Board of Trustees

Ohio University

Athens, Ohio

Minutes

October 17, 2014

ROLL CALL
Chair Brightbill called the meeting to order at 10:18 a.m. Secretary Mather called the roll.

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

Also present were Student Trustees Keith Wilbur and Sharmaine Wilcox; National Trustees Peggy Viehweger and J. Patrick Campbell; Alumni Association Representative Julie Mann Keppner; President Roderick J. McDavis; and Board Secretary Peter C. Mather.

APPROVAL OF AGENDA
Chair Brightbill asked for a motion to approve the agenda. Trustee Anderson moved, Wolfort seconded, and the motion passed.

APPROVAL OF THE MINUTES OF AUGUST 28, 2014
Chair Brightbill asked for a motion to approve the minutes. Trustee Simmons moved, Scholl seconded, and the motion carried.

REPORTS

Report from the Chair
Chair Brightbill reported that he and Trustee Wolfort attended the faculty senate meeting early in the week. He also mentioned that the Trustees took a tour on Thursday morning, including a visit to the Walter Fieldhouse. Chair Brightbill commented on the generosity of Bob and Peggy Walter for this and other buildings on campus. The Trustees also visited a mock up residence hall room, representing the rooms that will be in the new residence halls. Finally, Chair Brightbill introduced his mother, who was in attendance at the meeting.

Report from the President

President McDavis began his report with a discussion of the University's strategic priories and a map representing Ohio University's presence throughout the state of Ohio.

University Spotlight
The spotlight came from the Student Fixed Income Management and Student Equity Management Groups. Dr. John Day, Associate Dean in the College of Business, introduced Taylor Matthews and Peter Rousseau, both students in the College of Business.

Taylor is a senior finance major and Peter is a sophomore finance major. Taylor and Peter explained that the two organizations they are representing are each allocated $4M to invest funds from the University Foundation funds. They noted that each organization was allocated an additional $2M designated to socially responsible investments. The student presenters discussed the exceptional mentoring offered through the program, the rich professional experiences they have in managing investments and the opportunities they have had to network with potential employers, particularly with alumni who are working in the finance industry. The presenters indicated that the groups' investments have outperformed the market in eleven of the last thirteen years.

COMMITTEE REPORTS

Joint Committee Report
Chair Brightbill reviewed the previous day's joint meeting of the Academics and Resources Committees. The meeting included four topics: COMP 2014, the Ridges Master Plan Update, State Share of Instruction (SSI) and the OHIO Guarantee.

Comp 2014

Executive Vice President and Provost Pam Benoit, Vice President for Finance and Administration, and the chief Human Resources Officer, Colleen Bendl, presented to the Trustees on the COMP 2014 Project. The project is being led by the University Human Resources

Compensation team to satisfy the requirements of the University's voluntary Resolution Agreement entered into with the Department of Education (DOE) to comply with DOE regulations.

The University is on schedule to complete this process by December 31, 2014. Ms. Bendl presented a timeline of the project, showing that several of the tasks have been completed, and others are on track for completion by the end of year deadline.

Ridges Master Plan Update

Chair Brightbill noted that the Board heard an update on the Ridges Master Plan process, chaired by Dr. Joe Shields and Shawna Bolin. The presenters noted that the committee includes three subcommittees: Academic Uses, Land Uses, and Existing Buildings. To this point, the Advisory Committee has focused on gathering historical documents and data, reviewing current uses, and generating possible uses for the Ridges. The next stage of the process involves narrowing options and setting priorities. Chair Brightbill noted that the Athens community is very involved with the process, in particular with involvement by the Athens Historical Society.

State Share of Instruction

The Board also heard a report from Dr. John Day, Associate Provost for Academic Budget and Planning regarding the status of the State Share of Instruction (SSI). Following a growth in Ohio University's portion of the SSI, there will be adjustments made for the FY2016-2017 biennium that will reduce the University's proportion. The reduction is the result of two primary formula adjustments:

1. The allocation of at-risk degree funding will be eliminated for students admitted with more than 30 credit hours; and,
2. Funding for a bachelor's degree after the rewarding of an associate's degree will be decreased by the value of the associate's degree.

These two adjustments impact the SSI allocation resulting from the RN to BSN program, which has been the source of the majority of growth in the current biennium. Dr. Day indicated that the specific financial impact to the University could not yet be predicted.

OHIO Guarantee

Chair Brightbill reported that the Board heard a report on the implementation of the OHIO Guarantee, with a particular focus on establishing the background necessary in order to set the first cohort rate at the January 2015 meeting. Executive Vice President and Provost Pam Benoit discussed strategy (e.g., Dublin and Cleveland campuses, RCM Management Model, and OU/OSU Innovation Fund), facilities and debt (e.g., the Housing Plan and Deferred Maintenance Strategy), and additional board priorities (e.g., Comp 2014, Scholarship Matching program, and OHIO Guarantee). The illustration provided an important context for examining the many initiatives occurring since 2010 and projected into 2017.

EVPP Benoit and VP Golding discussed contextual issues and strategic priorities that are important considerations in setting the OHIO Guarantee cohort rate, including student affordability, employee compensation and the capital plan. Mr. Golding also described considerations such as healthcare costs, endowment status, and revenue generation and expenses.

<u>Academics Committee</u>

Trustee Janetta King provided the report on the meeting of the Academics Committee. Trustee King reported that University Libraries Dean Scott Seaman provided the academic dashboard. Dean Seaman noted that this was the 200th anniversary of the Ohio University library. He indicated that Ohio University's library is listed as one of the top 100 libraries in North America. Trustee King highlighted the library's informal environment, high level of usage, and the library's social media uses.

Trustee King also reported that the committee received a report on the Parental Leave Program, indicating that the pilot has been extended for a year. She also indicated that the committee received an AQIP report on the category, *Valuing People*, related to the experience of faculty and staff.

Trustee King indicated that the committee received reports on enrollment and retention, which included record-setting enrollment numbers. She noted that the Heritage College of Medicine numbers were boosted due to the College's expansion into Dublin.

Trustee King also reported that EVPP Benoit presented on the US News & World Report's ranking, highlighting the metrics used in this ranking. She contrasted this report with the Student Achievement Measure (SAM), which is a rating approach that Dr. Benoit highlighted as a truer approach for measuring institutional quality.

Consent Agenda Items:

- Review of Centers and Institutes
- Wealth & Poverty Certificate
- HB488 – Valuing Ohio Veterans

<u>Resources Committee</u>
Trustee Sandra Anderson presented the report from the Resources Committee Meeting.

Century Bond

The first item discussed in Resources Committee was the Century Bond. Beth Greene, Director of Bond Management, provided an update on the document titled, Guiding Principles Governing Use of Century Bond Proceeds. Trustee Anderson noted that revisions have been made to the document since previous discussions about the guidelines. These guiding principles are intended to ensure the sound fiscal management of century bond proceeds, and to manage payment of the outstanding principle.

The resolution will include the investment policy for the century bonds. The investment policy includes four components: 1) establishment and management of a reserve fund of seven million dollars; 2) investment policy and asset allocation strategy; 3) central bank, with the primary goal to deal with deferred maintenance; 4) Board of Trustee oversight.

Trustee Anderson noted that the committee heard from Hirtle Callahan representative Rick Behler, who serves the University Foundation Investment Subcommittee as a portfolio manager. The committee discussed the use of the proceeds from the $250M bonds, which will be divided into two broad funds. $100M will be used to deal with immediate needs and invested in highly liquid securities. The additional $150M will be managed by the Foundation investment subcommittee.

Trustee Anderson noted that the $7M reserve fund will be used as a source for paying off the Century Bond debt in 100 years. The plan is for the proceeds of the investment of this $7M to grow over time in order to retire the debt.

Trustee Anderson explained that the resolution was originally on the consent agenda but, due to the importance of the resolution, will be dealt with separately. Trustee Anderson moved to accept the resolution; Trustee Wolfort seconded; with all in favor, the motion carried.

RESOLUTION TO APPROVE GUIDING PRINCIPLES GOVERNING USE OF CENTURY BOND PROCEEDS

RESOLUTION 2014 -- 3435

WHEREAS, the Board of Trustees has authorized the issuance and sale of general receipts bonds, described as the Series 2014 Bonds, in an amount not to exceed $250 million (Resolution 2014-3427);

WHEREAS, consistent with this authorization, University administration intend to issue $250 million in 100-year maturity taxable bonds ("Century Bonds") in order to establish a central bank funding model for deferred maintenance and other projects; and

WHEREAS, pursuant to its authority under Sections 3345.11 and 3345.12 of the Ohio Revised Code, and to ensure the prudent and fiscally responsible management of the Century Bonds, the Board of Trustees wishes to adopt guiding principles to govern the use, investment and expenditure of the proceeds of the Century Bonds;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby adopts and approves the Ohio University 2014 Century Bond Guiding Principles attached hereto as Exhibit A.

BE IT FUTHER RESOLVED, that the Board of Trustees adopts and approves The Century Bonds and Deferred Maintenance Program Investment Policy attached hereto as Exhibit B.

BE IT FURTHER RESOLVED, that the Board of Trustees hereby delegates to The Ohio University Foundation's Investment Sub-Committee the authority to act on its behalf with regards to investing the funds associated with the Century Bonds and Deferred Maintenance Program in accordance with the aforementioned Investment Policy.

BE IT FURTHER RESOLVED, that the performance of the aforementioned investments will be presented to the Resources Committee for their review and any changes in the Century Bond Guiding Principles and the Century Bonds and Deferred Maintenance Program Investment Policy will be presented to this Board for its approval.

EXHIBIT A

Ohio University 2014 Century Bond Guiding Principles

The objective of this document is to establish guiding principles related to a Century Bond issuance so that the University manages this program in a fiscally responsible manner and ensures its ability to repay the outstanding principal due in 2114. OHIO's objective in issuing a Century Bond is to a) reduce OHIO's current deferred maintenance backlog and establish a framework to continuously manage its deferred maintenance needs over the next century; b) reduce the amount of future borrowing needed for deferred maintenance projects over the next 100 years; and c) take advantage of historically low rates in the taxable market to lock in a low cost of capital. We believe a one hundred year debt allocation should be carefully managed; this document shall be used as framework for preserving fiscal discipline over the life of the Bonds.

Debt Reserve Fund

The University shall set aside $7 million from a source other than bond proceeds for every $250 million borrowed (pro-rated as applicable for an issuance of more or less) to be invested in such a way so that it may be ultimately used to repay the total outstanding principal in one hundred years.

The parameters for the initial investment of the funds are as follows:

- At the onset of the program, half of the monies will be invested in accordance with The Ohio University Foundation Investment Policy, with the objective of maximizing potential yield.
- The other half shall be invested in safer, more conservative (yet lower yielding) investments, examples of which are detailed in Appendix A, in order to preserve and protect principal under volatile market conditions (henceforth known as the "Conservative Portfolio").
- No draws may be made until the portfolio achieves at least 100% of the debt principal maturity balance (assuming a $250M issuance, in approximately 70 years according to the table in Appendix B). Once this milestone is achieved, draws may be made to the extent portfolio balances exceed targets in the chart on the following page, as well as minimum balances described more fully in Appendix B.

OHIO will need to readjust the allocation of monies within its investment portfolio over time in order to protect the principal needed to repay the full principal amount and one

year's interest at maturity. In addition, once monies are invested in their respective portfolios, all earnings will continue to be reinvested in those respective portfolios until and unless investment portfolio adjustments are made pursuant to the following:

Milestone Period	Investment Adjustment	Expectation	Minimum Required Reserve Balance*
Portfolio reaches 15% of outstanding principal	10% will be reallocated to the Conservative Portfolio; the remaining 5% shall be invested along with the institution's endowment	This adjustment will be made on or before the first 35 years.	$38M (year 35)
Year 50	20% of outstanding principal should be reallocated to the Conservative Portfolio	At this point the portfolio value should be approximately 35% of outstanding principal	$88M
Year 75	50% of outstanding principal should be reallocated to the Conservative Portfolio	At this point the portfolio value should have reached 112% of outstanding principal	$281M
Year 90	100% of outstanding principal shall be reallocated to the Conservative Portfolio and maintained in this portfolio until maturity.	At this point, future administrations will have likely made additional draws on the portfolio to fund campus deferred maintenance needs. These draws should be done with an expectation that by Year 90, the portfolio has a value of at least 125% of outstanding principal. This cushion will allow the University to retain a larger portion of the principal in higher yielding securities, which should in turn allow for a greater amount of campus reinvestment.	$313M
Post Year 90	Draws may be made as long as the total portfolio balance is at least 110% of outstanding principal.	110% of principal should be maintained as a fund balance. The difference may be redeployed for campus capital needs.	$275M

Please see Appendix B for a sample model of the portfolio and a detailed listing of annual minimum balance requirements.

