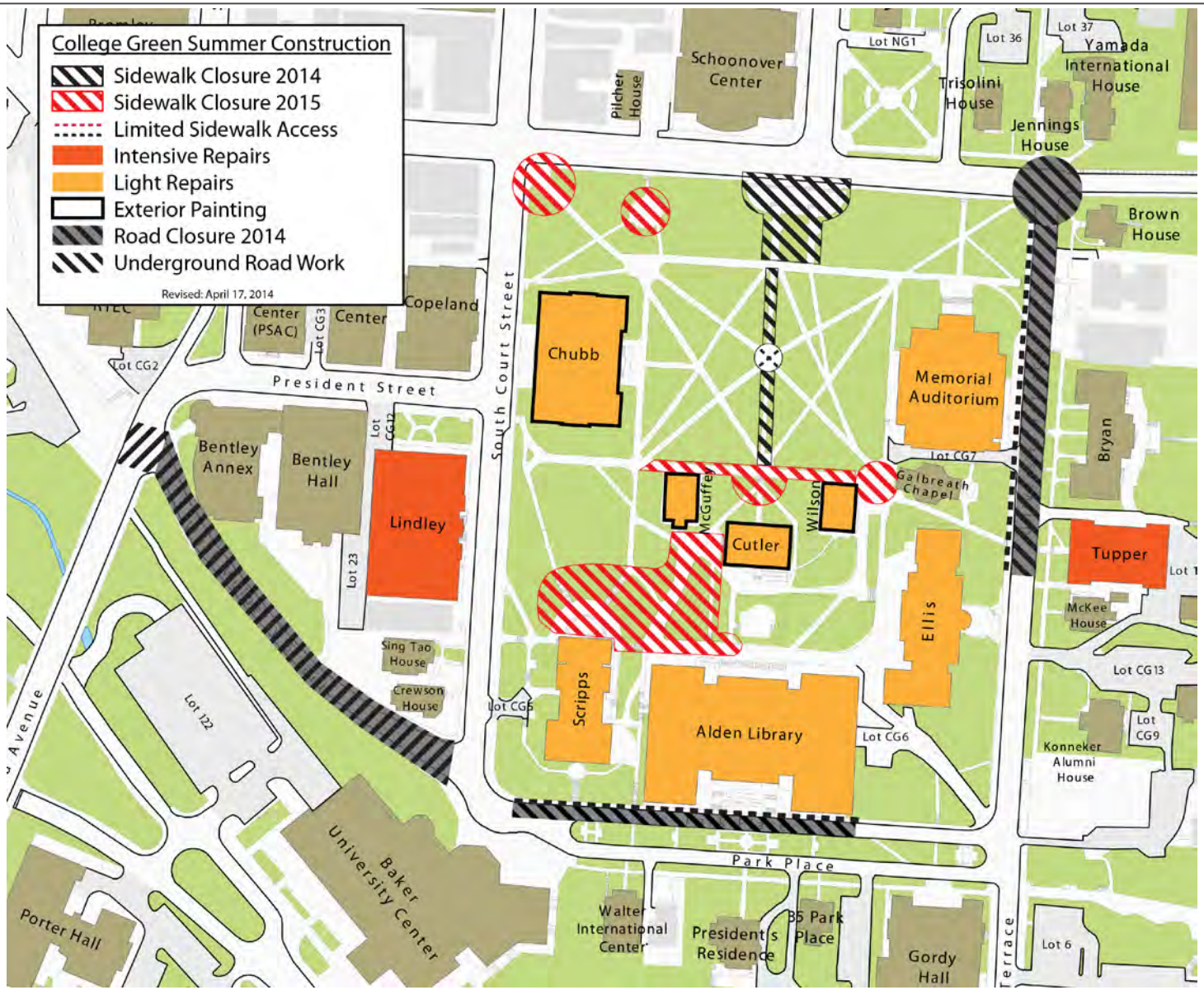
OHIO UNIVERSITY

Summer 2014 Construction

- Road work and closings
  - Mulberry St. and Park Place tunnel work will extend into November and December respectively.
- Work on College Green
  - Memorial Auditorium work will be limited to roof work for summer 2014
    - Memorial Auditorium will be offline to events including orientation for summer 2015 for project completion
  - We have delayed Class Gateway and Cutler Walkway work until June 1 to avoid conflicting with the Alumni Weekend event
    - Work may extend into the fall, but will not interfere with new student activities on the green



OHIO UNIVERSITY
1804



OHIO UNIVERSITY

Class Gateway

- Rebuild within existing design
- Restore structurally and eliminate trip hazards
- Explore accessible ramp within new footprint of existing flowerbed
- Add rails at short flights of steps (alumni request)
- Clean limestone with inscription
- Save holly trees
- Replace shrubbery

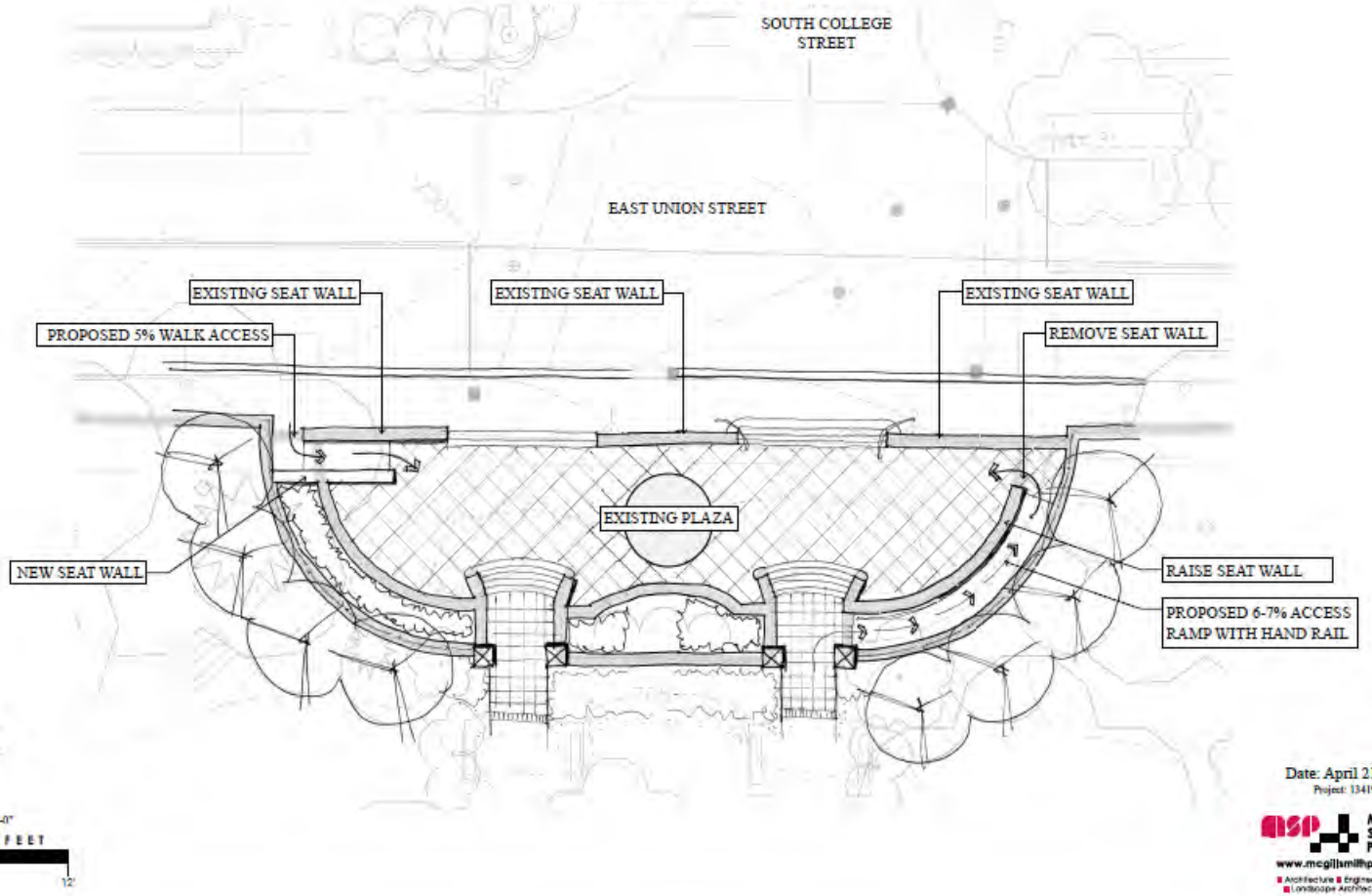


OHIO
UNIVERSITY

COLLEGE GATE

COLLEGE STREET AND UNION STREET

ACCESS CONCEPT A



Date: April 21, 2013
Project: 13419.00

McGill Smith Punshon, Inc.
www.mcgillsmithpunshon.com
Architecture Engineering Surveying
Landscape Architecture Planning

OHIO UNIVERSITY
1804



OHIO UNIVERSITY



OHIO UNIVERSITY

Walkway to Cutler

- Repave to eliminate trip hazards and future vulnerability in same line of travel
- Widen narrow portion
- Extend accessible path to Class Gateway
- Create brick paving nodes at crosswalk intersections
- Relocate one lamp post
- Relocate one small dogwood tree
- Remove one sweet gum tree



OHIO
UNIVERSITY



OHIO
UNIVERSITY



OHIO
UNIVERSITY

Interoffice Communication

Date: May 30, 2014

To: The President and the Board of Trustees

From: David Descutner, Dean of University College, Executive Vice Provost

Re: University College - Academic Quality Dashboard

Thank you, on behalf of my colleagues, for this opportunity to provide an update of the academic quality dashboard for University College.

Since its founding as the first such college in the United States, University College has been central to OHIO's mission to foster the intellectual and personal development of undergraduates and, more recently, to its aspiration to become the nation's best transformative learning community. University College **collaborates** with all the colleges, Student Affairs, the regional campuses, and multiple administrative units to deliver its programs and services, and contributes significantly to the formation of **community** and robust opportunities for student **engagement** and **student leadership**. University College's programs and services are available to every undergraduate and focused on their academic success, personal development, and timely **degree completion**, thereby demonstrating their university-wide reach and capacity to generate institutional impact and value. University College's commitment to annual assessment toward the end of **continuous improvement** of its programs and services provides evidence of the range and depth of that impact. Beyond the central role it has played in OHIO's efforts to become the nation's best transformative learning community, University College also has contributed significantly to OHIO's **Four Fundamentals** and **Three Supporting Priorities**.

University College is critical to OHIO's identity as an institution that strategically balances its commitment to access and opportunity with its commitment to academic success and excellence. Examples of the former commitment are the College Adjustment Program, the Summer Transition Program, Veterans Academic Services, Commuter and Adult Student Services, oversight of local admits, and the fact that University College is the initial home for the majority of first-year students whose academic profile places them below institutional averages for ACT scores, high school grades, and class rank. Examples of the latter commitment are the demonstrably effective academic support services provided by the Allen Student Help Center, the Academic Advancement Center,

and Student Accessibility Services, as well as the Scholars Learning Community, the Ohio Fellows Program, the Margaret Boyd Scholars Program, the nationally prominent Army ROTC program, and University College's new undergraduate honors program.

University College's strategic priorities for the next five years are consistent with its efforts to engender undergraduates' academic success and personal development:

1. Increase the persistence rate and academic success of first-generation students.

2. Lead the institutional effort, launched by Provost Benoit, to improve academic advising for first-year students.

3. Continue to play a central institutional role in OHIO's accreditation efforts related to AQIP and in OHIO's efforts to implement its new Completion Plan.

4. Establish a one-stop Veterans Center and continue to enhance services for veterans.

5. Fulfill the enrollment and degree completion potential of the Bachelor of Specialized Studies and the Bachelor of Criminal Justice programs.

6. Locate space for three growing programs and services, including Ohio Fellows Program, Margaret Boyd Scholars, and the Learning Community Programs.

7. Sustain the rapid progress that the new Center for Campus and Community Engagement (CCCE) has already made toward integrating the curricular and co-curricular student experience and strengthening the relationship among OHIO, Athens, and the surrounding region.

OHIO UNIVERSITY

Summer Transition Program (STP)

50 (from group of 55)

Number of STP students that enrolled at OHIO the following Fall

Past Performance

2009	2010	2011	2012	2013
21/21	18/18	26/26	39/40	50/55

Success rates for STP students:

100%	*100%*	*100%*	*97.5%*	*91%*

Yield Rate

35%

Yield rate for new OHIO students

Past Performance

2009	2010	2011	2012	2013
37%	39%	38%	34%	35%

First-Year Enrollment

1,046

Number of students enrolled in UC

Past Performance

2009	2010	2011	2012	2013
872	923	982	910	1,046

Army ROTC Enrollment

66

Number of ROTC scholarship cadets and National Guard students in OHIO's Army ROTC

Past Performance

2010	2011	2012	2013
42	50	44	66

OHIO's Bobcat Battalion-the only unit to exceed the Army's nat'l standard in every graded event since 2003

Learning Community Programs

225

Number of learning communities (planned for Fall 2014)

Past Performance

2010	2011	2012	2013	2014
162	174	172	194	225

93.4% satisfaction rate for 14 key LC measures

Supplemental Instruction

19,220

Number of contact hours with students in Fall

Past Performance

2012	2013
14,753	19,220

Cost per contact hour per SI leader

$2.30	*$2.00*

Student Accessibility Services (SAS)

942

Number of OHIO students with accommodations

Past Performance

2009	2010	2011	2012	2013
669	774	1123*	914	942

Inflated number due to delay in deactivating students from SAS database during OHIO's SIS to Peoplesoft transition

Student Accessibility Services

1,233

Number of exams proctored

Past Performance

2010	2011	2012	2013
349	614	1,059	1,233

33% increase (89 to 271) in OHIO courses using proctored exams

College Adjustment Program (CAP)

87% vs 80%

In 2013, first-year retention rate of CAP students was higher than that of CAP's cohort comparison rate

Past Performance

2009	2010	2011	2012	2013
81%	84%	80%	77%	87%
72%	*71%*	*74%*	*72%*	*80%*

$264,975 in grant aid to CAP students since 2009

Degrees Awarded

1,161

Number of associate and baccalaurate degrees awarded

Past Performance

2009	2010	2011	2012
938	960	1,048	1,161

First-Year Probation Rates

12.5%

Probation rate for first-year students

Past Performance

2009	2010	2011	2012	2013
12.3%	12.7%	14%	15.2%	12.5%

Turning Points

27 (from group of 44)

Students staying at OHIO from group that went through Turning Points progam

Past Performance

2010	2011	2012	2013
108/144	81/122	46/74	27/44

95% of reported the programs were beneficial
100% reported the topics were beneficial

First-Generation (FGs) Retention

73%

First Generation students retention rate

Past Performance

2010	2011	2012
73%	73%	73%

MAP-Works

4,200

Number of students in MAP-Works in Fall 2014 for retention and persistence interventions

Past Performance

2011	2012	2013	2014
967	1,868	2,028	4,200

Leadership Programs

372

Number of BSO Leaders, SI Leaders, ROTC Participants, OHIO Fellows, and Margaret Boyd Scholars

Past Performance

2010	2011	2012	2013
262	282	292	372

OHIO Fellows and Boyd Scholars began in Fall 2013

1804 Fund

$786,141 (2009–13)

Amount of funding distributed to undergraduate 1804 Fund projects in 2009–13

Past Performance (funded proposals)

2009	2010	2011	2012	2013
$134,190	$148,264	$134,093	$154,119	$215,475

Signature OHIO programs launched with 1804 Funds: ONCA, Learning Community Programs, Supplemental Instruction

Revenue Generation

$5.9M (2010–13)

Revenue generated by UC programs that support student retention and enrollment at OHIO.

Past Performance

2010	2011	2012	2013
$1.7M	$1.5M	$1.2M	$1.5M

Capital Campaign

$1.2M (2008–14)

Since FY 2008, UC has raised $1.2 million in The Promise Lives Capital Campaign

Past Performance

2010	2011	2012	2013	2014
$119,684	$148,578	$480,793	$44,481	$250,437

Dashboard Key:
Connections to 4x4 Strategic Plan

- Four Fundamentals
- Enrollment
- Total Compensation
- Capital Campaign
- Financial Strength

University College Dashboard – Summer 2014 Update

University College Academic Quality Dashboard

Tab

OHIO UNIVERSITY

UC Dashboard

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Dashboard Key: *Connections to 4x4 Strategic Plan*

- Four Fundamentals
- Enrollment
- Total Compensation
- Capital Campaign
- Financial Strength

OHIO UNIVERSITY 1804

About UC

University College promotes the intellectual and personal development of undergraduates and especially focuses on the needs of first-year students. Through its professional advising and effective programs and services, University College promotes undergraduates' academic success and co-curricular engagement, facilitates their pivotal transitions, and fosters the formation of community among students, faculty, and staff.

UC's Core Principles: 4 Cs

- COLLABORATION: UC partners with every college and regional campus, Student Affairs, and most administrative units.
- COMMUNITY: UC is dedicated to building community at OHIO, supporting student engagement and leadership, and connecting OHIO with Athens and the region.
- COMPLETION: UC's diverse academic success programs and services, along with its own degree programs, focus on course completion and timely degree completion.
- CONTINUIOUS IMPROVEMENT: UC evaluates annually the performance of its programs and services toward the end of continuous improvement.

OHIO UNIVERSITY

UC's Alignment with the Four Fundamentals

1. INSPIRED TEACHING AND RESEARCH

- First-year seminars for 3,500 students with learning outcomes
- Instructor-advisor model for learning communities
- Academic skills courses with pre- and post-test evaluations
- Key partner with Institutional Research on program assessment
- University Professor Program

UC's Alignment with the Four Fundamentals

2. INNOVATIVE ACADEMIC PROGRAMS

- First-Year Experience Program
- College Adjustment Program
- Scholars Learning Community
- Bachelor of Specialized Studies degree program
- Bachelor of Criminal Justice degree program
- Summer Transition Program
- Turning Points Program
- Ohio Fellows Program
- Margaret Boyd Scholars Program
- First-Generation Student Intervention Program

UC's Alignment with the Four Fundamentals

3. EXEMPLARY STUDENT SERVICES

- Bobcat Student Orientation
- MAP-Works
- Academic e-Alerts
- Academic Success Workshops
- Supplemental Instruction
- Tutoring Services
- Student Writing Center
- Student Accessibility Services
- Veterans Academic Services
- Commuter and Adult Student Services
- Professional Advising for all undergraduates

OHIO UNIVERSITY

UC's Alignment with the Four Fundamentals

4. INTEGRATIVE CO-CURRICULAR ACTIVITIES

- Learning Communities' role in fostering co-curricular engagement
- First-Year Seminars' Adoption of Service Learning
- Common Experience Project on Sustainability
- Center for Campus and Community Engagement
- ROTC Programs' stellar record of community service

Supporting Priorities

Enrollment Goals, Financial Strength, Capital Campaign

ENROLLMENT GOALS

- Fourth highest yield rate in 2013
- Largest first-year enrollment
- Summer Transition Program
- Local Admits Program
- Transfer Student Programs
- Relocating Student Programs
- Army and Air Force ROTC Programs

Supporting Priorities

Enrollment Goals, Financial Strength, Capital Campaign

FINANCIAL STRENGTH

- College Adjustment Program federal award of $315,000 annually
- Summer Transition Program
- Retention Impact Programs
- Turning Points Program
- Tuition and Subsidy Revenue
  - *increased $500,000 in 2013–14*

Supporting Priorities

Enrollment Goals, Financial Strength, Capital Campaign

CAPITAL CAMPAIGN

- UC has raised $1.2 million in the Promise Lives Campaign

University College

QUESTIONS

OHIO UNIVERSITY

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

From: Lorna Jean Edmonds, Vice Provost for Global Affairs and International Studies

Re: Academic Quality Dashboard Presentation for the Office of Global Affairs and International Studies

Under the direction of the Vice Provost, the Office of Global Affairs and International Studies is responsible for engaging the university in the development and implementation of its global strategy, leading relationship management and collaboration with strategic partners, providing administrative leadership and support to the University International Council which oversees collaborative agreements, chairing the Senior International Management Team (SIMT), overseeing strategic communications and performance measurement of global programming, and participating in senior leadership planning and policy development. It leads the portfolio of the Center for International Studies, International Student and Faculty Services, Office of Education Abroad, the Global Leadership Center and the Global Services Program.

The Vice Provost joined the OHIO leadership team in mid-August 2013 and the objectives for her first year have been to:

1. Engage the university in the development of its global strategy and create a process for dialogue and decision-making such that the strategy aligns with the university's vision, interests and capacities while taking into consideration the implications of world trends impacting on higher education generally and OHIO specifically; and

2. Organize, structure and lead the units, faculty and staff, and international committees within the Vice Provost for Global Affairs and International Studies portfolio to serve and advance the implementation of the University's global interests.

Highlights of the Office of Global Affairs and International Studies Portfolio:

Center for International Studies

Established in 1964, the Center for International Studies (CIS) and the African Studies Program celebrate their 50th anniversary in 2014. As a degree-granting unit, CIS has been Ohio University's gateway to the world; offering globally focused interdisciplinary programs to 340

MA, BA, and certificate students annually and producing over 2,200 internationally-minded alumni. Looking to the future, CIS seeks to strengthen the alignment of global studies scholarship with communications and interdisciplinary capacity, including the STEM disciplines, and establish stronger links with the colleges and regional campuses and reach with external partners. CIS will explore new areas of study that ensures its global knowledge base aligns with world trends in international and universal studies; and re-visit its basic requirements of study to include gender studies and data analytics.

Office of Education Abroad – Outbound and Inbound

The Office of Education Abroad offers more than 75 education and internship abroad and exchange programs. In the 2012-13 academic year, 740 OHIO students studied abroad in 56 countries. This represents 3.4% of the entire OHIO student body, which is less than the national average of 9% of undergraduate study abroad. Lack of awareness of the importance of building an international network and set of experiences, cost of study abroad, misalignment with academic objectives, and lack of diversity of programs may be factors impacting on the low participation rates. The Office of Education Abroad is aiming to engage with students and faculty from the point of admission while exploring new models to increase and diversify the study abroad participants and destinations. Some initiatives include 1) expanding domestic programming to include domestic international opportunities and off-campus experiences that are academically targeted; 2) diversifying international programs to other regions and topics identified as a university priority; and 3) expanding opportunities for international students to study abroad at Ohio University.

International Student & Faculty Services

International Student and Faculty Services (ISFS) is responsible for institutional compliance with federal regulations that allow OHIO to enroll international students, employ international faculty and staff, and host visiting international researchers. Currently, there are more than 1,800 international students and 70 employees on campus. A major role of the ISFS is to facilitate a smooth entry through the immigration process to join OHIO as ~~,~~ student, staff or faculty member. ISFS aims to enrich the global experience of both domestic and international students by co-facilitating a series of global programs and extracurricular activities that create international diversity of campus life. Future objectives focus on working with the colleges, the Office of Diversity and Inclusion, and domestic and international student organizations to continue to build our diverse campus life to foster the ideals of global citizenship.

Partnerships and Delegations

The Office manages MOUs, activity agreements, reciprocal exchange, and inbound study abroad programs for Ohio University with 78 institutions in 38 countries. It also assists the University to maintain its long-standing relationship with three strategic partners: Chubu University in Japan, UiTM in Malaysia and Leipzig University in Germany. In the 2013-14 academic year, the Office coordinated five incoming delegations from China, Canada, Malaysia, Japan, and Botswana, and five outgoing delegations to China and Hong Kong, Malaysia, Germany, Japan, and Korea. Future objectives are to create guidelines for managing existing and new partners

while exploring new collaborative models and relationships with universities and other stakeholders that will advance the OHIO strategy.

Strategy, Communications and Accountability

Since September 2013 a major focus of the Office has been to work with the university at large to develop the mission and framework of the global strategy and set out what will be the major areas of focus over the coming 3 to 5 years. The global strategy aligns with the university's vision to be transformative in preparing alumni to become global leaders by its mission being to lead globally for good as an institution that is accessible, informed, relevant and distinctive. Four pillars provide the framework for the university's globalization and capture the university's past and present story while providing the foundation for setting out its future plans. They are: 1) Global Education, Research and Creativity; 2) Global Mobility of Knowledge and Experience (outbound and inbound); 3) Global Diversity of Campus Life; and 4) Global Relations and Profile.

With the framework now in place the Office has been reorganized to align with the University's strategic interests and is in the process of implementing core elements of the strategy for which this Office is responsible. This includes the development of a university web site that aims to be our resource for all things global that will help faculty, students and staff build and profile our international interests and advance our strategy by providing access to the tools, resources and information needed to be connected and engaged.

