



OHIO
UNIVERSITY

Board of Trustees

Ohio University

Athens, Ohio

Agenda

March 13, 2015



OHIO
UNIVERSITY

BOARD ACTIVITIES FOR March 12 - 13, 2015
Ohio University Main Campus – Athens, Ohio
Activity & Committee Meeting Schedule

Thursday, March 12, 2015

- 8:00 a.m. Ohio Ethics Training, Margaret M. Walter Hall, Governance Room 104
- 9:00 a.m. Joint Academics and Resources Committee, Margaret M. Walter Hall, Governance Room 104
- 10:30 a.m. Tour of Russ College of Engineering & Technology and College of Health Sciences & Professions (Pick up at Walter Hall Parking Lot)
- 12:00 p.m. Lunch with Students, Faculty & Staff - Russ College of Engineering & Technology and College of Health Sciences & Professions
- 1:15 p.m. Depart Colleges & Return to Margaret M. Walter Hall
- 1:30 p.m. Academics Committee, Margaret M. Walter Hall, Room 125/127
- 1:30 p.m. Resources Committee, Margaret M. Walter Hall, Governance Room 104
- 3:30 p.m. Audit Committee, Margaret M. Walter Hall, Governance Room 104
- 3:30 p.m. Governance Committee, Margaret M. Walter Hall, Room 125/127
- 6:15 p.m. Pick up at Lobby - Ohio University Inn & Conference Center
- 6:30 p.m. Reception – Trustees, President, Board Secretary, Executive Staff and Guests; President’s Residence, 29 Park Place
- 7:00 p.m. Dinner – Trustees, President, Board Secretary, Executive Staff and Guests; President’s Residence, 29 Park Place

Friday, March 13, 2015

- 7:30 a.m. Trustee Breakfast - Executive Committee; OU Inn, Lindley Room
- 10:00 a.m. Board Meeting; Margaret M. Walter Hall, Governance Room 104
- Noon Trustee Luncheon, Margaret M. Walter Hall 125
- Noon Media Availability, Margaret M. Walter Hall 127

AGENDA
Board of Trustees Meeting
Friday, March 13, 2015 – 10:00 a.m.
Margaret M. Walter Hall, Governance Room 104
Athens Campus

OPEN SESSION

Roll Call

Approval of Agenda

1. Minutes of Board of Trustees' Meeting of January 23, 2015.

Comments from the Chair of the Board of Trustees

2. Report from the President

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

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

Consent Agenda

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

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

Tab 13 -Resolution, Name Change – Urban and Regional Planning

Tab 17 -Resolution, Establishment of University Quasi-endowments

Tab 20 -Resolution, Construction Projects Approval – Schematic Design

Tab 21 -Resolution, Construction Projects Approval – Construction

Tab 22 -Resolution, Richland Avenue AEP Permanent Easement

Tab 23 -Resolution, OU – Eastern ODOT Project

Tab 24 -Resolution, River Park Apartments Easement

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment

AGENDA
Joint Committee: Academics and Resources
Margaret M. Walter Hall, Governance Room 104
9:00 a.m. – Thursday, March 12, 2015

3. Comprehensive Master Plan

AGENDA
University Academics Committee
Margaret M. Walter Hall, Room 125/127
1:30 p.m. – Thursday, March 12, 2015

5. AQIP Update

Academic Quality – Dashboard

6. Diversity and Inclusion Dashboard

Standing Reports and Updates

7. Information Technology Update

8. Branding and Marketing at OHIO

9. Career and Leadership Development Center

Academic Quality – Initiatives

10. Enrollment Update

11. College Credit Plus

12. Completion Plan Update

13. **Consent Agenda**, Name Change – Urban and Regional Planning

AGENDA
University Resources Committee
Margaret M. Walter Hall, Governance Room, 104
1:30 p.m. – Thursday, March 12, 2015

14. Advancement Update
15. Integrated Financial Planning – Strengthening the Financial Balance Sheet
16. NACUBO – Commonfund Study of Endowments
17. **Consent**, Establishment of University Quasi-endowments

19. **Resolution**, Auxiliary Operations Site Plan and Design
20. **Consent**, Construction Projects Approval – Schematic Design
21. **Consent**, Construction Projects Approval – Construction
22. **Consent**, Richland Avenue AEP Permanent Easement
23. **Consent**, OU – Eastern ODOT Project
24. **Consent**, River Park Apartments Easement
25. Annual Sustainability Report

Information Items

26. Financial Update – January, 2015
27. Century Bond/Treasury Update
28. Human Resources Annual Report

AGENDA

Audit Committee

Margaret M. Walter Hall, Governance Room 104

3:30 p.m. – Thursday, March 12, 2015

29. FY15 Pre-Audit Presentation
30. University Risk Management Initiative (URMI)
31. Chief Audit Executive Presentation

AGENDA
Governance Committee Meeting
Margaret M. Walter Hall, Room 125/127
3:30 p.m. – Thursday, March 12, 2015

- Retreat 2015
- National Trustee Selection
- New Trustee Orientation

AGENDA
Executive Committee
Lindley Room, Ohio University Inn
7:30 a.m. – Friday, March 13, 2015

EXECUTIVE SESSION

By-Laws of the Ohio University Board of Trustees

Revised August 28, 2014

Revised April 19, 2013

Revised September 6, 2012

Revised April 24, 2011

Revised February 10, 2010

Revised January 23, 2009

Revised February 8, 2008

Revised December 17, 2004

Revised September 20, 2002

Revised June 23, 1990

Revised July 14, 1989

Article I. Corporate Authority and By-Laws

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

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

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

Section 4. The nine Trustees appointed by the Governor shall hold voting privileges. The two student trustees, the two national trustees and the chair of the Ohio University Alumni Association Board of Directors may not vote on Board matters but their opinions and advice will be actively solicited and welcomed in Board deliberations.

Article II. Officers of the Board

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

- (a) Chairperson
- (b) Vice-Chairperson
- (c) Secretary
- (d) Treasurer

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

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

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

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

Article III. Election of Officers

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

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

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

Article IV. The President and Presidential Duties

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

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

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

Article V. Meetings

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

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

Section 3. Notice of Meetings. The Secretary shall notify all Board members and the President at least five days in advance of all regular and special meetings and at least one day in advance of all emergency meetings. Public notice of all meetings shall be given in accordance with the requirements of Revised Code Section 121.22. Any person may determine the time and place of all regularly scheduled meetings and the time, place, and purpose of all special meetings by contacting University Communications and Marketing or on the internet at <http://www.ohio.edu/trustees/>.

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

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

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

Article VI. Standing and Special Committees

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

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

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

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

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

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

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

approval by the Board, except those wherein the Board has delegated to the Executive Committee or the President full power to act for the Board.

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

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

Article VII. Parliamentary Authority

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

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

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

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

1. The Role of the Board

- a. The Board of Trustees is the governing body of Ohio University. It is a body politic and corporate under Ohio law and has the right to sue and be sued. The General Assembly has conferred upon the Board the authority to: adopt rules for the governance of the institution; hire and supervise the President, faculty and staff; oversee university finances; and control university property and facilities.
- b. The Board serves the citizens of the State of Ohio. It is responsible for ensuring that the university offers students an educational experience of the highest quality and produces research that provides economic and cultural benefits to the citizens of Ohio. It is also responsible for making efficient and effective use of state resources by working with the Governor, the Board of Regents and the other state universities through the University System of Ohio.
- c. The Board's primary concerns are strategic governance and accountability. It should adopt a strategic plan designed to ensure the long-term fulfillment of the university's teaching, research and service mission, monitor progress in achieving the plan's goals and update the plan as necessary. It should provide oversight to protect the university's fiscal integrity and make sure that the President, faculty and staff comply with all applicable laws and perform their responsibilities ethically and competently.
- d. The Board should adopt a procedure governing the creation and monitoring of corporate entities affiliated with the university.
- e. The Board should govern through the President and should refrain from becoming involved in day-to-day operations.
- f. The Board should recognize the important role that the principle of shared governance plays in institutions of higher education. It should seek input from faculty, staff and students and whenever possible incorporate their views into its decisions.

2. The Role of Individual Trustees

- a. Members of the Board of Trustees are stewards of the public trust. They have a fiduciary obligation to act in the best interests of the university and the State of Ohio. They must adhere to the highest ethical standards and perform their university duties without regard to any personal interests they may have. Trustees should understand and comply with state ethics laws and keep themselves informed of developments in these laws. They should avoid situations that may give rise to even the appearance of a conflict of interest and promptly disclose any conflicts of interest that may occur.
- b. Trustees should understand that they serve the institution as a whole and are not advocates for any particular unit or constituency of the university.
- c. Student Trustees have a unique responsibility to ensure that the views of students are heard in Board deliberations. They should also share with other students the Board's perspectives on University issues. In performing both of these functions, they should keep in mind the needs of all constituencies within the university.
- d. The Chair of the Ohio University Alumni Association Board of Directors is responsible for ensuring that the views of alumni are presented to the Board and for communicating to alumni the Board's perspectives on university issues.
- e. Service on the Board is a time consuming professional commitment. Trustees should attend all meetings of the Board and committees and should give notice to the Chair when they are unable to do so. Trustees should also make an effort to participate in conferences and other programs designed to educate and update Trustees and to attend commencements, convocations and other special events on campus.
- f. Trustees should be attentive during meetings and refrain from multitasking. They should treat the opinions of their colleagues on the Board as well as others participating in Board discussions with civility and respect and should be open to alternative points of view. They should respect and protect the confidentiality of matters discussed in executive sessions and should refrain from publicly or privately criticizing other Trustees or impugning their motives.
- g. Trustees should strive to make informed decisions based on an analysis of objective data. In their deliberations they should rely on the application of sound management principles and prudent business judgment. To ensure thorough consideration of Board decisions, they should review briefing materials and be prepared to actively participate in discussions.
- h. In order to make good decisions, Trustees need to engage in robust and thorough discussions of university issues in public meetings. Disagreements will occur and Trustees should seek productive ways to resolve them. Once a consensus is reached on an issue, all Trustees should respect the final decision of the Board.

- i. Trustees should keep themselves informed about issues and events at the local, state and national level that may affect the university and higher education in general.
- j. Trustees are encouraged to offer financial support to the university in accordance with their means.
- k. Trustees should understand and comply with the Ohio Public Records and Open Meetings Laws and should keep themselves informed of developments in these laws.

3. The Board's Relationship with the President

- a. The Board delegates responsibility for all aspects of institutional management to the President. The Board and individual Trustees should refrain from involvement in operational matters except as necessary to fulfill their fiduciary duties.
- b. The Board and the President should agree on clearly defined institutional goals and strategies for achieving them.
- c. The Board should hold the President accountable for achieving institutional goals. Evaluation of the President should be an ongoing process with the Board offering candid and constructive feedback as necessary. In accordance with Board policy, formal evaluations should be conducted on a regular basis.
- d. The President reports to the Board as a whole and not to individual Trustees. Trustees who have concerns about the President's performance should convey them to the Board Chair who will take appropriate action to address the concern. The Chair will report back to the Trustee who raised the concern in a timely manner.
- e. Individual Trustees should develop a comfortable working relationship with the President. They are encouraged to interact with the President one-on-one as needed to share information, concerns or advice but they should remember that when they do so they are not speaking for the entire Board.

4. The Board's Relationship with Internal Constituencies

- a. Trustees are encouraged to interact informally with administrators, faculty and students, bearing in mind that they do so as individual members of the Board. They should avoid any statements that would give rise to the perception that they speak for the entire Board.
- b. When interacting with faculty, staff and students, Trustees should not disclose matters deemed confidential by the Board in executive session, advocate for their personal position on university issues or criticize other members of the university community.

- c. Trustees should submit requests for information about institutional issues to the Board Secretary who will facilitate a response from the appropriate university official.
- d. Consistent with the principle of shared governance, the faculty, through the Faculty Senate, plays an active advisory role to the administration and the Board of Trustees on all academic matters, including but not limited to academic standards, research, admissions, curriculum and the granting of degrees. The Faculty Senate initiates policies relating to university-wide academic matters, the rights and responsibilities of faculty and faculty grievances. The Board should respect the role of the Senate in these areas and should also consider advice from the Senate on matters of general concern to the university community.
- e. The Board should encourage the President and administrators to involve individual faculty and students in the development of institutional goals and priorities. The active participation of faculty and students in these matters will give them a broader understanding of institutional governance and will enrich the Board's understanding of faculty and student views on university issues.

5. Relationships with External Entities

- a. The Board Chair is the only Trustee authorized to make public statements on behalf of the entire Board.
- b. When asked to comment on Board actions or deliberations, Trustees may defer to the Chair or the President. If Trustees choose to speak publicly on issues relating to the university or higher education in general they should make it clear that they are stating their personal views and are not expressing the formal position of the Board or the university.
- c. When individual Trustees communicate with federal, state or local officials on issues relating to higher education, they should take care not to create the perception that they speak for the Board or the university unless they have been authorized by the Chair or the Board to do so.
- d. When individual Trustees are presented with concerns about university operations, these matters should be communicated to the President and/or the Chair.
- e. While Trustees should seek information and ask questions of others, they should refrain from publicly criticizing the President or other members of the University Community. Criticisms or concerns that Trustees may have about the President or other members of the University Community should be conveyed to the Chair who will determine the appropriate method for the Board to address the issue.



OHIO
UNIVERSITY

Board of Trustees

Ohio University

Athens, Ohio

Minutes

January 23, 2015

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ROLL CALL

Chair David Brightbill called the meeting to order at 10:12 a.m. Secretary Mather called the roll.

Present: Board Chair David Brightbill; Trustees David Wolfort, Sandra J. Anderson, Janetta King, Kevin B. Lake, N. Victor Goodman, Dave Scholl, and Janelle Simmons

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

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES OF OCTOBER 17, 2014

Chair Brightbill asked for a motion to approve the minutes. Trustee Wolfort moved, Trustee Lake seconded, the motion carried.

REPORTS

Report from the Chair

Chair Brightbill reviewed the previous day's meetings. He explained that the Board visited students and faculty at the College of Arts and Sciences and the College of Business on Thursday morning. He also mentioned the opportunity to interact with international students at dinner on Thursday evening, as well as faculty members from the English Department who were guests at dinner. Chair Brightbill relayed the news that this year's enrollment represents a growth in multicultural students, in first generation students, and in Appalachian students.

Report from the President

President Roderick J. McDavis opened by reviewing the University's strategic priorities and the presence of Ohio University throughout the state. He noted that the state footprint includes eight locations throughout Ohio. The remainder of the President's report is included in the Board Materials for the meeting.

University Spotlight

Dr. Julia Paxton, Associate Professor in Economics, discussed a course, "The Economics of Altruism," which was underwritten by Warren Buffett's *Learning by Giving Foundation*. Dr. Paxton described Mr. Buffett's mission to encourage students to engage in philanthropy. Dr. Paxton connected the class' relationship to the University's mission of transformative learning. To illustrate the engagement that occurs through this service-learning course, she introduced two students from the class, Kate Clausen and Noah Rosenblatt. Mr. Rosenblatt described the course as an example linking in-class and out-of-class learning at Ohio University. Ms. Clausen discussed the opportunity the course provided to have a rich personal experience of connecting with the partner organization, *Community Food Initiatives*.

Report from the Faculty Senate Chair

Dr. Beth Quitslund provided an annual report from the Faculty Senate Chair to the Board of Trustees. She reviewed a recent list of institutions recognized by the *US News and World Report* for operating efficiencies. Dr. Quitslund noted that Ohio University appeared on the list of the most efficient national universities. She discussed the findings from the *Gallup-Purdue Index Report*, a nationwide study of 30,000 college graduates. Specifically, Dr. Quitslund highlighted the finding from this study that higher levels of well-being were connected to graduates' experiences with supportive faculty members. Dr. Quitslund went on to report that Ohio University was included on the Fiske Guides list of Best Buys. The Fiske report highlighted OHIO's cost as well students' social and academic experiences.

Dr. Quitslund showed a slide illustrating that as the student headcount has increased at OHIO over the past 10 years, the number of Group I (tenure or tenure track) faculty has declined over the same period (although there was a slight uptick this year from the low point last year). She drew a correlation between the number of Group I faculty (as a proxy for “supportive faculty members”) and the experience of students, as highlighted in the *Gallup-Purdue Index Report*.

Dr. Quitslund also highlighted findings from the *Modern Think* survey, which focuses on workplace environment. She noted that faculty members have pride in their work and that most are pleased with employee benefits. She also asserted that the findings from the survey suggested that faculty believe they are under-resourced. She noted that these findings may relate to faculty members’ perspectives about institutional availability of resources to put into compensation. That is, faculty who believe that there are resources available for compensation but are being used for other purposes are most likely to be dissatisfied with the level of employee compensation.

Dr. Quitslund reported that communication within the community was another area of concern for faculty. She noted that engaging faculty more fully in decision-making in the institution is important. Furthermore, she explained that faculty could also do a better job of communicating among themselves. Dr. Quitslund noted that the Campus Climate Taskforce is a promising step taken by the University to respond to concerns that were identified through the *Modern Think Survey*.

COMMITTEE REPORTS

Joint Committee Meeting Report

Chair Brightbill noted that the Resources and Academics Committees met in Joint Committee on Thursday morning. The committee heard from Steve Golding, Vice President for Finance and Administration, regarding the financial planning process. VP Golding discussed the centrality of University priorities (i.e., Student affordability, employee compensation, capital plan, the

innovation strategy, and college priorities). Mr. Golding also described the tension of remediating financial issues left from past decisions and financial circumstances versus building toward a strong future.

Chair Brightbill reported that Mr. Golding discussed tuition as another important revenue driver. VP Golding then reviewed the growth of institutional financial aid available to students over the past four years, as well as the cost of investments in supporting competitive employee compensation and the increasing benefits costs. Mr. Golding then highlighted costs associated with the capital plan and deferred maintenance, as well as the related debt burden.

Chair Brightbill noted that Executive Vice President and Provost Pam Benoit updated the Trustees on the status of the Ohio Signature Award. EVPP Benoit provided a context by describing the overall distribution of financial aid. She noted that the OHIO Signature Award Program started in Fall 2014, and suggested that enrollment increases were attributable, in part, to the Signature Award Program.

EVPP Benoit then provided an update to the OHIO Guarantee. She reviewed the approval process for the program, based on the Ohio Revised Code 3345.48. VP Golding discussed tuition and fees costs for the OHIO Guarantee 1st cohort and the costs for continuing students. VP Golding also discussed projected subsequent cohort rates.

Resources Committee Report

Resources Committee Chair Sandra J. Anderson reported on the work of the Resources Committee. She opened by discussing the Resolution for Tuition and Fees, asking for adoption of the OHIO Guarantee cohort rate as well as the rates for continuing students.

Tuition and Fees

Trustee Anderson discussed the context of the signature scholarship program as a means to offset increases for high need, high ability students. She highlighted the importance of the Board to continue to safeguard the access mission of Ohio University.

Trustee Anderson moved for the adoption of the Resolution; seconded by Trustee Goodman. With all in favor the motion passed. (Upon Trustee Goodman's seconding Trustee Anderson's motion, protests by students interrupted the meeting. Chair Brightbill suspended the meeting. The Board reconvened after a meeting suspension of approximately 5 minutes.)

**FISCAL YEAR 2015-2016
OHIO UNIVERSITY
ACADEMIC YEAR 2015-2016 TUITION, FEE AND RATE
INCREASES**

RESOLUTION 2015 -- 3448

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

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

WHEREAS, these recommendations are consistent with the 6% limitation for guarantee tuition students set forth in ORC 3345.48, passed by the 130th General Assembly and effect on September 29, 2013.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through D, effective Fall Semester 2015 unless otherwise noted.

Trustee Anderson shared that Deb Shaffer, Senior Associate Vice President of Finance and Administration, provided forecasts for the fiscal year ending June 30, 2015 developed utilizing actual results through November 30, 2014. AVP Shaffer reported to the committee that SSI revenues are slightly under budget due to updated model inputs received from the State. She also provided an update on tuition and fees revenue, indicating a slight shortfall as the FTE freshman class increase was slightly less than budgeted. However, room and board revenues exceeded the budget projections.

Trustee Anderson reported that SAVP Shaffer discussed the refinement of salary and benefits forecasts, which had resulted in an over estimate of expenses for the current year. The Resource Committee learned that future interim financial reporting will be forecasted on a rolling quarterly basis.

Century Bond Report

Trustee Anderson noted that Beth Greene, Director of Bond Management, reported that the University closed on the \$250 million, taxable Series 2014 bond issue on November 13, 2014. Ms. Greene indicated that the interest rate environment, at the time of closing, was lower than projected. Ratings with Moody's and S&P were also reaffirmed. Ms. Greene also shared a chart of our Century Bond investors and a comparison of higher education century bond issuers which shows that OHIO was the first non-flagship public and the first of our credit profile (AA3/A+) to enter the century bond market.

Trustee Anderson noted that she and Trustee Campbell, as well as Trustee Wolfzorn from the Foundation board, are part of the Century Bond Advisory and Oversight Committee, which will meet regularly to insure proper reporting mechanisms are in place to manage the activities prospectively and in adherence to the Guiding Principles approved by the Board.

Energy Infrastructure Projects Initiatives

Senior Associate Vice President for Information Technology and Administrative Services, Joe Lalley, provided an update on the projects

included in the EIPI and the intended outcomes. Funding for the EIPI has been secured through the \$90M in infrastructure funding secured in the Century Bond issue.

Consent Agenda Items

Three resolutions are included on the consent agenda to facilitate board approval for the EIPI projects:

- Real Estate Easement for New Natural Gas Pipeline
- Undertake Design and Construction for the Gas Line Upgrades
- Contract for Consulting Services to Obtain a Revised EPA Permit and to Undertake Design and Construction for the Temporary Campus Boilers

Additional Consent Agenda Items

- Construction Projects Approval – Schematic Design
- Construction Projects Approval – Construction
- Donation of Land and Permanent Easements to City of Dublin for Construction of a New Public Road

VP Golding pulled the comprehensive master plan presentation due to time constraints, and indicated that this report would be included in the March Board meeting.

Vice President for Advancement Bryan Benchoff, provided an update for the Capital Campaign noting contributions of \$476.0 million as of December 2014 and \$479.5M as of the time of the meeting.

Academics Committee Report

Academics Committee Chair Janetta King reported on the proceedings of the Academics Committee. Trustee King noted that the meeting began with a report from Associate Provost for Institutional Research and Assessment Mike Williford on the AQIP process, focused on Category 5, Leading and

Communicating, which closely aligns with aspects of the University's 4 x 4 strategic plan.

The Academics Committee received an Academic Quality Dashboard report from Craig Cornell, Vice Provost for Enrollment Management. Mr. Cornell provided an overview of Enrollment Management's (EM) structure and responsibilities. Mr. Cornell also discussed recent changes in the calculation method for the student default rate, and the efforts by the University to mitigate challenges associated with assumption of loans. Mr. Cornell also reported that the recruitment efforts involve activities across the University, from current students, faculty, and college administrators.

Student Code of Conduct

Trustee King reported that Vice President of Student Affairs Ryan Lombardi and colleagues from student affairs provided a presentation on the Ohio University Code of Conduct. Trustee King reviewed the process involved in amending the Code of Conduct, the rationale and the content changes, and moved to accept the Resolution, seconded by Trustee Lake, the motion carried.

REVISED STUDENT CODE OF CONDUCT

RESOLUTION 2015 -- 3449

WHEREAS, Ohio University holds as its central purpose the intellectual and personal development of its students, and

WHEREAS, Ohio University has expectations for the behavior of its students, both on and off campus, and

WHEREAS, those expectations are articulated through the Student Code of Conduct, and

WHEREAS, a process to update the Student Code of Conduct was initiated in the Spring of 2013, and

WHEREAS, the Review and Standards Committee, the university committee charged with reviewing and making recommended changes to the Code, along with the Office of Community Standards and Student Responsibility, the office charged with implementing the Code, researched, benchmarked and proposed a revised Code, and

WHEREAS, open forums were held on the Athens campus to solicit feedback and the revised Student Code of Conduct was open for public comment on the web, and

WHEREAS, the revised Student Code of Conduct has been approved by the Review and Standards Committee, and

WHEREAS, the President recommends approval of the revised Student Code of Conduct to the Board of Trustees.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees approves the revised Student Code of Conduct, attached hereto as Exhibit A, which will go into effect on August 19, 2015.

Research Update

Trustee King noted that Joseph Shields, Vice President for Research and Creative Activity and Dean of the Graduate College, provided the dashboard for the Graduate College. Dr. Shields discussed changes in research funding, as well as initiatives to develop research partnerships with corporations. Dr. Shields also noted the importance of postdoctoral students to research programs and the benefit postdoctoral students gain from the experience they obtain as they transition fully into their careers.

Trustee King noted that the Academics Committee also received reports from Vice Provost for Global Affairs, Lorna Jean Edmonds. Dr. Edmonds discussed the numbers and diversity of international students, as well as rich opportunities for students to study abroad and academic partnerships with

institutions abroad. Dr. Steve Howard was introduced as the new director of the Center for International Studies.

Intercollegiate Athletics Update

Randee Duffy, Associate Athletic Director, and Amy Dean, Executive Senior Associate Athletic Director, provided a snapshot of student athletes' academic standing, choices of majors, community engagement, and the support offered to student athletes.

Academic Quality – Initiatives

Trustee King noted that the Committee heard a report from EVPP Benoit on the results of the ModernThink workplace climate faculty and staff survey. A committee representing faculty and staff has been formed to address the information emerging from the survey.

The Academics Committee also received a report on discipline-specific accreditation processes that had occurred during 2014. Examples included the College of Business, Heritage College of Osteopathic Medicine, Patton College of Education, and the Russ College of Engineering and Technology.

Consent Agenda Items

- New Program – SCOC - Applied Communication
- New Program – HTC-Translational Health
- New Program - GEOG-Globalization and Development
- Veterans and Military Services Student Center Naming
- Name Change – Bachelor of Sport Management
- Program Review – Industrial Maintenance Technology

Governance Committee

Trustee Dave Scholl provided the report on the proceedings of the Governance Committee. He noted that work was continuing on the Statement

of Expectations; therefore, the resolution was being removed from the Consent Agenda and tabled until a future meeting. Trustee Scholl also noted that student trustee alumni were being invited back to Ohio University for events during the March 12 – 13 Board meeting.

Audit Committee

Audit Committee Chair N. Victor Goodman reported on the proceedings from the Audit Committee meeting. He noted that Dr. Joseph Shields, Vice President for Research and Creative Activity and Dean of the Graduate College, and Shane Gilkey, Assistant Vice President for Research and Sponsored Programs, provided an overview of the office, discussed statistics about research at OHIO and discussed the software used by the office (LEO).

Trustee Goodman reported that Tony Ollmann of Baker Tilly presented an update on construction auditing. Mr. Ollmann discussed the current status of the Walter Fieldhouse, Phase I Housing Development and construction contract risk assessment projects.

Trustee Goodman noted that Jeffrey Davis, Chief Audit Executive, provided an update on the Internal Audit Office operations which included: FY15 audit status update and External auditor evaluation

Executive Committee

Chair Brightbill noted that the Trustees went into Executive Session on Friday morning for the purposes of Real Estate, Litigation and Personnel matters. The Board also went into Executive Session on Thursday, over lunch, for the purposes of Real Estate and Personnel matters.

CONSENT AGENDA

Motion to approve Consent Agenda – Trustee Lake; Seconded by Trustee Anderson; The motion carried.

REAL ESTATE EASEMENT FOR NEW NATURAL GAS PIPELINE

RESOLUTION 2015 -- 3450

WHEREAS, Columbia Gas of Ohio, Inc. proposes to construct and operate a new medium pressure gas line of sufficient capacity to meet the current and future needs of the local natural gas distribution grid, including the anticipated future needs of Ohio University;

WHEREAS, the easement requested by Columbia Gas of Ohio, Inc. is approximately twenty feet in width and 4,500 feet in length, as depicted on the attached drawing and legal description.

NOW, THEREFORE, BE IT RESOLVED, that in consideration of the sum of One Dollar (\$1.00), the Board of Trustees does hereby grant to Columbia Gas of Ohio, Inc. an easement over the property described in the attached survey for the purpose of allowing it to install, operate and maintain a medium pressure gas line and related utility infrastructure.

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

APPROVAL TO UNDERTAKE DESIGN AND CONSTRUCTION FOR THE GAS LINE UPGRADES

RESOLUTION 2015 -- 3451

WHEREAS, Ohio University has committed to stop burning coal in order to meet institutional climate commitments and EPA Maximum Achievable Control Technology regulatory requirements by switching its primary fuel source to be natural gas;

WHEREAS, Ohio University has determined that the existing natural gas local distribution system cannot meet the anticipated natural gas needs for the Athens campus;

WHEREAS, Columbia Gas of Ohio Inc. proposes to construct, own and operate a new medium pressure gas line of sufficient capacity to meet the anticipated needs of Ohio University, which also may serve the local natural gas distribution grid in the future;

WHEREAS, the cost of the new gas line will be shared between Columbia Gas of Ohio Inc. and Ohio University through an agreement consistent with the laws of the State of Ohio;

WHEREAS, Ohio University will need to design and construct facilities to utilize the new natural gas pipeline, the cost of which will be funded by Energy Infrastructure Project Debt; and

WHEREAS, for the Gas Line Upgrade project, University administration seeks to increase the previously approved total project budget from \$5,000,000 (2013-3347) by \$500,000 to a total project budget of \$ 5,500,000 and increase previously authorized expenditures of \$5,000,000 (2013-3347) by \$500,000 to a total \$5,500,000 to undertake design, construction and complete the project to be funded by Energy Infrastructure Project Debt.

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 CONTRACT FOR
CONSULTING SERVICES TO OBTAIN A REVISED EPA PERMIT
AND TO UNDERTAKE DESIGN AND CONSTRUCTION FOR
THE
TEMPORARY CAMPUS BOILERS**

RESOLUTION 2015 -- 3452

WHEREAS, as part of the Energy Infrastructure Projects Initiative, Ohio University is installing and will operate temporary boilers and is required to obtain a revised EPA Permit to do so;

WHEREAS, Ohio University wishes to contract for consulting services to assist in the permit process, and University administration requests approval for a total project budget of \$400,000 and seeks authorization for expenditures of \$400,000 to contract for services and complete the project to be funded by Energy Infrastructure Project Debt;

WHEREAS, for the Temporary Campus Boilers project, University administration requests approval for a total project budget of \$3,200,000 and seeks authorization for expenditures of \$3,200,000 to undertake design, construction and complete the project to be funded by Energy Infrastructure Project Debt.

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 UNDERTAKE DESIGN FOR
THE BACK SOUTH DEMOLITION PHASE 1,
BOBCAT LANE/BAKER UNIVERSITY CENTER TURNAROUND
AND OXBOW TRAIL REHABILITATION,
BUSH AIRPORT MAINTENANCE PLAN,
HWA WEI LEE LIBRARY ANNEX HUMIDITY CONTROL
FY2015,
PSAC SITE IMPROVEMENTS,
STOCKER CENTER AHU REPLACEMENT STUDY, AND**

**VAN VORHEES DRIVE IMPROVEMENTS AND UNIVERSITY
TERRACE REPAIRS**

RESOLUTION 2015 -- 3453

WHEREAS, for the Back South Demolition Phase 1 project, University administration seeks authorization for expenditures of \$350,000 to undertake design and develop bid documents and requests approval for the total project budget of \$1,251,000 to be funded by Residential Housing Reserves;

WHEREAS, for the Bobcat Lane/Baker University Center Turnaround and Oxbow Trail Rehabilitation project, University administration seeks authorization for expenditures of \$601,000 to complete design and requests approval for the total project budget of \$1,890,000 to be funded by State Appropriations (\$1,465,000) and Local Reserves (\$425,000);

WHEREAS, for the Bush Airport Maintenance Plan project, University administration seeks authorization for expenditures of \$136,905 to develop construction documents and requests approval for the total project budget of \$2,400,000 to be funded by FAA Funds (90% or \$2,160,000) and Airport Match (10% or \$240,000);

WHEREAS, for the HWA Wei Lee Library Annex Humidity Control FY2015 project, University administration seeks authorization for expenditures of \$67,400 for design development and requests approval for the total project budget of \$650,000 to be funded by State Appropriations;

WHEREAS, for the PSAC Site Improvements project, University administration seeks authorization for expenditures of \$200,000 to complete design, develop construction documents and bid, and requests approval for the total project budget of \$1,000,000 to be funded by Internal Reserves;

WHEREAS, for the Stocker Center AHU Replacement Study, University administration seeks authorization for expenditures of \$25,000 to complete

conceptual design and requests approval for the total project budget of \$5,000,000 to be funded by State Appropriations, and;

WHEREAS, for the Van Vorhees Drive Improvements and University Terrace Repairs project, University administration seeks authorization for expenditures of \$110,000 to complete design and to bid, and requests approval for the total project budget of \$1,302,000 to be funded by State Appropriations.

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

**APPROVAL TO PROCEED WITH CONSTRUCTION FOR THE
CENTRAL CLASSROOM ANATOMY LAB BUDGET
AMENDMENT,
COLLEGE GREEN UPGRADE BUDGET AMENDMENT,
COLLEGE OF BUSINESS/CSC RENOVATIONS PHASE 1,
CONVOCATION CENTER RESIDENTIAL RENOVATIONS
BUDGET AMENDMENT,
CRAWFORD HALL BATHROOM RENOVATION,
DUBLIN INTEGRATED EDUCATION CENTER PARKING
ACCOMMODATION,
MACKINNON HALL ELECTRICAL AND FIRE ALARM SYSTEM
UPGRADES,
MCCRACKEN HALL RENOVATION,
RESIDENTIAL HOUSING ACCESS CONTROL PHASE II AND
III, AND
SOUTH GREEN COMPREHENSIVE SITE DESIGN – SWEEP
DESIGN PHASE A**

RESOLUTION 2015 -- 3454

WHEREAS, for the Central Classroom Anatomy Lab project, University administration seeks approval to amend the total project budget from \$620,000 (2014-3434) by \$150,000 to total \$770,000 and seeks approval to increase authorized expenditures of \$620,000 (2014-3434) by \$150,000 to total \$770,000 to be funded by College of Arts and Sciences Reserves (\$150,000) and University Debt (\$620,000);

WHEREAS, for the College Green Upgrade project, University administration seeks to change the funding source of the previously approved total project budget of \$1,250,000 (2014-3397) and previously authorized expenditures of \$1,250,000 (2014-3397) from Local Reserves to a combination of Local Reserves (\$825,000) and State Appropriations (\$425,000);

WHEREAS, for the College of Business/CSC Renovation Phase 1, the Board of Trustees previously approved a total project budget of \$3,000,000 (2014-3379) and authorized expenditures of \$275,000 (2014-3379), and University administration seeks to increase the authorized expenditure amount by \$2,725,000 to total \$3,000,000 to be funded by Gifts/Internal Reserves;

WHEREAS, for the Convocation Center Residential Renovations project, University administration seeks approval to amend the total project budget of \$450,000 by \$314,00 for a total project budget of \$764,000 and seeks approval to increase authorized expenditures of \$450,000 by \$314,000 for total \$764,000 to be funded by Residential Housing Reserves;

WHEREAS, for the Crawford Hall Bathroom Renovation project, University administration requests approval for the total project budget of \$900,000 and seeks authorization for expenditures of \$900,000 to undertake design, construction and to complete the project to be funded by Residential Housing Minor Capital;

WHEREAS, for the Dublin Integrated Education Center Parking Accommodation project, University administration requests approval for the

total project budget of \$780,000 and seeks authorization for expenditures of \$780,000 to undertake design, construction and to complete the project to be funded by Internal Reserves (\$630,000) and Real Estate Department Funding (\$150,000);

WHEREAS, for the MacKinnon Hall Electrical and Fire Alarm System Upgrades project, University administration requests approval for the total project budget of \$800,000 and seeks authorization for expenditures of \$800,000 to undertake design, construction and to complete the project to be funding by Residential Housing Reserves;

WHEREAS, for the McCracken Hall Renovation project, the Board of Trustees previously approved a total project budget of \$32,100,000 (2014-3434) and authorized expenditures of \$2,220,000 (2014-3414), and University administration seeks to reduce the total project budget of \$32,100,000 by \$203,200 for a new total project budget of \$31,896,800, and seeks approval to increase previously authorized expenditures of \$2,220,000 by \$29,676,800 to total \$31,896,800 to undertake construction and to complete the project to be funded by Internal Reserves (\$10,970,000), External Debt (\$20,726,800), and College of Education Reserves (\$200,000);

WHEREAS, for the Residential Housing Access Control Phase II and III project, University administration requests approval for a total project budget of \$2,000,000 and seeks authorization for expenditures of \$2,000,000 to undertake design, construction and to complete the project to be funded by Residential Housing Reserves, and;

WHEREAS, for the South Green Comprehensive Site Design – Sweep Design Phase A, the Board of Trustees previously approved a total project budget of \$1,500,000 (2014-3433) and authorized expenditures of \$369,600 (2014-3433), and University administration seeks to increase the authorized expenditures amount of \$369,000 by \$1,130,400 to total \$1,500,000 to undertake design, construction and to complete this phase of the project to be funded by Residential Housing 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.

**RESOLUTION TO APPROVE DONATION OF LAND AND
PERMANENT EASEMENTS TO CITY OF DUBLIN FOR
CONSTRUCTION OF NEW PUBLIC ROAD**

RESOLUTION 2015 --3455

WHEREAS, at the University's request, the City of Dublin is building a new public road on University property, which will provide convenient access to the Integrated Education Center; and

WHEREAS, the City of Dublin has agreed to maintain the road and has asked the University to donate the land for the road itself and to grant permanent easements adjoining the road; and

WHEREAS, the Economic Development Agreement between the University and the City of Dublin, authorized by the Board in Resolution 2012-3275, requires the University to donate land and grant easements as reasonably necessary to allow for the construction of public roadways benefiting the Dublin campus; and

WHEREAS, Ohio Revised Code Section 3345.18 authorizes state university boards of trustees to grant municipal corporations the right to use university land for purposes of roadway improvements, upon such terms and conditions as the board approves.

NOW THEREFORE, BE IT RESOLVED, that in consideration of the sum of One Dollar (\$1.00), the Board of Trustees hereby approves the

donation of approximately 3.045 acres to the City of Dublin for purposes of construction of a public roadway.

BE IT FURTHER RESOLVED, that in consideration of the sum of One Dollar (\$1.00), the Board of Trustees hereby approves the granting of permanent easements totaling 0.682 acres to the City of Dublin to facilitate on-going maintenance of the roadway.

BE IT FURTHER RESOLVED, that the President or his designee is hereby authorized to execute the relevant deed, easements and related documents in accordance with Ohio law.

**SCRIPPS COLLEGE OF COMUNICATION
BACHELOR OF SCIENCE IN COMMUNICATION
APPLIED COMMUNICATION**

RESOLUTION 2015 -- 3456

WHEREAS, the Scripps College of Communication has developed a Bachelor of Science in Communication - Applied Communication, and

WHEREAS, the proposed program has the support of the Faculty, the Dean of the Scripps College of Communication, the University Curriculum Council, and the Executive Vice President and Provost, and

WHEREAS, the proposed degree program

- Offers an online degree completion in applied communication for individuals who have completed an associate's degree;
- Equips students with competencies in visual, written, and oral communications;
- Emphasizes both practical application and theory-based communication strategy;

- Prepares students for careers in communication intensive positions in public, non-profit, and private organizations; and
- Responds to identified communication skills that are essential for new graduates.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Bachelor of Science in Communication – Applied Communication in the Scripps College of Communication.

**HONORS TUTORIAL COLLEGE &
SCHOOL OF APPLIED HEALTH SCIENCES AND WELLNESS
BACHELOR OF SCIENCE IN
TRANSLATIONAL HEALTH – APPLIED HEALTH**

RESOLUTION 2015 -- 3457

WHEREAS, the School of Applied Health Sciences and Wellness in the College of Health Sciences and Professions has developed a Bachelor of Science degree in Translational Health – Applied Health for students enrolled in the Honors Tutorial College, and

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

WHEREAS, the proposed degree program

- Responds to the need of an increasingly complex state of the American health status;
- Will provide opportunity to acquire knowledge and skills for participating and enhancing current healthcare practice;
- Responds to demands for interdisciplinarity to improve discovery, development, delivery, and adoption of effective healthcare; and

- Will offer students opportunities toward graduate school in health profession fields which are among the fastest growing occupations.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Bachelor of Science in Translational Health – Applied Health by the School of Applied Health Sciences and Wellness through the Honors Tutorial College.

**COLLEGE OF ARTS AND SCIENCES
DEPARTMENT OF GEOGRAPHY
BACHELOR OF ART IN GLOBALIZATION AND
DEVELOPMENT**

RESOLUTION 2015 -- 3458

WHEREAS, the Department of Geography in the College of Arts and Sciences has developed a Bachelor of Art degree in Globalization and Development, and

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

WHEREAS, this is a specialized liberal arts degree that will:

- Prepare students for employment in a variety of fields, including non-profit and government work, particularly in the areas of community and international development;
- Prepare students well to work in the private sector in an international context;
- Develop graduates with high demand global literacy and skills of geographical analysis; and
- Enable successful entrance into law school or in development-related Master's level studies in fields such as International Development Studies or Communications and Development Studies.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Bachelor of Art in Globalization and Development by the Department of Geography in the College of Arts and Sciences.

**NAMING OF THE VETERANS AND MILITARY STUDENT
SERVICES CENTER
TO THE
BRIGADIER GENERAL JAMES M. ABRAHAM-COLONEL
ARLENE F. GREENFIELD VETERANS AND MILITARY
STUDENT SERVICES CENTER**

RESOLUTION 2015 -- 3459

WHEREAS the Veterans and Military Student Services Center was established to provide, facilitate, and coordinate programs and services for student veterans, military personnel, and their family members; and honors the sacrifices veterans and military personnel have made through their service to our nation by striving to assist them and their family members in making a successful transition to the Ohio University community and by providing support throughout their academic careers; and

WHEREAS Ohio University has been honored by *G.I. Jobs* as one of the top “Military-Friendly Schools” in the nation for four consecutive years, and the establishment of the Veterans and Military Student Services Center in a new central location in the Baker University Center is a visible sign of Ohio University’s commitment to continuously improving our support for veterans, military personnel, and their family members; and

WHEREAS Brigadier General James M. Abraham retired in 1982 after a distinguished career in the United States Army that spanned forty years, including service in World War II, where he received his first commission from General George Patton; and

WHEREAS Brig. Gen. Abraham is an alumnus of Ohio University (BSEE '43 and BSIE '48, the Russ College of Engineering); and

WHEREAS Brig. Gen. Abraham, as assistant adjutant general of the Ohio National Guard in the 1970s, developed an innovative pilot program that allowed for simultaneous enrollment in the ROTC program and the Ohio National Guard, which reinvigorated the ROTC program at Ohio University and became a model for the nation; and

WHEREAS Brig. Gen. Abraham has continued to serve Ohio University, including through the establishment of more than ten scholarships across many areas of the university, including English, cheerleading, ROTC, and engineering; and by serving on the Russ College of Engineering's Board of Visitors; and

WHEREAS Colonel Arlene F. Greenfield retired from the United States Army in 2001 after a distinguished career that spanned thirty years including her commission in the Women's Army Corps, three successful command tours, a variety of stateside and international assignments; served as the military director of the Defense Advisory Committee on Women in the Services (DACOWITS); and was highly decorated, including with the Legion of Merit and the Defense Meritorious Service Medal; and

WHEREAS Col. Greenfield is an alumna of Ohio University (BS, Home Economics '71, the Gladys W. and David H. Patton College of Education); and

WHEREAS Col. Greenfield served as chair of OHIO's Women in Philanthropy and the Ohio University Alumni Association; has served on the Ohio University Foundation Board of Trustees and as an Ohio University Trustee; was involved with The Patton College Dean's Circle of Engagement, *The Promise Lives* Campaign Committee, and Veteran's Services; and

WHEREAS Col. Greenfield served Ohio University through supporting the ROTC Bobcat Battalion, Galbreath Chapel, Libraries, Ohio University

Alumni Association, the Marching 110, several colleges (including the Patton College of Education and the College of Fine Arts), and a number of scholarships; and was especially dedicated to OHIO students, especially military veterans and those in OHIO's ROTC programs and the Patton College; and

WHEREAS both Brig. Gen. Abraham and Col. Greenfield have embodied leadership, generosity, and service to others; and have dedicated their time, talent, and treasure to Ohio University, especially to support the success of students who are veterans, active military, or in ROTC.

THEREFORE, BE IT RESOLVED that the Board of Trustees at Ohio University approves from this day forward that the Veterans and Military Student Services Center on the Athens campus will be named the Brigadier General James M. Abraham-Colonel Arlene F. Greenfield Veterans and Military Student Services Center.

**COLLEGE OF BUSINESS
NAME CHANGE FOR THE
SPORT MANAGEMENT PROGRAM**

RESOLUTION 2015 -- 3460

WHEREAS, the Sport Management program in the College of Business has proposed a degree name change from Bachelor of Science in Sport Management to Bachelor of Sport Management, and

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

WHEREAS, the proposed name change

- Clarifies that this is a business degree but with an industry focus on sport and end confusion on the inclusion of “science” in the degree name;
- Assists the Department of Sport Management as it embarks on a growth phase to include partnerships with global universities as the differentiated Bachelor of Sport Management allows the department to pursue dual degrees with Bachelor of Business Administration programs around the world;
- Aligns with the College of Business world-ranked Master of Sport Administration as clear management of sport degrees; and
- Will not impact total program hours, resource requirements, or faculty.

NOW THEREFORE, BE IT RESOLVED that the degree Bachelor of Science in Sport Management be renamed the Bachelor of Sport Management.

MAJOR AND DEGREE PROGRAM REVIEWS INDUSTRIAL MAINTENANCE TECHNOLOGY

RESOLUTION 2015 -- 3461

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

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

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

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts the program review for the Industrial Maintenance Technology (IMT), Associate of Applied Science at the Lancaster campus.

Motion to Adjourn by Trustee Wolfort; seconded by Trustee Lake; the motion carried.

UNFINISHED BUSINESS

None.

NEW BUSINESS

None.

COMMUNICATIONS, PETITIONS, AND MEMORIALS

President McDavis reported the passing of Foundation Board Trustee and Ohio University alumna Barbara Strom Thompson. Ms. Thompson was an involved alumna, having been involved in launching the University's Women in Philanthropy program and serving on the Promise Lives Campaign Steering Committee.

ANNOUNCEMENT OF NEXT STATED MEETING DATE

Next Meeting: Secretary Mather announced that the next meeting of the Board of Trustees will occur on March 12th and 13th in Athens.

ADJOURNMENT

The meeting adjourned at 12:01pm

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



Joint Session: Academics and Resources
January 22, 2015

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

Also Present: President Roderick J. McDavis and Board Secretary Pete Mather

Chair Brightbill called the meeting to order at 10:18am.

The Joint Committee meeting began with an interim budget update. Steve Golding, Vice President for Finance and Administration, laid out the financial planning process, which has resource centered management (RCM) as a foundation. The process includes unit level budgeting and forecasting meetings; integrated financial reporting and metrics; and the development of a multi-year budgeting model. VP Golding reviewed the financial planning drivers, including tuition and fees, faculty and staff compensation, SSI, financial aid strategies, fundraising and investments. He noted that these drivers are key to making resource allocation decisions.

OHIO's financial planning is driven primarily by five priorities: Student affordability, employee compensation, capital plan, the Innovation Strategy, and college priorities. VP Golding reviewed the proposed changes to the state share of instruction, and implications for student affordability. Mr. Golding highlighted the fact that the University is responding to institutional decisions from the past while also setting the stage for the University's future. He noted that there are key decisions to be made about balancing the need to allocate resources to deal with problems that have accrued historically at the University and allocating to build toward the future.

Mr. Golding shared that some of the anticipated changes to the SSI formula discussed in the October 2014 meeting have been put on hold and it is likely we will experience a smaller reduction in funding than anticipated. Changes in regard to funding of transfer students and students receiving multiple degrees will result in a \$3.8M reduction in the SSI projection.

Mr. Golding noted that in addition to SSI another important revenue driver is tuition. He showed a comparison of Ohio University's recent tuition and fee increases relative to the colleges and universities nationwide, illustrating that OHIO's increases have been lower than the national

average. He highlighted the point that the SSI and tuition when controlling for inflation is roughly equivalent to the 2002 – 2003 costs.

VP Golding then reviewed the growth of institutional financial aid available to students over the past four years. He also discussed the cost of investments in supporting competitive employee compensation and the increasing benefits costs. He then highlighted costs associated with the capital plan and deferred maintenance, as well as the related debt burden.

VP Golding provided a chart illustrating the issuance of debt since FY2008, and a prospective of the issuance of future debt, based on institutional priorities through FY2020. He then showed the cost of providing undergraduate scholarships, the cost of meeting the goals of employee compensation, and the cost of meeting the goals of the capital plan—all through FY2018. He then discussed a summary of revenue sources, including state appropriations; tuition, room and board; grants; private support and external sales. Mr. Golding then discussed the importance of finding alternative revenue streams in order to meet all of the University's priorities.

VP Golding then discussed the \$100 Million Investment Strategy. He reviewed the background that this investment pool grows out of a conservative budgeting strategy, with the investment pool coming from unbudgeted revenues.

VP Golding then reviewed the current process being undertaken on campus to deal with the current financial profile. Strategies include: Cost containment; managing the balance sheet (e.g., fundraising goals and investment strategy, endowment spending policy and strategic use of debt); and revenue generation.

Executive Vice President and Provost Pam Benoit discussed the status of the Ohio Signature Award. By way of background, she provided a profile of total aid that is awarded. In 2013 – 2014, that total aid amount was over \$428M, with the majority (i.e. 56%) being in loans and 40% being in grants and scholarships. The remaining aid amount was in student employment aid. She noted that there is a carefully designed awarding strategy intended to support enrollment goals and to provide affordability.

EVPP Benoit noted that the OHIO Signature Award Program started in Fall 2014. She explained that the targeted enrollment areas are in alignment with Strategic Enrollment Management Plan. She highlighted the enrollment increases and suggested that these are attributable, in part, to the Signature Award Program. She indicated that there have been recent increases among multicultural students, HTC students, and Appalachian students. EVPP Benoit also discussed the increase in first time, full time first year students who demonstrate need and receive an institutional scholarship or grant. She additionally showed a chart showing the average indebtedness of our students compared with our IUC peers. EVPP Benoit discussed some of the considerations with managing the scholarship and cost modeling, including tracking the impact of the OHIO Guarantee. She noted that in-state price sensitivities are going down and out-of-state price sensitivities are going up.

EVPP Benoit then provided an update to the OHIO Guarantee. She reviewed the approval of the program, based on the Ohio Revised Code 3345.48, and the requirements based on that legislation. VP Golding discussed tuition and fees costs for the OHIO Guarantee 1st cohort and the same costs for continuing students. He noted that the legislation allowed for a 6% increase, and explained that the administration was recommending a 5.1% increase for the first cohort. He pointed out that the 5.1% increase would amount to a \$562 increase from FY15 to FY16. With room and board costs, the annual increase would amount to \$948. The increases for continuing students would be \$256 (tuition and fees) and \$466 (total).

VP Golding then projected that subsequent cohort rates would have increases of between 4.0% and 4.5% for tuition and between 3.75% and 4.4% for total cost. Continuing students are projected to be 2%.

After a robust discussion concerning the importance of balancing college affordability and investments in the University's future, Chair Brightbill adjourned the meeting at 12:02pm.



**Resources Committee Meeting
January 22, 2015, 1:30 pm**

Committee Chair Sandra Anderson called the meeting to order at 1:37 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 Ben Stuart, and President Roderick J. McDavis.

● **Resolution, FY2016 Fees Approval**

Vice President Stephen Golding recapped the discussion from the Joint Committee meeting earlier this morning. With the attached resolution, the board will fully adopt the OHIO Guarantee and approve rate increases for the undergraduate guarantee and non-guarantee tuition increases, and room and board increases. Timing of approval at this meeting will enable the Admissions staff to properly discuss with and recruit for the first cohort.

Trustee Wolfort asked about the wisdom of splitting the guarantee and non-guarantee tuition increases into separate resolutions. VP Golding discussed that the two rate recommendations have been considered together and that the presentation this morning was intended to reflect that there is equity between the two rate recommendations and their trending in the out years. VP Golding discussed the symmetry between the rates and the significant effort that has been put into the Signature Award and aid for continuing students to offset tuition increases for students in need. Trustee Wolfort would like the impact on future cohorts to be analyzed just as fully, and the leadership and future boards to remain cognizant of containing costs while at the same time preserving the quality of the institution. The Guarantee was not intended to deal with imminent

annual price escalation; it was intended to provide one more tool for parents and students to anticipate and plan for the cost of a higher education. These tuition and rate requests have been discussed in the Budget Planning Council, with representatives from faculty, staff and students, and the recommendation from the BPC was brought forward to the President.

The committee members recognized Guarantee advantages which include price predictability for families, continued focus on affordability and accessibility, and emphasis on 4 year degree attainment. The committee also recognized what a large undertaking that bringing the OHIO Guarantee to reality has been.

Trustee Goodman moved to recommend approval to the full board of the FY2016 Fees resolution and Exhibits A through D for Undergraduate Non-Guarantee Students and Guarantee Students Tuition and Residence and Dining Hall rates; Trustee Scholl provided a second, unanimous approval.

- **Financial Update**

Ms. Shaffer shared forecasts for the fiscal year ending June 30, 2015 developed utilizing actual results through November 30, 2014. The forecasts were developed using trend forecasting, updated budget assumptions based on additional information subsequent to the creation of the budget, and supplemental data from the planning units. Prior year actuals, current year budget and current year forecast are reflected with comparisons. The units comprising the operating results reported include Athens Colleges & Schools, Regional Campuses, Auxiliaries and Academic Support – a future plan will be to break out each college and school for board review.

SSI revenues are slightly under budget due to updated model inputs received from the State.

Net Undergraduate Tuition and Fees is slightly lower than budget due to the freshman class Full-Time Enrollment (FTE) increase being slightly less than budgeted. Room and Board was budgeted with the approved rate increases but growth in enrollment was not factored in; consequently, room and board revenues will exceed the budget (and be partially offset by respective expense increases). Other External Sales includes \$10M in royalty income which will not be realized in future years.

Salary and benefits budgets are another area where the University will continue to focus refinement of the budgeting process. The salary and benefits forecasts are based on year-to-date actuals, applying historical spending trends to annualize, as well as additional information from the planning units. Currently, budgets are created with the assumption that all positions will be filled (no attrition or open positions). Historically, planning units budgeted excess in their salaries/benefits and then transferred to operating expenses during the year. Both of these items contribute to the forecasted underspending in the current year and are areas will focus to improve our budgeting accuracy in future years.

SAVP Shaffer shared the schedule, which takes into account financial statement adjustments to move operating results to financial statement presentation. Those adjustments include endowment, capital, century bond, internal bank, GASB 68 activity, and other financial

statement adjustments. The final schedule provided consolidates the financial statement adjustments to arrive at GAAP Adjusted Totals.

Finance and Administration is just implementing this enhanced reporting. Future interim financial reporting will be forecasting on a rolling quarterly basis. Cash modeling is being implemented at this time also to ensure that the cash needed to fund the University's initiatives will be available when needed. Future decisions will include 'how much to drop to the bottom line', in a manner similar to what the self-supporting auxiliaries have been doing in the past.

- **Century Bond Issue**

Beth Greene, Director of Bond Management, reported that the University closed on the \$250 million, taxable Series 2014 bond issue on November 13, 2014. Due to the historically low interest rate environment at the time of closing, the financing rate was 11 bps lower than the rate used for planning and budgeting purposes, \$275,000 per year. Ratings with Moody's and S&P were also reaffirmed. Ms. Greene also shared a chart of our Century Bond investors and a comparison of higher education century bond issuers which shows that OHIO was the first non-flagship public and the first of our credit profile (AA3/A+) to enter the century bond market.

Ms. Greene announced that the prospectuses for the bond issue would be distributed to board members at the full board meeting on Friday. Trustee Campbell praised the team that pulled the Century Bond together for such a significant and successful undertaking.

Trustees Anderson and Campbell, as well as Trustee Wolfzorn from the Foundation board, are part of the Century Bond Advisory and Oversight Committee which had their first meeting via conference call yesterday and will meet regularly insure proper reporting mechanisms are in place to manage the activities prospectively and assure adherence with the Guiding Principles approved by the Board.

Trustee Anderson took a moment to thank Beth Greene for her service to the university during this very significant time in the University's financial evolution.

- **Energy Infrastructure Projects Initiative (EIPI)**

Senior Associate Vice President for Information Technology and Administrative Services, Joe Lalley, provided an update on the projects included in the EIPI and the intended outcomes. Funding for the EIPI has been secured through the \$90M in infrastructure funding included in the Century Bond issue.

Board approval is being requested for three critical projects at this time: Gas line upgrades at a total project budget of \$5.5M, hiring of a consultant to assist in making EPA permit revisions, and installation of temporary boilers, or possibly permanent boilers depending on the pricing and delivery schedules, to transition the university from coal-fired to dual-fuel fired boilers.

Capacity will be doubled once the new boilers are operational. The projects are critical to meet the needs of the 2016 heating season – the gas line needs to be in place by November, 2015.

Physical challenges to the gas line route, boring through rock horizontally under the Hocking

River, were discussed. Budgeting is based on a high cost, difficult gas line installation – Mr. Lalley is hopeful that savings over the projection will be possible.

Three resolutions are included on the consent agenda to facilitate board approval for the EIPI projects:

- **Consent, Real Estate Easement for New Natural Gas Pipeline**
- **Consent, Undertake Design and Construction for the Gas Line Upgrades**
- **Consent, Contract for Consulting Services to Obtain a Revised EPA Permit and to Undertake Design and Construction for the Temporary Campus Boilers**

The Committee recommended that the three EIPI related resolutions be retained on the Consent Agenda for the January 23, 2015 Board of Trustee meeting.

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

SAVP Lalley provided a brief summary of the request to undertake schematic design for the seven projects.

Discussion of the President Street Academic Center (PSAC) demolition focused on the current state of the building, the significant investment that would be required to remediate the state of disrepair, and the additional costs estimated to fit the building for the College of Business needs. The PSAC site is envisioned as the optimal site for the Business expansion. The design work will take into account the feasibility of maintaining the current façade. The committee feels that this request can remain as part of the Schematic Design Consent resolution since it approves design funds only; any resolution to approve demolition in the future will stand alone.

There was discussion about the bandwidth of the Facilities team to handle the magnitude of projects going on across campus. SAVP Lalley commented that the project manager staffing has doubled in the past year. Trustee Campbell asked about the Construction Audit process and Mr. Lalley indicated utilization of that process will be considered for projects as they move to the Construction phase. Trustee Wolfort asked about the disruption to campus and considerations to mitigate the impact on any one group of students and their four year experience. VP Golding assured that much planning and coordination is going on and documentation reporting on those efforts will be shared with the Board as it becomes available.

The Committee recommended that the Construction Projects – Schematic Design resolution be retained on the Consent Agenda for the January 23, 2015 Board of Trustee meeting.

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

Mr. Lalley provided a brief summary of the ten projects for construction approval.

The Committee recommended that the Construction Projects – Construction resolution be retained on the Consent Agenda for the January 23, 2015 Board of Trustee meeting.

- **Comprehensive Master Plan (CMP) Update**

VP Golding pulled the Comprehensive Master Plan presentation due to time constraints. Shawna Bolin will present on the CMP at the next meeting. VP Golding shared the website link with the board inviting them to explore the updates included. He also explained that there will be integration of The Ridges Master Plan into the Comprehensive Master Plan and that the larger all-inclusive plan will be brought to the Board in the future.

- **Consent, Donation of Land and Permanent Easements to City of Dublin for Construction of a New Public Road**

Donna Goss, Director of Engagement and Real Estate Management, discussed the need for a new public road to provide an alternate point of entry to the Dublin campus, more convenient to the Integrated Education Center. This resolution approves the donation of land, the same land originally given to the University by the City, and the granting of easements to construct the road that will be maintained by the City of Dublin.

The Committee recommended that the Donation of Land and Permanent Easements to the City of Dublin for Construction of a New Public Road resolution be retained on the Consent Agenda for the January 23, 2015 Board of Trustee meeting.

- **Capital Campaign Update**

Vice President for Advancement, Bryan Benchoff, provided an update for the Capital Campaign noting contributions of \$476.0 million as of December, 2014 and \$479.5M as of this meeting. There is currently \$27M in active proposals outstanding and another \$25.5M in planned proposals. The end of the campaign coincides with the end of this fiscal year.

VP Benchoff shared the listing of new Foundation trustees and recapped some of the outcomes and goals coming out of the Foundation Board Executive Committee retreat last fall. The first key goal is increasing the level of financial support for the University to \$50M+ per year which doubles the current rate. Becoming a \$1B+ endowment is the second prominent goal. Much of the retreat discussion centered on strategies of how to tap the younger alumni - over half the living alums are 40 years old or younger. Another challenge is how to touch the 20K+ individuals with giving potential who have not yet been tapped yet.

At 3:43 pm meeting was adjourned.



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University Academics Committee
Margaret M. Walter Hall, Governance Room 104
1:30 p.m. – Thursday, January 22, 2015

The meeting was called to order at 1:37 p.m. by Janetta King, committee chair.