Assuming half of the $7 million investment yields the current U.S. 30-year Treasury rate of 3.37% (as of July 15, 2014) and the other half yields the Foundation's current long term planning rate of 6.90%, and assuming the above portfolio adjustments, the University is expected to achieve a fund balance of approximately $1.4 billion in 100 years, well over the $250 million needed to repay the outstanding principal. Given that it is not the institution's objective to create an endowment out of these funds, future administrations should have the ability to make responsible draws from the fund in order to reduce the need for additional borrowing that would have otherwise been made to finance campus capital improvements. These draws may be made once the portfolio balance reaches $250 million and as long as the annual minimum balances in Appendix B have been historically met and are expected to be met in the future; they will be managed by the University's Central Bank (please see applicable section below for more detail) and any disbursements, in combination with the investment income from the bond proceeds fund, must first sufficiently meet campus deferred maintenance needs before being redeployed to other campus capital projects

To the extent portfolio returns are higher than delineated above, the University may have an excess of funds available for reinvestment into the campus. We leave it to future administrations to model out draw schedules using both the expectations above and the annual minimums listed in Appendix B as guidelines. Should the University fail to meet the annual minimum portfolio values as detailed in Appendix B, it is required to draw from its operating reserves to correct the fund balances.

Investment of Bond Proceeds

At the onset of the program, the University will plan to set aside $100 million of the total borrowing which will be invested in highly liquid, safe investments that comply with its Non-Endowment Investment Funds Policy. These are the same types of investments the University utilizes for its tax-exempt debt proceeds, and these funds are expected to be expended on energy infrastructure/deferred maintenance projects over the near term of the next three to four years. The remaining funds, approximately $150 million (less issuance costs), will be managed by the Foundation Investments Committee. Hirtle Callaghan, the Foundation's Chief Investment Officer, has worked with Ohio University to put together guidelines related to the investment of the remainder of these funds. During the early years of the program, investment returns play a key role. An initial period of negative investment return could disrupt the smooth implementation of the plan. Hirtle has helped the University develop a plan to employ an initial allocation strategy during the first six years, when the appetite for risk is lower and the need for flexibility is higher, and a second strategy for the remainder of the 100 year period, or the "corpus growth" years. It is also important to note that University expects to expend the full amount of the borrowed debt proceeds as soon as practical. This means that ultimately the managed funds in this account will be related to the interest earnings on the original debt proceeds, and not the debt proceeds themselves.

Please see Appendix C for specific proposed asset allocations under the Deferred Maintenance Program Investment Policy. The Foundation's Investments Sub-committee, in conjunction with the Foundation's Chief Investment Officer, will have the authority to use their fiduciary duty to make changes to the asset allocations over time as appropriate. Any future modifications to the Century Bonds and Deferred Maintenance Program investment policy will be presented to the Resources Committee for their review and approval.

Central Bank

Proceeds of the bonds are initially intended to be used to make a series of internal loans for miscellaneous energy infrastructure projects (approx. $90 million) and deferred maintenance needs (approx. $160 million). The Board will vote on any draws or disbursements of the loans, and the University is expected to be able to demonstrate that sufficient operating funds are available to repay annual debt service. The internal loans will be managed by the University's Treasury office utilizing OHIO's Central Bank model. As the principal and interest of the loans are repaid internally, the University will be able to use the incoming funds to repay the semi-annual interest due on the Century Bond as well as invest/redeploy any excess funds for future capital projects so that they

may ultimately be utilized to reduce future borrowings. The investments of the incoming funds will be pooled with the University's bond proceeds fund; the combination of the two must maintain a minimum balance of $50 million. This will provide a strong foundation so that the institution will be able to continue to make future draws on the interest earnings in the fund for future deferred maintenance needs.
In addition, the administrators of the Central Bank will create a budgeted depreciation model. Goals for deferred maintenance balances (backlog/sq ft) will be established and tied to the program and evaluated annually. The current model builds and sustains budgeted depreciation from operations to $13M by Year 10. In addition, if the Century Bond pool exceeds expected balances (based on investment returns modeled), the first use of these excess returns will be incremental investment in the annual deferred maintenance withdrawal to address respective inflationary impacts on backlog/sq foot. Board approval will be required prior to spending monies on future projects.

Board of Trustees Oversight

The financing model for the Century Bonds is expected to be managed continuously; however, the Vice President for Finance and Administration shall review the program no less than once a year and the Board of Trustees will receive an update as part of the biannual capital budget process and will be included in the capital budget submitted to the BOT for approval. These annual reports to the BOT shall include:

- Spend to date, with uses
- Internal loan principal and interest included in Operating Budget for next annum (budgeted deferred maintenance)
- Corpus ($250M Bond) balance and Pool fund balance
- Bond reserve fund ($7M) balance
- Investment results and comparison to plans
- Estimated draw and use for next annum
- Deferred maintenance backlogs / sq ft and progress against goals
    - Inflationary impacts on progress toward goals

The University's current deferred maintenance target backlog goal, as recommended by Sightlines, is $40-50 per gross square foot. With the implementation of the deferred maintenance strategy, in conjunction with the current Capital Improvement Plan, OHIO expects to reduce its current backlog from $87 per gross square foot to $59 per gross sf. Industry standard goals will no doubt change over the next 100 years. Future administrations, in conjunction with the BOT, must annually review and revise deferred maintenance backlog goals, setting new target benchmarks as appropriate and increasing budget appropriations as needed to attain these goals as well as to compensate for the impacts of inflation on this program.

Changes to the Guidelines

The objective of the 2014 Century Bond is to create a deferred maintenance program so that OHIO is able to significantly improve its current deferred maintenance backlog as

well as ensure a reliable source of funding for capital improvement needs into the next century. We believe that through careful management of this program, a $250M borrowing today will result in the University being able to reinvest at least $1.3 billion back into campus capital improvement projects over the next 100 years. However, as fund balances grow, it may be tempting for future administrations and the Board to redeploy monies towards other institutional needs, and this could result in a significant regression in the reduction/maintenance of the institution's deferred maintenance backlog. At the same time, since the current administration cannot predict the future, it would be imprudent to institute so many rules related to the governance of this program that they would become a great hindrance to future administrations. Thus, the intent of these guidelines is to provide a framework for fiscal discipline while enabling the Board and future administrations the flexibility to make changes to these guidelines and this program.

In addition, in order to keep the Board fully informed prior to making a change to these guidelines, future administrations must answer the following questions, with the intention to remain mindful of the original intended purpose of the program:

What is OHIO's current deferred maintenance backlog?

What is the recommended deferred maintenance backlog for an institution of OHIO's age and size?

How will changes to this policy affect the backlog today as well in 5 or 10 years from now?

Will these changes affect the way the University budgets for the repayment of the Bond's debt service? If so, how, and what are the repercussions?

Will these changes affect the way the University is managing the ability to repay the outstanding principal of the bonds? If so, how, and what are the repercussions?

Could these changes in any way negatively affect future administrations and their ability to manage this program?

How is inflation affecting progress towards these goals?

Review of Guiding Principles (initial 2-year test period)

OHIO has no peers with similar guiding principles and this management framework is the first of its kind. While we seek adoption of these Guiding Principles in October 2014, two years following implementation the University is to provide a report to the Board on this document and suggest recommended modifications, if any.

Conclusion

A Century Bond strategy has the potential to provide enormous benefit to the University. However, current and future administrations must be committed to carefully and prudently managing the program over the life of the Bonds. These Guiding Principles are intended to establish a management framework that combines the use of bond proceeds, investment income and prudent budgeting in order to reduce future borrowing needs and maximize the potential uses of this strategy over the next one hundred years. They are also intended to ensure that the Board remains fully involved with the program for the duration of the Bonds.

Appendix A

Conservative Investment Portfolio

The objective of the conservative portfolio is to protect the monies invested from market volatility, preserving principal. Monies allocated to the conservative investment portfolio are expected to generate a lower yield than the other invested portfolios. Specific securities for the portfolio with appropriate credit ratings will be selected in accordance with an investment policy that's developed with the assistance of a professional investment advisor. Examples of investments that may be in the conservative portfolio include, but are not limited to, the following:

* United States Treasury bills, notes, bonds, or any other obligations or securities issued by the United States Treasury or any other obligations guaranteed as to principal and interest by the United States (excluding investment in stripped principal or interest obligations of such eligible obligations)
* Obligations of this state or any political subdivision of this state
* Obligations whose Principal & Interest are guaranteed by the U.S. Government, agency thereof, or by the entity's own state
* Direct and general obligations of any State of the United States, to the payment of which the full faith and credit of such State are pledged
* Investment agreements or repurchase agreements (collateralized with permissible securities having a market value of at least 102% of the investment),
* Certificates of deposit of any national bank located in this state or State of Ohio chartered bank,
* Money market funds, and/or
* Bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the Federal Reserve System.

Appendix B – Sample Debt Reserve Fund Model

Please note: This model reallocates funds into the Conservative Portfolio according to the Guiding Principles. However, it does not provide a fund draw schedule for deferred maintenance needs and as a result, in Year 100, there is a fund balance well in excess of what would be needed at the time. It is up to future administrations to prudently budget a draw schedule that meets the requirements of these guidelines once the $250M balance is achieved. The yellow highlighted lines correlate to the years where portfolio adjustments between the Conservative and Long Term Investment portfolios are anticipated to be made.

As a point of clarification, the "total portfolio required minimum balance" column represents the only balance requirement for OHIO in the table below. The rest of the model is used to illustrate the expected fund balances in the Conservative vs. Long Term portfolios assuming the below interest assumptions and the required portfolio reallocations. The first portfolio reallocation (when the portfolio reaches 15% of principal due) is expected to occur somewhere between years 32-35. The remaining portfolio reallocations will occur in years 50, 75, and 90.

Years 1-50 are below. The remaining 50 years are continued onto the next page.

	Conservative Investment Portfolio			Long Term Investment Portfolio			Total Portfolio		Total Portfolio Required Minimum Balance
	Initial Investment		3,500,000	Initial Investment		3,500,000			
	Average Yield		3.37%	Average Yield		6.90%			
Year	Interest Earned	Portfolio Balance	Balance as Percentage of Outstanding Principal	Interest Earned	Portfolio Balance	Balance as Percentage of Outstanding Principal	Total Portfolio Balance	Balance as Percentage of Outstanding Principal	
-		3,500,000	1%		3,500,000		7,000,000		7,000,000
1	117,950	3,617,950	1%	241,500	3,741,500	1%	7,359,450	3%	6,400,000
2	121,925	3,739,875	1%	258,164	3,999,664	2%	7,739,538	3%	6,700,000
3	126,034	3,865,909	2%	275,977	4,275,640	2%	8,141,549	3%	7,000,000
4	130,281	3,996,190	2%	295,019	4,570,659	2%	8,566,849	3%	7,400,000
5	134,672	4,130,861	2%	315,376	4,886,035	2%	9,016,896	4%	7,700,000
6	139,210	4,270,071	2%	337,136	5,223,171	2%	9,493,243	4%	8,100,000
7	143,901	4,413,973	2%	360,399	5,583,570	2%	9,997,543	4%	8,500,000
8	148,751	4,562,724	2%	385,266	5,968,837	2%	10,531,560	4%	9,000,000
9	153,764	4,716,488	2%	411,850	6,380,686	3%	11,097,174	4%	9,400,000
10	158,946	4,875,433	2%	440,267	6,820,954	3%	11,696,387	5%	9,900,000
11	164,302	5,039,735	2%	470,646	7,291,599	3%	12,331,335	5%	10,400,000
12	169,839	5,209,574	2%	503,120	7,794,720	3%	13,004,294	5%	11,000,000
13	175,563	5,385,137	2%	537,836	8,332,555	3%	13,717,692	5%	11,600,000
14	181,479	5,566,616	2%	574,946	8,907,502	4%	14,474,118	6%	12,200,000
15	187,595	5,754,211	2%	614,618	9,522,119	4%	15,276,330	6%	12,800,000
16	193,917	5,948,128	2%	657,026	10,179,146	4%	16,127,274	6%	13,500,000
17	200,452	6,148,580	2%	702,361	10,881,507	4%	17,030,087	7%	14,200,000
18	207,207	6,355,787	3%	750,824	11,632,331	5%	17,988,118	7%	15,000,000
19	214,190	6,569,977	3%	802,631	12,434,961	5%	19,004,939	8%	15,800,000
20	221,408	6,791,385	3%	858,012	13,292,974	5%	20,084,359	8%	16,700,000
21	228,870	7,020,255	3%	917,215	14,210,189	6%	21,230,444	8%	17,600,000
22	236,583	7,256,838	3%	980,503	15,190,692	6%	22,447,530	9%	18,600,000
23	244,555	7,501,393	3%	1,048,158	16,238,850	6%	23,740,243	9%	19,600,000
24	252,797	7,754,190	3%	1,120,481	17,359,330	7%	25,113,520	10%	20,700,000
25	261,316	8,015,506	3%	1,197,794	18,557,124	7%	26,572,630	11%	21,900,000
26	270,123	8,285,629	3%	1,280,442	19,837,566	8%	28,123,194	11%	23,100,000
27	279,226	8,564,854	3%	1,368,792	21,206,358	8%	29,771,212	12%	24,400,000
28	288,636	8,853,490	4%	1,463,239	22,669,597	9%	31,523,086	13%	25,800,000
29	298,363	9,151,853	4%	1,564,202	24,233,799	10%	33,385,651	13%	27,200,000
30	308,417	9,460,270	4%	1,672,132	25,905,931	10%	35,366,201	14%	28,800,000
31	318,811	9,779,081	4%	1,787,509	27,693,440	11%	37,472,521	15%	30,500,000
32	329,555	25,000,000	10%	1,910,847	14,712,924	6%	39,712,924	16%	32,200,000
33	842,500	25,842,500	10%	1,015,192	15,728,116	6%	41,570,616	17%	34,100,000
34	870,892	26,713,392	11%	1,085,240	16,813,356	7%	43,526,748	17%	36,100,000
35	900,241	27,613,634	11%	1,160,122	17,973,477	7%	45,587,111	18%	38,200,000
36	930,579	28,544,213	11%	1,240,170	19,213,647	8%	47,757,860	19%	40,300,000
37	961,940	29,506,153	12%	1,325,742	20,539,389	8%	50,045,542	20%	42,500,000
38	994,357	30,500,510	12%	1,417,218	21,956,607	9%	52,457,117	21%	44,900,000
39	1,027,867	31,528,378	13%	1,515,006	23,471,613	9%	54,999,990	22%	47,400,000
40	1,062,506	32,590,884	13%	1,619,541	25,091,154	10%	57,682,038	23%	50,100,000
41	1,098,313	33,689,197	13%	1,731,290	26,822,443	11%	60,511,640	24%	52,900,000
42	1,135,326	34,824,523	14%	1,850,749	28,673,192	11%	63,497,715	25%	55,900,000
43	1,173,586	35,998,109	14%	1,978,450	30,651,642	12%	66,649,751	27%	59,100,000
44	1,213,136	37,211,245	15%	2,114,963	32,766,606	13%	69,977,851	28%	62,500,000
45	1,254,019	38,465,264	15%	2,260,896	35,027,501	14%	73,492,766	29%	66,100,000
46	1,296,279	39,761,544	16%	2,416,898	37,444,399	15%	77,205,943	31%	69,900,000
47	1,339,964	41,101,508	16%	2,583,664	40,028,063	16%	81,129,570	32%	74,000,000
48	1,385,121	42,486,628	17%	2,761,936	42,789,999	17%	85,276,627	34%	78,300,000
49	1,431,799	43,918,428	18%	2,952,510	45,742,509	18%	89,660,937	36%	82,900,000
50	1,480,051	50,000,000	20%	3,156,233	41,241,356	16%	91,241,356	36%	87,800,000