Strategic Goals for 2014-15

1. Continue to engage the colleges, faculty, staff and students in the advancement of the University-wide global strategy and the practice of performance assessment and data analytics in decision-making
2. Strengthen the profile and engagement of the Center for International Studies in emerging global priorities leading to increased demand for programs and participation of faculty and students as we aim to regain the stature of "a national model of distinction"
3. Expand Education Abroad and the Global Leadership Center programming to offer greater diversity of on- and off-campus global leadership experiences domestically and internationally
4. Advance the Global Services Program into the OHIO Group
5. Increase programming to better support the integration of international students and faculty
6. Manage institutional relationships with particular focus on strategic partnerships
7. Enhance strategic communications of the international portfolio

OHIO UNIVERSITY

First-Year Retention (Undergraduate)

89%

Percent of new freshman who return for a second year

Past Performance

2008	2009	2010	2011	2012
88%	79%	84%	82%	89%

Six-Year Graduation Rates (Undergradua

67%

Percentage of new freshman cohorts graduating within six years

Past Performance

2003	2004	2005	2006	2007
84%	60%	76%	50%	67%

Average Time to Graduate (Undergraduate)

4.33

Number of years new freshman cohorts graduating

Past Performance

2003	2004	2005	2006	2007
4.25	4.11	4.31	4.63	4.33

Degrees Granted

73

Number of degrees awarded

Past Performance

	2009/10	2010/11	2011/12	2012/13
Under	20	18	27	25
Grad	78	56	52	48
Total	98	74	79	73

CIS Average GPA (Undergraduate)

3.02

Past Performance

2009/10	2010/11	2011/12	2012/13	2013/14
3.19	3.29	3.02	2.94	3.02

CIS Apply:Admit:Enroll (Undergraduate)

Fall admissions for new first-year undergraduate

Past Performance

	2010/11	2011/12	2012/13	2013/14
Apply	34	32	56	73
Admit	34	27	46	57
Enroll	18	15	11	18

CIS Apply:Admit:Enroll (Graduate)

Fall admissions for new first-year gradaute students

Past Performance

	2010/11	2011/12	2012/13	2013/14
Apply	239	196	213	197
Admit	145	105	110	129
Enroll	58	50	41	68

CIS Headcount

213

Undergraduate and graduate enrollment, fall term

Past Performance

	2010/11	2011/12	2012/13	2013/14
Under	94	116	79	93
Grad	114	113	94	120
Total	208	229	173	213

CIS International Student Rate

37.1%

Undergraduat and graduate enrollment, fall term

Past Performance

2009/10	2010/11	2011/12	2012/13	2013/14
36.4%	29.8%	32.5%	37.6%	37.1%
Headcount				
76	*61*	*74*	*65*	*78*

CIS Agency Sponsored Students

16

International Sponsored Students (Fulbright, Ford, MUSKIE, etc) enrolled in CIS programs

Past Performance

2009/10	2010-12	2011-12	2012-13	2013-14
22	12	20	14	16

OHIO Study Abroad

740

Past Performance

2008/09	2009/10	2010/11	2011/12	2012/13
814	879	807	722	740
% of total Athens campus enrollmen				
3.94%	*4.15%*	*3.78%*	*3.30%*	*3.41*

Grants and Contracts Administered

$1.4 million

Average annual amount of sponsored funding received in the form of grants and contracts

Past Performance (in $ millions)

2009	2010*	2011*	2012*	2013*
$1.0	$1.3	$1.3	$1.3	$1.4

**Includes Global Service Program Contracts*

Gifts (Pledges)

192K

Amount of cash and pledges received within the year

Past Performance

2009	2010	2011	2012	2013
94K	122K	160K	41K	192K

Dashboard Key:

Connections to 4x4 Strategic Plan

- Four Fundamentals
- Enrollment
- Total Compensation
- Capital Campaign
- Financial Strength

Office of Global Affairs and International Studies Dashboard, Spring 2014 Update

Office of Global Affairs and International Studies (OGAIS)

Academic Quality-Dashboard

Tab

OHIO UNIVERSITY

Office of Global Affairs and International Studies

Dashboard

First-Year Retention (Undergraduate)

89%

Percent of new freshman who return for a second year

Past Performance

2008	2009	2010	2011	2012
88%	79%	84%	82%	89%

Six-Year Graduation Rates (Undergradu

67%

Percentage of new freshman cohorts graduating within six years

Past Performance

2003	2004	2005	2006	2007
84%	60%	76%	50%	67%

Average Time to Graduate (Undergraduate

4.33

Number of years new freshman cohorts graduating

Past Performance

2003	2004	2005	2006	2007
4.25	4.11	4.31	4.63	4.33

Degrees Granted

73

Number of degrees awarded

Past Performance

	2009/10	2010/11	2011/12	2012/13
Under	20	18	27	25
Grad	78	56	52	48
Total	98	74	79	73

CIS Average GPA (Undergraduate)

3.02

Past Performance

2009/10	2010/11	2011/12	2012/13	2013/14
3.19	3.29	3.02	2.94	3.02

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- Capital Campaign
- Financial Strength

OHIO UNIVERSITY

OGAIS Portfolio

Global Affairs and International Studies

University Global Strategy	Academic	Consulting	Support to International Students, Staff, and Faculty	Relationship Management
VP-GAIS Office SIMT UIC	Center for International Studies Education Abroad Global Leadership Center	Global Services Program	International Student & Faculty Services	VP-GAIS Office UIC

OHIO UNIVERSITY

Center for International Studies

BA (93 students)	• Africa, Asia, Europe, Latin America, War & Peace
MA (120 students)	• Africa, Asia, Latin America, International Development, and Communication & Development
Certificates (127 students)	• Africa, Asia, East Asia, Southeast Asia, Europe, Latin America, War & Peace, Development Practice, African Culture Through Music and Dance, African Humanitarian Studies
Interdisciplinary	• 168 affiliated faculty & staff
Goals	• Stronger links with Colleges and regional campuses and external partners • New programs aligned with global trends

OHIO UNIVERSITY

* Approximate

CIS Student Highlights

Lauren Hendry-Ziegler, AFR

FLAS language fellow

(Somali and Arabic)



Works with
NGO The American Islamic Congress,
Washington D.C.

Naeem Gul, IDS

$10,000 First prize at

the 2nd Scripps Innovation Challenge



Monetized the Columbus
Dispatch's 190,000 Twitter followers

OHIO UNIVERSITY

Global Leadership Center

Mission (50 students)	• Two-year undergraduate certificate • Ohio University and foreign-based international students on real-world projects
Past Projects	•Examples: • Microfinance and Poverty Alleviation in Africa • Biotechnology • Post war reconstruction in Iraq
Countries	• Ghana, Liberia, Japan, Thailand, Cambodia, Vietnam, Germany, Poland, Ecuador, Mexico, Lebanon, Israel
Goals	• Diversify distinct bilateral learning model to increase student participation across the disciplines

OHIO UNIVERSITY

Global Services Program

Mission

- Higher education capacity building in communication technology and education

Partners

- Middle East
  - University of Jordan, Jordan
  - Al Baha University, Saudi Arabia
  - Arabian Education and Training Group

Goals

- Expand the GSP to Asia and hire new graduates

OHIO UNIVERSITY

Office of Education Abroad

75	Education and internship abroad and exchange programs
740	Studied abroad in 56 countries in 2012-13 (Top countries: United Kingdom, Spain, and Ecuador)
Profile	Undergraduates, females, business, social sciences, health sciences and professions, journalism, and communication
Goals	Expand diversity and location of outbound and inbound international academic experiences on-and off-campus for OHIO and non-OHIO students

OHIO UNIVERSITY

International Student & Faculty Services

Mission 1	Serve and support international students, staff and faculty entry and integration
Mission 2	Orientation and support for international student organizations and events
Clients	Serving 1,800+ international students and 70 employees
Goals	Enrich the global experiences and networks on campus for domestic and international students

Partnerships and Delegations

78	• Total partnerships • CIS (23), Business (14); Arts & Sci (9)
38	• Countries (11 Asia, 7 Africa, 9 Europe, 4 Middle East, 7 Latin America)
72	• Comprehensive MOUs

STRATEGIC PARTNERS

UiTM, Malaysia (since 1968)

Chubu University, Japan (since 1973)

Leipzig University, Germany (since 1992)

OHIO UNIVERSITY

THE OHIO GLOBAL STRATEGY

Leading GLOBALLY for Good to prepare GLOBAL Leaders

- Education, Research, and Creativity
- Mobility of Knowledge and Experience
- Diversity of Campus Life
- Global Relations and Profile

Supporting Priorities

- Governance, Management & Infrastructure
- Plan, Data, & Metrics
- People, Partners, & Networks
- Communications
- Finance, Administration, & Revenue Models

OHIO UNIVERSITY 1804

Office of Global Affairs and International Studies: Results expected (2014-19)

Strategy and Accountability

- Engaged colleges, faculty, staff and students in the advancement of the University-wide global strategy and the practice of performance assessment and data analytics in decision-making

Education, Research and Creativity	Mobility of Knowledge and Experience	Diversity of Campus Life	Global Relations and Profile
• Increased participation of faculty and students in the internationalization of academic programs, with particular attention to the distinct interdisciplinary role of the CIS	• Increased participation of students and new graduates in educational experiences that build their network and intercultural and international leadership skills and knowledge	• Increased quality and diversity of programming to better support the integration of international students and faculty • Increased access to on-campus global networking and intercultural and international understanding for domestic and international students	• Managed institutional relationships to align with OHIO strategy, with particular focus on strategic partnerships • Enhanced strategic communications to better serve university interests to increase global capacity and profile

OHIO UNIVERSITY 1804

Development of Strategic Plan

Fall 2013: Planning Framework

June 2014: Strategic Outcomes Defined

October 2014: Consolidated Benchmarking Report

Current practice across the university | Performance metrics

November 2014: Strategic Plan

as the Institution's Overarching Agenda For Globalization

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **Promotion and Tenure**

The results of the annual Promotion and Tenure review process are attached for your information.

There are 15 promotions to the rank of Professor, 24 promotions to Associate Professor with Tenure, and 2 Associate Professor faculty members were awarded tenure.

FN	MN	LN	Unit	Department	Promotion and Tenure Decision
Neil	W	Bernstein	ART	Department of Classics and World Religions	Promotion to the Rank of Professor
Ryan		Fogt	ART	Department of Geography	Promotion to the Rank of Associate Professor with Tenure
Justin		Frantz	ART	Department of Physics & Astronomy	Promotion to the Rank of Associate Professor with Tenure
Vincent	G	Jungkunz	ART	Department of Political Science	Promotion to the Rank of Associate Professor with Tenure
Eung	Seok	Lee	ART	Department of Geological Sciences	Promotion to the Rank of Associate Professor with Tenure
Linda	J	Rice	ART	Department of English	Promotion to the Rank of Professor
Andrew	A G	Ross	ART	Department of Political Science	Promotion to the Rank of Associate Professor with Tenure
Eungha		Ryu	ART	Department of Political Science	Promotion to the Rank of Professor
Ronaldo		Vigo	ART	Department of Psychology	Promotion to the Rank of Associate Professor with Tenure
Raj		Agnihotri	CBA	Department of Marketing	Promotion to the Rank of Associate Professor with Tenure
Carla	Yvonne	Childers	CBA	Department of Marketing	Promotion to the Rank of Associate Professor with Tenure
Gabriel		Giordano	CBA	Department of Management Information Syst.	Promotion to the Rank of Associate Professor with Tenure
Katherine	B	Hartman	CBA	Department of Marketing	Tenure
Michael	Edward	Pfahl	CBA	Department of Sports Administration	Promotion to the Rank of Associate Professor with Tenure
Andrew	K	Prevost	CBA	Department of Finance	Promotion to the Rank of Professor
Bonnie	L	Roach	CBA	Department of Management	Promotion to the Rank of Professor
Ana	L	Rosado Feger	CBA	Department of Management	Promotion to the Rank of Associate Professor with Tenure
Craig		Davis	COM	E.W. Scripps School of Journalism	Promotion to the Rank of Associate Professor with Tenure
Aimee		Edmondson	COM	E.W. Scripps School of Journalism	Promotion to the Rank of Associate Professor with Tenure
Frans	H	Doppen	EDU	Department of Teacher Education	Promotion to the Rank of Professor
Sara	Rachel	Helfrich	EDU	Department of Teacher Education	Promotion to the Rank of Associate Professor with Tenure
Jeesun		Jung	EDU	Department of Teacher Education	Promotion to the Rank of Associate Professor with Tenure
William	K	Larson	EDU	Department of Educational Studies	Promotion to the Rank of Associate Professor with Tenure
David	Richard	Moore	EDU	Department of Educational Studies	Promotion to the Rank of Professor
Bryan	E	Branham	ENT	Department of Aviation	Promotion to the Rank of Associate Professor with Tenure
Frank	F	Kraft	ENT	Department of Mechanical Engineering	Promotion to the Rank of Professor
Tao		Yuan	ENT	Department of Industrial	Promotion to the Rank of Associate

				& Systems Engineering	Professor with Tenure
Marilyn		Bradshaw	FAR	School of Art + Design	Promotion to the Rank of Professor
Duane	M	McDiarmid	FAR	School of Art + Design	Promotion to the Rank of Professor
John	C	Sabraw	FAR	School of Art + Design	Promotion to the Rank of Professor
Richard	E	Suk, Jr.	FAR	School of Music	Promotion to the Rank of Professor
Andrew		Trachsel	FAR	School of Music	Promotion to the Rank of Associate Professor with Tenure
Paschal	Y	Younge	FAR	School of Music	Promotion to the Rank of Professor
Jane	M	Hamel-Lambert	OST	Department of Family Medicine	Tenure
Erin	Ruth	Murphy	OST	Department of Biomedical Sciences	Promotion to the Rank of Associate Professor with Tenure
Nancy	Jean	Stevens	OST	Department of Biomedical Sciences	Promotion to the Rank of Professor
Chuan		Liu	VPRHE	Ohio University, Zanesville Campus	Promotion to the Rank of Professor
Gabriela		Popa	VPRHE	Ohio University, Zanesville Campus	Promotion to the Rank of Associate Professor with Tenure
Jimmy	D	Taylor	VPRHE	Ohio University, Zanesville Campus	Promotion to the Rank of Associate Professor with Tenure
Deborah		Marinski	VPRHE	Ohio University, Southern Campus	Promotion to the Rank of Associate Professor with Tenure
Nicholas		Kiersey	VPRHE	Ohio University, Chillicothe Campus	Promotion to the Rank of Associate Professor with Tenure

Promotion and Tenure Historical Data	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10	2008-09
Promotion to the Rank of Associate Professor	0	0	1	0	1	0	1
Promotion to the Rank of Associate Professor with Tenure	24	31	42	43	33	35	33
Promotion to the Rank of Professor	15	22	24	10	10	16	13
Promotion to the Rank of Professor with Tenure	0	0	0	0	1	0	2
Tenure	2	0	0	1	5	3	4
Total	**41**	53	67	54	50	54	53

Number by College/RHE –-- Effective 2014-15		
UNIT	**UNIT NAME**	**TOTAL**
ART	College of Arts and Sciences	9
CBA	College of Business	8
COM	Scripps College of Communication	2
EDU	Patton College of Education	5
ENT	Russ College of Engineering and Technology	3
FAR	College of Fine Arts	6
HHS	College of Health Sciences and Professions	0
OST	Heritage College of Osteopathic Medicine	3
VPRHE	Regional Campuses	5
	TOTAL	**41**

FACULTY FELLOWSHIP LEAVES

RESOLUTION 2014 -

WHEREAS, the proposed 2014-2015 Faculty Fellowship Leaves listed below have been reviewed in accordance with University policy and found to be meritorious.

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

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

College/RHE	Dept/Campus	First Name	Last Name	Term	Brief Description of Leave
College of Arts and Sciences	Department of Biological Sciences	Stephen	Reilly	fall and spring	Travel to New Zealand to conduct research, then to Southern Illinois University to involve data analysis and preparation of field data for publication.
College of Arts and Sciences	Department of Chemistry & Biochemistry	Hao	Chen	fall and spring	Develop a cutting edge bio-analytical device based on Professor Zare's (Stanford University) microfluidic/nanofluidic chips and Hao's liquid sample description electrospray ionization technique
College of Arts and Sciences	Department of English	Andrew	Escobedo	fall and spring	Completing book manuscript, Shakespearean Action, a study of what kind of distinction operates between event and action in Shakespeare's plays.
College of Arts and Sciences	Department of English	Ayesha	Hardison	fall and spring	To conduct archival research in public libraries in order to write two articles and one book proposal for second monograph *Specters of Segregation*.
College of Arts and Sciences	Department of English	Linda	Zionkowski	fall	To research and draft a book manuscript tentatively titled "The Musical Culture of Jane Austen".
College of Arts and Sciences	Department of Env. & Plant Biology	Jared	DeForest	fall	Finish research to submit several articles for publication, provide preliminary data for external funding proposals, and learn new molecular research techniques to describe soil microbial communities.
College of Arts and Sciences	Department of Geography	Brad	Jokisch	fall and spring	Plan to write a textbook on Latin American Population Environment and Development, as well as two theoretical articles. This will result in a proposed course on the topic.
College of Arts and Sciences	Department of Geography	Harold	Perkins	fall and spring	Complete manuscript about sacrifice zones and their environmental injustices; Commence new research in Detroit concerning neighborhood contraction; commence research in Hocking River watershed; Publish two completed research projects on environmental justice.

College of Arts and Sciences	Department of Linguistics	Greg	Kessler	fall	To complete significant portion of two large projects: Serving as technology and teaching editor of the TESOL Encyclopedia of English Language Teaching and preparing a manuscript outlining potential framework for future technology in language teaching.
College of Arts and Sciences	Department of Mathematics	Sergio	Lopez	spring	To study Functor Categories; search for topics amenable to undergraduate research; revise the PhD level Coding Theory course offerings.
College of Arts and Sciences	Department of Mathematics	Tatiana	Savin	fall	Research on dynamics of interfaces by applying theory of partial differential equations on complex manifolds to models arising in materials science and fluid dynamics.
College of Arts and Sciences	Department of Mathematics	Vladimir	Vinogradov	fall and spring	Continued collaboration with Richard Paris on interplays between Analysis and statistical science and attend several research seminars in Actuarial Science, Analysis, Applied Mathematics, Probability Theory, Quantitative Finance and Statistics at University of Toronto and York University.
College of Arts and Sciences	Department of Mathematics	Todd	Young	fall and spring	Spend the year at Mathematics Institute and Centre for Complexity Science at Warwick University. Attending seminars and conferences and continue new research in dynamics of biological systems.
College of Arts and Sciences	Department of Political Science	DeLysa	Burnier	spring	Produce two articles extending ongoing research on women's leadership narratives, concerning New Deal memoirs and American campaign manuals for women.
College of Arts and Sciences	Department of Sociology & Anthropology	Cynthia	Anderson	fall	Revision and submission of two journal articles; revision and resubmission of NSF grant proposal, associated on Women Students at Community Colleges in STEM occupations.
College of Arts and Sciences	Department of Psychology	Christopher	France	fall	To address two specific goals related to research of low back pain; new NIH-supported R21 grant and develop a new line of research investigating the role of resilience as a predictor of pain-related disability.
College of Business	Department of Management	Rebecca	Thacker	fall	Devoting semester to research on the psychological climate of an organization as a result of federal regulations.
College of Business	Department of Sports Administration	Heather	Lawrence-Benedict	spring	The ancillary and digital supporting content in the 2nd edition of my textbook on premium seating in intercollegiate athletics.
College of Business	Department of Sports Administration	B. David	Ridpath	fall and spring	Teaching at the University of Bayreuth in Germany; research and do a comparative analysis of the European Club Sports system and American intercollegiate athletics.
College of Fine Arts	School of Art + Design	Matthew	Ziff	spring	Work on a book (already underway with interest from a publisher) that addresses issues and ideas in design education and a new body of creative photography will be exhibited at juried art shows.

College of Fine Arts	School of Music	Matthew	James	spring	Independently complete two projects related to teaching saxophone and jazz studies. Create an Applied Jazz Saxophone Study Handbook and write an arrangement for 20-piece jazz ensemble.
College of Health Sciences and Professions	School of Rehab. & Communication Sci.	Youngsun	Kim	spring	To perform a pilot data collection for NIH proposal; to develop swallowing workshop and handbook for clinicians and students in South Korea.
College of Health Sciences and Professions	Department of Social & Public Health	Alexander	Sergeev	fall	Enhance research skills and expand research agenda. Working on a project investigating comparative effectiveness of treatment procedures for those heart disease patients who also suffer from diabetes.
Heritage College of Osteopathic Medicine	Department of Family Medicine	Jay	Shubrook	fall	Preparation of a textbook on Diabetes Case Studies.
Heritage College of Osteopathic Medicine	Department of Social Medicine	Jacqueline	Wolf	fall	Research and write third book, a social history of cesarean section in the United States. Under contract with Johns Hopkins University Press.
Patton College of Education	Department of Recreation & Sport Pedagogy	Bruce	Martin	spring	Intend to travel to Brazil, to develop an education abroad program related to ecotourism. Will also devote a substantial amount of time to researching and writing second edition of Outdoor Leadership: Theory and Practice textbook.
Patton College of Education	Department of Educational Studies	Adah	Ward Randolph	fall	Support the completion of a book on Overby and begin research for a project on the J. Arnett Mitchell and Champion Avenue School.
Patton College of Education	Department of Teacher Education	Danielle	Dani	fall	To support data analysis, writing and preparation of a manuscript that focuses on use of discourse analysis to investigate science teaching and literacy learning in early and middle level classrooms.
Regional Higher Education	Ohio University Zanesville	Beatrice	Giannandrea	fall	Working on Spanish translation of The Escape Artist by Judith Katz.
Regional Higher Education	Ohio University Chillicothe	Barbara	Mahaffey	spring	Facilitate my personal development and aid in collaboration of a study in progress
Regional Higher Education	Ohio University Chillicothe	Ann	Rumble	spring	Completion of two ongoing projects and the development of new projects and collaborations with colleagues at the University of Kent. Focus on what motivates individuals to make choices in interdependent interactions.
Regional Higher Education	Ohio University Zanesville	Frank	LoSchiavo	spring	Plan to complete the final stages of a research project that focuses on the creation and evaluation of a programming technique that makes self-correcting spreadsheets possible.
Regional Higher Education	Ohio University Zanesville	Lisa	Stein Haven	fall	Visiting archives to write chapters of a book-length project, the Vita Nouva of Charlie Chaplin's Little Tramp in America at the Bancroft Library at the University of California Berkeley, the University of Texas and Stanford University.

Russ College of Engineering and Technology	Department of Chemical & Biomolecular Engineering	Monica	Burdick	spring	Focus on research activities aimed at enhancing critical scientific collaborations with major medical centers, University of Texas and Harvard Medical School/Brigham and Women's Hospital
Russ College of Engineering and Technology	Department of Mechanical Engineering	Robert	Williams	fall	Serve as visiting professor at University of Puerto Rico. Teach, continue research in cable-suspended robots, and develop new research collaborations in robotics, haptics, and biomechanics. Establish pipeline for recruiting graduate students to OHIO.
Scripps College of Communication	E.W. Scripps School of Journalism	Ellen	Gerl	fall	Research/Creative activity and professional development. Writing a biography of medical pioneer Dr. Virginia Apgar, which requires travel.
Scripps College of Communication	School of Communication Studies	Benjamin	Bates	fall	Travel to Singapore; establishing academic relationships in the Middle East by participation in a USEG structured tour; participating in an experiential IFDS three week program in Tanzania or Brazil.
Scripps College of Communication	School of Communication Studies	Laura	Black	fall and spring	Involve the creation, implementation and evaluation of community dialogue session in Athens. Done in collaboration with the Athens Foundation and other relevant local public or nonprofit agencies.
Scripps College of Communication	School of Communication Studies	Raymie	McKerrow	fall	Visiting position at Villanova University; reviewing and conducting research on Ranciere's work as it informs rhetorical theory.
Scripps College of Communication	School of Media Arts & Studies	Roger	Cooper	spring	Focus on data analysis and writing of "The Attributes of Extraordinary Media Professionals"
Scripps College of Communication	School of Visual Communication	Stan	Alost	fall	Collaborate on a book project, focusing on photo editing and design of the book.
Scripps College of Communication	School of Visual Communication	Samuel	Girton	spring	Develop skills and online course materials for current classes.

HISTORICAL INFORMATION		
Academic Year End	Awarded	Taken
2011	53	52
2012	40	40
2013	43	40
2014	58	61*
2015	42	tbd

*Three leaves were deferred from 2012-13.

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **Faculty Fellowship Leaves**

Each year faculty are provided the opportunity to request leave from their campus responsibilities to continue and concentrated exclusively on their research and scholarly activity. These requests are reviewed and approved by the academic and university leadership and presented to the Board for approval.

A listing detailing the college, department, faculty member, academic term of their leave, and the description of the purpose is incorporated into the resolution for Board approval.

FACULTY AND ADMINISTRATIVE EMERITUS/EMERITA AWARDS RESOLUTION 2014 -

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

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

THEREFORE, BE IT RESOLVED that emeritus/emerita status be awarded these individuals upon their retirement.

First Name	Middle Name	Last Name	College/Unit	Yrs. of Service	Emeritus/Emerita Title
Linda	Hunt	Beckman	College of Arts and Sciences	19	Professor Emerita of English
Roy	G.	Boyd	College of Arts and Sciences	25	Professor Emeritus of Economics
David	Goodrich	Burton	College of Arts and Sciences	30	Professor Emeritus of Spanish
Ralph	Anthony	DiCaprio	College of Arts and Sciences	31	Professor Emeritus of Biological Sciences
Richard	Lee	Harvey	College of Arts and Sciences	37	Associate Professor Emeritus of History
Scott	Michael	Moody	College of Arts and Sciences	35	Associate Professor Emeritus of Biological Sciences
Ashok	K.	Gupta	College of Business	28	Professor Emeritus of Marketing
Charles		McWeeny	College of Fine Arts	30	Dean Emeritus of the College of Fine Arts
Susan		Bullard	College of Health Sciences and Professions	22	Assistant Professor Emerita of Applied Health Sciences and Wellness
Karen	Lynn	Deardorff	Cutler Scholars Program	29	Associate Director Emerita of the Cutler Scholars Program
Shelia	Y.	Williams	Division of Student Affairs	27	Mental Health Counselor and Director Emerita of Outreach
Douglas	S.	Franklin	Division of Student Affairs	19	Assistant Dean Emeritus for Planning, Assessment and Research
Jack		Blazyk	Heritage College of Osteopathic Medicine	38	Professor Emeritus of Biochemistry
Joseph	T.	Eastman	Heritage College of Osteopathic Medicine	35	Professor Emeritus of Anatomy
Frank	M.	Horodyski	Heritage College of Osteopathic	20	Professor Emeritus of Biomedical Sciences

			Medicine		
Jan	Cunningham	Hodson	Honors Tutorial College	24	Assistant Dean Emerita of the Honors Tutorial College
David		Dudding	OHIO Information Technology	28	Director Emeritus of Library Information Technology
Aimee	A.	Howley	Patton College of Education	16	Professor Emerita of Educational Studies
Tracey	Cecelia	Leinbaugh	Patton College of Education	16	Associate Professor Emerita of Counselor Education
Dennis	Arthur	Deane	Regional Higher Education	27	Professor Emeritus of Art, Ohio University Chillicothe
Margaret	Helen	McAdams	Regional Higher Education	22	Professor Emerita of Art, Ohio University Chillicothe
John	Franklin	Reiger	Regional Higher Education	25	Professor Emeritus of History, Ohio University Chillicothe
Zale	Alan	Maxwell	Regional Higher Education	35	Associate Professor Emeritus of Engineering Technology, Ohio University Lancaster
Susan	Hillman	Maxwell	Regional Higher Education	35	Associate Professor Emerita of Medical Assisting Technology, Ohio University Lancaster
Susan	H.	Hendershot	Regional Higher Education	15	Assistant Professor Emerita of Nursing, Ohio University Zanesville
Jo	Ellen	Sherow	Research Division	30	Director Emerita of Research Compliance
Daniel	Anthony	Gulino	Russ College of Engineering and Technology	23	Associate Professor Emeritus of Chemical Engineering
Gayle	F.	Mitchell	Russ College of Engineering and Technology	27	Neil D. Thomas Professor Emerita of Civil Engineering
Janusz	A.	Starzyk	Russ College of Engineering and Technology	31	Professor Emeritus of Electrical Engineering and Computer Science
Roger	Thompson	Good	Scripps College of Communication	26	Associate Professor Emeritus of Media Arts and Studies
Laura	Cross	Chapman	University College	29	Assistant Dean Emerita of University College
Lora	Jayne	Clapp	University College	26	Assistant Dean Emerita of University College

APPOINTMENT TO REGIONAL COORDINATING COUNCILS

RESOLUTION 2014 -

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

Ohio University - Chillicothe

Rachel Foster	Reappointment of a second three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017.
Sharon Manson	Reappointment of a second three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017.