Members Present:

Janetta King, Committee Chair

Kevin Lake, Trustee

David Brightbill, Chair, Board of Trustees

Janelle Simmons, Trustee

Sharmaine Wilcox, Student Trustee

Julie Mann Keppner, Alumni Representative

Beth Quitslund, Faculty Representative

Pam Benoit, Executive Vice President and Provost (EVPP), began the presentations by introducing Michael Williford, Associate Provost for Institutional Accreditation.

AQIP Update

Associate Provost Williford's presentation included a review of the HLC Criteria for Accreditation within the Academic Quality Improvement Program (AQIP). Examples were given regarding how AQIP Category 5, Leading and Communicating, activities exist within the 4 x 4 strategic plan, shared governance, and budget planning processes. Associate Provost Williford provided information regarding the role of Boards of Trustees in institutional accreditation.

Within this category, the Higher Learning Commission's appraisal noted as a strength the fact that the University's strategic plan aligned well with planning; shared governance; and data availability. The appraisal included a recommendation for involving students more in strategic planning as a learning opportunity.

Associate Provost Williford also provided, at the request of the committee, some examples of Board involvement. Associate Provost Williford noted that Boards should provide appropriate oversight. Examples of Boards being excessively involved included members of Boards showing up unannounced in classrooms. Example of Boards insufficiently involved included members not showing up to meetings regarding accreditation and other key issues.

The 2015 AQIP Strategy Forum will be held in the spring attended by President McDavis, Executive Vice President and Provost, Pam Benoit, and others.

Academic Quality – Dashboard

Enrollment Management

Craig Cornell, Vice Provost for Enrollment Management furnished the Enrollment Management Dashboard outlining the Enrollment Management structure and its responsibilities.

Vice Provost Cornell recognized his staff, University Registrar Deb Benton, Director of Financial Aid and Scholarships Valerie Miller, and Assistant Vice Provost and Director of Undergraduate Admissions Candace Boeninger, who he credited as being key to exceeding the expectations laid out in the enrollment plan.

Mr. Cornell noted that these offices work closely together and the Enrollment Management Division as a whole works closely with colleges to develop specific plans for each.

During the discussion regarding the data displayed on the dashboard, it was noted that the jump in the student loan default rate was due to the federal government calculating the student loan default rate different—i.e., changing from 2 years to 3 years. Studies show that students are more likely to take advantages of help provided to prevent student loan defaults if the higher education institution becomes involved. Ohio University is working on ways to reach out to these students.

Outreach activities to recruit students are performed by the enrollment management division, faculty, staff, alumni, colleges, etc.

Application fee waivers are given broadly to students in need.

Standing Reports and Updates

Resolution, Code of Conduct

Vice President for Student Affairs Ryan Lombardi, Dean of Students Jenny Hall-Jones, and Director of Community Standards Martha Compton provided the overview.

Student Senate requested changes to the code because the code, written in the 1970s, was difficult for students to understand.

Language was changed to be clearer and more information was added to describe terms more effectively.

Under the new code, the one year maximum suspension has been changed to not reflect a maximum length.

Students Defending Students is very much in favor of the new code. This group was involved in developing the new code. Student Senate was also involved in reviewing the code. A Student Senate has a seat on the community standards review committee.

Trustee Kevin B. Lake made a motion to move the resolution to the full board. Trustee Janelle Simmons seconded the motion. With the motion approved by all members, the resolution will remain on the agenda for consideration by the full board.

Research Update

Joseph Shields, Vice President for Research and Creative Activity, provided the dashboard.

Dr. Shields noted that the types of projects receiving federal funding have changed over time, so obtaining money has become more difficult. Research funding from industry and other sources is being pursued more energetically because of these changes. Partnerships with groups of companies within the same fields are being developed. An example is the Institute for Multiphase and Corrosion Technology developed by the Russ College of Engineering and Technology with various corporate partners.

VP Shields described the importance of postdocs to research programs and the benefit postdocs gain from the experience they obtain as they transition fully into their careers.

Global Affairs and International Studies Update

Dr. Lorna Jean Edmonds, Vice Provost for Global Affairs, offered this update. She noted that Global Affairs and International Studies supports Ohio University's international vision by welcoming students from over 100 countries, supporting education abroad opportunities for domestic students, expanding academic relationships with institutions abroad, celebrating diverse cultures, and nurturing international students and engaging alumni.

Dr. Edmonds announced that Steve Howard will assume the directorship of the Center for International Studies.

The Office of Education Abroad has moved from being principally an education abroad program for students to a resource for students and faculty who wish to expand programs globally or include global components.

Ohio University was evaluated as the best community of the Razak chair as evaluated by the Malaysian government.

Intercollegiate Athletics Update

Randee Duffy, Associate Athletic Director, and Amy Dean, Executive Senior Associate Athletic Director, provided a snapshot of student athletes' academic standing, choices of majors, community engagement, and the support offered to student athletes.

In support of student athlete success, freshman with a GPA under 3.0 must have a study hall and meet with staff. Freshmen with a 3.0 or above do not have to attend study hall, but do still meet with staff.

The Committee asked if there are measures in place for helping student athletes address non-academic barriers. Student athletes use the same resources as other students. Coaches and other Athletics staff may facilitate those interactions.

Academic Quality – Initiatives

Workplace Climate Update

Pam Benoit, Executive Vice President and Provost (EVPP), provided the Committee with an overview of the ModernThink workplace climate faculty and staff survey that was administered in spring of 2014, along with its results. Provost Benoit also described the formation and broad representative composition of the task force created to make recommendations for addressing opportunities for improvement identified through the survey and to develop action oriented goals. Communication with the University community will continue through the process.

The Committee asked to be informed as initiatives were developed.

Disciplinary Accreditation Update

Provost Benoit presented a few examples of the many disciplinary re-accreditations that occurred in 2014. Examples were from the College of Business, Heritage College of Osteopathic Medicine, Patton College of Education, and the Russ College of Engineering and Technology.

Dr. Benoit noted that Ohio University's disciplines do very well with their accreditations. Reports from accrediting agencies have been favorable. Some final accreditations for the 2014 accreditation cycles will be received soon. Accreditation for the newly formed Physician Assistant Program in the College of Health Sciences and Professions is expected to occur in spring of 2015.

This sometimes very labor intensive accreditation process is worth the time and effort. A degree from an accredited program carries significantly more weight than a degree from a program that is not accredited.

Consent Agenda Items

Consent Agenda, New Program
Scripps College of Communication, Bachelor of Science in Communication - Applied
Communication

Consent Agenda, New Program
Honors Tutorial College and College of Health Sciences and Professions/School of Applied Health Sciences and Wellness, Bachelor of Science in Translational Health – Applied Health

Consent Agenda, New Program
College of Arts and Sciences/Department of Geography, Bachelor of Art in Globalization and Development

Consent Agenda
Naming of the Veterans and Military Services Student Center
The Brigadier General James M. Abraham-Colonel Arlene F. Greenfield Veterans and Military Student Services Center

Consent Agenda, Name Change
From Bachelor of Science in Sport Management to Bachelor of Sport Management

Consent Agenda, Program Review
Industrial Maintenance Technology, Associate of Applied Science, Lancaster Campus

Committee Chair Janetta King moved to keep the consent agenda items on the agenda for the full board. Trustee Kevin Lake seconded the motion. With the motion approved, all consent agenda items were approved for consideration by the full board.

The meeting was adjourned at 3:37 p.m. by Chair King.

**Ohio University Board of Trustees
Governance Committee
Minutes**

Thursday, January 22, 2015

Present were Chair Dave Scholl, Trustee Janelle Simmons, Alumni Representative Julie Mann Keppner, Trustee Janetta King and Chair David Brightbill, Student Trustee Keith Wilbur, Secretary to the Board Pete Mather and General Counsel John Biancamano.

1. Meeting dates for 2015 - 2016

Dr. Mather presented a proposed calendar for Board of Trustee meetings in 2015 – 2016, following the same schedule as in previous years. See Exhibit A. He noted that Cleveland is a likely location for the annual Board retreat in August. The Committee accepted the recommendation and Trustee Scholl will present it to the full Board.

2. Update on student trustee alumni event planning for March, 2015

Dr. Mather presented a proposed schedule of activities for the student trustee alumni event on March 12 and 13, in conjunction with the next meeting of the Board of Trustees. The schedule was developed in discussions between Dr. Mather, Trustee Mann Keppner, Student Trustee Wilbur, Director of Campus Relations David Bambrey and Assistant to the Board of Trustees Shawnee Meek.

3. Statement of Expectations for Board Members

Chair Scholl continued the discussion that began at the October, 2014 meeting concerning proposed revisions to the Statement of Expectations for Board members. He reviewed the proposed changes and noted that not all Trustees have had an opportunity to express their views. The discussion will be continued with the full Board.

The Committee adjourned at 4:14 p.m.

Exhibit A

Ohio University Board of Trustees Proposed Meetings 2015-16

- August 27-28, 2015 - Retreat
- October 15-16, 2015 -Athens
- January 21-22, 2016 - Athens
- March 10-11, 2016 - Athens
- June 23-24, 2016 - Zanesville



**AUDIT COMMITTEE MEETING
OHIO UNIVERSITY – ATHENS CAMPUS
Margaret M. Walter Hall, Room 125/127
January 22, 2015 – 3:30 PM**

Trustee N. Victor Goodman, called the meeting to order at 3:50 p.m. Other Committee members present were Trustee Sandra J. Anderson, Trustee J. Patrick Campbell, Trustee Kevin B. Lake, Trustee Peggy Viehweger and Student Trustee Sharmaine Wilcox. President Roderick McDavis and Trustee David A. Wolfort were also present.

Office of Research and Sponsored Programs

Dr. Joseph Shields, Vice President for Research and Creative Activity and Dean of the Graduate College, and Shane Gilkey, Assistant V.P. for Research and Sponsored Programs, provided an overview of the office, discussed statistics about research at OHIO and discussed the software used by the office (LEO).

Baker Tilly Construction Auditing

Tony Ollmann of Baker Tilly presented an update on construction auditing. Mr. Ollmann discussed the current status of the Walter Fieldhouse, Phase I Housing Development and construction contract risk assessment projects.

Internal Audit Update

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

- FY15 audit status update
- External auditor evaluation

There was no unfinished business.

Meeting adjourned at 5:05 p.m.

PRESIDENT'S REPORT

presented to

Ohio University Board of Trustees

March 13, 2015

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Report Overview

- **Strategic Priorities**
- **OHIO for Ohio**
- **Space Studies Program 2015**
- **Fritz J. and Dolores H. Russ Prize**
- **Legislative Update**
- **The Promise Lives Campaign**
- **Ohio University Points of Pride**
- **University Spotlight:
Research Apprenticeship Program**

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Strategic Priorities

Nation's Best Transformative Learning Community

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

Effective Total Compensation

Short- & Long-Term Enrollment Goals

Improve Financial Strength

Complete Capital Campaign

Four Fundamentals

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

OHIO for Ohio



Graphic courtesy of UCM

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Space Studies Program 2015

Inspired
Teaching and
Research

The International Space University (ISU) has chosen Ohio University to host its 28th annual Space Studies Program (SSP), June 8 - August 7

- SSP is a nine-week intensive program for postgraduate students and professionals of all disciplines, covering all aspects of space programs and enterprises, including lectures and activities with leading space professionals
- Up to 150 participants from approximately 30 countries expected, as well as up to 150 visiting faculty, distinguished lecturers, VIPs and ISU staff
- This high visibility, international event is expected to garner at least \$2 million in economic impact for the region
- Many events are open to the public



Graphic courtesy of ISU

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Learning
Community

Fritz J. and Dolores H. Russ Prize

On February 24th, the 2015 Fritz J. and Dolores H. Russ Prize was awarded to the engineers, scientists and physicians responsible for the development of cochlear implants

- The Russ Prize was established in 1999 with a multimillion dollar gift to Ohio University from Fritz and Dolores Russ
- The \$500,000 biennial award recognizes a bioengineering achievement that significantly improves the human condition



Photo/Graphic courtesy of Russ College

Legislative Update

Legislative
Update

On February 11th, Governor John Kasich introduced his state operating budget

- The proposed budget includes a 2 percent increase in State Share of Instruction in each fiscal year of the budget
- The plan includes a 2 percent tuition cap in FY16 and prohibits institutions from raising tuition in FY17
- The budget will be debated and voted on by the state legislature before it is signed by the Governor



Governor Kasich has established the Ohio Task Force on Affordability and Efficiency in Higher Education to examine ways for public institutions to decrease costs while not sacrificing quality

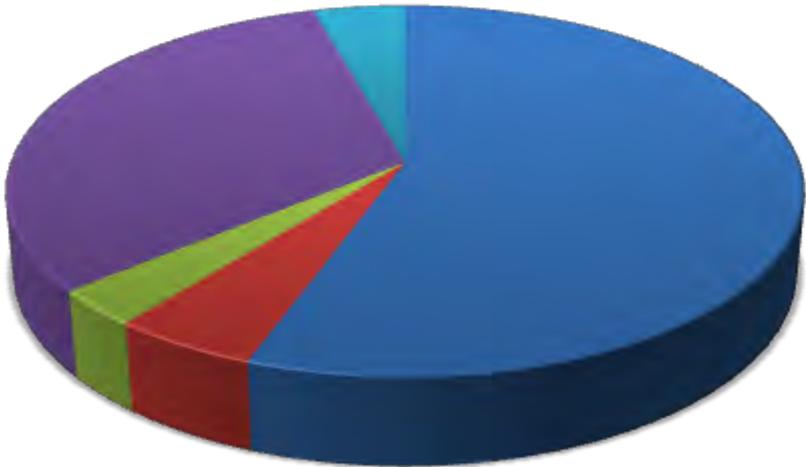
- The task force is charged with developing a report by October 1, 2015
- Following the work of the task force, the Board of Trustees at each of Ohio's public institutions will conduct an efficiency review to identify ways to improve efficiencies and reduce costs

Senate President Keith Faber introduced Senate Bill 4

- The bill requires the Board of Trustees of each state institution of higher education to prepare a plan to reduce student cost of attendance for students by 5 percent for the 2016-17 academic year
- The plan must be submitted to the Chancellor of the Ohio Board of Regents by September 1, 2015

The Promise Lives Capital Campaign

Total Attainment: \$481.03 M



- Alumni: \$267.24
- Other Individuals: \$24.86
- Corporations: \$15.43
- Foundations: \$152.80
- Other Organizations: \$20.71

** In millions*

**Current as of February 26, 2015*

The Promise Lives Capital Campaign

Complete
Capital
Campaign

Advancement Travel

- Houston, TX
- Austin, TX
- Arlington, TX
- McLean, VA
- Washington, D.C.

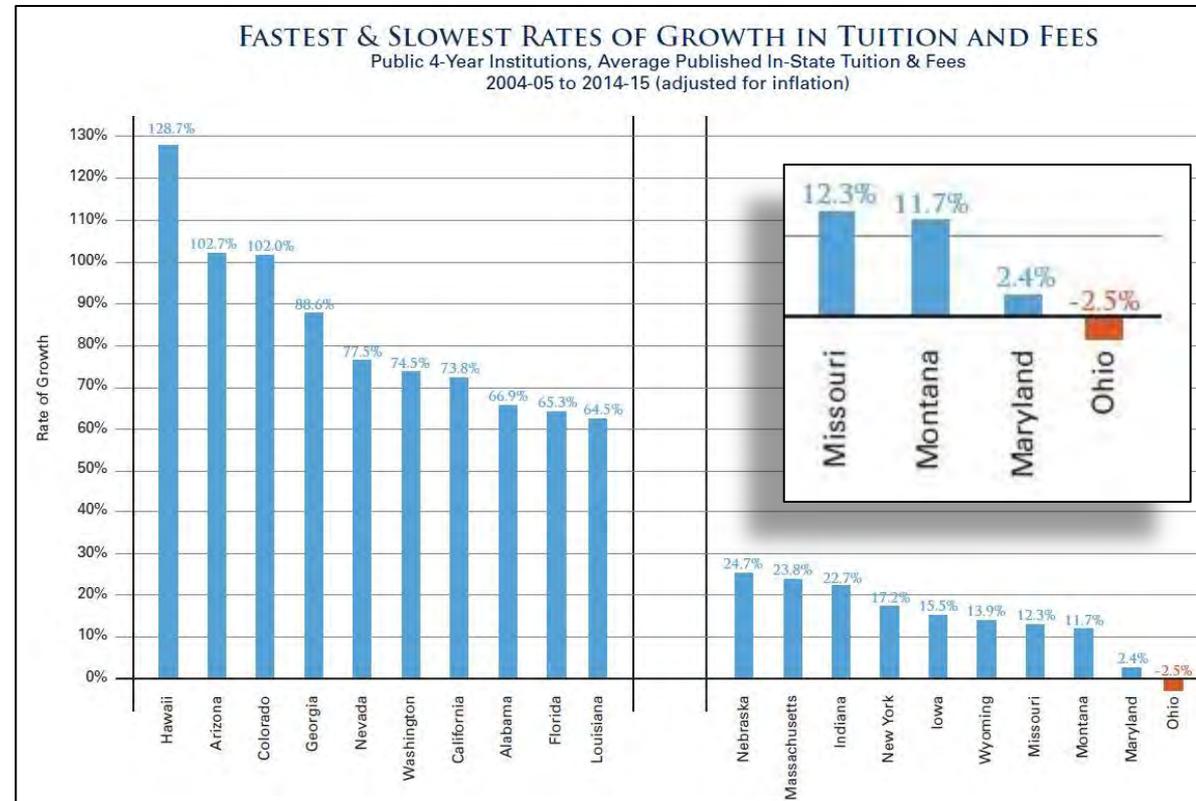
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Points of Pride

Ohio's four-year public universities lead the nation in tuition restraint

The Inter-University Council of Ohio found that among public four-year universities during the past 10 years:

- Ohio public universities have experienced the least fluctuation in tuition costs
- Ohio tuition rates have grown more slowly than the national rate of inflation
- Ohio is the only state that has experienced *negative* growth in tuition rates



Source: The College Board, Annual Survey of Colleges

<http://trends.collegeboard.org/college-pricing/figures-tables/tuition-fees-sector-state-time>

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Points of Pride

Ohio University was recognized as a top producer of U.S. Fulbright Scholars for 2014-15

- 10 OHIO students were named Fulbright Scholars for the academic year
- OHIO placed 32nd in the nation for number of Fulbright Scholars produced
- Of the universities included in this list, OHIO ranked third in the number of Fulbright Awards received per applications submitted



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Points of Pride

The Office for Diversity and Inclusion announced OHIO's first Multicultural Leadership Ambassadors



Photo courtesy of UCM

- The group's mission is to eliminate stereotypes while building inclusive, understanding communities through interactive presentations
- The Ambassadors will speak in the residence halls, in classrooms across campus, and at Bobcat Student Orientation

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Points of Pride

In January, OHIO Professor Lynn Harter and WOUB Videographer Evan Shaw premiered their new film, "A Beautiful Remedy," with support from Barbara Schoonover and involvement from more than 100 OHIO students



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Points of Pride

Seven student success advisors were recruited to support high-quality academic advising for first- and second-year students

"Students are more successful if they have a stake in the game and they've chosen the path they are on. They also understand why they are doing what they are doing, so their motivation is higher."

-Jenny Klein

Assistant Dean for Student
Persistence and Success



Photo courtesy of UCM

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Points of Pride

A team led by Dr. Michelle Ferrier, Associate Dean for Innovation in the Scripps College of Communications, won the Innovation Award at the International Women's Media Foundation Summit and Hackathon in New York City for the development of an online safety tool

- The tool, Trollbusters, tracks online stalkers and bullies and assists with identification
- Trollbusters also connects targeted women with legal resources, community support and reputation management resources



Photo courtesy of Scripps College

Dr. Michelle Ferrier

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Points of Pride



Photo courtesy of Russ College

Ohio University won a \$600,000 Ohio Department of Transportation contract to study the effectiveness of wildlife preservation and traffic safety measures that were implemented during the building of the Nelsonville bypass

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Points of Pride



Photo courtesy of UCM

On January 12th, Ohio University and the City of Athens opened the new South Green Drive extension, connecting South Green Drive to Mill Street on the northeast end of Ohio University's Athens Campus

Points of Pride

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Learning
Community



Photo courtesy of UCM

**On February 14th,
125 OHIO students,
faculty, staff and
Athens community
members raised
\$21,000 for Ohio's
Special Olympics
athletes at the 8th
annual Polar Plunge**



Points of Pride

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Community

The School of Media Arts and Studies celebrated the completion of its inaugural Semester-in-LA Program

- The event featured several film screenings and panel discussions
- Participants provided reflections and insights for students considering a career in Hollywood
- OHIO-in-LA will offer its first Summer program from May 27-August 1



Photo courtesy of the School of Media Arts and Studies

University Spotlight



Ohio University's Research Apprenticeship Program

The Research Apprenticeship Program pairs faculty members with undergraduate students to work on original research or creative projects. The intent is to support the faculty member in his or her scholarly pursuits while at the same time providing the student with an opportunity for sustained mentoring. The relationship is mutually beneficial and supportive.

PRESIDENT'S REPORT

presented to

Ohio University Board of Trustees

March 13, 2015

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



OHIO
UNIVERSITY



OHIO
UNIVERSITY

Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

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

Re: **Comprehensive Master Plan Update**

In June 2014, the Board of Trustees approved the effort to update the University master plan. At the August 2014 meeting, the Board approved the selection of consultant Ayers Saint Gross (ASG) and by October the team was well underway on the effort.

The **10-year Comprehensive Master plan** will encompass the Athens campus, the Dublin Campus, and will include integration of project planning efforts, space inventory and needs analysis, campus recreation, pedestrian and vehicular traffic and parking, landscape and architecture, future building sites, and six- and 10-year phasing recommendations.

The planning team has just completed phases one and two of the effort: *Define & Assess*—where study of the campus environment, constraints and opportunities provide base understanding of our existing campus and future needs.

At the March Board meeting, project director Shawna Bolin, University Planning and Space Management, will share aspects of the analysis as well as invite you to participate by sharing your feedback on the following questions:

- *What do you believe are the strengths and weaknesses of the existing campus?*
- *What is most memorable about the campus and what aspects of the University's history should be maintained and celebrated as we move forward?*
- *What do you aspire to see in your University in the future?*

Your feedback, as well as feedback received from the Steering, Advisory, and campus community, provides foundation as the team moves on to Phase 3: *Envision*—where Campus Strategies, Planning principles, and a common vision for future campus development will be defined.

We also plan to share with you the integration effort of the Ridges Master Plan, the Utility Master Plan and review our path moving forward.

Comprehensive Master Plan---Board of Trustees Reviews past and future:

- OCT 2014: Consultant Selection and Process Review
- JAN 2015: Invitation for online feedback
- March 2015: Campus Analysis
- June 2015: Ridges Framework Plan
- August Retreat 2015: ½ day workshop on strategies, principles, and concept ideas
- Draft Master Plan Last Quarter

Online feedback opportunity:

- <http://ohiomasterplan.mindmixer.com/>



The Comprehensive Master Plan Update

Joint Committee Meeting:
Academics & Resources
March 12th, 2015





Goals

1. Process Updates
2. A shared campus understanding:
 - History
 - Opportunities and Constraints
 - Key Themes
3. Feedback and discussion

It's your University...



What do you love and value?

- *What are the strengths and weaknesses of the existing campus?*
- *What is most memorable about the campus and what aspects of the University's history should be maintained and celebrated as we move forward?*
- *What do you aspire to see in your University in the future?*



Dublin Master Plan Update

Meetings:

OhioHealth, Osteopathic Heritage Foundation, Internal Stakeholders, and the City of Dublin:

1. Reviewed the process
2. Shared Preliminary Campus Analysis
3. Discussed vision and opportunities

Next Steps:

1. Coordinate on near term projects that are moving forward: parking expansion, hotel/conference center
2. Refine Dublin Working Group and define Vision and Program Drivers
3. Principles and Concept Planning



Utility Master Plan

The Utility Master Plan is a separate effort with another consultant (RMF Engineering). Planning is integrated and closely coordinated with the CMP effort.

Coordination Points:

1. Steam generation will stay at Lausche
 1. Heating plant stack will get replaced
 2. The Service Green will likely transform making the screening and physical appearance of the Plant more important
2. An additional Chiller Plant needs to be sited
3. Location of Electric Substation
4. Utility corridors
 1. Locate so they don't impacting future building sites
 2. South Green Drive will likely be a major utility corridor
5. Siting for alternative energy sources such as solar and geothermal

Schedule:

1. RMF team is in the Conditions Assessment phase of their work:
 1. Existing condition survey underway
 2. Investigating capacity of existing utility systems
2. CMP to provide campus growth and capacity projections for the UMP team's planning
3. Continuing coordination during key milestones and as needed



Comprehensive Master Plan

Objectives

- ❑ Update/refresh the Athens Campus master Plan with consideration of capital plan vision, existing planning initiatives and guidance of the University's Strategic Plan.
- ❑ Comprehensive plan will provide the framework for decisions moving forward and reflect campus needs : academic, research, student, community, support

Strategic Priorities

Nation's Best Transformative Learning Community

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

Effective Total Compensation

Short- & Long-Term Enrollment Goals

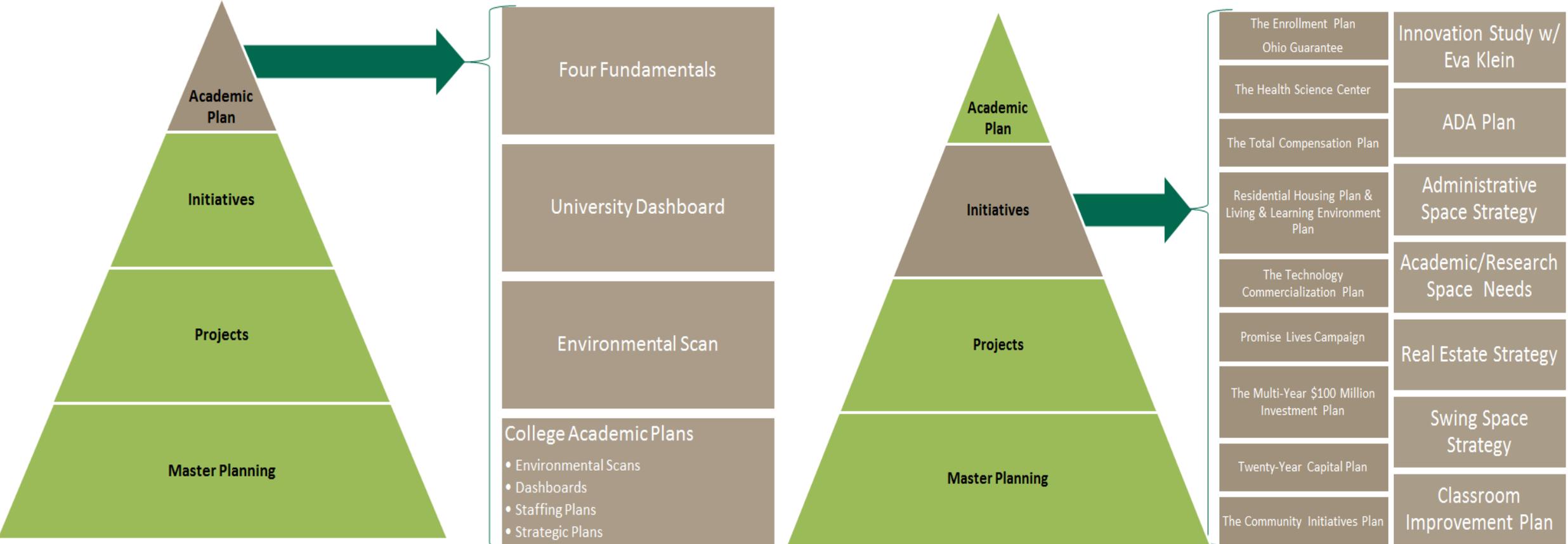
Improve Financial Strength

Complete Capital Campaign

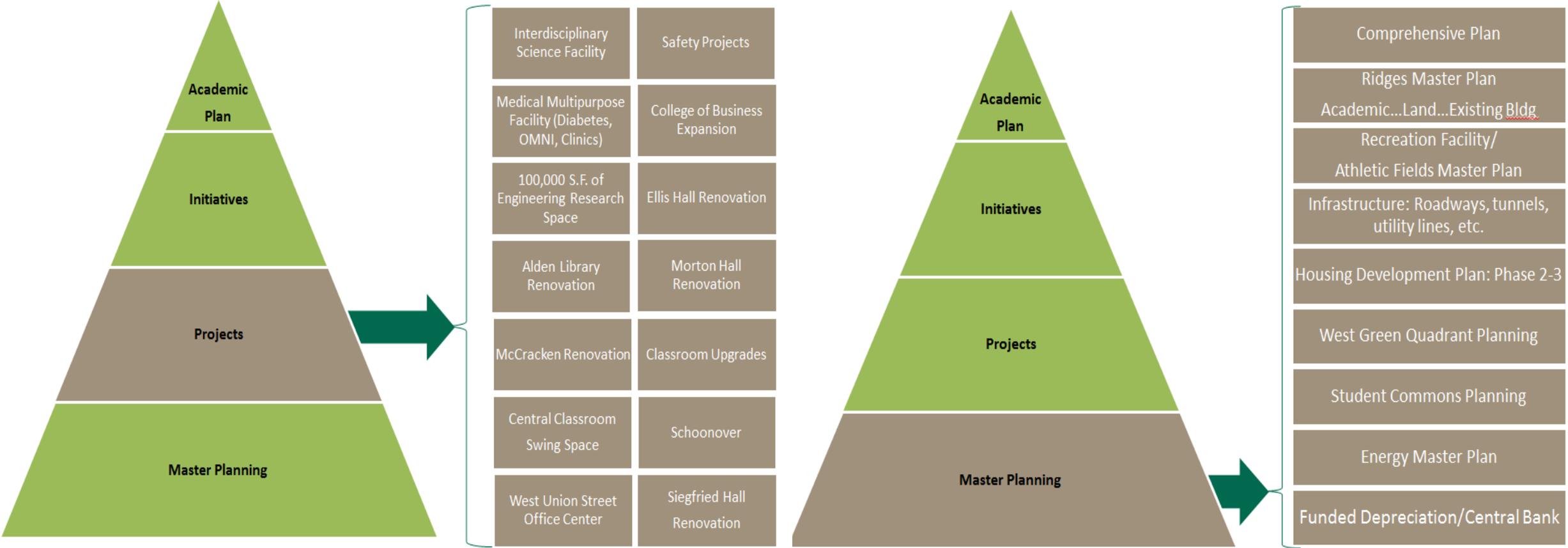
Four Fundamentals

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

Initiatives and Demands



Initiatives and Demands



Positioning for Future

Ohio University's Footprint

Student Housing Development

The Ridges

Campus Roadways

Endowment \$2.4B

Utility Infrastructure

Building Envelopes and Roofing

Central Bank \$1.3B

Regional and Expansion Campuses

Walkways and Green Space

Deferred Maintenance

Capital Improvements

THIRD CENTURY FUND
Aa3/A+
OHIO UNIVERSITY

PRESERVING OUR FUTURE
Approved by the 2014 - 2015 Ohio University Board of Trustees

At Ohio University, in Athens, Ohio

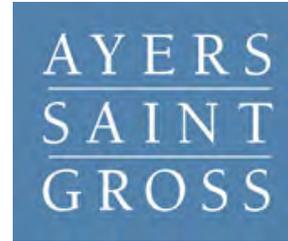
On this Day, January 23rd, 2015

Category	Percentage
Category 1	2%
Category 2	21%
Category 3	20%
Category 4	12%
Category 5	3%
Category 6	42%

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



In Collaboration with:



Project Direction:

Shawna Bolin, University Planner

ASG Project Director and Principals:

Kevin Petersen and Luanne Greene

Steering Committee:

- Pam Benoit, EVP and Provost
- Steve Golding, VPFA
- Ryan Lombardi, VPSA
- Deb Shaffer, SAVP F&A
- Joe Lalley, SAVP IT & Admin Services

Advisory:

Facilities Planning Advisory Council

Collaboration and Input:

Campus and Community





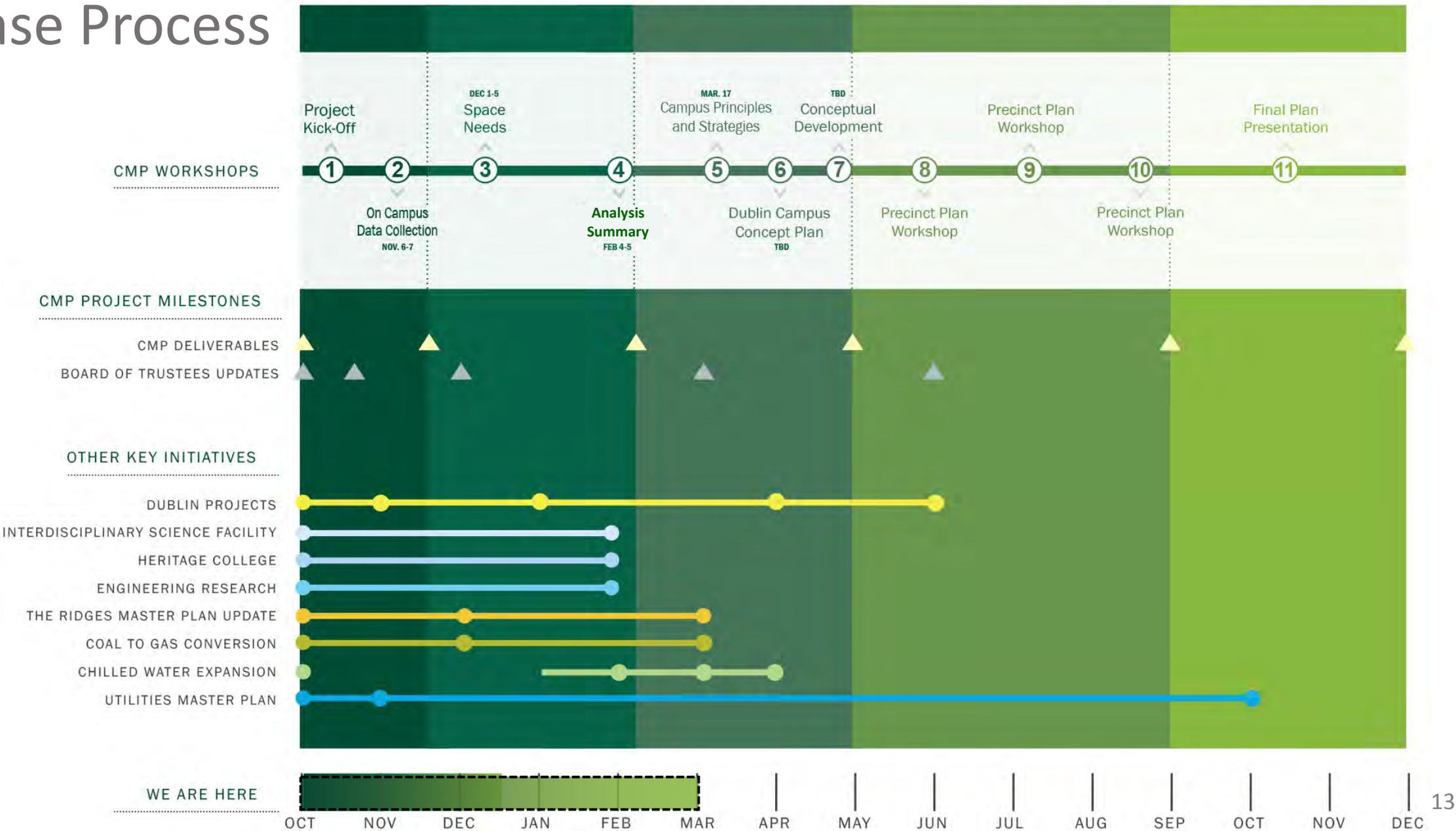
Major Planning Areas

Connecting various areas of study for a comprehensive plan

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

Define. Assess. Envision. Test. Synthesize.

5 Phase Process





Completed Phases: **DEFINE and ASSESS**

Phases 1 and 2

Kick off and Meet and Greet

- Data Gathering
- Master Plan Committee group and public workshop meetings

Discovery and Data Collection:

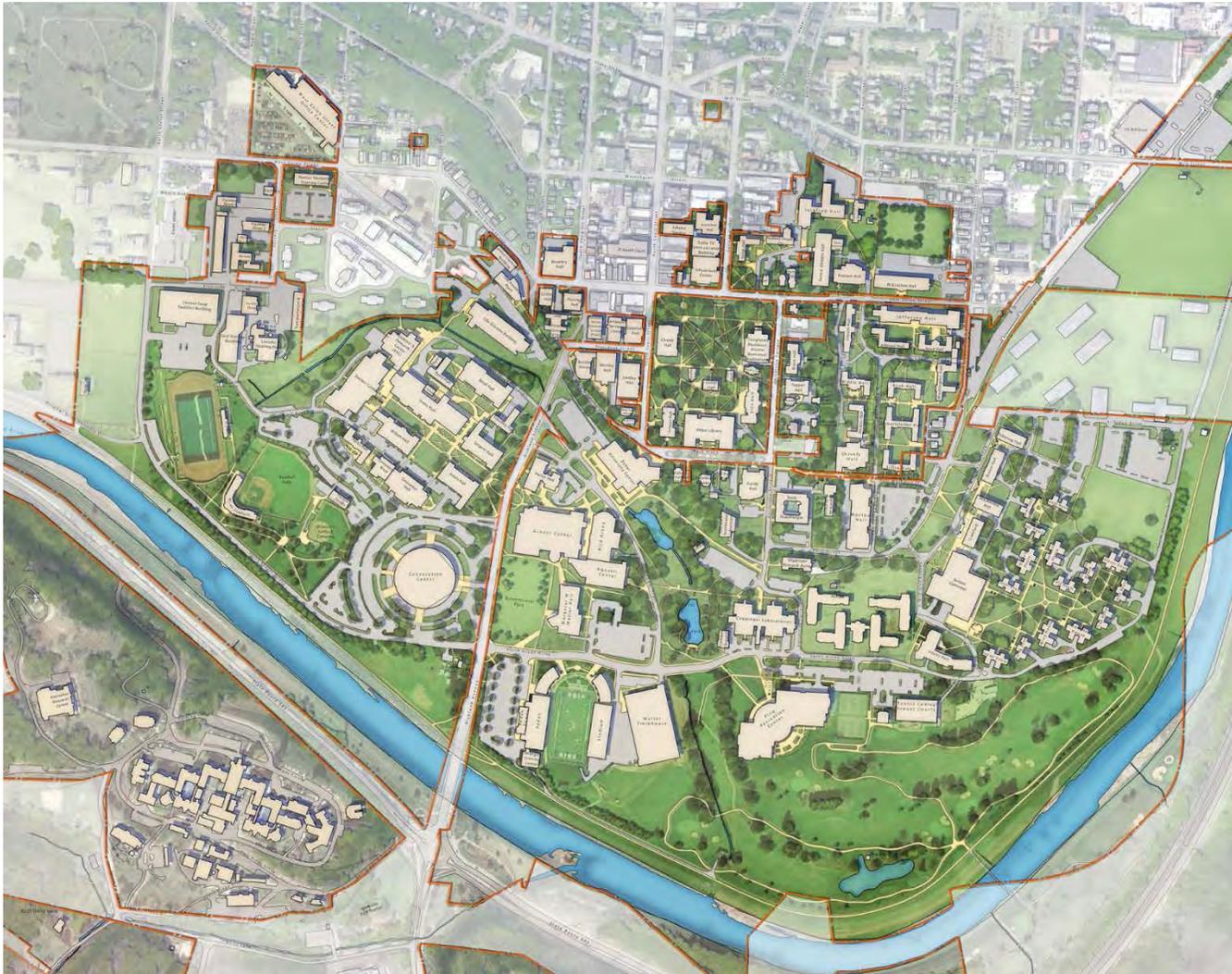
- Accumulation and analysis of thousands of pages of previous and current plans, studies, concepts, strategies, & initiatives
- Comprehensive inventory of campus spaces that will be a foundation for analysis.
- SWOT evaluation: Strengths, Weaknesses, Opportunities, & Threats in each area of study

SWOT Analysis

Student Life-Steering and Advisory Committee Comments

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> ▪ Sense of community - Reinforced by layout, library use, and central locations ▪ Baker University Center - Lively living room of campus, a "front door" ▪ Phase 1 Housing ▪ Informal green space ▪ Dining program and facilities ▪ Affinity with greens ▪ Integration of off campus housing - asset and a challenge ▪ Beautiful Campus ▪ Strong sense of place ▪ Club/Rec Sports ▪ Engagement & Faculty/Student Synergy ▪ Residential Campus - 24/7 is Great ▪ But Creates Challenges ▪ Baker Facilities ▪ Ping Center – heavily used 	<ul style="list-style-type: none"> ▪ No outside living room – ▪ Motion with pedestrian paths but missing gathering spaces ▪ Inadequate study space ▪ Facilities have maintenance needs ▪ Homogenous look ▪ Does not appeal or feel welcoming to some ▪ Inadequate lighting ▪ Scalability of historic architectural styles ▪ Shouldn't be homogenous ▪ Fit & feel of some social & study spaces 	<ul style="list-style-type: none"> ▪ Living/learning integration ▪ Better accommodate various cultures ▪ Specific needs to accommodate religion, culture, customs ▪ Alternatives to drinking - cooking ▪ Programming ▪ Student initiated ▪ Music (outside Fine Arts) ▪ Focus on 1st two years ▪ Opportunities to enhance Faculty/Student Engagement ▪ Hallmark of Ohio experience ▪ Relational Culture ▪ Outdoor Social/Activity ▪ Spaces - 3 seasons. 	<ul style="list-style-type: none"> ▪ Student Housing arms race ▪ Low surrounding population - limits development ▪ Safety/Security

It's your University...



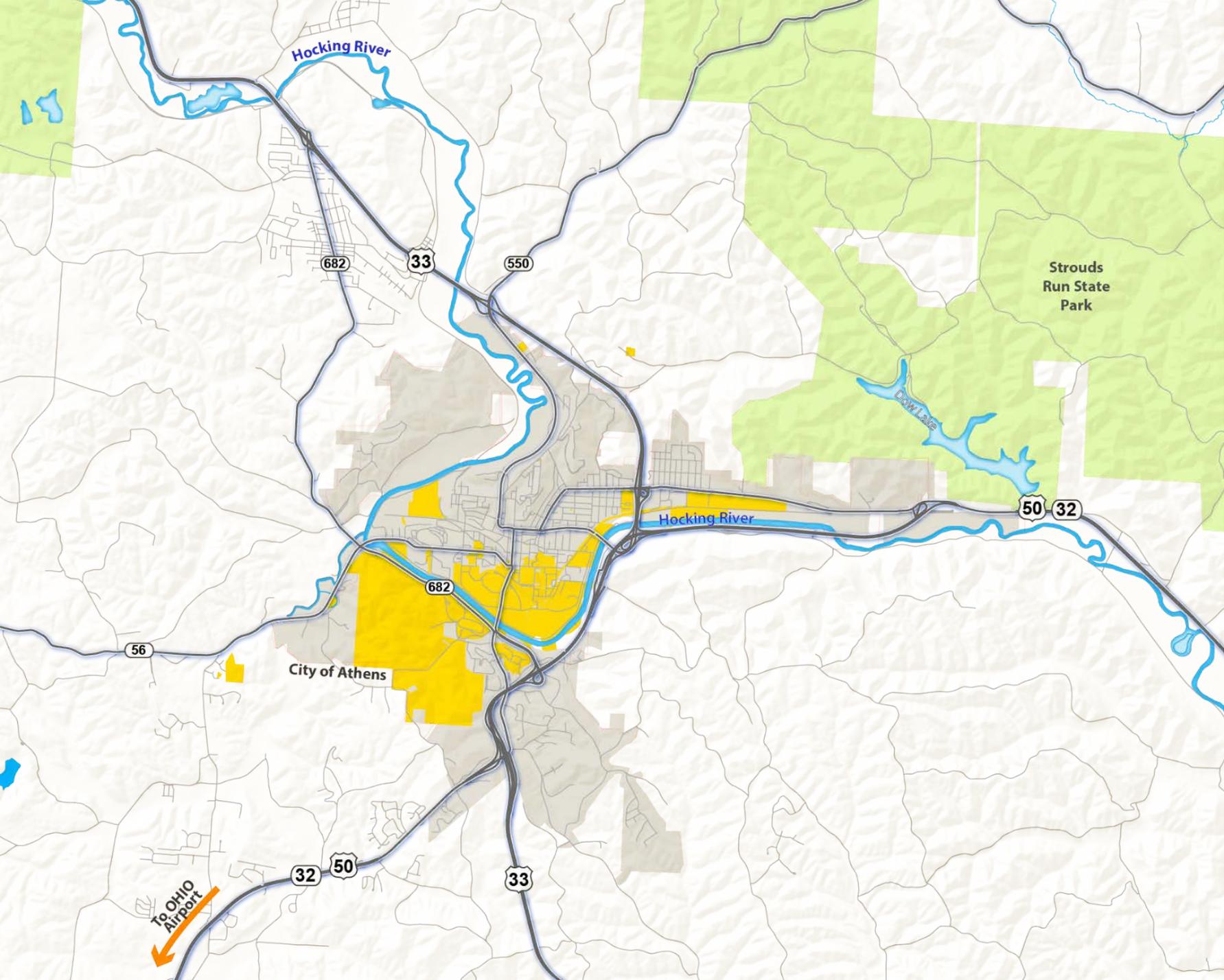
What do you love and value?

- *What are the strengths and weaknesses of the existing campus?*

State Wide Presence



Regional Context

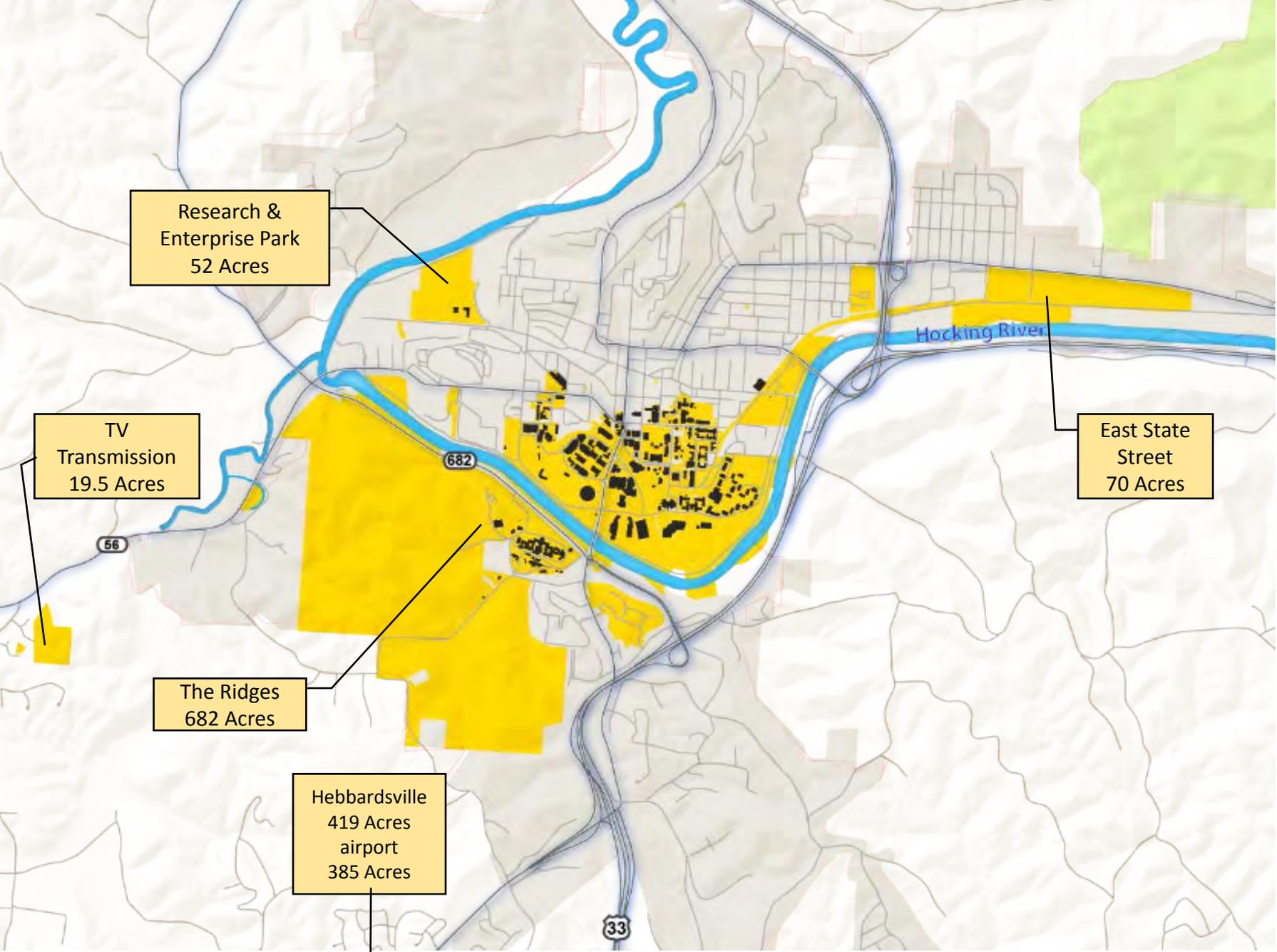


 Ohio University Property

Campus Property

Existing Ownership

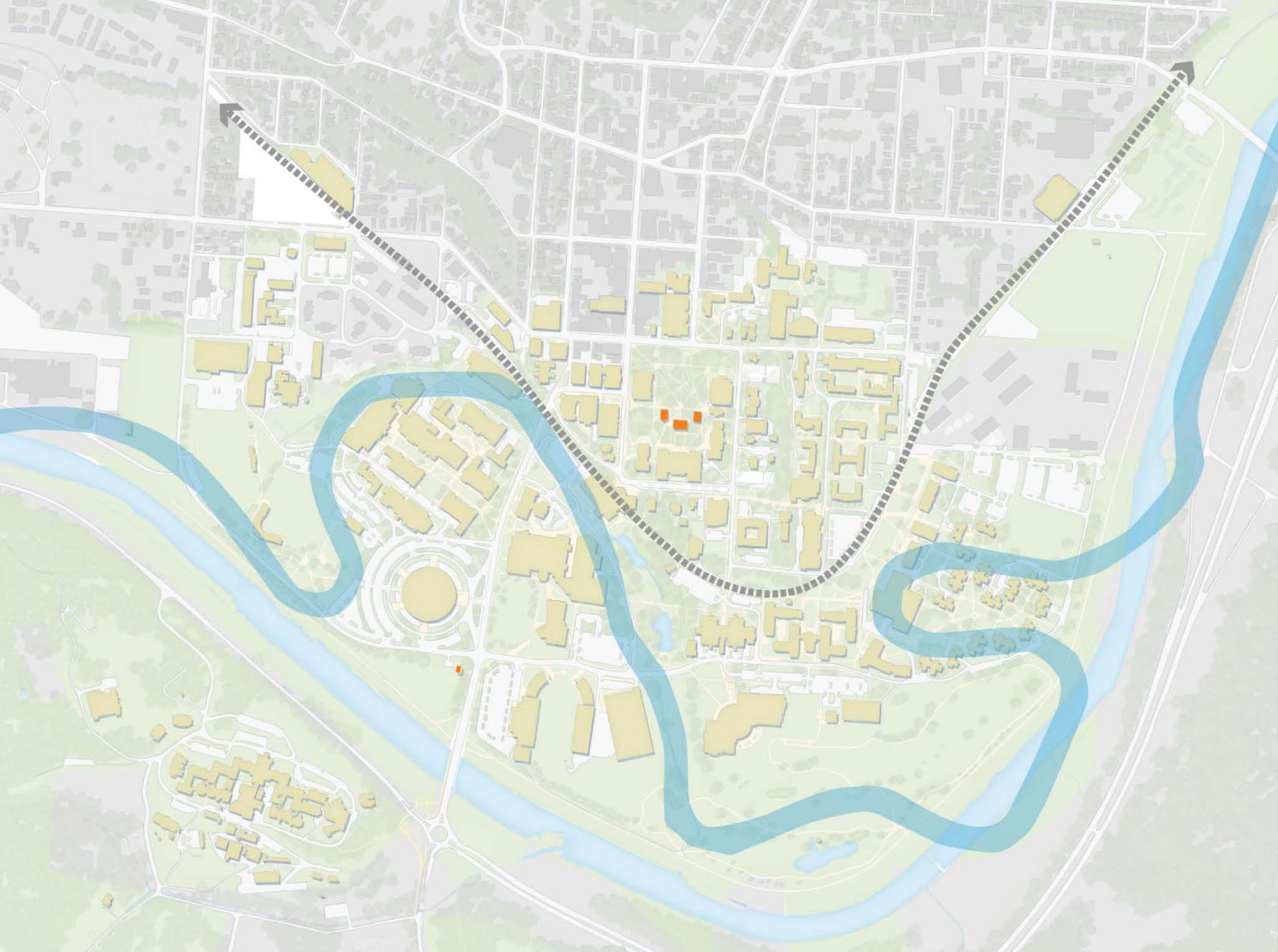
Approximately **20%** of Athens land is owned by Ohio University.



