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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.

Program Spotlight: The Russ College of Engineering Vision
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.

University Resources Committee
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  Hurtle, 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 CONSTRUCTION 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 Wolford presented the Academics Committee report.

Academic Quality – Dashboard
Honors Tutorial College Dashboard
Trustee Wolford 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 Wolford 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 Wolford 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 Wolford 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 Wolfert 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.

Audit Committee
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 HIRTLÉ 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 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 CONSTRUCTION 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 Wolfert, 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 institution’s 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. Wolford, 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.
  o 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.
  o Have over 500 student employment opportunities (RAs, etc.).
  o Create more spaces where both students and faculty feel welcome.
  o Providing office space in dorms where student support staff can go to meet with students.
  o Faculty in residence space.
  o 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.
  o 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.
  o Interest rates for student loans have climbed.
  o 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 Wolford, 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 Wolford 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.