Ohio University – Eastern

Aaron Bruggeman	For a two-year term beginning July 1, 2014, and ending at the close of business June 30, 2016, vice Deborah Riesbeck Shutler who resigned.
Perry Nardo	Reappointment of a second three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017.
Neal Ritchie	Reappointment of a second three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017.
Harry White	Reappointment of a second three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017.

Ohio University – Lancaster

Tonya Hixenbaugh	For a two-year term beginning July 1, 2014, and ending at the close of business June 30, 2016, vice Mike Courtney, who resigned.
Christopher E. Veidt	For a three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017, vice Cathy Bitler, whose term expired.
Amy Eyman	Reappointment of a third three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017.
Mareion Royster	Reappointment of a second three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017.

Ohio University - Southern

Roni Hayes	For a three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017, vice Charles Cooper, whose term expired.

Ohio University - Zanesville

Michael Bullock	Reappointment of a second three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017.
John Ulmer	Reappointment of a second three-year term beginning July 1, 2014, and ending at the close of business June 30, 2017.

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **Regional Coordinating Council Members**

Appointments of members to the Coordinating Council for each regional campus are made annually, at the June Board of Trustees meeting, for the following fiscal year. The resolution includes appointment of four new members for FY 2015 as well as reappointments for the returning members.

Enclosed are resumes for the four new appointees

- Aaron Bruggeman for the Eastern campus,
- Tonya Hixenbaugh for the Lancaster campus,
- Christopher E. Veidt for the Lancaster campus, and
- Roni Hayes for the Southern campus.

AARON BRUGGEMAN

55407 Calais Rd., Quaker City, OH 43773 ▪ (740) 679-3163 ▪ bruggemanaaron@gmail.com

EDUCATION

Capital University Law School, Columbus, OH
Juris Doctor, summa cum laude (May 2011)

- GPA: 3.80/4.0 Rank: 4/170 – Top 5% Dean's List (6 Semesters)
- Capital University Law Review - Associate Notes Editor (2010-2011); Staff Member (2009-2010)
  - Recipient: Roberta S. Mitchell Staff Member of the Year Award
  - Publication: *Superintendence Rule 48: Standardizing the Guardian ad Litem System in Ohio Courts*, 39 CAP. U. L. REV. 463 (2011)
- CALI Excellence for the Future Award
  - Business Associations II – Section M
  - Legal Drafting – Criminal Law – Section B
  - Interviewing & Counseling – Section M
- Recipient, Trustee's Merit Scholarship (2008-2009); Dean's Excellence Scholarship (2009-2010; 2010-2011)
- 2009 Orientation Ambassador

Ohio University, Athens, OH
Bachelor of Arts, cum laude, in Political Science with a minor in Geography (June 2008)

- GPA: 3.69/4.0 (Overall) 3.81/4.0 (Major) Dean's List (4 Quarters)
- Invited to register for POLS Honors Seminar (Spring 2007)
- Sarah Parks Divine Scholarship Recipient (2006-2007)

LEGAL EXPERIENCE

Dinsmore & Shohl, LLP, Wheeling, WV
Associate Attorney (September 2011 – Present)

- Assisted in representation of insurance companies in first-party bad faith claims
- Assisted in representation of multi-national companies in mass tort litigation
- Represented multiple Ohio landowners in Utica Shale leasing and mineral disputes

Belmont County Public Defender, St. Clairsville, OH
Extern (January 2011 – April 2011)

- Represented indignant defendants in court using Ohio Legal Intern's Certificate
- Drafted various motions and pleadings for criminal cases in all Belmont County courts
- Assisted attorneys in research on *Miranda* issues, competency issues, and OVI issues

The Costine Law Firm, St. Clairsville, OH
Law Clerk (May 2010 – August 2010; December 2010 – January 2011)

- Drafted various motions and legal correspondence in OVI/DUI cases
- Drafted complaints and motions in child custody and real estate cases
- Assisted in the accounting and closing of multiple estates
- Researched various legal questions and communicated directly with clients

Professor Daniel Kobil, Capital University Law School, Columbus, OH
Research Assistant (May 2010 – August 2010; January 2011-March 2011)
- Researched historical documents and periodicals for article on history of canvassing
- Assisted in the research on various criminal procedure topics, specifically searches and seizures
- Managed and interacted directly with Professor Kobil on other research projects

Smith Rolfes & Skavdahl Company LPA, Columbus, OH
Law Clerk (August 2010 – December 2010)
- Assisted in investigation of insurance coverage decisions
- Drafted various civil motions for cases of premises liability, automobile accidents, and veterinary malpractice
- Researched various legal issues relevant to defending insurance companies and their customers
- Maintained daily contact with the Franklin County Common Pleas Court staff

Federal Public Defender, Southern District of Ohio, Columbus, OH
Extern/Volunteer Law Clerk (August 2009 – May 2010)
- Drafted sentencing memoranda and motions filed directly in federal court
- Drafted subpoenas and various letters to receive necessary evidence for cases
- Interviewed and communicated with multiple clients
- Researched legal questions and criminal issues for public defenders

Professor Stacy Blasko, Capital University Law School, Columbus, OH
Teaching Assistant (August 2009 – May 2010)
- Assisted in grading the Blue Book citations on multiple legal writing assignments
- Aided Professor Blasko in developing the curriculum for the first-year writing class
- Interacted and communicated with the students through office hours and email

The Honorable J. Mark Costine, Belmont County Juvenile and Probate Court, St. Clairsville, OH
Law Clerk (May 2009 – August 2009)
- Assisted in the adjudication of both juvenile and probate cases
- Communicated with the juveniles directly through court programs
- Maintained the proper decorum and control of the courtroom
- Researched various legal topics and questions

BAR ADMISSIONS
- **Ohio**, November 2011
- **West Virginia,** February 2012

Tonya Hixenbaugh

31218 Deerfield Drive ▪ Logan, OH 43138 ▪ 740-974-9914 ▪ hixenbaugh@southcentralpower.com

PROFILE

Accomplished IT professional offering 14 years of application development, business analysis, and project management experience. Successful history of planning, organizing, and running all phases of various technology projects; highly knowledgeable of software development life cycle (SDLC). Thorough background in defining and understanding user requirements as well as implementing process improvements to simplify workflows. Highly personable, driven individual eager for professional growth and the opportunity to align business objectives/goals with solid technology solutions in an ambitious environment.

PROFESSIONAL EXPERIENCE

SOUTH CENTRAL POWER CO – LANCASTER, OH

Director of Database Systems, 10/2011 to Present

Oversee the work of GIS staff. Supervise and manage projects and evaluate performance of GIS staff. Maintain and operate all GIS related products and manage all components of system database and design. Prepare, document, and implement various training programs. Monitor all GIS associated technology, recommend and lead improvements and assess all related functionality.

Accomplishments:

- Teamed with the GIS staff to design, write, test and implement a program (IWOT) to track orders that need posted to the GIS database. As a result of the system, posting orders workflow improved by an average of 4-8 hours/week. System also used as an analysis tool to determine areas of training for engineering staff.
- Managed the partnering effort with NISC to understand and resolve issues with their tool which extracts GIS data for load analysis software. Selected to manage and lead cross-department WindMil model project which positioned the organization favorably, optimizing the company to take advantage of funding through Rural Utilities Services. Project delivered on-time.
- Strengthened department relationships by participating in department meetings, interacting with department heads one-on-one, and launching joint projects to create value for all departments involved.
- Established department goals for 2013 and built a plan to implement core principles like quality control measures, map drawing standards, and cross-training among staff.
- Directly manage multi-million dollar project (overhead asset inventory); initiated a research project to determine inventory work for 2013 and 2014; recommended joint development effort with Operations to provide phasing in subdivisions since this would not be provided in inventory project and is most inaccurate data in GIS.
- Championing and directing the IT recovery plan; raised awareness among department heads and staff about disaster recovery efforts during business impact analysis meetings; and led and documented physical security, computer security and risk assessments in the IT department.

HARRIS, MACKESSY & BRENNAN, INC – COLUMBUS, OH

Senior IT Consultant, 6/1999 to 10/2011

Understood the nature of the client's business to provide technical expertise in areas of project management, systems design, software programming and development, information business strategies and system analysis. Responsible for planning, execution, and completion of technology projects; liaison between the team and client. Created and maintained project plans that communicated tasks, milestone dates, status, and resource allocation. Coordinated delivery of product releases that met quality assurance standards. Created and assisted in design and code tasks as well as built test plans.

Accomplishments:

Nationwide Energy Partners

- Recommended discontinuation of Delinquent Notice process by developing and presenting a 2-month cost/benefit analysis to company executives. Immediate benefits the company experienced: reduced customer call volume and less confusion from customers regarding delinquent versus disconnect notices. Discontinuation of process resulted in a savings of $25,000/year for the company.
- Initiated and managed successful electric bill re-design project which resulted in easier-to-read format, shorter mail delivery timeframes, and a savings of $8,000/year for the company. Positioned the company to take advantage of printing disconnect notices on the bill saving an additional $5,000/year.

South Central Power Company

- Managed successful 9 month project to revamp the company's public website. Teamed with a number of SCP executives and staff to create a website that promoted self-service to its members. Outage Watch section of the website received positive local news media coverage during a major ice storm in 2007.
- Led and assisted in design, development, testing, and implementation of an electronic phone payment system allowing company to offer new valuable service to its members. System securely processes ~$20 million dollars in check and credit card payments annually.
- Upgraded SQL Server 2000 database to SQL Server 2008. Tasked with challenge after technical lead left HMB 2 weeks prior to implementation; project went on time and without a single issue.
- Partnered with JCC to create a C# web service that utilized existing code objects from XtraPower and SCP website applications. The web service allows payments in the field to be authorized and captured securely.
- Effectively created and communicated a plan with GIS staff to integrate inventory deliverables into GIS database. Directly responsible for all aspects of project: budgeting, working with contractor on issues, communicating status to several departments, and ensuring staff meets quality assurance standards when processing deliverable.

Kofax Technical Solutions Specialist

- Certified in Kofax Capture; provided technical support to many Kofax customers resolving issues and making process improvement recommendations.
- Communicated to Kofax customers on regular basis about patches, service packs, and important updates; regularly reviewed latest news from Kofax and communicated pertinent information to affected customers.
- Implemented a successful client/server Kofax Capture installation at IGS Energy.

TECHNICAL PORTFOLIO

Databases:	SQL Server, Oracle, MySQL, Microsoft Access, ArcSDE
Programming:	Visual Basic.NET, C#, ASP.NET, Transact-SQL, JavaScript, HTML
Operating Systems:	Windows (XP, 2003, 2008, 7)
Tools:	Microsoft Office, ESRI ArcMap, ESRI ArcCatalog, Kofax Capture, Crystal Reports, SQL Server Reporting Services (SSRS)

EDUCATION

OHIO UNIVERSITY – ATHENS, OH

Bachelor of Business Administration: Management Information Systems, 6/1999

RESUME OF CHRISTOPHER E. VEIDT

180 Wilson Avenue, Logan, Ohio 43138
740-385-4029/cveidt3@frontier.com

Date of Birth : April 8, 1943, Lancaster, Fairfield County, Ohio

Resident : Fairfield County – 1943-1968
Hocking County – 1968-present

Education

: 1961-Graduate – Lancaster High School, Lancaster, Ohio

: 1961-1963 – Attended Ohio Northern University with 2 years Academic Scholarship

: 1963-1965 – Attended and graduated Summa Cum Laude from Ohio University, Athens, Ohio. BA – History – Government with minor in English. Teaching Certificate Grades 7-12.

: 1965-1967 – Attended and graduated Cum Laude from The Ohio State University College of Law – Juris Doctorate.

Honors

: Dean's List - Ohio Northern University, Ohio University and Ohio State University

: Pi Alpha Theta and Phi Mu Alpha – Honorary History and Government Fraternities at Ohio University

: Law Journal – Ohio State University College of Law

: Law Journal Note Editor – Ohio State University College of Law. Published Legal Author.

: The Order of the Coif – Ohio State University College of Law

: American Jurisprudence Award for Excellence in Contracts while attending Ohio State University College of Law.

RESUME OF CHRISTOPHER E. VEIDT

Honors – Continued

: Recipient while Hocking County Prosecuting Attorney of award from the Supreme Court of Ohio in "Recognition of Excellent Service in the Advancement of Criminal Justice".

: Recognized by the Ohio Prosecuting Attorney's Association for years of professional and community service as Ohio's Outstanding Prosecuting Attorney for the year 1985

Professional Organizations

: Hocking County Bar Association – Past President and Secretary/Treasurer. Current member.

: Fairfield County Bar Association – current member.

: Ohio State Bar Association – District Delegate 1979-1983. Executive Committee Member 1983-1986. Current member.

: Ohio Bar Foundation Member.

Church

: Member of the First United Presbyterian Church of Logan, Ohio.

: Served as Trustee, Elder and Member of the Session. Presently an Inactive Elder.

Community and Social Organizations

: Served as Trustee and President of Tri-County Board of Mental Health

: Minnie Bowen Scholarship Fund – Trustee and Secretary

: Donated legal services and time to non-profit organizations Example: Incorporated and advised Friends of the Library; Minnie Bowen Scholarship Fund, Inc.; and Neighborhood Watch Program, Inc.

RESUME OF CHRISTOPHER E. VEIDT

Experience

: 1968-1970 – Associated with the law firm of Johnston, Stilwell and Oberlin

: 1970-Present – Engaged in private practice of law as Senior Partner and as Sole Practitioner.

: 1970-1988 – Hocking County Prosecuting Attorney.

: 1968 – Admitted to the Ohio Bar.

: 1969 – Admitted to the Federal Bar.

As a Private Practitioner

: General Practice of Law which includes:

- Real Estate
- Probate
- Domestic and Juvenile
- Bankruptcy – U.S. Bankruptcy Court
- Corporation Law
- Trial Practice

106 Walnut Street
P. O. Box 346
Proctorville, Ohio 45669

Phone 740-886-5810
E-mail:
rhayes@fairland.k12.oh.us

Roni Hayes

Education

June 2009 Ohio University Ironton, Ohio
Ohio University Southern, Superintendent License Program

July 2006 Ohio University Athens, Ohio
Masters Degree in Educational Administration

June 1996 Ohio University Ironton, Ohio
Bachelors Mathematics Education

Work experience

August 2011 - Present Fairland Board of Education Proctorville, Ohio
Superintendent

June 2010 - July 2011 Fairland Board of Education Proctorville, Ohio
Assistant Superintendent

June 2006 - July 2010 Fairland Board of Education Proctorville, Ohio
Principal - Fairland High School

June 2005 - June 2006 Fairland Board of Education Proctorville, Ohio
Administrative Assistant - Fairland East Elementary School

September 1999 - June 2005 Fairland Board of EducationProctorville, Ohio
Technology Teacher - Fairland High School
Web Design, Introduction to Computers, Cisco Networking Academy, Programming - Visual Basic 6.0, C++

July 1996 - August 1999 Fairland Board of EducationProctorville, Ohio
Mathematics Teacher - Fairland High School
CP Geometry, CP Algebra 1, Integrated Mathematics 3

Software Experience

Microsoft Word, Power Point, Access, Excel
HTML
Java Script
Dream weaver
Flash
Fireworks

Certifications

CCAI - Cisco Networking Certification

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

From: Ryan Lombardi, Vice President for Student Affairs

Re: Tobacco-Free Planning Update

During the summer of 2013, Ohio University embarked on a three-year goal to become a smoke and tobacco-free campus. During the past academic year, an implementation team comprised of faculty, staff, students, and community members worked together to operationalize this transition. Several highlights of their work include:

- Becoming a smoke and tobacco-free environment at Ohio University is primarily a wellness initiative and supports recommendations from the American College Health Association and the request from the Ohio Board of Regents. Further, this initiative supports our desire to be a green and clean environment.
- Compliance will be managed through a community model, meaning that each member of the Ohio University community is expected to adhere to and enforce the policy. Guidance will be provided to the campus community on how to effectively do so. Employees will be ultimately accountable to their supervisor and students through the student code of conduct. Visitors to campus are the responsibility of the sponsoring department.
- Communication, education, and support (e.g. cessation) resources will be offered in earnest during the 2014-15 academic year, to allow ample transition time before the final policy is implemented and enforcement begins.
- Signage will be installed on campus indicating our smoke and tobacco-free environment prior to the 2015-16 academic year.

Attached please find a summary and timeline that I will review briefly with the Academics Committee. I look forward to answering any questions you may have before or during the meeting.

Tobacco-Free Planning Update

Tab

Ryan Lombardi
Vice President for Student Affairs

OHIO UNIVERSITY

Implementation Team

Year in Review

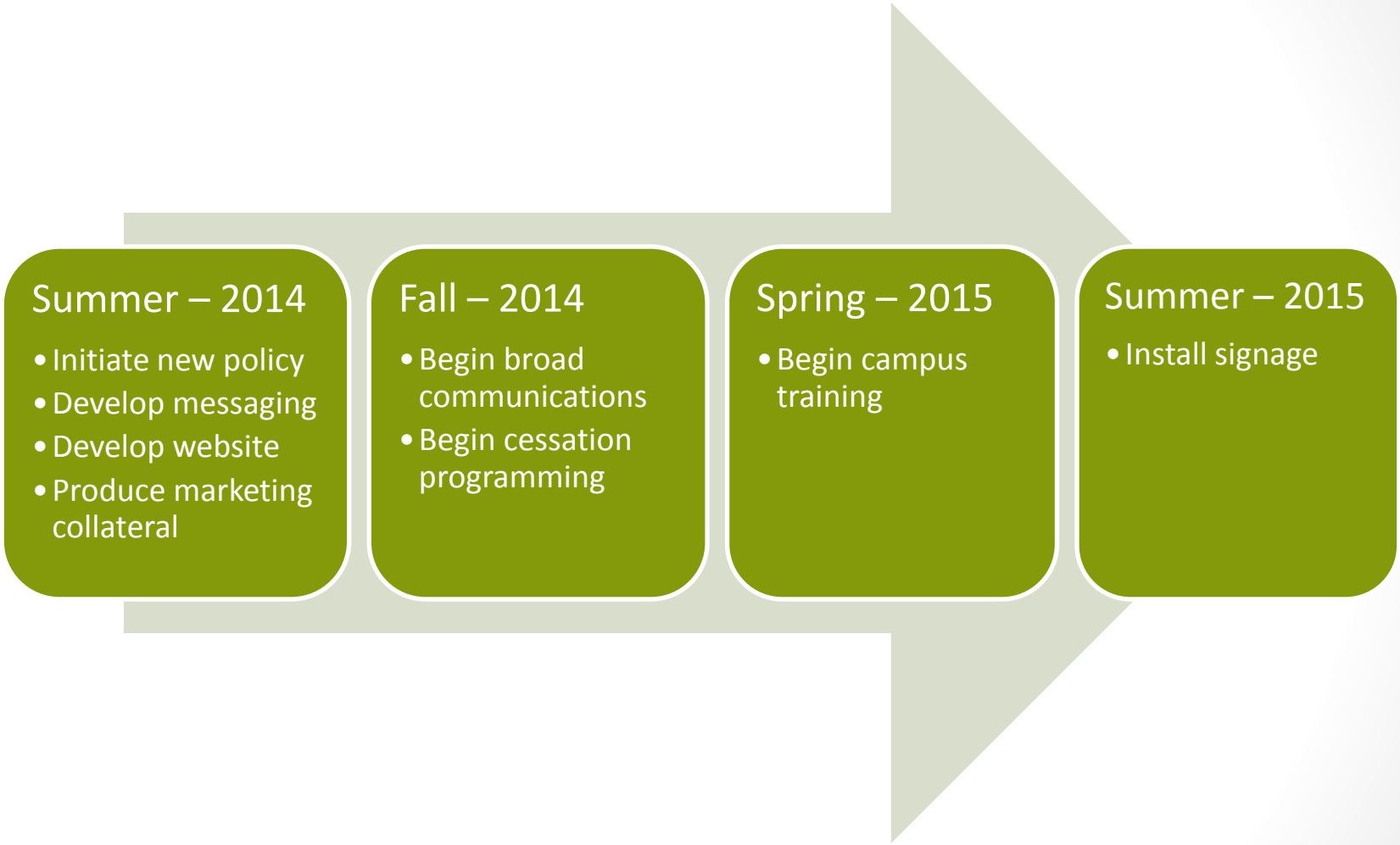
- Philosophy, definition & scope
- Compliance & enforcement
- Policy creation
- Communications plan
- Educational approach

Transition Plan

- Obtain policy approval
- Begin communications
- Develop cessation support
- Initiate training
- Install signage

OHIO UNIVERSITY

What's Next?



OHIO UNIVERSITY

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **AQIP Update**

In our continued efforts to keep the Board informed of Ohio University's accreditation work, you are receiving regular updates. We are preparing for Ohio University's reaffirmation of accreditation with the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools, which is scheduled to take place in 2015-16.

The attached presentation gives a continued overview of the AQIP process and some of Ohio University's related activities, including information from our analysis of the Systems Appraisal report from HLC.

AQIP Update



OHIO UNIVERSITY

AQIP Organization & Process

5 Criteria for Accreditation

1. Mission
2. Integrity: Ethical and Responsible Conduct
3. Teaching and Learning: Quality, Resources, and Support
4. Teaching and Learning: Evaluation and Improvement
5. Resources, Planning, and Institutional Effectiveness

9 AQIP Categories

1. Helping Students Learn
2. Accomplishing Other Distinctive Objectives
3. Understanding Students' & Others' Needs
4. Valuing People
5. Leading and Communicating
6. Supporting Institutional Operations
7. Measuring Effectiveness
8. Planning Continuous Improvement
9. Building Collaborative Relationships

Presented in prior meeting; Current meeting presentation

OHIO UNIVERSITY

AQIP Category 2: Accomplishing Other Distinctive Objectives

- Process, Results, Improvement
- Examples of questions
- Examples of responses—What did we profile?
- Relationship to Criteria for Accreditation

AQIP Systems Appraisal

- Expected uses of Systems Appraisal
- Evidence of Criteria for Accreditation
  - "Strong, clear, well-presented"
  - All 5 Criteria; all 21 Core Components
- HLC experience in other institutions' reviews
  - Criteria 3, 4, 5
  - National difficulty in *demonstrating*
- HLC reviews designed to prompt action

Future AQIP Activities

- Ohio University reaffirmation scheduled for 2015-16
- Observations from Systems Appraisal reviewers:
  - Commitment to Helping Students Learn
  - Strong strategic plan, shared governance
  - Useful performance measures identified
- CQI Framework/Next steps, recommended actions:
  - Examples: Modern Think Survey, Assessment Plans, Instructional Innovations, RCM

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **Fall 2014 Enrollment Update**

Student-based revenue from tuition and subsidy drives the budget of the institution. This regular Enrollment presentation updates the Board on this past year's enrollments and how the Fall 2014 class is evolving.

Craig Cornell, Vice Provost for Enrollment Management, will provide the Enrollment Update.

This presentation will highlight the following:

- In light of a challenging and competitive environment, Ohio University has been successful in meeting the goals of the Strategic Enrollment Management Plan with record enrollments in the 2013-14 school year compared to all other large 4-year public institutions.

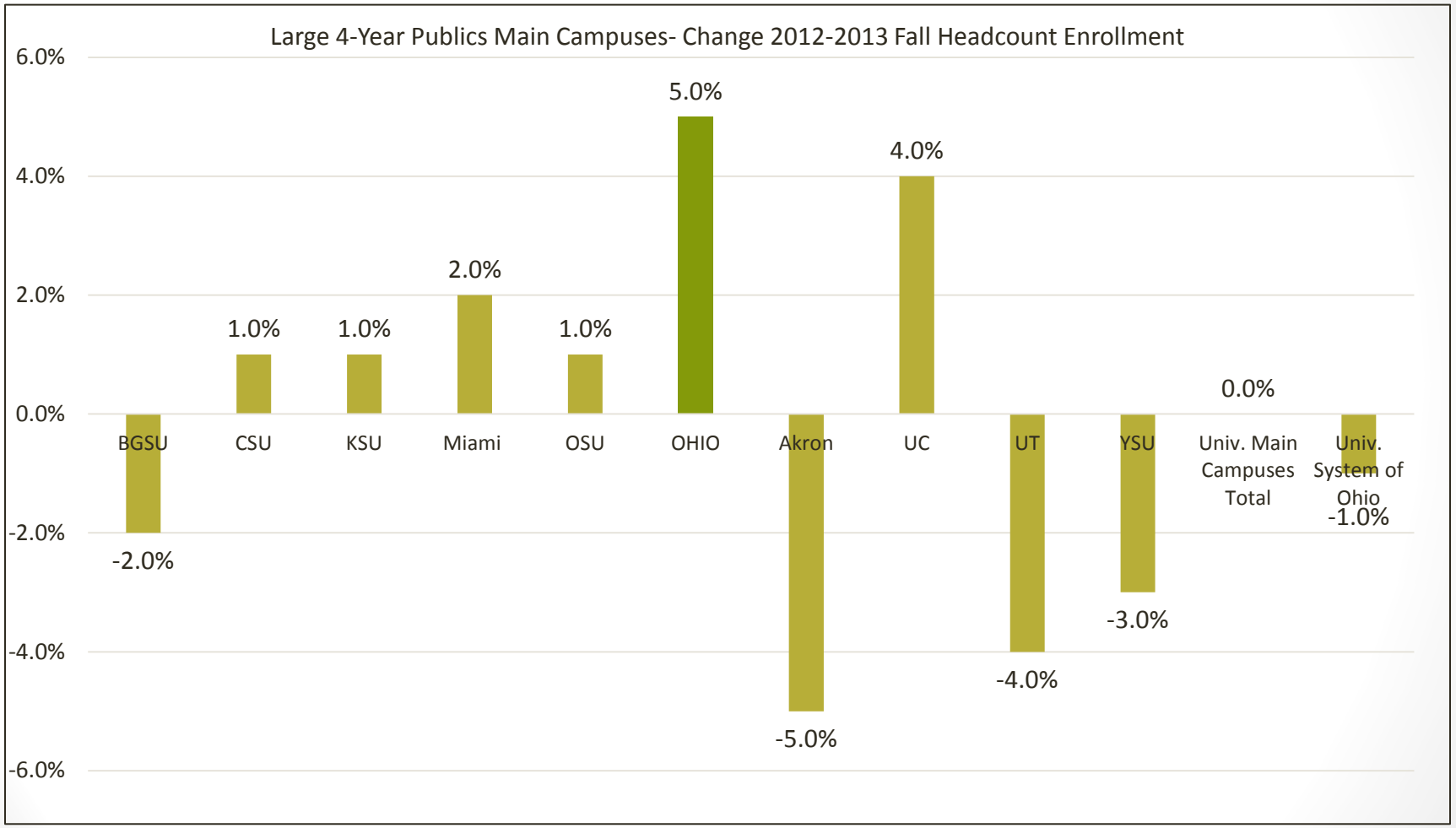
- How the various populations within the Fall 2014 class are developing.