 Ohio University Property

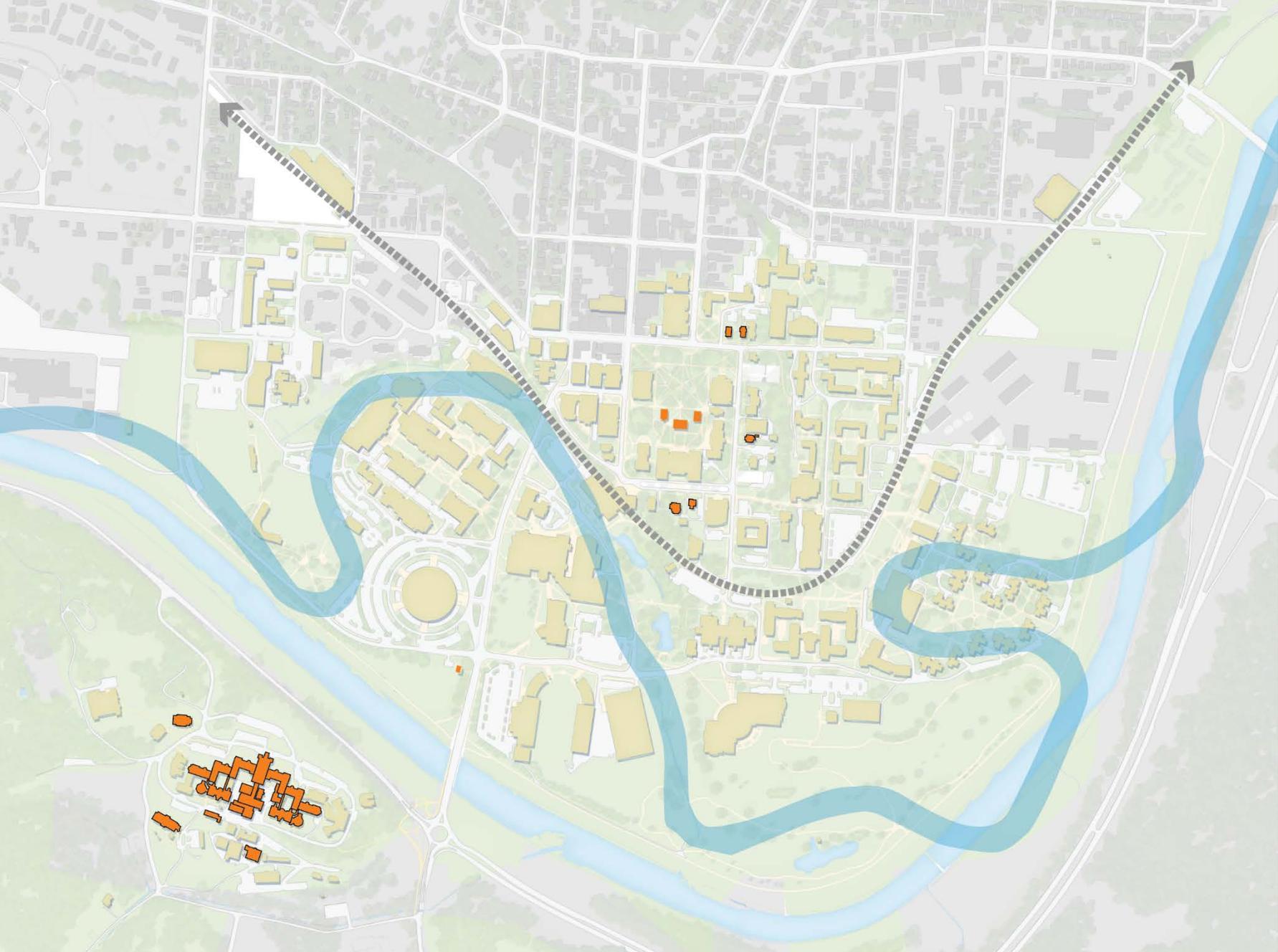
History Diagram

1800-1850



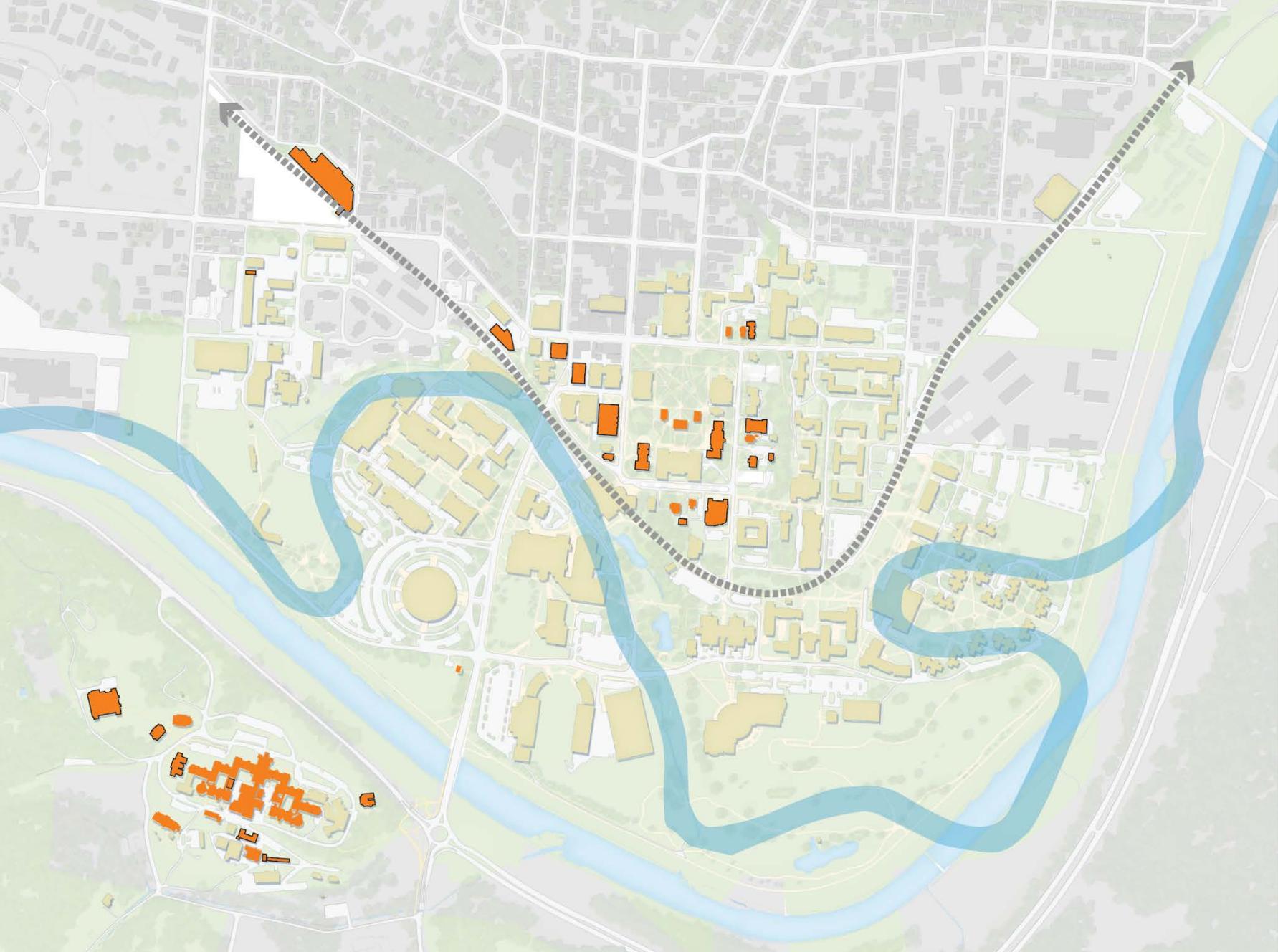
History Diagram

1885-1900



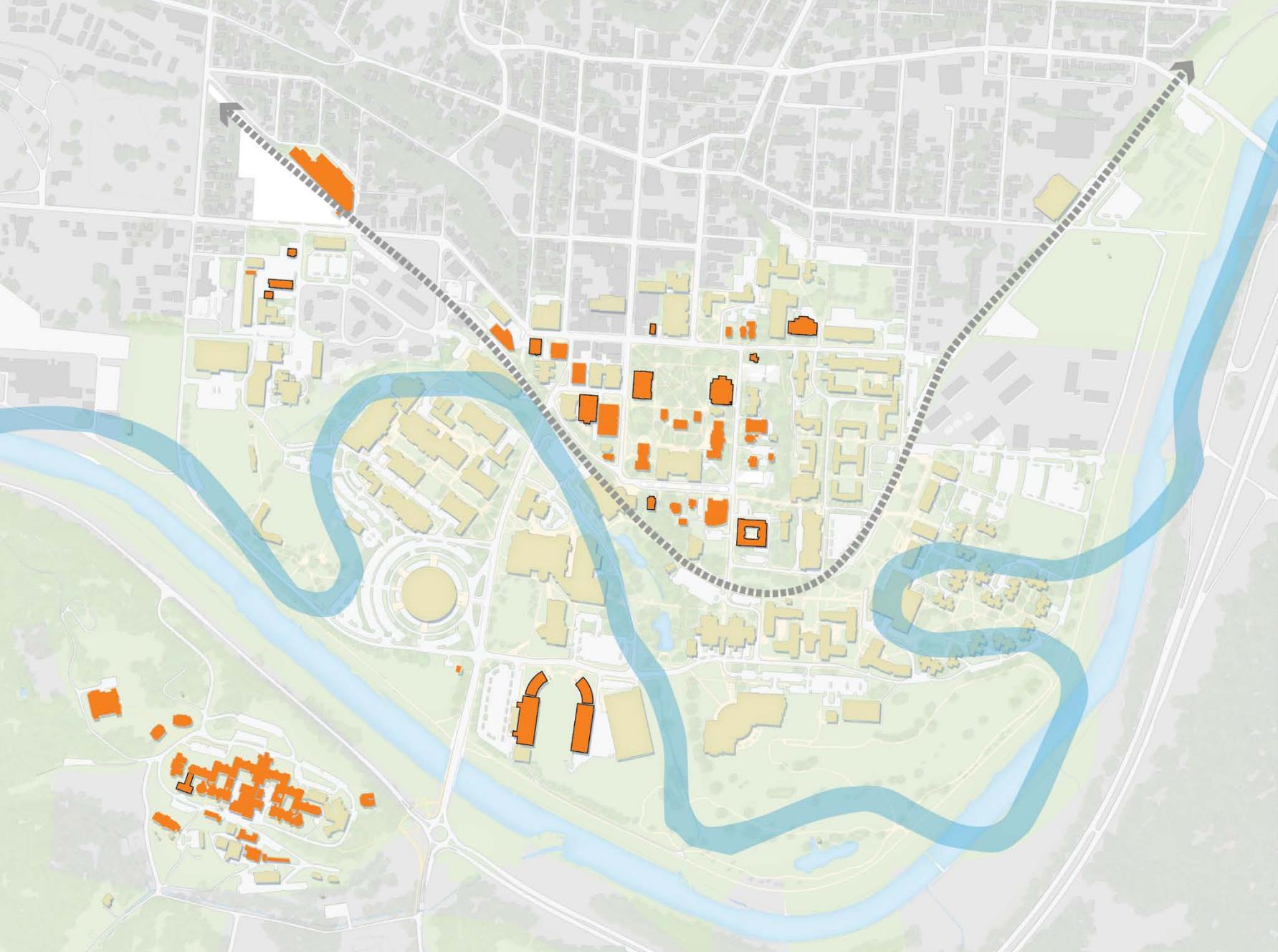
History Diagram

1901-1920



History Diagram

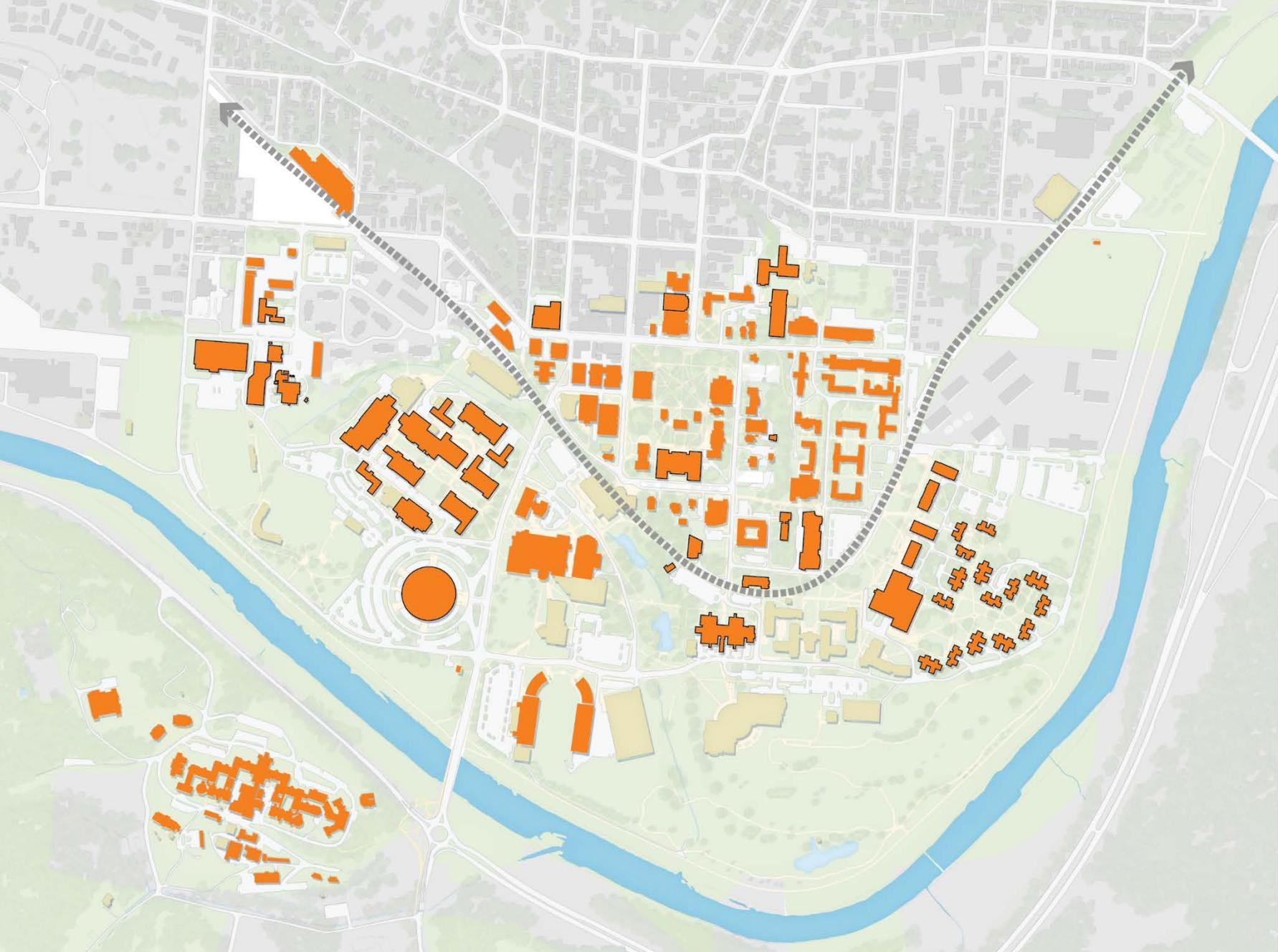
1921-1940



History Diagram

1941-1960





History Diagram

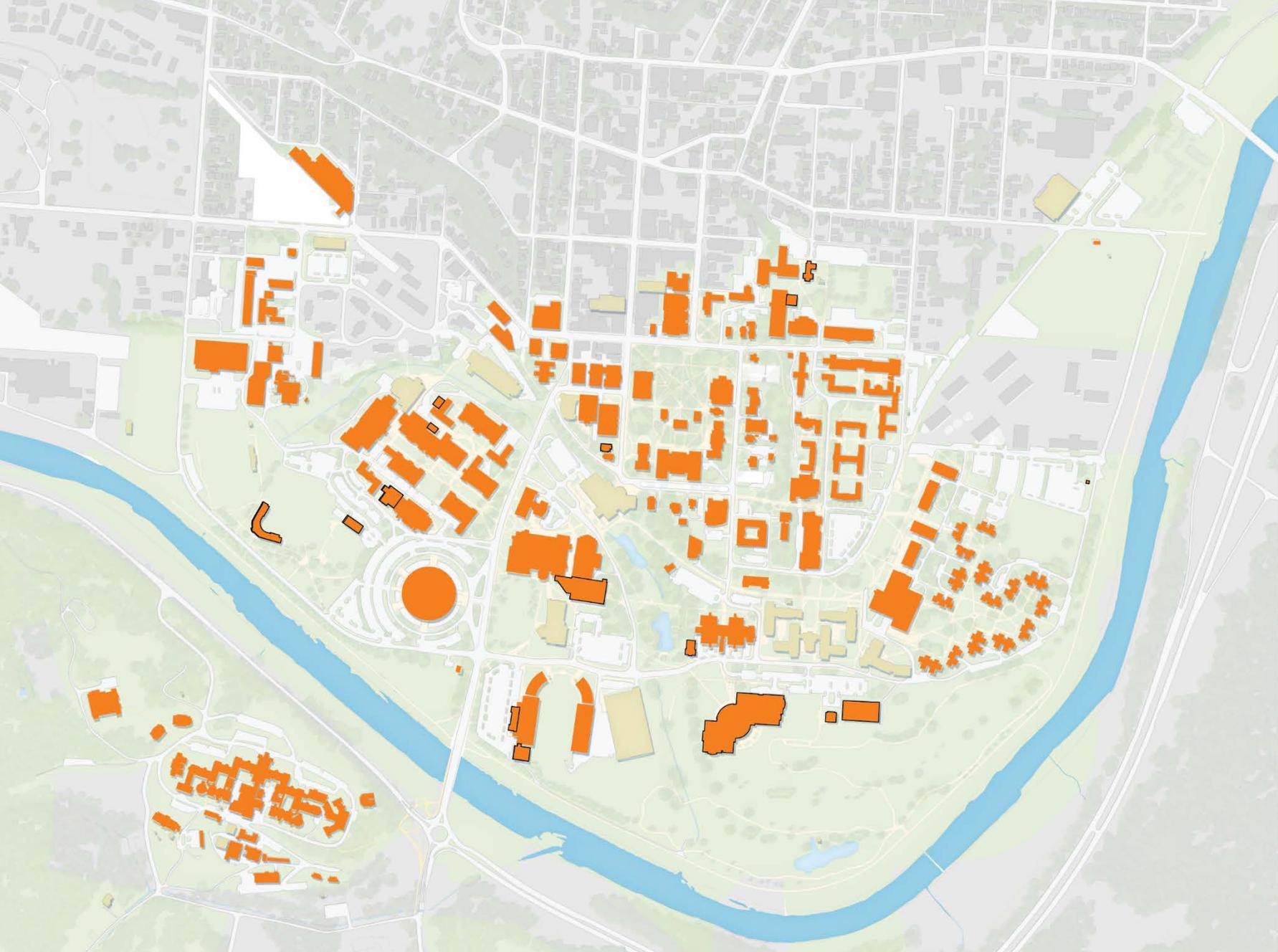
1961-1980

Hocking River was realigned in 1971

History Diagram

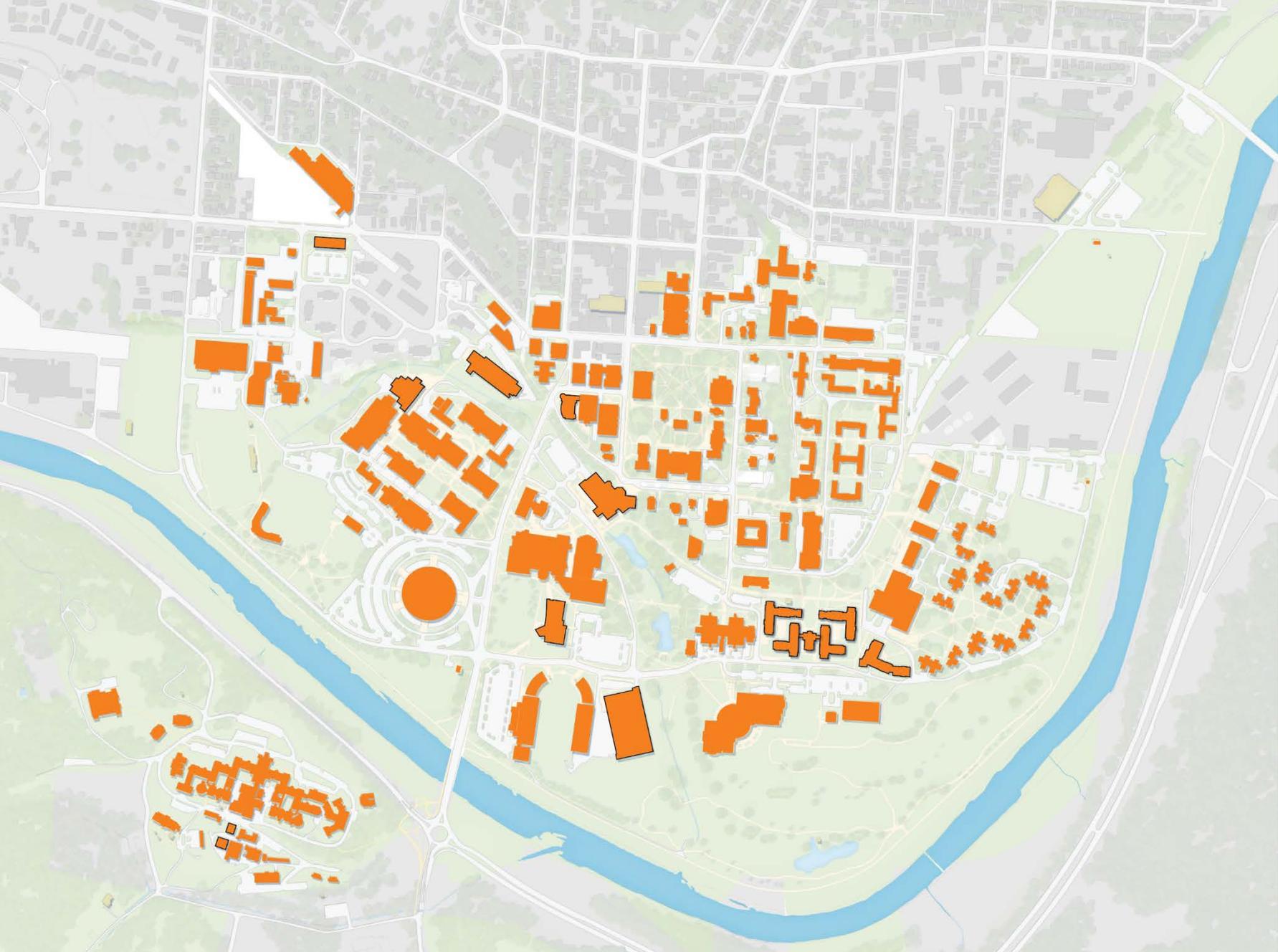
1981-2000

Railroad bed was removed in 1995



History Diagram

2001-present

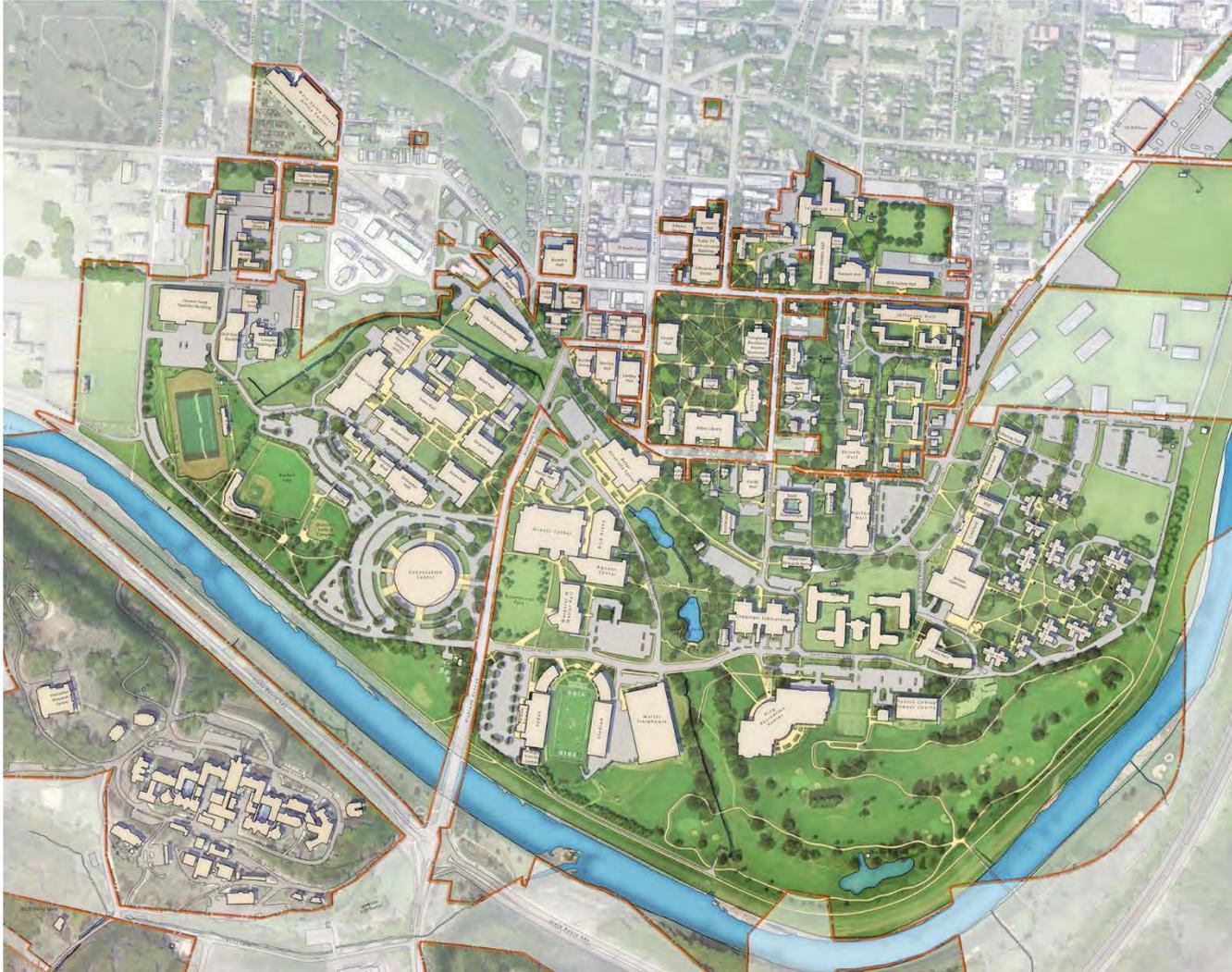


History

Guides and limits future development



It's your University...



What do you love and value?

- *What are the strengths and weaknesses of the existing campus?*
- *What is most memorable about the campus to you and what aspects of the University's history should be maintained and celebrated as we move forward?*

Campus Analysis

Understanding the campus and needs to plan for the future

- Capital Improvement Plan
- Space Analysis
- Topography
- Ecology
- Mobility Systems
- Opportunities and Constraints



Capital Improvement Plan



--- Projects above this line are in progress

		Project Estimate
Academic/Research Projects		
1	OUHCOM Dublin: Building Renovation	\$13.7
2	OUHCOM Cleveland	\$14.0
3	Walter Fieldhouse	\$12.5 *
4	Lindley Hall: Office Swing	\$10.9
5	Tupper Hall: Classroom Swing	\$10.0
6	College of Communication Ph 2	\$17.4
7	Medical Multipurpose Building	\$43.0
8	McCracken Hall Ren. & Add.	\$32.1 *
9	Interdisciplinary Science Facility	\$90.0
10	Seigfred Hall Renovation	\$30.0
11	Convocation Center Improvements	\$12.0
12	Academic Back-Fill Improvements	\$2.0
13	Morton Hall Upgrades	\$28.0
14	Alden Library Renovation	\$33.0
15	Ellis Hall Upgrades	\$13.0
16	Lasher Hall	\$4.0
17	College of Business Expansion	\$5.0
18	Grover Center Program Renovation	\$9.0
19	Multiphase Office Addition	\$2.0
20	Central Classroom Bldg Swing Space	\$5.0
21	Non-Capital Plan Projects	\$21.0
	Subtotal	\$407.6

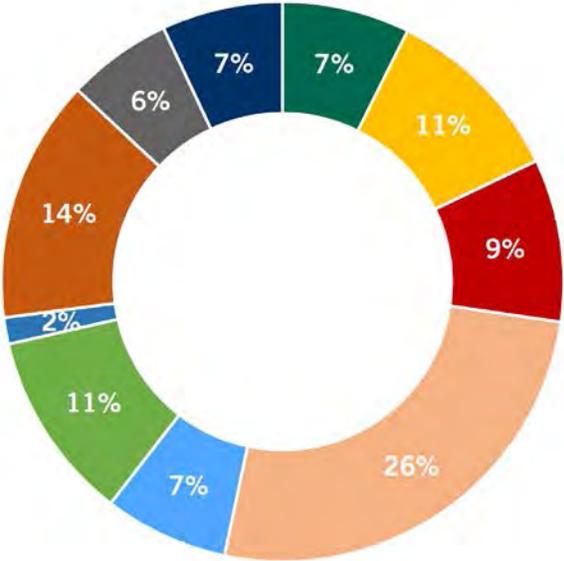
	Project Estimate
Academic/Research Projects	\$ 407.6
Regional Campus	\$ 24.5
Residential Housing	\$ 190.7
Auxiliary	\$ 29.0
Academic Support	\$ 115.1
Infrastructure Renewal	\$ 200.0
Total	\$ 966.9

Transform the condition and functioning of Ohio University facilities by:

- Planning broadly to capture the totality of the condition and needs of our physical campus capital assets including infrastructure, residential, and academic facilities.
- Reducing our backlog of deferred maintenance.
- Maintaining our existing facilities to prevent them from adding to the deferred maintenance backlog.
- Repairing facilities and infrastructure that directly affect safety on the campus.
- Reaching a campus renovation age balance.
- Providing accessible and healthy facilities that are efficient and contribute towards our Sustainability, Accessibility, and Climate action plans.
- Providing adequate space for existing, expanding, and new academic programs.

Existing Space Distribution

Non-Residential Net Assignable Square Feet



Classrooms	224,530
Instructional Labs	323,468
Research Labs	287,759
Offices	795,714
Library & Study Space	218,730
Other Space	335,022
Assembly & Exhibit Space	46,726
Athletics/Recreation	430,125
Physical Plant	184,707
Student Space	213,181

3,060,000 Total NASF

- Quantify Existing Space Distribution
- Study the Utilization of Classrooms and Class Laboratories
- Analyze Space Needs both current and projected
 - Institutionwide*
 - Campuswide*
 - College/School and Major Administrative Area*

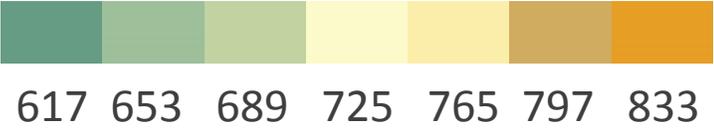
Data Integration

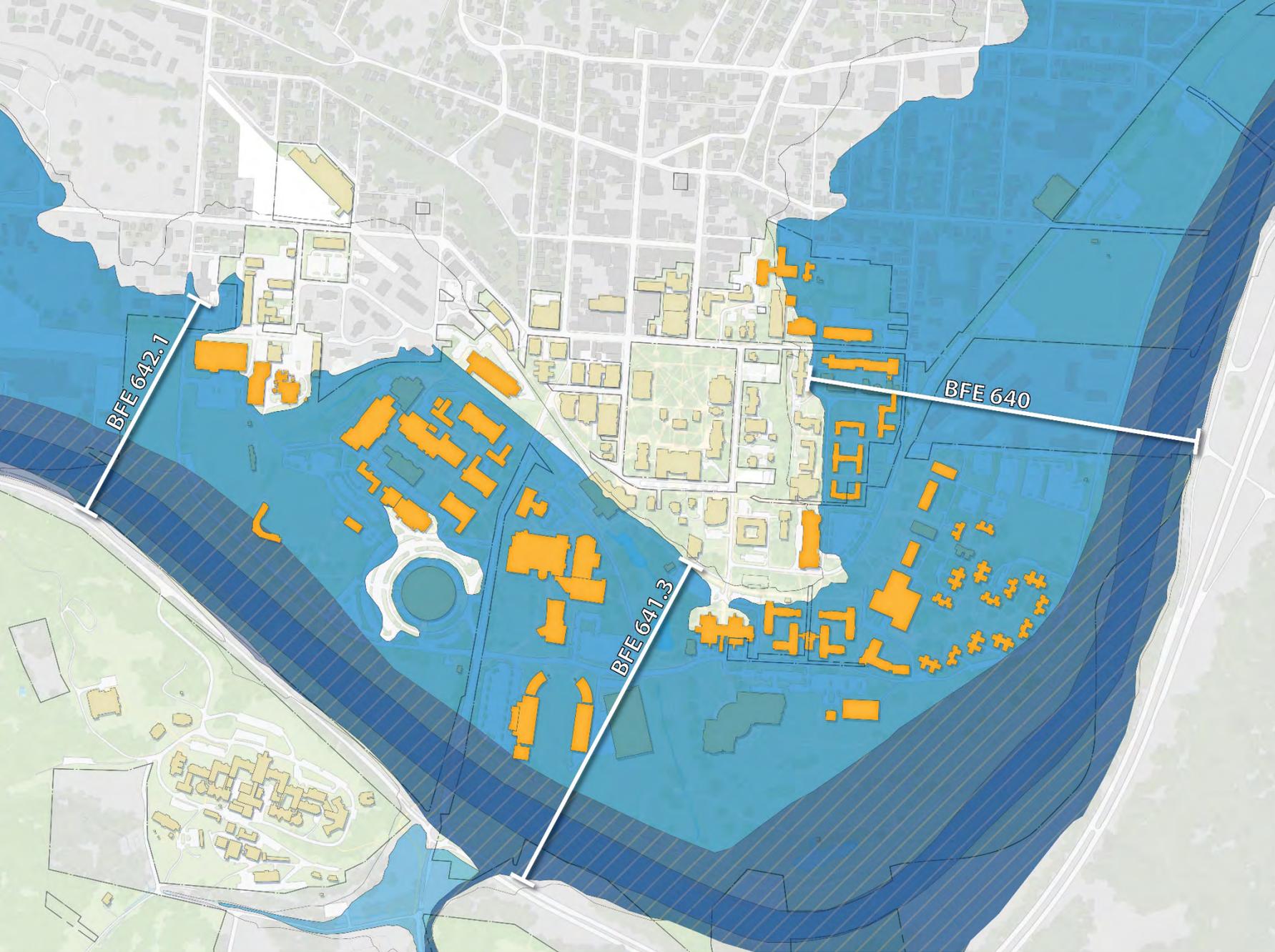


- The SAM tool integrates and analyzes data and communicates projected space needs.
- The SAMI site will be live in March

- Space Data
 - Building Data with Facilities Condition
 - Room-by-Room dataset
- Course Data- most recent fall term
- Enrollment Data-FTE and Headcount
- Employee Data
- Research Data
- Floor plans/CAD files
- Library-collections and study space
- Recent and Ongoing Plans

Topography





Floodplain

83% of campus property north of the Hocking River is in zone AE.

12% of campus property north of the Hocking River is in the Floodway.

- Zone AE Regulatory Floodway**
Encroachments prohibited including fill, new construction, substantial improvements, and other development unless it has been demonstrated that the proposed encroachment would not result in any increase in flood levels
- Zone AE**
Flood insurance mandatory. Habitable area must be above base flood elevation (BFE) Local floodplain codes apply. 1% annual change of flood.
- Building impacted by 641-643 100yr risk**

Existing Ecological Features



Cherry Collection



OU Botanical Research



Mature Tree Canopy



Pin Oaks



The Ridges Forest & Learning Lab



Hocking River Floodplain & Oxbow Stream



West State Street Gardens



Compost Facilities

OU as Regional Leader

What is OU already doing?

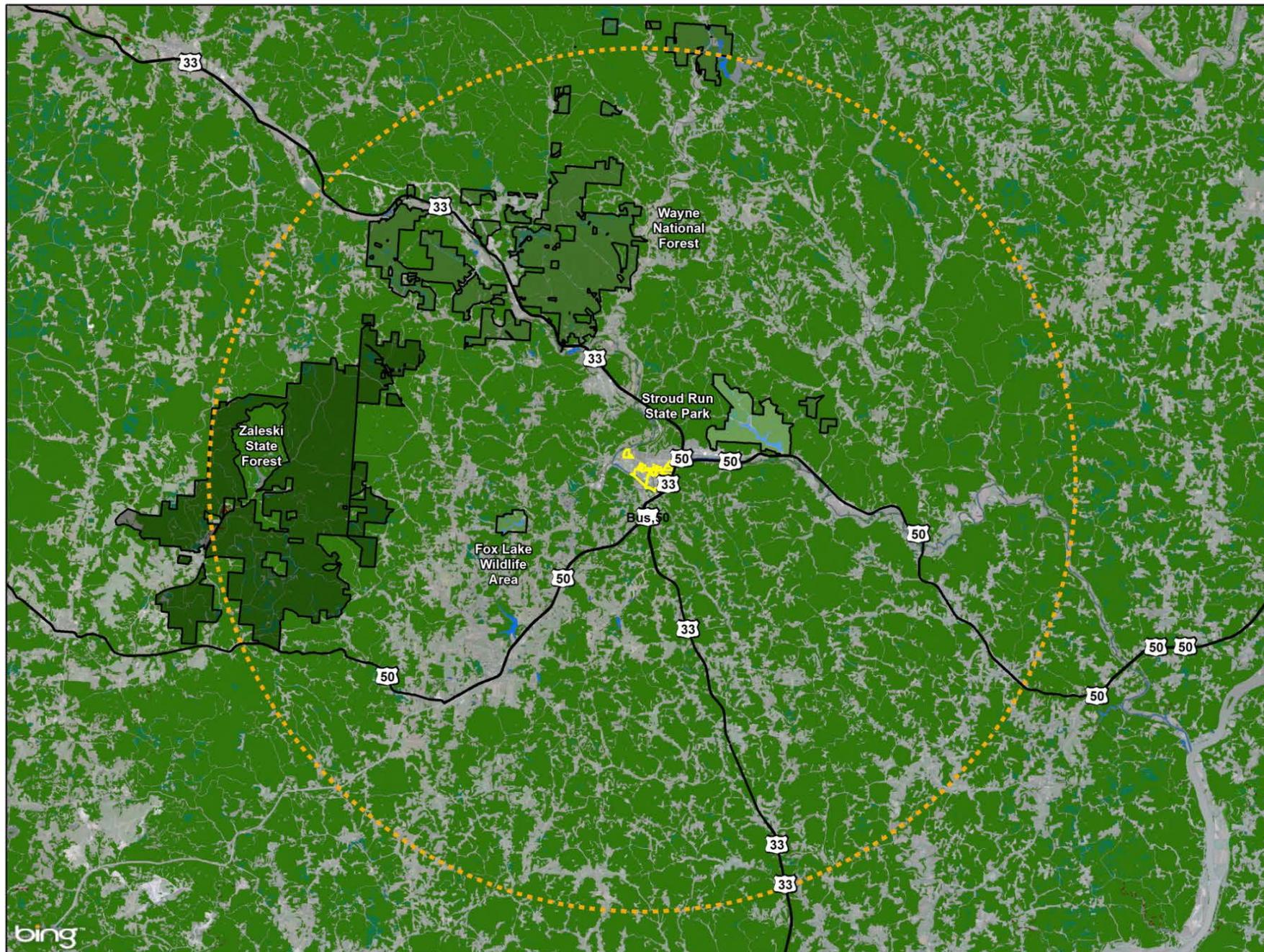
- Signatory of the American College and University Presidents Climate Commitment
- The Grounds Priority Plan 2011
- Office of Sustainability & Sustainability Plan 2013
- Compost Program
- Native Planting Zones
- Voinovich School and PBio Programmatic Connections

Why integrated green infrastructure on campus?

- Support the University's existing sustainability and climate goals
- Cultivate a regional leadership role in natural resource management and sustainable practices
- Continue the legacy of environmental stewardship
- Support improved ecological function – resilient landscapes, connections to regional habitat resources
- Balance maintenance costs with aesthetic and ecological benefits



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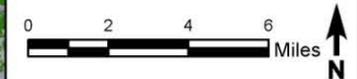


Regional Parks & Forested Areas
Ohio University
Athens, OH

**Ohio University
Campus Master Plan**

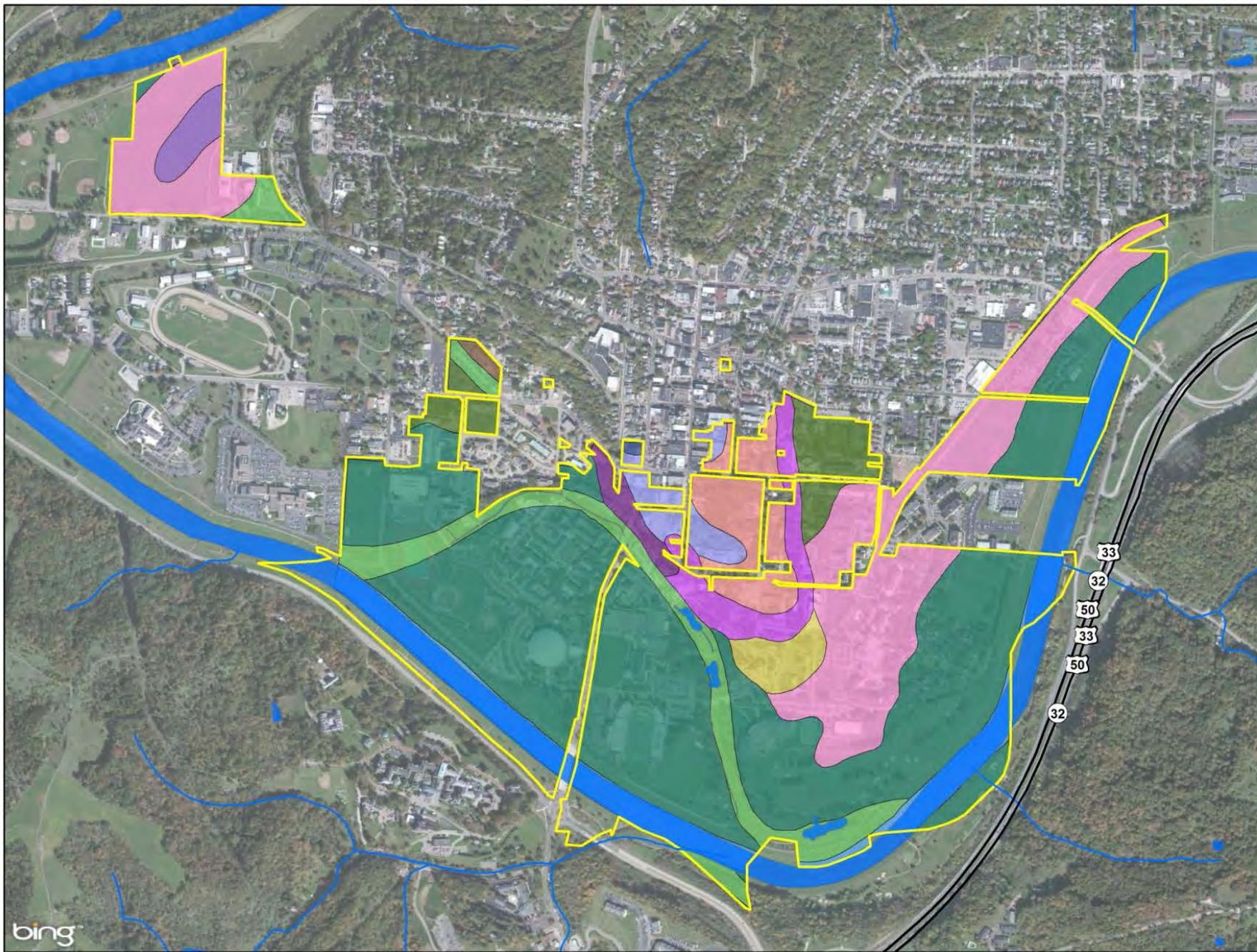
- Legend**
- US Roads
 - ▭ Campus Boundary
 - ⋯ 15 Mile Campus Buffer
 - ▭ Strouds Run State Park
 - ▭ Fox Lake Wildlife Area
 - ▭ Wayne National Forest
 - ▭ Zaleski State Forest
- Land Cover**
- ▭ Evergreen Forest
 - ▭ Deciduous Forest
 - ▭ Mixed Forest
 - ▭ Woody Wetlands
 - ▭ Rivers

Data Sources:
US EPA NHD (Streams)
USGS (NLCD 2011)
US DOT (Roads)



January, 2015

bing



Campus Soils
Ohio University
Athens, OH

**Ohio University
Campus Master Plan**

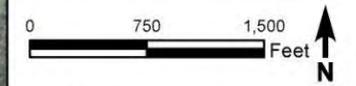
Legend

- Evergreen Forest
- Deciduous Forest
- Mixed Forest
- Woody Wetlands
- Rivers

Campus Soils

■ FcA	■ NgE
■ GmA	■ PaB
■ GsC	■ Ud
■ Hay1AF	■ W
■ Hay1AO	■ WhD
■ NeC	■ WhE
■ New1AF	

Data Sources:
US EPA (NHD Streams)
NRCS (Soils)
US DOT (Roads)



Biohabitats
OHIO RIVER BIOREGION
January, 2015

bing

Green Infrastructure Opportunities

by practice



Stream Restoration



Stormwater Wetlands



Bioretention/Walkways



Bioretention/Parking



Bioswales



Permeable Pavers



Green roof

ALL Photos copyright Biohabitats



Mobility Systems

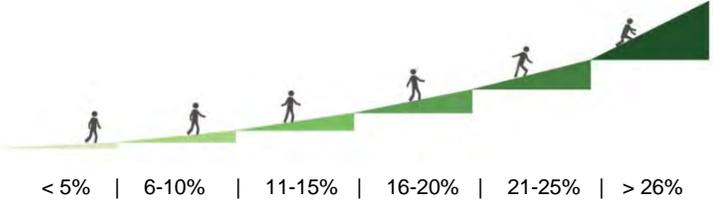
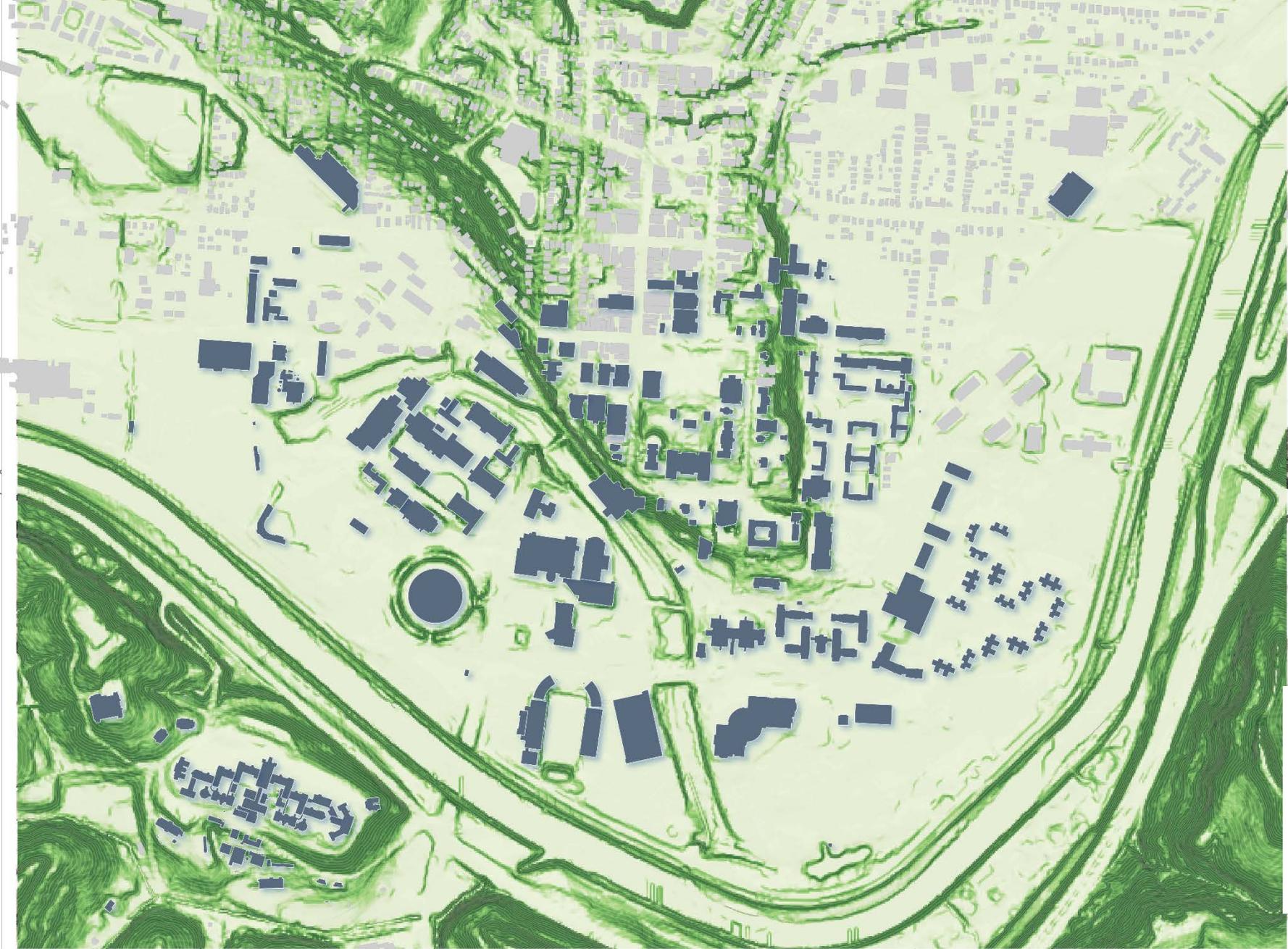
Principles

- Efficient campus transportation necessary to support academic mission and positive visitor experience
- Highest and best use of core campus is accessible academic and support facilities
- Sustainability Plan goals to improve multimodal facilities and reduce carbon emissions
- Athens Comprehensive Plan supports bicycle/pedestrian system upgrades, intersection improvements, and multimodal hub

System Challenges

- Campus growth increases demand on parking system
- Impacts of access restrictions (i.e., The Sweep)
- Pathway and bicycle facility connectivity
- High-volume pedestrian crossings
- Vehicle/transit/pedestrian conflict areas
- Topography as a barrier to connectivity

Steep Slopes



Primary Pedestrian Movement



Campus Transit

Key Metrics

- 4 major routes
- 21 stops (all routes)
- 6 shared stops with APT

Semester Ridership Data

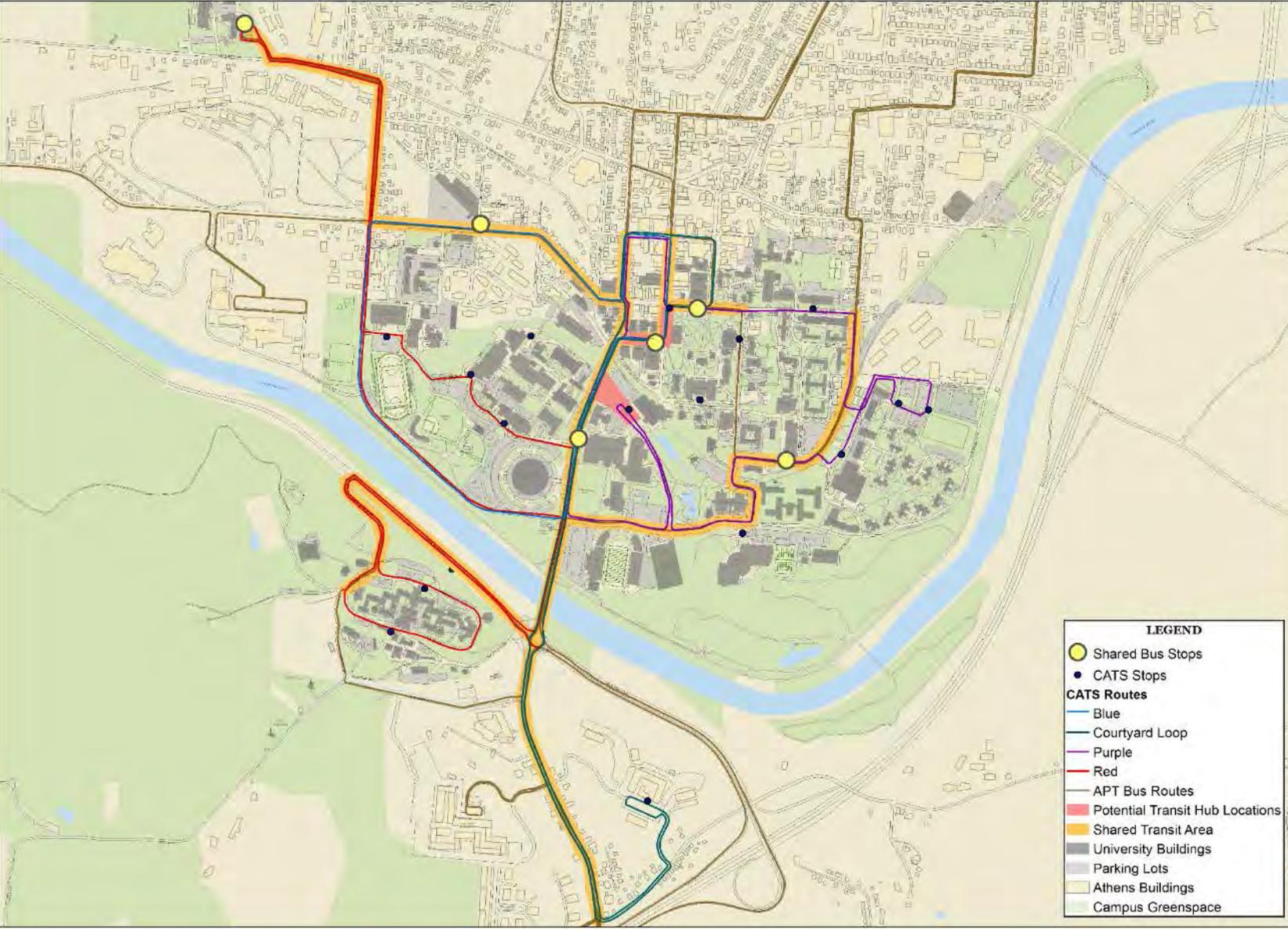
- Red Route: 6,437 pass.
- Blue Route: 4,271 pass.
- Purple Route: 5,713 pass.
- Courtyard: 39,567 pass.

Challenges

- Cross-campus trips require transfer
- Low overall ridership

Ohio University - Athens
APT/CATS Transit Overlap

Date: 2/2/2015



LEGEND

- Shared Bus Stops
- CATS Stops
- CATS Routes**
- Blue
- Courtyard Loop
- Purple
- Red
- APT Bus Routes
- Potential Transit Hub Locations
- Shared Transit Area
- University Buildings
- Parking Lots
- Athens Buildings
- Campus Greenspace

0 500 1,000 Feet

vhb

Bicycle Network

Existing Condition

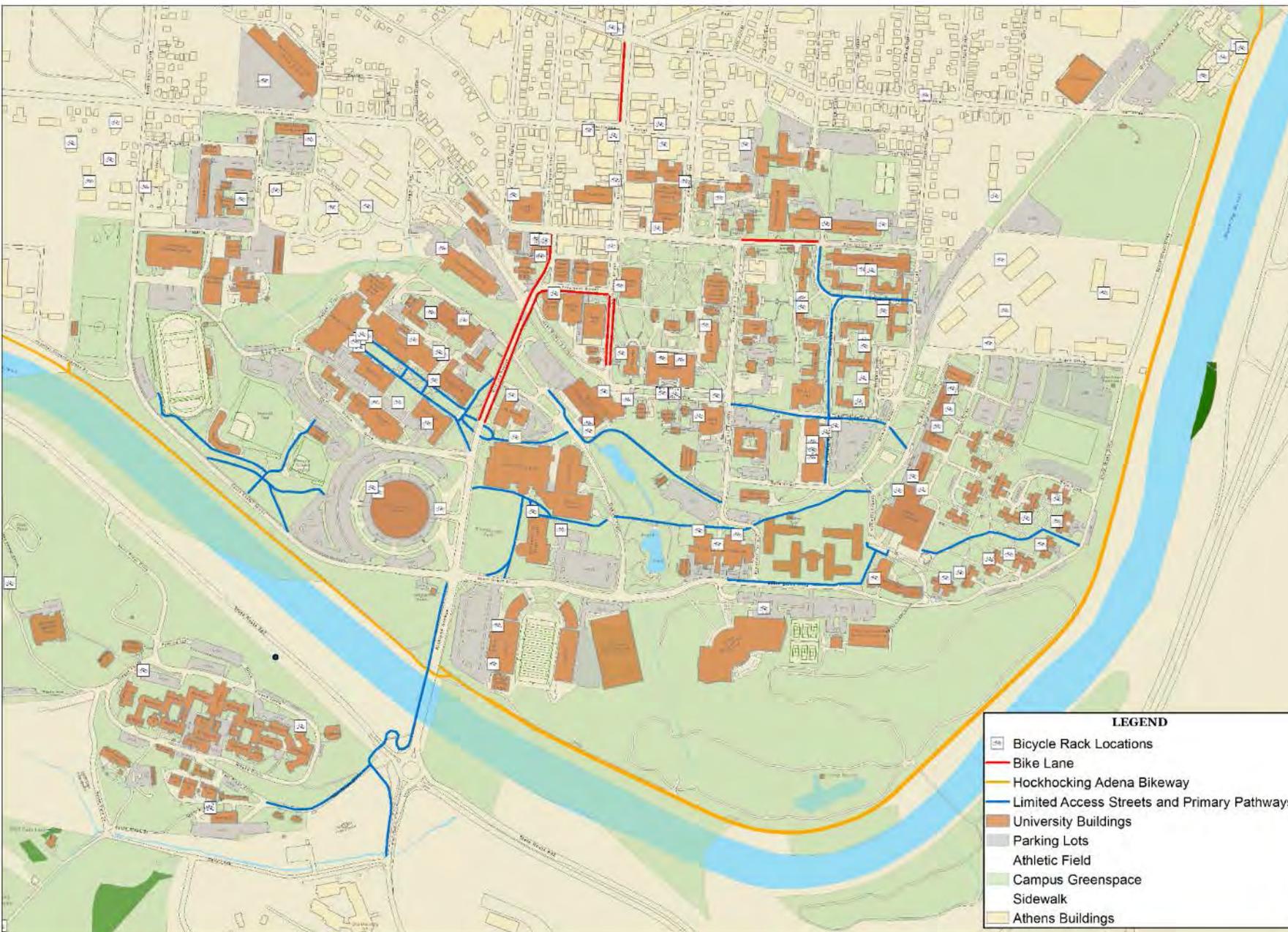
- Approximately 50% of commuters within 10 miles
- Bicycle rack storage for 2,200

Athens Bicycle Master Plan

- Proposes on-street bike lanes and sharrows through campus
- Identifies Neighborhood Connectors

Challenges

- Limited on-street bike facilities
- Topography
- Campus culture and parking pricing



OU Commuter Faculty/ Staff

Athens County (approx.)
40% of population

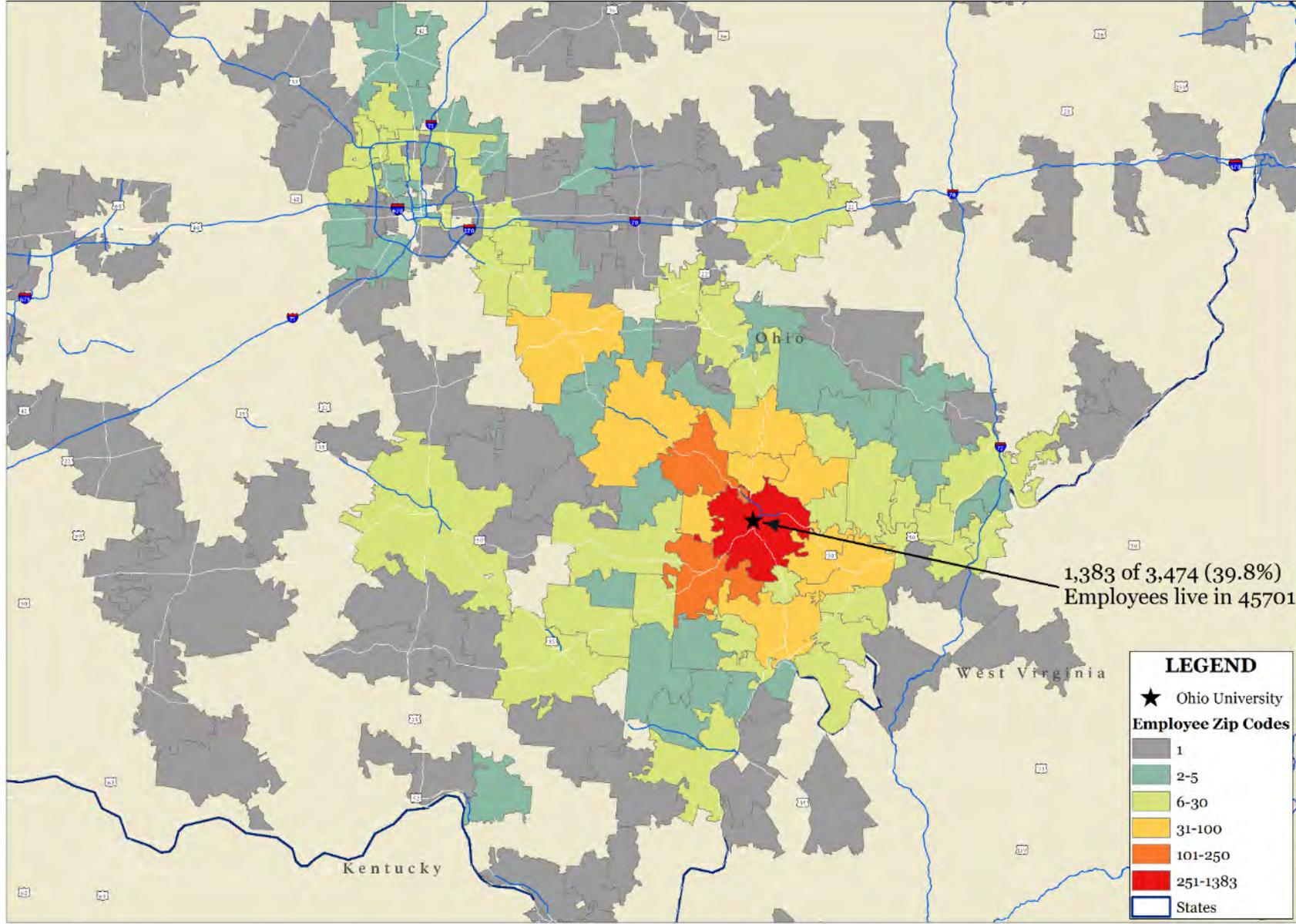
US 33 Corridor
Between Columbus and Athens
15% of population

Home Locations by Zip Code University Employees

Ohio University - Athens Campus

Date: 1/27/2015

1,383 of 3,474 (39.8%) Employees live in 45701



Parking System

Parking Permit Data

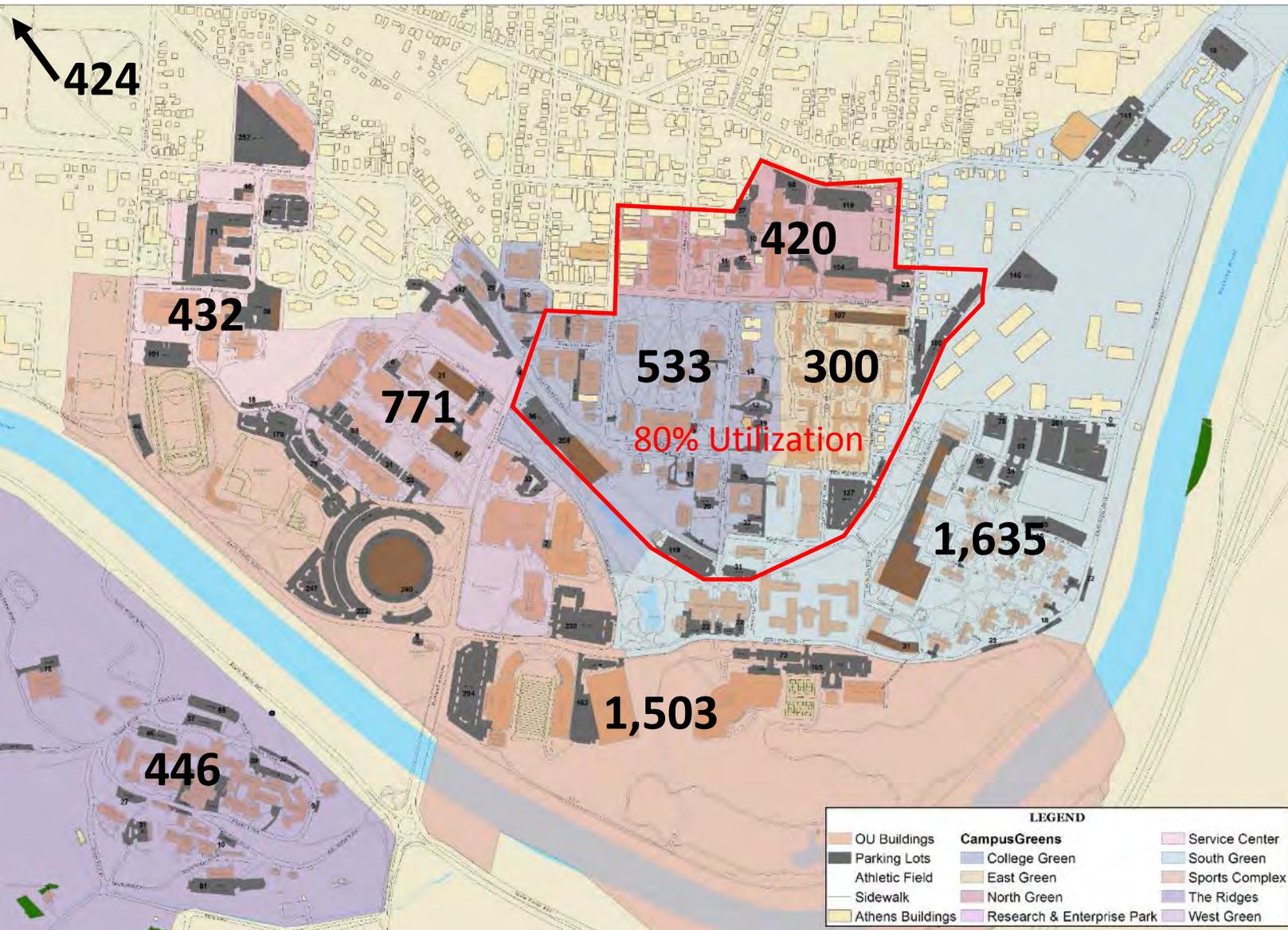
- Commuter Students: 2,800 permits
- Faculty/Staff: 3,000 permits
- Visitor/Contractor: 500-1,000 permits

Parking Capacity

- Overall Capacity: 6,605 spaces

Parking Utilization

- Limited Data
- Peak Utilization (overall): <68%
- Peak Utilization (core lots): 80%