	Conservative Investment Portfolio			Long Term Investment Portfolio			Total Portfolio		Total Portfolio Required Minimum Balance
	Initial Investment		3,500,000	Initial Investment		3,500,000			
	Average Yield		3.37%	Average Yield		6.90%			
Year	Interest Earned	Portfolio Balance	Balance as Percentage of Outstanding Principal	Interest Earned	Portfolio Balance	Balance as Percentage of Outstanding Principal	Total Portfolio Balance	Balance as Percentage of Outstanding Principal	
51	1,685,000	51,685,000	21%	2,845,654	44,087,010	18%	95,772,010	38%	92,100,000
52	1,741,785	53,426,785	21%	3,042,004	47,129,013	19%	100,555,798	40%	96,600,000
53	1,800,483	55,227,267	22%	3,251,902	50,380,915	20%	105,608,182	42%	101,400,000
54	1,861,159	57,088,426	23%	3,476,283	53,857,198	22%	110,945,624	44%	106,500,000
55	1,923,880	59,012,306	24%	3,716,147	57,573,345	23%	116,585,651	47%	108,100,000
56	1,988,715	61,001,021	24%	3,972,561	61,545,906	25%	122,546,926	49%	113,100,000
57	2,055,734	63,056,755	25%	4,246,667	65,792,573	26%	128,849,328	52%	118,400,000
58	2,125,013	65,181,768	26%	4,539,688	70,332,261	28%	135,514,029	54%	123,900,000
59	2,196,626	67,378,393	27%	4,852,926	75,185,187	30%	142,563,580	57%	129,700,000
60	2,270,652	69,649,045	28%	5,187,778	80,372,965	32%	150,022,010	60%	135,900,000
61	2,347,173	71,996,218	29%	5,545,735	85,918,699	34%	157,914,917	63%	142,300,000
62	2,426,273	74,422,491	30%	5,928,390	91,847,090	37%	166,269,580	67%	149,100,000
63	2,508,038	76,930,528	31%	6,337,449	98,184,539	39%	175,115,067	70%	156,300,000
64	2,592,559	79,523,087	32%	6,774,733	104,959,272	42%	184,482,359	74%	163,900,000
65	2,679,928	82,203,015	33%	7,242,190	112,201,462	45%	194,404,477	78%	171,900,000
66	2,770,242	84,973,257	34%	7,741,901	119,943,362	48%	204,916,619	82%	180,300,000
67	2,863,599	87,836,856	35%	8,276,092	128,219,454	51%	216,056,310	86%	189,100,000
68	2,960,102	90,796,958	36%	8,847,142	137,066,597	55%	227,863,555	91%	198,500,000
69	3,059,857	93,856,815	38%	9,457,595	146,524,192	59%	240,381,007	96%	208,400,000
70	3,162,975	97,019,790	39%	10,110,169	156,634,361	63%	253,654,151	101%	218,900,000
71	3,269,567	100,289,357	40%	10,807,771	167,442,132	67%	267,731,489	107%	229,900,000
72	3,379,751	103,669,108	41%	11,553,507	178,995,639	72%	282,664,747	113%	241,600,000
73	3,493,649	107,162,757	43%	12,350,699	191,346,338	77%	298,509,096	119%	253,900,000
74	3,611,385	110,774,142	44%	13,202,897	204,549,236	82%	315,323,378	126%	266,900,000
75	3,733,089	125,000,000	50%	14,113,897	208,170,364	83%	333,170,364	133%	280,700,000
76	4,212,500	129,212,500	52%	14,363,755	222,534,119	89%	351,746,619	141%	290,000,000
77	4,354,461	133,566,961	53%	15,354,854	237,888,973	95%	371,455,935	149%	292,500,000
78	4,501,207	138,068,168	55%	16,414,339	254,303,312	102%	392,371,480	157%	295,000,000
79	4,652,897	142,721,065	57%	17,546,929	271,850,241	109%	414,571,306	166%	297,500,000
80	4,809,700	147,530,765	59%	18,757,667	290,607,908	116%	438,138,673	175%	300,000,000
81	4,971,787	152,502,552	61%	20,051,946	310,659,853	124%	463,162,405	185%	302,500,000
82	5,139,336	157,641,888	63%	21,435,530	332,095,383	133%	489,737,271	196%	302,500,000
83	5,312,532	162,954,419	65%	22,914,581	355,009,965	142%	517,964,384	207%	305,000,000
84	5,491,564	168,445,983	67%	24,495,688	379,505,652	152%	547,951,636	219%	305,000,000
85	5,676,630	174,122,613	70%	26,185,890	405,691,542	162%	579,814,155	232%	307,500,000
86	5,867,932	179,990,545	72%	27,992,716	433,684,259	173%	613,674,804	245%	307,500,000
87	6,065,681	186,056,226	74%	29,924,214	463,608,472	185%	649,664,699	260%	310,000,000
88	6,270,095	192,326,321	77%	31,988,985	495,597,457	198%	687,923,778	275%	310,000,000
89	6,481,397	198,807,718	80%	34,196,225	529,793,682	212%	728,601,400	291%	312,500,000
90	6,699,820	250,000,000	100%	36,555,764	521,856,984	209%	771,856,984	309%	312,500,000
91	8,425,000	258,425,000	103%	36,008,132	557,865,116	223%	816,290,116	327%	275,000,000
92	8,708,923	267,133,923	107%	38,492,693	596,357,809	239%	863,491,731	345%	275,000,000
93	9,002,413	276,136,336	110%	41,148,689	637,506,498	255%	913,642,833	365%	275,000,000
94	9,305,795	285,442,130	114%	43,987,948	681,494,446	273%	966,936,576	387%	275,000,000
95	9,619,400	295,061,530	118%	47,023,117	728,517,563	291%	1,023,579,093	409%	275,000,000
96	9,943,574	305,005,104	122%	50,267,712	778,785,275	312%	1,083,790,378	434%	275,000,000
97	10,278,672	315,283,776	126%	53,736,184	832,521,459	333%	1,147,805,234	459%	275,000,000
98	10,625,063	325,908,839	130%	57,443,981	889,965,439	356%	1,215,874,278	486%	275,000,000
99	10,983,128	336,891,967	135%	61,407,615	951,373,055	381%	1,288,265,021	515%	275,000,000
100	11,353,259	348,245,226	139%	65,644,741	1,017,017,795	407%	1,365,263,021	546%	275,000,000

Appendix C – Investments of Bond Proceeds

Below is the initial proposed allocation by Hirtle Callaghan of the investment of $150 million of the bond proceeds. Column A represents the early stages, or first six years. Column B represents the remainder of time, the "corpus growth" years. The proposed allocation is then compared to the Foundation's active strategy and long term policy in Columns C and D. The early stage investments are designed to contain less risk than the Foundation's investments, with a volatility of 12.1% versus 14.4%. However, the expected return remains strong at 6.3% versus 7.0%. The growth years are designed to be less liquid but are also expected to return stronger investment results over time compared to the Foundation's portfolio.

OUF INVESTMENT PORTFOLIO
Asset Allocation Comparison

Asset Class	(a) Initial Early Stage Policy Target (liquid)	(b) Growth Years Policy Target (less liquid)	(c) OUF Active Strategy[1]	(d) OUF L-Term Policy[1]
US Equity	**24.5%**	**20.0%**	**22.1%**	**24.5%**
International Equity	**24.5%**	**20.0%**	**32.2%**	**24.6%**
Hedge Funds	**20.0%**	**15.0%**	**15.0%**	**10.0%**
Private Equity	**1.0%**	**20.0%**	**5.9%**	**11.5%**
Real Assets:	**10.0%**	**8.0%**	**8.4%**	**9.8%**
Real Estate	*5.0%*	*4.0%*	0.9%	4.9%
Commodities	*5.0%*	*4.0%*	7.5%	4.9%
Fixed Income:	**20.0%**	**17.0%**	**16.4%**	**19.6%**
Core U.S. Bonds	10.0%	9.0%	6.1%	9.8%
TIPS	6.0%	5.0%	3.3%	5.9%
Fixed Income - Opportunity	4.0%	3.0%	3.5%	3.9%
Strategic Cash	0.0%	0.0%	3.5%	0.0%
Cash	**0.0%**	**0.0%**	**0.0%**	**0.0%**
TOTAL	100.0%	100.0%	100.0%	100.0%
Expected Return [2]	***6.3%***	***7.3%***	***7.0%***	***7.0%***
Volatility [2]	***12.1%***	***17.5%***	***14.4%***	***15.4%***

[1] OUF Active Strategy & L-Term Policy as of September 15, 2014.
[2] Expected Return & Volatility estimates as of September 15, 2014.

* The University has drafted an investment policy for the Century Bond and Deferred Maintenance Program in accordance with this Guiding Principles document, this Asset Allocation, and the program objectives.

EXHIBIT B

Ohio University

Investment Policy - Century Bond and Deferred Maintenance Program November 2014

The overriding goal of the Ohio University Century Bond and Deferred Maintenance Program (the "Pool") is to support Ohio University's capital improvement projects.

Investment Objective

The long-term objective of the Pool is to maximize the real return, or the nominal return less inflation, of the assets over a complete market cycle with emphasis on preserving capital and reducing volatility through prudent diversification. To this end, the Investment Sub-Committee of the Foundation ("Investment Sub-Committee") has adopted an investment strategy which has the long-term objective of producing real growth of assets in excess of the Pool's disbursement schedule. In order to achieve this objective, the Investment Sub-Committee must be cognizant of the potential risks, especially in the early years of the program, of falling below a threshold asset amount which may limit the realization for disbursements. The University and the Investment Sub-Committee must adopt an active approach to spending distributions and suspend distributions if the returns are lower than a threshold level.

Interim results of this separately-managed pool will be reviewed with the understanding that an important priority of the assets is providing for capital needs of the University for 100 years. It is recognized that due to capital market volatility, the return may vary significantly over shorter periods of time. Ultimately, it is the University's position that, if there are other factors which are likely to affect or create the need to change the risk level or spending needs, it is the Investment-Sub Committee's obligation, as Governing Fiduciary, to alert and instruct the Managing Fiduciary so adjustments to this Policy and investment implementation can be made in an appropriate and timely manner.
The Investment Policy may be reviewed by a majority of the Investment Sub-Committee, as defined by the Foundation's Code of Regulations, at any time and will be reviewed, at a minimum, on an annual basis by the Investment Sub-Committee and specific direction will be provided to the Managing Fiduciary.