ENROLLMENT UPDATE FALL 2014

Tab

Enrollment Update – Total Enrollments

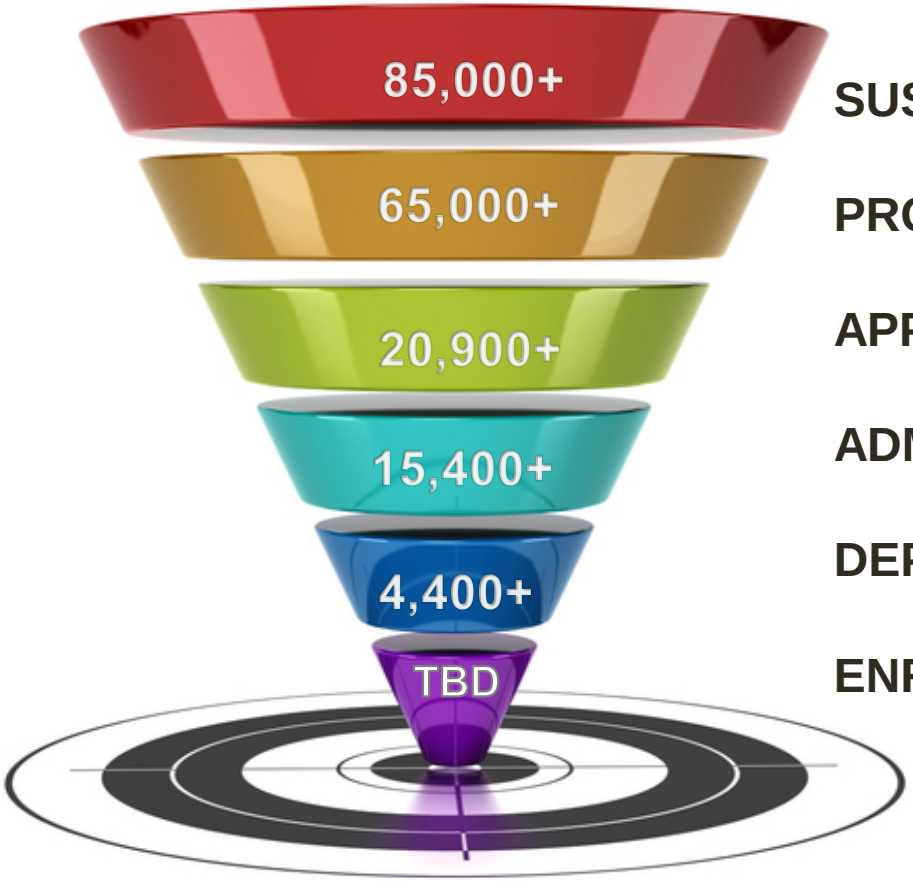
Coming off a record setting year:



Source: Total Headcount Enrollment by Institution by Campus, Ohio Board of Regents, April, 2014

Freshmen, Fall 2014

The Fall 2014 class is also shaping up nicely – we continue to see significant shifts in the student enrollment *"funnel"*



GOAL: 4,065

Fall 2014 New Student Enrollments – How the Classes are Shaping Up



Enrollment Update, 2014 – Graduate and RHE

Graduate Students

-

Regional Higher Education

-

Enrollment Update, 2014 – Freshmen Enrollments

- *Historical Overall Freshman Application Graph*

Enrollment Update, 2014 – Freshmen Enrollments

- *Historical Freshman Application Graph- in and out of state breakdown*

Enrollment Update, 2014 – Freshmen Enrollments

Target Student Populations from the SEMP:

- Overall Freshmen
  -
- Transfers
  -
- International
  -
- Multicultural
  -
- Student Academic Quality
  -

Enrollment Update, 2014 – Freshmen Enrollments

By College:

- Arts and Sciences;
- College of Business;
- Scripps College of Comm.;
- Patton College of Education;
- Russ College of Engineering and Technology;
- College of Fine Arts;
- Health Sciences and Professions;
- Honors Tutorial College;
- International Studies;
- University College;

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **Update on General Education Review**

The General Education Taskforce has continued its work of reviewing the current general education curriculum and considering possible modification of its content. During the past academic year, the Taskforce sought out feedback from a broad spectrum of the faculty regarding a set of goals for the Ohio University undergraduate educational experience. The taskforce had as a starting point a report submitted by the 1804 Taskforce on Liberal Education (available at http://www.ohio.edu/provost/upload/General-Education-Final-Report-2012.pdf). This report proposes a set of educational goals for every Ohio University student. Importantly, the educational goals were to be met through completion of requirements for both general education and the major.

Representatives of the Taskforce met with each college dean during last summer and discussed plans for soliciting faculty input on the goals of an OU education. Each of the deans expressed a willingness to collaborate on the collection of feedback on the goals from their faculty. Surveys about the educational goals were distributed to the colleges, and about 500 faculty provided feedback. The General Education Taskforce carefully reviewed the feedback, and made modifications to the educational goals based on the feedback and the group's deliberations.

The revised set of goals was subsequently reviewed by the Faculty Senate, and the attached document was endorsed in May of 2014. During the coming academic year, the Taskforce will be expanded to include members from the University Curriculum Council and Faculty Senate to determine the role that general education will play in meeting the goals endorsed by Faculty Senate. To start, sub-committees will be formed to consider the contribution of the general education curriculum to (1) quantitative reasoning, (2) communication skills (oral and written) and (3) breadth of knowledge. In addition, the General Education Taskforce plans to draft learning outcomes for each of the educational goals over the summer of 2014. These learning outcomes will help us design an appropriate assessment plan for general education.

Common Goals for Baccalaureate Programs at OHIO UNIVERSITY

(Based on LEAP Essential Learning Outcomes www.aacu.org/leap)
Spring 2014 version (subject to continuous improvement)

Ohio University students are not simply visitors passing by on their way to a distant destination: they are citizens in a community rich in culture, history, and tradition. As the first institution of higher learning in the Northwest Territory, Ohio University led efforts to anchor education to the development of the western frontier in our young democracy. The founders of Ohio University understood the value of higher education for building "the peace, order and prosperity of society" and devoted scarce resources to provide educational opportunities within the fledgling community. Over 200 years later, we remain committed to developing each student's potential to contribute to the public good. By combining the culture and personal attention of a small, residential institution with the opportunities of a large public research university, Ohio University immerses students in a shared community of learning that builds character while preparing them to address the local, national, and global challenges of the 21st century. All goals presented here support core Ohio University values, which accommodate the diversity of student activities across academic programs.

Required Goals

All Ohio University graduates will complete programs of study that value and promote:

Knowledge of Human Cultures and the Physical and Natural World through:

- A broad, basic understanding of the natural sciences, social sciences, technology, arts, and humanities.
- In-depth knowledge and advanced skills acquired through completion of a major program of study.

Intellectual, Practical, and Professional Skills

- **Critical inquiry and analysis** as evidenced by the ability to access and evaluate information, view issues from multiple perspectives, articulate a systematic line of reasoning, and employ creativity and logic to solve complex problems.
- **Written and oral communication competencies** as evidenced by the ability to write and speak effectively for a specific audience, including using standard grammar and syntax; adapting the level of formality, style, and other rhetorical choices to the situation; making creative and conventionally acceptable choices with attention to academic and disciplinary standards; and quoting, paraphrasing, summarizing and citing sources according to accepted documentation styles.
- **Quantitative literacy** as evidenced by the ability to use basic mathematical methods to interpret quantitative data in order to evaluate arguments, solve problems, and reach reasoned conclusions.
- **Interpersonal skills** as evidenced by the ability to listen effectively, work collaboratively in teams, influence others toward productive outcomes, and support the constructive efforts of others.

Citizenship as embodied by Personal, Social, and Professional Responsibility

- **Intercultural knowledge and competence** with respect to diversity in the United States and the global world, as evidenced by knowledge of the multiple ways through which diversity is expressed (including gender, race, ethnicity, socioeconomic status, religion, and sexuality) and how diversity influences every level of culture from identity formation to social and political policy and practice.

- **Ethical reasoning and action** as evidenced by the ability to identify ethical issues inherent in both individual and collective decisions; evaluate relevant and often competing ethical perspectives concerning decisions, actions, or policies; and defend a decision or course of action using an ethical theory or framework.

A Culminating Academic Experience within or outside of the major program of study (for example a capstone)

Recommendations

Ohio University programs of study are encouraged to promote the following curricular and co-curricular activities that will distinguish their graduates and prepare them for success in our dynamic, global world.

Recommended Goals

- **Personal financial literacy** as demonstrated by knowledge of individual financial management, the importance of savings and investment, and the appropriate use of debt that includes credit and loans.

- **Personal wellness** as evidenced by knowledge of habits and decisions that support holistic health.

- **Engagement in civic life** and an awareness of the need to contribute to the well-being of the community on the local, national and global levels.

Recommended Curricular and Co-Curricular Experiences

- **Experiential and/or applied learning**, including internships, cooperative learning, education abroad, service learning, research, creative activity, community service projects, and peer education projects.

- **The study of languages**, which engenders an appreciation of cultural diversity and contributes to a student's competence as a global citizen.

- **Community engagement** and other activities that develop a knowledge of Rural/Appalachian culture, geography, history and economies.

- **Intensive study of a significant social issue** (i.e., racism, poverty, war, sustainability) from multiple perspectives that entails advanced research and synthesis.

- **Participation in communities of learning**, both disciplinary and cross-disciplinary.

THEME

Announcing—21st Century Topics

These are not traditional majors. They're not even majors.
Themes are groups of faculty and students exploring the future. Themes are groups of related courses … groups of faculty and students talking about issues … groups working together in the community … groups of explorers solving problems … because no one has all the answers.

- Unleash yourself and explore something new.
- Take ownership of the 21st century.
- Plug into a small group of faculty and students.
- Choose a theme to fill General Education requirements in a way that's relevant to your interests.

Open to all Ohio University undergraduate students.



Food Studies

Are you really what you eat? If so, then what exactly are you eating? Everything about food is simultaneously a deeply personal, public, and political act. What's on your plate has social, political, cultural and economic consequences. For food for thought, join us at the table and chew on tasty and tough questions about the production, consumption and meaning of food.

Knowing the Future

What's does the future hold? We look at the different ways people answer this question in science, politics, literature, and history. But before we can talk about knowing the future we first have to figure out what we really know about the present and the past. By grappling with issues of knowledge, uncertainty, and prediction you'll gain a deeper appreciation for the debates surrounding controversial topics: climate change, evolution, and many more.





Making and Breaking the Law

How is law shaped by society, culture, politics, and power? What does justice mean in relation to citizenship and political dissent in the U.S.? In relation to international human rights movements? In relation to global inequalities in access to health care? How are our bodies, lives, and futures shaped by law? Making and Breaking the Law leads students to consider the complexities of law and justice in the 21st century.

Sustainability

Meeting the needs of present and future generations while protecting Earth's life support systems—sustainability is a lens for looking at human actions and Earth systems. This theme covers resource management, climate change, global capitalism and industrial agriculture, social and environmental resilience; inter-generational equity and more.





Wealth and Poverty

Why are some so rich and some so poor? We can study economic growth, wealth distribution, poverty, inequality, and empowerment issues in both domestic and international settings. And we can learn a lot through service learning at our setting within the Rust Belt and the Appalachian region.

www.ohio.edu/cas/undergrad/themes

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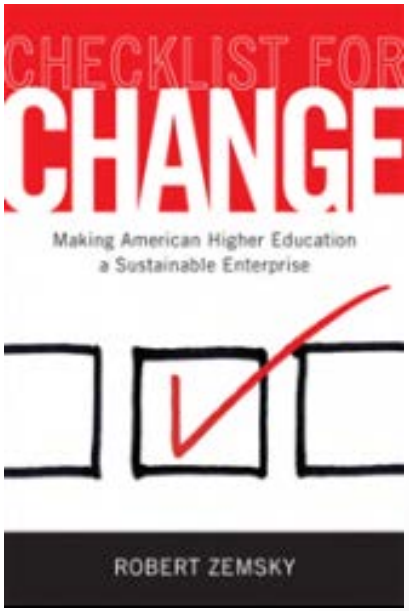
General Education Update

Tab

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General Education Update

- A little history - The 1804 Report on Liberal Education
- Being clear about our goals
- Engaging the faculty



OHIO UNIVERSITY

General Education Update

- Started with goals articulated in 1804 report
- Solicited cooperation of each dean
- Surveyed the faculty from each college
- Collected input and crafted revised goals
- Sought University Curriculum Council feedback on the goals
- Sought and received Faculty Senate endorsement in May 2014

General Education Update

- Requirements
  - A broad, basic understanding of the natural sciences, social sciences, technology, arts, and humanities.
  - In-depth knowledge and advanced skills acquired through completion of a major program of study.
  - Critical inquiry and analysis
  - Written and oral communication competencies
  - Quantitative literacy
  - Interpersonal skills (e.g., ability to listen effectively, work collaboratively in teams, influence others toward productive outcomes, and support the constructive efforts of others)
  - Intercultural knowledge and competence
  - Ethical reasoning and action
  - Culminating academic experience (for example, capstone)

General Education Update

- Recommendations
  - Personal financial literacy
  - Personal wellness
  - Engagement in civic life
  - The study of languages
  - Community engagement
  - Intensive study of a significant social issue
  - Participation in communities of learning

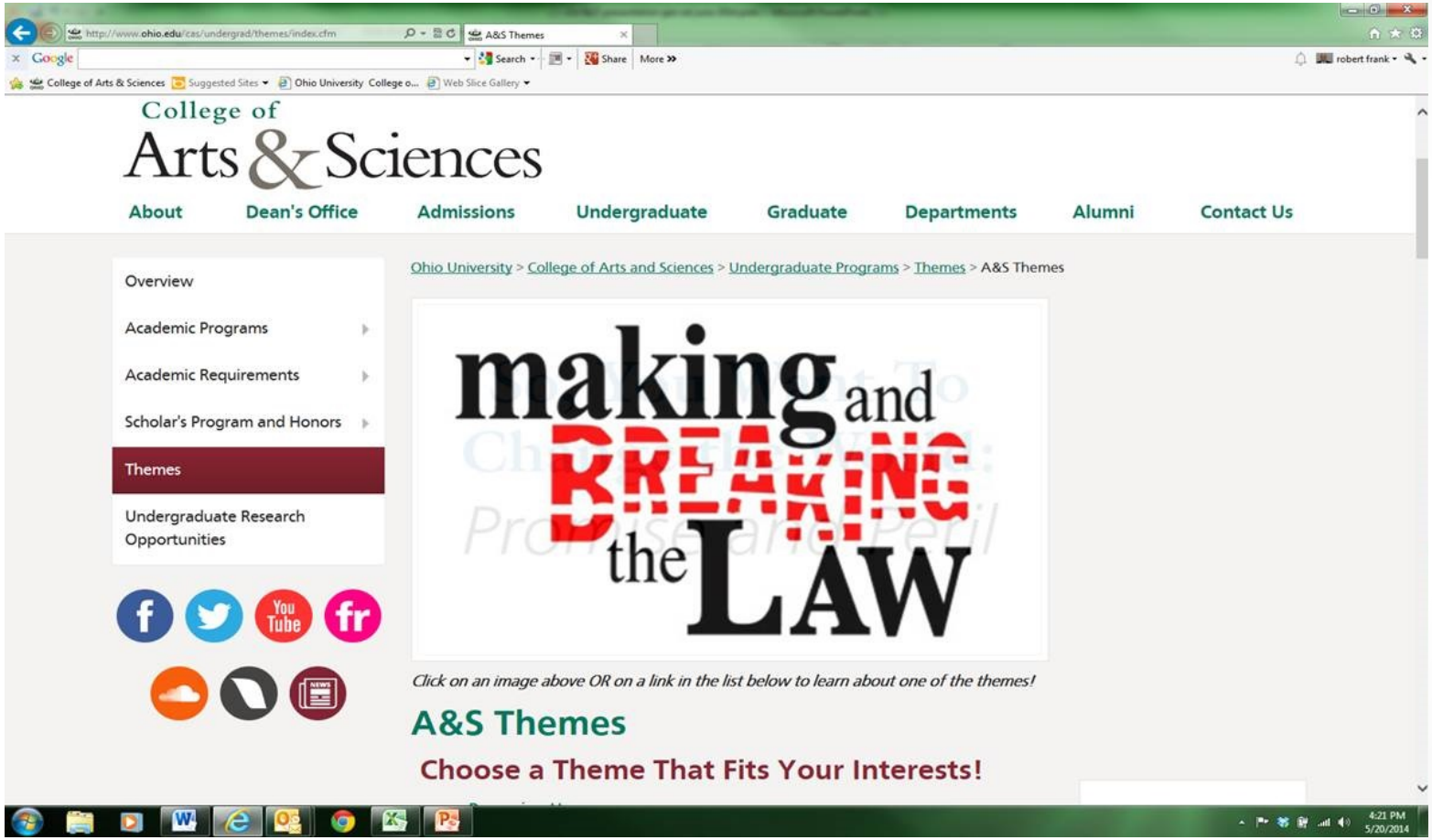
General Education Update

- Next steps
  - Summer of 2014 - develop learning outcomes for each goal
  - Fall 2014 – Taskforce will be expanded to include members from the University Curriculum Council and Faculty Senate and form three sub-committees
    - Quantitative literacy
    - Communication skills (oral and written)
    - Breadth of Knowledge

General Education Update

- Potential approach to breath of knowledge
  - Curricular Themes
    - Food Studies
    - Knowing the Future
    - Making and Breaking the Law
    - Sustainability
    - Wealth and Poverty

General Education Update



OHIO UNIVERSITY

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS
DEPARTMENT OF HEALTH SCIENCES AND PROFESSIONS
BACHELOR OF SCIENCE IN INTEGRATED HEALTHCARE STUDIES

RESOLUTION 2014 -

WHEREAS, the Department of Health Sciences and Professions in the College of Health Sciences and Professions has proposed offering a Bachelor of Science degree in Integrated Healthcare Studies, 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, this completion degree program will provide an opportunity for individuals with associate's degrees in health-related fields to earn a highly attractive and focused bachelor's degree in integrated healthcare studies.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Bachelor of Science in Integrated Healthcare Studies by the Department of Health Sciences and Professions in the College of Health Sciences and Professions.

OHIO UNIVERSITY

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **College of Health Sciences and Professions – Integrated Healthcare Studies**

A resolution is included seeking board approval for a new College of Health Sciences and Professions program offering a Bachelor of Science degree in Integrated Healthcare Studies.

The Faculty and Dean of the college and the University Curriculum Council are supportive of the new program and the approved materials are provided for your review.

As aspects of healthcare change rapidly, the current and future states of healthcare require practitioners who are well educated and have the skills and knowledge to work effectively in healthcare teams to achieve optimal outcomes, understand and identify lifestyle diseases, use evidence as a basis for clinical decisions, serve as a patient advocate, and understand the health of populations in a global context. It is believed that this program will be highly attractive to students to further their knowledge in healthcare and will present possibilities for continued study in graduate education and career advancement.

I) Summary Statement

1) Title of Program, Degree to be conferred, Administrative unit proposing program, Date of submission

   Integrated Healthcare Studies
   Degree to be conferred: B.S. in Integrated Healthcare Studies
   Administrative unit proposing program: Department of Health Sciences and Professions (HSP), College of Health Sciences and Professions

2) A brief (< 500 word) statement summarizing the **need / purposes** of the program (including the estimated demand for the program), distinguishing features of **the curriculum**, a summary of **resource needs** (faculty, space, and financial requirements), and the **date of proposed implementation**.

Need/purpose of program: This proposed completion degree program will provide an opportunity for individuals with associate's degrees in health-related fields to earn a focused bachelor's degree in integrated healthcare studies. The American healthcare system has become more complex in recent years and aspects of healthcare in our nation are expected to change rapidly. The current and future state of healthcare requires practitioners who are well-educated, with skills and knowledge to be able to work effectively in healthcare teams (interprofessional practice) to achieve optimal outcomes, understand and identify lifestyle diseases (sociocultural aspects of health), use evidence to base clinical decisions, serve as a patient advocate, and understand health of populations in a global context. It is believed that this program will be highly attractive to students to further their knowledge in healthcare and career advancement, and present possibilities for continued study in graduate education. A similar program at Kent State University has seen a 31% increase in its enrollment since 2007 (source: KSU Research, Planning, and Institutional Effectiveness-http://www.kent.edu/rpie/index.cfm).

Features of the curriculum: The curriculum includes three major areas: Foundational, Professional Skill Development, and Healthcare Perspectives. Foundational courses provide students with critical information on understanding disease, healthcare advocacy (patient navigation), an introduction to public health, and evidence-based practice in healthcare. In addition, students also have opportunities to expand their breadth of knowledge for health-related professions (e.g., nutrition, social work, communication disorders). Professional skill development includes coursework in the areas of interprofessional education/practice, leadership and critical thinking, and communication skills. Finally, to gain a larger perspective of the healthcare system and factors impacting society, coursework is included that focuses on global and sociocultural aspects of health. Students will have several choices to fulfill their tier II and III requirements.

The primary expenses are related to converting several brick-and-mortar courses to online courses. Additional expenses include overload teaching for some of the newly-proposed courses, and also the possibility of hiring adjunct faculty. Please see the budget/financial section for more detailed information.

We anticipate launching this program in the fall semester of 2014-15.

II) The Need for the Program

1) **What is the local, regional, and national demand for graduates of the proposed program?**
   (a) Any statistical documentation would be helpful.

This degree responds to the need of an increasingly complex state of the American healthcare system by providing opportunities to acquire vital knowledge and skills that will be critical in practicing and navigating the healthcare system (e.g., interprofessional practice, healthcare advocacy, evidence-based practice, sociocultural aspects of health) and understanding the threats to general personal and societal health. Not only

is the healthcare system becoming more complex, it is also growing quickly and the nature of disease and disorders, along with their treatment, is evolving for larger dissemination and improved cost effectiveness. The healthcare and social assistance industry is projected to create about 28 percent of all new jobs created in the U.S. economy. This industry—which includes public and private hospitals, nursing and residential care facilities, and individual and family services—is expected to grow by 33 percent, or 5.7 million new jobs. Employment growth will be driven by an aging population and longer life expectancies, as well as new treatments and technologies (source: cew.georgetown.edu/recovery/2020).

Healthcare professions and healthcare support will be among the fastest growing occupations, but also will require high levels of post-secondary education. This program is needed to "open the door" to graduate school for students with associate degrees interested in careers in healthcare. According to the US Bureau of Labor Statistics, some of the fastest-growing professions are those associated with healthcare and will require a graduate degree (e.g., physical therapists, audiologists, mental health counselors, healthcare social workers, occupational therapists).

A number of health-related associate degrees provide the minimum background knowledge and practical skills to enter the allied health workforce. For example, Medical Assisting Technology is an accredited program offered to Regional Ohio University students that enrolled 45 students as of fall, 2012. It prepares graduates to work in a number of scientific and clinical settings. Moreover, the Human Services Technology Associate Degree enrolled 184 students (as of Fall 2012) across Ohio University campuses with the goal of providing graduates with the skillset to serve others in the fields of mental health, social services, childcare, corrections, chemical dependency counseling, etc. While students may seek the associate degree to gain the necessary minimal requirements for employment, attainment of a bachelor's degree is more attractive to employers and more competitive in the workplace.

The proposed degree is primarily designed for individuals who have completed an associate's degree in an allied health-related area (for example: medical assisting, health technology, physical therapy assistant, health information management, human services and technology) to further their education and career possibilities, and present possibilities for continued study in graduate education.

2) **What other schools within Ohio offer the same or a similar program?**
   (a) What has happened to enrollments at those schools in recent years?

A few "completion degrees" exist at Ohio University regional campuses – including the B.S. Specialized Studies and the B.S. in Technical and Applied Studies – however, these degrees have loosely defined curriculum for completing the degrees. Kent State University has a similar program in Integrated Health Studies, but requires students to choose a concentration in health science, health service or healthcare administration. The proposed Integrated Healthcare Studies degree does not have concentrations, but instead focuses on the integration of healthcare through the foundational degree components and holistic understanding of issues within the field through core and subcomponent courses (i.e., global and sociocultural) of the degree. The enrollment for Kent State's degree has seen a 31% increase in enrollment since 2007 (source: KSU Research, Planning, and Institutional Effectiveness-http://www.kent.edu/rpie/index.cfm).

3) **How does the proposed program align with the current vision for the university?**

First and foremost, this degree aligns well with Ohio University's vision to address society's educational, economic and cultural challenges. As previously stated, the American healthcare system has become increasingly complex with myriad challenges including finances, addressing rising costs, the need for healthcare advocates, and cultural/ethical issues. In addition, the focus on professional skill development in the proposed

curriculum aligns with Ohio University's vision for its students to engage in leadership, and the University's central purpose of intellectual and personal growth of the individual. Finally, this program is designed to broaden an individuals' perspective through global health education through the integrated and cross-disciplinary nature of the program.

4) **What Ohio University program comes closest to duplicating the proposed program?**
   (a) More generally, what duplication exists between the proposed program and other Ohio University programs?
   (b) Can students fulfill their educational and/or vocational needs through existing programs? If they cannot, why not?