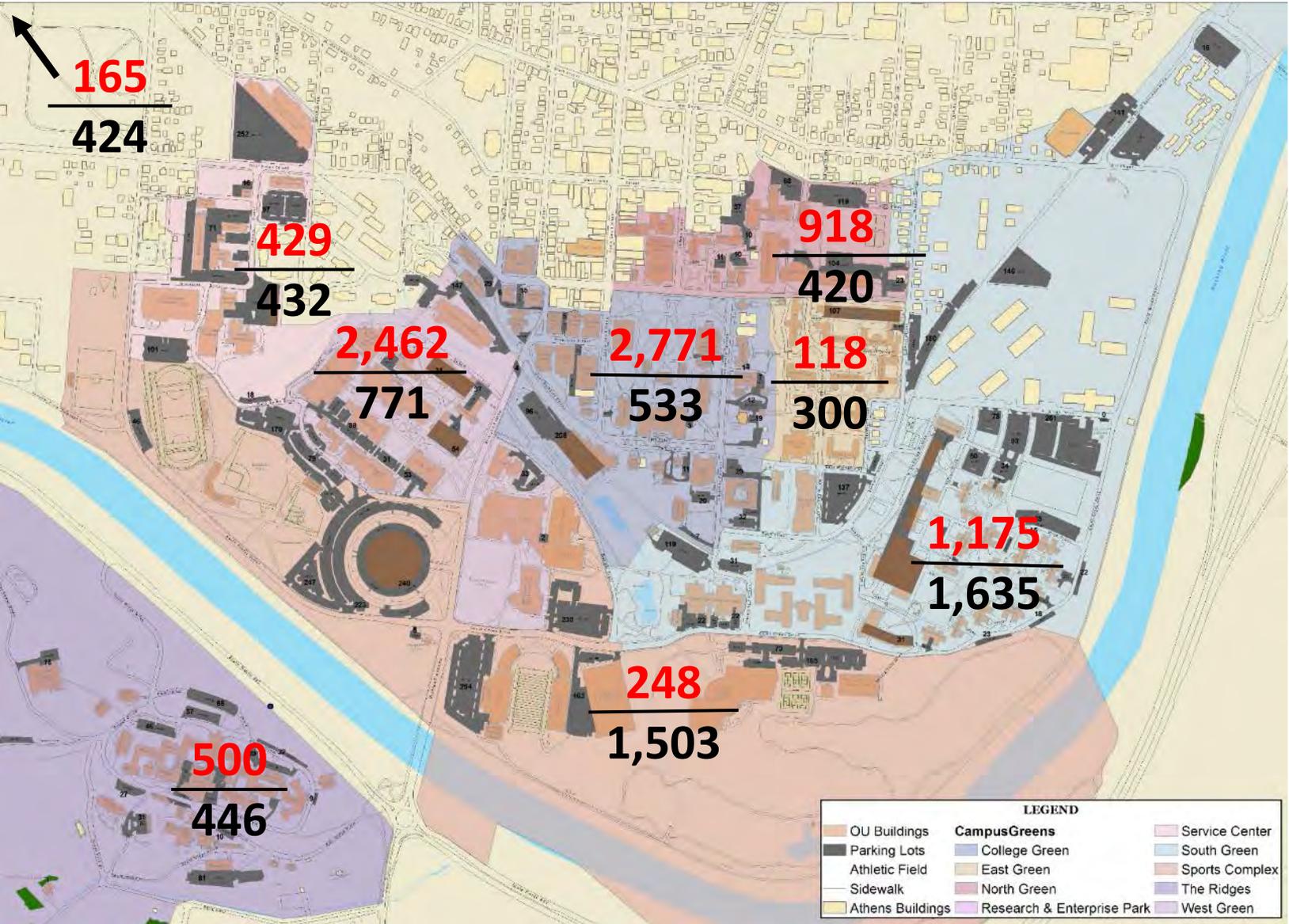


- Parking Capacity

Parking System

Peak Parking Demand Estimates

- ITE Parking Generation Data
- Allocated to precincts based on building space



- Estimated Demand
- Parking Capacity



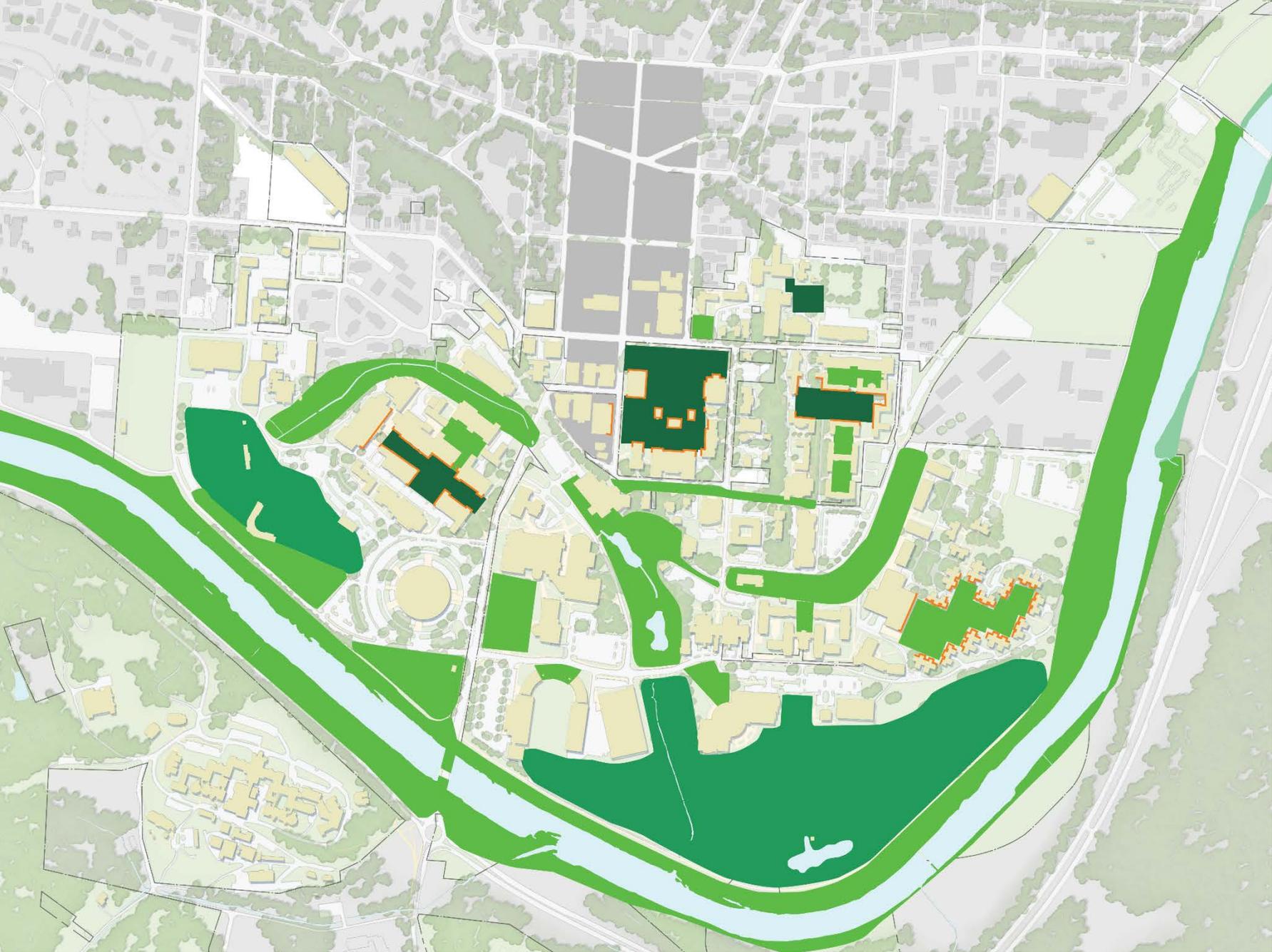
5 minutes

5 minutes

5 minutes

10+ minutes

Open Space



-  Campus green
-  Informal/naturalized
-  Athletics / golf
-  Urban core

Key Themes



1. Fragmented and conflicting systems
2. Constraints such as topography, floodplain, and the interface with the city limits straightforward development sites
3. The campus is vibrant and walkable, but getting stretched
4. Opportunities exist to strengthen campus greens and precincts
5. Strong streetscapes, open spaces, natural features are important to unifying the precincts
6. Historic nature of the campus creates opportunities and challenges
7. Building age and deferred maintenance

Strategic Priorities

Nation's Best Transformative Learning Community

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

Effective Total Compensation

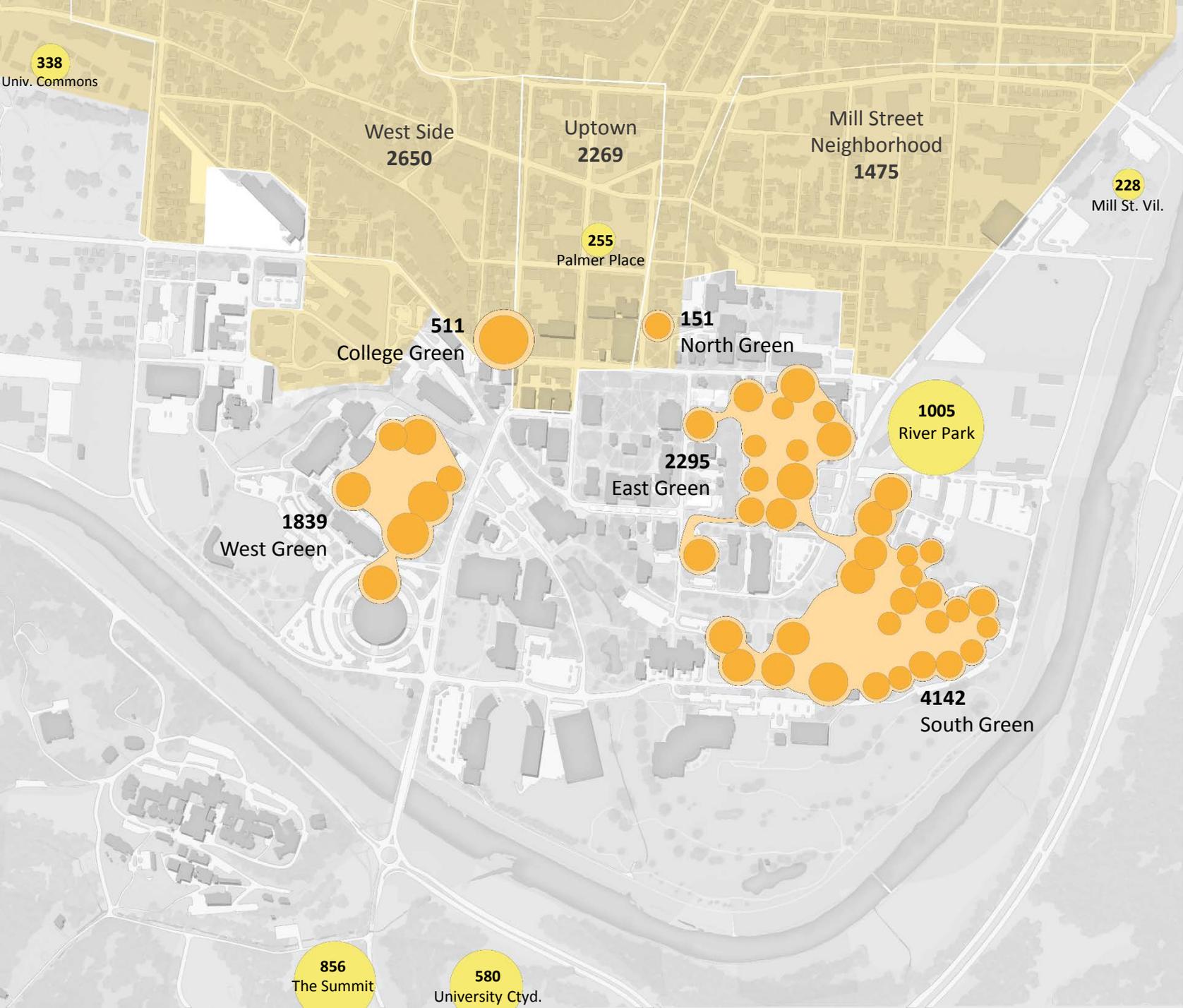
Short- & Long-Term Enrollment Goals

Improve Financial Strength

Complete Capital Campaign

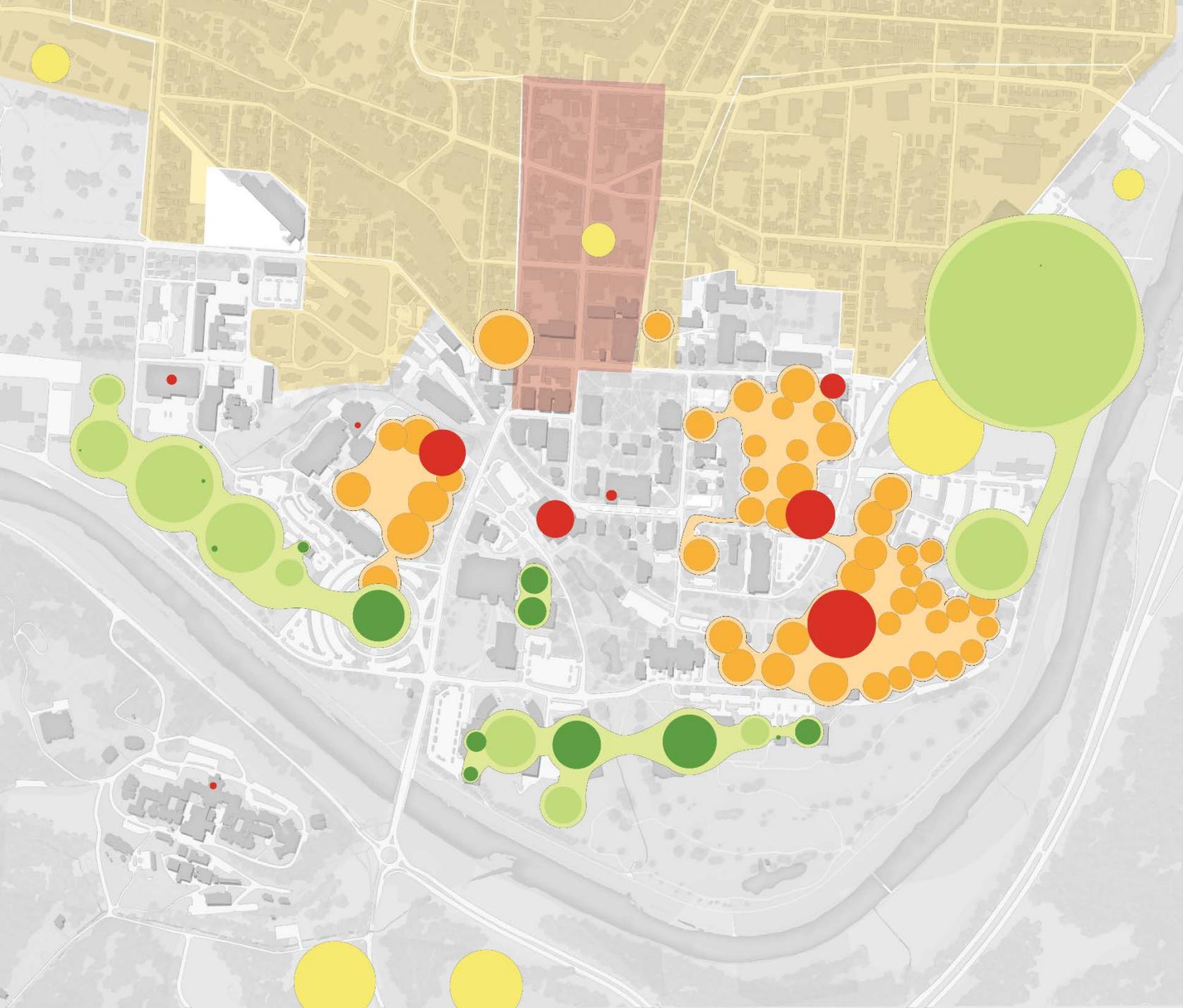
How are we currently aligned in regards to integrating activities?

Student Housing



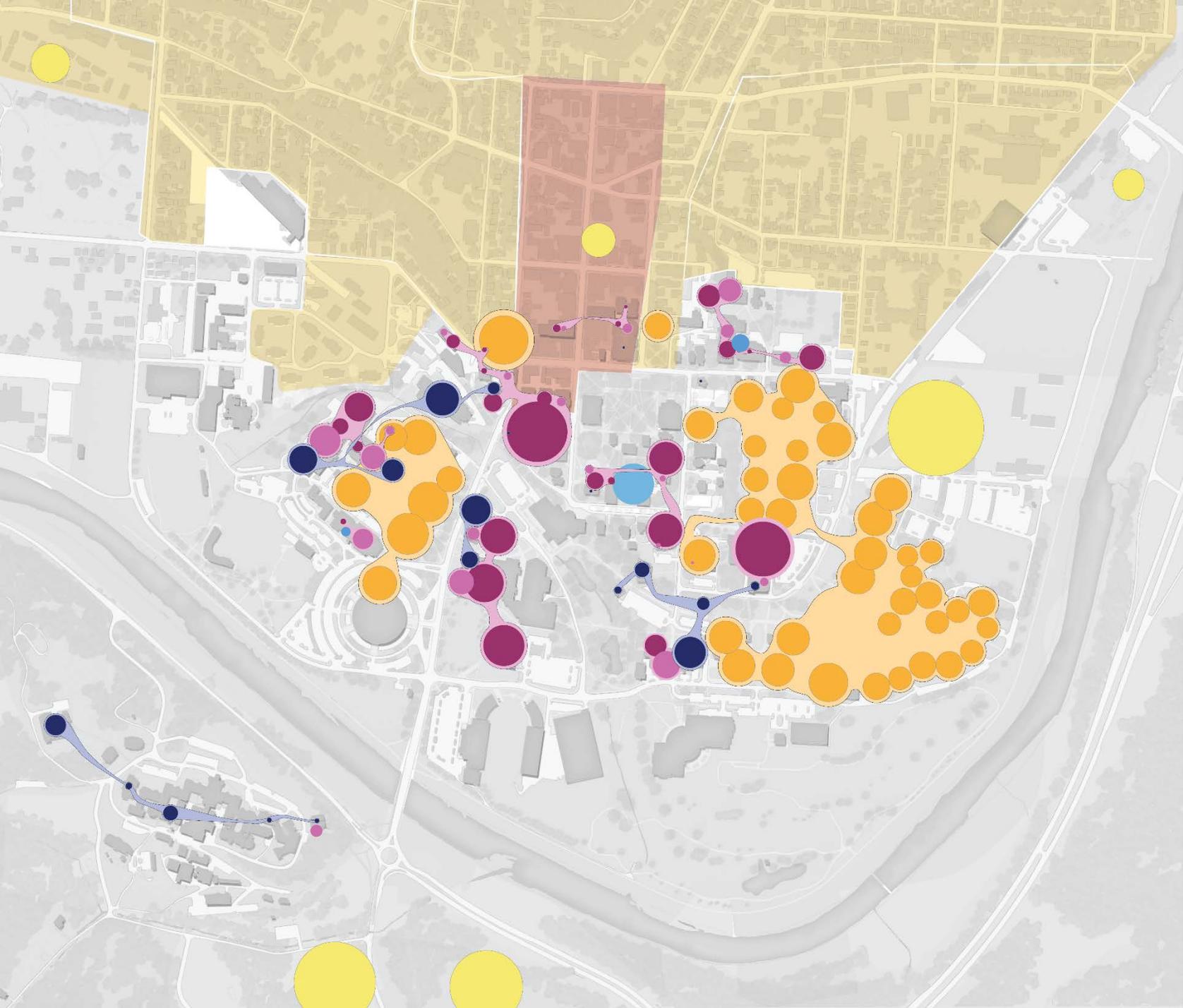
-  On-campus Housing (sized by bed count)
-  Off-Campus Neighborhood
-  Off-campus Housing (sized by bed count)

Student Life



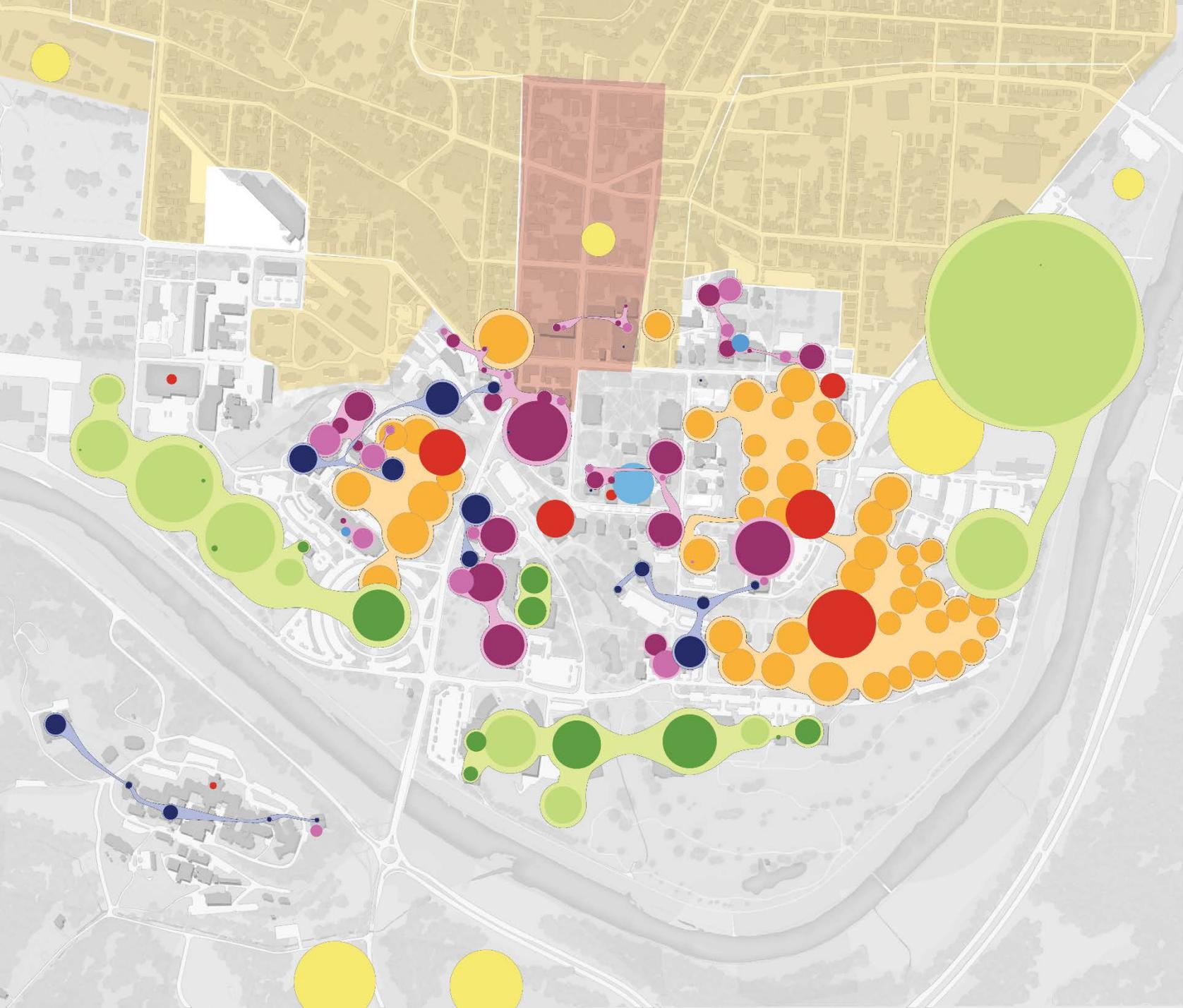
- On-campus Housing (sized by bed count)
- Off-Campus Neighborhood
- Off-campus Housing (sized by bed count)
- On-campus dining (sized by total revenues)
- Off-Campus Dining Cluster
- Athletic and Recreation Facility (sized by SF)
- Athletic and Recreation Field (sized by SF)

Academic and Research



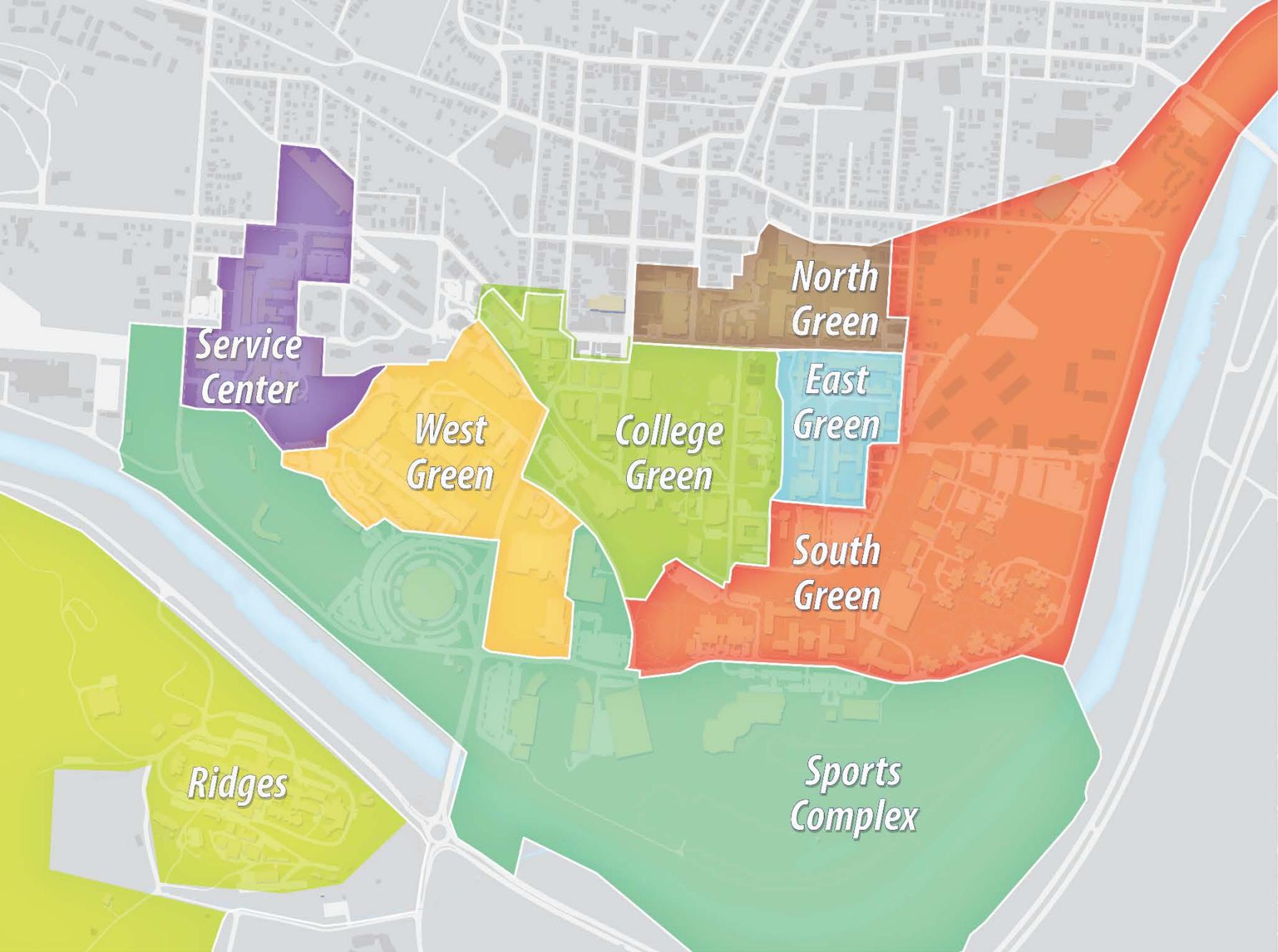
- On-campus Housing (sized by bed count)
- Off-Campus Neighborhood
- Off-campus Housing (sized by bed count)
- Classroom (sized by weekly student contact hrs)
- Class Labs (sized by SF)
- Research Space (sized by SF)
- Library (sized by SF of study spaces)
- Off-Campus Dining Cluster

Summary



- On-campus Housing (sized by bed count)
- Off-Campus Neighborhood
- Off-campus Housing (sized by bed count)
- Classroom (sized by weekly student contact hrs)
- Class Labs (sized by SF)
- Research Space (sized by SF)
- Library (sized by SF of study spaces)
- On-campus dining (sized by total revenues)
- Off-Campus Dining Cluster
- Athletic and Recreation Facility (sized by SF)
- Athletic and Recreation Field (sized by SF)

Campus Greens



Service Center

Precinct Statistics:

Total Building Area: **247,000 SF**

Floor Area Ratio: **0.20**

Parking Spaces: **432**

Student Beds: **0**



Service Center

Opportunities



-  University-owned Established Site
-  University-owned Opportunity Site
-  Privately-owned
-  Open Space
-  Open Space Connector
-  Pedestrian Circulation
-  Vehicular Circulation

Ridges

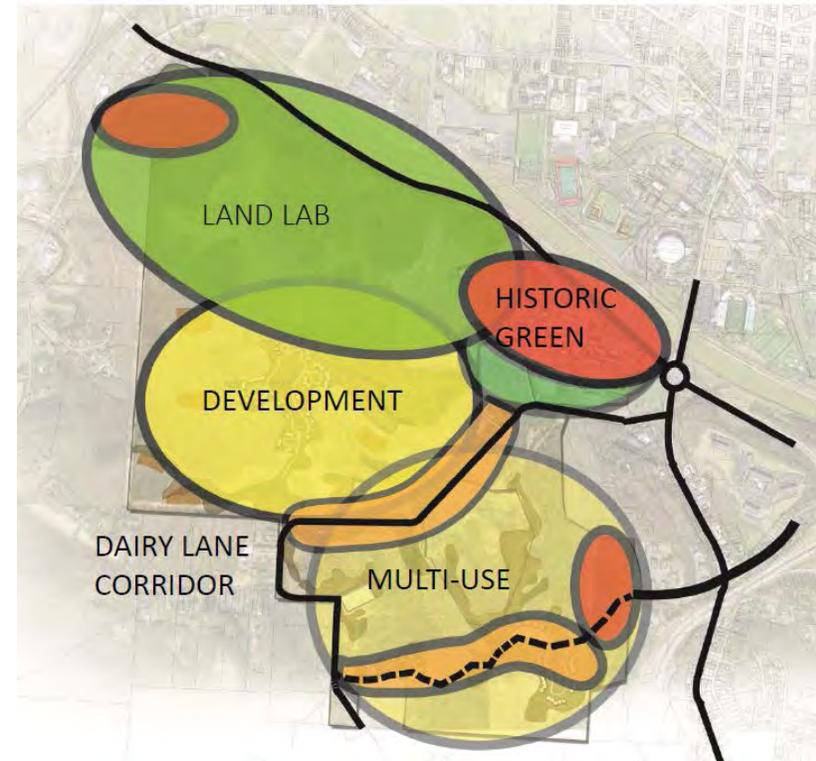
Precinct Statistics:

Total Building Area: **429,000**

Floor Area Ratio: **.20**

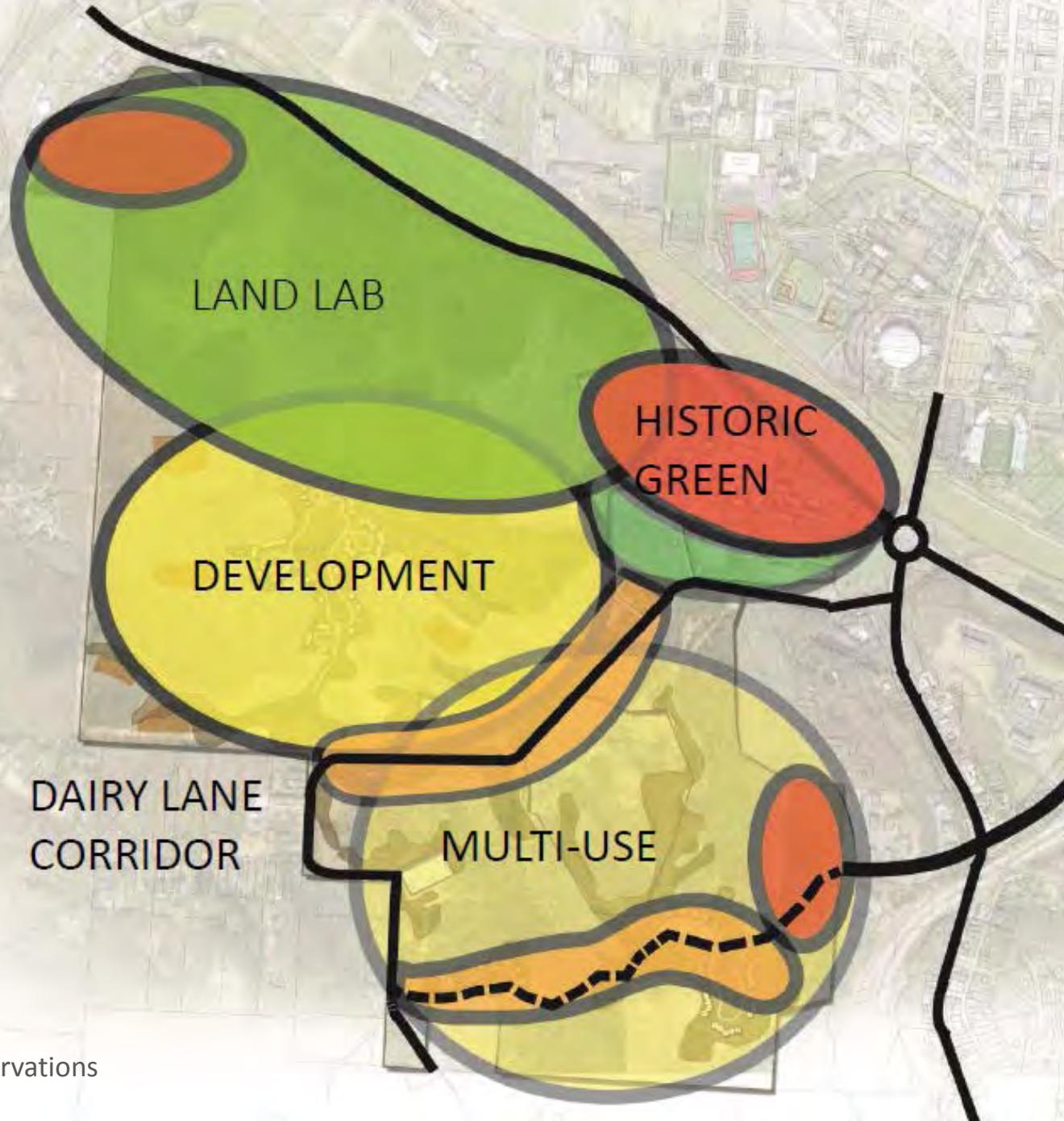
Parking Spaces: **446**

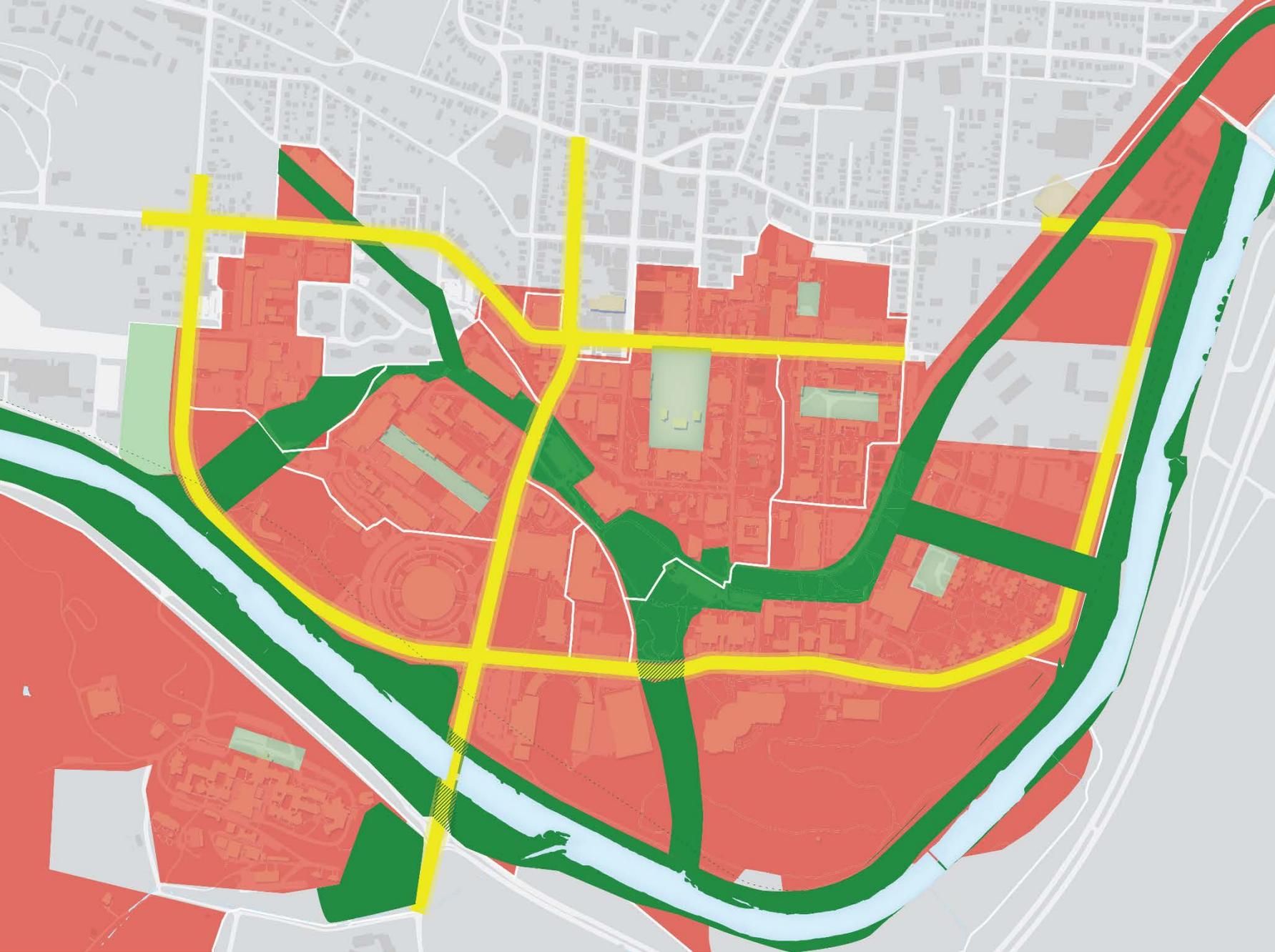
Student Beds: **0**



Ridges

- Untapped Resource
- We are currently in a master plan effort to understand it's potential:
 - Overall land opportunities
 - Building adaptability
 - Programmatic options
 - Guiding Principles
 - Building Condition Analysis
- How do we utilize this asset to support Academic Mission?
- Integration with Comprehensive Master Plan





Connected Campus

Key streets, natural features, and open spaces linking the districts and organizing the campus

It's your University...



What do you love and value?

- *What are the strengths and weaknesses of the existing campus?*
- *What is most memorable about the campus and what aspects of the University's history should be maintained and celebrated as we move forward?*
- *What do you aspire to see in your University in the future?*

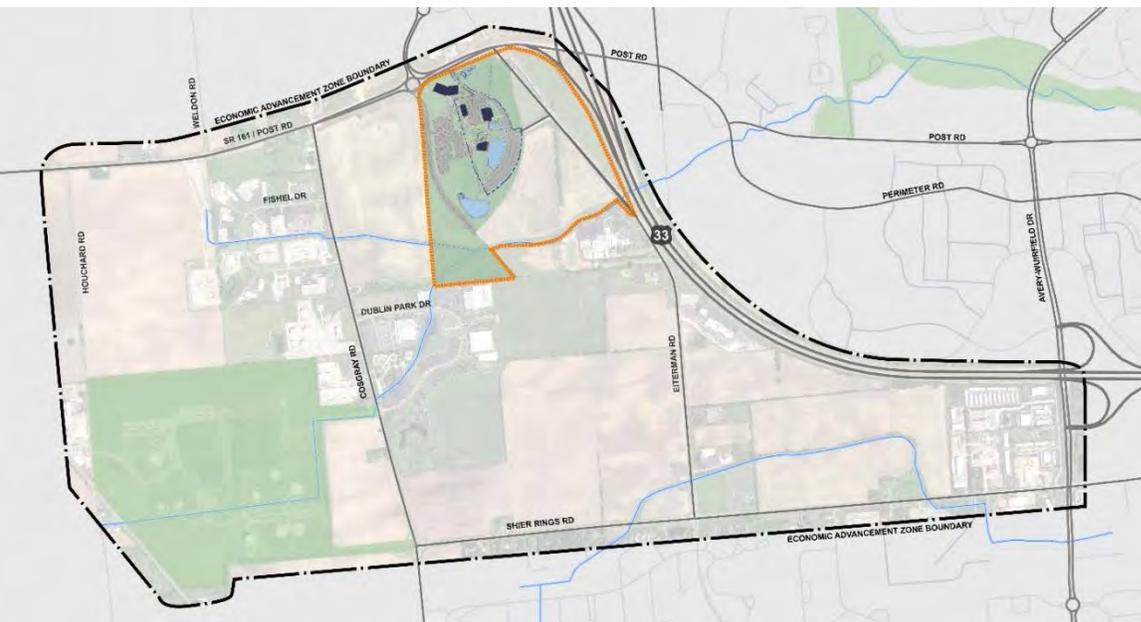


Current Phase: ENVISION

Phase 3

The Conceptual Development Phase establishes a common vision and explores options for the development of the future campus.

- Campus strategies
- Planning principles
- Common vision for future campus development
- Basis for developing conceptual development options.





- Thank You
- Feedback Opportunities





Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **AQIP Update**

In our continued efforts to keep the Board informed of Ohio University's accreditation work, you are receiving regular updates. We are preparing for Ohio University's reaffirmation of accreditation with the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools, which is scheduled to take place in 2015-16.

The attached presentation gives a continued overview of the AQIP process and some of Ohio University's activities to help ensure a successful reaffirmation of accreditation. The attached document, "Ten Accreditation Facts," gives a summary of Ohio University's current accreditation status.

The March AQIP presentation will include a review of the HLC Criteria for Accreditation and how AQIP enables us to frame how Ohio University meets these Criteria. Specific attention will be given to AQIP Category 6, Supporting Institutional Operations. Examples will be given about the activities the University profiled in this Category: the Academic Support Improvement Committee and the Service Alignment Initiative. Examples will be given from the AQIP reviewers' feedback of strengths and continuous improvement opportunities.

By the March meeting, we may have HLC's feedback reports on our four AQIP Action Projects. If we receive these reports in time, we will share a summary.

AQIP Update



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AQIP Organization & Process

- Brief Review of HLC Criteria vs. AQIP Categories
- 5 Criteria for Accreditation
 - 21 Core Components
 - Institution-specific evidence: Met/Not Met
- Criteria form the basis for reaffirmation of accreditation based on evidence presented
- 9 AQIP Categories—framework for Criteria evidence
- Criteria embedded in most AQIP categories



AQIP Organization & Process

5 Criteria for Accreditation

- ✓ 1. Mission
- ✓ 2. Integrity: Ethical and Responsible Conduct
- ✓ 3. Teaching and Learning: Quality, Resources, and Support
- ✓ 4. Teaching and Learning: Evaluation and Improvement
- ✓ 5. Resources, Planning, and Institutional Effectiveness

9 AQIP Categories

- ✓ 1. Helping Students Learn
- ✓ 2. Accomplishing Other Distinctive Objectives
- ✓ 3. Understanding Students' & Other Stakeholders' Needs
- ✓ 4. Valuing People
- ✓ 5. Leading and Communicating
- 6. Supporting Institutional Operations
- 7. Measuring Effectiveness
- 8. Planning Continuous Improvement
- 9. Building Collaborative Relationships

- ✓ Presented in prior meetings; **Current meeting presentation**



AQIP Category 6: Relationship to Criteria

- No criteria included in this category
- Focused entirely on continuous improvement
- “Addresses the organizational support processes that help provide an environment in which learning can thrive”



AQIP Category 6: Supporting Institutional Operations

- Areas profiled in Portfolio
 - From 4x4, Four Fundamentals
 - “exemplary student support services committed to helping students fulfill their academic promise”
 - “integrated co-curricular activities that foster a diverse environment of respect and inclusivity and facilitate students’ development as citizens”
 - Academic Support Improvement Committee
 - Service Alignment Initiative
 - RCM



AQIP Category 6: Supporting Institutional Operations

- Reviewers' Observations
 - Strengths:
 - ASIC & SAI intended to improve effectiveness of support operations
 - Improvements documented in first-year experience
 - RCM implementation
 - Opportunities
 - ASIC results shared more broadly
 - Need comparative operational data
 - More comprehensive student satisfaction data



Future AQIP Activities

- Reaffirmation scheduled for 2015-16
 - Comprehensive Quality Review (Site Visit)
 - Review of all AQIP documents for evidence
 - Review of other Ohio University documents
- AQIP/Assessment—Dr. Douglas Eder
 - Mock Visit in September 2014
 - Assessment consultation in February 2015
- 4 Action Projects—progress and review
- HLC Conference in Spring 2015
- AQIP Strategy Forum in Spring 2015



OHIO UNIVERSITY REAFFIRMATION OF ACCREDITATION 2013-2015

Ten Accreditation Facts

1. Accreditation Overview: Institution-wide accreditation is done through 6 regional accrediting associations. Ours is the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools. Academic Quality Improvement Program (AQIP) is one of HLC's pathways to accreditation. HLC developed AQIP to help institutions like us retain our institutional autonomy and academic freedom by providing a structure to demonstrate what we do to achieve academic excellence.

2. Accreditation History: Ohio University has been accredited since 1913 and has been in AQIP since 2002.

3. Benefits of Accreditation: Students can receive federal financial aid. Faculty can receive federal grant funding. We demonstrate a commitment to best practices for teaching and learning, academic support, and planning through 5 HLC Criteria for Accreditation.

4. Significant Dates in Ohio University's path toward Reaffirmation of Accreditation:

- 2013-2014 Systems Portfolio; Systems Appraisal (HLC evaluation of Systems Portfolio)
- 2014-15 Quality Checkup Site Visit; Strategy Forum (Ohio University sends a team in Spring)
- 2015-16 Reaffirmation of Accreditation (review and notification by HLC)

5. Criteria for Accreditation: (1) mission; (2) integrity; (3) teaching & learning; (4) evaluating and improving teaching & learning; (5) resources & planning.

6. Activities 2013-14 through 2014-15:

- Increase awareness and understanding about HLC accreditation and AQIP
- Engage the University community in AQIP accreditation activities in preparation for site visit
- Convene AQIP Task Force--representatives from colleges and Planning units
- Increase Ohio University's involvement with HLC: annual conference, assessment training
- Expand Ohio University's response to "opportunities" identified in Systems Appraisal
- Focus AQIP Action Projects on academic assessment and curricular themes
- Develop student learning objective assessment plans for all academic programs

7. Assessment of student learning objectives: Criterion four requires that all academic programs assess their student learning objectives. We are following a simple implementation plan, asking each academic program to update their student learning objectives; identify sources of systematic evidence (qualitative and/or quantitative); and develop an action plan to improve teaching and learning based on the evidence gathered.

8. AQIP Reaffirmation of Accreditation Panel Review: Peer reviewers from HLC will examine our accreditation documents (Systems Portfolio, Action Project reports, Quality Checkup Site Visit report, University's Web site, institutional responses to AQIP reports, etc.)

9. AQIP Categories: (1) helping students learn; (2) accomplishing other distinctive objectives; (3) understanding students' & other stakeholders' needs; (4) valuing people; (5) leading & communicating; (6) supporting institutional operations; (7) measuring effectiveness; (8) planning continuous improvement; (9) building collaborative relationships.

10. Outcome(s) of Review: Panel of reviewers examine each accreditation criterion and evaluate Ohio University in terms of the following: met; met with concerns; not met. Any rating but "met" requires additional action on Ohio University's part (following specific HLC recommendations for correction along with some form of monitoring or follow-up visit). Maximum duration of reaffirmation of accreditation for any institution that has met all criteria is now seven years.



Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **The Office of Diversity and Inclusion**

The Office of Diversity and Inclusion (D&I) affirms Ohio University's mission-driven commitment to inclusive excellence in teaching, research and learning. Acknowledging the intrinsic worth of every individual, we desire to enable each person at Ohio University to achieve his/her full potential by helping to maintain an environment free of prejudice, aggression and stereotypes. To that end, D&I is the principal advocate for those individuals and groups who have been underrepresented historically in higher education and in society. The Office of Diversity and Inclusion views diversity as essential to the success of all students, by providing co-curricular experiences that develop social growth, academic achievement and outstanding leadership. The Office of D&I, through its representative units and services, leads the University's community in promoting, fostering, and supporting a multicultural environment to insure student success in a complex, global society.

Dr. Shari Clarke will share information about student support services and university wide programming provided by D&I including:

- A Dashboard which provides an overview of students served, retention and graduation rates, financial aid resources and scholarship awards, and faculty/staff diversity
- Information regarding support offices provide advising and resources for students including the Women's Center, The Office of Multicultural Student Access and Retention, The Survivor Advocacy Program, The Lesbian Gay Bisexual Transgender Center, and The Multicultural Center/Multicultural Programs office.
- A preview of the strategic plan for increasing enrollment of diverse students and support for academic success and degree completion
- A preview of initiatives that will honor culture and heritage; increase respectful dialogue around issues of race, gender and sexuality; promote individual empowerment; and encourage enthusiastic recruitment and authentic celebration of differences.

Academic Dashboard Diversity & Inclusion



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Diversity & Inclusion Dashboard

Six-Year Graduation: Race/Ethnic Minority

59%

Percentage of new freshman graduating at Ohio University within six years

Past Performance

2003	2004	2005	2006	2007
54%	53%	57%	57%	59%

IUC Race/Ethnic Minority Graduation Rate 44%

OMSAR Scholarships

446

Templeton, Urban, Appalachian, OUIA, KCP, Carthen and Promise (Signature) Scholarships

Past Performance

2010-11	2011-12	2012-13	2013-14	Fall 2014
143	159	174	204	446

OMSAR Advising Meetings

1479

Full-time and GA staff academic support advising meetings in one-on-one and large group settings.

Past Performance

2010-11	2011-12	2012-13	2013-14	Fall 2014
150	517	1,638	1,840	1,479

OMSAR Student Contacts

69,173

Academic support advising sessions, tutoring, course enrollment, peer mentoring and more

Past Performance

2010-11	2011-12	2012-13	2013-14	Fall 2014
7,220	27,887	74,522	92,798	69,173

Total OMSAR Students

1,463

Total number of students served by OMSAR

Past Performance

2010-11	2011-12	2012-13	2013-14	Fall 2014
562	774	997	1,189	1,463

Group 1 Faculty Race/Ethnic Minority

24%

Percent of all Athens campus Group 1 Faculty only

Past Performance

2009	2010	2011	2012	2013
23%	23%	23%	24%	24%

FT Admin: Race/Ethnic Minority

11%

Percent of all Athens campus administrative employees

Past Performance

2009	2010	2011	2012	2013
12%	12%	11%	11%	11%

Regional FT Faculty Race/Ethnic Minority

15%

Percent of all regional campus full-time faculty members combined

Past Performance

2009	2010	2011	2012	2013
18%	18%	17%	15%	15%

Regional FT Admin: Race/Ethnic Minority

8%

Percent of all regional campus administrative employees combined

Past Performance

2009	2010	2011	2012	2013
7%	9%	10%	8%	8%

First Year Freshman: Race/Ethnic Minority

651

Total Number and Percent of all Athens campus entering first-year students

Past Performance

2009	2010	2011	2012	2013	2014
465	473	529	653	651	
12%	14%	17%	15%	16%	

First-Year Freshman: First Generation

1,065

Number of Athens campus entering first-year students who self-reported as first generation

Past Performance

2009	2010	2011	2012	2013
781	787	766	893	1,065

First-Year Freshman: Appalachian

744

Number of Athens campus entering first-year students residing in an Ohio Appalachian county

Past Performance

2009	2010	2011	2012	2013
667	578	578	677	744

First-Year Retention: Race/Ethnic Minority

71%

Percent of new freshman who return for a second year

Past Performance

2009	2010	2011	2012	2013
82%	80%	79%	75%	71%

First-Year Retention: African American

80%

Percent of new freshman who return for a second year

Past Performance

2009	2010	2011	2012	2013
81%	82%	76%	75%	80%

First-Year Retention: Hispanic

77%

Percent of new freshman who return for a second year

Past Performance

2009	2010	2011	2012	2013
76%	78%	80%	71%	77%

Grad Enrolled: Race/Ethnic Minority

30%

Percent of all graduate students enrolled at all campuses combined

Past Performance

2009	2010	2011	2012	2013
31%	30%	28%	30%	30%

Medical Enrolled: Race/Ethnic Minority

21%

Percent of all medical students enrolled

Past Performance

2009	2010	2011	2012	2013
25%	26%	25%	23%	21%

Dashboard Key:

Connections to 4x4 Strategic Plan

	Four Fundamentals
	Enrollment



Diversity and Inclusion (D&I)

Overview

- Serves as a leader and advocate for awareness, understanding and inclusion of all people.
- Ohio University offers the opportunity to experience the richness of diverse cultures, communities, and societies through a culturally educated view of the world.
- The division is comprised of :
 - The Women's Center
 - Lesbian Gay Bisexual Transgender Center
 - Office for Multicultural Student Access and Retention
 - The Survivor Advocacy Program
 - The Office of Multicultural Programs/Multicultural Center



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**Office for
Diversity and Inclusion**
Inspiring and Transforming Community

Women's Center

- Responds to the needs of OU women students, faculty, and staff, as well as members of the community.
- Founded in 2007, the center is dedicated to creating an inclusive and welcoming campus climate for all members of the community through programs, resources, referrals, advocacy, and education.
- Accomplishments include: The Young Women Leaders program, International Women's Day festival, Margaret Boyd Scholars program, Mentoring Program



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Women's Center
Office for Diversity and Inclusion

Office of Multicultural Student Access and Retention (OMSAR)

- OMSAR provides transformational services to students through Academic Achievement, Leadership, and Service.
- Services and Resources offered include:
 - Resource for multicultural issues related to merit-based access
 - Student retention and academic success
 - Scholarships and other financial aid for incoming freshman students



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**Office for Multicultural
Student Access and Retention**
Office for Diversity and Inclusion

The Lesbian, Gay, Bisexual, Transgender (LGBT) Center

- LGBT Center advocates to create spaces on campus and in the community that are inclusive of sexual orientation, gender identity/expression, and queerness—and to provide understanding on how these identities intersect with other aspects of human identity.
- Accomplishments include: Safe Zone Training, Sponsor the Queer Studies Conference, LGBTQ Mentorship program



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**Lesbian, Gay, Bisexual,
Transgender Center**
Office for Diversity and Inclusion

The Multicultural Center / Programs Office

- The Multicultural Center/Programs Office provides a diverse range of programs and engagement opportunities that are educational and cultural. The office provides support for diverse student populations through interactions, networks and leadership opportunities. The Center provides a space where members of the university community representing multiple backgrounds gather for educational programs and activities.
- Some Programs Include:
 - Multicultural Student Expo
 - Hispanic Heritage Month
 - Holocaust Remembrance Program
 - Kushinda/Ritos de Pasaje



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**Multicultural Center
and Programs**

Office for Diversity and Inclusion

The Ohio University Survivor Advocacy Program

- The mission of the Ohio University Survivor Advocacy Program is to create a safe campus where victims and survivors of sexual assault, stalking, dating and domestic violence are thoroughly respected and supported through confidential advocacy, education, and referral to community/university resources.
- The Office of Violence Against Women is funded by a grant from the US Department of Justice through October 2015, at which time the plan is to provide funding through the Office of Diversity and Inclusion.
- Services and Accomplishments include: 24-hour crisis line open 7 days a week, assistance in navigating medical, judicial, and legal processes and services, support for family and friends of survivors, and outreach education programs on campus



Office of the Special Assistant and Executive Director of Interlink Alliance

- The Interlink Alliance holds as its central purpose the development and preparation of African-American students to learn, live, and lead in the 21st Century. The Alliance's mission is to recruit, retain, and encourage talented individuals to achieve their full potential for the betterment of community and society.
- Initiatives include:
 - African American Male Initiative
 - Health Pipeline Initiative
- The Office of Diversity and Inclusion serves as a support for the Diversity Alumni Association Board and Ebony Bobcat Network.





- Entering its 6th year, SIDE is a 30-hour curriculum session that uses intercultural communication techniques to promote cross-cultural understanding and inclusiveness, while addressing the needs of campus, local and regional professionals who are interested in and committed to advancing understanding and cultural competence.
- The 2015 SIDE Training is being held May 19-22 in the HRTC Building



Cultural Conversation

- The Cultural Conversation was designed to create an open discussion on the importance of diversity in higher education. In addition, information was provided on the Doctoral Scholar Program.
- Speakers include
 - Dr. Frances Lucas, former President Millsap's College, provided an overview on *Why Diversity Matters*, and
 - Dr. Ansley Abraham, Executive Director, Doctoral Scholars Program Southern Regional Education Board, presented on the Doctoral Scholars Program and the availability of newly minted PhD's in the country
- Held in the Multicultural Center, Multipurpose Room on September 17
- A Cultural Conversation will be held annually



Diversity 101

- A new Compass series, Diversity 101 is authored by members of the Office for Diversity and Inclusion and focuses on transforming and inspiring community at Ohio University
- Diversity 101 articles are featured twice a semester
 - <http://www.ohio.edu/compass/stories/14-15/10/national-coming-out-day.cfm>
 - <http://www.ohio.edu/compass/stories/14-15/1/multicultural-ambassadors-launch.cfm>



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Multicultural Leadership Ambassadors

- A select group of 10 trained peer educators comfortable with their own diversity and representative of society.
- Each member discusses his or her own diverse reality and strive to eliminate stereotypes while building inclusive, understanding communities through interactive presentations.
- The Ambassadors are available to present in classrooms, to student groups at orientation, in the residence halls, and to the community.



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Native American Outreach

- Ohio has just under 30,000 native people in the state with concentration in and around the Cleveland, Ohio area.
- Native American Consultant, Jamie Oxendine, who will be coming on board March 16 has national reach with native people
- Initiatives include:
 - Development and delivery of educational programming to promote awareness of Ohio University to native communities across the country
 - Serve as a liaison in building relationships with Native American people
 - Create a pipeline to Native American communities
 - Assist Native American students with access to Ohio University and available scholarships



Next Steps:

- **Multicultural Faculty in Residence Program:**
 - The Multicultural Faculty in Residence program is designed to attract newly minted Doctoral degree holders. The selected faculty in residence will reside on campus for one academic year.
 - Housing will be provided as a part of the package
 - A senior level faculty member will be assigned by the hiring department to the faculty in residence member.
 - An Ohio University mentor will be provided to encourage active engagement in the Ohio University and Athens communities
- **To strengthen existing multicultural programming, resources and mentorship opportunities**
- **To secure grant funding that will provide new revenue streams and enable the development of innovative programs to serve multicultural populations**





Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re **Information Technology Update**

The annual update on academic and university-wide Information Technology will focus on initiatives affecting the campus with an emphasis on issues impacting the academic sector.

Joseph Lalley, Senior Associate Vice President for Information Technology and Administrative Services, will provide

- an update on the Chief Information Officer (CIO) search,
- current progress and goals of the Small IT Projects Group to improve efficiencies and address IT needs for both academic and administrative units,
- examples of enterprise-wide solutions deployed including updates to existing systems and new features, and
- a report on efforts to control inflationary pressures for ongoing license and maintenance costs.

The University's new Senior Vice Provost for Instructional Innovation, Brad Cohen, will describe his portfolio and report on the outcomes of the investments in Instructional Technologists.

Information Technology Update

Tab



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CIO Search Update

- Retained Brill-Neumann to assist with search
 - Position posted nationally late December 2014
 - Screening of applicants February 2015
 - First round interviews March 2015
 - Second round interviews April 2015
 - Extend offer late April 2015
 - Start date no later than June 30, 2015



CIO Search Committee

■ Chair

- Sean Ostermann, Associate Dean for Research, Graduate Studies, and Planning in the Russ College

■ Members

- Anirudh Ruhil – Voinovich School of Leadership and Public Affairs
- Barbara Wharton - Institutional Research and Effectiveness
- Brian Bowe – Office of Information Technology
- Brian McCarthy – College of Arts and Sciences
- Bradley Cohen – Provosts Office
- Colleen Bendl – Human Resources
- Charlotte Elster – College of Arts and Sciences
- John Day – Provosts Office
- Julie Allison – OHIO Strategic Alignment Initiative
- Pete Trentacoste – Student Affairs
- Rebecca Schmehl – Scripps College of Communication
- Riedel, Ralph – College of Business
- Shelley Ruff – Heritage College of Osteopathic Medicine



Small Projects Process

Charter

- Promote and prioritize small IT initiatives that create, enhance or leverage academic, instructional, research, and administrative and research information systems
- Provide dedicated resource allocation to improve visibility into portfolio of small projects

Status

- Committee of 10 non-OIT constituents – broad technology and business process knowledge across various domains of the University
- Evaluation methodology operational – Review, Prioritize, Approval
- 28 projects submitted from 18 departments (10-Provost, 1-VP Student Affairs, 1-VP Research, 3-VP Finance and Administration, 3-President)



Small Projects Queue

Projects in Progress	Est Hrs	Used	Estimated Completion
* OCEAN 2.0 (Curriculum Management)	1200	775	8/3/2015
* Maxient (replace outdated judiciaries application)	80	60	Hold for integration platform dependency
* eLearning OnBase Workview Solution	450	3	Hold for service contract with Hyland
* Guest Network Registration enhancements	300	220	4/1/2015
Service Request Tracking for Int'l Studies	50	28	2/27/2015
Bobcat Student Orientation Registration Updates	190	24	4/1/2015
Preferred Name & Pronoun for Students	415	35	7/13/2015
Case management tracking for Student Affairs	70	5	Unknown
IT Small Projects Process Infrastructure	350	250	3/15/2015
Projects Approved - Queued			
Service request for eLearning Partnerships			
GRADS – Credential Evaluation Enhancement			
College of Business Grad Salesforce PeopleSoft Integration			

* Indicates project was approved before ITSPC was fully operational (“grandfathered in projects”)



Enterprise Wide Solutions

- Consolidate all university email on Microsoft Office 365 (hosted)
- Student Advantage Office Suite extended to all enrolled students, faculty, and staff
- Voice Thread – collaborative multimedia slideshow tool to promote student interaction and engagement by allowing for comments via voice (w/mic or telephone), text, audio file, or video (via a webcam)
- VOIP Telephone Rollout – Underway
- Blackboard annual upgrade – May 2015
- Oracle eBusiness R12 Upgrade – Completed
- ID Card/Access Control Upgrade – Completed



Licensing and Maintenance

- Annual licensing, maintenance, and enrollment based cost increases
 - Most agreements increase 5-7% per year
 - OIT requests funding increases of 2% per year and working to manage average costs downward:
 - Negotiate with vendors to fix maintenance fees for multiple years
 - Attempt to limit cost increases up-front for new services
 - Limit maintenance on older hardware to software support only
 - FY2016 Budget Pressure
 - 2% annual inflationary costs from license agreements (based on FY14 actuals of \$3,795,697) - \$ 75,914
 - Increased maintenance fees for new data center routers and firewalls - \$ 88,500



Senior Vice Provost for Instructional innovation

- Bradley A. Cohen, Ph.D.
- Former Philosophy professor
- Associate CIO and Director of Center for Educational Innovation, University of Minnesota
- Reporting directly to the Provost, this new role aligns CTL, AT and OeL and aims to provide strategic direction and enhanced support for instructional innovation at OU



Senior Vice Provost for Instructional innovation



Chance favors
the connected
mind.