Fiduciary Responsibilities

Oversight of the Pool's assets will be performed by a tiered fiduciary structure. The Pool's Investment Sub-Committee, also referred to herein as the Governing Fiduciary, will have ultimate responsibility for ensuring that the long term objectives established and approved for the Pool by the Investment Sub-

Committee are achieved. The Managing Fiduciary, or Chief Investment Officer, will be authorized by the Governing Fiduciary to implement and manage investments in accordance with the written Investment Plan attached hereto as Attachment A, to achieve the long term objectives of the Pool, work with the various Operating Fiduciaries, hereinafter defined, and report regularly to the Governing Fiduciary. Notwithstanding the previous sentence, the Managing Fiduciary will not have responsibility for those assets defined as "self-directed" under the Managing Fiduciary Client Agreement. Operating Fiduciaries are defined as qualified persons or organizations that provide specialized professional services necessary to fulfill functional and administrative requirements of the Pool.

Governing Fiduciary

The Pool's Investment Sub-Committee will act as Governing Fiduciary with responsibility to manage and invest the Pool assets. In its capacity as a Governing Fiduciary, the Investment Sub-Committee has the authority to retain qualified organizations or persons to perform the roles of Managing Fiduciary and Operating Fiduciary.

As the Governing Fiduciary, the Investment Sub-Committee's responsibilities include:

1. Recommending revisions in the Investment Policy to the Board of Trustees of the University and then informing the Managing Fiduciary of these changes.
2. Appointing and overseeing the Managing Fiduciary who shall have responsibility and discretion for implementing investment strategies in accordance with the Investment Plan attached hereto as Attachment A.
3. Establishing one or more custody accounts with a custodian to maintain Pool assets.
4. Reviewing and approving the appropriate risk level and asset allocation of the Pool on a quarterly basis.
5. Reviewing the proposed distribution schedule and making any necessary changes with the University's finance staff. The Governing Fiduciary will be responsible to communicate any changes to this schedule to the Managing Fiduciary.
6. Establishing with the Managing Fiduciary a clearly defined decision making process that will be used to implement short-term investment policies to protect the assets of the Pool should such action be deemed necessary.
7. Delegating to the Managing Fiduciary specific administrative and operational responsibilities dealing with the investment and reinvestment of the Pool's assets, as outlined in the Managing Fiduciary Client Agreement.
8. Monitoring compliance with this Investment Policy.

9. Reviewing investment performance, including comparisons to appropriate benchmarks, periodically with the Managing Fiduciary.

The Ohio University Foundation's Treasurer, or his designee, is accountable to:

1. Facilitate execution, at the direction of the Investment Sub-Committee, of the Investment Policy and Investment Plan.

2. Sign the appropriate investment contracts that have been approved by the Investment Sub-Committee. This includes the Managing Fiduciary Client Agreement, alternative asset contracts and the custodian agreement. Additionally, all contracts for alternative investments must be executed by an authorized signer of The Ohio University Foundation.
3. Direct the Managing Fiduciary regarding cash flows into and out of the investment accounts. The Managing Fiduciary will have no authority to distribute money outside of these investment accounts without prior written approval by an authorized signer.

Managing Fiduciary

The Managing Fiduciary, or Chief Investment Officer, will have day-to-day responsibility and discretion for investing the Pool's assets, including the selection and supervision of the investment managers and interacting with the custodian bank in their respective roles as Operating Fiduciaries, in a manner consistent with achieving the objectives of this Investment Policy. Within its authority to make and put into effect administrative and operational decisions with respect to the investment and reinvestment of the Pool's assets, the Managing Fiduciary will be responsible to the Governing Fiduciary and report its actions on a regular basis to the Governing Fiduciary as set forth in the Client Agreement that governs the relationship.

The Managing Fiduciary shall be a registered investment advisor and subject to compliance with all applicable federal rules and regulations. As the Managing Fiduciary, the responsibilities of the Chief Investment Officer include:

1. Investing Pools, through selected investment managers, within the guidelines and asset allocation ranges as set forth in the Investment Plan attached to this Investment Policy.
2. Administrative and operational functions to support the Investment Policy dealing with the investment and reinvestment of the Pool's assets.
3. Collaborating with the Governing Fiduciary to implement short-term asset allocation changes for the Pool which may be necessary given the current state of the Pool balance, distribution plans, and excess or deficit in the returns relative to the expected return level.
4. Periodically reviewing and recommending any changes or modifications of the Pool and the asset allocation ranges to the Governing Fiduciary for its consideration.

5. Allocating contributions and other cash flows to investment managers or to other investment accounts as established.
6. Taking all actions with respect to investment managers including hiring and terminating, monitoring and reviewing of investment manager contracts.
7. Setting investment guidelines for investment managers and monitoring their compliance and reviewing these guidelines and their compliance with the Governing Fiduciary to the extent the account assets are placed in a separately managed account.
8. Meeting with investment managers and evaluating their investment performance.
9. Meeting with the Governing Fiduciary at least quarterly or at other intervals as directed by the Governing Fiduciary.

Asset Allocation

To achieve the investment objective of the Pool, various scenarios were analyzed to review risk and return trade-offs, with special sensitivity to the early years of the program. In this analysis, various asset allocation scenarios were reviewed in recognition of the greater sensitivity to risk in the early years of this program. A multi-staged asset allocation was developed with percentage ranges for each asset class eligible for investment within the portfolio. The analysis evaluated the expected return, risk and correlation of several asset classes, as well as the expected return and risk of various portfolios of these asset classes. The expected return and risk of various portfolios were evaluated in terms of their ability to best meet the Pool's long-term investment objectives with the lowest level of volatility, again, with special attention paid to the early years of the program. Based upon this analysis, an asset allocation policy including ranges for each asset class was constructed that meets the current investment objectives of the Pool and this plan was approved by the Investment Sub-Committee and Board. The asset allocation policy is contained in the Investment Plan shown in Attachment A. This Investment Plan may be amended upon a recommendation from the Managing Fiduciary subject to the approval of the Governing Fiduciary.

Rebalancing Procedures

The Managing Fiduciary will periodically rebalance the Pool within the asset allocation ranges set forth in Attachment A. The need for rebalancing should be addressed at least quarterly, or more frequently if warranted by events. Rebalancing should be done only after considering the effect that transaction costs and market impact will have on the overall portfolio.
Although it is the policy of the Managing Fiduciary to invest assets in accordance with the maximum and minimum ranges for each asset class, as set forth in Attachment A, rapid unanticipated market movements, cash flows or direction from the Governing Fiduciary or Treasurer, may cause the asset mix to temporarily fall outside those ranges.

Investment Manager Structure

The assets in each asset class will be invested in accounts managed by one or more independent, third party investment managers that specialize in the specific asset class. Investment managers of varying styles (e.g. growth, value, active, passive, etc.) may be employed within each asset class. Multiple investment managers may be utilized within an asset class at the discretion of the Managing Fiduciary. Performance results for each asset class will be included in the Managing Fiduciary's quarterly report to the Governing Fiduciary.

Investment managers will be selected by the Managing Fiduciary to manage assets of the Pool based upon a quantitative and qualitative review process. The investment vehicles used to employ a strategy may include registered 1940 Act Pools. The review process will consider criteria including but not limited to the people, the investment philosophy, the investment process, the investment performance, the organization and the operations of the firm. The investment manager's strategy will be evaluated regarding its effectiveness in complementing the Pool's other investment managers in order to achieve the desired result.

Guidelines for Traditional Investment Managers

Traditional investment managers that are appointed to manage assets for the Pool through separate accounts will be provided investment guidelines as appropriate. In general, the guidelines will stipulate the types of securities in which the account may invest, the general characteristics for the portfolio and/or the performance benchmark and objectives. These specific guidelines may vary depending upon the asset class or sub-asset class and do not pertain to alternative investments. The guidelines will conform to the following requirements:

1. Investment managers shall generally remain fully invested, except for transitional cash that is needed for cash flows and trading, and shall be invested to maintain risk characteristics consistent with their benchmark and their asset class style pursuant to their prospectuses.

2. Investment portfolios shall be diversified across managers, asset classes, and styles.

3. Investment managers shall invest the majority of their assets in securities that reflect their asset class assignment and their prospectuses.

4. The investment managers may invest in fully collateralized derivatives (swaps or futures) to maintain market exposure, provide liquidity, and hedge currency. Notwithstanding the previous sentence, a manager may utilize derivatives as part of their strategy to gain exposure to certain

markets and sectors or to maintain portfolio risk, without introducing leverage into the portfolio.

5. Investment managers may invest in private placements with the approval of the Investment Sub-Committee.

6. The Pool may invest in commingled Pools, in recognition of the benefits of commingled Pools as investment vehicles (i.e., the ability to diversify more extensively than in a small, direct investment account and the lower costs which can be associated with these Pools). The Investment Sub-Committee recognizes that they may not be permitted to give specific policy directives to a Pool whose policies are already established; therefore, the Investment Sub-Committee is relying on the Managing Fiduciary to assess and monitor the investment policies of such Pools.

7. Investment managers are permitted to trade in publicly traded Real Estate Investment Trusts (REITs), but cannot invest in private real estate transactions excluding 144A securities without the approval of the Governing Fiduciary.

Alternative Investment Guidelines

The Pool may invest in private real estate, limited partnership interests and alternative investments, including private equity and hedge Pools, only with the prior approval of the Governing Fiduciary. The Governing Fiduciary, at the request of the Managing Fiduciary, will determine the appropriateness of each investment on a case-by-case basis, taking into consideration the relevant analysis of the investment as provided by the Managing Fiduciary, including the illiquidity of the investment, in addition to the Pool's overall allocation to alternative investments. Notwithstanding the foregoing, the Managing Fiduciary does not have investment oversight responsibility of the assets in the "self-directed" account, as outlined in the Managing Fiduciary Client Agreement.

Performance Benchmarks

The Pool will reference two benchmarks for evaluating investment performance of the aggregate portfolio. First, the combined S&P 500 and the Barclays Capital Aggregate Bond Index, weighted to reflect the target equity/fixed income composition of the Pool, will be used as the undiversified benchmark. Second, a diversified benchmark will consist of the common industry benchmarks for the individual asset classes weighted according to the actual asset allocation, excluding private equity during the transition period. After the transition period, the diversified benchmark will be weighted according to the target allocation, excluding private equity.

Attachments B and C include a list of all asset class and investment manager benchmarks, respectively, to be used in evaluating performance. These

benchmarks will apply until such time as amended upon recommendation by the Managing Fiduciary and approved by the Governing Fiduciary.

Investment Officer

Hirtle, Callaghan & Co. will serve as the Chief Investment Officer and Managing Fiduciary for the Pool. Hirtle, Callaghan & Co. will report directly to the Investment Sub-Committee, in its capacity as Governing Fiduciary for the Pool, and will be responsible and have discretion for implementing the Investment Policy contained herein, monitoring the overall investment program and investment managers, recommending changes to the Investment Policy and other duties as discussed in this document. Notwithstanding the above, Hirtle Callaghan & Co., as the Managing Fiduciary does not have investment oversight responsibility of the assets in the "self-directed" account, as outlined in the Managing Fiduciary Client Agreement.

Approval:

This Investment Policy for The Ohio University Foundation is hereby adopted this

___ day of _____2014.

By:

_____
Title: President and CEO
The Ohio University Foundation

_____
Title: Treasurer
The Ohio University Foundation

Attachment A – Investment Plan

HIRTLE CALLAGHAN & CO
Chief Investment Officers

Hirtle Callaghan Investment Plan

Ohio University Century Bond and Deferred Maintenance Program - 128488

ASSET CLASS	POLICY	STRATEGY TARGET	RANGE Min	-	Max
Global Equity	**40.0%**		**23.2%**	-	**49.9%**
US Large Cap Value		8.5%	4.0%	-	15.0%
US Large Cap Growth		8.5%	4.0%	-	15.0%
US Small Cap		3.0%	0.0%	-	10.0%
Intl Equity - Developed		16.0%	8.0%	-	25.0%
Intl Equity - Emerging		4.0%	0.0%	-	10.0%
Alternatives	**43.0%**		**21.5%**	-	**64.5%**
Private Equity		20.0%	0.0%	-	30.0%
Special Opportunities		0.0%	0.0%	-	5.0%
Equity - Hedge		12.0%	0.0%	-	20.0%
Fixed Income - Hedge		3.0%	0.0%	-	8.0%
Commodities		4.0%	0.0%	-	10.0%
Real Estate		4.0%	0.0%	-	10.0%
Fixed Income	**17.0%**		**12.8%**	-	**38.4%**
Core Fixed Income		8.0%	3.0%	-	12.0%
Opportunistic Fixed Income		3.0%	0.0%	-	8.0%
TIPS		5.0%	2.3%	-	8.0%
Cash		0.0%	0.0%	-	20.0%

This Investment Plan was developed by Hirtle Callaghan in consultation with Client and is made a part of the Client Agreement. Client acknowledges and agrees, the Investment Plan applies to assets held in the Main Account and all related sub-accounts (existing or opened after the effective date of the plan). In addition, all main accounts (and related sub-accounts) listed on this Investment Plan are to be managed as a consolidated account, which means that while each account alone may or may not conform to the asset allocation listed above, all accounts combined will be managed in accordance with the stated investment allocation.