In general the proposed degree most closely aligns with the Community Health program on Ohio University's main campus. However, the vantage point is much different for the proposed degree, that is, the integrated, interprofessional, and global perspective. Students attracted to this proposed degree enter the program with specialized knowledge in a health-related field/area and then broaden their knowledge of healthcare by gaining a larger perspective of the health system and skills that will help them advance in their careers.

5) **List departments or other academic units at Ohio University and elsewhere that were consulted in the development of this proposal. Approval is required from departments whose high-demand courses your program will require.**

We sought approval from the Department of Social and Public Health (SPH), due to the fact that HLTH 2000 is a foundational course and several of the options listed throughout the program are also from this Department (including coursework in HLTH, CFS, EH, OHS, SW). We also sought approval from the School of Nursing because NRSE 2120 is a foundational course. Their approval statements are located on the Discussion tab in the OCEAN program form.

6) **From what geographic area do you anticipate that students to the program will be drawn?**
   (a) In the case of off-campus technical programs, what are the levels and trends in high school enrollments in the service area?

Since this is a largely online degree, it is likely to draw students from all over Ohio. It is not anticipated that students will enroll in this program instead of another one. The intent is for students to work towards a degree that is a compliment of their current associate's degree.

7) **How many students do you anticipate will enroll in the program in each of its first four years?**
   (a) **To what extent will students in the program come from students who would enroll at this University anyhow?**
   (b) To what extent is it anticipated that the enrollment will represent "new" (incremental) students?

In the fall of 2012 there were 249 students enrolled in three associate degree programs (medical assisting, health technology, and human services technology) on Ohio University's regional campuses. It is likely that after graduation they may consider going back to school for an advanced degree. However, it is more likely that this proposed program will attract a larger number of new students from outside of the Ohio University campuses, including from Ohio community colleges such as Columbus State, Sinclair, Owens and Hocking. During the same year as above, 2012, a total of 3,598 students were enrolled at Sinclair Community College across programs of

medical assisting (557), respiratory care (515), physical therapy assistant (1,294), and health information management (1,232).

We have had discussions with administrators at Sinclair and Columbus State about developing articulation agreements for this program with great interest. We will pursue those agreements once the program is approved at Ohio University.

III)Curriculum

1) **Describe the curriculum in a format that defines required courses, electives permitted, "field" requirements, total number of hours required for completion of the program, and the sequencing of courses over the typical student's career. Indicate which of the courses are newly proposed.**
   (a) **Provide the catalog descriptions for all new courses, and include new course approval forms in the appendix.**

The Integrated Healthcare Studies degree program requires a minimum of 120 semester hours. As this proposed degree is designed to be a completion degree, it is expected to appeal to students who have completed an associate degree in a health-related area (typically 60 transferable semester hours). The majority of the courses in the program do not have prerequisites.

General education

Tier I: Our proposed degree includes two options for students to complete the junior-level composition course requirement (HSP 3700J—newly proposed or HLTH 3400J).

Tier II: The proposed curriculum provides options for students to complete Tier II requirements in applied science and math (AS), cross-cultural perspectives (CC), and social sciences (SS) with the following courses:

Applied Science and Math: BIOS 2250, CSD 1080, EH 2000, HLTH 2000, 2020; NUTR 1000, 1100
Cross-Cultural Perspectives: COMS 1100; HSP 2220; HSP 2210
Social Sciences: CFS 2710; SW 1000

Tier III: The proposed curriculum provides options for students to complete the Tier III requirement with the following courses: EH 4710; T3 4725, T3 4300, HSP 4430

A total of 48 credit hours (of the 60 hours total) in the proposed degree program is dedicated to foundational requirements, professional skill development, and healthcare perspectives. This information is in the OCEAN system on the Curriculum tab.

2) **How does this curriculum compare with that offered at other institutions with similar programs?**
   (a) Specifically, list at least two curricula of other schools offering similar programs, indicating how they compare with Ohio University.

1) Kent State University (KSU) offers a bachelor's degree in Integrated Health Studies. The core consists of courses that focus on medical terminology, careers in health sciences and human services, research design and statistical methods for the health professions, healthcare ethics, healthcare policy and delivery systems, a writing intensive course, and a professional seminar experience at the end of the program. The program may culminate in a 3-10 credit hour practicum in a setting consistent with

the students' career goals. A seminar class accompanies the practicum to address topics related to the practicum experience. The program consists of core courses, and students choose a track from a choice of three concentrations: health sciences, health services, healthcare administration. While there is overlap in the KSU degree and our proposed degree (e.g., foundational courses, ethics, healthcare delivery, medical terminology, etc.), our program is unique in its requirements related to interprofessional education, pathophysiology (understanding disease), leadership and critical thinking, and global health. Unlike the program at KSU, there are no concentrations.

2) The University of Missouri offers an online bachelor's degree completion in Health Sciences, designed for students interested in acquiring further knowledge and skills to pursue additional professional programs or gain employment in healthcare, government, nonprofit, sales or research settings. The degree requires several health science core courses (for example: introduction to health professions, healthcare in the United States, healthcare leadership and organization). The degree also includes a capstone experience, and health sciences electives from a variety of disciplines including biomed, management, nutrition, psychology, and social work. The overlap between this degree and our proposed degree includes coursework in health professions, healthcare in the U.S., ethics, public health, leadership and organization. Our proposed degree includes coursework in the areas of interprofessional education/practice, pathophysiology, leadership and critical thinking, and global health. The University of Missouri program includes a research and a capstone course whereas our proposed program does not.

3) **Does the program intend to seek accreditation?** No.
If so, what is the name and address of the agency that would accredit the program?
(a) Has it been contacted? N/A
(b) Is the curriculum in accord with its standards? N/A

4) **Define the proposed policy on accepting transfer of credit from other institutions or other programs at Ohio University.**
The policy and procedure for accepting transfer of credit from other institutions will be consistent with the policy outlined in the current Ohio University Undergraduate Catalog (2013-14).

IV) Faculty and Instruction

1) **Will current faculty, new faculty, or a combination of both be used? How?**

A large majority of courses in this proposed program already exist, and thus will be taught by current faculty on their current workloads. The teaching of the new courses will initially be through overloads. Thereafter, the teaching of these courses will be evaluated on an ongoing basis. For example, the search for new faculty hires across the units in CHSP may include a consideration for ability/interest to teach courses in the areas of interprofessional practice and healthcare advocacy.

(a) **How will new faculty for the program be selected? By whom?** There are no new faculty members to be hired specifically for this program.

(b) **What are the minimal qualifications expected of instructors in the program?** The courses will be taught by faculty members in the College of Health Sciences and Professions with backgrounds in healthcare practice/sciences.

(c) **What is the tenure status of any identifiable current Ohio University faculty who are probable**

program participants? Group I, Clinical Faculty, and possibly adjunct faculty

2) **What is the likely teaching load of faculty members?** The teaching load for faculty members delivering these courses will not be affected with the exception of some overload teaching in the first year or two for the newly-proposed courses.

3) **What is the projected ratio of FTE students to FTE faculty?** N/A

4) **Once the program is ongoing, what mechanism will assure that the principle of faculty control of the curriculum will be maintained according to procedures outlined in the Faculty Handbook?**

The curriculum and the mission of the program will be assessed regularly. Any curricular revisions to the courses or the program will be developed by faculty and submitted to the curriculum review process as outlined in the Faculty Handbook.

V) Admission Requirements

1) **What are the criteria for admission into the program? Be specific.**

The admissions criteria are as follows:

a) An associate's degree with no less than 60 semester hours of credit in a health-related field (e.g., health technology, medical assisting, human services and technology, health information management, respiratory care, physical therapy assistant).
   To further qualify the student must have completed the following:
   1. One course in mathematics
   2. One course in English composition
   3. One course in biological sciences
   4. One course in psychology, sociology, or social work
   5. At least 9 semester hours (or equivalent) in additional courses with a health or medical focus including: First Aid and CPR/AED, Medical Terminology, and courses with the Ohio University prefixes BIOS (Biological Sciences), HTCH (Health Technology), MAT (Medical Technology), HST (Human Services Technology) or HLTH (Health). Others will be considered.

b) A minimum GPA of 2.67 (B-)

2) **Are there any upper limits on program enrollment?**
   (a) If yes, will you limit admission on a first come/first serve basis, by raising admission standards, or by some other method (specify)?

We anticipate limiting enrollment to the first 30 qualified applicants in year 1 and 50 qualified applicants in year 2 (first come/first serve). Thereafter we will reevaluate whether there should be a limitation on enrollment using information from RCM analyses.

VI) Administration

1) **Who chose (or will choose) the administrative officer(s)?**

2) **What is the title of the administrator(s) who will administer the program?**
3) **Will the administrator(s) have academic rank?**
   (a) If a new administrator will be hired, what are the minimal academic credentials acceptable?

Initially, a Group I faculty member of CHSP and the Associate Dean of Academic Affairs (as chosen by the Dean of CHSP) will administer the program. It is planned that, by the second year of the program, a Group I faculty member will be appointed by the Dean to fulfill this role.

VII) Timing and Evaluation

1) **Has any external publicity about this program already been generated?**
   (a) If so, by whom and why?
   (b) Have applications for admission already been entertained?

Communication with Regional Deans and Deans of health sciences at Ohio community colleges will help to communicate this degree option to students. Applications for admission have not been entertained.

2) **When do you want the program to start? How will the program be "Phased-in"?**
   (a) Allow at least 120 days for University Curriculum Council and Presidential and Trustee approval.

We anticipate opening enrollment in fall semester 2014-15.

3) **New programs will be evaluated annually by their colleges. What additional assessment tools are suggested to evaluate the program once ongoing?**

To evaluate the success of this program, we will initially base success on enrollment numbers and, beginning year three, on degrees granted, along with entering and completion GPA.

VIII) Budget and Financial

1) **List an anticipated budget of revenues and expenses for at least the first two years of the program.**

With the enrollment as 30 students in year 1, and 50 additional students added in year 2, the budget estimate of revenue and expenses is as follows:

	Year 1	Year 2
Total revenue	372,131	1,308,899
Subvention tax	46,516	163,612
New Indirect costs	81,949	219,359
New Direct costs	181,552	195,105
Net available	62,114	730,823

The direct cost in years 1 and 2 involves some overload teaching and/or adjunct faculty (for newly proposed courses in the program) and the cost of converting existing brick-and-mortar courses into online formats.

2) **Under costs, add in the incremental costs of instruction taken in areas outside the program (e.g. electives); if these costs are perceived to equal zero, state why the increased student burden in**

other areas will not add to financial costs and impede educational quality.

The majority of the courses listed for the program (75%) are those within the CHSP that currently are being delivered. The college will be able to accommodate these courses because faculty members are already teaching them in their normal workload. The outside courses (e.g., from COMS, BIOS, PHIL, HIST, AAS) are all choices among other courses, and with the initial limitations on enrollment, we do not anticipate that courses from outside areas will need to create more sections or more frequent offerings as a result of this program.

What is the extent of the fixed costs of the program for the first two years?
(a) By fixed costs, we mean those expenses that will be incurred even if enrollment is almost zero.

There are no fixed costs for this program in relation to faculty, space, or equipment. There will be one-time costs associated with getting the courses into online formats, and for some overload teaching.

3) **How much would expenses be reduced if enrollment equals only one-half the amount indicated in the budget?**

Expenses would not necessarily be reduced if enrollment equals one-half (as the enrollment indicated above). Newly-proposed courses will still need to be taught, and courses must still be converted to online mode of delivery. For half enrollment, year 1 would generate $186,066 in total revenue, $245,785 in expenses, and a net loss of $59,719. Year 2 would generate $654,450 in total revenue, $386,590 in expenses, and a net available of $267,860.

4) **What is your estimate of how conservative or optimistic your budget projections are?**
We believe that our estimates are conservative.

BSXX13 - Integrated Healthcare Studies

Program requirements specified in this document are preliminary. Please consult the home department/school for the final program requirements.

General Info

Document Description: BSXX13 - Integrated Healthcare Studies
Document ID: 113888
Document Version: 3.0
Document Type: PROGRAM
Document Status: COMPLETED - UCC
Contact Name: Sally Marinellie
Contact Oak ID: marinels
Designee Name: Michael Kushnick
Designee Oak ID: kushnick
Creation Info: 08/09/2013 by Michael Whitnable (whitnabl)
Last Modification: 11/20/2013 by Sally Marinellie (marinels)

Program Info

Program Code: BSXX13 - Integrated Healthcare Studies

Semesters | **Quarters**

Program Abbr: Int Hlthcr
Program Name: Integrated Healthcare Studies
Transcript Name: Integrated Healthcare Studies
Degree Name: Bachelor of Science
College: HSP (Health Sciences and Professions, College of)
Department: HSP (Health Sciences and Professions, College of)
Level: U (Undergraduate)
Semesters: This program WILL be offered in semesters.

Program Overview

Overview: This degree responds to the need of an increasingly complex state of the American healthcare system by providing opportunities for students to acquire vital knowledge and skills that will be critical in practicing and navigating the healthcare system (e.g., interprofessional practice, healthcare advocacy, evidence-based practice, sociocultural aspects of health). Not only is the healthcare system becoming more complex, it is also growing quickly. The healthcare and social assistance industry is projected to create about 28 percent of all new jobs created in the U.S. economy. This industry, which includes public and private hospitals, nursing and residential care facilities, and individual and family services, is expected to grow by 33 percent, or 5.7 million new jobs by 2020. Employment growth will be driven by an aging population and longer life expectancies, as well as new treatments and technologies (source: cew.georgetown.edu/recovery/2020).

Healthcare professions and healthcare support will be among the fastest growing occupations, but also will require high levels of post-secondary education. This program will help students to access some (not all) graduate programs for careers in healthcare. According to the US Bureau of Labor Statistics, some of the fastest-growing professions are those associated with healthcare and will require a graduate degree (e.g., physical therapists, audiologists, mental health counselors, healthcare social workers, occupational therapists). While students may seek the associate's degree to gain the necessary minimal requirements for employment, attainment of a bachelors degree is identified with greater knowledge and skill achievement.

The proposed degree is primarily designed for individuals who have completed an associates degree in an allied health-related area (for example: medical assisting, health technology, physical therapy assistant, health information management, human services and technology) to further their education and career possibilities, and present possibilities for continued study in graduate education.

Kent State University has a similar program to what we propose in Integrated Healthcare Studies, but requires students to choose a concentration in health science, health service or health care administration. The proposed Integrated Healthcare Studies degree does not have concentrations, but instead focuses on the integration of health care through the foundational degree components and holistic understanding of issues within the field through core and subcomponent courses (i.e., global and sociocultural) of the degree. The enrollment for Kent States degree has seen a 31% increase in enrollment since 2007 (source: KSU Research, Planning, and Institutional Effectiveness-http://www.kent.edu/rpie/index.cfm).

The curriculum for this program includes foundational courses (i.e., public health, healthcare advocacy, pathophysiology, and evidence-based practice in healthcare), professional skill development (i.e., interprofessional education/practice, leadership/critical thinking, communication), and perspectives in healthcare (global, sociocultural).

Admissions Information: **Freshman/First-Year Admission**

The admissions criteria are as follows:

a) An associates degree with no less than 60 semester hours of credit in a health-related field (e.g., health technology, medical assisting, human services and technology, health information management, respiratory care, physical therapy assistant).
To further qualify the student must have completed the following:
1. One course in mathematics
2. One course in English composition
3. One course in biological sciences
4. One course in psychology, sociology, or social work
5. At least 9 semester hours in additional courses with a health or medical focus including: First Aid and CPR/AED, Medical Terminology, and courses with the Ohio University prefixes BIOS (Biological Sciences), HTCH (Health Technology), MAT (Medical Technology), HST (Human Services Technology) or HLTH (Health). Others will be considered.
b) A minimum GPA of 2.67 (B-)

We anticipate limiting enrollment to the first 30 qualified applicants in year 1 and 50 qualified applicants in year 2 (first come/first serve). Thereafter we will reevaluate whether there should be a limitation on enrollment using information from RCM analyses.

Change of Major/Minor/Certificate Policy

No selective or limited admission requirements.

External Transfer Admission

Students will apply to Ohio University having completed an associate's degree in a health related field, and have a minimum GPA of 2.67 (B-) as reflected on official transcripts.

The policy and procedure for accepting transfer of credit from other institutions will be consistent with the policy outlined in the current Ohio University Undergraduate Catalog (2013-14).

Opportunities Upon Graduation: Some students who complete this B.S. degree will choose to pursue graduate/professional programs. This program provides the opportunity to complete a bachelors degree (which is normally a requirement for graduate study) and to potentially explore allied health disciplines through elective coursework which may assist/prepare a student for further education at the graduate level. Examples of some of the paths for graduate study would include speech-language pathology, audiology, public/community health, health education, health informatics, health care administration, and social work This degree provides opportunity for more sophisticated study of specific disciplines which may enable a student to pursue management and executive positions in the healthcare industry.

Curriculum

Nature of Changes: The changes to your program curriculum DOES NOT MAKE the comparison of the minimum number of credit hours in the quarter-based and semester-based curricular less meaningful for most of your curriculur components.

Curricular Components:

	Semester	Quarter	Equiv	Change
Foundational	18.0	0.0	0.0	100.0%
Professional Skill Development	12.0	0.0	0.0	100.0%
Healthcare Perspectives	18.0	0.0	0.0	100.0%
Electives	12.0	0.0	0.0	100.0%
Associate's degree coursework	60.0	0.0	0.0	100.0%
New Component	0.0	0.0	0.0	0.0%

Min. Credit Hours:	Semester Hrs	Quarter Hrs	Equiv.Semester Hrs	Percent Change
	120.0	0.0	0.0	100.0

Summary of Changes: Students will transfer to Ohio University with an associate's degree in a health-related field with a minimum of 60 semester hours. The hours above (Foundational, Professional Skill Development, Healthcare Perspectives. Electives) reflect the 60 semester hours to be completed at Ohio University.

Supplemental Information

Related Materials IHS degree questions 9_4.pdf

Patron Departments	Department	Nature of Change

Foundational

Sem Hrs: 18.0 | Qtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 100.0%

New program

Requirements:

a. Required foundational courses (12 hrs) are focused on a) introduction to the healthcare system, b) the need for patient advocacy in an ever-changing and complex healthcare system, c) the understanding of disease, d) the importance of research and using evidence as a healthcare practitioner:

HLTH 2000- Introduction to Public Health (3)*
HSP 3240- Overview of Healthcare Advocacy (3 hrs) (newly proposed)
NRSE 2120- Pathophysiology (3 hrs)
HSP 3520 - Research and Evidence-based Practice in Healthcare (3) (newly proposed)

b. Healthcare Professions and Services: Complete 6 hours from the following list:

AT 1001- Introduction to Athletic Training (3)*
CSD 1080 - Introduction to Communication Sciences and Disorders (3)
EH 2000 - Introduction to Environmental Health (3)*
EXPH 1490 - Introduction to Exercise Science (3)
HLTH 2030 - Foundations in Health Education (3)
HLTH 2170 - Health System Organization, Financing and Delivery (3)
HLTH 2700 - Family and Consumer Health (3)
NUTR 1000- Introduction to Nutrition (3)*
NUTR 1100 - Introduction to Food Systems (3)*
OHS (IH) 2000 - Essentials of Industrial Hygiene and Occupational Safety (3)
PT 2590 - Introduction to Physical Therapy (2)
SW 1000 - Introduction to Social Work and Social Welfare (3)*
SW 3283 - Social Work in Health Care (3)
SW 3273 - Mental Health and Social Work.(3)
SOC 2310 - Sociology of Health and Health Care (3)

*Courses that have been taught/developed for online delivery

Professional Skill Development

Sem Hrs: 12.0 | Qtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 100.0%

New program

Requirements:

a. Interprofessional Education and Practice in Healthcare (min 3 hrs)

HSP 2112 - Introduction to Interprofessional Education and Practice (3) (newly proposed)
HLTH 4070 - Interprofessional Gerontology (3)
HSP 2220 - Cultural Competency in Interprofessional Healthcare (3) (Tier II, newly proposed)
HSP 4430 - Working in an Interprofessional Healthcare Team (3) (Tier III, newly proposed)

b. Leadership and Critical Thinking (min 3 hrs)

EH 4710 - Environmental Risks and Society Benefits. (3) (Tier III)
HLTH 3350 - Leadership and Management of health Care Organizations. (3)
HLTH 4445 - Health Care Law and Ethics (3)
PHIL 3310 - Moral Problems in Medicine (3)
T3 4725 - Women and Leadership (3)*

c. Communication (min 6 hrs) - Take one of the following:

HSP 3700J - Writing in the Health Professions (3) (newly proposed)
HLTH 3400J - Grant writing (3)

Take one additional course:

COMS 3060 - Interpersonal Conflict Management (3)*
COMS 2040 - Principles and Techniques of Interviewing (3)*
COMS 2050 - Techniques of Group Discussion (3)*
COMS 3410 - Women and Health Communication (3)*
COMS 4110 - Communicating with People with Disabilities (3)*
EH 4000 - Environmental Health and Safety Risk Communication (3)
HLTH 2300 - Medical Terminology (3)*
COMS 3400- Introduction to Health Communication (3)

*Courses that have been taught/developed for online delivery

Healthcare Perspectives

Sem Hrs: 18.0 | Qtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 100.0%

New program

Requirements:

a. Global (min 6 hrs)

HSP 2210 - Introduction to Global Health (3)* (Tier II)
BIOS 2250 - Genetics in Human Society (3) (Tier II)
BIOS 4440 - Tropical Disease Biology (3) (will be online for the Global Health Certificate)
HIST 3110 - History of Public Health Disasters (3)
HLTH 2150 -Violence in America (3)
HLTH 4120 - International Health Programming (3)

b. Sociocultural (min 12 hrs)

HSP 4245: - Considerations for Special Populations in Healthcare (3) (newly proposed)
HSP 4246: - Identifying Abuse in a Healthcare Setting (3) (newly proposed)
AAS 4693 - Legal Policy and Disparities in the American Health Care System (3)
CFS 2710 - Individuals and Families over the Lifespan (3) (Tier II)
CFS 4640 - Children, Families, and Poverty* (3)
CFS 4670 - Children, Families, Stress and Trauma (3)
CFS 4760 - Children and Families in Health Care settings (3)
CFS 3800 - Death, Dying and Bereavement (3)
COMS 1100 - Communication Among Cultures (3) (Tier II)
COMS 3410 - Women and Health Communication (3)
CSD 3000 - Aging and Disorders of Communication (3)
HIST 3202 - Womens Health and Medicine in U.S. History (3)
HLTH 2020 - Introduction to Health and Lifestyle Choice (3) (Tier II)
HLTH 2040 - Alcohol, Tobacco, and Other Drugs*(3)
HLTH 2050 - Preventing HIV and STIs* (3)
HLTH 2100 - Women and Health* (3)
HLTH 2901 -Health Aspects of Aging (3)
SW 2601 - Social Welfare Overview and Trends (3)
SW 3293 - Aging in American Society (3)
T3 4300 - Beyond Antioxidants: Whole Foods for Wellness and Protection* (3) (Tier III)

*Courses that have been taught/developed for online delivery

Electives

Sem Hrs: 12.0 | Qrtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 100.0%

new program

Requirements:

Students are free to choose electives, however, some elective coursework will be suggested as follows:

PSY 2410 - Child and Adolescent Psychology (3)
PSY 2210 - Physiological Psychology (3)
PSY 2510- Social Psychology* (3)
PSY 2710- Abnormal Psychology (3)
PSY 3250 - Psychology of Health and Illness (3)
BIOS 2210- Microbes and Humans (3)
HIST 3202- Womens Health and Medicine in US History (3)
HLTH 3400- Contemporary Problems in Healthcare Organizations (3)
EH 3200 - Health and the Built Environment (3)

Associate's degree coursework

Sem Hrs: 60.0 | Qrtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 100.0%

new program

Requirements:

An associate's degree with no less than 60 semester hours in a health-related field.

New Component

Sem Hrs: 0.0 | Qrtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 0.0%

COLLEGE OF ARTS AND SCIENCES
NAME CHANGE FOR THE
WOMEN'S & GENDER STUDIES PROGRAM

RESOLUTION 2014 –

WHEREAS, the Women's and Gender Studies (WGS) program in the College of Arts and Sciences has proposed a name change to Women's, Gender, and Sexuality Studies, and

WHEREAS, the proposed name change has the support of the Faculty and Dean of the College of Arts and Sciences, the University Curriculum Council, and the Executive Vice President and Provost, and

WHEREAS, the proposed name change will:

- Formally recognize the centrality of both gender and sexuality in the WGS program's mission,
- Better reflect the current content of the WGS curriculum,
- Bring the WGS program in line with the names of comparable academic programs around the country, thereby appropriately reflecting Ohio University's place at the cutting edge of scholarship on gender and sexuality, and
- Widen the appeal of the program to the ever-growing number of students wishing to pursue sexuality studies in particular, and

NOW THEREFORE, BE IT RESOLVED that the Women's and Gender Studies program be renamed the Women's, Gender, and Sexuality Studies program.

OHIO UNIVERSITY

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **Name Change for the Women's and Gender Studies Program**

A resolution is attached seeking board approval for changing the name of the Women's and Gender Studies program to the Women's, Gender, and Sexuality Studies.

The name change has the support of the Faculty and Dean of the College of Arts and Sciences and the University Curriculum Council. The change will bring the Ohio University program in line with the names of comparable academic programs around the country, thereby appropriately reflecting Ohio University's place at the cutting edge of scholarship on gender and sexuality.

This change will not impact total program hours, resources, or faculty and will apply to the Bachelor of Arts in Women's and Gender Studies and the undergraduate and graduate certificate program in Women's and Gender Studies.

REGIONAL HIGHER EDUCATION
BACHELOR OF SCIENCE IN SPORT AND LIFESTYLE STUDIES

RESOLUTION 2014 -

WHEREAS, Regional Higher Education has proposed offering a Bachelor of Science in Sport and Lifestyle Studies, and

WHEREAS, the proposed program has the support of the Faculty and Executive Dean of Regional Higher Education, the Faculty and Dean of the Patton College of Education, the University Curriculum Council, and the Executive Vice President and Provost, and

WHEREAS, the program will prepare location-bound graduates for meaningful employment in a variety of community sport and recreation settings in Appalachian Ohio.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Bachelor of Science in Sports and Lifestyle Studies on Ohio University regional campuses.

OHIO UNIVERSITY

Interoffice Communication

Date: May 30, 2014

To: The President and Board of Trustees

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

Re: **Regional Higher Education – New Degrees**

Two resolutions are included in the June Academics Committee materials seeking board approval for new Regional Higher Education degree offerings:

1. Bachelor of Science in Sport and Lifestyle Studies
2. Associate of Technical Study

The letters of support from Dean Willan explain that these programs are responsive to and will benefit students and have been approved by the University Curriculum Council.