--Steven Johnson



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Instructional Technologists

- Distributed Instructional Technologist Initiative
 - Colleges of Arts & Sciences, Business, Communication, Engineering, Fine Arts, and Health Sciences and Professions
 - Course Design/Redesign Efforts – 42 courses*
 - Quality Matters course reviews – 30 courses*
 - Faculty consultations – 154*
 - Academic events offered – 19*

*This reflects data from 5/19 – 10/31/14 – up to data will be provided on 3/2



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Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **Branding and Marketing at OHIO**

The focus of this update is to share some information about the impact of branding and marketing efforts on augmenting student recruitment and enhancing the reputation of the institution. This summary is a follow up to information that Enrollment Management and University Communications and Marketing shared with you in 2011, which was a pivotal year in terms of strategic enrollment planning, securing base funding for undergraduate recruitment marketing, and establishing a Marketing Advisory Council to create synergies in marketing and communications throughout the University. In 2013, OHIO launched a new branding and messaging strategy focused on the transformation students experience through a welcoming community, a nurturing sense of place, and supportive faculty.

Renea Morris, chief marketing officer, from University Communications and Marketing, will share information that will define whom we target, discuss how we reach them, and describe some of the results achieved over the last three years through a variety of communication and marketing efforts in collaboration with Undergraduate Admissions and Enrollment Management.

- A brand perception survey is administered bi-annually to college-bound high school students representing the University's target markets in Ohio – Columbus, Cleveland, and Cincinnati. Since the benchmark data was established in 2010, OHIO has maintained several of the gains earned in a 2012 comparison study.
- OHIO's faculty experts play a large role in helping to raise our national profile, earning 39 percent of all news placements for OHIO in 2014.
- Highlights of OHIO's visit and lead generation programs in the last three years are that:
 - More than 70 percent of first-year students who visit later apply.
 - An eTour that deployed in 2011 represents the University in eight languages and continues to see growth in inquiries and applicants each year.
 - Alumni volunteers participating in recruitment or yield activities and new prospects gained from all lead generation services have more than doubled.

Two appendices are included: a current media buy flow chart and the news media report.

Branding and Marketing at OHIO

Tab

Renea Morris, Chief Marketing Officer
University Communications and Marketing



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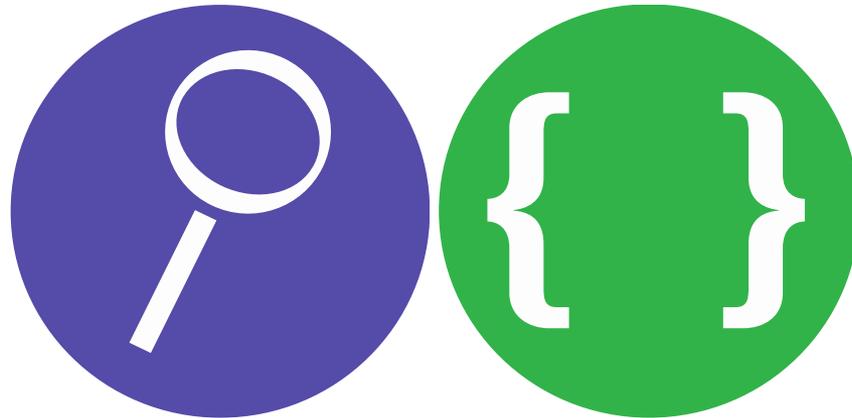
Outline

- **Background**
- **Target Audience**
- **Communication Channels**
- **Marketing Strategies/Results**
- **Appendices**



Background

Brand Perception Study



Rebranding



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Target Audience

Prospective Students

Appalachia
First-generation
International
Military
Multicultural
STEM
Transfer
Urban



Alumni
High School
Counselors
Parents/Families

Influencers



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Communication Channels



Print and Electronic



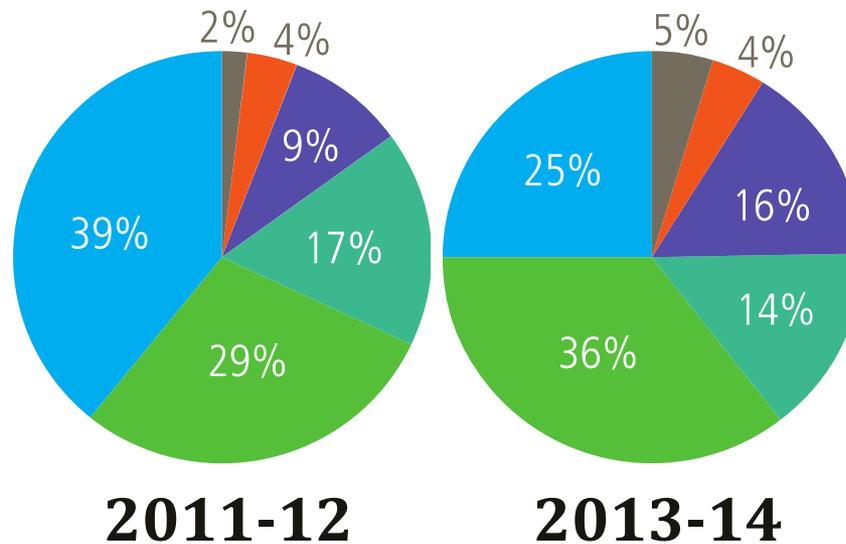
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Marketing Strategies

- **Advertising**
- **Earned Media**
- **Visit Programs**
- **Lead Generation Programs**



Advertising



Change in media mix



Earned Media

Overall



Faculty



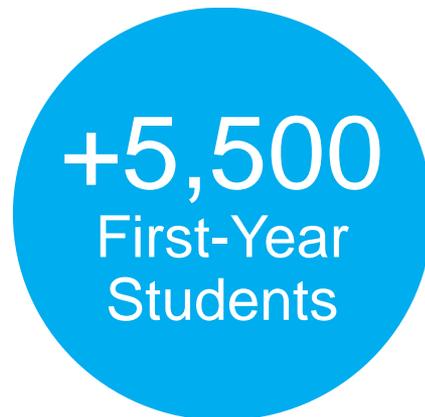
*Placements achieved
in 2014*



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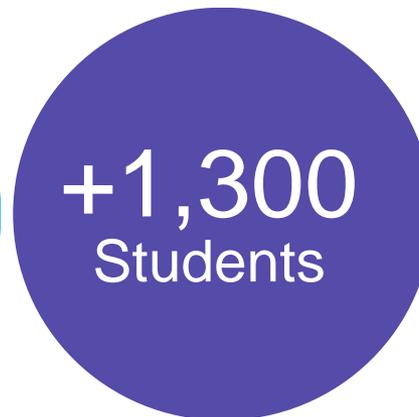
Visit Programs

Daily



72% Apply

Special



7 Types

Average annual figures



eTour



Percentage of increases

8 Languages

Arabic
Chinese
English
Indonesian
Malay
Portuguese
Spanish
Vietnamese



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Alumni Volunteers

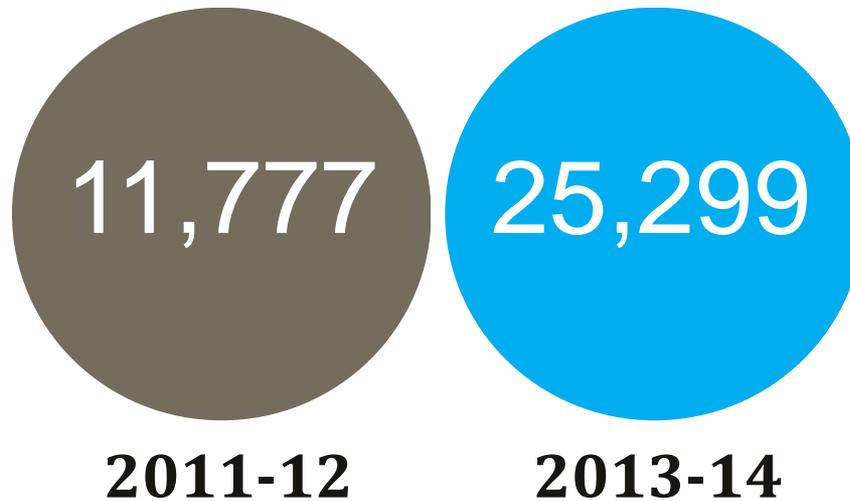


Increase in volunteers



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Lead Generation Programs



Increase in new prospects



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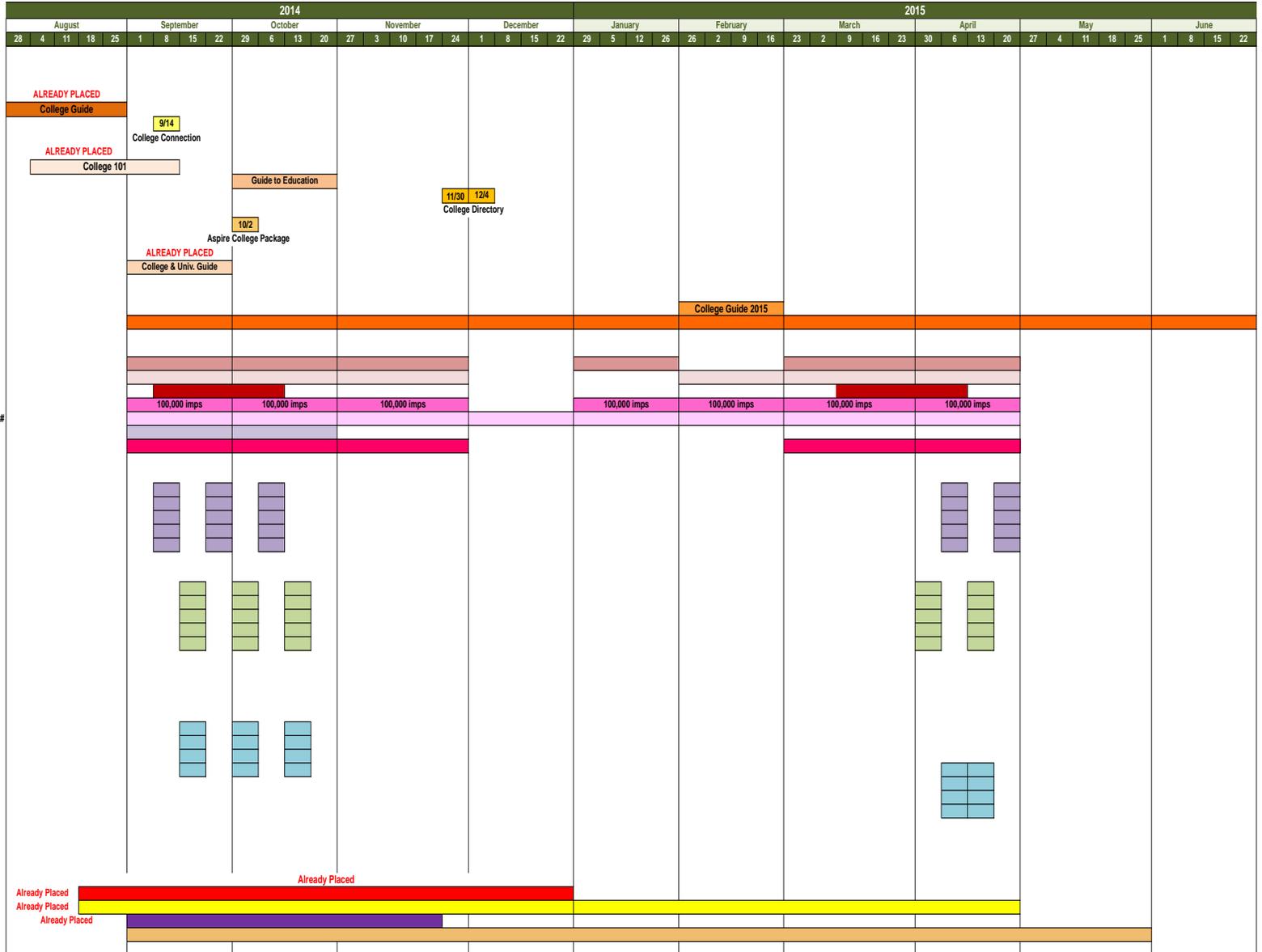


Ohio University

Aug 2014 - June 2015 Media Flowchart

As of 8/19/14

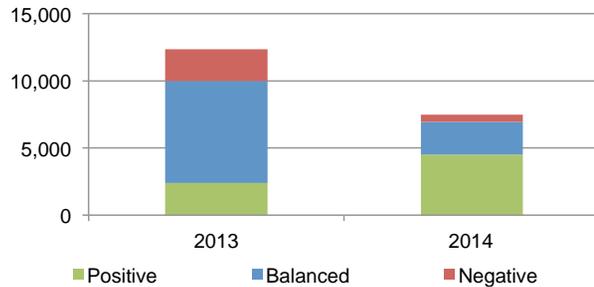
Media	# Units
Print	
CINCINNATI Magazine annual "College issue" circ. 27,498	1
CINCINNATI ENQUIRER "College Connection" Sun circ. 255,347	1
College 101 -- includes 2 Ohio University students being featured	1
CLEVELAND Magazine "Guide to Education" issue circ. 35,361	1
THE PLAIN DEALER & Cleveland.com's package	1
COLUMBUS DISPATCH and dispatch.com "Aspire" college pkg Imps=150,000 dispatch digital; 48,000 yahoo & 140,000 mobile	1
PITTSBURGH Magazine "College & University Guide" circ: 42,112 The college guide is featured on this issue's cover	1
TEEN LIFE & teenlife.com circ. 70,000	1
Online	
Carnegie (State of Ohio and Pittsburgh)	6
Casale Media Net (State of Ohio and Pittsburgh)	6
Pandora (State of Ohio)	10 wks
usnews.com (Ohio and Pittsburgh) "Best Colleges & Universities"	7
google.com+scripps (State of Ohio and Pittsburgh)	8
Facebook.com (State of Ohio)	2
Adtegrity (State of Ohio and Pittsburgh)	5
Radio	
Cincinnati 58.1% reach & 9.6x frequency	557.0
Cleveland 74.2% reach & 7.3x frequency	545.5
Akron 34.4% reach & 8x freq (without spill)	276.4
Columbus 58.1% reach & 9x frequency	523.5
Dayton 67% reach & 10.5x frequency	611.0
NPR Radio	
Athens WOUB-AF	50
Cincinnati WVXU-FM	50
Cleveland WCPN-FM	50
Columbus WOSU-FM	50
Dayton WYSO-FM	50
TV / Cable	
Cincinnati - 4Q 2014	300.0
Cleveland - 4Q 2014	300.0
Columbus - 4Q 2014	300.0
Akron cable - 4Q 2014 & 2Q 2015	
Cincinnati - 2Q 2015	200.0
Cleveland - 2Q 2015	200.0
Columbus - 2Q 2015	200.0
Multimedia	
Cincinnati - WKRC "Friday Night Final" & "Bengals Nation" sponsor	Already Placed
Cleveland - WKYC "HS Player of the Week" & "Friday Night Fever"	Already Placed
Columbus - WCMH "Friday Night Preview Game of the Week" on Thur	Already Placed
Pittsburgh - WPXI Pittsburgh sponsorship	





Total Media Placements

Number of placements based on tone

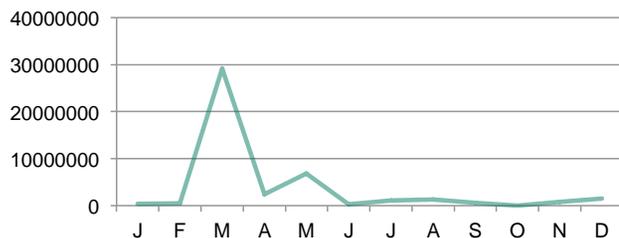


	2013	2014	Change
Total	12,356	7,487	-4,869
Positive	2,394	4,495	2,101
Balanced	7,619	2,454	-5,165
Negative	2,343	538	-1,805

93% of coverage was positive or balanced

Impressions

OHIO's potential reach based on outlet circulation



211,328,983 impressions were earned

Faculty in the News

OHIO faculty members in the media

	2013	2014	Change
Placements	1,605	2,929	+1,324
Faculty	101	122	+ 21

66 faculty in Experts Directory

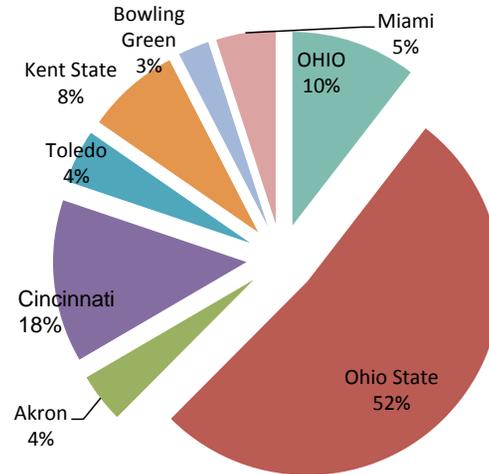
News Releases

Number of releases sent by UCM

234 news releases were distributed

Share of Voice

Percentage of media placements to competitors in Ohio



OHIO held the third largest share of voice

Top Faculty Placements

Stories with notable coverage

Topic	#
Sports business: Longer college games	364
Facebook's affect on body image	337
Michelle Obama campaign efforts	313
NCAA and academic fraud	292
Warming worsens security woes	243
Campaign signs spread like weeds	209
Dinosaur research and findings	124
Sending 'pee power' to Mars	124
New species of dinosaur in Tanzania	112
Racinos could earn more than casinos	111
Twitter campaign backfires	76

Social Media

OHIO's social media presence

	2013	2014	Change
	42,719	56,202	+ 13,483
	32,982	41,305	+ 8,323
	134,678	120,091	- 14,587
	131	300	+ 169
	N/A	1,765	+ 1,765





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Interoffice Communication

Date: February 24, 2015

To: The President and Board of Trustees

From: Ryan Lombardi, Vice President for Student Affairs

Re: Career and Leadership Development Center

In August 2012 the Office of Career Services was merged with the Amanda J. Cunningham Leadership Center to form the Career and Leadership Development Center (CLDC). The purpose of this merger was to provide more intentional leadership skill acquisition and career coaching to Ohio University students. One of the key strategic priorities for the CLDC has been to increase collaboration with the academic colleges. This update will highlight the partnership that has been formed between the CLDC and the Gladys W. and David H. Patton College of Education, the College of Arts and Sciences, and the College of Health Sciences and Professions.

Highlights of the partnerships include:

- The creation of split/shared positions between the CLDC and the three academic colleges.
- An overview of the embedded career classes that are provided in the College of Arts and Sciences.
- The focus on employer relations and on-campus recruiting in the Gladys W. and David H. Patton College of Education.
- A highlight of the inaugural Professional Success Week in the College of Health Sciences and Professions.

I look forward to discussing this information with you at the March board meeting.

Attachments

xc: Secretary to the Board of Trustees Peter Mather

Career & Leadership Development Center

Assistant Dean of Students Imants Jaunarajs



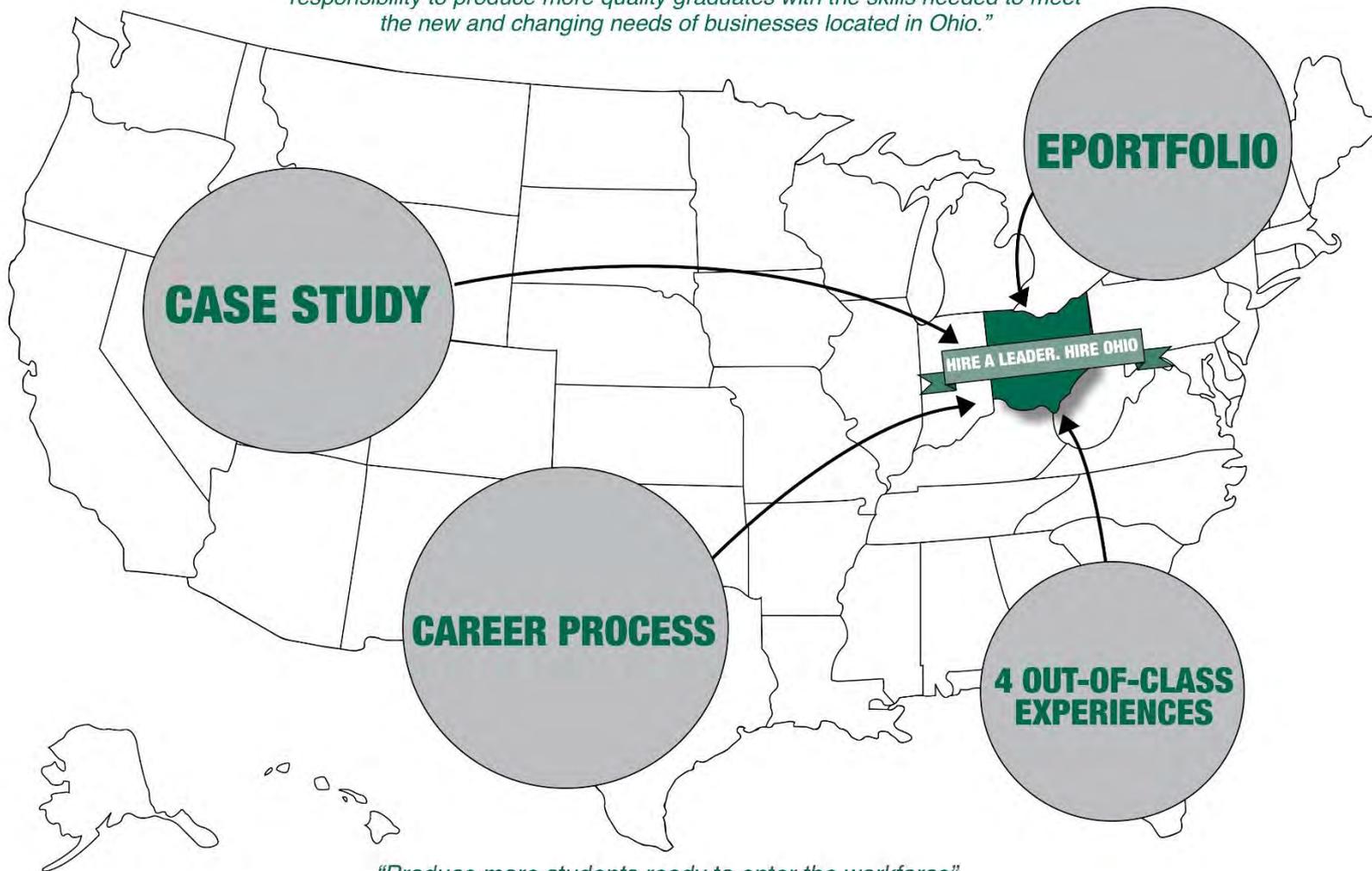
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Career & Leadership Development Center (CLDC) Resources

- Career Coaching
- Career Planning Courses
- Mock Interviews
- Career & Internship Fairs
- Bobcat CareerLink (Ohio University's job and internship search database)
- Leadership Coaching
- Leadership Certificate Programs
- Foundations Leadership Experience Program
- Pepsi Scholars
- On-campus Recruiting



"As the State of Ohio works to transform our economy, higher education has a responsibility to produce more quality graduates with the skills needed to meet the new and changing needs of businesses located in Ohio."



"Produce more students ready to enter the workforce"



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CLDC Strategic Priorities

**Academic
Partnerships**

**Embedded
Career Classes**

Assessment

**Leadership
Coaching**



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Split Positions

- Three split positions:
 - College of Arts & Sciences
 - Gladys W. & David H. Patton College of Education
 - College of Health Sciences & Professions
- Role of the split position
- Benefits of a true 50/50 split position

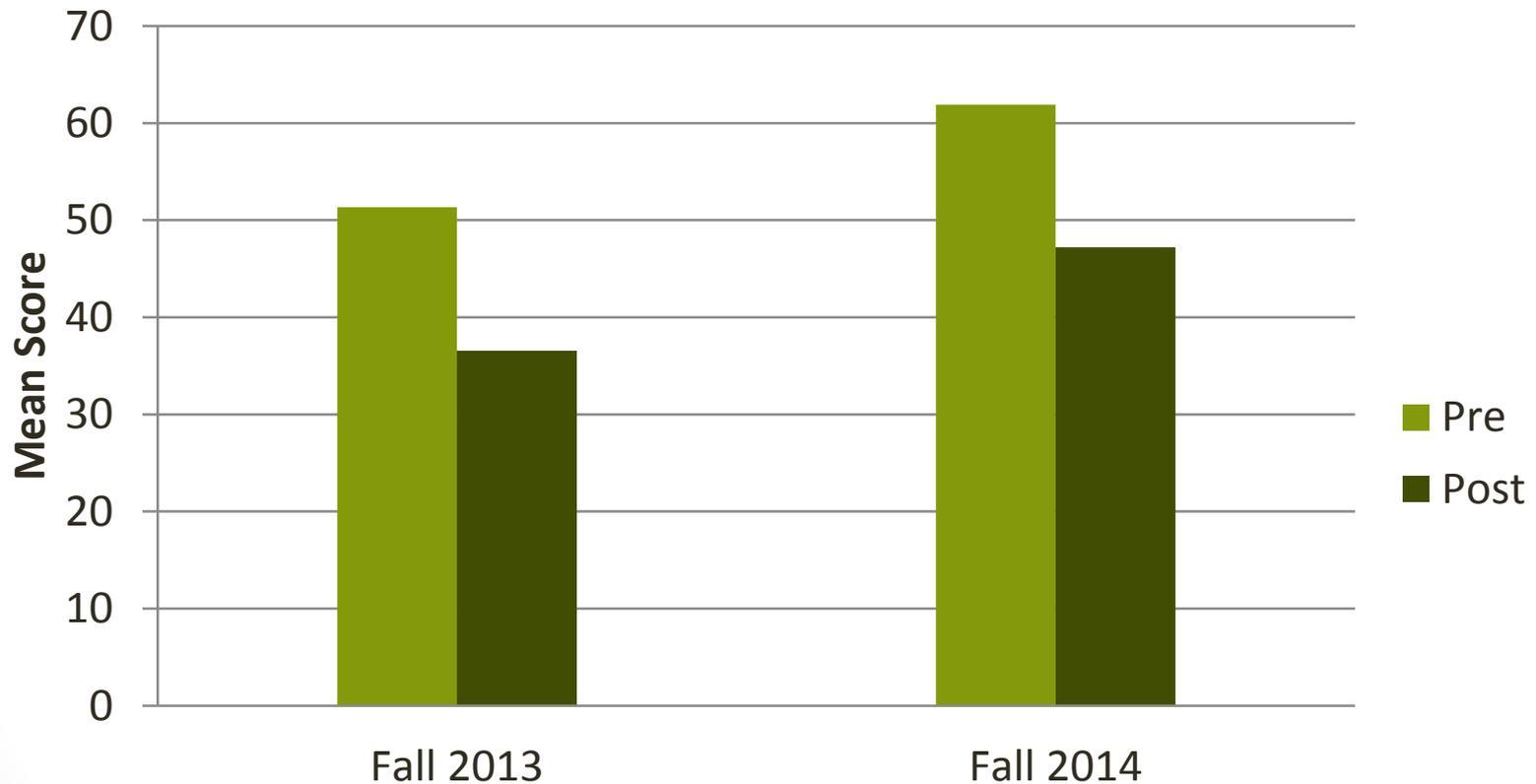


College of Arts & Sciences (CAS)

- Career Classes
 - Specialized courses for First-year, Sophomore, and Senior students
 - Assessment
- Focus on internships and articulation of skills and experiences



CAS 1130X Assessment Results



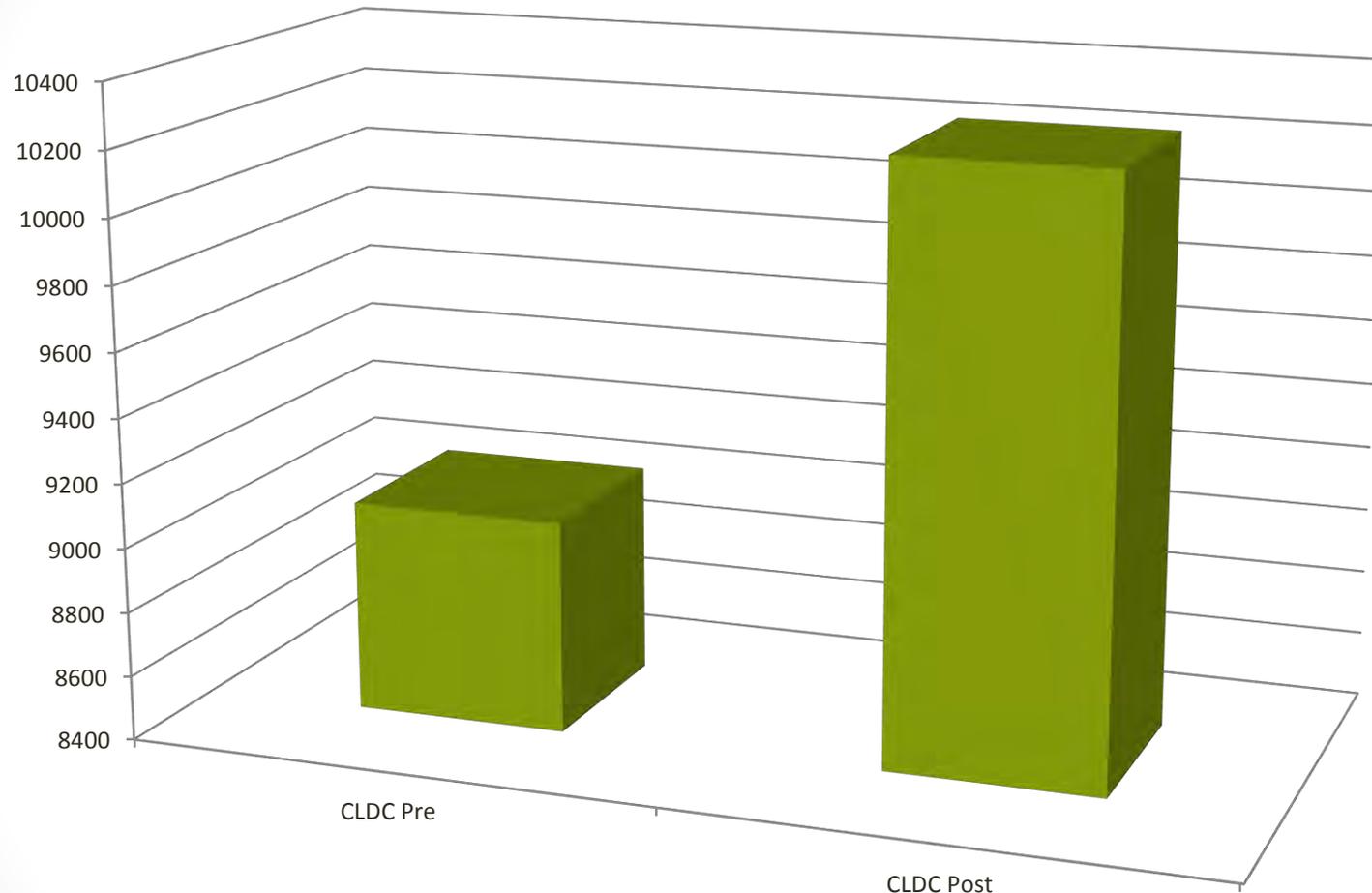
Career Thoughts Inventory

Data reflects changes in Decision Making Confusion and Commitment Anxiety



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CAS 1130X Assessment Results



CLDC Career Course Learning Outcomes



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Gladys W. & David H. Patton College of Education

- Employer relations
- On-campus recruiting
- AT&T case study



College of Health Sciences & Professions (CHSP)

- Increase in student engagement
- Integration of CLDC leadership certificate series into HSP academic departments
- HSP Professional Success Week



CHSP Student Interactions

	2013-2014	2014-2015 (2/6/15)	Increased
Student Appointments (Undergrad, Grad)	248 Total (230, 18)	251 Total (227, 24)	Already surpassed last year's total
Workshops	719 Participants	1040 Participants	312 Total (Not Final)
Total CHSP Student Interactions	1014 Participants	1333 Participants	319 Total (Not Final)



Discussion/Questions

Hire a Leader. Hire OHIO.



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Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: Enrollment Update

As a tuition-driven institution, the student-based revenue from tuition and subsidy drives the budget of Ohio University. Craig Cornell, Vice Provost for Enrollment Management will provide an update on current Spring enrollments as well as efforts in place for entering Fall students to assure continued enrollment success in alignment with the Strategic Enrollment Management Plan (SEMP).

This presentation will highlight:

- Preliminary Spring enrollments compared to the previous Spring, continuing the record Fall semester enrollment trend,
- New initiatives to strategically shape fall 2015 enrollments and to address the current market trends and competitive challenges in meeting our SEM, and
- Current data points for applications, admits, and housing deposits - early indicators for strong Fall 2015 enrollments.

Enrollment Update

Tab



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Spring 2015 Enrollments*

Compared with Spring 2014

■ Athens

- Undergraduates - 16,546, up 236 (1.5%)
- Graduates – 4,898, up 283 (6.1%)
- Medical – 606, up 71 (13.3%)
- eLearning – 5,916, up 111(1.9%)

■ RHE

- All RHE Campuses - 10,169, down 65 (0.6%)

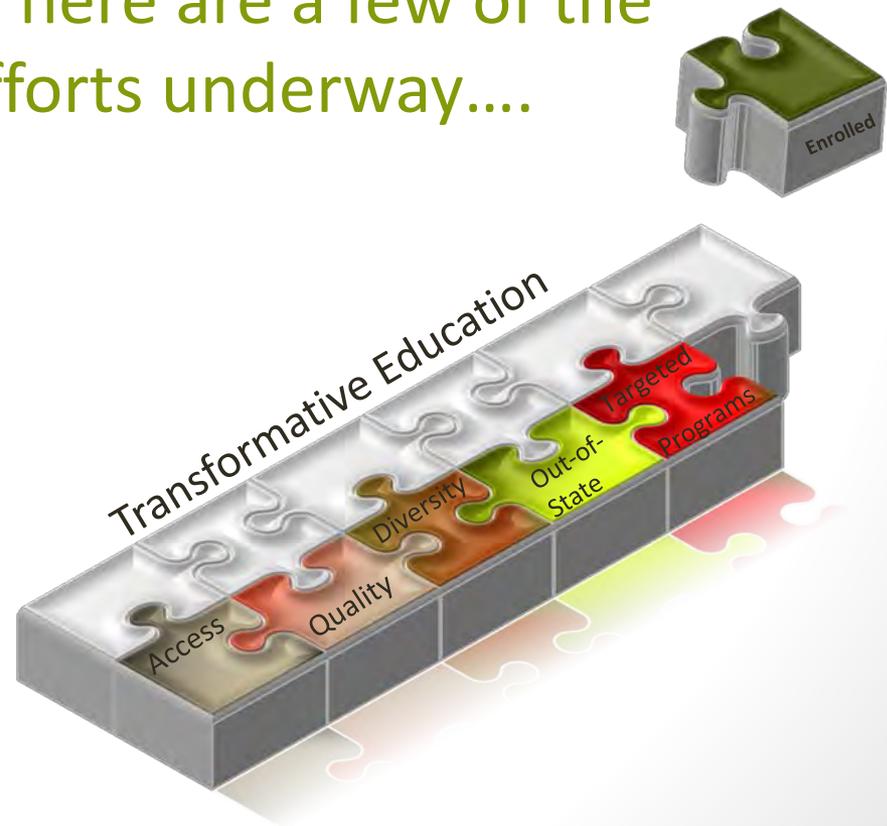
■ Overall OHIO

- 38,070, up 636 (1.7%)



Fall Enrollment Progression

- To continue to shape our enrollments, grow past last year's overall records, while also meeting the enrollment needs of Colleges, Schools and Departments in RCM, here are a few of the new and expanded efforts underway....

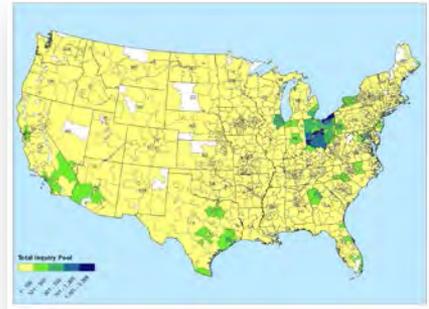


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Fall Enrollment Progression

■ Expanded Footprint

- Carefully crafted outreach to more geographic areas
 - Attending national college fairs this spring in 13 states
- Visit Your Hometown High School Initiative
 - 2x the number of schools visited and 3x the number of inquiries returned
- Transfer Student Partnerships
 - Currently at 19, with Stark State signing on March 11th
 - 73 standing articulation agreements with 19 in active development



■ Expanded Depth

- Outreach and communication planning for sophomores, juniors and seniors
 - OHIO STEM day coming up for rising juniors and sophomores April 2
 - 3x the number of Junior leads as last year at this time



Fall Enrollment Progression

■ Expanded Targeting

- College, School and Program specific outreach, communication and recruitment
 - New initiatives with every college ranging from outreach to letter writing campaigns to aid leveraging strategies
- Admitted student receptions in 10 cities
 - Includes academic, administrative, current student, and alumni representation
- Increased “Yield” efforts for admitted students
 - Taking full advantage of being up in triple digits all year in admits
 - 55+ departments, 19,000+ letters, 7,000+ phone calls, 4 colleges with own students calling
 - VAAN - anticipating 500+ volunteers impacting 5,000+ admitted students



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Fall Enrollment Progression

- Expanded Financial Aid Leveraging and Communication
 - The OHIO Guarantee
 - Sixth annual *Financial Aid Workshop*
 - Largest ever with 628 participants, a 33% increase over last year
 - Signature Award Program enhancements
 - Including the new Signature Assist for our students demonstrating the highest need
 - Sending out financial aid awards earlier than last year
 - Letters out by Mid-March
 - New coordinated communication to incorporate OHIO Guarantee language

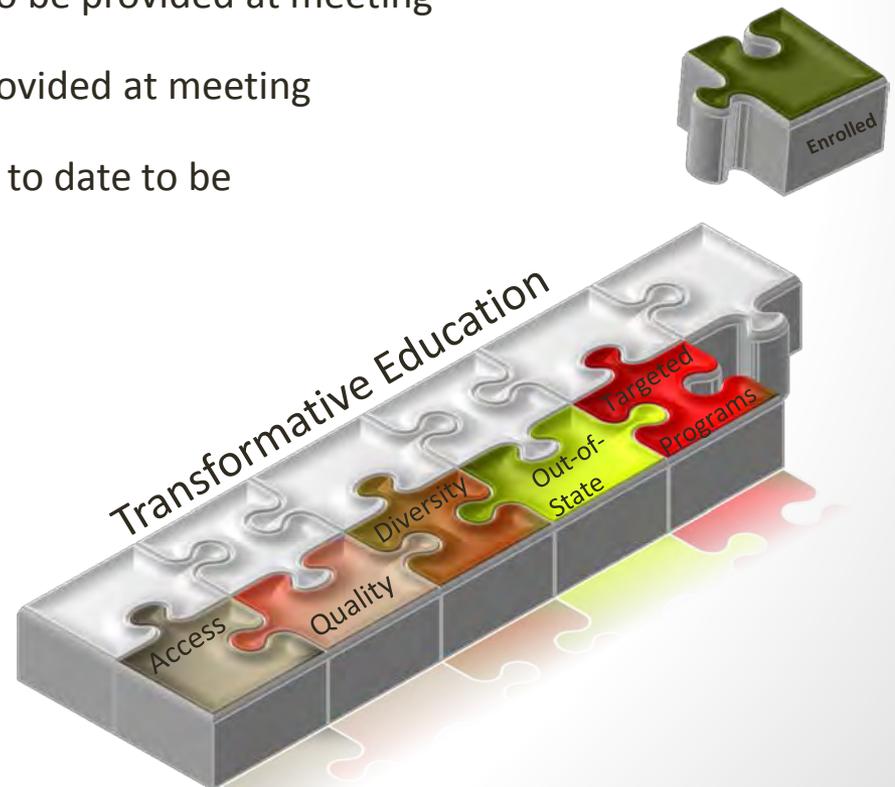


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Fall Enrollment Progression

- All of which have the University set up for successful Fall term enrollments:

- Applications- most up to date to be provided at meeting
- Admits - most up to date to be provided at meeting
- Housing Deposits - most up to date to be provided at meeting



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Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **College Credit Plus**

New State of Ohio legislation has significantly enhanced post-secondary educational opportunities under the new College Credit Plus program, effective this year. Craig Cornell will introduce new staff members coordinating efforts for OHIO and provide an overview as to the nuances of the program.

This presentation will highlight the following:

- An overview of the legislation and student participation shared in context of its affect at OHIO,
- The benefits of the program for students and OHIO, and
- OHIO's plans to move forward with implementation.

College Credit Plus

Tab



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What is College Credit Plus (CC+)

- CC+ significantly expands the role of dual enrollment in higher education and the number of dual enrollment courses offered in Ohio school districts
- CC+ replaces Ohio's Post-Secondary Enrollment Options program (PSEO) and all alternative dual enrollment programs previously governed by Ohio Revised Code Ch. 3365
- Governor Kasich signed H.B. 487 into law on June 16, 2014
- Legislation requires the CC+ program to be operational for the 2015 – 16 academic year
- Rules still being finalized



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CollegeCredit
PLUS

CC+ Participation

- All public districts and public institutions of higher education (IHE) must allow college ready students, grades 7 - 12, who qualify for college admission to participate
- All nonpublic secondary schools must allow college ready students, grades 7 - 12, who qualify for college admission and receive state funding to participate
- All nonpublic postsecondary schools may participate



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CC+ Student Benefits

- Expanded opportunities for qualified students to earn transcribed and portable college level credit while at the same time meeting high school graduation requirements
- Provides early exposure to college level coursework which research shows increases college matriculation and graduation rates
- Allows for varying course delivery modalities such as traditional campus-based instruction, online instruction and courses delivered in the high school setting by qualified instructors



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CollegeCredit
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CC+ Benefits to OHIO

- Opportunity to strengthen relationships with secondary institutions and local communities
- Potential for more effective recruitment pipelines for undergraduate degree-seeking students and for high school teachers who seek the credentials needed to instruct college level courses
- Supports Ohio University's strong commitment to providing access to the Southeastern Ohio region
- Provides an opportunity for Ohio University to proactively partner in college readiness programming



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CC+ Funding Model

- Funding formulas based on per college credit hour basis
- Ceiling and Floor based on 83% of K-12 per-pupil foundation funding amount.
FY 15 Example:
 - Per-pupil foundation amount = \$5,800
 - Ceiling = \$160 ($\$5,800 \times .83 / 30$)- Student taking college course at the college
 - \$80 – Student taking college course at the high school, taught by University faculty member at the high school
 - Floor = \$40 ($\$160 \times 25\%$)- student taking college course at the high school taught by University-approved and credentialed high school teacher
- IHE and District are encouraged to negotiate a local agreement within the Floor and Ceiling. When no alternative agreement is negotiated, the default funding based on where and by whom the course is delivered, applies.
- Student cannot be charged by either entity - the high school pays for books and the IHE waives any and all other educational fees outside of the per-pupil foundation funding which is billed to the Department of Education.



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CollegeCredit
PLUS

CC+ Implementation

- CC+ Taskforce was commissioned by EVPP Pam Benoit in response to H.B. 487
- The primary objective of the taskforce was to develop recommendations consistent with the CC+ legislation, organized around the state proposed rules 3333-1-65 through 3333-1-65.10
- The taskforce included a set of recommendations for centralized university-wide coordination of the increased administrative load
- Robert Callahan (newly appointed Director of Dual Enrollment Programs) and Carissa Anderson (Assistant Dean of Regional Higher Education) will partner to implement the taskforce recommendations across all campuses



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Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **Completion Plan Update**

In March 2014, the Ohio University Completion Plan was adopted by the Ohio University Board of Trustees as required by Ohio legislation.

The Ohio University Completion Plan is designed to increase the number of degrees and certificates awarded to students and is consistent with the mission and strategic priorities of the institution, including measureable student completion goals, and in alignment with the state's workforce development priorities

Attached is a Completion Agenda Update that was provided in January 2015 to the Interuniversity Council at the request of Ohio governor John Kasich.

The Ohio University Completion Plan goals for 2014-2016 included increased first-year retention and implementation of the OHIO Guarantee. Both of these goals have had success.

The Completion Plan employed several strategies in academic advising, academic support, and workforce development. The update provides accomplishments and actions taken toward strategies addressing first-generation students, success advisors, veterans and service members, instructional technology; pathways to completion, and the development of the University's Innovation Strategy.



COMPLETION AGENDA UPDATE

- OHIO enrolls over 39,000 students (23,000 – Athens; 10,000 – Regional; 6,000 – eLearning)
- OHIO’s 2014–2015 first-year class comprises 24% first-generation students
- OHIO’s retention rate for the Class of 2017 stands at 80%, up 1% from the Class of 2016 (including a 3% increase in first-generation student retention rate to 76% and a 5% increase in African-American student retention rate to 80%)
- OHIO’s academic probation rate decreased 1.5% to the lowest rate since 2008
- OHIO awarded 6,844 undergraduate degrees during 2012–13, up 10% from 2011–12
- OHIO provides financial assistance to 89% of first-year students

Completion Goals 2014 – 2016

Increase first-year retention rate and graduation rate by 0.5% each year

Implement OHIO Guarantee Program in Fall Semester 2015

Completion Strategies

Academic Advising
First-Generation Students

Success Advisors

Allen Student Advising Center

Academic Support
Veterans and Service Members

Instructional Technology Innovation

Pathways to Completion

Innovation Strategy

Accomplishments and Actions

- Increased retention rate of Class of 2016 to Class of 2017 from 79% to 80%, an increase of 1%; combined regional campus rate increased from 56% to 59%
- Increased six-year graduation rate of cohort year 2006 to cohort year 2007 from 64% to 67%
- OHIO Guarantee is a cohort-based, level-rate tuition, housing, dining, and fee model for 12 consecutive semesters that will begin in Fall Semester 2015
- Under the OHIO Guarantee, renewable scholarships hold value for four years
- Appointment of full-time advisor for first-generation students
- Addition of Bobcat Student Orientation (BSO) session specifically for first-generation students and their parents
- Free tutoring for first-year, first-generation students
- We Are First–student organization formed specifically for first-generation students to provide camaraderie and support
- Proactive outreach to students struggling academically or socially through use of MAP-Works® and Academic Progress e-Reports. Beginning in Fall Semester 2014, all first-year students are included in MAP-Works®
- Hiring of seven Student Success Advisors, one for each undergraduate college (except Honors Tutorial) to promote appreciative advising model
- Expanded physical space in Baker University Center for the Allen Student Advising Center
- Offers resources and guidance for students who are facing academic challenges or have multiple concerns and are not sure whom to ask; offers academic programs and workshops; offers walk-in advising
- Named a 2015 Military Friendly School for the fourth consecutive year
- Created a Veterans and Military Student Services Center in Baker University Center
- Appointed a Director of Veterans and Military Student Services
- Career & Leadership Development Center links with prospective employees and related services
- Provide priority course registration and BSO session specifically for veterans and military students
- Investment in instructional innovation through hiring new instructional technology personnel and creating a Vice Provost for Instructional Innovation position that will coordinate the Center for Teaching and Learning, Academic Technologies, and e-Learning
- Three-year degree pathways
- College Credit Plus programming
- OHIO is developing an *Innovation Strategy*. Through its roles as an employer, educator, workforce training provider, research institution, and regional steward for community and economic development, OHIO is a major engine of economic growth

**COLLEGE OF ARTS AND SCIENCES
NAME CHANGE FOR THE
URBAN AND REGIONAL PLANNING MAJOR**

RESOLUTION 2015 –

WHEREAS, the Urban and Regional Planning major in the College of Arts and Sciences has proposed a name change to Urban Planning and Sustainability, and

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

WHEREAS, the proposed name change:

- reflects the changing nature of urban planning as a discipline, as it has moved away from a regional focus and toward a more integrated human/environment discipline rooted in the concept of sustainability;
- reflects the shifting structure of the program that has resulted from faculty retirements and new faculty hires, resulting in an expansion of courses taught through a sustainability lens and a contraction of regionally-focused courses; and
- will not impact resources or faculty.

NOW THEREFORE, BE IT RESOLVED that the Urban and Regional Planning major be renamed Urban Planning and Sustainability.



Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost

Re: **Name Change for the Urban and Regional Planning Program**

A resolution is attached seeking board approval for changing the name of the Urban and Regional Planning major to Urban Planning and Sustainability.

The Proposal for Changes submitted by the Department of Geography in College of Arts and Sciences to the University Curriculum Council supports a change from a regional focus to an integrated human / environmental discipline based on the concepts of sustainability. The proposal and the Dean's memo of support are attached with this package.

PROPOSAL FOR CHANGES IN PROGRAM

Undergraduate Masters Doctorate Certificate

Program Code: BS4234

Program Name: Geography: Urban and Regional Planning

Contact name and email for this proposal: Risa Whitson; whitson@ohio.edu

Brief (< 250 word) Summary of Proposed Changes and Rationale:

[Note any impact on total program hours, any impact on resource requirements or faculty, and identify patron departments (departments affected by the change) to be included in the approval queue]

Proposed change: We are proposing three changes: 1) to change the name of this major to Urban Planning and Sustainability; 2) to move one course (GEOG 3530: Environmental Planning) that is currently on a list of “core electives” to the list of required “core courses” in the program requirements; and 3) to change the number of “core elective” courses required by students from three to two courses.

Rationale: The proposed name change largely reflects the changing nature of urban planning as a discipline, as it has moved away from a regional focus and toward a more integrated human/environment discipline rooted in concept of sustainability. Additionally, the newly proposed name would better reflect the shifting structure of the program that has resulted from faculty retirements and new faculty hires, which have resulted in an expansion of courses taught through a sustainability lens and a contraction of regionally-focused courses.

We are proposing to move GEOG 3530: Environmental Planning to the list of “core courses” and out of the list of “core electives.” We are now able to offer this course annually and as its content is critical to urban planning and sustainability, we would like all of our students to take it as a core course. This change necessitates a shift in the number of core electives required. As a result, we would like to change the number of courses that students need to take in the “core electives” category from THREE to TWO.

Detailed Description of Proposed Changes and Rationale (for changes that require additional explanation):

Proposed change: We are proposing three changes: 1) to change the name of this major to Urban Planning and Sustainability; 2) to move one course (GEOG 3530: Environmental Planning) that is currently on a list of “core electives” to the list of required “core courses” in the program requirements; and 3) to change the number of “core elective” courses required by students from three to two courses.

Rationale: The proposed name change largely reflects the changing nature of urban planning as a discipline, as it has moved away from a regional focus and toward a more integrated human/environment discipline rooted in concept of sustainability. This change is the result of more general social and demographic changes: with over 80% of Americans living in Metropolitan Statistical Areas, the next generation of planners must be aware of urban sustainability concepts. This broader disciplinary change has been

October 2011

reflected in our department, both through shifts in content of the course offerings and changes in the required courses for this major from the time that it was originally named “Urban and Regional Planning” in the 1980s. The name change also reflects the strengths of our department’s urban planning program: as a geography department with a large number of faculty with teaching and research interests in environmental geography and human/environment relations, sustainability is a critical area of interest for many of our faculty and is thus reflected in the way our program is structured and our courses are taught.

Additionally, the newly proposed name would better reflect the shifting structure of the program that has resulted from faculty retirements and new faculty hires. These three factors, in particular the retirement of Dr. Nancy Bain (a regional planner), and the hiring of Dr. Harold Perkins (an urban political ecologist) and Dr. Amy Lynch (an urban sustainability planner) have resulted in an expansion of courses taught through a sustainability lens and a contraction of regionally-focused courses. Indeed, we viewed Dr. Lynch’s hire as an opportunity for us to cement our foundation in the area of urban sustainability planning. As was stated in our staffing proposal for her position, “We view this position as an opportunity to not only sustain the current Urban Planning major, but to allow us to restructure the track as an Urban Sustainability major.” Indeed, three out of the four proposed core courses employ a sustainability lens: GEOG 3500: Land Use Planning, GEOG 4650: The City and the Environment, and GEOG 3530: Environmental Planning and Assessment. A sustainability focus is also present in a number of our core electives. In contrast, our curriculum currently offers no courses with an emphasis on planning at solely a regional scale.

We are proposing to move GEOG 3530: Environmental Planning and Assessment to the list of “core courses” and out of the list of “core electives.” Prior to this year, we were not able to offer this course on a yearly basis due to inability to staff it at this frequency. With the hire of Dr. Amy Lynch, we are now able to offer this course annually. As its content is critical to urban planning and sustainability, we would like all of our students to take it as a core course.

The second proposed change necessitates a shift in the number of core electives required, as all students will now have four core courses rather than three core courses. As a result, we would like to change the number of courses that students need to take in the “core electives” category from THREE to TWO. This will enable us to keep the total number of required hours in the major at 44 hours.

Proposed change to the curriculum, shown in red:

Complete a minimum of 44 hours of approved geography courses, including

Five Geography Foundation courses

- ___ GEOG 1100 Physical Geography (4)
- ___ GEOG 1200 Human Geography (3)
- ___ GEOG 2680 Introduction to GIS and Mapping Sciences (4)
- ___ GEOG 2710 Introduction to Statistics in Geography (3)
- ___ GEOG 4800 Senior Seminar in Geography (3)

One Regional Course from the following

- ___ GEOG 3300 Geography of Europe (3)
- ___ GEOG 3310 Geography of Africa (3)
- ___ GEOG 3330 Appalachia: Land and People (3)
- ___ GEOG 3340 Historical Geography of the United States (3)
- ___ GEOG 3350 Geography of Latin America (3)
- ___ GEOG 3380 Geography of Asia (3)

Two Technique/Method Courses from the following

- ___ GEOG 3600 Cartography I (4)
- ___ GEOG 3610 Cartography II (4)
- ___ GEOG 3650 Air Photo Interpretation (3)
- ___ GEOG 4660 Principles of Remote Sensing (4)
- ___ GEOG 4670 Advanced Remote Sensing (4)
- ___ GEOG 4710 Quantitative Methods in Geography (3)
- ___ GEOG 4712 Field Methods in Geography (3)
- ___ GEOG 4730 Principles of GIS (4)
- ___ GEOG 4740 GIS Design and Application Development (4)
- ___ GEOG 4750 GIS Modeling and Computation Methods (4)
- ___ GEOG 4760 Geographic Information Analysis (4)

Program Requirements

Core Courses

- ___ GEOG 3260 Urban Geography (3)
- ___ GEOG 3500 Land Use Planning (3)
- ___ GEOG 4560 The City and the Environment (3)
- ___ **GEOG 3530 Environmental Planning and Assessment (3)**

Core Electives

~~Three~~ **Two** courses from the following

- ___ GEOG 3210 Population Geography (3)
- ___ GEOG 3250 Political Geography (3)
- ___ GEOG 3270 Social Geographies (3)
- ___ GEOG 3290 World Economic Geography (3)
- ___ ~~GEOG 3530 Environmental Planning and Assessment (3)~~
- ___ GEOG 3580 Environmental Hazards (3)
- ___ GEOG 4550 History of Planning (3)

Recommended Non-Geography Courses

Students may take these courses to satisfy the University General Education Requirements and/or the College of Arts and Sciences requirements.

- ___ ECON 3200 Labor Economics (3)
- ___ ECON 4250 Government and Economic Policy (3)
- ___ POLS 3200 Urban Politics (3)
- ___ POLS 4840 The Politics of sustainability (3)
- ___ HIST 3112 United States in Urban History (3)
- ___ SOC 4240 Urban Sociology (3)
- ___ SW 2601 Social Welfare Overview and Trends (3)
- ___ SW 3602 Social Welfare Policy (3)



OHIO
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College of Arts and Sciences

Office of the Dean
Wilson Hall, College Green
1 Ohio University
Athens OH 45701-2979
T: 740.597-1833
F: 740-593-0053

DATE: February 18, 2015
TO: Ohio University Board of Trustees
FROM: Robert Frank, Dean, College of Arts and Sciences
SUBJECT: Geography degree program name change from Urban and Regional Planning to Urban Planning and Sustainability

The proposed name change largely reflects the changing nature of urban planning as a discipline, as it has moved away from a regional focus and toward a more integrated human/environment discipline rooted in concept of sustainability. Additionally, the newly proposed name would better reflect the shifting structure of the program that has resulted from faculty retirements and new faculty hires, which have resulted in an expansion of courses taught through a sustainability lens and a contraction of regionally-focused courses.

I fully support this name change that has been approved by both the college and university-level curriculum committees.

Advancement Update

Tab

March 2015

(1)



Ohio University Board of Trustees

CAMPAIGN UPDATE

(2)



Campaign Dashboard

	Fiscal 2015	Campaign
Total Attainment*	\$18,435	\$480,948
Planned Giving*	\$6,748	\$212,830
Active Proposals*	\$27,288	\$27,288
Planned Proposals*	\$28,170	\$28,170
Visits	1,138	13,643

**in thousands*



Units Reaching Goal

- College of Arts and Sciences
- College of Business
- Heritage College of Osteopathic Medicine
- Honors Tutorial College
- Intercollegiate Athletics
- Patton College
- Russ College
- Scripps College
- Student Affairs
- University Libraries



Ohio University Board of Trustees

SMART GROWTH UPDATE

(5)



Smart Growth Update

- \$50 million
- \$1 billion + endowment



Why Smart Growth?

- Fulfill our mission to support the university in achieving it's mission for the next decade by building a true culture of philanthropy across all constituencies.
 - **Capacity Building**—Significantly grow the number of qualified prospects prior to the next campaign.
 - **Engage**—Assure that the resources and programming are available at the college and university level to effectively engage our constituencies.
 - **Acquire**—Expand our donor base at all levels, from annual giving through transformational gifts
 - **Retain**—Build a cutting-edge college/institutional donor recognition program that will assure that all donors receive the attention, information, and recognition that they deserve and expect.
 - **Upgrade**—Communicate with and educate our donors at all levels of the importance of private giving and demonstrate how their gifts will have an impact regardless of size.



Why Smart Growth?

- Now is the time to embrace our aspirational goals and smart growth.
- This is **not**:
 - Just about staffing;
 - Just about fundraising;
 - A one-time decision-making process in deployment of resources.
- This **must be** a comprehensive plan that:
 - Is built upon immediate and long term strategies in collaboration with the colleges;
 - Recognizes the need for an evolutionary process for the deployment of resources;
 - Monitors long term ROI and is positioned to adapt accordingly.





Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

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

Re: **Integrated Financial Planning – Strengthening the Financial Balance Sheet**

Ohio University is at a very important financial crossroad in its history. The decisions we make over the next several years will be critical to protecting our future. This is no more evident than when reviewing the rating agencies “Perspectives on the Higher Education Sector”, which they classify as negative. In their most recent write-ups, Moody’s and Standard and Poor’s agreed that constraints in revenue growth, declining demographics, constrained research support and increasing spending pressures signaled tough times ahead for higher education institutions. While underscoring these challenges, they acknowledged higher education institutions for their improved investment returns, enhanced fundraising, and the prudent financial management of their balance sheets.

The Division of Finance in partnership with the Provost and college Deans and VPs over the last four years has had a focused effort to build the institutional balance sheet and develop prudent financial management strategies to protect OHIO from future market volatility. Our multi-strategy approach includes our new guaranteed tuition model, the \$100 million investment initiative, a new \$75 million matching scholarship program, adoption of Responsibility Center Management, the proposed Innovation Strategy, and the Century Bond funded depreciation model. These innovative strategies are intended to preserve and insure the quality of education that OHIO has provided since its inception in 1804.

The attached materials which we will discuss at the March board meeting are intended to show the financial matrix we have built to provide the necessary resources to give rating agencies confidence that we can meet our future obligations, provide colleges with the resources to weather financial challenges, and insure we have the reserves to meet any unforeseen operating shortfall that could negatively impact the University’s financial performance. The materials will also show that we have provided for the strategic investment resources necessary to position the University to maintain its competitive advantage in an ever-changing market environment as demonstrated by some of the budget pressure we see looming on the FY2016 budget horizon.

As we move forward with our new Central Bank model and continue to develop our Capital Improvement Plan, we trust the attached information will provide trustees with the necessary

information to understand how the University's financial model is put together. While only a piece of the puzzle, this is a very important piece as it supports so many of the financial strategies we have initiated in the last several years.

Integrated Financial Planning

Strengthening the Financial Balance Sheet

Tab



Net Assets – What are they? GASB Categories

<i>(in millions)</i>	Ohio University & Ohio University Foundation			
	FY11	FY12	FY13	FY14
Invested in Capital Assets- Net of Related Debt	468.4	483.7	503.9	542.7
Restricted Nonexpendable	173.5	182.5	188.9	201.7
Restricted Expendable	263.0	289.4	318.9	368.6
Unrestricted	217.7	258.1	290.0	316.1
	<u>\$ 1,122.6</u>	<u>\$ 1,213.8</u>	<u>\$ 1,301.7</u>	<u>\$ 1,429.1</u>

- **Investment in Capital Assets:** Value of Capital Assets, less Debt
- **Restricted Nonexpendable:** Value of Endowment Corpus- permanently restricted funds for which the university *may legally only spend annual draw according to approved spending policy*
- **Restricted Expendable:**
 - Endowment growth from Investment – *university may only spend the annual draw in accordance with approved spending policy*; draw must be used in accordance with donor designation
 - Other Restricted Funds (Grants, Agency, Loan)- *may only be used for designated purpose*
- **Unrestricted** - may be used for general obligations of the university



Net Assets: Why are they important?

Supporting Debt, Capital Goals & Strategic Priorities

■ Debt Capacity/ Credit Rating

- Ability to access additional debt (capacity)
- Maintain credit rating (access/interest rate)

Moody's Outlook (from rating report):

The stable outlook is based on our expectation that the university will sustain steady enrollment and positive operating performance, with future borrowing offset by additional revenue and **reserve** growth.