Market conditions may move an account outside of the approved ranges and the implementation of a change to rebalance the account will be made in an orderly manner and consistent with Hirtle Callaghan's fiduciary responsibilities to Client and industry standards. Changes to this Investment Plan may be effected upon execution by Client and Hirtle Callaghan of a new Investment Plan, provided that the implementation of such change, if any, will be made in an orderly manner and consistent with Hirtle Callaghan's fiduciary responsibilities to Client and industry standards.

Client Signature _____ Date _____

Investment Officer, Hirtle Callaghan _____ Date _____

Portfolio Manager, Hirtle Callaghan _____ Date _____

Hirtle Callaghan _____ Date _____

Attachment B – Benchmarks (Asset Class)

The performance of each asset class will be evaluated versus the asset class performance benchmark and where available, to a universe of managers of similar investment style. The asset class performance benchmarks are:

Asset Class	Benchmark*
US Stocks – Large Cap	R1000 Index
US Stocks – Small Cap	R2000 Index
US Equity	R3000 Index
International Stocks – Developed	MSCI EAFE Index
International Stocks – Emerging	MSCI Emerging Markets Index
Global Equity (ex-US)	MSCI ACWI (ex US)
Hedge Pools – Total Return Strategies	HFR FOF Strategic Index
Private Equity	S&P 500 Index plus 5%
Commodities	50% DJ AIG Commodity Index and 50% Custom Stock Index
Core Fixed Income	Barclays Capital Aggregate Bond Index
Hedge Pools – Absolute Return Strategies	HFR FOF Conservative Index
Treasury Inflation Protected Securities (TIPS)	Vanguard TIPS Pool
Opportunistic Fixed Income	BarCap High Yield BB / B Index
Real Estate	DJ Wilshire US Real Estate Index
Cash	91-Day Treasury Bills

*During the transition of the portfolio, it may be appropriate to utilize different benchmarks as the incumbent managers may manage their portfolios to other benchmarks that are different than those listed above.

Approved:

_____
Title: President & CEO
The Ohio University Foundation

_____
Title:
Hirtle, Callaghan & Co., LLC
as Managing Fiduciary

_____
Title: Treasurer
The Ohio University Foundation

_____
Title:
Hirtle, Callaghan & Co., LLC
as Managing Fiduciary

Attachment C – Benchmarks (Manager)

The performance of each investment manager will be evaluated versus the investment style benchmark for the manager and where available, to a universe of managers of similar investment style. The investment manager style benchmarks are:

Asset Class	Benchmark*
US Stocks – Large Cap Value	Russell 1000 Value Index
US Stocks – Large Cap Growth	Russell 1000 Growth Index
US Stocks – Large Cap Core	Russell 1000 Index
US Stocks – Small Cap Value	Russell 2000 Value Index
US Stocks – Small Cap Growth	Russell 2000 Growth Index
US Stocks – Small Cap	Russell 2000 Index
International Stocks – Developed	MSCI EAFE Index
International Stocks – Emerging	MSCI Emerging Markets Index
Commodities	50% DJ AIG Commodity Index and 50% Custom Stock Index
Hedge Pools – Total Return Strategies	HFR FOF Strategic Index
Private Equity	S&P 500 Index + 5%
Core Fixed Income	Barclays Capital Aggregate Bond Index
Treasury Inflation Protected Securities	Vanguard TIPS Pool
Hedge Pools – Absolute Return Strategies	HFR FOF Conservative Index
Opportunistic Fixed Income	BarCap High Yield BB / B Index
Real Estate	DJ Wilshire US Real Estate Index
Cash	91-Day Treasury Bills

*During the transition of the portfolio, it may be appropriate to utilize different benchmarks as the incumbent managers may manage their portfolios to other benchmarks that are different than those listed above.

Approved:

_____
Title: President & CEO
The Ohio University Foundation

_____
Title:
Hirtle, Callaghan & Co., LLC
as Managing Fiduciary

_____
Title: Treasurer
The Ohio University Foundation

_____
Title:
Hirtle, Callaghan & Co., LLC
as Managing Fiduciary

Attachment D – Guidelines for Illiquid Investments

For the purpose of this policy "illiquid investments" shall be defined as investments that are not publicly traded and do not provide daily liquidity. Often the illiquidity of these investments lasts for greater than three years. Illiquid investments include private equity and real estate investments, but may include other instruments that do not fall into those categories. "Private Equity" shall be understood as investments in vehicles (usually private placement limited partnerships) organized to invest in companies or securities that are not publicly traded generally. Illiquid "real estate" includes private real estate that is not publicly traded.

Illiquid investments, inclusive of private equity and real estate shall be classified as an alternative investment component in the Investment Policy for long-term assets. For purposes of determining compliance with this policy, the measurement of current allocation to illiquid investments on an ongoing basis shall be based upon the sum of (i) the most recently available valuation and (ii) any capital called since that valuation and will be cognizant of the asset allocation range.

Purpose

The primary goal of investing in illiquid investments is to generate returns in excess of public market opportunities over the long-term.

Diversification

Illiquid investments will be implemented with a diversification methodology that is appropriate for each type of investment (e.g., Private Equity). Specifically, Private Equity will be implemented with substantial diversification by using multiple managers/partnerships/Pools/vintage years and phased-in implementation. A single fund-of-funds may satisfy this diversification.

Time Horizon

It is understood that this category of investment needs to be made with a long-term time horizon (e.g., generally seven years or more) and that investments are highly illiquid.

Professional Management

The Investment Sub-Committee may select one or more "fund-of-funds" managers who research and create portfolios of illiquid investments. This fund-of-funds approach is the preferred method of implementing Private Equity investments, because they build diversified pools comprised of well-established funds in which limited partners such as the Pool purchases an interest. This

method creates broad diversification, delegates the selection of partnerships to the fund-of-funds' investment manager, and provides access to the best managers.

The Investment Sub-Committee recognizes that it is not in a position to conduct research and due-diligence reviews of individual illiquid investments. From time to time there may be exceptional circumstances when the Foundation Trustees agree that a particular partnership would offer unique strategic benefits to Ohio University. These direct investments in individual private companies in the interests of Ohio University shall be approved by the Trustees of the Foundation.

The selection process for any illiquid investment should include a thorough understanding of the investment philosophy, diversification methodology and due diligence of the fund-of-funds manager. The fund-of-funds provider should also disclose the fee structure of the partnership, the estimated drawdown schedule of capital to the partnership, potential life of the partnership, and the terms for closing the partnership to new investors.

Monitoring

While annual returns and interim valuations do not necessarily provide insight into the investment's ultimate value, it is nonetheless important that the Investment Sub-Committee review on a regular basis the investment results of these illiquid vehicles and their managers.

It is also important to recognize that there are time lags, often one quarter, in the reporting of investment returns of illiquid portfolios. The standard for reporting performance on venture capital and Private Equity is "internal rate of return (IRR)", which is a significantly different calculation than time-weighted rate of return, which is the standard used for evaluating managers of equity and fixed income portfolios. Therefore, caution must be used in making comparisons between the two types of managers and portfolios. For this reason the Pool will report performance on the "liquid" portion of the portfolio as well as on the total portfolio, which includes the illiquid investments.

Advancement

VP for Advancement Bryan Benchoff reported that the current campaign balance is $470.4M. He also noted that *Women in Philanthropy* has changed its name to the *Ohio Women Program*.

Financial Update

Trustee Anderson reported that the Resources Committee heard a financial update for the financial result from June 30, 2014 from Senior Associate Vice President of Finance and Administration, Deborah Shaffer. The net results from operations totaled $43.2M.

Trustee Anderson noted that Ohio University's Senate Bill 6 ratio for 2014 is 4.7 out of 5.0. In 2012 and 2013, the University also scored 4.7, which demonstrates financial strength. Ohio University's ratio is the highest in the state. Trustee Anderson noted that the unfunded pension liability will be included in calculation in the future. This is true for all institutions in the state.

Ohio Service Alignment Initiative

VP Steve Golding provided an update on the Ohio Service Alignment Initiative, which focuses on areas including OIT, human resources, finance and facilities. This included an update on key leadership positions in these service positions. VP Golding highlighted implementation of the human resources liaison program and implementation of the senior leadership program.

Comprehensive Master Plan

Shawna Bolin, Director of University Planning, gave an update on strategy for completing the master plan objectives and plans for engaging both campus and community groups.

Clery reports

Trustee Anderson noted that the Resources Committee received the 2014 Annual Clery Fire Safety Report and the 2014 Annual Clery Act Compliance Report.

Consent Agenda Items

- Compensation 2014 Pay Structure
- Construction Projects Approval – Schematic Design
- Construction Projects Approval – Construction

Audit Committee

The Audit Committee meeting report was provided by Trustee Victor Goodman. He noted that that the consultation firm of Baker Tilly was retained for the construction audit.

Trustee Goodman also reported that the Audit Committee received an update from Lauren Ashman, Associate Athletic Director for Compliance. Ms. Ashman provided an extensive discussion of the role of compliance with the NCAA and Mid-American Conference. Trustee Goodman pointed out the importance and challenges of athletics compliance matters.

Trustee Goodman indicated that Jeff Davis, Auditor, provided an update on internal audits.

Trustee Goodman pointed out that a special meeting of the Audit Committee was held on October 9 in Columbus to hear a report on the University Audit by Plante Moran. He noted that the auditor provided an "unqualified opinion," which is a positive audit.

Anderson moved for approval of the Internal Audit Resolution, King Seconded, the motion carried.

INTERNAL AUDIT
APPROVAL OF JUNE 30, 2014
FINANCIAL STATEMENT AUDITS

RESOLUTION 2014 -- 3436

BE IT RESOLVED that the recommendation of the Audit Committee on October 9, 2014, to accept the annual financial statements and footnotes as presented by management of the University, Foundation, and subsidiaries including Plante Moran's audit opinions and reports thereon as of and for the year ended June 30, 2014, be approved.

Governance Committee
Trustee David Scholl reported on the proceedings of the Governance Committee meeting.

Presidential Performance Review

Trustee Scholl noted that the Governance Committee was recommending an amendment to the Board Policy for the Annual and Comprehensive Performance Review. Trustee Scholl moved, Trustee Simmons seconded, the resolution passed.

AMENDMENT TO BOARD POLICY FOR ANNUAL AND COMPREHENSIVE PRESIDENTIAL PERFORMANCE REVIEWS

RESOLUTION 2014 -- 3437

WHEREAS, the Governance Committee has reviewed the Board Policy for Annual and Comprehensive Presidential Performance Reviews and recommended that this Policy be amended to give the Board greater flexibility in scheduling the President's performance reviews;

NOW THEREFORE, BE IT RESOLVED that the Board hereby approves an amendment to the Board Policy for Annual and Comprehensive Presidential Performance Reviews in the form appended hereto as Attachment A.

Attachment A

BOARD POLICY FOR
ANNUAL AND COMPREHENSIVE
PRESIDENTIAL PERFORMANCE REVIEWS

Submitted by the Ad Hoc Committee on
Presidential Evaluation Policy
January 10, 2008

Adopted, as amended, by the Board of Trustees
February 8, 2008

Revised by the Board of Trustees
March 14, 2014

(This Policy replaces those parts of Procedure No. 40.105, Ohio University Policy and Procedure Manual (issued 01/27/79), that pertain to evaluation of the President)

PURPOSES

The purposes of the annual presidential performance review are:

To enable the president to strengthen his or her performance in meeting goals and serving the mission of Ohio University;

To promote good communications and strong working relationships between the president, the board, University constituencies and other stakeholders in support of Ohio University's mission;

To enable the president and board to set, reset and evaluate mutually agreed-upon goals and objectives; and

To inform decisions on compensation adjustments and other terms of employment.

In addition to the foregoing, the purposes of periodic comprehensive presidential performance reviews are:

To solicit the informed perceptions of leaders of major internal and external stakeholder groups, as well as those of the president and board.;

To involve one or more external advisors in the review process;

To enable the president and the board to decide whether they have a basis for an extended commitment to one another; and

To promote the success, progress and best interests of Ohio University and its mission.

RESPONSIBILITY

It is the board's responsibility to assess the president's performance. In fulfilling this responsibility, the board may solicit the informed views of others within and outside of the institution. The annual and comprehensive reviews described in this policy are in addition to regular and ongoing communication that should and is expected to take place between the president, the board, University constituencies and other stakeholders in support of Ohio University's mission.