OHIO
UNIVERSITY
Regional Higher Education

Cutler Hall 306
1 Ohio University
Athens OH 45701-2979

T: 740.593.2551
F: 740.593.2867
www.ohiou.edu/regional/

May 21, 2014

Pam Benoit
Executive Vice President and Provost
Cutler Hall
Ohio University
Athens, OH 45701

Re: New Bachelor of Science in Sport and Lifestyle Studies Degree

Dear Dr. Benoit:

I fully endorse the Bachelor of Science in Sport and Lifestyle Studies (BSSLS) that was approved by the University Curriculum Council on April 8, 2014. By integrating the fields of sport, recreation and wellness, the BSSLS degree will offer a unique program which will be adaptable to the regional Appalachian communities served by the five Regional Higher Education (RHE) campuses of Ohio University. In addition to providing a career path for students who desire employment in the sport, recreation, and wellness industries, the major will also be adaptable as a degree completion program for students holding a 2-year associate degree in parks and recreation, fitness, or health and wellness. If you have any questions about this degree, please let me know.

Sincerely,

William R. Willan, Ph.D.
Executive Dean

NEW SEMESTER PROGRAM* PROPOSAL GUIDELINES - UNDERGRADUATE
UNIVERSITY CURRICULUM COUNCIL

*Minors, certificates and graduate degree programs are covered in separate guidelines

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Proposals will be submitted based on the instructions posted on the UCC website.

Please ensure that all of the content indicated in these guidelines is provided – incomplete proposals will be returned. All programs must comply with Faculty Handbook provisions relating to faculty, including promotion, tenure, retention, salary matters, and selection of academic administrative personnel.

New programs that include new courses will have the approval coordinated with the approval of the individual courses, if the new courses form a significant portion of the new program.

I) Summary Statement

1) Title of Program: Bachelor of Science in Sport and Lifestyle Studies
2) Degree to be conferred: B.S.S.L.S.
   Administrative unit proposing program: Regional Higher Education (RHE)
   Date of submission: Spring 2014
3) A brief (<500 word) statement summarizing the **need /purposes** of the program (including the estimated demand for the program), distinguishing features of **the curriculum**, a summary of **resource needs** (faculty, space, and financial requirements), and the **date of proposed implementation**.

The proposed Bachelor of Science in Sport and Lifestyle Studies (BSSLS) is an integrated degree offered through Regional Higher Education (RHE) which will prepare location-bound graduates for meaningful employment in Appalachian Ohio. Graduates of the SLS Program will be prepared for work in a variety of community sport and recreation settings including; youth sports leagues, senior centers, nursing homes, government and community recreation centers, and parks and recreation departments. It will attract an under-represented population of male students towards completing a Baccalaureate degree at the regional campuses while also serving a need in localized communities for an educated workforce. By integrating the fields of sport, physical activity, recreation and health, the SLS degree will offer a program that will be highly adaptable to the regional Appalachian communities served by the five RHE campuses of Ohio University. In addition to 63 semester hours of core major requirements, the degree requires the selection of a minor or Certificate program under consultation of an Academic Adviser. Students will thus be able to tailor the degree towards their personal interests as well as their community needs. Students who enter the major their first year and follow solid advising guidelines may be able to complete two minors, increasing their employment marketability.

With input from the Recreation and Sport Pedagogy (RSP) Department in the Patton College of Education, all five of the regional campuses and University Outreach are contributing to the development and implementation of the SLS program. From its inception, it has been designed to be delivered at numerous locations in both traditional and blended/online components. Faculty members from each of the regional campuses will provide their expertise for delivery of the curriculum, which consists of courses in; recreation leadership and management, sport and recreation for special populations, wellness, business and science. Central coordination, local cooperation and planning will

ensure that required courses for the program will be made available at all locations, through a combination of face-to face instruction, compressed video to receiving sites, and/or online. Through the multi-site and media delivery system, faculty expertise is leveraged, course cancellations and consequent delays in degree completion are minimized, and significant financial and service efficiencies result.

Given the current capacity at the Ohio University regional campuses, no additional facilities should be needed, nor should student support services require additional resources during the initial offering of the program. Faculty for the courses not currently taught at the regional level will be shared across the RHE using the OULN system and on-line where possible. Additional part-time adjunct faculty may be required for several of the campuses. In its initial offerings, no new full-time faculty will be required to be hired. Expenses over the first two years of program implementation are projected at $119,405 with projected revenues at $149,160.
The degree is on track to begin implementation in Spring Semester, 2015.

II) The Need for the Program

1) What is the local, regional, and national demand for graduates of the proposed program?
(a) Any statistical documentation would be helpful.

In the Fall of 2011, an exploratory survey for the SLS degree was conducted to a cross-sampling of potential employers throughout the five regional campus service areas. Of the 125 respondents, over 27% were “highly likely” or “somewhat likely” within the next three-to-five years to hire a full-time employee with a recreation and sport related degree, with another 22% “unsure”. Nearly 42% responded in the same categories for likelihood of hiring a part-time employee with the degree. The survey did not ask for employment projection beyond five years.

The interdisciplinary approach to the BSSLS degree is designed to qualify graduates for a wide range of jobs. The Ohio Dept. of Job and Family Services anticipates a 10.3% increase in community and social service organizations through 2018; the SLS graduate will be eligible for many of these positions. The greatest job potential for the SLS graduate may fall within activity positions for nursing homes and senior centers. In Ohio, Nursing Care Facilities employ more than 100,000 employees and are expected to grow at a rate of 15%. In the rural settings of the five Ohio University regional campuses, the need for employees qualified to work with the elderly is great (Ohio Department of Job and Family Services, Ohio Labor Market Information; Ohio Job Outlook to 2018). The option of the Gerontology Certificate with the SLS major will position graduates to meet such demands.

The field of recreation and sport is stable, with job growth expected to be 19% or “about as fast as average” according to the 2013 Occupational Outlook Handbook. Part-time jobs will continue to be readily available, although full-time positions may be less abundant. With competition for these full-time positions, the candidate with a Bachelor degree in SLS will be advantageously qualified for employment. National job forecasts for some of these prospective positions are:

- Recreation Workers. As the baby boom generation continues to age, the demands for trained activity leaders for the elderly will provide job growth at 15%, or faster than average for all occupations. Employment growth for activity specialists in nursing care facilities is expected to grow at an even faster rate. Growth is also anticipated in the demand for recreation services for children.
- Coaches and Sport Instructors: A 29% job increase is anticipated from 2008 to 2018, which is much faster than the average for all occupations. Baby boom retirees interested in specific sport

instruction, as well as the growth of private sport instruction for youth, are expected to drive the demand for sport-specific qualified staff. Competition for full-time jobs will encourage candidates to have specialized training and degree qualification.

There is a significant need and value for liberal arts baccalaureate degree programs of this type. The 2012 National Association of Colleges and Employees Research Job Outlook ranks the liberal arts Bachelor Degree as fifth on the list of top degrees in demand. At the state level, Ohio continues to lag in fielding a post-secondary educated workforce. According to the 2010 Census, Ohio held a 27.5% rate of citizens with a Bachelor's degree. Post-secondary education rates remain even lower in the Appalachian counties served by the regional campuses: Belmont 13.4% and Guernsey County 11.4% (OU Eastern Campus), Ross County 12.1% (Chillicothe campus), Lawrence County 13.2% (Southern Campus), and Muskingum 13.8% and Morgan County 9.5% (Zanesville Campus). By the year 2019, it is anticipated that 57.5% of Ohio jobs will require post-secondary education (Georgetown University Center on Education and the Workforce; Projections of Jobs and Education Requirements Through 2019). Clearly, the Ohio University Regional Campuses must continue to improve in their service delivery towards reducing this education-workforce gap in its Appalachian communities.

2) What other schools within Ohio offer the same or a similar program?
(a) What has happened to enrollments at those schools in recent years?

The following public universities in Ohio offer similar types of program; the name of the major is listed:

Bowling Green State University: Major in Sports Management, Recreation and Tourism
Ohio State University: Sport and Leisure Studies with a Sport Leadership Tract
University of Toledo: Recreation and Leisure Studies
University of Akron: Sports Studies

The Ohio Board of Regents publication of Degrees and Certificates Awarded by Ohio Public Institutions showed an increase of 722 to 963 (33% increase) of Bachelor's Degrees awarded in Sports and Recreation from 2005 to 2010. At Ohio University, 50 students, on average, have graduated the past two years with a major from the Recreation and Sport Pedagogy Department. Of these graduates, approximately 80% are currently employed in their field.

3) How does the proposed program align with the current vision for the university?

A primary purpose of the Regional Campus System of Ohio University is to improve affordable access to baccalaureate education for residents of Appalachian Ohio. This purpose has remained constant since its inception. Ohio University's outreach to the Appalachian region has evolved from circuit-riding faculty, through correspondence courses, to regional campuses and a range of current initiatives that includes the use of new distance learning technologies, off-campus programs, weekend classes, and early-option programs.

In planning for the future, the Ohio Board of Regents *Master Plan* articulated a set of core values expected of all public universities within the University System of Ohio (USO). Included in these core values is the objective of improving student access to high-quality programs within 30 miles of their home. While Ohio University has been very successful in creating geographic access for its citizens through its five regional campuses, access to complete baccalaureate degrees at the regional level has been limited. The proposed BSSLS addresses this void in providing a baccalaureate degree with the flexibility to meet the needs of students, communities and the University.

In support of the Master Plan, Ohio University's Vision Ohio Strategic Plan 2016 includes four fundamental goals, one of which is for *Innovative academic programs that draw on the best traditions and practices in liberal arts, professional, and interdisciplinary education*. The SLS degree draws from the disciplines of sport, recreation, health/wellness, biological science, and business to provide an interdisciplinary approach. While providing training for specific job markets in community sport and recreation, the liberal arts approach will also be transferable to a broader range of career opportunities due to its business and administrative coursework.

The Vision Ohio Plan includes four supporting priorities, one of which is *to set and meet long-term and short-term enrollment goals.* One of the draws of this degree program will be in its recruitment and potential retention of male students. Across the five regional campuses from 2008-2012, an average of 40% of new enrolled students were male. With over 70% of the students in the Recreation and Sport Pedagogy Department on the Athens campus being male, it can reasonably be predicted that the SLS program will be attractive to this population and thus increase their enrollment at the regional campuses. Over the same five-year period, 40% of students entered the regional campuses undecided as to their major. The Liberal Arts approach of the proposed major, with the number of electives and "select from" course options, will be attractive to the retention and eventual graduation of many these students.

Finally, the SLS program has a possibility of becoming a 3 year degree option through the use of summer school and maximization of scheduling from semester to semester. With the allotment of elective/selective hours in the SLS major, and overlap in Tier II courses, students will have more flexibility in options of summer classes. Six of the required one-credit classes are skill/activity classes that are often offered in workshop-style format, which are more readily accepted by the student as an overload option.

4) What Ohio University program comes closest to duplicating the proposed program?
(a) More generally, what duplication exists between the proposed program and other Ohio University programs?

The Athens campus offers a Bachelor of Science in Recreation Studies that includes majors in Outdoor Recreation and Education (ORE) and in Recreation Management (RM) in the Department of Recreation and Sport Pedagogy (RSP). While there is some overlap between the Recreation Studies and the Sport and Lifestyle Studies programs, there are distinct differences. The Didactic Core courses of the SLS are multidisciplinary including COED, PETE, REC, HLTH, EXPH and SLS courses, while the RSP majors are REC discipline specific. With its interdisciplinary approach the SLS program focuses on using sport and physical activity to promote healthy lifestyles. The Recreation and Sport Pedagogy majors have a research-based emphasis preparing students for advanced graduate degrees or management level careers, while the RHE degree will be less research based with a more practical approach. The RSP majors require a 12 hour internship while the SLS major utilizes a 3 hour practicum and course service-learning requirements. Finally, the SLS degree requires students to select a minor or certificate program which will allow the regional student to tailor the degree to their personal interests and their local community needs.

(b) Can students fulfill their educational and/or vocational needs through existing programs? If they cannot, why not?

Students at the regional campuses often have different needs than those who attend Athens. Many of the students are place-bound in their education, whether due to finances, family structure and obligation,

or part-to-full time work commitments in order to support themselves during their education. These students understand the need for and value of a college degree, but are unable to locate to the Athens campus. As such, the RHE mission is one of meeting those needs. The majority of the RHE students plan to remain in their home communities upon graduation and desire an education that will position them for employment in their communities. These rural communities are different markets from the larger metropolitan areas; sport and community recreation facilities are smaller, have fewer staff, serve a more diverse population and often offer a wider variety of services. Employees at such agencies must be adaptable and versatile in a variety of professional services. The SLS degree will provide students with diverse coursework across several disciplines to prepare them to meet these Appalachian community needs. Equally, if not more important, the RHE degree can be completed without the student leaving his/her home community.

5) List departments or other academic units at Ohio University and elsewhere that were consulted in the development of this proposal. Approval is required from departments whose high-demand courses your program will require.

A Memorandum of Understanding has been signed between the RHE and The Patton College of Education, Department of Recreation and Sport Pedagogy as well as The College of Health Sciences and Professions, School of Applied Health Sciences and Wellness.

6) From what geographic area do you anticipate that students to the program will be drawn?
(a) in the case of off-campus technical programs, what are the levels and trends in high school enrollments in the service area?

Each regional campus serves a multi-county region representing the entire southeast quadrant of Ohio, with Eastern and Southern campuses drawing from neighboring states as well. The vast majority of students live within a 30-45 minute drive of their campus.

7) How many students do you anticipate will enroll in the program in each of its first four years?

Conservative enrollment estimates are a minimum of 10 students per each of the five regional campuses (50 total) in the first year, 10-15 per campus in the second year, 15-20 in the third year and 15-25 per campus in the fourth year. First year enrollment may be low as regional campus students often delay official declaration of a major. Thus while ten students may be interested in the major, the official major declaration may not appear until the second year.

(a) To what extent will students in the program come from students who would enroll at this University anyhow?

At the regional campuses, an average of 40% who enroll are “undecided” in major for their first year. It is anticipated that a number of these students will opt for the SLS degree.

(b) To what extent is it anticipated that the enrollment will represent "new" (incremental) students?

Enrollment in the first year will likely be comprised of new students and previously undecided students. As the program becomes further established, it is hoped that 75% of students will enter the major at the time of their enrollment into the University.

III) Curriculum

1) **Describe the curriculum in a format that defines required courses, electives permitted, "field" requirements, total number of hours required for completion of the program, and the sequencing of courses over the typical student's career. Indicate which of the courses are newly proposed**.

Descriptive Overview:

Designed as a Liberal Arts degree, the interdisciplinary curriculum is comprised of two parts: a set of required core didactic courses and a set of extra departmental and professional requirements from which students select from course options. The core didactic required courses introduce the foundations of sport, recreation, and active lifestyles; and provide theoretical and practical development in the areas of leadership and programming. The extra departmental and professional component has four subsets: students will choose from a variety of activity courses designed to enhance their personal recreation and sports skills; select from a choice of introductory business and management courses, select from a choice of biological science courses and select from upper level courses in related discipline offerings.

Built into the SLS major will be the requirement of a minor of the student's choice. The most common minors will likely be including: Coaching Education, Business, or Communication; or certificates in Gerontology or Therapeutic Riding. With sound advising and early entrance into the major, a student may be able to complete a double minor. Not only will the Minors/Certificates allow students to focus on areas of personal and professional interest, it will also allow each of the regional campuses some flexibility in course offerings. It is anticipated that all of the minor options may not be available at every regional campus.

Following are the specific course requirements:

I. Core Didactic Courses (45 hrs)

***Complete each of the following with a "C" or higher*:**

PETE	2000	Culture and Physical Activity (3hrs) (Tier 2 CP)
SLS	2000	Sport and Physical Activity Skill Development (3hrs)
REC	2010	Recreation & Leisure in Society (3hrs) (Tier 2 SS)
REC	2150	Outdoor Recreation and Education (3hrs)
REC	2750	Recreation for Individuals with Disabilities (3hrs)
REC	3620	Convention and Event Planning (3hrs)
EXPH	1490	Introduction to Exercise Science (3hrs)
HLTH	2020	Introduction to Health and Lifestyle Choices (3hrs) (Tier 2 AS)
COED	2120	Introduction to Coaching (3hrs)
COED	2130	Youth and Sports (3hrs)
COED	3130	Human Dynamics in Sport (3hrs)
REC	3910	Field Experiences in Recreation (2hrs) OR COED 4920 Practicum in Coaching
REC	4210	Principles of Aging, Physical Activity, and Recreation (3hrs)
SLS	3010	Ethics and Risk Management Sport and Physical Activity (3hrs)
SLS	3900	Professional Development in Sport and Lifestyle Studies (1hrs)
SLS	4500	Capstone in Sport and Lifestyle Studies (3hrs)

II. Extra Departmental and Professional Requirements: (18 sem hrs)

A. Business Course requirement. ***Complete one of the following:***

MKT 2020 Marketing Principles (3hrs)
MGT 2000 Introduction to Management (3hrs)
SAM 1000 Entrepreneurial Accounting (3hrs)
SAM 3020 Consumer Marketing (3hrs)
SAM 3050 Supervisory Management (3hrs)

B. Biological Sciences requirement. ***Complete one of the following:***

BIOS 1030 Human Biology I: Basic Principles (3hrs) (Tier 2 NS)
BIOS 1300 Principles of Human Anatomy and Physiology I (4hrs)

C. Activity Courses requirement

PED: select a minimum of three different one-hour courses from any of the PED 1xxx offerings
REC: select a minimum of three different one-hour courses from any of the REC 1xxx offerings

D. Upper Level requirement. Complete 6 hours in courses from the following not used to meet any other university requirement. Upper level courses from other department may fulfill this requirement with written approval from the Program Coordinator.

REC 3xxx or 4xxx
COED 3xxx or 4xxx
COMS 3xxx or 4xxx
PSY 3xxx or 4xxx
HLTH 3xxx or 4xxx
PETE 3xxx or 4xxx
SAM 3xxx or 4xxx
SLS 3xxx or 4xxx

III. Minor/Certificate Requirement (16 hrs)

All SLS majors are required to complete a minor or certificate program of their choice under consultation with their Advisor. Students transferring to Ohio University with an Associate or Baccalaureate Degree from another institution may apply in writing to the Program Coordinator to have the minor requirement waived.

A suggested 4 year program sequence follows:

Year 1 Fall (15 hr)	**Curriculum component (semester hours)**	***Year 1 Spring* (16 hr)**	**Curriculum component**
	REC 2010 Rec & Leisure (2SS) (3)		**COED 2130 Youth and Sports (3)**
	Select BIOS option (2NS) (3)		**EXPH 1490 Intro to Ex Science (3)**
	UC 1000 Mastering the University Exp (2) or elective (2)		**SLS 2000 (3)**
	PED/REC skill/activity (1)		**PED/REC skill/activity (1)**
	Math Tier 1 (3)		ENG T1 (3)
	Free Elective (3)		Tier 2 (3)
Year 2 Fall (16 hr)	**Curriculum component**	***Year 2 Spring (16 hr)***	**Curriculum component**
	REC 2150 Outdoor Rec & Ed (3)		**REC 2750 Rec for Individuals with Dis (3)**
	COED 2120 Intro to Coaching (3)		**Select: Business option (3)**
	PED/REC skill/activity (1)		**PED/REC skill/activity (1)**
	Minor Requirement (3)		***Minor requirement (3)***
	PETE 2000 (2CP) (3)		**HLTH 2020 Intro to Hlth & Life Choices (2AS) (3)**
	Free Elective (3)		Tier 2 (3)
Year 3 Fall (15 hr)	**Curriculum component**	***Year 3 Spring (15 hr)***	**Curriculum component**
	REC 3620 Convention Event Plan (3)		**SLS 3900 Professional Devel (1)**
	COED 3130 Human Dynamics (3)		**REC 3910 recreation practicum (2) or COED 4920 coaching practicum**
	Selective 3xxx or 4xxx (3)		**Jr Comp (3)**
	Minor (3)		Tier 2 (3)
	Tier 2 (3)		***Minor* (3)**
			Free elective (3)
Year 4 Fall (16 hr)	**Curriculum component**	***Year 4 Spring (13 hr)***	**Curriculum component**
	SLS 3010 Ethic &Risk Mgmt (3)		**SLS 4500 Capstone (T3) (3)**
	Selective 3xx/4xxx (3)		**PED/REC skill/activity (1)**
	REC 4210 Aging and PA (3)		***Minor (3)***
	PED/REC skill/activity (1)		Tier 2 (3)
	Minor (3)		Free elective (3)
	Free elective (3)		

Bold represents courses required for major.

2) How does this curriculum compare with that offered at other institutions with similar programs?

(a) Specifically, list at least two curricula of other schools offering similar programs, indicating how they compare with Ohio University.

Many universities offer distinct programs in Recreation, Leisure Studies or Sport Management. The proposed SLS integrates components of all three programs. Similar programs exist with Ohio State University's Sport and Leisure Studies major and the University of Toledo's major in Recreation and Leisure Studies.

The Ohio State University Leisure and Sports Studies major has two tracts, with the Sports Leadership and Sports Humanities most closely aligned with the proposed SLS program. Similarities between the two programs indicate graduates from both universities would be competitive for similar jobs. The distinct difference between the two programs lies in the choice of minors for the SLS program which will allow students to focus on a specific area, most likely coaching, gerontology, equestrian (therapeutic riding), business or outdoor recreation and education.

Similarities also exist in the core requirement comparison with the University of Toledo Recreation and Leisure Studies. This program, however, is geared towards urban recreation needs. The major has more managerial/business focus than the more hands-on applied SLS degree. The University of Toledo program requires a semester internship and project. Due to the need for the majority of Regional students to work at least half-time to fund their education, a full internship was considered a hindering burden. In its place, the SLS students will have practicum requirements along with practical/service learning experiences built into many courses.

3) Does the program intend to seek accreditation?

If so, what is the name and address of the agency that would accredit the program?

At this time accreditation is not being sought.

(a) Has it been contacted?

(b) Is the curriculum in accord with its standards?

4) Define the proposed policy on accepting transfer of credit from other institutions or other programs at Ohio University.

The transfer of credits from other institutions will follow the Ohio University Undergraduate Guidelines according to the current Undergraduate Admissions Policies (http://www.ohio.edu/admissions/transcredits).

<u>Faculty and Instruction</u>

5) Will current faculty, new faculty, or a combination of both be used? How?

A combination of current and additional part-time adjunct faculty will be used. During the first two years of the program, the OULN system will be used to share instructors across the five campuses. As the student enrollment grows, many campuses may choose to hire their own adjuncts for face-to-face classes and conceivably full-time faculty if the program succeeds in generating the need. On-line coursework will also be used, where feasible and appropriate, to share instruction.

(a) How will new faculty for the program be selected? By whom?

New faculty will be solicited by the RHE Program Coordinator in coordination with each of the five

RHE Associate Deans. Clearance for new faculty will follow established guidelines from the corresponding Departments and in accordance with the Faculty Handbook.

(b) What are the minimal qualifications expected of instructors in the program?

Instructors will be required to hold a minimum of a Master's Degree in the discipline. Due to the applied focus of this program, it is preferred that all faculty have will have professional, practical experience in a recreation or sport field.

(c) What is the tenure status of any identifiable current Ohio University faculty who are probable program participants?

Currently two tenured faculty will teach regularly in the program: Dr. Bob Galbreath (OUE) and Dr Kitty Consolo (OUZ). All other faculty are non-tenured.

6) What is the likely teaching load of faculty members?

Full-time faculty at the regional campuses currently have a 12 hour semester workload. Several of the classes will likely be taught by adjunct faculty who will teach one or two courses per semester.

7) What is the projected ratio of FTE students to FTE faculty?

To be determined

8) Once the program is ongoing, what mechanism will assure that the principle of faculty control of the curriculum will be maintained according to procedures outlined in the Faculty Handbook?

The RHE Program Coordinator will work in coordination with home campus Academic Division Coordinator faculty member to ensure established procedures are followed. Additional oversight will be provided by the Chair of the Department of Recreation and Sport Pedagogy.

IV) Admission Requirements

1) What are the criteria for admission into the program? Be specific.

There are no criteria for the program beyond University admission requirements. Students will be required to earn a C or higher for all major-required courses. Published grade requirements will be followed as established for each minor.

2) Are there any upper limits on program enrollment?

(a) If yes, will you limit admission on a first come/first serve basis, by raising admission standards, or by some other method (specify)?

At this time, no enrollment limits are anticipated.

V) Administration

1) Who chose (or will choose) the administrative officer(s)?

The Associate Deans will recommend to the Regional Deans collectively one faculty to serve as the RHE SLS Program Coordinator. The Chair of the Department of Recreation and Sport Pedagogy will also provide input to the RHE in the selection of the Program Coordinator.

2) What is the title of the administrator(s) who will administer the program?

Sport and Lifestyle Studies Program Coordinator

3) Will the administrator(s) have academic rank?

The Program Coordinator will be a faculty member in Recreation or a closely related field.

(a) If a new administrator will be hired, what are the minimal academic credentials acceptable?

No new administrator will be hired.

VI) <u>Timing and Evaluation -</u>

1) Has any external publicity about this program already been generated?

No

(a) If so, by whom and why?

(b) Have applications for admission already been entertained? No

2) When do you want the program to start? How will the program be "Phased-in"?

(a) Allow at least 120 days for University Curriculum Council and Presidential and Trustee approval.

The program is targeted for full implementation Spring semester 2015. Upper level courses not previously taught will be included in the first two years of implementation so that existing students who already have their Tier 1 and 2 course work completed might be able to complete the SLS degree within 4 years of initial enrollment in Ohio University.

3) New programs will be evaluated annually by their colleges. What additional assessment tools are suggested to evaluate the program once ongoing?

As the college home of the SLS program, RHE will be responsible for compliance with all aspects of program assessment. The collection, evaluation, and implementation of the data primarily will be the responsibility of the Program Coordinator, but a number of groups will be included in the process.
As is common practice, each section of a course is evaluated for the effectiveness of the instruction and the applicability of the course materials. At the current time, a required standard RHE instrument provides feedback on course management, congruity between course materials and assessments, degree of difficulty, understandability and availability of the instructor, use of technology, and overall rating of the course—among other items. These course/instructor evaluations are reviewed each semester by the instructor's academic division coordinator (ADC). If an issue with course content emerges, it is handled through communications between and among program faculty members, who may propose changes that are submitted to the RHE Curriculum Committee and University Curriculum Council. In addition to regular email and phone conversations, program faculty also will meet in person at the annual RHE faculty conference. If distance media are involved there also are forms provided by the Ohio University Learning Network or Ohio University Online to provide feedback regarding the mode of delivery.