- Debt analysis / ratio's dependent upon
 - Net Assets available to cover debt should the institution need to settle at any given point in time (includes only expendable net assets available for use)
 - Ratio of expendable net assets as compared to total operating expenses: as university budget/operations grows, expendable net assets must also increase



Net Assets: Why are they important?

Supporting Debt, Capital Goals & Strategic Priorities

- Capital Improvement Plan
 - Cash flow support recognizing timing on market access
 - Designated funding for reserve accumulation for future projects
 - Auxiliary fund balances support respective capital plans

- Uncertainty/volatility of the higher education business model*
 - Decrease of state support; increased volatility in support
 - Declining demographics (OHIO has thus far been countercyclical)
 - Tuition caps
 - Technology/ infrastructure needs

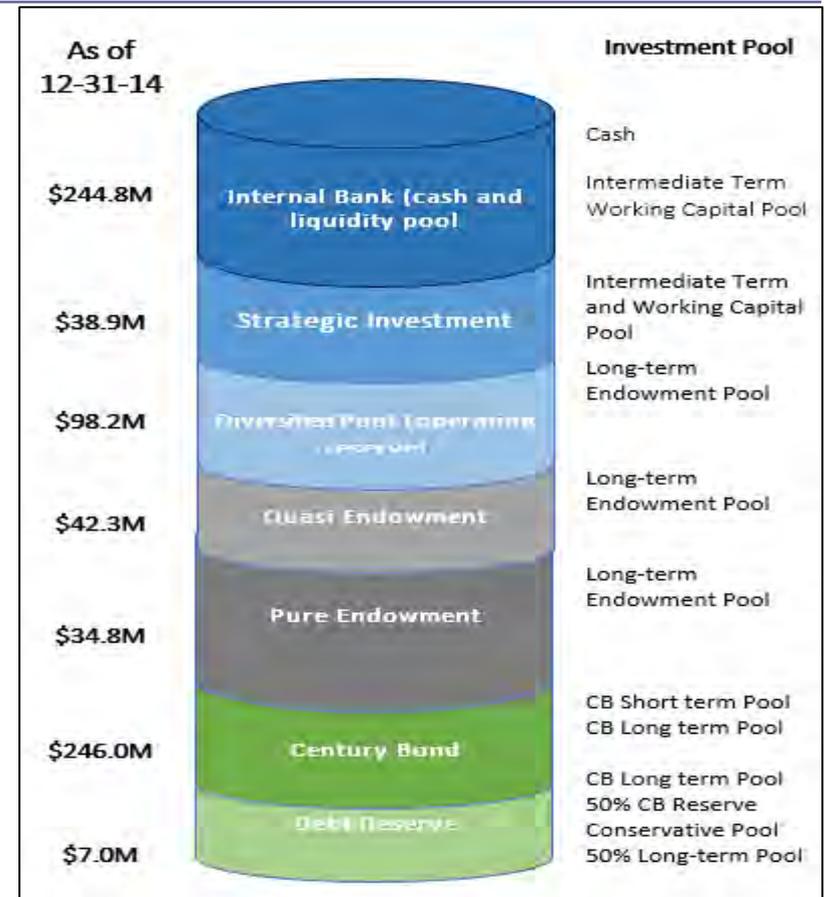
* These are the underlying factors for the negative outlook of Higher Education as a sector



Net Assets: Why are they important?

Supporting Establishment of Central Bank

- Capitalize central bank
- Balance CIP cash flows & market timing
- Manage cost of capital



Unrestricted Net Assets – Cumulative Balances

<i>(in millions)</i>	FY11	FY12	FY13	FY14
Unrestricted				
Planning Units				
Athens	65.0	75.9	93.7	100.9
Regionals	8.6	9.3	12.3	10.9
Auxiliaries	17.6	25.5	27.6	48.0
Academic Support	26.9	30.1	35.6	31.6
Reserves				
Benefits	3.7	4.0	4.6	3.9
Workers' Compensation	0.9	0.3	(0.2)	(9.4)
Insurance Reserve	2.4	2.1	2.3	2.3
Commitments				
\$100M Investment Strategy	14.2	22.8	40.0	38.9
Quasi Endowments	30.9	32.2	36.0	44.5
Plant Funds	29.9	29.5	23.5	12.4
Undesignated				
Operating	1.4	11.4	(2.8)	0.7
Investment Growth	17.6	17.1	17.1	28.9
Foundation (Unrestricted Working Capital)	(1.3)	(2.0)	0.4	2.5
Total	\$ 217.7	\$ 258.1	\$ 290.0	\$ 316.1



Unrestricted Net Assets – Annual Growth

(in millions)

	FY11 Change	FY12 Change	FY13 Change	FY14 Change
Unrestricted				
Planning Units				
Athens	24.8	10.9	17.7	7.2
Regionals	(4.5)	0.6	3.0	(1.3)
Auxiliaries	6.2	8.0	2.0	20.5
Academic Support	5.2	3.2	5.5	(4.0)
Reserves				
Benefits	0.3	0.4	0.6	(0.7)
Workers' Compensation	0.7	(0.6)	(0.4)	(9.3)
Property Insurance Reserve	1.9	(0.2)	0.2	(0.0)
Commitments				
\$100M Investment Strategy	14.2	8.6	17.2	(1.1)
Quasi Endowments	21.9	1.3	3.8	8.6
Plant Funds	29.5	(0.4)	(6.0)	(11.1)
Undesignated				
Operating	1.9	9.9	(14.1)	3.5
Investment Growth	10.6	(0.6)	0.1	11.8
Foundation (Unrestricted Working Capital)	(5.7)	(0.7)	2.4	2.2
Total	\$ 107.0	\$ 40.4	\$ 31.9	\$ 26.1

Planning Unit Net Assets

- RCM Principal: Responsibility Centers retain reserves to invest in revenue-generating programs and college strategies
- Future growth will be challenged by cost inflation, debt issuances, funded depreciation
- Contributes to overall financial strength of university and access to debt markets

Reserve Net Assets

- Mandatory

\$100M Investment Pool

- 2% Holdback; Use of Investment returns
- Supporting Strategic priorities
 - Innovation Strategy
 - Scholarships
 - Community/Economic Development
- Developing diversified revenue streams



Unrestricted Net Assets – Annual Growth

(in millions)

	FY11 Change	FY12 Change	FY13 Change	FY14 Change
Unrestricted				
Planning Units				
Athens	24.8	10.9	17.7	7.2
Regionals	(4.5)	0.6	3.0	(1.3)
Auxiliaries	6.2	8.0	2.0	20.5
Academic Support	5.2	3.2	5.5	(4.0)
Reserves				
Benefits	0.3	0.4	0.6	(0.7)
Workers' Compensation	0.7	(0.6)	(0.4)	(9.3)
Property Insurance Reserve	1.9	(0.2)	0.2	(0.0)
Commitments				
\$100M Investment Strategy	14.2	8.6	17.2	(1.1)
Quasi Endowments	21.9	1.3	3.8	8.6
Plant Funds	29.5	(0.4)	(6.0)	(11.1)
Undesignated				
Operating	1.9	9.9	(14.1)	3.5
Investment Growth	10.6	(0.6)	0.1	11.8
Foundation (Unrestricted Working Capital)	(5.7)	(0.7)	2.4	2.2
Total	\$ 107.0	\$ 40.4	\$ 31.9	\$ 26.1

Quasi Endowments

- Board designated endowment funds from working capital to provide perpetual funding for specific purpose
- Example: University Scholarship match

Plant Fund Net Assets

- Reserves accumulated designated to fund depreciation or future capital projects
- Unspent capital projects

Undesignated Net Assets

- Support Central Bank
- Buffer against Investment losses



Net Assets

Supporting Debt, Capital Goals & Strategic Priorities

- Why are they important?
 - Debt Capacity / Credit Rating
 - Supporting Capital Improvement Plan
 - Funding of Central Bank
 - Volatility / uncertainty of higher education business model / revenues
 - Support investment and strategic priorities
- Ongoing / future risks and challenges / opportunities
 - Continued pressure on state funding – potential impacts of Governor’s budget / Legislative initiatives
 - Tuition / SSI increases (decreases) significantly less than HEPI: before impacts of CIP
 - Requires investment in growth strategies to enhance revenue diversity and decrease dependency on state funding
 - Strategic priorities (\$100M investment strategy; new programs and delivery methods)
 - Capital Campaign / fundraising



Governor's Executive Budget FY16-17

Supporting Debt, Capital Goals & Strategic Priorities

	FY16	FY17
UG Tuition Cap	2.0%	0.0%
SSI Appropriation Growth	2.0%	2.0%

Agency Priorities

- Increase degree and certificate completion with competency-based credits and career advising.
- Increase Ohio's educated workforce to meet the staffing needs of Ohio businesses.
- Provide access to higher education through limits on undergraduate tuition increases that are achieved through operational efficiencies and support through the State Share of Instruction.
- Reprioritize funds within the State Share of Instruction to incentivize completion of degrees and certificates at Ohio's public universities, community colleges, and technical centers.
- Promote operational efficiencies across the University System of Ohio through shared services initiatives and productivity improvements.

- External pressures:
 - Control or reduce costs to students
 - Demonstrate value in degree completions and workforce preparation
- What are the implications for University business model?



Pressure on Operating Budgets / Unit Reserves

Supporting Debt, Capital Goals & Strategic Priorities

- Future expense growth will grow significantly faster than revenue growth from fee increases & SSI growth

	Drivers		Budget Growth (\$M)	
	FY16	FY17	FY16	FY17
<u>Revenue Growth</u>				
UG Tuition Increases	2.0%	0.0%	\$6.4	\$0.0
Room & Board	2.5%	2.5%	\$2.1	\$2.1
HCOM Tuition Increases	5.0%	5.0%	\$1.3	\$1.3
SSI	2.0%	2.0%	\$1.1	\$3.0
			<u>\$10.9</u>	<u>\$6.4</u>
<u>Expense Growth</u>				
Salaries/Wages	2.0%-4.0%	2.0%-4.0%	\$9.5	\$9.7
Healthcare	5%	5%	\$2.5	\$2.6
Century Bond - Def Main.			\$1.3	\$1.3
Debt Service - Academic			\$4.4	\$5.1
Debt Service - Housing			\$5.3	\$1.1
			<u>\$23.0</u>	<u>\$19.8</u>



Controlling Costs Example

Employee Benefits

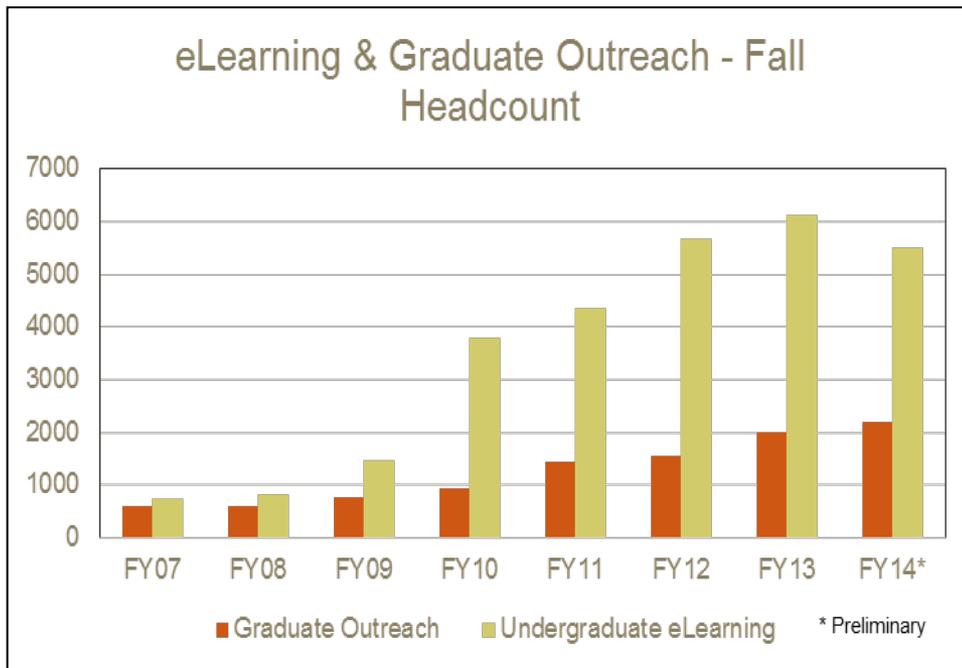
Supporting Debt, Capital Goals & Strategic Priorities

Options	Current	FY16 (July 2015)		FY17 (July 2016)		FY18 (July 2017)	
		Plan Change	\$ Impact**	Plan Change	\$ Impact**	Plan Change	\$ Impact**
Deductible	200/400	400/800	\$331,688	450/900	\$83,000	500/1000	\$83,000
Co-Insurance Maximum	1000/2000	1500/3000	\$414,610	1750/3500	\$207,000	2000/4000	\$207,000
Co-Insurance %	90%	85%	\$145,114	80%	\$145,114		
Office Visit Copays	\$20	\$25	\$124,383				
Rx Retail Copays	\$10/\$20/\$30	\$20/\$30/\$40	\$746,298				
Rx Mail Copays	\$15/\$30/\$45	\$25/\$35/\$55					
Premium	15% - 15% - 15%	15%-16%-17%	\$738,040	15% - 17% - 19%	\$690,000	15-17.5-20	\$345,000
Total			\$2,500,133		\$1,125,114		\$635,000
					Cumulative Changes		\$4,260,247
					ACA Changes		\$2,487,207
			FY16 Goal		FY17 Goal		FY18 Goal
Inflation			\$1,300,000		\$1,300,000		tbd
Structural Deficit			\$1,300,000		\$0		\$0
Replenish Reserve			\$0		\$500,000		tbd
Goal Each Year			\$2,600,000		\$1,800,000		tbd
Additional Changes			n/a		\$674,000		tbd



Program Growth

Supporting Debt, Capital Goals & Strategic Priorities



College Program Development:

- Masters of English (online)
- Bachelors of Communications (online)
- Physicians Assistant
- Masters of Science Nursing
- Masters of Health Leadership
- Doctor of Nursing

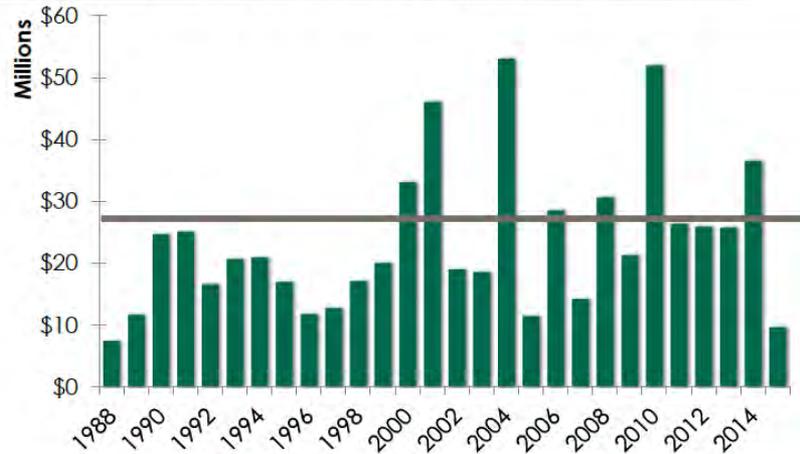
Foundation Giving

Supporting Debt, Capital Goals & Strategic Priorities



Capital Campaign Comparison

Total Attainment by Fiscal Year – Less \$100m Commitments



Aspirational Goals: Financial Sustainability—A Partnership

- \$50 million
- \$1 billion-plus



Investment Returns

Supporting Debt, Capital Goals & Strategic Priorities





Interoffice Communication

Date: February 26, 2015

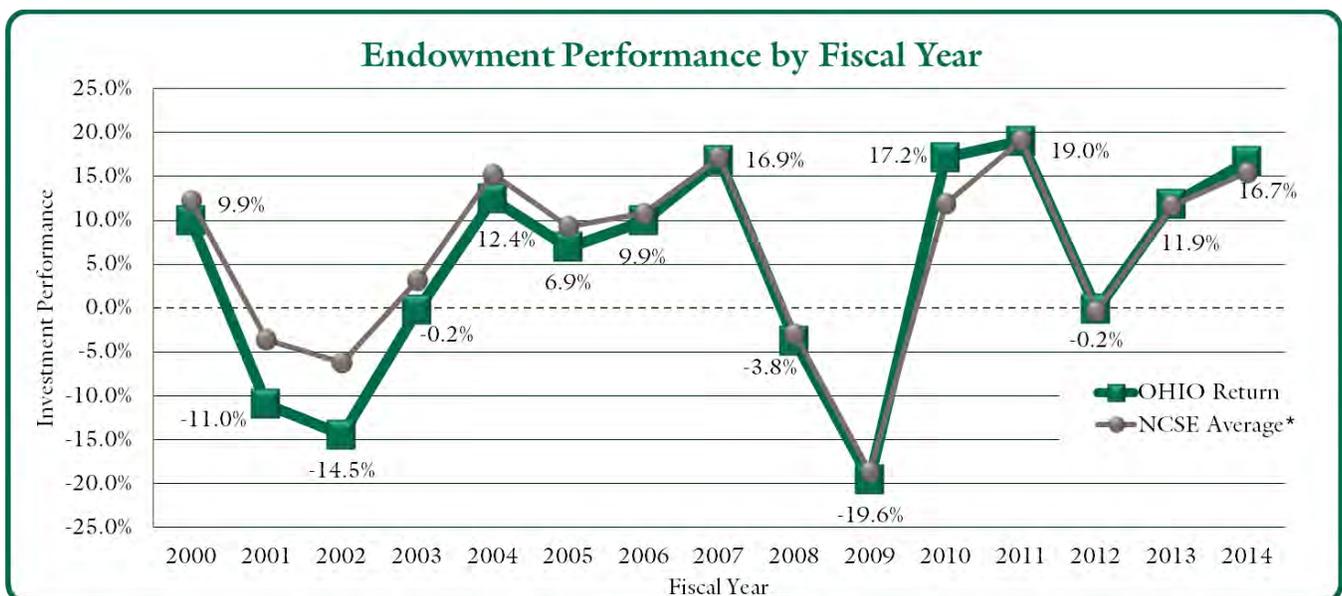
To: The President and Board of Trustees

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

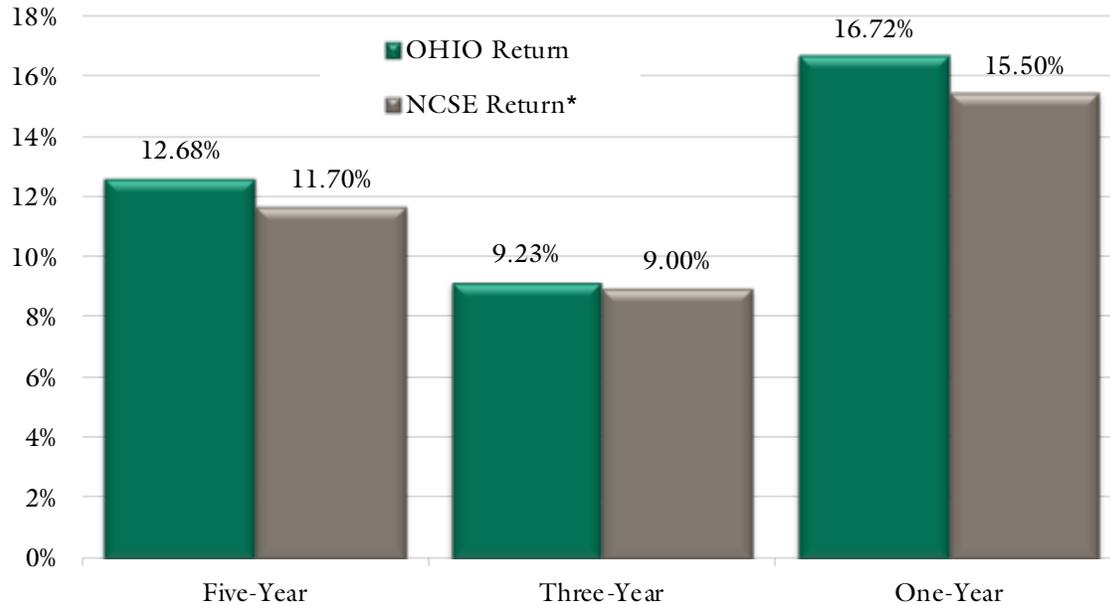
Re: NACUBO-Commonfund Study of Endowments

Annually, OHIO participates in the NACUBO-Commonfund Study of Endowments (NCSE), a survey that analyzes the endowment management practices and portfolio performance of more than eight hundred higher education institutions and their related foundations. In March, a brief presentation covering the FY2014 NCSE results will be provided to keep the Resources Committee apprised of the relative performance of OHIO's endowment assets.

Over the past decade the Foundation's Investment Sub-committee has affected changes in portfolio management by diversifying the portfolio to distribute risk over various asset classes and adjusting the spending rate to more sustainable levels. Additionally, since 2009 Hirtle, Callaghan & Co. has provided advisory oversight to the Foundation's Investment Sub-Committee in managing the endowment investment portfolio. Over time, these changes have led to improved endowment performance of the OHIO portfolio, relative to other institutions participating in the NCSE. Specifically, for the one-, three- and five-year periods ending June 30, 2014, OHIO's portfolio outperformed the NCSE average.



Investment Performance for periods ended June 30, 2014



*Represents the average nominal rate of return, as reported in the NACUBO - Commonfund Study of Endowments (NCSE).

Investment Performance for periods ended June 30, 2014

Average Net Return for Top Performers and All Participants

Category	# Institutions	Five-Year	Three-Year	One-Year
OHIO Return		12.7%	9.2%	16.7%
NCSE Top Decile		13.5%	10.9%	19.8%
NCSE Top Quartile		12.9%	10.3%	18.6%
NCSE Total Institutions	832	11.7%	9.0%	15.5%

Average Net Return by Endowment Size

Category	# Institutions	Five-Year	Three-Year	One-Year
OHIO Return - \$516 Million		12.7%	9.2%	16.7%
Over \$1 Billion	91	12.1%	9.5%	16.5%
\$501 Million - \$1 Billion	77	11.8%	9.1%	15.8%
\$101 - \$500 Million	262	11.8%	8.9%	15.5%
\$51 - \$100 Million	168	11.4%	8.7%	15.2%
\$25 - \$50 Million	125	11.4%	8.9%	15.2%
Under \$25 Million	109	12.0%	9.4%	15.5%

Endowment Study

Tab



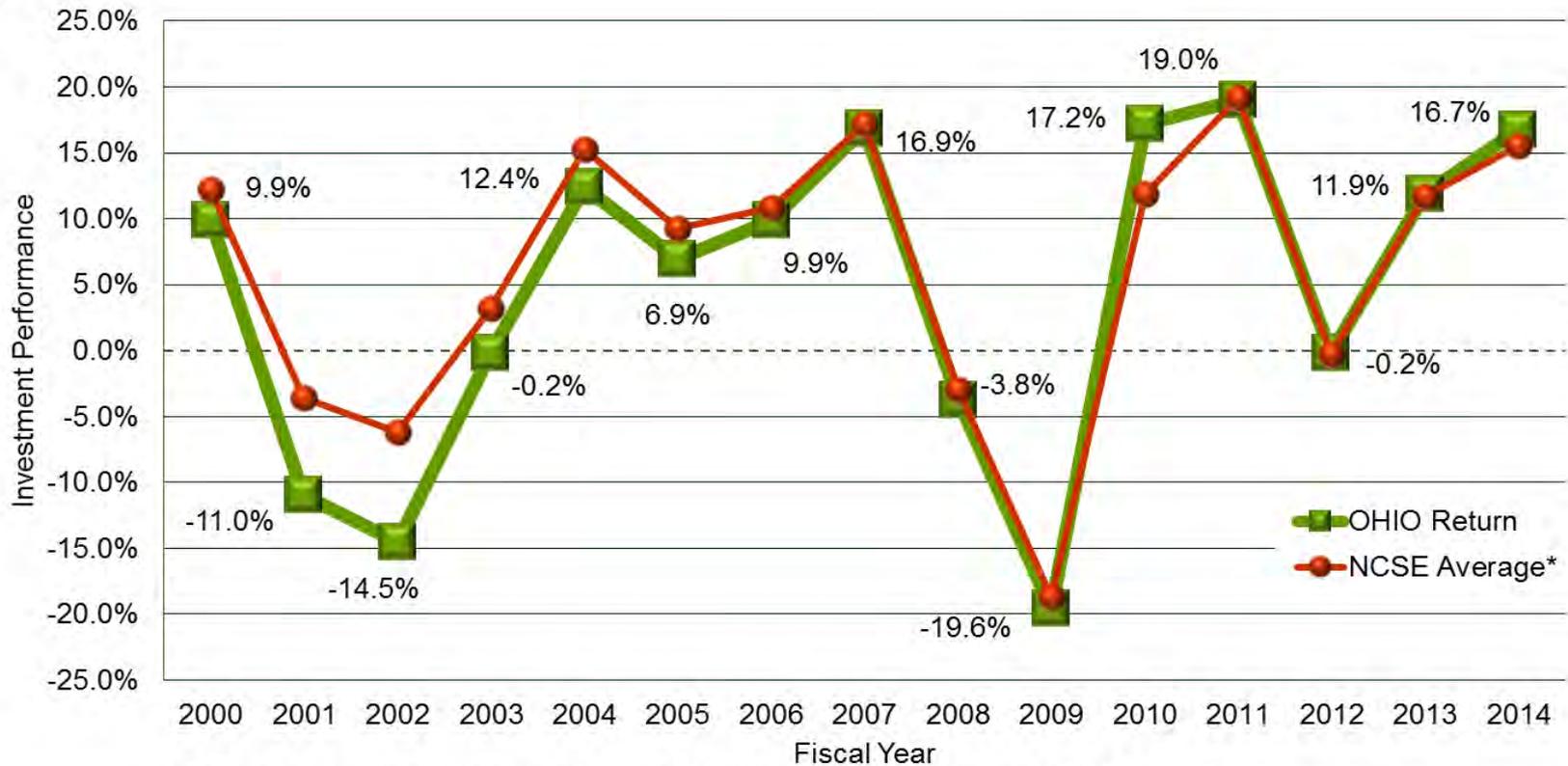
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NCSE Overview

- NACUBO-Commonfund Study of Endowments (NCSE)
 - Annual survey
 - Analyzes endowment management practices
 - Reports portfolio performance
 - Over 800 participants
 - Higher education institutions and related foundations



Performance vs. NCSE Average



*Represents the average nominal rate of return, as reported in the (NCSE).



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Performance vs. Peers

As of June 30, 2014



*Represents the average nominal rate of return, as reported in the NACUBO - Commonfund Study of Endowments (NCSE).



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Performance* vs. Top Performers and All Participants

Category	# Institutions	5-Year	3-Year	1-Year
OHIO Return		12.7%	9.2%	16.7%
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NCSE Top Quartile		12.9%	10.3%	18.6%
NCSE Total Institutions	832	11.7%	9.0%	15.5%

* Average return net of fees



Performance* vs. Endowments by Size

Category	# Institutions	5-Year	3-Year	1-Year
OHIO Return - \$516 Million		12.7%	9.2%	16.7%
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* Average return net of fees



**ESTABLISHMENT OF UNIVERSITY QUASI-ENDOWMENTS
HERITAGE COLLEGE STUDENT SCHOLARSHIP FUND AND
HERITAGE COLLEGE RESEARCH SCHOLARLY ADVANCMENT
SUPPORT FUND**

RESOLUTION 2015 --

WHEREAS, The Board of Trustees of Ohio University is responsible for oversight of the financial condition of the institution, and

WHEREAS, the Board of Trustees has the ability to establish quasi-endowments, or funds functioning as endowments, to be utilized at the discretion of the University, and

WHEREAS, The Ohio University Foundation Board of Trustees and, specifically, the Investment Sub-Committee is entrusted by The Board of Trustees of Ohio University with the oversight to invest funds established as University quasi-endowments, and

WHEREAS, University quasi-endowments are invested alongside endowments of the University and The Ohio University Foundation and managed in accordance with The Ohio University Foundation's investment policy and spending policy, and

WHEREAS, the following quasi-endowments are requested to be established:

Heritage College Student Scholarship Fund: The creation of this \$3,000,000 quasi-endowment will enable the Heritage College of Osteopathic Medicine to provide a perpetual income stream for student scholarships, including but not limited to, minority and disadvantaged students.

Heritage College Research Scholarly Advancement Support Fund: The creation of this \$2,000,000 quasi-endowment will enable the Heritage College of Osteopathic Medicine to invest royalties and generate a perpetual income stream to provide funding for research and scholarly activities.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves the establishment of the above listed funds.

BE IT FURTHER RESOLVED, that the Treasurer of Ohio University, be and hereby is, directed and authorized to administer policies and procedures to manage this quasi-endowment.



Interoffice Communication

Date: February 25, 2015

To: The President and Board of Trustees

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

Re: **Establishment of University Quasi-Endowments**

Included on the Resources Committee Agenda for the March 2015 Board of Trustees meeting is a request to establish two University quasi-endowments. Quasi-endowments are financial instruments established by a governing board using unrestricted operating reserves that are intended to function like an endowment, including pooled investment of the funds within a typical endowment asset allocation. The University accomplishes this by entrusting oversight of quasi-endowment funds, like endowment funds, to The Ohio University Foundation's Board of Trustees and, more specifically, to its Investment Sub-Committee. The goal of the University's quasi-endowments is to further the institution's strategic priorities.

At this time, the University is recommending the re-establishment of these two quasi-endowments, as follows:

- **Heritage College Student Scholarship Fund:** The creation of this \$3,000,000 quasi-endowment will enable the Heritage College of Osteopathic Medicine to provide a perpetual income stream for student scholarships, including but not limited to, minority and disadvantaged students. Minority and disadvantaged recruitment in medical schools has become increasingly competitive. To attract the best and brightest students that contribute to the Heritage College and societal mission, almost all medical schools now offer full-ride scholarship to these and other highly recruited applicants. Every year, the Heritage College loses outstanding candidates who indicate that the Heritage College was their first choice, but choose to go elsewhere to take advantage of scholarship opportunities. The funding source for this quasi-endowment is the College's fund balance reserve, which has been accumulated from operating surpluses over time.
- **Heritage College Research Scholarly Advancement Support Fund:** The creation of this \$2,000,000 quasi-endowment will enable the Heritage College of Osteopathic Medicine to invest royalties and generate a perpetual income stream to provide funding for research and scholarly activities. The funding source for this quasi-endowment is the College's royalty revenue.

Annual appropriations from these quasi-endowments will be limited to an amount calculated in accordance with The Ohio University Foundation's spending policy for endowments. Corpus amounts contributed to the quasi-endowment will be restricted from removal for a period of 36 months, and withdrawals must be approved by the University's Board of Trustees. The use of the quasi-endowment will be monitored by the Vice President Finance & Administration, CFO and Treasurer.

If you have questions on this matter, please do not hesitate to contact me at 740-593-2556.

**APPROVAL TO PROCEED WITH CONSTRUCTION TO RAZE THE
PRESIDENT STREET ACADEMIC CENTER**

RESOLUTION 2015 -

WHEREAS, the College of Business occupies space in the Computer Services Center (CSC) and Copeland Hall adjacent to the President Street Academic Center commonly referred to as PSAC and has identified needs for larger, flexible, multi-purpose spaces with high ceilings to meet the academic needs and mission of the college;

WHEREAS, the University took the PSAC building off line in 2003 and chose not to demolish the building until a new use could be found or a determination made that it should come down;

WHEREAS, the University, as part of the Campus Master Planning Update process, has determined that the locations of Copeland Hall, the Computer Services Center and PSAC will continue to be designated as an academic area of the campus for use by the College of Business;

WHEREAS, the University has determined that the relocation of the load bearing main corridor walls and other changes required to meet the academic need of the College of Business is technically complex and prohibitively expensive;

WHEREAS, the University has determined the building will not support the academic mission of the College of Business and that the best use of the site is to raze the existing building so it can serve as the site for a new building for the College of Business;

WHEREAS, the University will continue to preserve the drawings and documents it has related to PSAC and document the architectural features of the building before undertaking construction.

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees authorizes the receipt of bids or proposals and the President or his designee to accept and award contracts within the total project budget identified and approved in Resolution 2015-3453.

SITE PLAN APPROVAL AND APPROVAL TO UNDERTAKE DESIGN FOR THE AUXILIARIES CENTER

RESOLUTION 2015 -

WHEREAS, the Auxiliary units (Printing Services, Mail Services, Central Receiving, and Auxiliaries Administrative offices) currently occupy space in several facilities across the campus and would like to consolidate their offices and production spaces for operational efficiency;

WHEREAS, the University currently does not have suitable storage space across the campus and has identified need to provide a central storage to meet the demand by creating a new university storage operation;

WHEREAS, the University, as part of the Campus Master Planning Update and The Ridges Master Planning processes, has determined that spaces that the Auxiliary units occupy at the Ridges will be repurposed for other needs;

WHEREAS, space across the campus can be repurposed to contribute towards meeting space demands once a designated storage auxiliary is in place;

WHEREAS, the Auxiliary units may offer full-service storage and surplus solutions with online tracking in climate controlled space which will provide tools to better inform the campus community of inventory as well as time tracking for inventory control;

WHEREAS, land is currently vacant at both the West Union Street and Airport sites and can be repurposed to meet this need;

WHEREAS, for the Auxiliaries Center project, University administration requests approval for the total project budget of \$16,700,000 and seeks authorization for expenditures of \$1,550,000 to undertake design to be funded by the Auxiliaries Reserves;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees authorizes the West Union Street parcel to be designated as the location to consolidate Auxiliary offices and production space and the Albany airport site to be designated as the location for long term storage and authorizes the President or his designee to accept and award contracts for design within the total project budget identified.



Date: February 26, 2015

To: The President and Board of Trustees

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

**Re: REQUEST FOR APPROVAL TO UNDERTAKE DESIGN AND SITE PLAN
APPROVAL:**
▪ **Auxiliaries Center**

The following design project is in excess of \$500,000 in total project cost and is presented to the Board for project approval. A resolution is provided that addresses this project. At the March Board meeting, we will present the concept, program, and site details.

Auxiliaries Center– Design and Site Plan Approval

1. We seek site approval and approval to undertake design at a cost of \$1,550,000.
2. Purpose is to provide a long term storage facility located at the airport (33,000 sf) that will have the capability to expand and a second facility located on West Union (49,400 sf) that will include a central receiving area, short term storage and space for the following Auxiliary units - printing services, mail services, moving, culinary services' central offices, and a new surplus store. This will consolidate the Auxiliaries' operations and allow for sharing of building and equipment resources. It will also open existing Auxiliaries space at the Ridges and at core campus locations. It will provide the campus with full service storage and surplus solutions including climate control.
3. Not part of the approved CIP.
4. Project Budget: \$16,700,000
5. Previously Approved: \$0
6. This Request: \$1,550,000
7. Funding Source: Auxiliaries Reserves

Consistency with the Campus Master Plan Update

The Ridges Master Plan and Comprehensive Master Plan processes have designated the Ridges Precinct as a location that will support the strategic mission of Ohio University by providing expansion capacity for the main campus. The efforts seek strategic uses of the land and buildings to enable OHIO to elevate the academic, research, student life and functional qualities of the campus. The Auxiliaries Center project would allow several thousand square feet of space on the Ridges to be re-purposed.

Auxiliaries Center Resolution

Tab



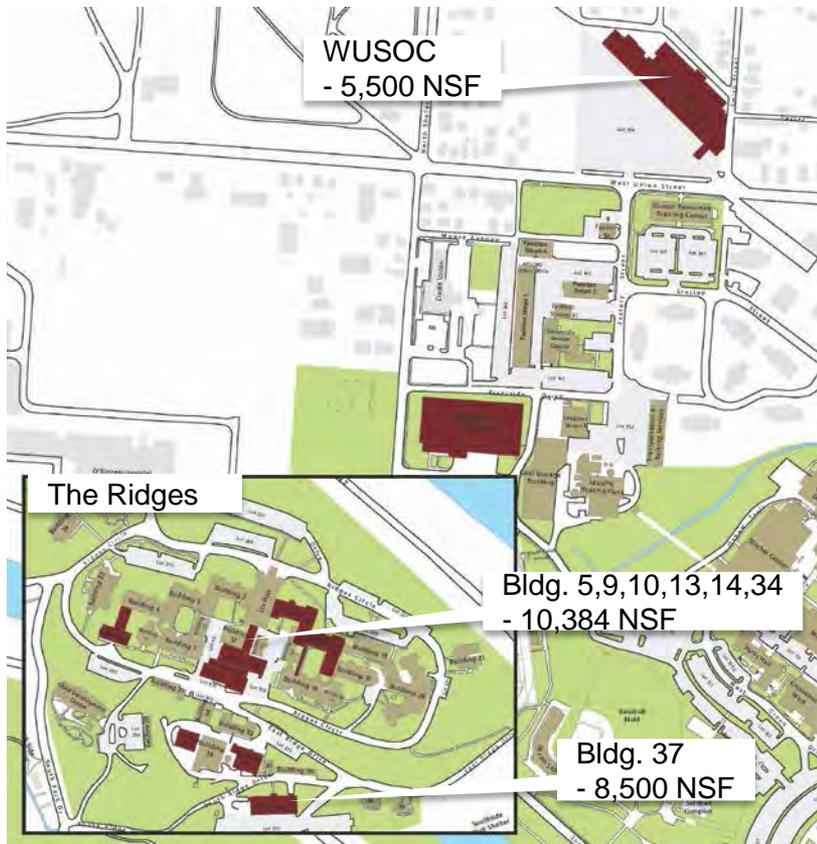
Project Summary

- Ohio University Auxiliaries is proposing the creation of an Auxiliaries Center. The center will create operational synergies and efficiencies by co-locating Printing Services, Mail Services, Central Receiving, new university storage and a new surplus store.
- Purpose and Benefits:
 - Consolidate Auxiliary Units and share building and equipment resources
 - Vacate space Auxiliaries currently occupies (Ridges and core campus) in support of campus planning efforts
 - Provide the campus with suitable storage space
 - Offer full-service storage and surplus solutions (online tracking and inventory, climate controlled space, on-site store)



Auxiliaries Current Locations

And Issues with space



Central Offices: WUSOC

- Future plans for this facility may result in reassignment to academic unit or consolidated for other administrative functions.

Mail, Surplus, Moving, Printing: Ridges

- Need for relocation due to repurpose plans for the Ridges
- Space needs rehabilitated and does not have proper humidity control for digital production
- Space is not functional for the occupants

Storage and Surplus Store: Does not exist currently

- Storage distributed across the campus in spaces that can be repurposed to meet academic / administrative needs.
- Units currently lease off campus storage units
- Level of demand exceeds available space
- Currently do not offer storage for students or student organizations

Proposal and Size

■ Proposal:

- Construct new facility, designed to create efficiencies amongst the various Auxiliaries units as well as add consolidated storage capacity for campus.

■ Size:

- 83,000 gross square feet needed to consolidate existing Auxiliaries units as well as add new areas. This includes:
 - a new 39,000 s.f. university storage area;
 - a new 4,000 s.f. surplus store.
 - 18,000 of shop and production space
 - 8,600 of Office and Conference space (This includes room for future expansion or partners.)



Planning an Auxiliaries Center

- Benchmarked with Universities that have similar storage operations
- Researched OHIO storage needs, provided approximate size and began exploration of site opportunities
- Hired consultant to assist with building massing and fit on available sites
- Created scoring criteria and reviewed data to select preferred site



Example Criteria

- Proximity to campus for office and production space
- Ability to accept heavy truck traffic
- Ability to expand storage capacity
- Timing of property availability and need on campus
- Cost to make site suitable for operation (Ex.: existing road infrastructure, safety, flood plain)

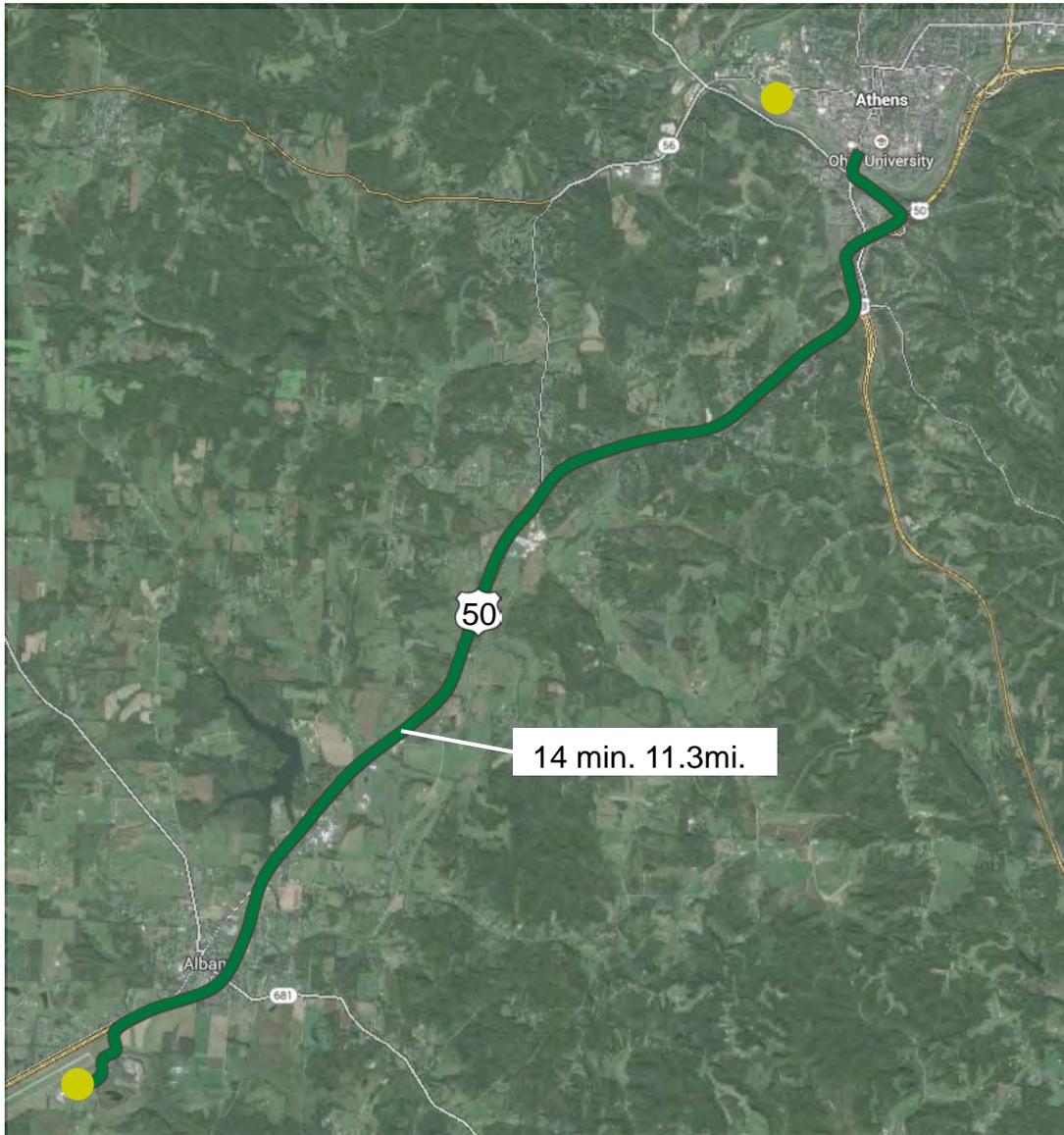


Site Selection

- Large facility with varying criteria for proximity to campus in major sizes of space program
- Site criteria and availability limits opportunities
- Split facility to open up site opportunities
 - **Local Facility:** To place offices and production space near campus for employee access to amenities and work flow
 - **Remote Facility:** To place long-term storage that is not accessed frequently



Site Context



- Local Facility:
Athens, Ohio:
West Union Street
- Remote Facility:
Albany, Ohio:
University Airport

Auxiliaries Center: Location



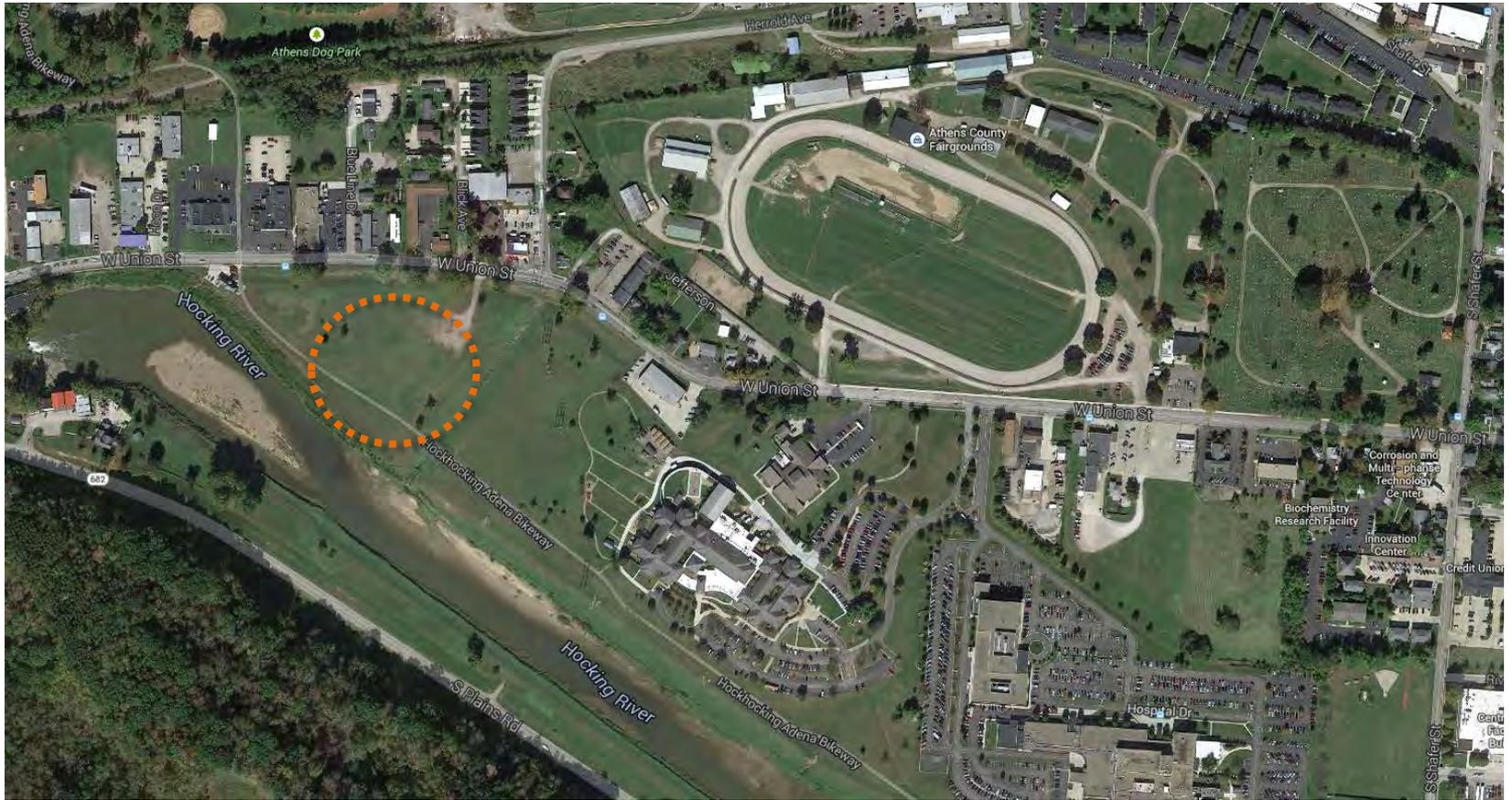
- **Local Facility:**
Administrative offices and shops placed near the campus promotes connectivity



- **Remote Facility:**
Long-term storage at the Airport allows for future growth and expansion

Auxiliaries Center-Local

West Union St Site – Area Context



Auxiliaries Center: Local

West Union Street Site – Offices & Production

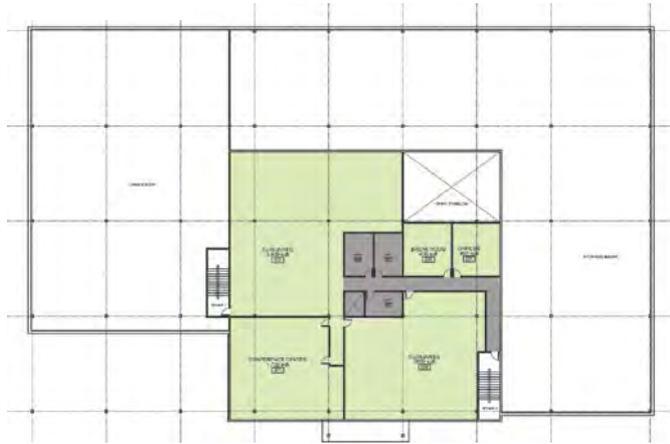
- Proximity to campus without being in direct area of academic expansion areas
- Available to move forward without domino effect



Local Facility



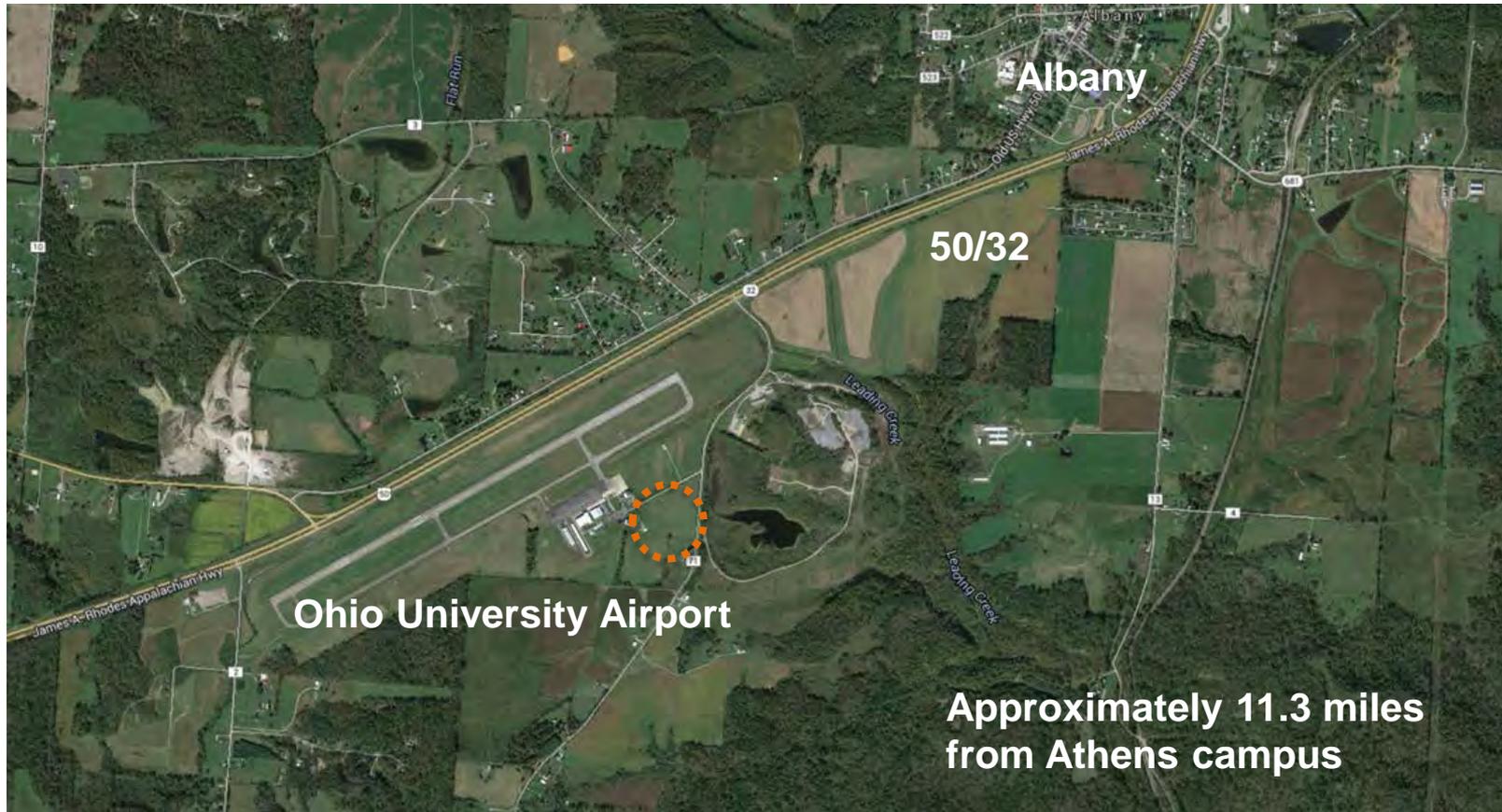
Example Layout



- Building Size:
 - 50,000 GSF
- Includes:
 - Auxiliaries Offices
 - Surplus Store
 - Central Receiving
 - Production space for Mail, Printing, & Moving
 - Short-Term Storage

Auxiliaries Center-Remote

Airport Site – Long Term Storage



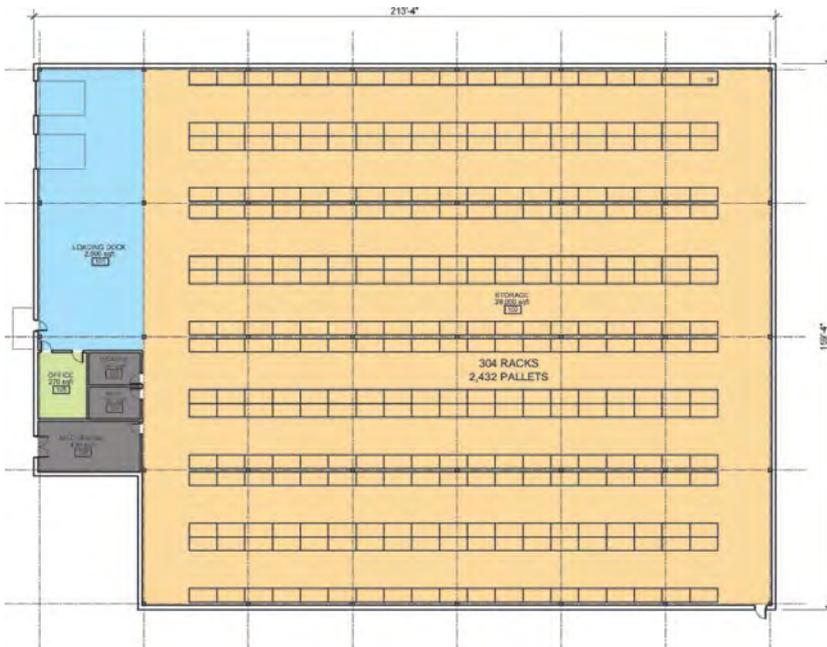
Auxiliaries Center: Remote Airport Site – Long Term Storage



- Long-term storage does not require valuable real estate near core campus
- 24/7 OHIO presence with Airport operation
- Opportunity for expansion at this site

Remote Facility

- Building Size:
 - 33,300 GSF
- Includes:
 - Long-term storage
 - Loading dock



Example Layout

Budget and Financial Plan

- Project Preliminary Concept Estimate:
 - Local Facility: \$11.3M
 - Remote Facility: \$5.4M
 - Total Project Budget including (FFE): \$16.7M
- Auxiliaries capital reserves will fund Auxiliaries Center construction costs.
- New operations (Storage and Surplus Store) will generate annual revenue to support operation.
- Moving & Surplus will become a fully self-supported operation.



Auxiliaries Center Site Selection and Approval to Undertake Design

- We seek site approval and approval to undertake design at a cost of \$1,550,000.
- Purpose is to provide a long term storage facility located at the airport (33,000 sf) that will have the capability to expand and a second facility located on West Union (49,400 sf) that will include a central receiving area, short term storage and space for the following Auxiliaries - printing services, mail services, moving, culinary services' central offices, and a new surplus store. This will consolidate the Auxiliaries' operations and allow for sharing of building and equipment resources. It will also open existing Auxiliaries space at the Ridges and at core campus locations. It will provide the campus with full service storage and surplus solutions including climate control.
- Not part of the approved CIP.
- Project Budget: \$16,700,000
- Previously Approved: \$0
- This Request: \$1,550,000
- Funding Source: Auxiliaries Reserves



**APPROVAL TO UNDERTAKE DESIGN FOR
GROVER E-122 EXPANSION,
JEFFERSON HALL CULINARY RENOVATION AND
APPROVAL OF THE SITE PLAN FOR THE OU CHILlicothe
SHOEMAKER BRIDGE IMPROVEMENTS**

RESOLUTION 2015-

WHEREAS, for the Grover E-122 Expansion project, the Board of Trustees approved a total project budget of \$11,000,000 (2014-3414) and authorized expenditures of \$100,000 (2014-3414), and University administration requests approval to increase the authorized expenditure amount by \$450,000 to total \$550,000 to undertake design development, construction documents and bidding to be funded by Health Sciences and Professions Department Reserves;

WHEREAS, for the Jefferson Hall Culinary Renovation project, the Board of Trustees approved a total project budget of \$44,000,000 (2014-3414) and authorized expenditures of \$1,100,000 (2014-3433), and University administration requests approval to increase the authorized expenditure amount by \$2,160,000 to total \$3,260,000 to undertake design development through construction documents to be funded by Culinary Reserves (\$8,000,000) and Housing Reserves (\$36,000,000);

WHEREAS, for OU Chillicothe Shoemaker Bridge Improvements project, the Board of Trustees approved a total project budget of \$1,000,000 (2014-3434) and authorized expenditures of \$1,000,000 for construction (2014-3434) to be funded by State Appropriations (\$449,513) and Regional Higher Education Reserves (\$550,487), and University administration requests site plan approval for the design of the graphics on the bridge to complete the project;

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

remodeled to include ADA access to all floors (elevator), new finishes, plumbing, mechanical, communications (data) and electrical infrastructure and academic support spaces (living/learning community). Needed because the age of Jefferson Hall warrants new, more efficient, infrastructure systems and modern finishes. Academic support spaces are needed because of a desire to bring learning opportunities into the residential environment.