This evaluation process regarding president performance is separate from, but complimentary to and dependent upon the strategic plan and implementation plan, as are developed by all constituents in conjunction with the president for serving the mission of the university.

The board delegates to the board chair, within the parameters of this policy, the responsibility for organizing and conducting the annual review process with the president.

In the year prior to the expiration of the president's contract, or earlier as the board in its sole discretion may determine, the board shall conduct a comprehensive review of the president's performance with the assistance of at least one external advisor.

The Office of Legal Affairs shall provide support and advice for purposes of completing the annual and comprehensive evaluation processes in a manner that promotes candid discussion and that complies with applicable Ohio law. The board, or a committee of the board, may discuss the evaluation and compensation of the

president in executive session, subject to compliance with Ohio Revised Code Section 121.22.

ANNUAL PRESIDENTIAL REVIEW PROCESS

The start of this process shall be a written self-assessment statement by the president. The self-assessment shall be in a format and according to a timetable mutually agreed-upon by the president and the board~~, such timetable to commence by March 1~~. Generally, the self-assessment should include, at a minimum: (1) a retrospective review of goals previously agreed-upon and of achievements, disappointments, issues or problems during the preceding year; (2) a prospective statement of challenges and opportunities facing Ohio University; and (3) the president's proposed goals and objectives for the coming year in serving the mission of Ohio University.

As soon as is practical following receipt of the self-assessment statement, the chair shall meet with the president to discuss the statement and any other information relevant to the annual review. The chair shall consult with other trustees, including the student trustees, to obtain information that will assist in the annual review. The chair shall make recommendations concerning the president's annual review to the full board in executive session.

The self-assessment statement, along with any supplemental information requested by the chair from the president or from other sources, shall be sent to all board members. Because this statement constitutes a potentially sensitive personnel matter to be discussed in executive session, all trustees shall treat discussions of the self-assessment statement and any supplemental information as strictly confidential.

At the board's next regularly scheduled meeting, the board shall meet in executive session to discuss the annual review. With the president in attendance, the board shall discuss the president's goals for the next year. This executive session is intended for the board and the president to have a candid and wide-ranging discussion and to mutually agree on the president's goals.

OUTCOMES OF ANNUAL REVIEW PROCESS

Following the discussion described above, the board shall excuse the president from the executive session. The board shall then discuss the recommendations of the chair concerning the annual review of the president's performance. The recommendations may include review and adjustment of the president's annual compensation and other terms of employment. Immediately following this meeting, the board chair shall meet with the president to report on the board's private deliberations, including its discussion concerning compensation and other terms of employment. ~~Within~~

~~thirty (30) days thereafter, t~~The board chair shall prepare and sign a memorandum addressed to the president to summarize the board's discussions~~-~~ in executive session concerning the annual performance review.

Thereafter, the board will discuss the outcome of the evaluation in a public meeting and any modifications to the terms and conditions of the President's employment shall be formally adopted as a resolution of the board.

COMPREHENSIVE PRESIDENTIAL REVIEW PROCESS

At the first regular board meeting of the fiscal year prior to the expiration of the president's contract, or earlier as the board in its sole discretion may determine, the executive committee shall bring a proposal to the board for the retention of one or more external advisors who shall assist the board in conducting the comprehensive presidential review. Procedural details and the timetable for conducting the comprehensive review shall be decided by the board chair in consultation with the president and the external advisor(s).

At the start of this process, the president shall submit to the board chair a comprehensive self-assessment statement covering the period of service under review. Because the statement potentially involves sensitive personnel matters to be discussed in executive session, all trustees shall treat discussions of the statement as strictly confidential. The format of this statement will be agreed upon between the president, the board chair, and the advisor(s).

Activities necessary to complete the comprehensive review process should be completed within three months after engagement of the advisor(s). The activities should include private personal and small-group interviews with the president, members of the board, and a broad array of individuals or groups internal and external to Ohio University, including but not limited to elected leaders of each campus constituent group, and other selected faculty, students, staff, alumni, community leaders, government officials, donors, members of the Ohio University Foundation Board, and other stakeholders in the mission of Ohio University as may be selected by the board chair and the external advisor(s). The nature of interview questions to be presented to the individuals and groups shall be agreed upon by the chair, the president and the external advisor(s). To encourage candor, and as permitted under applicable law, interviews should be conducted in private and treated with strict confidentiality and anonymity.

OUTCOMES OF COMPREHENSIVE REVIEW PROCESS

While the procedural details of the comprehensive review shall be decided with the guidance of the external advisor(s), it is expected that the board chair will provide a

comprehensive substantive report and recommendations for discussion in executive session with the board and the president at the conclusion of the review. At all stages of the evaluation process, the president shall be involved and informed and be afforded the opportunity to respond as he or she deems appropriate. The responsibility for conducting the comprehensive presidential review, for making decisions based on the review, and for communicating the review process and outcomes shall remain at all times with the board.

At the conclusion of the comprehensive presidential review process, the board will discuss the outcome of the evaluation in a public meeting and any modifications to the terms and conditions of the President's employment shall be formally adopted as a resolution of the board.

Student Trustee Alumni Event

Trustee Scholl pointed out that the Governance Committee has appointed a committee including Secretary Mather, Trustee Wilbur, Trustee Mann Keppner, and a representative from Advancement to plan a reunion of student trustee alumni in conjunction with the March 2015 Board meeting.

Sharing Board Materials

Trustee Scholl noted that Randy Nogrady and Secretary Mather demonstrated the use of a shared drive for the Trustees that the Secretary's office will use to deliver Board materials.

Executive Committee

Chair Brightbill reported on the proceedings of the Executive Committee. He noted that the conferral of honorary degrees will remain on the consent agenda.

Declaration of Surplus Property

Chair Brightbill noted that the Executive Committee discussed the Resolution for the Declaration of Surplus Property. Trustee Anderson Moved, Trustee Wolfort Seconded, the motion passed. Trustee

Campbell left the room during the executive session when this real estate matter was discussed.

DECLARATION OF SURPLUS PROPERTY (EAST STATE STREET)

RESOLUTION 2014 -- 3438

WHEREAS, Ohio University, through its Board of Trustees holds title in fee simple to 739-859 East State Street, Athens, Ohio, the parcels that are the Athens Mall, otherwise known as The University Mall or Shoppes at Athens, and 917-921 East State Street, Athens, Ohio, otherwise known as Kroger, and 929-983 East State Street, Athens, Ohio, otherwise known as Walmart, Staples Strip Mall and Lowes, and 24 Home Street, otherwise known as Putnam Square Apartments; and

WHEREAS, certified appraisals have been obtained for all properties; and

WHEREAS, economic, market evaluation, and development considerations have altered the strategic value of Ohio University's continued ownership of these parcels, and Ohio University, after evaluation, inspection, appraisal and analysis of the property has determined that its greatest value may be realized through possible commercial sale and/or other economic repurposing.

NOW THEREFORE, BE IT RESOLVED, that the Ohio University Board of Trustees hereby declares 739-859 East State Street consisting of 15.332 acres and 917-921 East State Street consisting of 7.473 acres and 929-983 East State Street consisting of 43.314 acres and 24 Home Street consisting of 4.5acres to be surplus property.

BE IT FURTHER RESOLVED, that the President or his designee is hereby authorized to negotiate, evaluate, and dispose of these properties in a manner consistent with the requirements of Ohio law.

CONSENT AGENDA

Chair Brightbill asked for a motion to approve the Consent Agenda. Trustee King moved, Trustee Goodman seconded, the motion carried.

REVIEW OF CENTERS AND INSTITUTES

RESOLUTION 2014 -- 3439

WHEREAS, the continued 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, the reviews are conducted in accordance with the provisions of University Policy 01.015 Establishment and Review of Centers and Institutes.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University accepts the 2013-2014 Reviews of Centers and Institutes, which recommends continuation of seven (7) institutes / centers, a one-year extension for one (1) institute, and that three (3) centers be discontinued as follows:

- Contemporary History Institute - Continued

- Institute for Sustainable Energy and the Environment (ISEE); Ohio Coal Research Center (OCRC); Center for Air Quality (CAQ) - Continued
- Ohio Research Institute for Transportation and the Environment (ORITE) - Continued
- Ohio Musculoskeletal and Neurological Institute (OMNI) - Continued
- Ralph and Luci Schey Sales Centre – Continued
- Institute for Democracy in Education (IDE) – Continued
- Charles J. Ping Institute – Continued
- African American Research and Service Institute – One-year extension
- Ohio University Cartographic Center – Discontinued
- Ohio University Insurance Center – Discontinued
- Scripps Survey Research Center – Discontinued

COLLEGE OF ARTS AND SCIENCES
WEALTH AND POVERTY CERTIFICATE

RESOLUTION 2014 -- 3440

WHEREAS, the College of Arts and Sciences has proposed offering an undergraduate Wealth and Poverty Certificate, and

WHEREAS, the proposed certificate has the support of the Faculty of the Department of Geography, the Dean of the College of Arts and Sciences, the University Curriculum Council, and the Executive Vice President and Provost, and

WHEREAS, the Wealth and Poverty Certificate is proposed to address economic growth, wealth distribution, poverty, inequality, and empowerment issues in both domestic and international settings. Its coherent and interdisciplinary combination and sequence of courses will provide OHIO undergraduate students with a better understanding of

the ways class, race, ethnicity, and gender shape inequality of opportunities within and between countries.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Wealth and Poverty Certificate by the Department of Geography in the College of Arts and Sciences.

COLLEGE OF ARTS AND SCIENCES
WEALTH AND POVERTY CERTIFICATE

RESOLUTION 2014 -- 3441

WHEREAS, the College of Arts and Sciences has proposed offering an undergraduate Wealth and Poverty Certificate, and

WHEREAS, the proposed certificate has the support of the Faculty of the Department of Geography, the Dean of the College of Arts and Sciences, the University Curriculum Council, and the Executive Vice President and Provost, and

WHEREAS, the Wealth and Poverty Certificate is proposed to address economic growth, wealth distribution, poverty, inequality, and empowerment issues in both domestic and international settings. Its coherent and interdisciplinary combination and sequence of courses will provide OHIO undergraduate students with a better understanding of the ways class, race, ethnicity, and gender shape inequality of opportunities within and between countries.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Wealth and Poverty Certificate by the Department of Geography in the College of Arts and Sciences.

SUPPORT AND ASSISTANCE TO VETERANS AND SERVICE MEMBERS

RESOLUTION 2014 -- 3442

WHEREAS, Am. Sub. H. B. No. 488, adopted by the 130th General Assembly, requires that the board of trustees of each state institution of higher education shall adopt a policy regarding the support and assistance the institution will provide to veterans and service members; and

WHEREAS, Ohio University has been named a 2015 Military Friendly School® for the fourth consecutive year by Victory Media, a veteran-owned company and publisher of G.I. Jobs magazine; and

WHEREAS, Ohio University has been serving veterans in the Office of the University Registrar since 1958; and

WHEREAS, Ohio University has created a Veterans and Military Student Services Center to support veterans, military students and families; and

WHEREAS, Ohio University has appointed a Director of Veterans and Military Student Services; and

WHEREAS, Ohio University currently has two student-led organizations, the Combat Veterans Club and the Student Veterans of America, that are dedicated to supporting veterans, service members, and their families and it is the policy of the University to encourage the establishment of other campus organizations that support veterans and service members; and

WHEREAS, the Ohio University Career & Leadership Development Center encourages meaningful collaborative relationships between

student service members and veterans and alumni of the University, links them with prospective employers and provides other services as required by Am. Sub. H. B. No. 488; and

WHEREAS, Ohio University is developing a survey of service members and veterans to assess their challenges and needs and will periodically conduct follow-up surveys; and

WHEREAS, Ohio University provides priority course registration for student service members and veterans; and

WHEREAS, the University has established an appeals procedure for students who are veterans or service members for resolving disputes regarding the awarding of college credit for military experience; and

WHEREAS, Ohio University does not charge fees to student service members or veterans for evaluation of, transcription of, or application for college credit for military experience.

NOW, THEREFORE, BE IT RESOLVED that it is the policy of Ohio University to provide assistance and support to student service members and veterans in accordance with the provisions of Am. Sub. H. B. No. 488 and this Resolution;

BE IT FURTHER RESOLVED that the Board of Trustee directs the President to take appropriate steps to ensure that the University complies in all respects with the requirements of Am. Sub. H. B. No. 488 no later than December 31, 2014.

UNIVERSITY EMPLOYEE COMPENSATION STRUCTURE

RESOLUTION 2014 -- 3443

WHEREAS, the University conducted a review of its compensation practices to ensure adherence to sound business principles and to comply with the Resolution Agreement entered into with the U.S. Department of Education's Office for Civil Rights, (OCR Docket No. 15-10-2014); and

WHEREAS, as a result of this review, a compensation strategy has been developed that is market-based and designed to support employee growth and professional development and promote fairness and equity in its application.