In addition to the semester course and instructor evaluation data collected, the multiple reports produced by the Office of Institutional Research will be utilized and analyzed. Every seven years program data is collected and summarized in a thorough self-study produced by the Program Coordinator for presentation to the University Curriculum Council Program Review Committee, which consists of reviewers both internal and external to Ohio University. The external reviewer and the committee both produce reports that identify program strengths and areas of concern and that make recommendations for improvements.

For more timely evaluation, a program Advisory Committee will be formed comprised of faculty and external constituents/area agencies to meet on an annual basis. An expedited preliminary program

review will be sought after 4 years. Each campus will review revenue and expenses annually. The Deans of the five regional campuses will conduct an annual evaluation of the program and the Program Coordinator with input from the Chair of the Department of Recreation and Sport Pedagogy.

VIII.Budget and Financial

4) **List an anticipated budget of revenues and expenses for at least the first two years of the program**.

Expenses:	**Year one**	**Year Two**	**on-going**
Faculty: (salary, benefits)	$26,080	53,277	53,277
Coordinator	3,592	2,992	2,992
Equipment	500	500	100
Instructional Support	600	870	500
Program Promotion	17,000	8,000	-
Tuition remission to Athens	0	5994	5994
Total	**47,772**	**71,633**	**62,863**
Revenue			
Tuition at 10 students	49,720		
Tuition at 20 students		99,440	
Tuition at 25 students			124,300

Expenses and Revenues are projected using the Zanesville Campus as the model and will vary from campus to campus based on pre-existing equipment, courses currently being offered, existing faculty qualifications and overlap of promotional demographics. The budget assumes sharing of expenses through the use of OULN offerings.

5) **Under costs, add in the incremental costs of instruction taken in areas outside the program (e.g. electives); if these costs are perceived to equal zero, state why the increased student burden in other areas will not add to financial costs and impede educational quality.**

Incremental costs of instruction outside the required coursework are perceived to be zero. All regional campuses offer a wide variety of electives to support other majors and for undecided students. If any additional costs were to occur, they would be offset by the additional enrollment and subsidy income.

6) **What is the extent of the fixed costs of the program for the first two years?**
   (a) **By fixed costs, we mean those expenses that will be incurred even if enrollment is almost zero.**

Fixed cost which will be incurred regardless of enrollment include; the RHE Program Coordinator stipend, new equipment/supplies, instructional support, and program promotion.

7) **How much would expenses be reduced if enrollment equals only one-half the amount indicated in the budget?**

Expenses would remain approximately unchanged. If enrollment is half anticipated (which we already believe is a low conservative estimate) the courses will still be held. The Regional Campus's administration is committed to holding classes, even if low enrolled, the first 2 years as the major becomes

established. At the Regional level, first year students are often slow to officially declare a major (often not until their second year). Regional students often focus their first semester coursework on required Tier 1 and Tier 2 classes. Holding a low enrolled SLS required class will help promote the major for the subsequent semesters.

8) What is your estimate of how conservative or optimistic your budget projections are?

The budget income was developed conservatively. It was based on only 10 students the year one. The goal for the number of students is actually higher.

OCEAN
OHIO Curriculum Enhancement and Approval Network

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BSXX17 - Sport and Lifestyle Studies

Program requirements specified in this document are preliminary. Please consult the home department/school for the final program requirements.

General Info

Document Description: BSXX17 - Sport and Lifestyle Studies
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Document Type: PROGRAM
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Contact Name: Kathy Normansell
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Last Modification: 04/09/2014 by Michael Whitnable (whitnabl)

Program Info

Program Code: BSXX17 - Sport and Lifestyle Studies

Semesters | **Quarters**

Program Abbr: Sprt & Lif
Program Name: Sport and Lifestyle Studies
Transcript Name: Sport and Lifestyle Studies
Degree Name: Bachelor of Science in Sport and Lifestyle Studies
College: RHE (Regional Higher Education)
Department: RHE (Regional Higher Education)
Level: U (Undergraduate)
Semesters: This program WILL be offered in semesters.

Program Overview

Overview: This proposal is for a new RHE degree: a Bachelor of Science in Sport and Lifestyle Studies (with the requested prefix of SLS).

The proposed Bachelor of Science in Sport and Lifestyle Studies (BSSLS) is a liberal arts degree, to be offered through Regional Higher Education (RHE), which will prepare graduates for meaningful employment in Appalachian Ohio. The interdisciplinary curriculum is comprised of core didactic courses and a set of departmental and professional requirements. The Core Didactic Requirements introduce the foundations of sport, recreation, health/wellness, and ethics; and provide theoretical and practical development in the areas of leadership and management. The Extra Departmental and Professional Requirement component has four subsets: students will choose from a variety of activity courses designed to build their personal recreation and sports skills; select from a choice of introductory business courses; select from a choice of biological science courses; and select from upper level courses in related discipline offerings. In addition to these 63 semester hours of core major requirements, the degree requires the completion of minor to be selected in consultation with an Academic Adviser. Due to several Tier II courses also being required in the core, students who enter the major their first year and who follow solid advising guidelines may be able to complete two minors. This flexibility in course selection will allow students to tailor the degree towards their personal interests, as well as their projected community needs, thus enhancing their potential to meet community job market demands.
Successful graduates of the SLS Major will:
be able to develop and implement comprehensive sport and physical activity programs;
be competent in administrative skills including budgeting, record keeping, data assessment, and program marketing/promotion;
be knowledgeable in the rules and skill development for a variety of sport and recreation programs and be able to adapt to various populations including youth and seniors;
be able to demonstrate effective leadership of sports and physically active games for individuals and groups of varying ages and abilities;
be knowledgeable of ethical and legal practices which apply to the sport and physical activity settings and scope of practice;
be able to utilize current best practices in the field toward the development of future entrepreneurship.

Admissions Information:

Freshman/First-Year Admission

No requirements beyond Ohio University admission requirements.

Change of Major/Minor/Certificate Policy

No selective or limited admission requirements. Students must receive a "C" or higher in any major required course.

External Transfer Admission

No requirements beyond University admission requirements. Students transferring with an Associate Degree from another institution may seek written permission from the Program Coordinator to waive the minor requirement.

Opportunities Upon Graduation: Graduates of the SLS Program will be prepared for work in a variety of sport and activity settings including youth sports leagues, senior centers, nursing homes, community recreation centers, commercial recreation settings, and government parks and recreation departments. By integrating the fields of sport, recreation and health, along with a selected minor, the SLS degree will offer a unique program that will be highly adaptable to the regional Appalachian communities served by the five RHE campuses of Ohio University. The greatest job potential for the SLS graduate may fall within activity positions for nursing homes and senior centers as this population continues to grow and demand services. The general field of sport and recreation is stable, with job growth expected to be about as fast as average in comparison to other regional and national job expectations. Through the choice of a required minor and careful selection of electives, the degree can be tailored to meet specific career pathway interests of the individual student. Graduates will also be prepared to meet future career changes and opportunities through the liberal arts approach in developing strengths in: critical thinking and problem analysis, verbal and written communication, and direct leadership and administrative skills.

Curriculum

Nature of Changes: The changes to your program curriculum DOES NOT MAKE the comparison of the minimum number of credit hours in the quarter-based and semester-based curricular less meaningful for most of your curriculur components.

Curricular Components:

	Semester	Quarter	Equiv	Change
General Education	33.0	0.0	0.0	100.0%
Tier 1 Freshman Composition	3.0	0.0	0.0	100.0%

Tier 1 Quantitative Skillls	3.0	0.0	0.0	100.0%
Tier 2	21.0	0.0	0.0	100.0%
Tier 1 Junior Composition	3.0	0.0	0.0	100.0%
Tier 3	3.0	0.0	0.0	100.0%
Core Didactic Course Component	45.0	0.0	0.0	100.0%
Field Experience	2.0	0.0	0.0	100.0%
Extra Departmental and Professional Requirements	18.0	0.0	0.0	100.0%
Business Course Requirement	3.0	0.0	0.0	100.0%
Biological Sciences Requirement	3.0	0.0	0.0	100.0%
Activity Courses Requirement	6.0	0.0	0.0	100.0%
Upper Level Requirement	6.0	0.0	0.0	100.0%
Minor/Certificate Requirement	16.0	0.0	0.0	100.0%
Electives	0.0	0.0	0.0	0.0%

Min. Credit Hours:	Semester Hrs	Quarter Hrs	Equiv.Semester Hrs	Percent Change
	120.0	0.0	0.0	100.0

Summary of Changes: new program

Sample: edu.ohio.ocean.domain.q2s.Q2SFile@e6878fd

Supplemental Information

Related Materials RHE degree UCC new program proposal.pdf

Patron Departments	Department	Nature of Change

Course Catalog

General Education

Sem Hrs: 33.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

New program = 100% change

Tier 1 Freshman Composition

Sem Hrs: 3.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

Tier 1 Quantitative Skillls

Sem Hrs: 3.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

Tier 2

Sem Hrs: 21.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

new program = 100% change

Tier 1 Junior Composition

Sem Hrs: 3.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

Tier 3

Sem Hrs: 3.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

Core Didactic Course Component

Sem Hrs: 45.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

100 change due to new program

Requirements:

Complete each of the following with a "C" or higher.

- EXPH 1490: Introduction to Exercise Science (3.0HR) (SEMESTER - PUBLISHED)
- HLTH 2020: Introduction to Health and Lifestyle Choices (3.0HR) (2AS) (COURSE_CHANGE - PUBLISHED)
- COED 2120: Introduction to Coaching (3.0HR) (SEMESTER - PUBLISHED)
- COED 2130: Youth and Sports (3.0HR) (SEMESTER - PUBLISHED)
- PETE 2000: Cultural Perspectives and Physical Activity (3.0HR) (2CP) (SEMESTER - PUBLISHED)
- SLS 2000: Sport and Physical Activity Skill Developement (3.0HR) (SEMESTER - PUBLISHED)
- REC 2010: Recreation and Leisure in Society (3.0HR) (2SS) (SEMESTER - PUBLISHED)
- REC 2150: Outdoor Recreation and Education (3.0HR) (EXPEDITED - PUBLISHED)
- REC 2750: Inclusive Recreation (3.0HR) (COURSE_CHANGE - PUBLISHED)
- REC 3620: Convention and Event Planning (3.0HR) (COURSE_CHANGE - PUBLISHED)
- COED 3130: Human Dynamics in Sport (3.0HR) (SEMESTER - PUBLISHED)
- SLS 3010: Ethics and Risk Management in Sport and Physical Activity (3.0HR) (SEMESTER - PUBLISHED)
- SLS 3900: Professional Development in Sport and Lifestyle Studies (1.0HR) (SEMESTER - PUBLISHED)
- SLS 4500: Capstone in Sport and Lifestyle Studies (3.0HR) (3) (SEMESTER - REVIEW)
- REC 4210: Principles of Aging, Physical Activity, and Recreation (3.0HR) (EXPEDITED - PUBLISHED)

Field Experience

Sem Hrs: 2.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

Requirements:

Choose one of the following:

- REC 3910: Field Experiences in Recreation (2.0HR) (EXPEDITED - PUBLISHED)
- COED 4920: Practicum in Coaching (1.0-3.0HR) (SEMESTER - PUBLISHED)

Extra Departmental and Professional Requirements

Sem Hrs: 18.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

new program = 100% change

Business Course Requirement

Sem Hrs: 3.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

Requirements:

Complete one of the following courses

- MKT 2020: Marketing Principles (3.0HR) (EXPEDITED - PUBLISHED)
- MGT 2000: Introduction to Management (3.0HR) (2SS) (EXPEDITED - PUBLISHED)
- SAM 1000: Entrepreneurial Accounting (3.0HR) (SEMESTER - PUBLISHED)
- SAM 3020: Consumer Marketing (3.0HR) (SEMESTER - PUBLISHED)
- SAM 3050: Supervision Management (3.0HR) (SEMESTER - PUBLISHED)

Biological Sciences Requirement

Sem Hrs: 3.0 Qrtr Hrs: 0.0 Equiv Hrs: 0.0 % Change: 100.0%

Requirements:

Complete one of the following courses

- BIOS 1030: Human Biology I:Basic Principles (3.0HR) (2NS) (EXPEDITED - PUBLISHED)
- BIOS 1300: Principles of Human Anatomy and Physiology I (4.0HR) (2NS) (EXPEDITED - PUBLISHED)

Activity Courses Requirement

Sem Hrs: 6.0 | Qrtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 100.0%

Requirements:

Select a minimum of 3 different one-hour courses from any of the PED 1xxx offerings
Select a minimum of 3 different one-hour courses from any of the REC 1xxx offerings

Upper Level Requirement

Sem Hrs: 6.0 | Qrtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 100.0%

Requirements:

Complete 6 hours in courses from the following not used to meet any other university requirement. Upper level courses from other department may fulfill this requirement with written approval from the Program Coordinator.
REC 3xxx or 4xxx
COED 3xxx or 4xxx
COMS 3xxx or 4xxx
PSY 3xxx or 4xxx
HLTH 3xxx or 4xxx
PETE 3xxx or 4xxx
SAM 3xxx or 4xxx
SLS 3xxx or 4xxx

Minor/Certificate Requirement

Sem Hrs: 16.0 | Qrtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 100.0%

new program = 100% change

Requirements:

All SLS majors are required to complete a minor or certificate program under consultation with their Adviser. Students transferring to Ohio University with an Associate or Baccalaureate Degree from another institution may apply in writing to the Program Coordinator to have the minor requirement waived.

Electives

Sem Hrs: 0.0 | Qrtr Hrs: 0.0 | Equiv Hrs: 0.0 | % Change: 0.0%

Requirements:

Choose additional courses to fulfill 120 hours University graduation requirement.

REGIONAL HIGHER EDUCATION
ASSOCIATE OF TECHNICAL STUDY

RESOLUTION 2014 -

WHEREAS, Regional Higher Education has proposed offering an Associate of Technical Study, and

WHEREAS, the proposed program has the support of the Faculty and Executive Dean of Regional Higher Education, the University Curriculum Council, and the Executive Vice President and Provost, and

WHEREAS, the program is designed to meet educational needs for specialized technical education not already available on the regional campuses by articulating with tracks specified through the Ohio Career-Technical Credit Transfer Program.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Associate of Technical Study on Ohio University regional campuses.

OHIO UNIVERSITY
Regional Higher Education

May 27, 2014

Cutler Hall 306
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www.ohiou.edu/regional/

Pam Benoit
Executive Vice President and Provost
Ohio University
209 Cutler Hall
Athens, OH 45701

Dear Provost Benoit,

Three of Ohio University's regional campuses seek Board of Trustees approval to offer the associate of technical study (ATS) degree. Specifically, the Lancaster, Chillicothe and Southern campuses have a vision to utilize the ATS "Type B" with industry-recognized credentials that are awarded college credit under the career technical credit transfer program. The Lancaster Campus has specifically been working on this idea with the Ohio Health Grant Medical Center Paramedic School. Both the Lancaster Campus and Grant have non-credit paramedic education programs that can make use of the 30 credit-hours recognized in the career technical credit transfer program and apply those credits towards the full technical requirements of the ATS. The initial idea was expanded to include partnerships with joint vocational schools in proximity of our campuses to provide access to associate degree attainment by others earning the full range of industry-recognized credentials. This is consistent with the current activity of a stakeholder group charged by Associate Vice Chancellor Visger to enhance the recognition of education received at Ohio Technical Centers in degree programs at institutions of higher education.

In addition, as the campuses collaborate with various stakeholders on the economic development needs of their regions, the ATS "Type A" provides the agility needed for unique education for specialty industries and niche jobs through the use of technical coursework currently offered on our campuses. Thus, both Type A and B are of interest to our campuses. In addition, the Lancaster and Southern Campuses have the Pickerington and Proctorville Centers, which do not have technical programs, but do provide additional access points that may be close to home or work for students to conveniently complete the core requirements of the ATS. Thus, this proposal greatly expands access to a technical associate degree programs at Ohio University.

This concept fits under the general framework and intent of the ATS degree. We are excited by the flexibility it affords in automatically being inclusive of other industry-recognized credentials as they are approved by the state of Ohio. An additional benefit of this degree is that the faculty and staff resources necessary for program delivery are already in place because the campuses and centers will be delivering only the general education portions of this degree program, thereby capitalizing on existing capacity.

This proposal has been reviewed and approved by faculty curriculum committees at the regional campus and university levels. Dean Jim Smith at the Lancaster Campus is leading this effort for our regional campuses, and either of us would be willing to answer any questions you may have regarding this request.

Sincerely,

William R. Willan
Executive Dean

Associate of Technical Study May 30, 2014

I) Summary Statement

1) Title of Program, Degree to be conferred, Administrative unit proposing program, Date of submission

Date of submission: May 30, 2014

Three of Ohio University's regional campuses (Lancaster, Southern and Chillicothe) seek approval to offer the **Associate of Technical Study (ATS)** degree.

Our intent is for each of these technical areas noted in the Career-Technical Credit Transfer Guidelines (CT^2) to be available through this program. Additionally, these areas are also highlighted in the Ohio Board of Regent's One-Year Option Credit Articulation documentation (current project, House Bill 59).

Associate of Technical Study in Automotive Technology
Associate of Technical Study in Fire Fighting
Associate of Technical Study in Paramedics
Associate of Technical Study in Heating Ventilation Air Conditioning (HVAC)
Associate of Technical Study in Welding

Note: No technical areas were included above if any of the regional campuses already offered a related associate degree program.

2) A brief (< 500 word) statement summarizing the **need / purposes** of the program (including the estimated demand for the program), distinguishing features of **the curriculum**, a summary of **resource needs** (faculty, space, and financial requirements), and the **date of proposed implementation**.

The three Ohio University regional campuses currently offering technical associate degree programs are seeking to expand their ability to meet the specialized educational needs of students and local employers.

Utilizing the ATS in its Type A format outlined by the Regents, a coherent combination of technical courses would be selectively drawn from two or more programs currently offered on our campuses to serve a career objective which cannot be adequately addressed by one of our existing programs. As Ohio University regional campuses expand our involvement in economic development activities, this degree option provides the campus with an agile response to unique and perhaps unanticipated needs. Incubator programs and new business startups may create demand in academic programming not previously existing in a community and need a quick solution to their education and training needs.

At the same time, it is recognized that Ohio University, without offering the ATS, has not had the necessary degree program structure to adequately provide options for students who have

earned credentials prior to seeking a degree. The ATS Type B format will recognize courses and training completed at vocational centers, or other educational enterprises judged by Ohio University to be college credit worthy. Utilizing the ATS "Type B" with industry-recognized credentials that are awarded college credit under the Career Technical Credit Transfer (CT2) program will provide a significant service to both students and employers. The Lancaster Campus, for example, has been working on this idea with the Ohio Health Grant Medical Center Paramedic School. Both the Lancaster Campus and Grant have non-credit paramedic education programs that can make use of the 30 credit-hours recognized in the CT2 program and apply those credits towards the full technical requirements of the ATS. The initial idea for paramedic education was expanded during the process of developing this proposal to include partnerships with joint vocational schools in proximity of our campuses, thereby providing access to associate degree attainment by others earning industry-recognized credentials. This approach is consistent with the current activity of a stakeholder group charged by Associate Vice Chancellor Visger to enhance the recognition of education received at Ohio Technical Centers in degree programs at institutions of higher education (House Bill 59).

No additional faculty or staff will be needed to deliver the ATS degree. As intended in the design of the program, all of the non-technical courses required to complete the degree are currently offered at all of the regional campuses, and there are an adequate number of seats available in current sections. The ATS degree is a combination of General Education courses, which will be offered by Ohio University, and technical credits, which will be transferred under CT2 guidelines.

Proposals for offering the degree have been reviewed and approved at all levels within Ohio University faculty committees and administration. The program received formal approval by the Ohio University Board of Trustees. Following Ohio Board of Regents approval, the date of proposed implementation will be **Fall, 2014**.

II) The Need for the Program

1) What is the local, regional, and national demand for graduates of the proposed program?

   The demand for graduates depends on the technical area of specialization. The degree is designed to allow the student to earn a degree which will open/advance employment opportunities.

2) What other schools within Ohio offer the same or a similar program?

   Approximately 33 schools across the state of Ohio offer the ATS degree. This proposal seeks approval to offer the degree for our local communities.

   (a) What has happened to enrollments at those schools in recent years?

Enrollments in the ATS are generally small and are not closely monitored as the intent of the degree program is to be responsive to community needs when they first occur and possibly until a more structured and formal program is developed.

3) How does the proposed program align with the current vision for the university?

Specifically, the Lancaster, Chillicothe and Southern campuses have a vision to expand collaboration with economic development partners and to align program offerings more closely with local needs. In addition, each campus has been active in educational partnerships such as dual enrollment and PSEO and sees the ATS as a means to expand pathways for vocational students to an associate degree. Ohio University regional campuses in recent years have initiated degree completion programs that recognize a range of associate degree credentials that articulate with bachelor's degree curricula in applied management (BSAM) and technical and applied studies (BTAS). Adding the ATS enables a student with a technical certificate to complete an associate degree and then be able to enter a completion program for the bachelor's degree. Completion of the Applied Management degree, in turn, provides the coursework necessary for application to Ohio University and other MBA programs. In addition, the Lancaster and Southern Campuses have the Pickerington and Proctorville Centers that, while they do not house technical program, do provide an additional access point that may be close to home or work for students to conveniently complete the core requirements of the ATS. Thus, this proposal expands access to a technical associate degree programs at Ohio University.

4) What Ohio University program comes closest to duplicating the proposed program?

(a) More generally, what duplication exists between the proposed program and other Ohio University programs?

The ATS degree is most similar to the Associate of Individualized Studies (AIS) degree at Ohio University. The AIS degree requirements include Tier I quantitative skills and Tier 1 freshman composition. The remainder of the degree plan is based upon the intended course of study. The AIS area of concentration must include two or more subject areas and could be composed strictly of liberal arts coursework. The AIS does not have any technical course requirement. The ATS is a technical associate's degree requiring thirty technical credits. Another big differences between the ATS and AIS is that the AIS allows for 15 credits through the Experiential Learning Program (learning that has occurred through employment or volunteer activities) while the ATS "Plan B" allows for technical expertise that has been earned through training at vocational centers or other educational enterprises.

(b) Can students fulfill their educational and/or vocational needs through existing programs? If they cannot, why not?

Currently, at Ohio University, there is not another program that seeks to align college transfer credit from technical programs. This program will allow students who have mastered the "technical" portion of their education to efficiently earn an associate's degree, thereby, increasing employment prospects and compensation.

5) List departments or other academic units at Ohio University and elsewhere that were consulted in the development of this proposal. Approval is required from departments whose high-demand courses your program will require.

Three regional campuses consulted on this proposal: Lancaster, Chillicothe and Southern. Courses needed to complete this degree include general education courses, Tier I quantitative skills and Tier I freshman composition. Since ample seats in these areas are available at all of the regional campuses, no additional course sections will be required.

6) From what geographic area do you anticipate that students to the program will be drawn?

(a) In the case of off-campus technical programs, what are the levels and trends in high school enrollments in the service area?

Most students entering this program will come from the local regional campus communities. While high school graduation levels are decreasing, students entering this program will, for the most part, be enrolling after completing other career training that is supported by the Ohio Career-Technical Credit Transfer guidelines. Programs approved for this training include, but are not limited to, paramedics, fire-fighting, and welding.

7) How many students do you anticipate will enroll in the program in each of its first four years?

It is estimated that there will be approximately 5-10 students entering the program in each of the first four years. Many of these students may take advantage of partnerships formed with local organizations such as Ohio Health.

(a) To what extent will students in the program come from students who would enroll at this University anyhow?

It is doubtful that any of the students enrolling in the ATS would have enrolled anyway because the educational pathways that they chose to pursue, their areas of technical expertise, other than in computer technology and manufacturing, lie outside of areas offered by the university. This program is designed to connect their pathways to the associate degree so that these "technical employees" will have a means to increase their credentials, thereby qualifying them for advancement within their current organizations, should that potential exist, or making them more attractive to potential employers.

(b) To what extent is it anticipated that the enrollment will represent "new" (incremental) students?

Most all of the enrollment will be “new” (incremental) students for the reason cited in (a) above. Note that students will not be completing all of their degree here, but for most of them, it will be the last two to three semesters.

III) Curriculum

1) Describe the curriculum in a format that defines required courses, electives permitted, "field" requirements, total number of hours required for completion of the program, and the sequencing of courses over the typical student's career. Indicate which of the courses are newly proposed.

Required: Tier I Freshman Composition
Required: Tier I Quantitative Skills
Required: Communication Course (Fundamentals of Human Communication (COMS 1010) or Fundamentals of Public Speaking (COMS 1030)
Required: Computing Course (Introduction to Computers (CTCH 1250) or Introduction to Business Computing (BMT 2000) or Introduction to Information Analysis and Design (MIS 2011)
Required: Tier II Humanities & Literature (3 credit minimum)
Required: Tier II Fine Arts (3 credit minimum)
Required: Tier II Social Science (3 credit minimum)
Required: Tier II Cross-Cultural Perspectives (3 credit minimum)
Required: Tier II Natural Sciences (3 credit minimum)
Required: Tier II Applied Science (3 credit minimum)
Required: Technical Studies – 30 credits **

Total of 60 credits (minimum)

** This credit is earned by using the guidelines in the Ohio Career-Technical Transfer program (ATS Type B). Additional credits, if necessary, will be earned by designing a program that utilizes existing complementary courses to achieve a cohesive program designed to meet a specific career objective. Alternatively, the ATS Type A program would be designed with the assistance of an advisor and would be approved by a curriculum review panel of faculty.

(a) Provide the catalog descriptions for all new courses, and include new course approval forms in the appendix.

NA - There are no new courses required for the ATS degree.

2) How does this curriculum compare with that offered at other institutions with similar programs?

   (a) Specifically, list at least two curricula of other schools offering similar programs, indicating how they compare with Ohio University.

   The proposed curriculum for Ohio University is very similar to those at other regional campuses. Some differences are noted primarily aligning the Board of Regents degree requirements with the general education requirements of the institution. At the BGSU Firelands campus, students must earn 33 semester credit hours of technical studies, 14 semester credit hours of basic foundation courses (math, science and computer science), and 15 semester credit hours of general studies requirements (writing, communication, social science, humanities & arts and international perspectives).