3. Part of the FY 2015-2020 approved CIP as Residential Housing, Jefferson Hall Rehabilitation, #4 and Auxiliary, Jefferson Hall Culinary Renovation, #1
4. Project Budget: \$44,000,000
5. Previously Approved: \$1,100,000
 - a. 2014-3433
6. This Request: \$2,160,000
7. Funding Source: Culinary Reserves (\$8,000,000)
Housing Reserves (\$36,000,000)

OU Chillicothe Shoemaker Bridge Improvements – Site Plan Approval

1. We seek site plan approval for the design of the graphics on the bridge.
2. Purpose is to replace the bridge and provide a covered walkway to the main entrance of the building. The selected Design Build contractor will need to confirm the project estimates and provide at least two different schemes for the pedestrian bridge replacement. The covered walkway is preferred, but alternates may need to be considered to match the available funding.
3. Part of the FY2013-2014 CIP, Deferred Maintenance, Regional Project #13a.
4. Project Budget: \$1,000,000
5. Previously Approved: \$1,000,000
 - a. 2014-3434
6. This Request: \$0
7. Funding Sources: State Appropriations (\$449,513)
RHE Reserves (\$550,487)

Construction Projects – Design

Consent

Tab



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Requested Approvals to Undertake Design

- Grover E-122 Expansion – Design Development, Construction Documents and Bidding Phases
- Jefferson Hall Culinary Renovation – Design Development and Construction Documents Phases
- OU Chillicothe Shoemaker Bridge Improvements – Site Plan Approval



Grover E-122 Expansion – Design Development, Construction Documents and Bidding Phases

- We seek approval to undertake design development and to develop construction documents and bid documents at a cost of \$450,000.
- Purpose is to develop additional classroom and laboratory spaces. This is needed because several programs, especially the Nursing Education program, are rapidly expanding and in need of additional space.
- Part of the FY2015-2020 approved CIP as Grover Program Renovations, Academic/Research Project #18.
- Project Budget: \$11,000,000
- Previously Approved: \$100,000
 - 2014-3414
- This Request: \$450,000
- Funding Source: Health Sciences and Professions
Department Reserves

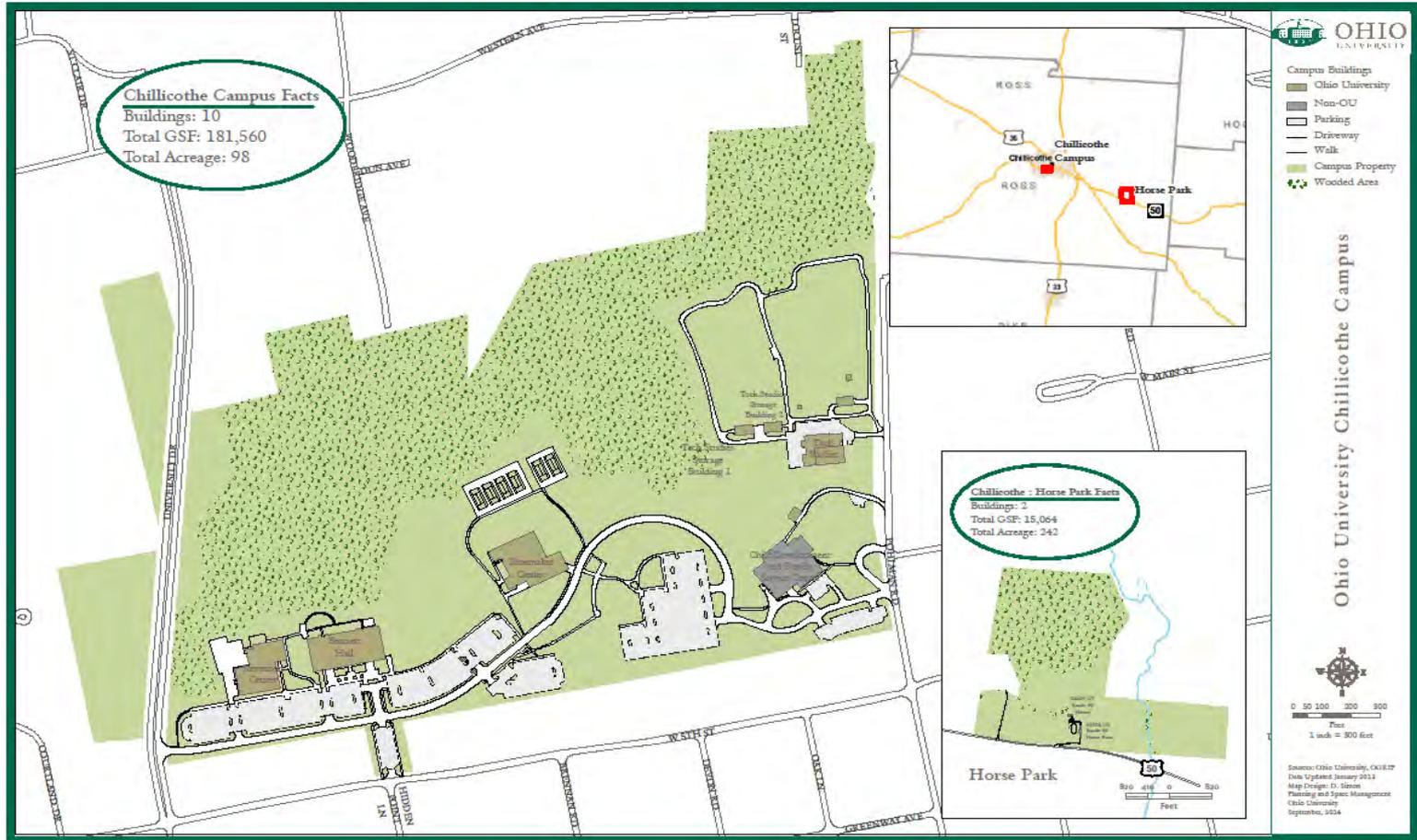


Jefferson Hall Culinary Renovation – Design Development and Construction Documents Phases

- We seek approval to undertake design development and develop construction documents at a cost of \$2,160,000.
- Purpose is to remodel the Dining portion of Jefferson Hall into a Marketplace based on a “Whole Foods Store” concept. Needed because the current Marketplace in Jefferson is too small for the community it is serving. Also, the residence hall portion will also be remodeled to include ADA access to all floors (elevator), new finishes, plumbing, mechanical, communications (data) and electrical infrastructure and academic support spaces (living/learning community). Needed because the age of Jefferson Hall warrants new, more efficient, infrastructure systems and modern finishes. Academic support spaces are needed because of a desire to bring learning opportunities into the residential environment.
- Part of the FY 2015-2020 approved CIP as Residential Housing, Jefferson Hall Rehabilitation, #4 and Auxiliary, Jefferson Hall Culinary Renovation, #1
- Project Budget: \$44,000,000
- Previously Approved: \$1,100,000
 - 2014-3433
- This Request: \$2,160,000
- Funding Source: Culinary Reserves (\$8,000,000)
Housing Reserves (\$36,000,000)



OU Chillicothe Shoemaker Bridge

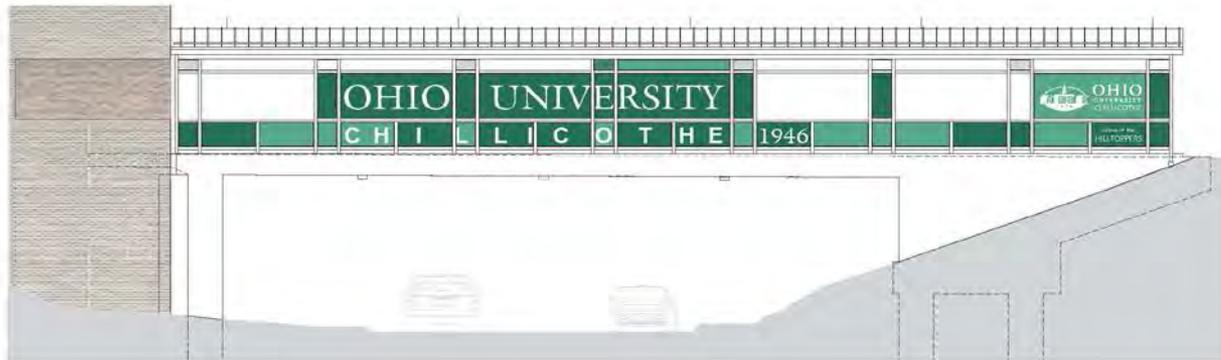


Ohio University, Chillicothe Campus



OHIO
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OU Chillicothe Shoemaker Bridge



GALLIARD BOLD
GALLIARD REG
FRUTIGER BOLD
FRUTIGER REG

RGB 5/10/19
PMS 342

RGB 30/100/133
PMS 372



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OU Chillicothe Shoemaker Bridge Improvements – Site Plan Approval

- We seek site plan approval for the design of the graphics on the bridge.
- Purpose is to replace the bridge and provide a covered walkway to the main entrance of the building. The selected Design Build contractor will need to confirm the project estimates and provide at least two different schemes for the pedestrian bridge replacement. The covered walkway is preferred, but alternates may need to be considered to match the available funding.
- Part of the FY2013-2014 CIP, Deferred Maintenance, Regional Project #13a.
- Project Budget: \$1,000,000
- Previously Approved: \$1,000,000
 - 2014-3434
- This Request: \$0
- Funding Sources: State Appropriations (\$449,513)
RHE Reserves (\$550,487)



**APPROVAL TO PROCEED WITH CONSTRUCTION FOR
BOBCAT LANE/BAKER UNIVERSITY CENTER TURNAROUND AND
OXBOW TRAIL REHABILITATION,
COLLEGE OF BUSINESS/CSC RENOVATION BUDGET AMENDMENT,
CONVOCATION SEATING REPLACEMENT,
MCCRACKEN HALL RENOVATION AND ADDITION,
MORTON HALL LECTURE ROOM UPGRADES ROOMS 201, 235 & 237,
OU CHILLICOTHE BENNETT HALL ELECTRICAL UPGRADE PHASE 1,
OU SOUTHERN HVAC IMPROVEMENTS SCOPE, SCHEDULE AND
BUDGET AMENDMENT,
OU ZANESVILLE CAMPUS CENTER ROOF,
OU ZANESVILLE ELSON HALL 2ND FLOOR,
STEAM DISTRIBUTION SYSTEM REPAIRS AND
APPROVAL TO PURCHASE EQUIPMENT FOR THE PERMANENT
CAMPUS BOILER**

RESOLUTION 2015 -

WHEREAS, for the Bobcat Lane/Baker University Center Turnaround and Oxbow Trail Rehabilitation project, the Board of Trustees previously approved a total project budget of \$1,890,000 (2015-3453) and authorized expenditures of \$601,000 (2015-3453), and University administration seeks site plan approval and to increase the authorized expenditure amount by \$1,289,000 to total \$1,890,000 to undertake construction and to complete the project to be funded by State Appropriations;

WHEREAS, for the College of Business/CSC Renovation project, the Board of Trustees previously approved a total project budget of \$3,000,000 (2015-3454) and authorized expenditures of \$3,000,000 (2014-3379, 2014-3434, 2015-3454), and University administration seeks approval to amend the total project budget of \$3,000,000 by \$460,00 for a new total project budget of \$3,460,000 and seeks approval to increase authorized expenditures of \$3,000,000 by \$460,000 to total \$3,460,000 to undertake construction documents, bid documents and construction for the ground and first floors; bid documents and construction for the third floor to be funded by Gifts/Internal Loan.

WHEREAS, for the Convocation Seating Replacement project, University administration requests approval for the total project budget of \$2,850,000 and seeks authorization for expenditures of \$2,850,000 to undertake design, construction and to complete the project to be funded by Maintenance Reserves;

WHEREAS, for the McCracken Hall Renovation and Addition project, the Board of Trustees previously approved a total project budget of \$31,896,800 (2015-3454) and authorized expenditures of \$31,896,800 (2015-3454, 2014-3414, 2014-3379), and University administration requests approval to increase the total project budget amount by \$901,200 for a new total project budget of \$32,798,000 and seeks approval to increase previously authorized expenditures of \$31,896,800 by \$901,200 to total \$32,798,000 to revise the scope, undertake construction, and complete the project to be funded by Gifts (\$11,077,600), External Debt (\$20,720,400) and College Funds (\$1,000,000);

WHEREAS, for the Morton Hall Lecture Room Upgrades Rooms 201, 235 and 237 project, the Board of Trustees previously approved a total project budget of \$1,500,000 (2014-3433) and authorized expenditures of \$108,500 (2014-3433), and University administration seeks to increase the authorized expenditure amount by of \$1,391,500 to total \$1,500,000 to develop bid documents, undertake construction and to complete the project to be funded by State Appropriations;

WHEREAS, for the OU Chillicothe Bennett Hall Electrical Upgrades project, University administration requests approval for the total project budget of \$950,000 and seeks authorization for expenditures of \$950,000 to undertake programming, construction and to complete the project to be funded by State Appropriations;

WHEREAS, for the OU Southern HVAC Improvements project, the Board of Trustees previously approved a total project budget of \$880,000 (2014-3415) and authorized expenditures of \$880,000 (2014-3415, 2014-3397), and University administration requests approval to increase the total project budget amount by \$151,208 for a new total project budget of \$1,031,208, and seeks approval to increase previously authorized expenditures of \$880,000 by \$151,208 to total \$1,031,208 to revise the scope, schedule and undertake construction to complete the project to be funded by Southern Campus Reserves (\$59,000) and State Appropriations (\$972,208);

WHEREAS, for the OU Zanesville Campus Center Roof project, the Board of Trustees previously approved a total project budget of \$900,000 (2014-3414) and authorized expenditures of \$136,000 (2014-3414), and University administration seeks to increase the authorized expenditure amount by \$764,000 to total \$900,000 to develop construction documents and undertake construction to complete the project to be funded by Zane State (\$450,000) and State Appropriations (\$450,000);

WHEREAS, for the OU Zanesville Elson Hall 2nd Floor Renovation project, University administration requests approval for a total project budget of \$1,479,179 and seeks authorization for expenditures of \$1,479,179 to undertake design, construction and complete the project to be funded by State Appropriations;

WHEREAS, for the Steam Distribution System Repairs project, University administration requests approval for the total project budget of \$2,000,000 and seeks authorization for expenditures of \$2,000,000 to undertake design, construction and complete the project to be funded by the Energy Infrastructure Project Debt;

WHEREAS, for the Permanent Campus Boiler project, University administration requests approval for the total project budget of \$4,000,000 and seeks authorization for expenditures of \$4,000,000 to purchase equipment and complete the project to be funded by the Energy Infrastructure Project Debt.

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



OHIO
UNIVERSITY

Date: February 26, 2015

To: The President and Board of Trustees

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

Re: REQUEST FOR APPROVAL TO UNDERTAKE CONSTRUCTION:

- **Bobcat Lane/Baker University Center Turnaround and Oxbow Trail Rehabilitation – Site Plan Approval and Construction Phase**
- **College of Business/CSC Renovation – Budget Amendment for Construction Documents, Bid Documents and Construction for Ground and First Floors; Construction and Bid Documents for 3rd Floor**
- **Convocation Seating Replacement – Design through Construction Phases**
- **McCracken Hall Renovation and Addition – Scope and Budget Amendment**
- **Morton Hall Lecture Room Upgrades Rooms 201, 235, 237 – Bid Documents through Construction Phases**
- **OU Chillicothe Bennett Hall Electrical Upgrade Phase 1 – Programing through Construction Phases**
- **OU Southern HVAC Improvements – Scope, Schedule and Budget Amendment**
- **OU Zanesville Campus Center Roof – Construction Documents through Construction Phases**
- **OU Zanesville Elson Hall 2nd Floor – Bidding through Construction Phases**
- **Steam Distribution System Repairs – Design through Construction Phases**
- **Permanent Campus Boiler – Equipment Purchase Phase**

The following construction projects are in excess of \$500,000 in total project cost and are presented to the Board for project and/or budget amendment approval. A resolution is provided that addresses these projects.

Bobcat Lane/Baker University Center Turnaround and Oxbow Trail Rehabilitation – Site Plan Approval and Construction Phase

1. We seek approval to undertake construction at a cost of \$1,289,000.
2. Purpose is to rehabilitate Oxbow Trail and construct a turnaround at Baker University Center that busses can negotiate. This is needed because the roadway is aging and is in a deteriorated condition, and the turnaround at Baker Center will not accommodate large busses, such as those that transport our students to Cincinnati and Columbus. Bobcat Lane will be connected to Richland Avenue. A sidewalk will be added on the east side of Oxbow Trail at Emeriti Park. Pedestrian and mobility impaired traffic will be accommodated by the new sidewalk. The congestion that develops at the raised crosswalk south of Baker University Center will be studied and a traffic control solution will be implemented. This will reduce the conflict in the crosswalk area that exists between

pedestrians and vehicular traffic. An art feature will be designed for display in the vicinity of the turnaround.

3. The Oxbow Trail Rehabilitation portion of the project is included in the approved Capital Plan for FY2015-FY2020, as Infrastructure Renewal, Northeast Campus Roadway, Project #3. The Bobcat Lane roadway improvements and opening to Richland Avenue is not part of the approved CIP.
4. Project Budget: \$1,890,000
5. Previously Approved: \$601,000
 - a. 2015-3453
6. This Request: \$1,289,000
7. Funding Source: College Green Upgrade (\$425,000)
State Appropriations (\$1,465,000)

CSC/College of Business Renovation – Budget Amendment for Construction Documents, Bid Documents and Construction for Ground and First Floors; Bid Documents and Construction for 3rd Floor

1. We seek approval to amend the budget from the previously approved \$3,000,000 by an additional \$460,000 for a new total project budget of \$3,460,000.
2. Purpose is to provide additional space for the College. This is needed because Copeland Hall, at the time of its renovation, was designed to accommodate a program of 1,800 students. The College currently serves 2,400 students and is in need of additional space for both office and teaching functions. The College will occupy space on the ground, first and third floors of the adjacent Computer Services Center building, with implementation of the renovation on a floor-by-floor basis. Existing building occupants in these areas (OIT and Institutional Research) will be appropriately relocated.
3. Part of the FY2015-2020 CIP as Academic/Research Project #17.
4. Project Budget: \$3,460,000
5. Previously Approved: \$3,000,000
 - a. 2015-3454 (\$2,725,000)
 - b. 2014-3434 (\$225,000)
 - c. 2014-3379 (\$50,000)
6. This Request: \$460,000
7. Funding Source: Internal Reserves

Convocation Seating Replacement – Design through Construction Phases

1. We seek approval to undertake design through construction at a cost of \$2,850,000.
2. Purpose is to replace the arena seating in the Convocation Center main arena. This is needed because the existing seating is original to the building and maintenance is becoming too much in repairing seats as they fail.
3. Part of the approved FY2015-2016 CIP as Deferred Maintenance Project #9.
4. Project Budget: \$2,850,000
5. Previously Approved: \$0
6. This Request: \$2,850,000
7. Funding Source: Maintenance Reserves

McCracken Hall Renovation and Addition – Scope and Budget Amendment

1. We seek approval to increase previously authorized expenditures by \$901,200.
2. Purpose: Original bid results were 8% (\$1.8M) over the estimate. The project team has reduced scope of the project with potential savings of about \$1.2M. Funds also been added in order to bring the project within the new budget and give flexibility in case of bids coming in high and the ability to accept alternates.
3. Part of the FY2015-2016 CIP identified as Academic/Research Project #1.
4. Project Budget: \$32,798,000
5. Previously Approved: \$31,896,800
 - a. 2015-3454 (\$29,676,800)
 - b. 2014-3414 (\$1,420,000)
 - c. 2014-3379 (\$800,000)
6. This Request: \$901,200
7. Funding Source:

Gifts	\$11,077,600
External Debt	\$20,720,400
College Funds	\$ 1,000,000

Morton Hall Lecture Room Upgrades Rooms 201, 235, 237 – Bid Documents through Construction Phases

1. We seek approval to develop bid documents and undertake construction at a cost of \$1,391,500.
2. Purpose is to upgrade the furniture and finishes in the large lecture rooms in Morton Hall. The project will also upgrade the acoustics and audio visual equipment in the lecture halls. This is needed because the existing furniture and finishes, and video and audio equipment in the lecture halls has reached the end of its useful life. Morton Hall currently does not have a restroom that meets current ADA standards. This project will include the installation of two ADA compliant family restrooms within Morton Hall.
3. Part of the approved FY2015-2020 CIP as Academic Support, Classroom Upgrades, Project #1.
4. Project Budget: \$1,500,000
5. Previously Approved: \$108,500
 - a. 2014-3433
6. This Request: \$1,391,500
7. Funding Source: State Appropriations

OU Chillicothe Bennett Hall Electrical Upgrade Phase 1 – Programming through Construction Phases

1. We seek approval to undertake programming through construction at a cost of \$950,000.
2. Purpose is to upgrade the electrical service and switchgear to provide safety and reliability. Needed because the original electrical equipment has served its useful life.
3. Part of the approved FY2015-2020 CIP as Deferred Maintenance Regional Project #1.
4. Project Budget: \$950,000
5. Previously Approved: \$0
6. This Request: \$950,000
7. Funding Source: State Appropriations

OU Southern HVAC Improvements – Scope, Schedule and Budget Amendment

1. We seek approval to revise the scope, schedule and budget at a cost of \$151,208.
2. Purpose is to replace mechanical equipment and controls for Riffe Center and Collins Center. Needed because the equipment is old and inefficient. Upgrade will help avoid costly emergency repairs and decrease the energy consumption of the campus. In addition, air conditioning will be added to IT closets in the Academic Center and Dingus Center. The project team wishes to amend the scope of work to include bid alternates and as a result, amend the total project budget to \$1,031,208, an increase of \$151,208. In addition, the original bid came in over the bid estimate due to increase in construction (specifically mechanical and controls) costs. The project scope was decreased and rebid.
3. Part of the FY2015-16 as OU Southern Campus HVAC Improvements, Collins Center Repairs – HVAC and Energy Efficiency Upgrades,
4. Project Budget: \$1,031,208
5. Previously Approved: \$880,000
 - a. 2014-3415 (\$180,000)
 - b. 2014-3397 (\$700,000)
6. This Request: \$151,208
7. Funding Source: State Appropriations (\$972,208)
Department Funding (\$59,000)

OU Zanesville Campus Center Roof – Construction Documents through Construction Phases

1. We seek approval to develop construction documents and undertake construction at a cost of \$764,000.
2. Purpose is to replace the roof on the Campus Center building on the Ohio University Zanesville Campus. The building is a Zane State College building on the co-located campus. The building is a shared building with Zane State College funding half of the project.
3. Part of the FY2015-2020 CIP Regional Campus Project #6
4. Project Budget: \$900,000
5. Previously Approved: \$136,000
 - a. 2014-3414
6. This Request: \$764,000
7. Funding Source: State Capital HB 497 OHU-156102 (\$450,000)
State Capital HB 497 Zane State (\$450,000)

OU Zanesville Elson Hall 2nd Floor Renovation – Bidding and Construction Phases

1. We seek approval to undertake bidding and construction at a cost of \$1,479,179.
2. Purpose is to renovate the Nursing Educational Spaces of Elson Hall 2nd Floor.
3. Part of the approved FY2015-2020 CIP as Regional Campus, Project #6.
4. Project Budget: \$1,479,179
5. Previously Approved: \$0
6. This Request: \$1, 479,179
7. Funding Source: State Appropriations HB497: OHU-156502

Steam Distribution System Repairs – Design and Construction Phases

1. We seek approval to undertake design and construction at a cost of \$2,000,000.
2. Purpose is to make repairs to the campus steam distribution system. Includes evaluating and repairing system components for the high pressure steam, low pressure steam, condensate lines, pressure reducing valves, tunnel component supports, etc. Scope will also include the evaluation and input from other teams for system components which will allow future tie-ins on boiler upgrades/replacements, although this project scope has not yet been developed. Work may require steam outages affecting the campus, which will be coordinated as required. Specific areas/locations/needs have been identified where possible by facilities maintenance, but this effort is intended to provide a review and prioritization of immediate repairs required. Necessary due to the condition of existing system components conditions. Also intended to incorporate the coordination for future temporary/permanent boiler system tie-ins to minimize outages affecting campus.
3. Part of the FY2015-2016, Infrastructure Renewal-Deferred Maintenance, Energy Infrastructure Project Initiative, Project #4
4. Project Budget: \$2,000,000
5. Previously Approved: \$0
6. This Request: \$2,000,000
7. Funding Source: Energy Infrastructure Project Debt

Permanent Campus Boiler – Equipment Purchase Phase

1. We seek approval to purchase equipment at a cost of \$4,000,000.
2. Purpose is to purchase permanent campus boiler equipment at the Lausche Plant feeding the campus steam distribution system. This work scope will also include the input from other design teams for system components, including the temporary boiler coordination and the Utility Master Plan.
3. Part of the FY2014-2015 CIP identified as Lausche Heating Plant, Project #1.
4. Project Budget: \$4,000,000
5. Previously Approved: \$0
6. This Request: \$4,000,000
7. Funding Source: Energy Infrastructure Project Debt

Construction Projects – Construction Consent

Tab



Requested Approvals to Undertake Construction

- Bobcat Lane/Baker University Center Turnaround and Oxbow Trail Rehabilitation – Site Plan Approval and Construction Phase
- College of Business/CSC Renovations Budget Amendment for Construction Documents, Bid Documents and Construction for Ground and 1st Floors; Bid Documents and Construction for 3rd Floor
- Convocation Center Seating Replacement – Design through Construction Phases



Requested Approvals to Undertake Construction

- McCracken Hall Renovation and Addition – Scope and Budget Amendment
- Morton Hall Lecture Room Upgrades 201, 235, & 237 – Bid Documents through Construction Phases
- OU Chillicothe Bennett Hall Electrical Upgrades Phase 1 – Programming through Construction Phases
- OU Southern HVAC Improvements – Scope, Schedule and Budget Amendment
- OU Zanesville Campus Center Roof – Construction Documents through Construction Phases



Requested Approvals to Undertake Construction

- OU Zanesville Elson Hall 2nd Floor – Bidding through Construction Phases
- Steam Distribution System Repairs – Design through Construction Phases
- Permanent Campus Boiler – Equipment Purchase Phase



Bobcat Lane/Baker University Center Turnaround and Oxbow Trail Rehabilitation – Site Plan Approval and Construction Phase

- We seek approval to undertake construction at a cost of \$1,289,000.
- Purpose is to rehabilitate Oxbow Trail and construct a turnaround at Baker University Center that busses can negotiate. Bobcat Lane will be connected to Richland Avenue. A sidewalk will be added on the east side of Oxbow Trail at Emeriti Park. The raised crosswalk south of Baker University Center will be studied and a traffic control solution will be implemented.
- The Oxbow Trail Rehabilitation portion of the project is included in the approved Capital Plan for FY2015-FY2020, as Infrastructure Renewal, Northeast Campus Roadway, Project #3. The Bobcat Lane roadway improvements and opening to Richland Avenue is not part of the approved CIP.
- Project Budget: \$1,890,000
- Previously Approved: \$601,000
 - 2015-3453
- This Request: \$1,289,000
- Funding Source: College Green Upgrade \$425,000
State Appropriations \$1,465,000



College of Business/CSC Renovations Budget Amendment for Construction Documents, Bid Documents and Construction for Ground and 1st Floors; Bid Documents and Construction for 3rd Floor

- We seek approval to amend the budget from the previously approved \$3,000,000 by an additional \$460,000 for a new total project budget of \$3,460,000.
- Purpose is to provide additional space for the College. Needed because Copeland Hall was designed to accommodate a program of 1,800 students. The College currently serves 2,400 students and is in need of additional space for both office and teaching functions.
- Part of the FY2015-2020 CIP as Academic/Research Project #17.
- Project Budget: \$3,460,000
- Previously Approved: \$3,000,000
 - 2015-3454 (\$2,725,000)
 - 2014-3434 (\$225,000)
 - 2014-3379 (\$50,000)
- This Request: \$460,000
- Funding Source: Internal Reserves



Convocation Seating Replacement – Design through Construction Phases

- We seek approval to undertake design through construction at a cost of \$2,850,000.
- Purpose is to replace the arena seating in the Convocation Center main arena. This is needed because the existing seating is original to the building and maintenance is becoming too much in repairing seats as they fail.
- Part of the approved FY2015-2016 CIP as Deferred Maintenance Project #9.
- Project Budget: \$2,850,000
- Previously Approved: \$0
- This Request: \$2,850,000
- Funding Source: Maintenance Reserves (\$2,850,000)



McCracken Hall Renovation and Addition – Scope and Budget Amendment

- We seek approval to increase previously authorized expenditures by \$901,200.
- Purpose: Original bid results were 8% (\$1.8M) over the estimate. The project team has reduced scope of the project with potential savings of about \$1.2M. Funds also been added in order to bring the project within the new budget and give flexibility in case of bids coming in high and the ability to accept alternates.
- Part of the FY2015-2016 CIP identified as Academic/Research Project #1.
- Project Budget: \$32,798,000
- Previously Approved: \$31,896,800
 - 2015-3454 \$29,676,800
 - 2014-3414 \$ 1,420,000
 - 2014-3379 \$ 800,000
- This Request: \$901,200
- Funding Source:

Gifts	\$11,077,600
External Debt	\$20,720,400
College Funds	\$ 1,000,000



Morton Hall Lecture Room Upgrades Rooms 201, 235, & 237 – Bid Documents through Construction Phases

- We seek approval to develop bid documents and undertake construction at a cost of \$1,391,500.
- Purpose is to upgrade the furniture and finishes in the large lecture rooms in Morton Hall. Project will upgrade acoustics and audio visual equipment in the lecture halls. This is needed because the existing furniture and finishes, and video and audio equipment in the lecture halls has reached the end of its useful life. Morton Hall currently does not have a restroom that meets current ADA standards. Project will include the installation of two ADA compliant family restrooms.
- Part of the approved FY2015-2020 CIP as Academic Support, Classroom Upgrades, Project #1.
- Project Budget: \$1,500,000
- Previously Approved: \$108,500
 - 2014-3433
- This Request: \$1,391,500
- Funding Source: State Appropriations



OU Chillicothe Bennett Hall Electrical Upgrade Phase 1 – Programming through Construction Phases

- We seek approval to undertake programming through construction at a cost of \$950,000.
- Purpose is to upgrade the electrical service and switchgear to provide safety and reliability. Needed because the original electrical equipment has served its useful life.
- Part of the approved FY2015-2020 CIP as Deferred Maintenance Regional Project #1.
- Project Budget: \$950,000
- Previously Approved: \$0
- This Request: \$950,000
- Funding Source: State Appropriations



OU Southern HVAC Improvements – Scope, Schedule and Budget Amendment

- We seek approval to revise the scope, schedule and budget at a cost of \$151,208.
- Purpose is to replace mechanical equipment and controls for Riffe Center and Collins Center. Needed because the equipment is old and inefficient. Upgrade will help avoid costly emergency repairs and decrease the energy consumption of the campus. Conditioning will be added to IT closets for two rooms in the Academic Center and Dingus Center. The project team wishes to amend the scope of work to include bid alternates Original bid came in over the bid estimate due to increase in construction (specifically mechanical and controls) costs. Project scope was decreased and rebid.
- Part of the FY2015-16 as OU Southern Campus HVAC Improvements, Collins Center Repairs – HVAC and Energy Efficiency Upgrades,
- Project Budget: \$1,031,208
- Previously Approved: \$880,000
 - 2014-3415 (\$180,000)
 - 2014-3397 (\$700,000)
- This Request: \$151,208
- Funding Source: State Appropriations (\$972,208)
Southern Campus Reserves (\$59,000)



OU Zanesville Campus Center Roof – Construction Documents through Construction Phases

- We seek approval to develop construction documents and undertake construction at a cost of \$764,000.
- Purpose is to replace the roof on the Campus Center building on the Ohio University Zanesville Campus. The building is a Zane State College building on the co-located campus. The building is a shared building with Zane State College funding half of the project.
- Part of the FY2015-2020 CIP Regional Campus Project #6
- Project Budget: \$900,000
- Previously Approved: \$136,000
 - 2014-3414
- This Request: \$764,000
- Funding Source: State Capital HB 497 OHU-156102 (\$450,000)
State Capital HB 497 Zane State (\$450,000)



OU Zanesville Elson Hall 2nd Floor Renovation – Bidding and Construction Phases

- We seek approval to undertake bidding and construction at a cost of \$1,479,179.
- Purpose is to renovate the Nursing Educational Spaces of Elson Hall 2nd Floor.
- Part of the approved FY2015-2020 CIP as Regional Campus, Project #6.
- Project Budget: \$1,479,179
- Previously Approved: \$0
- This Request: \$1, 479,179
- Funding Source: State Appropriations



Steam Distribution System Repairs – Design and Construction Phases

- We seek approval to undertake design and construction at a cost of \$2,000,000.
- Purpose is to make repairs to the campus steam distribution system. Includes evaluating and repairing system components for the high pressure steam, low pressure steam, condensate lines, pressure reducing valves, tunnel component supports, etc. Work may require steam outages affecting the campus, which will be coordinated as required. Necessary due to the condition of existing system components conditions. Part of the FY2015-2016, Infrastructure Renewal-Deferred Maintenance, Energy Infrastructure Project Initiative, Project #4
- Project Budget: \$2,000,000
- Previously Approved: \$0
- This Request: \$2,000,000
- Funding Source: Energy Infrastructure Project Debt



Permanent Campus Boiler – Equipment Purchase Phase

- We seek approval to purchase equipment at a cost of \$4,000,000.
- Purpose is to purchase permanent campus boiler equipment at the Lausche Plant feeding the campus steam distribution system. This work scope will also include the input from other design teams for system components, including the temporary boiler coordination and the Utility Master Plan.
- Part of the FY2014-2015 CIP identified as Lausche Heating Plant, Project #1.
- Project Budget: \$4,000,000
- Previously Approved: \$0
- This Request: \$4,000,000
- Funding Source: Energy Infrastructure Project Debt



Summer 2015 Projects

(Interior and Roofing)

International Space University



Major Renovation

	Spring Sem.			Sum. Sem.			Fall Sem.	
	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Boyd Hall								
Convocation Center								
Alden Library								
Housing Project-Move in								



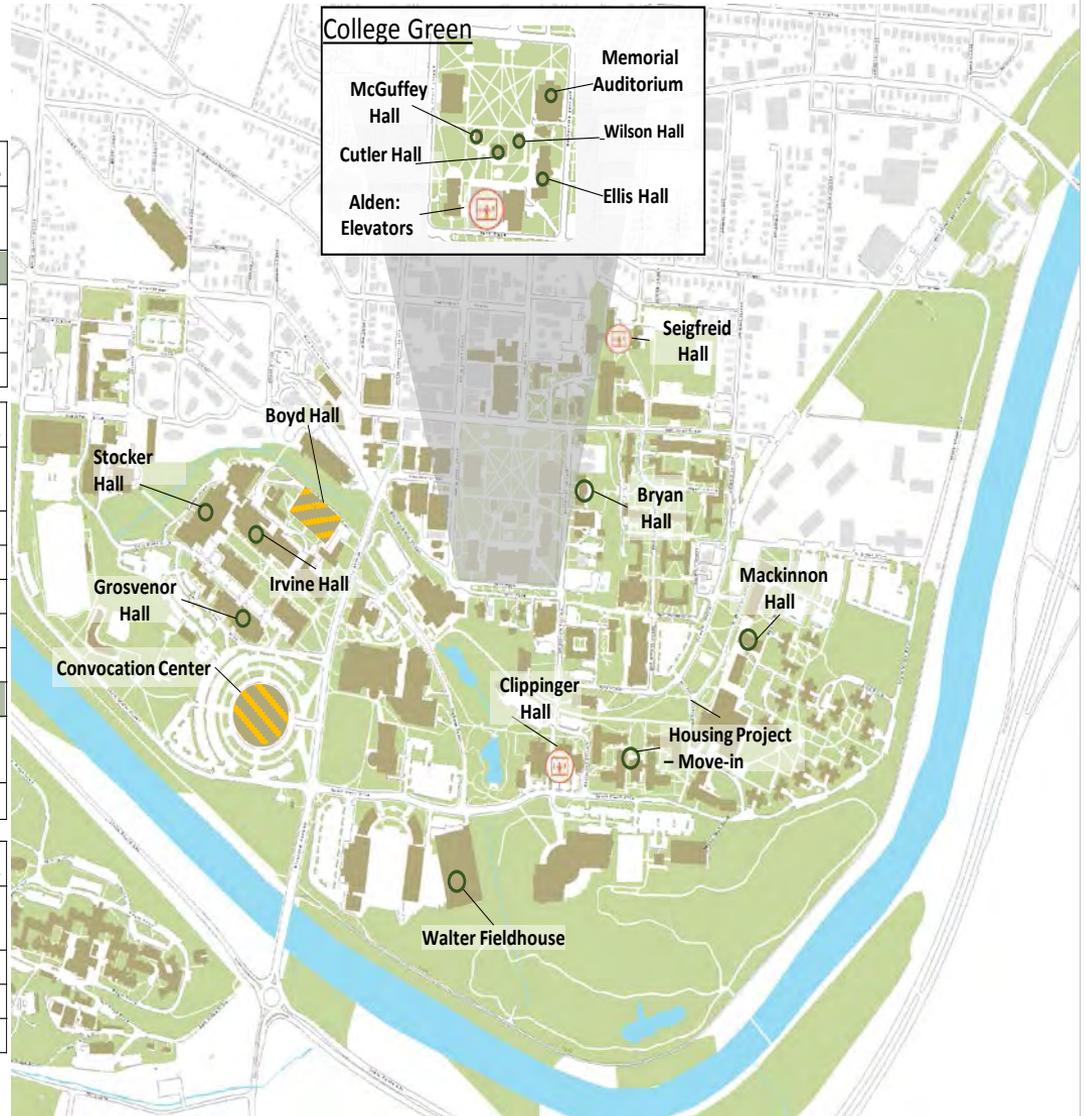
Minor Renovation

	Spring Sem.			Sum. Sem.			Fall Sem.	
	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Bryan Hall								
McGuffey Hall								
Ellis Hall								
Wilson Hall								
Cutler Hall								
Memorial Auditorium								
W. Green Roofs- Stocker, Irvine, Grosvenor								
Walter Fieldhouse								



Elevator Maintenance

	Spring Sem.			Sum. Sem.			Fall Sem.	
	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Clippinger Hall								
Seigfred Hall								
Alden Library								



Summer 2015 Projects

(Outdoor and Roadwork)

International Space University



Demolition

	Spring Sem.			Sum. Sem.			Fall Sem.	
	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Ryors Annex								
PSAC								
Brough Hall								
Foster Hall								
Cady Hall								



Addition

McCracken Hall								
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Major Renovation

Baker Center Garage								
Fuel Depot Replacement								
Sweep Construction								



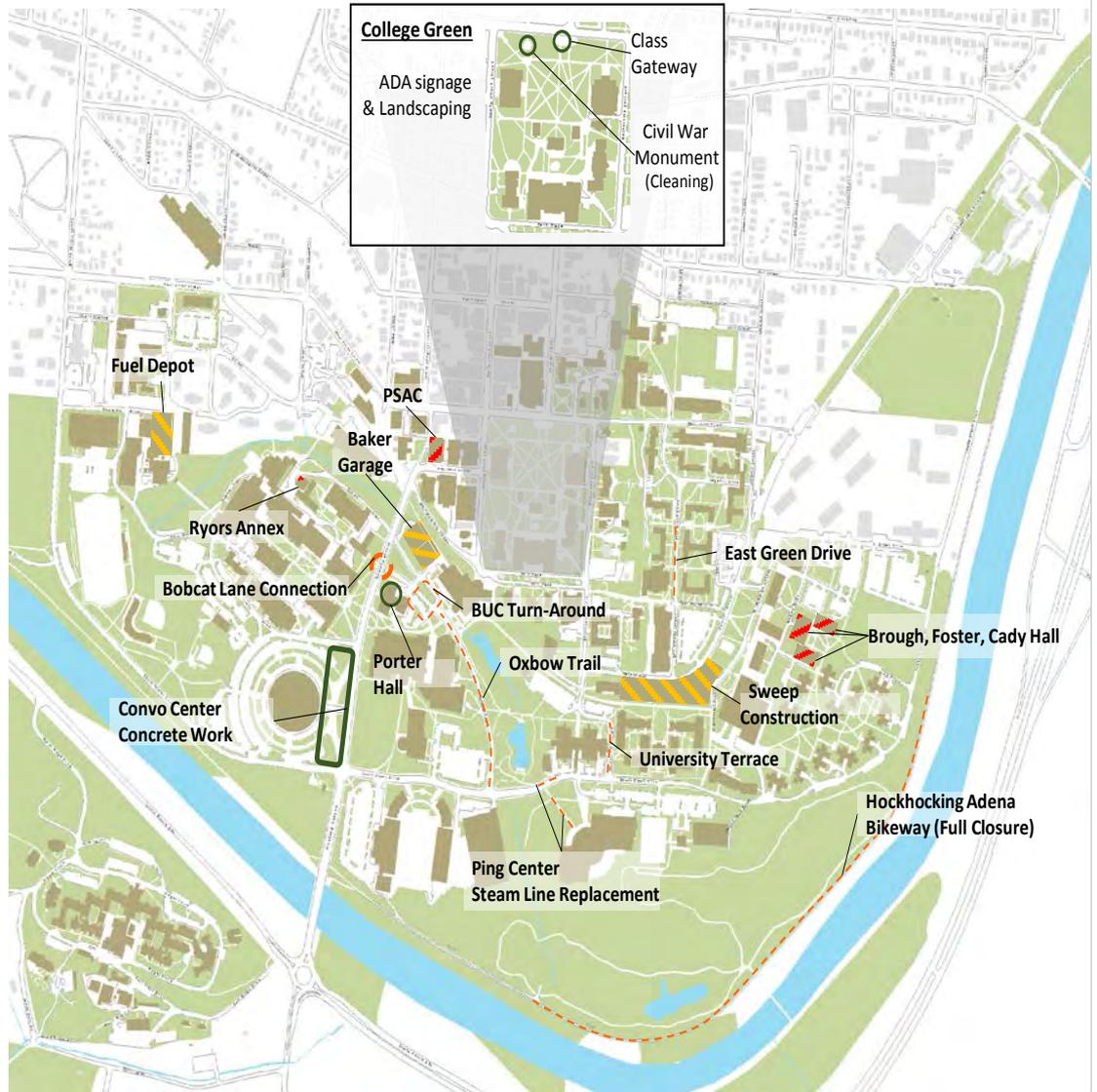
Minor Renovation

Porter Hall Loading Dock								
Convo Center, Concrete								
Col. Green ADA Signage								
Col. Green Landscaping								
Class Gateway Renovation								



Roadway/Walkway

Bobcat Lane Connection								
Oxbow Trail								
University Terrace								
Ping Center Steam Line								
East Green Drive								
BUC Turnaround								
Bikeway								



**RESOLUTION TO APPROVE AN EASEMENT FOR
RELOCATION OF AN ELECTRIC LINE AND
RELATED EQUIPMENT**

RESOLUTION 2015-

WHEREAS, American Electric Power (AEP) and the City of Athens have identified an undesirable condition in an overhead electric line near two privately-owned buildings on Richland Avenue;

WHEREAS, AEP wishes to relocate that line away from the buildings;

WHEREAS, the University owns unimproved land immediately adjacent to the privately-owned parcels;

WHEREAS, AEP and the City of Athens have requested an easement from the University to allow for the relocation of the overhead line away from the buildings and Richland Avenue; and

WHEREAS, permitting relocation of the electric line is appropriate to ensure the safe and reliable distribution of electricity to the Richland Avenue area.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves the granting of an easement to AEP or an affiliate to allow for the construction and maintenance of an overhead electric line and related equipment upon terms and conditions negotiated and approved by the President or his designee.

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



Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

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

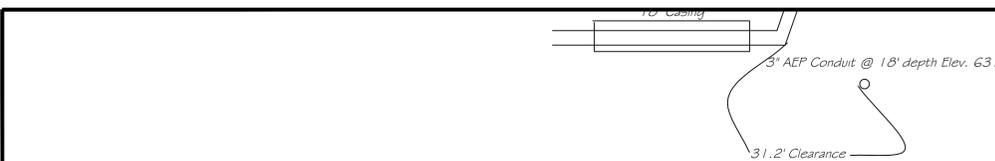
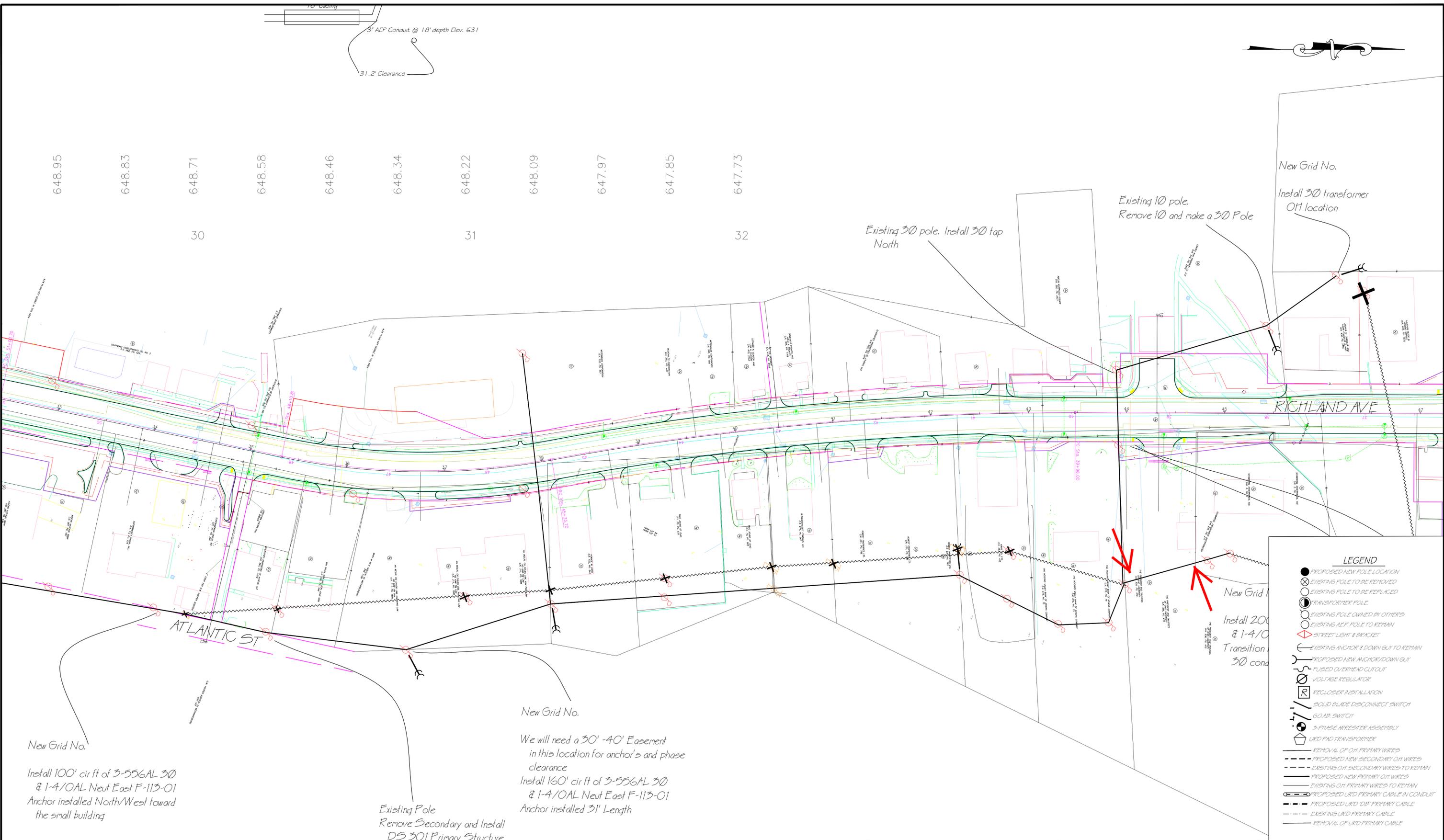
Re: Approval of Easement for Relocation of an Electric Line and Related Equipment

American Electric Power (AEP) and the City of Athens have identified a potentially unsafe electric line condition and have asked the University for an easement to allow for relocation of the line and related equipment. Specifically, a 69 kilovolt electric distribution line is located directly above at least two privately-owned buildings along Richland Avenue. AEP indicates that this condition is undesirable and potentially unsafe. In light of the upcoming Richland Avenue improvement projects, options for relocating the line on the street-side of the buildings are very limited. The University owns the parcel adjacent to the rear of the buildings.

Accordingly, AEP and the City of Athens have requested an easement from the University to allow for the relocation of the overhead electric line and related equipment. The easement will cover wooded, unimproved land on a hillside below the University Courtyard apartments and will span an area approximately 30 x 100 feet. The easement area is depicted by red arrows in the attached map.

The attached resolution approves the granting of an easement to AEP or an affiliated entity for purposes of relocating the electric line and related equipment, upon terms and conditions negotiated and approved by President or his designee.

If you have any questions about this matter, please do not hesitate to contact me.



LEGEND

- PROPOSED NEW POLE LOCATION
- ⊗ EXISTING POLE TO BE REMOVED
- ⊙ EXISTING POLE TO BE REPLACED
- ⊙ TRANSFORMER POLE
- ⊙ EXISTING POLE OWNED BY OTHER'S
- ⊙ EXISTING AEP POLE TO REMAIN
- ◇ STREET LIGHT & BRACKET
- EXISTING ANCHOR & DOWN GUY TO REMAIN
- PROPOSED NEW ANCHOR/DOWN GUY
- PULSED OVERHEAD CUTOFF
- VOLTAGE REGULATOR
- RECLOSER INSTALLATION
- SOLID BLADE DISCONNECT SWITCH
- GO-AB. SWITCH
- 3-PHASE ARRESTER ASSEMBLY
- URD PAD TRANSFORMER
- REMOVAL OF O.H. PRIMARY WIRES
- PROPOSED NEW SECONDARY O.H. WIRES
- EXISTING O.H. SECONDARY WIRES TO REMAIN
- PROPOSED NEW PRIMARY O.H. WIRES
- EXISTING O.H. PRIMARY WIRES TO REMAIN
- PROPOSED URD PRIMARY CABLE IN CONDUIT
- PROPOSED URD DP PRIMARY CABLE
- EXISTING URD PRIMARY CABLE
- REMOVAL OF URD PRIMARY CABLE

UNDERGROUND UTILITIES
TWO WORKING DAYS BEFORE YOU DIG
CALL: 800-362-2764 (TOLL FREE)
OHIO UTILITIES PROTECTION SERVICE
NON-MEMBERS MUST BE CALLED DIRECTLY

New Grid No.
Install 100' cir ft of 3-556AL 30 & 1-4/OAL Neut East F-113-01
Anchor installed North/West toward the small building

Existing Pole
Remove Secondary and Install DS 301 Primary Structure

New Grid No.
We will need a 30' -40' Easement in this location for anchor's and phase clearance
Install 160' cir ft of 3-556AL 30 & 1-4/OAL Neut East F-113-01
Anchor installed 31' Length

Install 175' cir ft of 3-556AL 30 & 1-4/OAL Neut East F-113-01

640
638



CITY: ATHENS	TWP: ATHENS	COUNTY: ATHENS
JULP. NO.		
PROJECT ID.		
JULP. NO.		
CHW NO.	RWO NO.	
OHID		
URD		

DEPT. 11263
CIRCUIT NO. Strouds Run F-113-01
PROJECT ID.
DRAWN BY: Kenneth W. Kestel, Jr.
BUSINESS UNIT: 220
ACCOUNT NO. 1860092
APPROVED DATE / /

CITY OF ATHENS Richland Ave. Relocation F-113-01		SCALE: 1"=20'
RWR.	W. O. DOPO	SHEET 1
		TOTAL 1
		REVISION FRE

**RESOLUTION TO APPROVE TRANSFER AND CONVEYANCE
OF LAND TO THE OHIO DEPARTMENT OF
TRANSPORTATION FOR BELMONT COUNTY
ROAD IMPROVEMENTS**

RESOLUTION 2015-

WHEREAS, the Ohio Department of Transportation (“ODOT”) will construct roadway improvements near the University’s Eastern campus, which are intended to enhance safety at an interstate exchange;

WHEREAS, to accommodate this project, ODOT has requested conveyance of approximately 7.4 acres of University-owned land and, as consideration, has offered a fair market value payment of \$34,265; and

WHEREAS, the University’s Office of Real Estate Management has independently assessed and verified the fair market value payment and has consulted with the University Planning office and the Eastern campus Dean’s office to ensure that the project is consistent with future campus development; and

WHEREAS, Ohio Revised Code Section 3345.18 authorizes state university boards of trustees to convey and/or transfer real property to ODOT to be used for any street, road or highway purpose, upon such terms and conditions as the board approves.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby approves the transfer and conveyance of approximately 7.4 acres for the use and benefit of ODOT and related temporary easements in exchange for payment of \$34,265.

BE IT FURTHER RESOLVED, that the President or his designee is hereby authorized to execute the relevant deeds, easements and related documents in accordance with Ohio law.



OHIO
UNIVERSITY

Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

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

Re: Conveyance of Land to the Ohio Department of Transportation for Belmont County Road Improvements

Beginning in 2016, the Ohio Department of Transportation (“ODOT”) will construct roadway improvements near the Ohio University Eastern campus, at the interchange of Interstate 70, U.S. 40 and State Route 331 in Belmont County. This project is intended to enhance safety at the interchange and will include widening and re-paving of public roads serving the campus, construction of new access roads and relocation of intersections away from Interstate 70 ramps.

To accommodate this project, ODOT has requested that the University convey to it property totaling approximately 7.4 acres adjoining the roads. Approximately 5.9 acres of that property is encumbered by existing roadway easements and is not available for any University use. This leaves a “net take” of unencumbered University property totaling approximately 1.5 acres. ODOT also has requested two-year temporary easements covering approximately 1.2 acres. ODOT’s appraisal report and maps reflecting the easement sections are attached.

Roadway access to the Eastern campus will be maintained throughout the project. ODOT expects that construction will take place during the summer and fall of 2016 and 2017 and will be completed in October 2017.

In exchange for its requests, ODOT has offered a fair market value payment to the University of \$34,265. The University’s Office of Real Estate Management has independently assessed and verified that the valuations supporting this offer are consistent with market rates. The University’s Planning Office and the Eastern campus Dean’s office also have been consulted.

The attached resolution approves the conveyance of the property described above and authorizes the President or his designee to execute the appropriate documentation.

If you have any questions about this matter, please do not hesitate to contact me.

VALUE FINDING APPRAISAL REPORT

(Compensation not to exceed \$65,000)

COUNTY Belmont
 ROUTE 70
 SECTION 14.45
18-WLR, WDR1, WDVR,
WDR2, T1, T2, T3, T4, T5, T6,
 PARCEL # T7
 PID # 80599

The purpose of this appraisal report is to estimate the compensation for the land taken, the contributory value of any site improvements in the take area (if any), and if land is needed temporarily for construction purposes, the estimated rent for the use of that land. This report has been developed in compliance with USPAP and with Section 5501:2-5-06(C) of the Ohio Administrative Code. This report is used when the acquisition is a partial taking and it is apparent the taking creates a simplistic valuation problem with no loss in market value of the residue property (damages), and the estimated compensation is \$65,000 or less. However, a nominal cost-to-cure may be considered in the compensation estimate. Since the valuation problem is simplistic and the area taken is vacant land with only minor site improvements, if any, the appraiser considers the larger parcel as a vacant site, estimates a unit value for the vacant larger parcel and uses the unit value in the estimate of compensation for the part taken.

SR 2-2(a)(x) Hypothetical Condition – ORC 163.59(D) and 49 CFR 24.103(b) compel the appraiser to disregard the proposed public improvement that is the reason for this project. USPAP SR 1-4f requires the appraiser to consider the impact of any proposed public improvements. Therefore, value enhancements or value declines due to speculation about this project or condemnation blight have been disregarded by the appraiser. USPAP requires the appraiser to disclose that use of a Hypothetical Condition may impact assignment results.

Board of Trustees of Ohio University
 Owner
 45045 & 45425 National Road, St. Clairsville, Belmont County, Ohio
 Location of Property Acquired

W Union Street Office Center
 Athens, OH 45701
 Mailing Address of Owner

281.013 acres net
 Area of Whole Contiguous Property

FINDING OF COMPENSATION

LAND VALUATION

Parcel No.	Area	Unit Value	
18-WLR	0.033 acres net	\$20,000 per acre commercial land, say	\$659
18-WLR	0.618 acres PRO	@ \$1 nominal value	\$1
18-WDR1	0.096 acres net	\$20,000 per acre commercial land, say	\$1,919
18-WDR1	2.350 acres PRO	@ \$1 nominal value	\$1
18-WDVR	1.251 acres net	\$20,000 per acre commercial land, say	\$25,019
18-WDVR	0.325 acres PRO	@ \$1 nominal value	\$1
18-WDR2	0.046 acres net	\$20,000 per acre commercial land, say	\$919
18-WDR2	2.664 acres PRO	@ 1 nominal value	\$1
			Total <u>\$28,520</u>

Unit Value Support

Comparable Sales attached Pages 34-36

IMPROVEMENT VALUATION

Estimated Value of each improvement to be acquired

Parcel No.	Description	Value
18-WDR1	1,080 SF Lawn @\$0.40/SF, rounded to	\$435
18-WDR1	250 SF Asphalt Paving @ \$3/SF less 25% depreciation, rounded to	\$565
18-WDR1	10 LF Concrete Curb @ \$10.00/SF less 25% depreciation, rounded to	\$75
		Total <u>\$1,075</u>

COST-TO-CURE (Benefits and/or Incurable Damages are not permissible. Support for cost-to-cure items must be by attachment or reference to an estimate for materials and labor cost.)

Parcel No.	Value
	Total <u>\$0</u>

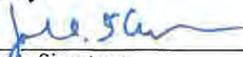
TEMPORARY EASEMENT VALUATION

Parcel No.	Description	Value
18-T1	0.140 ac net temp. constr. easmt. @ \$20,000/ac X 10% R _L for 24 mths.	\$560
18-T2	0.436 ac net temp. constr. easmt. @ \$20,000/ac X 10% R _L for 24 mths., say	\$1,745
18-T3	0.007 ac net temp. constr. easmt. @ \$20,000/ac X 10% R _L for 24 mths, say	\$30
18-T4	0.385 ac net temp. constr. easmt. @ \$20,000/ac X 10% R _L for 24 mths.	\$1,540
18-T5	0.057 ac net temp. constr. easmt. @ \$20,000/ac X 10% R _L for 24 mths., say	\$230
18-T6	0.001 ac net temp. constr. easmt. @ \$20,000/ac X 10% R _L for 24 mths, say	\$5
18-T7	0.139 ac net temp. constr. easmt. @ \$20,000/ac X 10% R _L for 24 mths., say	\$560
		Total <u>\$4,670</u>

APPRAISER'S ESTIMATE OF FMVE DUE OWNER AS OF:

(SR 2-2(a)(vi) Effective Date of the Appraisal) July 30, 2014 (say) \$34,265

Prepared By:



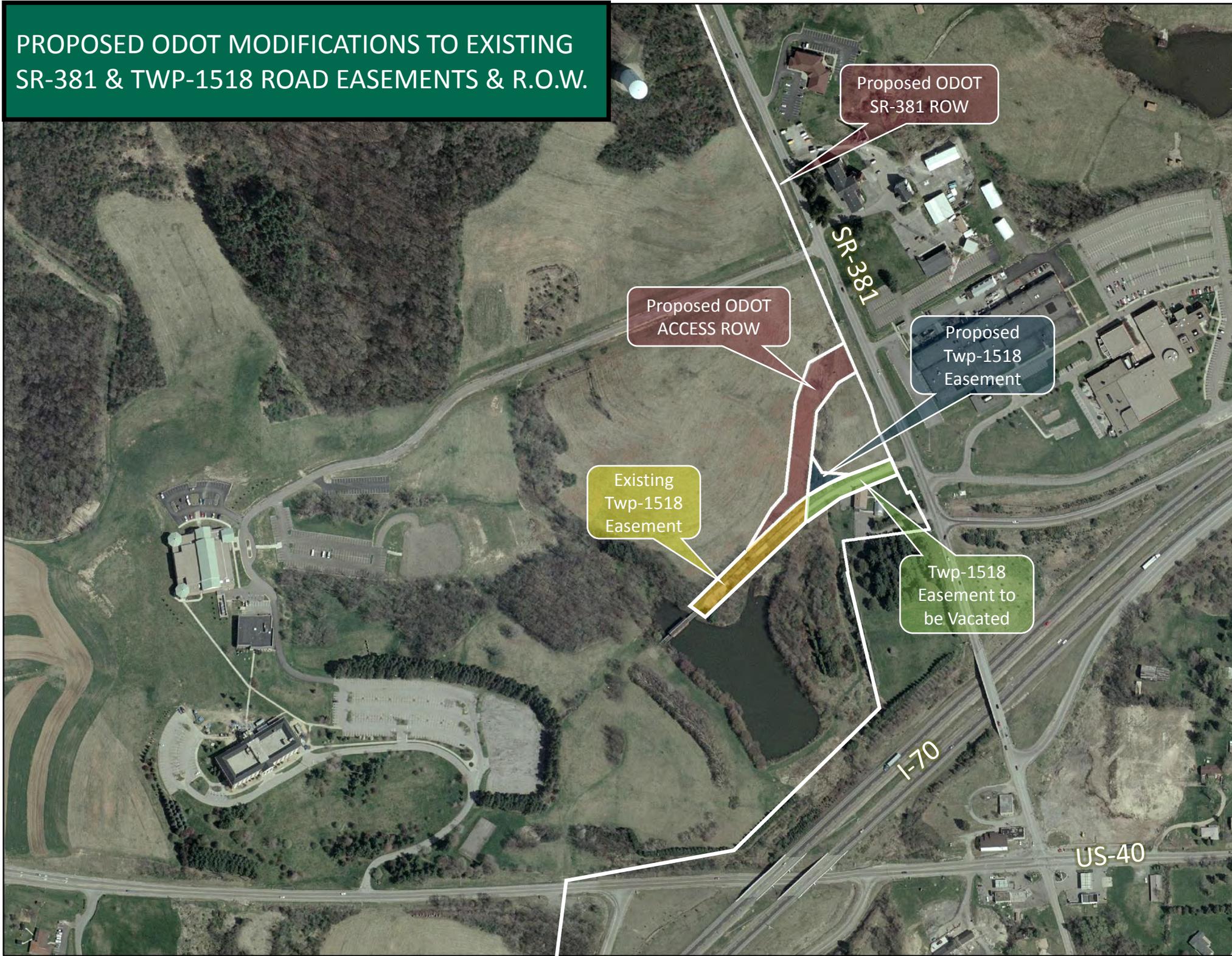
Appraiser's Signature:

Date: September 5, 2014

Typed Name:

John D'Angelo, MAI

PROPOSED ODOT MODIFICATIONS TO EXISTING SR-381 & TWP-1518 ROAD EASEMENTS & R.O.W.