NOW THEREFORE, BE IT RESOLVED that the Board hereby authorizes and approves the pay structure attached as Exhibit A that was established in consultation with the General Counsel and the University's Compensation Advisor.

BE IT FURTHER RESOLVED that the President, in consultation with the Vice President for Finance and Administration and the Chief Human Resources Officer is authorized to modify the pay structure as needed in order to maintain an efficient, equitable and market based compensation system for University employees.

APPROVAL OF PROJECTS AND APPROVAL TO UNDERTAKE SCHEMATIC DESIGN FOR THE JEFFERSON HALL RENOVATION

RESOLUTION 2014 -- 3444

WHEREAS, for the Jefferson Hall Renovation project, the Board of Trustees previously approved a total project budget of $44,000,000 and previously authorized expenditures of $750,000 (2014-3433); and

WHEREAS, University administration seeks an increase of the authorized expenditure amount by $350,000 to total $1,100,000, for

the continuation of programming and the completion of the schematic design phase to be funded by Culinary Reserves (35%) and Residential Housing Reserves (65%).

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 BOYD DINING HALL RENOVATION

RESOLUTION 2014 -- 3445

WHEREAS, for the Boyd Dining Hall Renovation project, the Board of Trustees previously approved a total project budget of $12,000,000, and previously authorized expenditures of $1,050,000 (2014-3433); and

WHEREAS, University administration seeks an increase of the authorized expenditure amount by $10,950,000 to total $12,000,000, to undertake construction and complete the project to be funded with Culinary 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 budgets identified.

HONORARY DEGREE AWARD

RESOLUTION 2014 -- 3346

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

Sam Crowl, Doctor of Humane Letters

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University approves the degree recommended be conferred at an appropriate time in the future.

Sam Crowl, Ph.D.

With a balanced record of teaching, scholarship, administration, and service to Ohio University that has spanned 44 years, Dr. Crowl established himself as a committed faculty member and scholar. He served as Chair of the Faculty Senate during the introduction and passage of resolutions that established both the current General Education requirements and University College as we know it today.

Since stepping down from his position as the first Dean of University College, Dr. Crowl has worked tirelessly to raise funds for Ohio University, has given welcoming remarks at student orientations, and has served as a committed ambassador to Ohio University. He has twice won the prestigious University Professor Award. A well-published, internationally recognized Shakespeare scholar, he is best known for his work regarding Shakespeare on film, and frequently gives lectures at universities throughout the United States and Europe. In addition to these pursuits, Dr. Crowl continues his work as a professor of English at Ohio University.

The balanced nature of his accomplishments, his dedication to Ohio University's mission and its students, and his ongoing work in teaching and scholarship at Ohio University mark Dr. Sam Crowl as a worthy recipient of an honorary degree.

HONORARY DEGREE AWARD

RESOLUTION 2014 -- 3347

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

James E. Hansen, Doctor of Science

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University approves the degree recommended be conferred at an appropriate time in the future.

James E. Hansen, Ph.D.

Dr. Hansen is the creator of one of the first climate models, Model Zero, which he used to make a series of reportedly accurate predictions about climate changes in the 1970s, 1980s and 1990s. His testimony to Congress in 1988 led to a public discussion about human-caused climate change.

Dr. Hansen is a member of the US National Academy of Sciences. In 2013, he became the director of Columbia University's Climate Science, Awareness and Solutions program in the Department of Earth and Environmental Sciences. Dr. Hansen is the author of the book, *Storms of My Grandchildren: The Truth About the Coming Climate Catastrophe and Our Last Chance to Save Humanity* (2009). He is a frequent publisher in academic journals. Dr. Hansen has won many academic awards over the span of his career, including the World Wildlife Federation's prestigious Conservation Medal of Merit. He has also received the American Association for the Advancement of Science (AAAS) Award for Scientific Freedom and Responsibility.

Dr. Hansen has helped to change the course of world education and response regarding the environment and climate change. His work has directly and indirectly led to efforts on Ohio University's campuses to promote sustainable and economically viable energy roadmaps. As a result, Ohio University has become a leader among American universities in responding to local and global environmental crises.

UNFINISHED BUSINESS
None.

NEW BUSINESS
None.

COMMUNICATIONS, PETITIONS, AND MEMORIALS
None.

ANNOUNCEMENT OF NEXT STATED MEETING DATE
January 22 -23 in Athens, Ohio

ADJOURNMENT at 11:55am

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.

David Brightbill Chairperson	Peter C. Mather Secretary

APPENDIX

Ohio University Board of Trustees
Joint Academics and Resources Meeting
Margaret M. Walter Hall, Governance Room
October 16, 2014, 10:00 a.m.

Present: Chairman David Brightbill, Vice Chair David Wolfort, Trustees Sandra Anderson, Janetta King, N. Victor Goodman, Janelle Simmons, Cary Cooper, National Trustees J. Patrick Campbell, Peggy Viehweger, Alumni Representative Julie Mann-Keppner, Student Trustees Keith Wilbur and Sharmaine Wilcox

Compensation 2014

Executive Vice President and Provost Pam Benoit, Vice President for Finance and Administration, and the chief Human Resources Officer, Colleen Bendl, presented to the Trustees on the COMP 2014 Project, which is being led by the University Human Resources Compensation team to satisfy the requirements of the University's voluntary Resolution Agreement entered into with the Department of Education (DOE) to comply with DOE regulations. Ms. Bendl explained the University is responsibility for the following:

- Creating job classification systems for administrative and professional employees and non-bargaining classified employees.
- Ensure that positions are classified in consistency with market-based pay structures.
- Ensure fairness and equity in the classification system.
- Provide career path progression for employees.

The University has approval for progress to date on the COMP 2014 project, which is due to be completed by December 31, 2014. Ms. Bendl presented a timeline of the project, showing that several of the tasks have been completed, and others are on track for completion by the deadline.

The Trustees learned that jobs are to be classified in four categories (Job Families, Sub-Families, Career Tracks, and Career Levels). Ms. Bendl described each of the categories. She explained that the resolution that will be brought to the Resources Committee will focus on the new pay structure. The pay structure document shows the Minimum, Midpoint, and Maximum salary and hourly wage by Pay Grade. Ms. Bendl explained that the pay structure will be reviewed and updated on an annual basis.

Ms. Bendl pointed out that some compensation adjustments will occur based on market and internal equity analyses. She also explained that pay policies will be adjusted to target the 50th percentile salaries for new employees (rather than the current pay position of 25th percentile), and the University will develop a plan to address compression issues that result from this new pay practice.

Mercer consulting group has been conducting an FLSA analysis. Preliminary analyses reveal no indication of significant gender or ethnicity bias among employees who are currently being paid below the minimum standard.

Ms. Bendl also described changes to the pay administration guidelines, including the promotion range, off cycle pay adjustment process, counter offer language and effective date. She then reviewed the timeline for COMP 2014 implementation and explained that the new pay structure is market based, and replaces for separate pay structures in the old system.

Ridges Master Plan Update

Vice President for Finance and Administration, Steve Golding, introduced Shawna Bolin and Dr. Joe Shields, Vice President for Research and Creative Activity and the Dean of the Graduate College, to review the status of the Ridges Master Plan Process. The process was initiated when President McDavis established an advisory committee in June 2013. Mr. Golding indicated that the goal of this presentation to the Trustees was to receive their feedback and input into the vision for the Ridges.

Ms. Bolin reviewed the reports of the master plan committee, charged with evaluating the Ridges area. Dr. Shield then provided information from three subcomittees: Academics Uses, Land Uses, and Existing Building. To this point, the Advisory Committee has focused on gathering historical documents and data, reviewing current uses, and generating possible uses for the Ridges. The next stage of the process involves narrowing options and setting priorities.

Dr. Shields presented goals and objective moving forward. This includes sustainable growth and development, financially responsible solutions, supporting the strategic mission of the University, stabilizing and protecting worthy structures, and engaging the local community.

Ms. Bolin then discussed the selection of Schooley Caldwell Associates (SCA) as a consultant for the Ridges project. She then presented broad use possibilities combining academic, office, commercial recreational and residential uses. She also discussed conservation development and sustainable energy. Ms. Bolin shared case studies from other institutions that could be instructive for future uses.

Ms. Bolin described next steps, including option development, financial

modeling, and reviews and approvals. To this point, the evaluation process has resulted in the following findings: Land and buildings can support strategic initiatives; Buildings are adaptable and in better-than-expected condition; Campus and local community are open to strategic ideas for future use; and Funding strategies and resources are available to support development.

State Share of Instruction

Executive Vice President and Provost Pam Benoit introduced John Day, Associate Provost for Academic Budget and Planning to discuss the status of the State Share of Instruction (SSI). Following a growth in Ohio University's portion of the SSI, there will be adjustments made for the FY2016-2017 biennium that will reduce the University's proportion. The reduction is the result of two primary formula adjustments:

3. The allocation of at-risk degree funding will be eliminated for students admitted with more than 30 credit hours; and,
4. Funding for a bachelor's degree after the rewarding of an associate's degree will be decreased by the value of the associate's degree.

These two adjustments impact the SSI allocation resulting from the RN to BSN program, which has been the source of the majority of growth in the current biennium. Dr. Day indicated that the specific financial impact to the University cannot be predicted.

OHIO Guarantee

Executive Vice President and Provost Pam Benoit explained that the OHIO Guarantee implementation is underway, and the FY16 budget process has begun. The Ohio University Board of Trustees will be asked to set the first cohort rate at their January 2015 meeting. EVPP Benoit displayed a slide titled, "Transformative Timeline." She discussed in broad strokes strategy (e.g., Dublin and Cleveland campuses, RCM Management Model, and OU/OSU Innovation Fund), and facilities and debt (e.g., the Housing Plan and Deferred Maintenance Strategy), and additional board priorities (e.g., Comp 2014, Scholarship Matching program, and OHIO Guarantee). The illustration provided an important context for examining the many initiatives that occurring since 2010 and projected into 2017.

EVPP Benoit and VP Golding discussed contextual issues and strategic priorities that are important considerations in setting the OHIO Guarantee cohort rate, including student affordability, employee compensation and the capital plan. Mr. Golding also described considerations such as healthcare costs, endowment status, and revenue generation and expenses.

University Academics Committee
Ohio University, Athens Campus
Margaret M. Walter Hall, Room 125/127
October 16, 2014, 1:30 p.m.

The meeting was called to order at 1:40 PM by Janetta King, committee chair.

Members:
Janetta King, chair
Cary Cooper, trustee
Julie Mann Keppner, alumni representative
Janelle Simmons, trustee
Sharmaine Wilcox, student trustee
Katherine Hartman for David Thomas, faculty representative

Pam Benoit, executive vice president and provost, began the presentations by introducing Dr. Scott Seaman, Dean of the University Libraries.

Academic Quality – Dashboard

University Libraries. Dean Scott Seaman offered an update about the holdings, operations, research capacity and academic support services and outlined how the Libraries contribute to Ohio University's vision for transformative education.

- Ohio University Libraries is a member of the Association of Research Libraries and is recognized as one of the top 100 research libraries in North America
- Today's library user seeks digital and electronic materials over print equivalents and the download of journal articles has increased by 50% in four years to an average of 41 downloads for each student and faculty at Ohio University. Download of electronic books has increased 250% to nearly 177,000 downloads in 2013.
- The physical space of Alden Library is heavily utilized and vibrant. This is evidenced by a 15% increase in the numbers of people who enter the library to nearly 2 million visits each year.
- Alden library reference and patron support staff meet patrons where they are by offering live chat support, Twitter, and Youtube informative videos.
- The library is now open 24 hours a day
- Sharmaine Wilcox, student trustee, expressed her appreciation of the library and

its hours of operation.

Standing Reports and Updates

1. **Consent Agenda, Review of Centers and Institutes**
   Hearing no objections, Chair King moved that the item remain on the consent agenda for the full Board.

2. **Parental Leave Pilot Program Update**

- The Parental Leave Pilot Program was launched in January 2013 with a planned ending date of December 31, 2014. Last month, Executive Vice President and Provost Benoit and Vice President Golding announced that the pilot has been extended for an additional year to December 31, 2015.
- Goals of this pilot are to ensure that eligible employees across campuses and departments have consistent access to parental leave, to determine the level of demand and costs associated with the benefit program, and to provide opportunities for parenting employees to bond with their children in the important first weeks together.
- During the first 18 months, 59 employees utilized the benefit, including 12 faculty members, 40 administrators and seven classified staff.
- The pilot program was extended in order to capture more data about the demand for and the costs of the benefit. The program's feasibility will be reviewed by the newly formed Benefit Advisory Council (BAC).

Academic Quality – Initiatives

1. **AQIP Update**
   Michael Williford, associate provost for institutional accreditation, provided the update, including a brief review of Higher Learning Commission (HLC) criteria as opposed to the HLC AQIP categories and their similarities.

   The AQIP reaffirmation of accreditation visit for Ohio University will take place during the 2015-16 academic year. The Comprehensive Quality Review will also take place next year.