   The proposed curriculum for Ohio University is also somewhat similar to that of Miami University Middleton and Miami University Hamilton. At these campuses, students must earn 32 hours in the technical subject area. There are 17 semester credit hours of support hours required (math, science and computing). Fifteen hours are required with respect to English and communication. Finally, 6 hours are required in composition & literature; fine arts, humanities or social science; or world cultures or U.S. cultures.

3) Does the program intend to seek accreditation?

   No, the ATS program does not intend to seek accreditation.

4) Define the proposed policy on accepting transfer of credit from other institutions or other programs at Ohio University.

   A maximum of 30 technical semester hours can be applied to the Associate of Technical Study by Ohio University for coursework completed in other public, private, or proprietary post-secondary institutions, vocational centers, and schools conducted by business and industry, prior to the declaration of candidacy for this degree. Credit for coursework completed at other public, private, or proprietary post-secondary institutions, vocational centers, and schools conducted by business and industry may not be assumed to be applicable to other Ohio University programs. Completion programs at the bachelor's level must make their own determination of the applicability of such credit. Credits for technical credit earned will transfer in as "bulk credit" in accordance with the Ohio Career-Technical Credit Transfer Guidelines.

IV) Faculty and Instruction

1) Will current faculty, new faculty, or a combination of both be used? How?

   Current faculty will be used. The program does not necessitate the hiring of any new faculty

members. Most students will enter the program with a majority of their technical credits in hand. Only currently existing support courses or technical courses will be needed to offer the program.

(a) How will new faculty for the program be selected? By whom?

Ohio University has ample, well-qualified faculty; therefore, no new faculty are being considered to offer the degree.

(b) What are the minimal qualifications expected of instructors in the program?

Courses will be taught by faculty members who have received course clearances. At a minimum, all faculty members will hold a master's degree in discipline.

See the appendix for a brief representative list of faculty. A vita is also attached for each faculty member.

(c) What is the tenure status of any identifiable current Ohio University faculty who are probable program participants?

All faculty teaching in the program will be Group I, Group II, Group IV or adjunct faculty members with course clearances for teaching.

2) What is the likely teaching load of faculty members?

Since no new faculty will be hired for the program, teaching loads are not affected. Also, the ample number of seats in existing courses does not necessitate the need for additional course offerings.

3) What is the projected ratio of FTE students to FTE faculty?

NA

4) Once the program is ongoing, what mechanism will assure that the principle of faculty control of the curriculum will be maintained according to procedures outlined in the Faculty Handbook?

If a curricular issue emerges, it is handled through communications between and among program faculty members, who may propose changes that are submitted to the RHE Curriculum Committee and University Curriculum Council, both of which have a preponderance of faculty as members. In addition to regular email and phone conversations, program faculty also will meet in person at the annual RHE faculty conference. If distance media are involved there also are forms provided by the Ohio University Learning Network

or Ohio University Online to provide feedback regarding the mode of delivery.

V) Admission Requirements

1) What are the criteria for admission into the program? Be specific.

Prior to the completion of 40 semester hours, the student must complete an application to enter the Associate of Technical Study Program. To complete this application, the student must work with an advisor in the student services office. Applications will be reviewed within 60 days of submission to the Technical Studies Review Committee. Students will receive a letter indicating the decision of the review committee. Students are encouraged to complete this application as early as possible.

Following approval of the application, a student must complete at least 20 semester hours under the supervision of Ohio University.

2) Are there any upper limits on program enrollment?

No

VI) Administration

1) Who chose (or will choose) the administrative officer(s)?

The Dean at each regional campus will choose the administrative officer.

2) What is the title of the administrator(s) who will administer the program?

The Associate Dean at each regional campus will be the administrative officer.

3) Will the administrator(s) have academic rank?

Yes, the administrator will have academic rank.

(a) If a new administrator will be hired, what are the minimal academic credentials acceptable?

No new administrators will be hired.

VII) Timing and Evaluation –

1) Has any external publicity about this program already been generated?

(a) If so, by whom and why?

Ohio Health has been in contact with the Lancaster Campus a number of times to express their hope that we are able to partner with their paramedic education program.

(b) Have applications for admission already been entertained?

No

2) When do you want the program to start? How will the program be "Phased-in"?

Fall, 2014. No phase in period is required.

3) New programs will be evaluated annually by their colleges. What additional assessment tools are suggested to evaluate the program once ongoing?

Ohio University policies ensure that assessments will be conducted in several manners on a regular basis, and Regional Higher Education requires full participation in those assessments. As the college home of the ATS program, RHE will be responsible for compliance with all aspects of program assessment. The collection, evaluation, and implementation of the data primarily will be the responsibility of the program coordinator, but a number of groups are implicated in the process. As is common practice in higher education, each section of a course is evaluated for the effectiveness of the instruction and the applicability of the course materials. At the current time, a required standard RHE instrument provides feedback on course management, congruity between course materials and assessments, degree of difficulty, understandability and availability of the instructor, use of technology, and overall rating of the course—among other items. These course/instructor evaluations are reviewed each quarter by the instructor's academic division coordinator (ADC)—the equivalent of a department chair—and the dean and/or associate dean at the home campus of the instructor and become part of the faculty member's annual review. Should there be a pattern of concern with the instruction that emerges from these evaluation instruments, the instructor consults with the academic division coordinator about the means to address the concern. As mentioned above, if an issue with course content emerges, it is handled through communications between and among program faculty members, who may propose changes that are submitted to the RHE Curriculum Committee and University Curriculum Council. In addition to regular email and phone conversations, program faculty also will meet in person at the annual RHE faculty conference. If distance media are involved there also are forms provided by the Ohio University Learning Network or Ohio University Online to provide feedback regarding the mode of delivery. These forms also are reviewed by the ADC and the campus dean and/or associate dean. Summaries of the data from these forms provide an important consideration for all faculty promotion, tenure, and annual merit raise decisions.

In addition to the quarterly course and instructor evaluation data collected, there are multiple reports produced by the Office of Institutional Research detailing the number of program

majors, graduation rates, student profiles, and student satisfaction and career and further education surveys. Every seven years program data is collected and summarized in a thorough self-study produced by the program coordinator for presentation to the University Curriculum Council Program Review Committee, which consists of reviewers both internal and external to Ohio University. The external reviewer and the committee both produce reports that identify program strengths and areas of concern and that make recommendations for improvements. These reports lead to a UCC action that identifies the program as viable, in jeopardy, or not viable. If the latter occurs, the program is terminated. If the finding is of jeopardy, conditions must be met within a specified time period in order for the program to continue. All program review reports are accepted or amended by the Academic Affairs Committee of the Ohio University Board of Trustees.

VIII) Budget and Financial

1) List an anticipated budget of revenues and expenses for at least the first two years of the program.

   Only revenues are affected by offering the ATS degree. Revenue will be earned by courses taken and degree completion. There are no additional expenses attributable to this program. Given that any required OU courses are already available, there should be no additional courses necessary.

2) Under costs, add in the incremental costs of instruction taken in areas outside the program (e.g. electives); if these costs are perceived to equal zero, state why the increased student burden in other areas will not add to financial costs and impede educational quality.

   Due to the number of students expected in the program and the number of available seats in any courses taken by ATS students, there will be no financial cost and no impediment to educational quality. Students have a variety of courses/sections to choose from in order to meet their needs. ATS students will not have any notable effect on class sizes or quality.

3) What is the extent of the fixed costs of the program for the first two years?
   (a) By fixed costs, we mean those expenses that will be incurred even if enrollment is almost zero.

   Since no new courses are being offered for ATS students, the only effect of no enrollment is the loss of revenue.

4) How much would expenses be reduced if enrollment equals only one-half the amount indicated in the budget?

   Same as #3 above.

5) What is your estimate of how conservative or optimistic your budget projections are?

Since there are no additional expenses with the program beyond the marginal administrative costs per student, there is no danger of over-estimating potential costs. Even if more students than expected entered the program, they could easily be served with our current scheduling and staffing.

APPENDIX

The following table reflects a representative list of Tier I and Tier II courses required by the program. A vita for each faculty member shown below follows.

Requirement	Course	Instructor (Representative)
Tier I Freshman Composition	Writing and Rhetoric I	Dr. Daniel Kline
Tier I Quantitative Skills	College Algebra	Dr. Adem Cakmak
Tier II Natural Science	Principles of Biology	Dr. Joseph Faber
Tier II Humanities & Literature	Fundamentals of Human Communication	Dr. Candice Thomas-Maddox
Tier II Social Science	General Psychology	Dr. Patrick Drumm
Tier II Applied Science & Mathematics	Calculus I	Dr. Giorgi Shonia
Tier II Cross-Cultural Perspectives	Introduction to World History Before 1750	Dr. Ping-Yuan Wang
Tier II Fine Arts	Acting Fundamentals I	Mr. Victor Jones
Computing Course	Introduction to Computers	Ms. Christine Wolfe

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OHIO Curriculum Enhancement and Approval Network

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ATXX01 - ASSOCIATE OF TECHNICAL STUDY

Program requirements specified in this document are preliminary. Please consult the home department/school for the final program requirements.

General Info

Document Description: ATXX01 - ASSOCIATE OF TECHNICAL STUDY

Document ID: 114399
Document Version: 2.0
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Last Modification: 04/09/2014 by Michael Whitnable (whitnabl)

Program Info

Program Code: ATXX01 - ASSOCIATE OF TECHNICAL STUDY

Semesters	Quarters

Program Abbr: TECH. STU.
Program Name: ASSOC OF TECH STUDY
Transcript Name: ASSOCIATE OF TECHNICAL STUDY
Degree Name: ASSOCIATE OF TECHNICAL STUDY
College: RHE (Regional Higher Education)
Department: RHE (Regional Higher Education)
Level: U (Undergraduate)
Semesters: This program WILL be offered in semesters.

Program Overview

Overview: The Associate of Technical Study program at Ohio University Lancaster Campus, Ohio University Chillicothe Campus and Ohio University Southern Campus may be earned after the completion of 60 semester credit hours of an individually planned technical education program. This program is designed to meet educational needs for specialized technical education not already available in the formal degree programs on a particular campus. There must be an area of concentration equivalent to 30 semester hours in technical studies and clearly identifiable with a career objective.

The area of concentration can be formed by:

Type A: a coherent combination of technical courses selectively drawn from two or more programs currently offered by the awarding institution to serve a career objective which would not be adequately addressed by one of those existing programs; or

Type B: courses completed or training received by a student at other institutions of higher education, vocational centers, or other educational enterprises judged by the institution to be of college level and for which the institution awards degree credit, to a maximum of 30 semester hours, prior to the declaration of candidacy for the degree.

Application of Technical Credit to Type A and Type B:

Type A: Students enrolling at Ohio University who are building their program primarily from Ohio University courses and generally have not earned credit as specified in the Ohio Career-Technical Credit Transfer (CT)², are considered Type A. These students may plan a course of study consisting of 30 technical credits by selecting available technical courses from at least two areas. When combined, these courses must be aligned to meet a clearly identifiable career objective. Additionally, the career objective must be distinct from any other technical programs offered at Ohio University. Courses receiving non-equated credit that may be applicable to the career objective would need to be evaluated individually with input from the transfer office on issues such as the status of the accredited institution and by the local campus Technical Studies Review Committee to determine appropriateness to the career objective.

Type B: Students enrolling at Ohio University who have completed requirements for curriculum specified in the Ohio Career-Technical Credit Transfer (CT)², are considered Type B. These students would receive transfer technical credit according to the Ohio Career Technical Credit Transfer Guidelines. If fewer than 30 credits toward the technical requirement have been earned, the student may combine other Ohio University technical coursework with the transferred courses to reach 30 technical semester hours. The 30 credits must be aligned to meet a clearly identifiable career objective.

Admissions Information: **Freshman/First-Year Admission**

No requirements beyond University admission requirements.

Change of Major/Minor/Certificate Policy

Prior to the completion of 40 semester hours, the student must complete an application to enter the Associate of Technical Study Program. To complete this application, the student must work with an advisor in the student services office. Applications will be reviewed within 60 days of submission to the Technical Studies Review Committee. Students will receive a letter indicating the decision of the review committee. Students are encouraged to complete this application as early as possible.

Following approval of the application, a student must complete at least 20 semester hours under the supervision of Ohio University.

External Transfer Admission

A maximum of 30 technical semester hours can be applied to the Associate of Technical Study by Ohio University for coursework completed in other public, private, or proprietary post-secondary institutions, vocational centers, and schools conducted by business and industry, prior to the declaration of candidacy for this degree. Credit for coursework completed at other public, private, or proprietary post-secondary institutions, vocational centers, and schools conducted by business and industry may not be assumed to be applicable to other Ohio University programs. Completion programs must make their own determination of the applicability of such credit.

Opportunities Upon Graduation: The educational development in this program should provide advantages to students wishing to advance in their careers.

Students holding certification in fields such as paramedics, manufacturing technologies, hospitality services, construction, etc., may be able to combine their certification with additional education to earn credentials which would enhance employment prospects and growth.

Curriculum

Nature of Changes: The changes to your program curriculum MAKES the comparison of the minimum number of credit hours in the quarter-based and semester-based curricular less meaningful for most of your curriculur components.

Explanation: This program is new to the semester system.

Curricular Components:

	Semester	Quarter	Equiv	Change
General Studies	15.0	0.0	0.0	100.0%
Tier I Freshman Composition	3.0	0.0	0.0	100.0%
Tier II Social Science	3.0	0.0	0.0	100.0%
Communications	3.0	0.0	0.0	100.0%
Tier II Humanities & Literature	3.0	0.0	0.0	100.0%
Tier II Fine Arts	3.0	0.0	0.0	100.0%
Foundation Studies	15.0	0.0	0.0	100.0%
Tier I Quantitative Skills	3.0	21.0	14.0	-78.57%
Computing Skills	3.0	0.0	0.0	100.0%
Tier II Cross-Cultural Perspectives	3.0	0.0	0.0	100.0%
Tier II Natural Sciences	3.0	0.0	0.0	100.0%
Tier II Applied Science	3.0	0.0	0.0	100.0%
Technical Studies	30.0	45.0	30.0	0.0%

Min. Credit Hours:	Semester Hrs	Quarter Hrs	Equiv.Semester Hrs	Percent Change
	60.0	0.0	0.0	100.0

Supplemental Information

Related Materials ATS Planning Worksheet.pdf
OBOR.pdf

Patron Departments	Department	Nature of Change

Course Catalog

General Studies

15.0 Semester Hours

Requirements:
Complete at least 15 credits

Tier I Freshman Composition

3.0 Semester Hours

Requirements:
Complete at least 1 course

1E: First-Year Composition

3.0 Semester Hours

Tier II Social Science

3.0 Semester Hours

Requirements:
Complete at least 3 credits - course cannot be used to meet any other requirement

Tier 2SS

2.0 Semester Hours

Communications

3.0 Semester Hours

Requirements:
Take 1 of the following

- COMS 1010: Fundamentals of Human Communication (3.0HR) (2HL) (EXPEDITED - PUBLISHED)

or

- COMS 1030: Fundamentals of Public Speaking (3.0HR) (2HL) (COURSE_CHANGE - PUBLISHED)

Tier II Humanities & Literature

3.0 Semester Hours

Requirements:
Complete at least 3 credits - course cannot be used to meet any other requirement

Tier 2HL

2.0 Semester Hours

Tier II Fine Arts

3.0 Semester Hours

Requirements:
Complete at least 3 credits - course cannot be used to meet any other requirement

Tier 2FA

2.0 Semester Hours

Foundation Studies

15.0 Semester Hours

Requirements:
Complete at least 15 credits

Tier I Quantitative Skills

3.0 Semester Hours

Requirements:
Complete 1 course

1M: Quantitiative Skills

3.0 Semester Hours

Computing Skills

3.0 Semester Hours

Requirements:
Complete 1 of the following. Note, no credit for CTCH 1250 if taken after BMT 2000 or MIS 2011.

- CTCH 1250: Introduction to Computers (3.0HR) (EXPEDITED - PUBLISHED)

or

- BMT 2000: Introduction to Business Computing (3.0HR) (EXPEDITED - PUBLISHED)

or

- MIS 2011: Introduction to Information Analysis and Design Nonmajor (3.0HR) (SEMESTER - PUBLISHED)

Tier II Cross-Cultural Perspectives

3.0 Semester Hours

Requirements:

Complete at least 3 credits - course cannot be used to meet any other requirement

Tier 2CP

2.0 Semester Hours

Tier II Natural Sciences

3.0 Semester Hours

Requirements:

Complete at least 3 credits - course cannot be used to meet any other requirement

Tier 2NS

2.0 Semester Hours

Tier II Applied Science

3.0 Semester Hours

Requirements:

Complete at least 3 credits - course cannot be used to meet any other requirement

Tier 2AS

2.0 Semester Hours

Technical Studies

30.0 Semester Hours

Requirements:

Complete a minimum of 30 credits in accordance with your approved Associate of Technical Study Application.

OHIO
UNIVERSITY
Internal Audit

1 Ohio University
WUSOC 275
Athens OH 45701.2979

Date: June 5, 2014

To: The President and Board of Trustees

From: Jeff Davis, Chief Audit Executive

Re: **Audit Committee Meeting**

Internal Audit will present an update on the status of the FY14 audit plan at the June 26, 2014 Audit Committee meeting. The FY15 audit plan, ICA compliance auditing and an office/staffing update will also be addressed.

The University's auditor, Plante Moran, will discuss the status of the FY14 external audit. Also, representatives of OIT will discuss information security.

I will be pleased to answer any questions.

OHIO
UNIVERSITY
Internal Audit

1 Ohio University
WUSOC 275
Athens OH 45701.2979

DATE: June 5, 2014

TO: The President and Board of Trustees

FROM: Chief Audit Executive Jeff Davis, CPA

SUBJECT: FY15 Audit Plan

Below is the Office of Internal Audit's FY 15 proposed audit plan. It is presented to the Ohio University Board of Trustees for authorization.

FY 15 Audit Plan

External Audit Support – NCAA Agreed Upon Procedures
ICA Compliance Audit
Regional Campuses
Culinary Services
Registrar
OIT – Network and Infrastructure
Voinovich School of Leadership and Public Affairs Follow-Up
eLearning Ohio Follow-up
Risk Management and Safety Follow-up
OIT - Information Security Office Follow-up
Bursar Follow-up
Education Abroad Follow-up
OIT - SIS Follow-up
OIT - On Base Follow-up
Payroll Follow-up

I look forward to answering any questions you have.

Audit Committee

Trustee Victor Goodman

Audit Committee Chair

June 26, 2014

Tab

Chief Audit Executive Report

Jeff Davis, CPA

Agenda

- Audit Status Update
- FY15 Audit Plan
- IA Office/Staffing Update
- ICA Compliance Auditing

Audit Status Update

FY14 Audit Plan Status

Audit	Auditor	Status	Report Date
ICA Compliance	Ries/Ennis	Completed	9/9/13
OIT – Information Security	Tong	Completed	12/9/13
Risk Management and Safety	Ennis	Completed	2/4/14
External Audit Testing	All	Completed	12/20/13
Voinovich School of Leadership and Public Affairs	Ries	Completed	3/6/14
Education Abroad	Jago	In Progress	
Bursar	Ennis	In Progress	
OIT – Student Information System	Tong	Completed	
FY13 Carryover Audits:			
Graduate College	Ennis	Completed	7/16/13
eLearning Ohio	Ries/Tong	Completed	8/23/13

FY14 Audit Plan Status (con't)

Follow-Up Audit	Auditor	Status	Report Date
University Library	Ries	Completed	2/27/14
Graduate College	Ennis	Completed	5/30/14
OIT – Lifecycle Management	Tong	Completed	5/30/14
University College	Ennis	Completed	6/5/14
eLearning Ohio	Ennis/Tong	Moved to FY15	
OIT – On Base	Tong	Moved to FY15	
Payroll	Boyle	Moved to FY15	

Proposed FY15 Audit Plan

FY15 Audit Plan

Audit	Auditor
Regional Campuses	All
ICA Compliance	Boyle/Jago
OIT – Network/Infrastructure	Tong
Registrar	Ennis/Tong
Culinary Services	Jago/Boyle/Tong
External Audit Support: NCAA Agreed Upon Procedures	Boyle

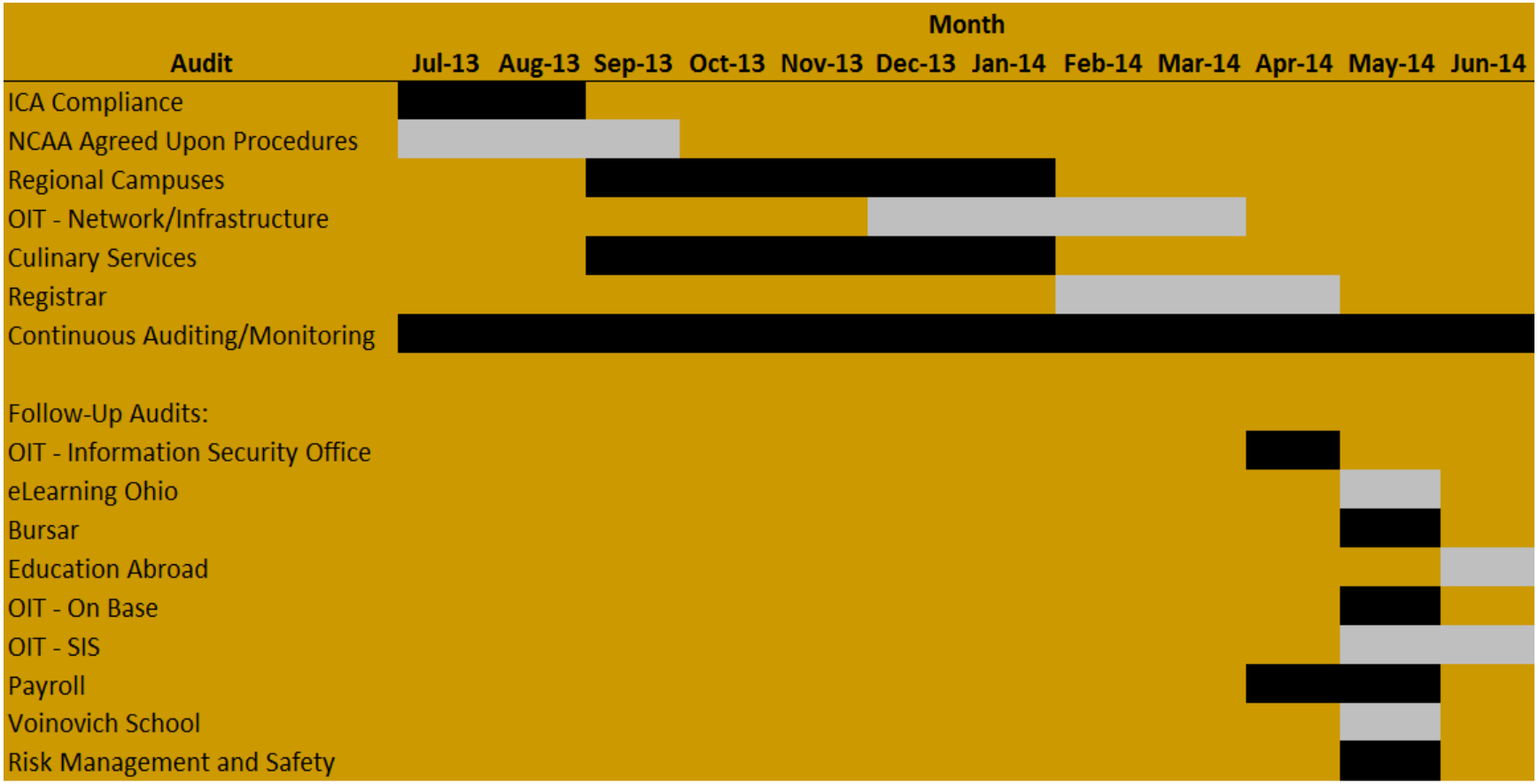
FY15 Audit Plan (con't)

Follow-Up Audit	Auditor
OIT – Information Security Office	Tong
eLearning Ohio	Tong/Ennis
Bursar	Ennis
Education Abroad	Jago
OIT - SIS	Tong
OIT - On Base	Tong
Voinovich School of Leadership and Public Affairs	Boyle
Payroll	Boyle
Risk Management and Safety	Ennis

Other Audit Time

- Development of Continuous Auditing Program
  - PCARD/Travel
  - Bobcat Buy
  - Cash Collection Points
  - Other
- Construction Auditing Support
- RCM Assessment
- Other Special Projects

FY15 Audit Schedule



IA Office/Staffing Update

IA/Compliance Services Assessment

- Assessment of Integrating Compliance Services into IA completed March 2014
- Goal was to provide options for greater efficiency and audit value to the University
- Three options presented by reviewer
  - Merge Compliance Services with IA
  - Establish Compliance Services as a unit within IA that reports to the CAE
  - Maintain existing reporting relationship of Compliance Services to Finance but add a reporting line to the CAE

IA/Compliance Services Assessment (con't)

- Option selected was to merge Compliance Services into IA
- Pros- Efficiencies and Enhanced Controls
  - "Increases IA resources to provide expanded audit coverage"
  - "Establishes compliance auditing with a solid methodology using risk based audit processes, sampling techniques and root cause analysis to more efficiently provide assurance"
  - "Provides independent assessment of unit performance, identifies systemic issues and offers recommendations based on audit findings"
  - "Frees up Finance management from overseeing CS staff"

IA/Compliance Services Assessment (con't)

- Cons- The Challenges
  - "Risk that IA becomes a substitute for management review, a critical step in compliance programs, particularly in an RCM environment"
  - "IA becomes the compliance function instead of the auditors of the compliance areas"

Staffing Update

- Mary Ann Boyle, Senior Auditor, joined the office on May 12th
- Currently in the process of hiring an additional Internal Auditor to fill an open position
- Anticipate having new employee by August 1st

ICA Compliance Auditing

ICA Compliance Auditing

- Internal Audit began compliance testing in July 2012
- Current requirement for a review to be performed every 4 years by an authority outside of ICA
- Association of College and University Auditors NCAA Division I Compliance Audit Guide

ICA Compliance Auditing(cont'd)

Year 3 (FY15)

- Camps and Clinics
- Extra Benefits
  - Athletic Equipment and Apparel
  - Team Travel
  - Complimentary Admissions
- Student-Athlete Employment

Conclusion

- Questions?