   Associate Provost Williford gave specific information regarding Category 4: Valuing People. Efforts by the University under this category include the COMP 2014 project that evaluated all administrative and classified jobs and their associated compensation. An employee satisfaction survey (Modern Think Survey) was completed this year.

2. **Enrollment Update**
   Candace Boeninger, assistant vice provost and director of undergraduate admissions, provided the report.

Among the record enrollments, there are record numbers of first generation students attending Ohio University. Admissions has provided information to faculty and others about the special advising needs for these and other unique student populations.

Record college of medicine enrollments are largely due to the new Dublin and Cleveland campuses. Enrollments include continued increase in distance education/e-Learning enrollments.

3. **Retention Update**
   Barbara Wharton, vice provost for institutional research and effectiveness, provided this update. Data compiled by Institutional Research is used to develop coordinated retention efforts designed for specific student populations. Targeted efforts are toward first year students, underrepresented student groups, early identification of students who need assistance, and tracking follow-up efforts.

   EVPP Benoit noted that efforts to improve advising for at-risk students include placing dedicated advisors within the colleges along with other initiatives.

4. **US News & World Report Rankings**
   Vice Provost Wharton provided an overview of how US News rankings are compiled. For instance, peer assessment is done through surveys sent to each institution and to high school counselors. EVPP Benoit and some others at Ohio University were sent this large, approximately 12 page, report to fill out. To highlight the limits of this portion of the US News ranking, EVPP Benoit stated that staff at Ohio University may not have heard of many of the institutions on the list or only know of the institution because it is well known nationally. As a result, respondents have no way of evaluating those institutions accurately. Other institutions across the country are filling out the same survey that includes Ohio University.

5. **Student Achievement Measure (SAM) Overview**
   EVPP Benoit stated that Ohio University believes that SAM is a much better instrument for measuring an institution's performance, including retention, graduation rates, and other measures, than the US News tool. The SAM report graduation rates show those students who transferred during their academic career and then graduated from those institutions. US News only includes students who graduated from the institution where they first enrolled.

   Many institutions in Ohio participate in the SAM report, so comparative data is available on the SAM website.

6. **Consent Agenda, Wealth & Poverty Certificate**
   Hearing no objections, Chair King moved that the item remain on the consent agenda for the full Board.

7. **Consent Agenda, HB488-Valuing Ohio Veterans**
   Hearing no objections, Chair King moved that the item remain on the consent agenda for the full Board.

The meeting was adjourned at 3:15 p.m. by Chair King.

OHIO UNIVERSITY

Resources Committee Meeting
Walter Hall, Governance Room
October 16, 2014, 1:30 pm

Committee Chair Sandra Anderson called the meeting to order at 1:40 pm. Other board members present included Trustee J. Patrick Campbell, Trustee N. Victor Goodman, Trustee David Scholl, Trustee Peggy Viehweger, Trustee David Wolfort, Student Trustee Keith Wilbur, Faculty Representative Beth Quitslund, and President Roderick J. McDavis.

- **Consent, Century Bond Guiding Principles**

Beth Greene, Director of Bond Management, discussed that the updated guiding principles document presented incorporates feedback from the Trustees, the Office of Legal Affairs, Hirtle Callaghan, and external advisors. The Century Bond Guiding Principles are designed to ensure the sound fiscal management of the Century Bond program and repayment of the outstanding principle in 2114. Specific changes to the plan based on board feedback include robust reporting guidelines, assessment of inflation impact over time, and the creation of an investment policy for the bond proceeds

The revised Guideline's contain four main components

1. establishment and management of the $7M reserve fund,
2. investment policy and multi-stage asset allocation strategies for the debt proceeds throughout the 100 year period,
3. Central Bank funding model, its use and goals for addressing deferred maintenance, and
4. Annual reporting to the Board of Trustees for their oversight, program monitoring and decision making

Ms. Greene introduced Rick Behler, Director, Hirtle Callaghan and Co., who works with the OU Foundation Investment Sub-Committee (ISC) as a portfolio manager. The portion of the bond proceeds to be managed by the Foundation's ISC will be managed Hirtle Callaghan based on the adopted guidelines at various stages over the 100 year period. The investment policy developed for this program incorporates allocation ranges similar to the existing Foundation investment policy and has been reviewed with the ISC Chair. Asset allocations will mirror those used for the Foundation, but will be structured to recognize the liquidity requirements and risk tolerance associated with this program. Market valuations and volatility will be monitored to ensure that the portfolio is positioned to meet the requirements of the program.

Discussion ensued regarding the $7M 'sinking fund' which is to be furnished from and segregated within the University working capital investment pool. Even though the $7M fund is estimated to reach beyond $250M well before the end of the program based on conservative economic projections, the board requested that no draws be permitted until 100% of the debt principal, or a $250M fund balance, has been achieved. The resolution adopting the principles and the investment policy will be withdrawn from the Consent Agenda and moved to the full board agenda for Friday, October 17. A revised, red-lined guiding principles document will be provided for full board review with language permitting draws after the fund reaches $250M.

The investment policy for this program will be presented for adoption by the Foundation board at their November meeting and managed as a separate fund. Regarding future asset allocation ranges change, those will be handled the same as the existing investment policy and approved by the Foundation board and brought back to the University board for approval. The two attachments to the resolution will be Exhibit A the Guiding Principles, as amended, and the Century Bond investment policy.

Trustee Wolfort moved to recommend approval to the full board of the Century Bond Guiding Principles resolution and attachments; Pat Campbell provided a second, unanimous approval.

- **Capital Campaign Update**

Vice President for Advancement, Bryan Benchoff, provided an update for the Capital Campaign noting contributions of $467.4 million as of September 19, 2014 and $470.4M as of this meeting. There are currently $27M in active proposals outstanding and another $30M in planned proposals. The end of the campaign coincides with the end of this fiscal year.

Mr. Benchoff discussed the rebranding of Women in Philanthropy (WIP) to the *ohiowomen* program. It is hoped that the new *ohiowomen* will reach more women and increase the participation of women in giving.

The Foundation Board held an Executive Committee Retreat in Denver last month. The meeting included the Chairs of The Promise Lives campaign and dealt with the future of fundraising and aspirations for the next campaign. Advancement leadership is in the midst of planning and VP Benchoff will report again on developments.

- **Financial Update – June 30, 2014 Financial Results**

Ms. Shaffer shared results for the fiscal year ended June 30, 2014. She noted net results from operations of $43.2M, on target with the last forecast shared at the June, 2014 meeting. The Financial Update presentation is the new format, reflecting financial statement adjustments for capital, debt, endowment activity and GAAP, with budgets, actuals and forecasts shown side-by-side. Final audited results were presented to the Board's Audit Committee last week and the financial statements were released to the state.

The SB6 composite score for FY14 is again 4.7 but will be impacted downward with the issuance of additional debt due to the impact on the Viability Ratio. Next year the recording of the unfunded pension obligation will impact all schools negatively so there will likely be two calculations presented – one consistent with the past and one with the obligation reporting. Discussions are ongoing with OBOR on what financial indicators would be more appropriate going forward.

- **Consent, Compensation 2014 Pay Structure**

No further discussion or questions from committee members.

The Committee recommended that the Compensation Structure resolution be retained on the Consent Agenda for the October 17, 2014 Board of Trustee meeting.

- **Ohio Service Alignment Initiative (OSAI) Update**

VP Stephen Golding provided an update on the Service Alignment project which was first discussed with the Trustees in April 2013. The initiative focuses primarily on service provision from the areas of IT, UHR, Finance and Facilities. Organizationally, key administrative leadership positions were filled in FY14 providing needed strategic expertise and this 'strengthening of the bench' will continue.

The OSAI project team accomplished major foundational systems upgrades and facilitated reorganizations of key administrative support operations in FY14. Restructuring to meet the service needs of the university has been accomplished through central reallocation and redeployment of resources. VP Golding highlighted two administrative enhancements implemented in FY14:

1) Implementation of the HR Liaison Program which assists the units with all HR related tasks including hiring, off-boarding, and adherence to policy, and
2) Implementation of the Senior Leadership Program with the first cohort of 26 top university leaders; participants for cohorts 2 & 3 are being identified this semester.

The FY15 work plan will address specific business needs of the colleges around efficient workflows, processes and managerial reporting. The project team is dedicated to building successful, proactive, responsive and sustainable services in support of the university.

- **Comprehensive Master Plan Update**

Shawna Bolin, Director of University Planning and Space Management, updated the Trustees on the progress with consultant selection and mapping out the Master Plan objectives, governance structure, and development of the 15 month schedule. The CMP project will accomplish the updating of the 2006 Athens Campus Master Plan and also the Dublin Campus master planning. The first formal workshop will occur in early November with a workshop involving over 60 separate meetings in December. A special Master Plan discussion with the Board, outside of a regular board meeting, will be necessary at some time in the future.

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

VP Golding introduced Senior Associate Vice President for Information Technology and Administrative Services, Mr. Joseph Lalley, to provide the presentations for the construction projects.

Mr. Lalley provided a brief summary of the request to undertake schematic design for the Jefferson Hall Renovation project.

The committee recommended that the Construction Projects – Schematic Design resolution be retained on the Consent Agenda for the October 17, 2014 Board of Trustee meeting.

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

Mr. Lalley provided a brief summary of the Boyd Dining Hall Renovation project for construction approval.

The Committee recommended that the Construction Projects – Construction resolution be retained on the Consent Agenda for the October 17, 2014 Board of Trustee meeting.

- **Resolution, East State Street Surplus Property**

VP Golding asked that this agenda item be removed pending the discussion of real estate items during the Executive committee executive session.

- **Annual Insurance Report**
- **Annual Clery Report – Fire**
- **Annual Clery Report – Police**

VP Golding informed the committee that these three reports are submitted annually for board review. If questions arise regarding these reports please contact VP Golding.

Trustee Goodman, in reference to the Sexual Misconduct topic from the August retreat, requested that articles regarding issues of Sexual Misconduct be shared with all board members.

At 3:36 pm meeting was adjourned.

AUDIT COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Margaret M. Walter Hall, Room 104
October 16, 2014 – 3:30 PM

Trustee N. Victor Goodman, called the meeting to order at 3:45 p.m. Other committee members present were Trustee Sandra J. Anderson, Trustee J. Patrick Campbell, Trustee Peggy Viehweger and Student Trustee Sharmaine Wilcox. Trustee David A. Wolfort was also present.

Baker Tilly - Construction Auditing

Tony Ollmann of Baker Tilly presented an update on construction auditing. Mr. Ollman discussed the proposed scope of work, audit objectives and types of audits. Discussion ensued regarding specific audit considerations.

Intercollegiate Athletics Compliance

Lauren Ashman, Associate Athletic Director of Compliance from Intercollegiate Athletics (ICA), presented on the role of athletics compliance, staffing, reporting line structure, compliance systems, institutional control, and governance structure. Discussion ensued regarding staffing and the effectiveness of the reporting line for the ICA Director of Compliance.

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

- FY15 audit status update
- Ohio Ethics Hotline
- Staffing Update

Trustee Goodman also briefly discussed the audit committee meeting held on October 9th in Columbus. This meeting was held to review the annual audit report prepared by Plante Moran, the external auditor. A resolution was passed at the meeting accepting the report.

There was no unfinished business.
Meeting adjourned at 5:10 p.m.

Ohio University Board of Trustees
Governance Committee Minutes
Walter Hall, Room 125/127
Thursday, October 16, 2014, 3:30 p.m.

Present were Chair Scholl, Trustees Cooper, Simmons, Keppner and Brightbill, Student Trustee Wilbur, President McDavis, Secretary to the Board Pete Mather and General Counsel John Biancamano.

1. Board Policy for Presidential Performance Reviews

   Mr. Biancamano presented a proposed amendment to the Board Policy for Annual and Comprehensive Presidential Performance Reviews. The amendment eliminates two deadlines in the annual review process. This will give the Board greater flexibility in scheduling annual reviews. The Committee had no objection to the change. Chair Scholl will present a resolution to adopt the amendment at the full Board meeting.

2. Appointment of National Trustee

The Committee discussed the reappointment of Trustee Campbell to a new three year term as a National Trustee. The Executive Committee has expressed an interest in reappointing him. President McDavis reported that he has discussed a reappointment with Trustee Campbell and he is willing to serve. The Committee will present the reappointment of Trustee Campbell to the full Board at the March, 2015 meeting.

3. Student Trustee Alumni Event

The Committee discussed a proposal to host a gathering of former student trustees. Secretary Mather will work with Advancement, Trustee Keppner and Student Trustee Wilbur to plan this event, possibly in connection with the March 2015 meeting.

4. Statement of Expectations for Board Members

The Committee discussed proposed revisions to the Statement of Expectations for Board Members. The Board will continue this discussion at the breakfast meeting on October 17, 2014.

5. Method for sending meeting materials to Trustees

Secretary Mather and Randy Nogrady demonstrated the process for accessing the Board of Trustees Box account for loading meeting materials onto their iPads.