Proposed ODOT
SR-381 ROW

Proposed ODOT
ACCESS ROW

Proposed
Twp-1518
Easement

Existing
Twp-1518
Easement

Twp-1518
Easement to
be Vacated

SR-381

I-70

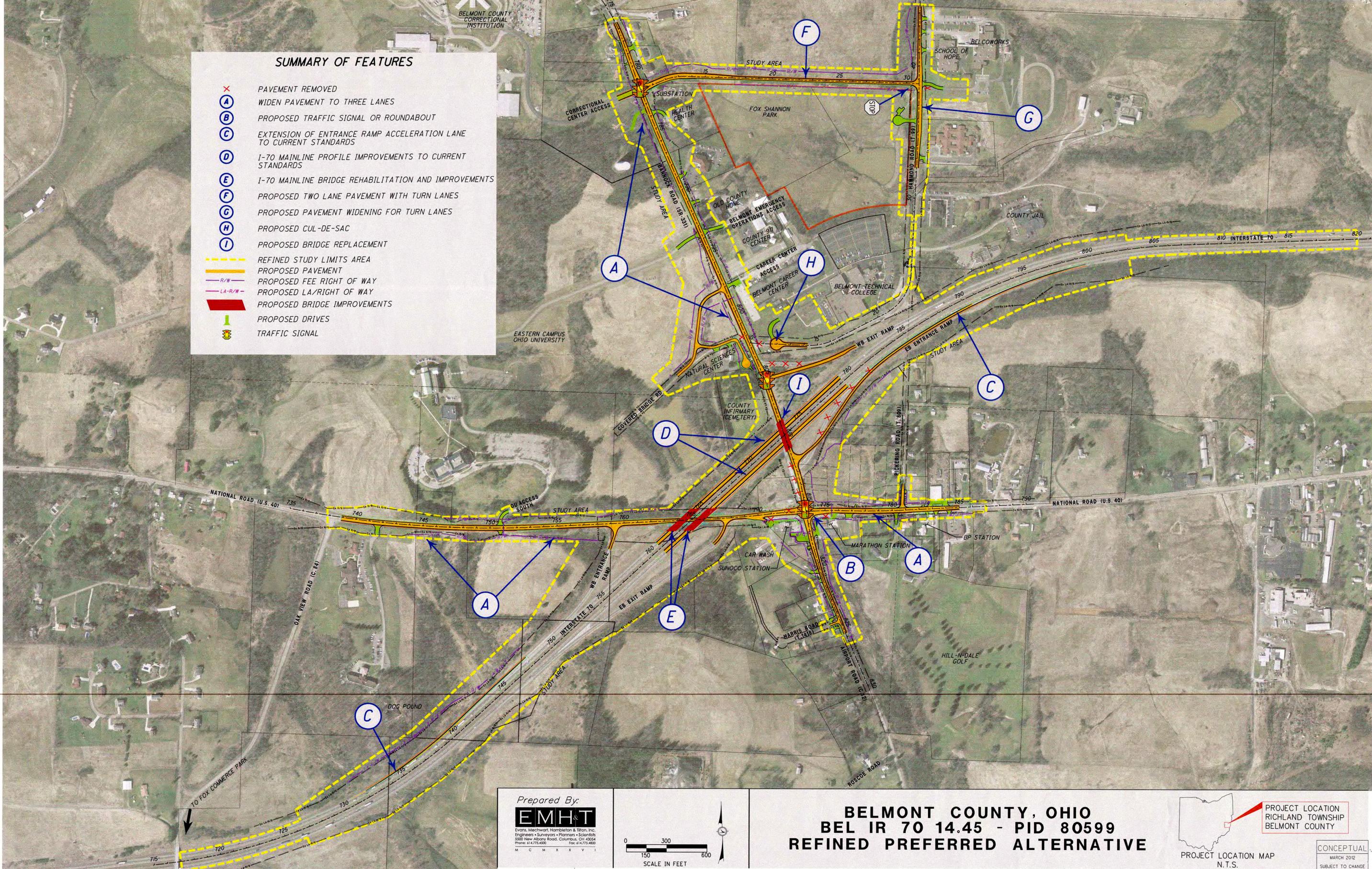
US-40

PROPOSED ODOT MODIFICATIONS TO EXISTING SR-381 & TWP-1518 ROAD EASEMENTS & R.O.W.

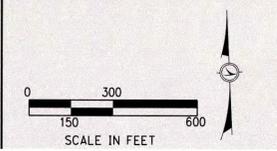


SUMMARY OF FEATURES

- X PAVEMENT REMOVED
- A WIDEN PAVEMENT TO THREE LANES
- B PROPOSED TRAFFIC SIGNAL OR ROUNDABOUT
- C EXTENSION OF ENTRANCE RAMP ACCELERATION LANE TO CURRENT STANDARDS
- D I-70 MAINLINE PROFILE IMPROVEMENTS TO CURRENT STANDARDS
- E I-70 MAINLINE BRIDGE REHABILITATION AND IMPROVEMENTS
- F PROPOSED TWO LANE PAVEMENT WITH TURN LANES
- G PROPOSED PAVEMENT WIDENING FOR TURN LANES
- H PROPOSED CUL-DE-SAC
- I PROPOSED BRIDGE REPLACEMENT
- REFINED STUDY LIMITS AREA
- PROPOSED PAVEMENT
- PROPOSED FEE RIGHT OF WAY
- PROPOSED LA/RIGHT OF WAY
- PROPOSED BRIDGE IMPROVEMENTS
- I PROPOSED DRIVES
- T TRAFFIC SIGNAL



Prepared By:
EMHT
 Evans, Mechwart, Hambleton & Tilton, Inc.
 Engineers • Surveyors • Planners • Scientists
 3300 New Albany Road, Columbus, OH 43264
 Phone: 614.775.4000 Fax: 614.775.4000
 M C M X X V I



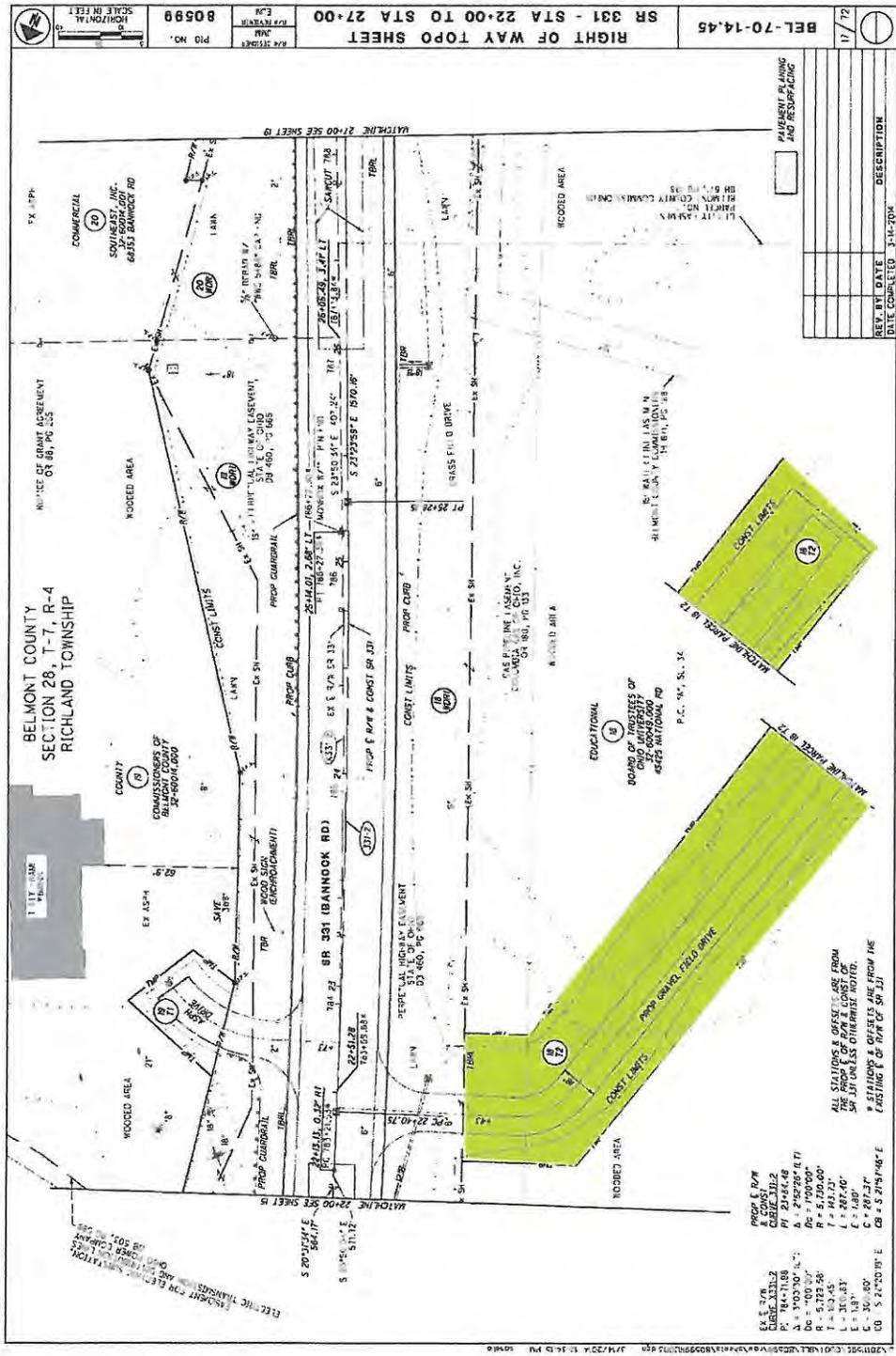
BELMONT COUNTY, OHIO
BEL IR 70 14.45 - PID 80599
REFINED PREFERRED ALTERNATIVE

PROJECT LOCATION
 RICHLAND TOWNSHIP
 BELMONT COUNTY

PROJECT LOCATION MAP
 N.T.S.

CONCEPTUAL
 MARCH 2012
 SUBJECT TO CHANGE

SITE SKETCH FROM RIGHT OF WAY PLANS (Continued)
 (Showing Parcel 18-T2 in Green)



SCALE IN FEET
 80589

BEL-70-14.45
 RIGHT OF WAY TOPO SHEET
 SR 331 - STA 22+00 TO STA 27+00
 FIG. NO. 80589

REV.	BY	DATE	DESCRIPTION
1/1			
1/2			

PROP. & ROW
 CURVE DATA
 P. = 784+11.88
 Δ = 292.285° (L)
 R = 1700.00'
 L = 313.45'
 E = 183.00'
 CB = 270.00°
 CU = 270.00°

ALL STATIONS & OFFSETS ARE FROM THE
 THE PROPOSED RIGHT OF WAY LINE UNLESS OTHERWISE NOTED.
 * STATIONS & OFFSETS ARE FROM THE
 EXISTING RIGHT OF WAY LINE

BELMONT COUNTY
 SECTION 28, T-7, R-4
 RICHLAND TOWNSHIP
 COUNTY COMMISSIONERS OF
 BELMONT COUNTY
 28-000-0000

COMMERCIAL
 SOUTHEAST, INC.
 375 BANNOCK RD.
 6835 BANNOCK RD.
 WOODED AREA
 RECORDED AREA
 EDUCATIONAL
 BOARD OF TRUSTEES OF
 OHIO UNIVERSITY
 4500 UNIVERSITY AVE.
 ATHENS, OHIO 45706
 P.C. 14.45, S. 14



Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

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

Re: Possible Transaction Involving Extension of Rufus Street and Easements Benefiting River Park Apartments

The owners of River Park apartments, near South Green, have asked the University to amend an existing easement that allows them access to University-owned roads and to grant a new easement for construction of a water line. These easements are related to construction of a new apartment complex on the site of New Life Assembly church.

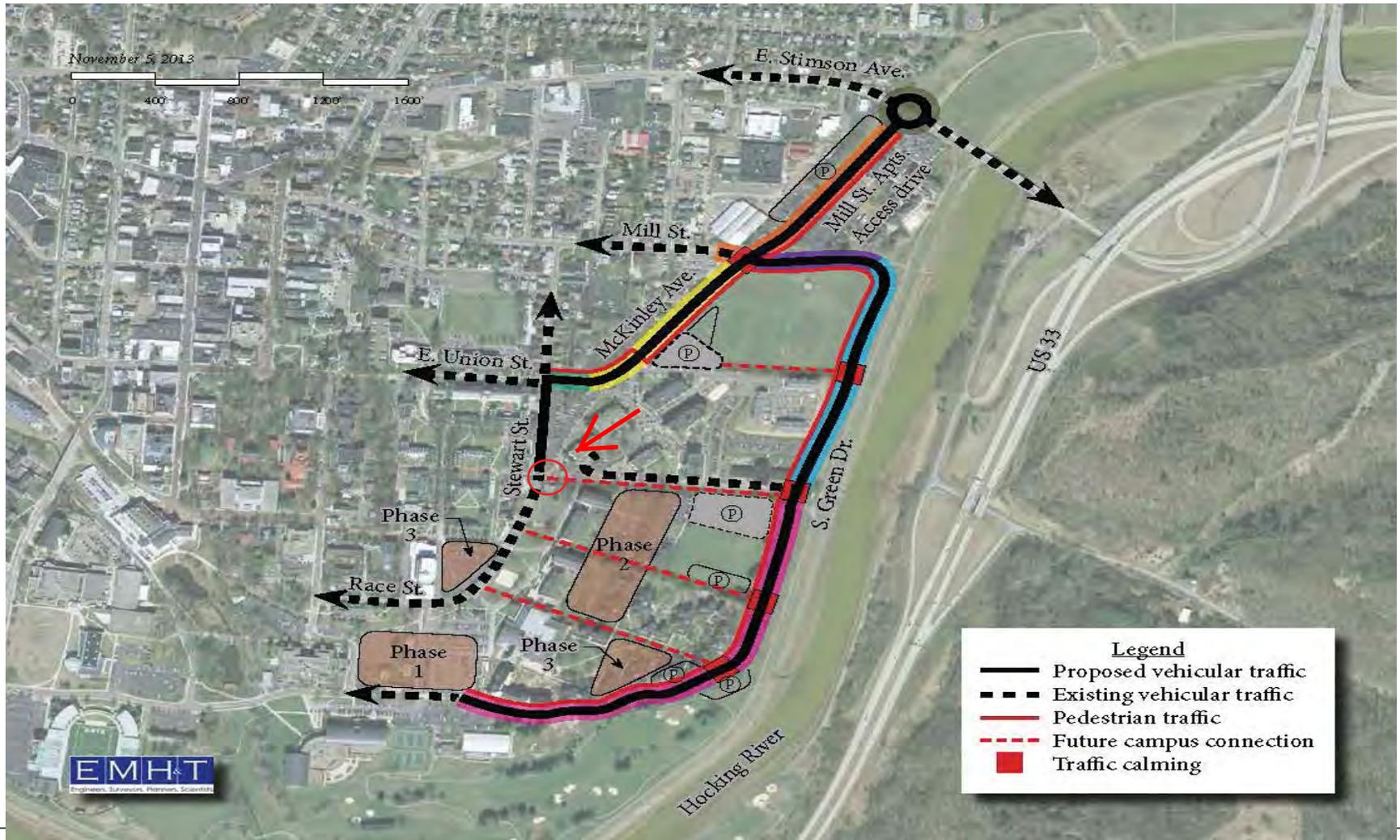
As part of this transaction, the University may be able to obtain an extension of Rufus Street (formerly South Green Drive) to Stewart Street. This concept was discussed with the Board during the January 2014 meeting. The attached map, which was provided to the Board at that time, illustrates this connection.

River Park owns the land between Rufus and Stewart Streets and currently uses it as a parking lot for its tenants. The University is negotiating a possible exchange of this land for parking in a University-owned lot near the apartment complex. This transaction also may involve monetary payment from River Park to the University.

The University is working to finalize this transaction and present it to the Board for approval at the March meeting. In that case, please note that additional materials and details will be provided to you in advance of that meeting.

If you have any questions about this matter, please do not hesitate to contact me.

South Green Drive Extension



OHIO
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Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

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

Re: **Sustainability Reporting**

2015 marks the first year in which Ohio University has submitted a Sustainability Tracking, Assessment & Rating System (STARS) report. This report, developed by the Association for the Advancement of Sustainability in Higher Education (AASHE), of which Ohio University is a member, allows Ohio University to benchmark against its peers, celebrate institutional accomplishments and advocate for areas of campus which may need additional support.

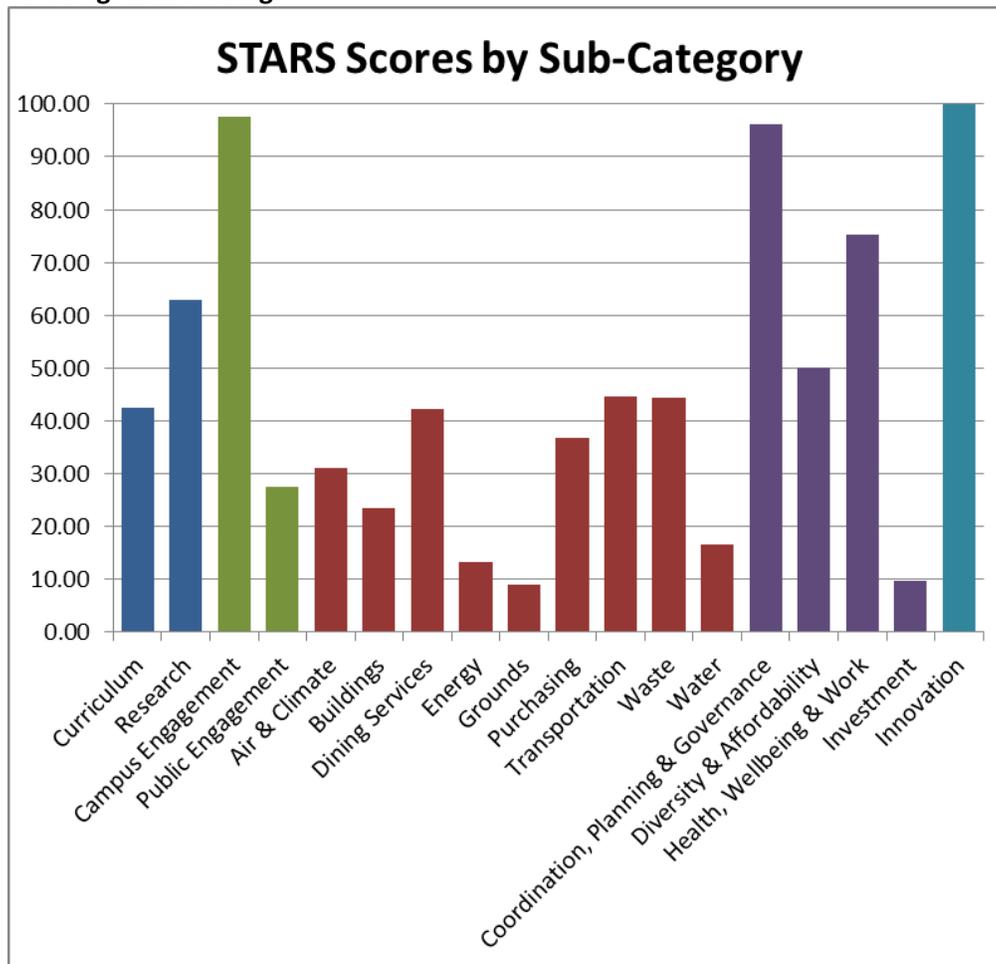
I am pleased to formally announce to the Board of Trustees that Ohio University's score has allowed us to secure status as a Silver-Rated Institution. Such a classification in our first year of reporting is a significant accomplishment and should be celebrated. The University received particularly high marks in the areas of Campus Engagement, Governance & Planning, and Innovation. The results of this report also highlight a variety of opportunities for increased sustainable behaviors on campus and within our community.

I am confident that Ohio University will be able to utilize our ranking in various efforts relating to marketing, outreach, fundraising, branding and admissions. This is truly an exciting time in the history of sustainability at Ohio University. I look forward to discussing the report in greater detail at the March Board meeting.

Sustainability Tracking, Assessment and Rating System
Executive Summary, Provided by Office of Sustainability
 Ohio University STARS Report, March 2015
 Provisional Rating: Silver, Provisional Score: 53.19
 STARS Version 2.0

Ohio University's 2015 STARS report was completed and submitted to President McDavis. Following his review, the President has released the full report for campus consideration. The full report is available electronically at: <https://stars.aashe.org/institutions/ohio-university-oh/report/>.

Overview of Categorical Scoring:



Ohio University's STARS Report ranks 5th among its Peer Institutions:

1. Colorado State University: Gold (83.48)
2. Iowa State University: Gold (75.93)
3. Oregon State University: Gold (70.94)
4. University of New Hampshire: Gold (67.84)
5. **Ohio University: Silver (53.31)**
6. University of Missouri-Columbia: Silver (50.85)
7. Oklahoma State University: Silver (46.14)
8. University of Rhode Island: No Score Yet
9. University of Utah: Expired
10. University of South Carolina-Columbia: Expired
11. West Virginia University: Non-STARS

It should be noted that many of our peer institutions have submitted under previous versions of STARS and, therefore, not all points achieved equate to direct comparisons.

Strengths of Ohio University as Outlined in the STARS Report:

Academics

- Students can enroll in a sustainability-focused major, certificate or graduate degree program.

Research

- Faculty and students across campus are engaging in innovative research in sustainability-related topics from remediating hydraulic fracturing wastewater (Jason Trembly, Mechanical Engineering) to utilizing sustainably created pigments for paint (John Sabraw, Art)

Campus Engagement

- Current co- and extra- curricular programs relating to sustainability are abundant.

Coordination, Planning and Governance

- Ohio University has proven itself a leader in sustainability planning and implementation efforts.

Health, Well-Being and Work

- Programs and policies employed by Human Resources and Environmental Health and Safety are strong and positively contribute to the work experience at Ohio University.

Innovation

- The University has a diverse set of unique programs that sets it apart from its peers. We are deeply proud of the efforts of University researchers, programmers, students, activists, support staff and administrators for each contributing their own special skills to sustainability.

Strengths of Ohio University Not Reflected in the STARS Report

The following University offices and departments have shown exceptional growth in and support of sustainability in the past several years. Scores on STARS do not, necessarily, reflect the impressive amount of work accomplished by these institutional units:

- Culinary Services: sourcing and tracking local food purchases, improving signage and communications on campus, creating open space for students to offer input
- Grounds: conserving water, strategic planting, low impact invasive species management
- University Planning/Space Management: SmartGrowth Planning Principles and data collection
- Design and Construction: Green building design standards development and implementation
- Transportation & Parking Services: parking permit fees, fleet upgrades and data collection
- Institutional Research: data collection and reporting support
- Residence Life: Sustainable residence floor and EcoRep program
- The Ohio University Foundation: Sustainable Investing Advisory Committee (SIAC)

Recommended Opportunities for Improvement

The Office of Sustainability proposes an increased focus on the following efforts within the next three years so as to raise our sustainability profile on the 2018 STARS submission (note: metrics are not provided here for brevity's sake; we will utilize the OHIO Sustainability Plan and Climate Action Plan metrics, targets and dates for guidance on such matters):

Curriculum

- Increase the number of academic courses that qualify as “sustainability-related” or “sustainability-focused” by incorporating sustainability into the curriculum.
- Increase the number of academic programs that incorporate sustainability into learning outcomes.

Research

- Encourage an increase in sustainability-related research occurring on campus.
 - Employ creative fundraising efforts to help support sustainability-related research.

Public Engagement

- Continuing Education
 - This area of the report was not fully vetted. It is recommended that additional time be spent acquiring program data for future reports and determining if any additional support of the program is necessary.
- Community Service
 - It is recommended that Ohio University explore areas of needed support in current Service Learning programming. If there are ways that sustainability can augment the program, it is possible that campus collaborations could prove beneficial to the institution.

Grounds

- Work with appropriate entities to encourage the development of a formal Integrated Pest Management Plan and/or Sustainable Landscape Management Program.

Energy, Air & Climate

- Architecture, Design and Construction:
 - Updates to Design Standards that focus on energy reductions in new construction
- Energy and Utility Management:
 - Successfully accomplish goal of eliminating the burning of coal on-site.
 - As planned, increase institutional investments in clean and renewable energy. Accelerate timeframe for additional investments to reach climate action plan goals.

- Evaluate building energy use and intensity; make recommendations for opportunities regarding efficiency improvements.
- Transportation and Parking:
 - Continue to focus on upgrades to University Fleet efficiencies.
 - Realize reductions in emissions associated with commuting miles by improving public transit options in Athens County.

Water

- It should be noted that water conservation does not currently receive significant attention in the OHIO Sustainability Plan and, therefore, we have not actively engaged tracking and conservation mechanisms.
- It is recommended that adequate research be accomplished so a formal recommendation for an amendment to the Sustainability Plan can be proposed. Such an amendment should include baseline data, targets, metrics and objectives so as to increase our water conservation successes.

Waste

- Support efforts to adopt a campus-wide Zero Waste goal.
 - Assist in implementation efforts associated with the aforementioned goal.
- Support the efforts of Information Technology to reduce waste through the Print Responsibly program.
- Advance waste reduction and recycling efforts by creating formal service partnerships with the City of Athens and other, relevant, community entities.
- Implement guidelines and procedures that eliminate or reduce the possibility of certain products, such as phone books and polystyrene packaging, from entering campus

Investment

- The institution is in its first full year of implementing sustainable investing practices through the Sustainable Investing Advisory Committee. We are hopeful that this project can show progress and growth over the next few years, potentially opening up greater conversations about sustainability within the institution's overall investment portfolio.

Additional Benchmarking Efforts:

The *ES4900/5900: Sustainability Implementation* course works to offer students training in behavior change and activism while receiving hands-on experiences through sustainability-related campus projects. One project will focus on examining the Ohio University STARS report in comparison to its peer institutions. The final project, which will be presented in April 2015, will provide the Office of Sustainability with recommendations regarding potential projects that could make the institution more competitive among its sustainable peers

Special Thanks: The STARS report requires that the University supply the answers to hundreds of detailed questions and offer supplemental data as appropriate. It should be noted that the efforts exerted to accomplish this report submission required the collaborative efforts of University employees across the institution. An impressive amount of work was done by a diverse set of employees throughout Ohio University and we should be proud of the exceptional leadership and teamwork that shines through this ranking. The following University employees, consultants and external entities were integral in the successful submission of this report:

delfin bautista, Director of the Lesbian, Gay, Bisexual, Transgender Center
Colleen Bendl, Chief Human Resource Officer
Pamela Benoit, Executive Vice President and Provost
Scott Blower, Grounds Services Manager (Compost Facility)
Candace Boeninger, Assistant Vice Provost & Director of Undergraduate Admissions
Shawna Bolin, Director of University Planning and Space Management
Dianne Bouvier, Interim Executive Director, Office of Institutional Equity
John Brant, Grounds Services Manager
Annie Laurie Cadmus, Director of Sustainability
Susan Calhoun, Landscape Coordinator
Tyrone Carr, Special Assistant to the Vice Provost of Diversity, Access, Equity and Inclusion
Shari Clarke, Vice Provost of Diversity and Inclusion
Lynnette Clouse, Senior Project Manager Design & Construction
Keith Cox, Chief Engineer, Maintenance and Operations
Tracy Crabtree, Administrative Specialist, Residential Housing
Kevin Crist, Professor, Chemical & Biomolecular Engineering
Sam Crowl, Sustainability Specialist, Office of Sustainability
Geoff Dabelko, Director Environmental Studies
Howard Dewald, Associate Provost for Faculty and Academic Planning
Don Dispenza, BDT Architects & Interior Designers
Jennifer Dockham, Financial Support Associate, Bursar's Office
Don Miles, Professor, Biological Sciences
Jan E. Myers, Director of Compensation, University Human Resources
Elaine Goetz, Sustainability Specialist, Office of Sustainability
Donna Goss, Director of Engagement and Real Estate Management
Nancy Graves, Director, Capital Projects Finance Group
Jneanne Hacker, Associate Director of Assignments, Residential Housing
Cliff Hamilton, Environmental Engineer
Barbara Harrison, Assistant Director, Off-Campus Living
Janet Howard, Administrative Specialist, Residential Housing
Kelly Johnson, Associate Professional, Physiology, Biological Sciences
April Koska, Executive Assistant, Division of Finance
Natalie Kruse Daniels, Assistant Professor, Voinovich School
Andrew Ladd, Recycling & Refuse Manager
Joseph Lalley, Senior Associate Vice President for Information Technology and Administrative Services
Jill Lallier, Senior Associate Director, Office of Financial Aid and Scholarships
Roxanne Male-Brune, Director of Grant Development and Projects
Serena McCollum, Records Management Senior Specialist
Loraine McCosker, Coordinator and Advisor, Voinovich School

Diana McGrew, Assistant Director, Strategic Sourcing and Operations
Valerie Miller, Director of Student Financial Aid and Scholarships
Jim Miller, Facilities and Auxiliary Administration
Tereza Miranda-Branham, Budget Analyst, Budget Planning and Analysis
Claire Naisby, Energy Consultant from Essex Co.
Laura Nowicki, Director of Procurement Services
Lita Ohlinger, IT Support Specialist
Jane Palmer, Contract Administrator and Prevailing Wage Coordinator, Capital Projects Finance Group
Jamie Patton, Assistant Dean of Students
Martin Paulins, Director, Transportation & Parking Services
Julie Paxton Pagan, Associate Professor, Economics
Tess Phinney, Graduate Assistant, Office of Sustainability
Dan Pittman, Assistant Director of Auxiliary Sales
Nathan Rath, Environmental Safety Coordinator
Ronald Ritchie, Fleet Operations Supervisor, Transportation & Parking
Erin Robb, Purchasing Specialist
Gwyn Scott, Associate Vice President for Auxiliary Services
Deborah Shaffer, Senior Associate Vice President for Finance and Administration
Joseph Shields, Vice President for Research and Dean of Graduate College
Richard Shultz, Interim Associate Vice President, Architecture, Design and Construction
Dave Simon, Planning Analyst, University Planning and Space Management
Carl (Eddie) Smith, President, Graduate Student Senate
Shari Smith, Manager, Facilities Work Center
Lauren Stegeman, Graduate Assistant, Office of Sustainability
Ben Stuart, Professor, Civil Engineering
Melissa Van Meter, Associate Director of Operations, Student Financial Aid and Scholarships
Joni Wadley, Interim Director of Institutional Research
Barbara Wharton, Associate Provost for Institutional Research and Effectiveness
Matt White, Associate Professor, Chair, Biological Sciences
Larry Wines, Workers Compensation Manager, Risk Management and Safety
Brandon Wolfe, Assistant Director of Institutional Research

**It should be noted that there may be individuals within institutional offices who offered support to the above individuals without the knowledge of the STARS team. Those efforts are appreciated.*

Sustainability Reporting Update

Tab



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OHIO Sustainability Reports

- Annually:
 - ACUPCC Greenhouse Gas Inventory
- Every Three Years:
 - STARS (2015)
 - AASHE
 - Princeton Review
 - Sierra Club
 - Climate Action Plan (2016)
 - Sustainability Plan (2017)



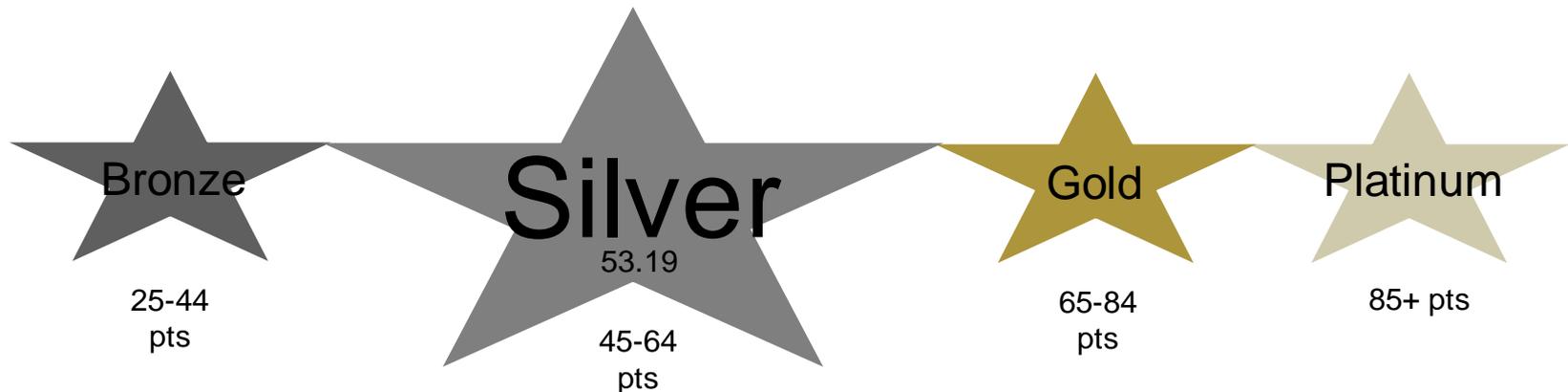
STARS Report

- The Sustainability Tracking, Assessment & Reporting System – STARS – is a framework developed by the Association for the Advancement of Sustainability in Higher Education (AASHE)
- STARS tool assesses an institution's sustainability efforts compared to other national and international institutions and provides benchmarking data



STARS Report, 2015

- Submitted in March 2015
- OHIO's Provisional Score: Silver Rated



- Campus-wide support of STARS reporting needs was extensive and we applaud all reporting parties
- The full report is available electronically at:
<https://stars.asshe.org/institutions/ohio-university-oh/report>



Strengths

- Sustainability-related degree programs
- Campus Engagement
 - co- and extra- curricular programs
- Departmental Engagement
 - Culinary Services
 - Grounds
 - University Planning
 - Institutional Research
 - Residence Life
 - OU Foundation (SIAC)

Opportunities

- Number of academic courses that incorporate sustainability into the curriculum
- Quantity of sustainability-related research occurring on campus
- Waste reduction efforts
- Reduction in greenhouse gas emissions
 - Building energy use/intensity
 - Fleet
 - Commuters



How do we compare to our peers?

- Colorado State University: Gold (83.48)
- Iowa State University: Gold (75.93)
- Oregon State University: Gold (70.94)
- University of New Hampshire: Gold (67.84)
- **Ohio University: Silver (53.19)**
- University of Missouri-Columbia: Silver (50.85)
- Oklahoma State University: Silver (46.14)
- University of Rhode Island: No Score Yet
- University of Utah: Expired
- University of South Carolina-Columbia: Expired
- West Virginia University: Non-STARS



Next Steps

- Assess submission and determine needs
 - Perform an “audit” comparing our peer institutions
- Provide reporting “cheat sheet” to all reporting agents in advance of 2018 submission
- Continue to work collaboratively with all offices to ensure sustainability is infused campus-wide
- Climate Action Plan Report for 2016
- Sustainability Plan Report for 2017



Glossary of Acronyms

- ACUPCC: American College and Presidents' Climate Commitment. A presidential agreement to become carbon neutral by 2075.
- STARS: Sustainability Tracking, Assessment and Rating System. An international tool for sustainability reporting.
- AASHE: Association for the Advancement of Sustainability in Higher Education. A professional organization of which OHIO is a member.
- SIAC: Sustainable Investing Advisory Committee. Student organization managing sustainable investment portfolios.



Thank you!

STARS Team:

Elaine R Goetz, Sustainability Specialist

Tess Phinney, Graduate Assistant

Annie Laurie Cadmus, Director of Sustainability

sustainability@ohio.edu



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Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

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

Re: Financial Update

Please find attached for your review the following information regarding forecasted financial results for the current fiscal year ending June 30, 2015.

Consistent with the format developed and presented in prior meetings, the financial information presented is aligned with our transition to RCM and all funds budgeting/reporting.

Included in this packet you will find schedules that include the consolidated financial forecasts for the University and Foundation with the following detail:

- Primary revenue, expenditure, and transfer categories
- Operating results detailed by:
 - Athens campus colleges and schools (HCOM has been consolidated)
 - Regional campuses
 - Auxiliaries
 - Academic Support Units
 - Investment returns for endowment and working capital reserves

This presentation includes all funds (inclusive of gifts, investment income and endowment distributions). We have incorporated the following:

- An all funds approach. Endowment distributions are included and then adjusted to reflect the actual respective realized and unrealized gains, dividends and income (Capital, Debt, Endowment Column);
- Spending against the University Capital Plan (Capital, Debt, Endowment Column);
- Adjustments required for conformance with generally accepted accounting principles (GAAP) which will allow for crosswalk to the external statements presented to the Board of Trustees each year (FS Adjustment Column). Other items included in these adjustments are:
 - Elimination of capital expenditures and addition of depreciation
 - Debt amortization costs

These forecasts have been developed utilizing actual results through January 31, 2015 (December 31, 2014 for investment income projections) and applying both trend forecasting based on prior years and updated information impacting the assumptions we applied to develop the original fiscal year budget (i.e. matriculated students, SSI data from the state, actual investment results, etc.)

Following is supporting narrative explaining forecasted variances from our operating budget approved by the BOT in June 2014. As the year progresses we will continue to refine and update these forecasts both

to keep you informed of estimated fiscal year results, but also as a tool to develop and guide future year budget projections.

Also included is a brief summary regarding the impact of implementing GASB 68, the technical requirements to record the State's unfunded portion of the pension liabilities for the STRS (State Teachers Retirement System) and OPERS (Ohio Public Employee Retirement System) plans.

Finally, we've included specific detail on the Century Bond/Deferred Maintenance and Central bank activities/balances.

Financial Highlights

Forecast for fiscal year 2015 as compared fiscal year 2015 budget and fiscal year 2014 actual results

Organized by respective column headers and spreadsheet format

OPERATING UNITS Detail and Subtotal – this is the results of operations of our operating units of the university detailed by our Academic Units, Regional Campuses, Auxiliaries, and Academic Support activities.

Revenues

State Appropriations: -1%, \$1.3 million decrease FY15 forecast over FY15 budget:

- FY15 is the second year of a two year implementation of a new Ohio Board of Regents funding formula model. An increase of \$8.5 million was budgeted for FY15 as compared with FY14 based on preliminary estimates provided by the state. With updated projections we are now forecasting a \$7.2 million increase for FY15 over FY14 actuals. This is a \$1.3 million decrease to budget.

State Appropriations-Capital: No change, FY15 forecast over FY15 budget:

- The State of Ohio's biennial Capital Budget, enacted in 2014 for fiscal years 2015 and 2016, provides appropriations for the repair, reconstruction and construction of capital assets. Revenue is recognized as funds are spent (versus when appropriated). Revenue for this line item is forecast to be on target to the budgeted amount of \$15 million for FY15.

Net Undergraduate Tuition & Educational Fees: -3%, \$6.5 million decrease FY15 forecast over FY15 budget:

- 3.7% of the decrease in Undergraduate Tuition is related to eLearning. There is an offsetting decrease of expenditures in the operating expense category due to the termination of the vendor contract.
- Undergraduate financial aid is forecast to be \$1.0 million below budget. The primary driver of this variance is declining enrollment on Regional Campuses

Net Graduate Tuition & Educational Fees: 6%, \$4 million increase FY15 forecast over FY15 budget:

- Graduate financial aid is forecast to be higher than budgeted causing \$1.9 million reduction against the \$5.9 million dollar tuition /fess increase positive variance.
- Variance to Budget is primarily associated with growth in College of Business and College of Education Graduate programs delivered off-campus and through eLearning

Room & Board: 3%, \$2.6 million increase FY15 forecast over FY15 budget:

- Residential housing and culinary services revenues are forecast to increase \$1.9 million and \$700k, respectively over budget. The budget for residential housing was based on a 3.5% increase over Fall 2013. They are now forecasting an additional 478 residents. For culinary services there was a 7% increase in meal plans sold for Fall 2014 as compared to Fall 2013.

Grants and Contracts: -3%, \$1.2 million decrease FY15 forecast over FY15 budget:

- A decrease of \$1.2 million is forecasted as compared to budget based on YTD spending due to overall reduced funding levels as compared to budget. However, Grant/Contract revenue is forecasted to be up \$1.8 million over FY14 actuals. The majority of the increase in forecast is due to Private Grants from the Osteopathic Heritage Foundation for the College of Osteopathic Medicine.

Facilities and Administrative (F&A) Cost Recovery: 17%, \$1.2 million increase FY15 forecast over FY15 budget:

- This is the indirect expense recovery on Grants/Contracts. Despite lower forecasted direct Grant/Contract revenues, we are forecasting F&A revenues in excess of budget as the portfolio of Grants/Contracts includes a higher rate of recovery than expected (15% vs 13%). Although federal awards include the negotiated rate of recovery (48.5%) many non-federal awards do not include recovery of the full rate..

Gifts: No change to Budget and flat as compared with prior year

Endowment Distributions: No change, FY15 forecast over FY15 budget:

- Endowment distributions are calculated on the 36-month trailing average ending the December prior to the budget year; and new gifts are not eligible for distribution unless they are received by this date; consequently, forecast should consistently equal budget. There is a 13%, or \$2.6 million increase as compared with prior year reflecting continued positive investment performance over the formula 36 months.
- This category is eliminated in the Endowment column as we record actual earnings on investments versus distributions taken.

Investment Income to Operations (investment income is also in the Endowment, Century Bond, and Internal Bank columns): No change, FY15 forecast over FY15 budget:

- A portion of the investment income on working capital is brought into operations to support the strategic priorities identified in the \$100M Investment Pool. This amount is budgeted at \$4.5 million. Any residual investment income from working capital is recorded in the Internal Bank column.
- The University's investment income is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). Investment income stems from two primary sources. First, the university's endowment assets, as well as a portion of its working capital, are invested in a long-term, broadly-diversified portfolio. This "diversified pool" achieved a return of -3.21% for the fiscal year to date through December 31, 2014, underperforming its diversified benchmark of -1.14% for the same period. For the fiscal year ended June 30, 2014, this pool achieved a return of 16.72%, underperforming its diversified benchmark of 17.35% for the same period. Additionally, a portion of the university's working capital is invested in a pool of investment-grade fixed income securities. This "liquidity pool" achieved a return of 1.72% for the fiscal year to date through December 31, 2014, underperforming the Barclays U.S. Aggregate Bond Index, which returned 1.96% for the same period. For the fiscal year ended June 30, 2014, this pool achieved a

return of 3.71%, underperforming the Barclays U.S. Aggregate Bond Index, which returned 4.37% for the same period.

- Forecasts for the year assume the portfolio asset allocation target return of 7% for the remainder of the fiscal year (January-June) applied against the actual returns (-3.2%) through December 31, 2014.

Other External Sales: *16%, \$8.3 million increase FY15 forecast over FY15 budget:*

This category is expected to increase \$8.3 million over budget. The primary increases to forecast over budget are expected from Sales & Services revenue (Printing, Ticket Sales, Apparel Sales and other retail sales) and Other sources of income (Revenue from Foundations, Miscellaneous revenue, royalties, AGO Interest, Non-credit instructor fees, and Contract rebates).

Revenue increases in Other External Sales are typically offset by incremental expenses, primarily in “operating expenses”; consequently units have not historically placed focus on budgeting the specific revenue/expenses as they offset. This will be a focus of future budget efforts.

Expenses & Transfers

Salaries, Wages, & Other Payroll: *-4%, \$12.2 million decrease FY15 forecast over FY15 budget:*

- This category was budgeted to be up 11%, or \$33.3 million, over FY14 actuals. Based on YTD activity through December 31, 2014 and trending forward for the fiscal year, the forecast is expected to increase only \$21.1 million from FY14 to FY15. The majority will be due to delayed hiring plans and position vacancies, including: delayed hiring for the HCOM Cleveland campus expansion; Regional campus hiring freeze to adjust to declining enrollment; staged hiring of SAI administrative and technology investments; delayed faculty hiring associated with college strategic investments.

Benefits: *-5%, \$5.0 million decrease FY15 forecast over FY15 budget:*

- Overall this category was budgeted to be up \$14.1 million from FY14 actuals. Benefits expense as a percentage of Salaries and Wages are projected to be higher than FY14 results. (32.76% vs 32.05%).
- A portion of benefits expense correlates directly with increases in salaries/wages (retirement; unemployment; Medicare tax). For every \$1 of salaries there is a corresponding \$0.16 of benefit expense. Healthcare cost increases, for which we are self-insured, are the result of additional headcount and actual health experience of our insured lives. Healthcare costs were budgeted to increase \$4.3 in FY15 over FY14. We are currently trending to increase at approximately \$5.3 million.

Operating Expenses: *10%, \$17.8 million increase FY15 forecast over FY15 budget:*

- Operating expenditures are forecasted to exceed budget by \$17.8 million dollars primarily due to increases in forecast over budget in Professional Services, Supplies, Communications, Maintenance Operations, T&E and Cost of Goods sold by \$7.9M, \$5.5M, \$3.9M, \$3.8M, \$3.2M and \$1M, respectively. Variance increases in professional services are partially driven by several increases in forecast for Online courses of (\$3.4M), Legal fees (\$1M), Royalties (\$600k) and SAI consulting services for R12 (\$400K). Forecasted increases in operating expenditures are also driven by offsetting increases in Other External Sales revenues discussed above.
- Partially offsetting, were reductions in forecast to budget in miscellaneous expense of \$7.6 million which is due to units budgeting expenses in this category versus breaking out into the appropriate natural accounts.

Capitalized Costs: 45%, \$5.3 million increase FY15 forecast over FY15 budget:

- Capital purchases in the operating units are forecast to increase \$5.3 million as compared to budget. The amount forecast for FY15 is comparable to the actual amount for FY14. The majority of the increase is forecasted in the Athens Colleges and Schools and in the Auxiliaries.

Internal Loan – Principal & Interest: -11%, \$3.6 million decrease FY15 forecast over FY15 budget:

- This category includes payments made by the operating units for debt service and was budgeted to reflect additional loans for capital projects which have not yet been drawn.

Internal Sales: 12%, \$2.6 million decrease FY15 forecast over FY15 budget:

- Represents intercompany revenues from the sale of goods or services to other University departments. Examples include, telephone costs, catering, printing, and services provided by Facilities Management that are for needs other than general maintenance.
- Internal sales are recorded as “contra” expense, or an amount offsetting other expenses in the units that are selling the goods/services. The units buying the goods/services have the offsetting expense included in Operating expenses.

Internal Allocations & Transfers: No change, FY15 forecast over FY15 budget:

- Represents internal funding allocations between units. The subtotal for the operating units should always net to zero.

Indirect Cost Allocations: No change, FY15 forecast over FY15 budget:

- Represents a series of internal indirect cost allocations to recover infrastructure and administrative costs associated with non-college expenditures (e.g., Facilities, Finance, and OIT). Allocations are made through the RCM model using various allocators (e.g., headcount, square footage, etc.). The subtotal for the operating units should always net to zero.

Subvention Allocation:

- This is the fee assessed to academic units in the RCM model based on operating revenues which is utilized to balance operating results across academic units and provide resources for strategic initiatives. The subtotal for the operating units should always net to zero. Changes to the forecast relative to the budget represent investment allocations provided to academic units.

ENDOWMENT – This column is eliminating the endowment distributions that are recorded as revenue in the Operating Units and adding the actual investment results for the year. New gifts to the endowment and transfers from operations to quasi endowment are also added in this column. The column totals reflect the change in the net asset balances for our endowment funds.

Gifts:

- Endowed gifts are up \$1.5 million to prior year’s results without consideration to the large capital gift recorded in FY14 that isn’t expected to recur for FY15.

Investment Income:

- Investment income is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). In the Endowment column the investment income stems from the University and Foundation endowment assets invested in a long-term, broadly-diversified portfolio. This represents the appreciation of our asset pool. The actual return of our diversified pool through December 31, 2014 was -3.21%. The forecast is projected assuming portfolio target returns for the remaining six months of the fiscal year. (See Investment Income in the Operations section above for additional detail).

Transfers to (from) Quasi Endowments:

- Represents the transfer from operations for quasi endowments.

CAPITAL – This column is reporting the majority of our plant activity for the fiscal year. It records the capitalized facility projects, as well as the respective operating costs for the fiscal year. Funds brought in from reserves or project period set-asides and external grant funds (exclusive of State Capital appropriations) are included as revenues/transfers to reflect a bottom line change in net asset use/draw on bond funding for the year.

CENTURY BOND – We’ve added the Century Bond column to reflect activity associated with the Century Bond/Deferred Maintenance Program. This presentation includes:

Investment Income:

- Represents partial year earnings on the \$250 million century bond principal. Funds were received in late November, 2014 and are in the process of being invested in accordance with the Investment Policy approved by the University and Foundation Boards at their last meetings.

Operating Expenses and Capitalized Costs

- reflect the costs of issuance which were net against proceeds

Internal Loan P&I

- Reflects the principal and interest payments into the Century Bond program for outstanding loans. For FY15 this includes the first \$10 million of deferred maintenance funding and \$30M for the Energy Infrastructure Program loan (EIP).

Debt Service - Interest

- Interest payments due on the \$250 million century bond external debt. FY15 only includes partial year expense as the debt was issued in late November, 2014.

Provisions for Replacement and Depreciation

- Reflects the transfer of funding from the Century Bond Pool to the respective Capital project funding. The \$40 million includes the first two internal loans from the Century Bond Pool:
 - FY 15 \$10M Deferred Maintenance
 - First \$30M of EIP funding (of expected \$90M)

INTERNAL BANK – As we moved to implement an Internal Bank model, we are separately accounting and reporting for that portion of our net assets which represent university working capital (excludes endowment funding and bond funding). These funds include accumulated fund balances in the operating units as well as central reserves from operations and any investment appreciation on those funds.

Investment Income:

- Estimated investment income on the working capital funds. A portion of these funds (approx. \$98M) are invested alongside the endowment in our diversified pool. As of December 31, 2014 the remainder (approx. \$284M) are invested in the liquidity and cash pools.

Internal Loan – Principal & Interest:

- Internal loan payments from our operating units will be collected by the Internal Bank and used to make the external debt service payments. This includes both dollars lent to specific departments/projects from debt funded projects as well as loans of working capital dollars.

- With the creation of the Internal Bank, we are in the process of transitioning all debt funded projects to internal loans utilizing a blended variable rate inclusive of management costs. By the next presentation we expect to have fully built out this column similar to that which we've done with the Central Bond.

Debt Service – Principal / Debt Service – Interest:

- Actual debt service payments, principal and interest, against university outstanding debt, exclusive of that reported in the Century Bond column

GASB 68 – FY15 share of unfunded pension liability

- FY 15 is the first year of required implementation of the new accounting standard. Which requires Governments providing defined benefit pensions to recognize their proportionate share of the actuarially determined amount of unfunded pension benefit obligation as a liability for the first time. For Ohio University this includes our participation in the STRS (State Teachers Retirement System) and the OPERS (Ohio Public Employees Retirement System).
- Requires a restatement of prior year beginning net position. Because beginning balances are being adjusted, the impact will not flow through the income statement directly, but could approximate a \$500 million decrease to unrestricted net position on the balance sheet. The current year impact, which reflects changes to the beginning balances based on factors described below, are included at an estimated \$40 million. Although we are recording this liability as required by the GASB, it will remain an unfunded liability (we are not setting aside reserve cash balances or budgeting to fund this expenditure).
- The unfunded pension liability will change each year resulting from:
 - Changes in plan assumptions about economic and demographic factors;
 - Differences between actual and expected experience;
 - Differences between actual and expected investment earnings.
- The precise impact of these changes is not yet determined as we have not yet received the required information from the pension systems. The numbers included here are estimates based on prior information and extrapolations.

FINANCIAL STATEMENT ADJUSTMENTS – Entries recorded as a part of the required adjustment to move from fund accounting to Generally Accepted Accounting Principles (GAAP) format

Other External Sales:

- Includes changes to balance sheet accounts that are the result of changes to allowances, estimates, present values, etc. (i.e. outside perpetual trusts) as well as consolidation of subsidiaries and related parties.

Capitalized Costs:

- Reflects the capitalization of facilities placed in service and construction in progress to assets on the balance sheet that are then brought into expense as they are depreciated over their useful life.

Depreciation:

- Recorded depreciation for all capital assets. Depreciation is forecast to increase \$4.2 million from FY14 to FY15. This category will continue to increase in future years as the university executes against its Capital Improvement Plan (CIP) approved by the BOT.

Debt Service - Principal:

- Principal payments against external debt are eliminated as it is recorded as a decrease to long-term debt on the Statement of Net Position (a balance sheet entry that doesn't really flow through the Statement of Activities)

FY15 Financial Update

January 31, 2015 Actuals

Tab



Financial Results: FY15 vs FY14 Actuals

	Athens Colleges & Schools			Regional Campuses			Auxiliaries			Academic Support			Operating Unit Subtotals	Operating Unit Subtotals	Operating Unit Subtotals	Variance FY15 Forecast over FY15 Budget	% Change	Variance FY15 Forecast over FY14 Actual	% Change
	FY14 Actual	FY15 Budget	FY15 Forecast	FY14 Actual	FY15 Budget	FY15 Forecast	FY14 Actual	FY15 Budget	FY15 Forecast	FY14 Actual	FY15 Budget	FY15 Forecast	FY14 Actual	FY15 Budget	FY15 Forecast				
<i>(in millions)</i>																			
State Appropriations	118.3	135.7	135.5	24.2	17.9	17.9	-	-	-	10.9	8.3	7.2	153.4	161.9	160.6	(1.3)	-1%	7.2	5%
State Appropriations-Capital	-	-	-	-	-	-	-	-	-	5.2	15.0	15.0	5.2	15.0	15.0	-	0%	9.8	188%
Undergraduate Tuition & Educational Fees	237.4	251.2	245.7	40.2	39.9	38.9	-	-	-	16.7	11.3	10.3	294.3	302.4	294.9	(7.5)	-3%	0.6	0%
Undergraduate Financial Aid	(41.2)	(43.0)	(40.2)	(5.6)	(6.1)	(4.9)	(0.4)	(0.1)	(0.1)	(2.8)	(1.4)	(2.3)	(50.0)	(50.6)	(47.5)	3.1	-7%	2.5	-5%
Net Undergraduate Tuition & Fees	196.2	208.2	205.5	34.6	33.8	34.0	(0.4)	(0.1)	(0.1)	13.9	9.9	8.0	244.3	251.8	247.4	(4.4)	-2%	3.1	1%
Graduate Tuition & Educational Fees	84.6	85.2	91.0	0.4	0.4	0.5	-	-	-	0.3	0.6	0.6	85.3	86.2	92.1	5.9	6%	6.8	8%
Graduate Financial Aid	(28.4)	(26.7)	(28.6)	(0.2)	(0.1)	(0.1)	-	-	-	(1.1)	(0.5)	(0.5)	(29.7)	(27.3)	(29.2)	(1.9)	7%	0.5	-2%
Net Graduate Tuition & Fees	56.2	58.5	62.4	0.2	0.3	0.4	-	-	-	(0.8)	0.1	0.1	55.6	58.9	62.9	4.0	6%	7.3	13%
Room & Board	-	-	-	-	-	-	83.7	86.8	89.4	-	-	-	83.7	86.8	89.4	2.6	3%	5.7	7%
Grants and Contracts	39.3	43.9	42.4	1.1	1.3	1.0	0.1	0.1	0.1	5.1	3.3	3.9	45.6	48.6	47.4	(1.2)	-3%	1.8	4%
Facilities & Admin Costs Recovery	6.7	6.1	7.2	-	-	-	-	-	-	0.1	-	0.1	6.8	6.1	7.3	1.2	17%	0.5	8%
Gifts	5.9	6.0	6.0	0.3	0.2	0.2	2.3	1.7	1.7	0.9	1.5	1.5	9.4	9.4	9.4	-	0%	-	0%
Endowment Distributions	9.2	10.5	10.5	0.4	0.4	0.4	0.1	0.1	0.1	10.4	11.7	11.7	20.1	22.7	22.7	-	0%	2.6	13%
Investment Income	0.3	0.1	0.1	-	-	-	-	-	-	4.5	4.5	4.5	4.8	4.6	4.6	-	0%	(0.2)	-4%
Other External Sales	8.0	3.8	6.5	1.4	1.0	1.2	17.5	14.1	16.7	32.6	24.5	30.8	59.5	43.4	55.2	11.8	21%	(4.3)	-7%
Total Revenues	\$440.1	\$472.8	\$476.1	\$ 62.2	\$ 54.9	\$ 55.1	\$103.3	\$102.7	\$107.9	\$ 82.8	\$ 78.8	\$ 82.8	\$ 688.4	\$ 709.2	\$ 721.9	\$ 12.7	2%	\$ 33.5	5%
Salaries, Wages & Other Payroll	171.6	191.7	176.2	34.8	36.8	35.0	22.3	23.5	22.9	80.5	90.5	80.9	309.2	342.5	315.0	(27.5)	-9%	5.8	2%
Benefits	47.9	56.3	53.5	10.6	11.8	11.0	8.5	9.1	9.1	32.1	36.0	32.4	99.1	113.2	106.0	(7.2)	-7%	6.9	7%
Operating Expenses	68.4	57.4	61.2	9.6	9.1	10.3	33.7	33.5	36.0	86.5	72.7	78.7	198.2	172.7	186.2	13.5	7%	(12.0)	-6%
Capitalized Costs	6.4	3.9	6.4	0.3	0.2	0.4	1.7	0.4	1.8	3.0	1.9	3.1	11.4	6.4	11.7	5.3	45%	0.3	3%
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Internal Loan - Principal & Interest	1.6	4.2	3.9	0.3	0.3	0.3	2.0	6.4	4.2	20.2	26.1	25.0	24.1	37.0	33.4	(3.6)	-11%	9.3	39%
Debt Service - Principal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Debt Service - Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%
Internal Sales	(2.0)	(1.6)	(2.3)	(0.1)	0.1	-	(6.2)	(5.4)	(6.5)	(14.1)	(11.9)	(12.6)	(22.4)	(18.8)	(21.4)	(2.6)	12%	1.0	-4%
Total Direct Expenses	\$293.9	\$311.9	\$298.9	\$ 55.5	\$ 58.3	\$ 57.0	\$ 62.0	\$ 67.5	\$ 67.5	\$ 208.2	\$ 215.3	\$ 207.5	\$ 619.6	\$ 653.0	\$ 630.9	\$ (22.1)	-4%	\$ 11.3	2%
Internal Allocations & Transfers	(1.6)	(5.0)	(1.1)	1.3	1.1	0.5	(3.8)	(2.0)	(1.9)	4.1	5.9	2.5	-	-	-	-	0%	-	0%
Indirect Costs Allocations	128.9	140.4	140.4	12.7	13.4	13.4	9.6	9.0	9.0	(151.3)	(162.8)	(162.8)	-	-	-	-	0%	-	0%
Subvention Allocation	8.4	19.2	16.8	(6.7)	(11.2)	(11.2)	(0.1)	-	-	(1.6)	(7.8)	(5.6)	-	0.2	-	(0.2)	0%	-	0%
Total Allocations & Transfers	\$135.7	\$154.6	\$156.1	\$ 7.3	\$ 3.3	\$ 2.7	\$ 5.7	\$ 7.0	\$ 7.1	\$ (148.8)	\$ (164.7)	\$ (165.9)	\$ -	\$ 0.2	\$ -	\$ (0.2)	0%	\$ -	0%
Total Expenses & Transfers	\$429.6	\$466.5	\$455.0	\$ 62.8	\$ 61.6	\$ 59.7	\$ 67.7	\$ 74.5	\$ 74.6	\$ 59.4	\$ 50.6	\$ 41.6	\$ 619.6	\$ 653.2	\$ 630.9	\$ (22.3)	-4%	\$ 11.3	2%
Subtotal Results	\$ 10.5	\$ 6.3	\$ 21.1	\$ (0.6)	\$ (6.7)	\$ (4.6)	\$ 35.6	\$ 28.2	\$ 33.3	\$ 23.4	\$ 28.2	\$ 41.2	\$ 68.8	\$ 56.0	\$ 91.0	\$ 35.0	38%	\$ 22.2	32%
Transfers to (from) Operations	-	(6.6)	-	-	-	-	-	(5.5)	-	-	8.4	-	-	(3.7)	-	3.7	0%	-	0%
Transfers to (from) Quasi Endowments	2.2	2.3	8.3	-	-	-	-	-	-	1.6	1.7	1.7	3.8	4.0	10.0	6.0	60%	6.2	163%
Provisions for Replacement & Depreciation	0.5	0.4	0.4	0.6	1.7	1.7	14.8	33.2	33.2	20.9	20.4	20.4	36.8	55.7	55.7	-	0%	18.9	51%
Net Results	\$ 7.8	\$ 10.2	\$ 12.4	\$ (1.2)	\$ (8.4)	\$ (6.3)	\$ 20.8	\$ 0.5	\$ 0.1	\$ 0.9	\$ (2.3)	\$ 19.1	\$ 28.2	\$ (0.0)	\$ 25.3	\$ 25.3	100%	\$ (2.9)	-10%

- Structured to align with RCM budget (framework for RCM and sublevel P&L reporting)
- All funds budgeting approach includes: endowment distributions (in units), expendable gifts & investment income on working capital, subvention, & debt service for operating units



Financial Results: FY15 vs FY14 Actuals

	Capital, Debt, Endowment	Financial Statement Adjustments	GAAP Adjusted Totals	Endowment	Capital	Century Bond	Internal Bank	GASB 68- FY15 share of unfunded pension	Capital, Debt, Endowment, GASB 68 Subtotal	Financial Statement Adjustments	GAAP Adjusted Totals	GAAP Variance FY15 Forecast over	%
(in millions)	FY14 Actual			FY15 Forecast					FY15 Forecast			FY14 Actual	Change
State Appropriations	-	-	153.4							-	160.6	7.2	5%
State Appropriations-Capital	-	-	5.2							-	15.0	9.8	188%
Undergraduate Tuition & Educational Fees	0.4	-	294.7							-	294.9	0.2	0%
Undergraduate Financial Aid	-	-	(50.0)							-	(47.5)	2.5	-5%
Net Undergraduate Tuition & Fees	-	-	244.3							-	247.4	3.1	1%
Graduate Tuition & Educational Fees	-	-	85.3							-	92.1	6.8	8%
Graduate Financial Aid	-	-	(29.7)							-	(29.2)	0.5	-2%
Net Graduate Tuition & Fees	-	-	55.6							-	62.9	7.3	13%
Room & Board	-	-	83.7							-	89.4	5.7	7%
Grants and Contracts	0.5	-	46.1		0.5				0.5	-	47.9	1.8	4%
Facilities & Admin Costs Recovery	-	-	6.8							-	7.3	0.5	8%
Gifts	17.5	-	26.9	12.0					12.0	-	21.4	(5.5)	-20%
Endowment Distributions	(20.1)	-	-	(22.7)					(22.7)	-	-	-	0%
Investment Income	88.9	-	93.7	12.6		5.9	4.8		23.3	-	27.9	(65.8)	-70%
Other External Sales	0.7	-	60.2		0.7				0.7	-	55.9	(4.3)	-7%
Total Revenues	\$ 87.9	\$ -	\$ 776.3	\$ 1.9	\$ 1.2	\$ 5.9	\$ 4.8	\$ -	\$ 13.8	\$ -	\$ 735.7	\$ (30.2)	-4%
Salaries, Wages & Other Payroll	0.4	-	309.6		0.2				0.2	-	315.2	5.6	2%
Benefits	0.2	10.4	109.7		0.1				0.1	-	106.1	(3.6)	-3%
Operating Expenses	6.0	-	204.2		8.0			40.0	48.0	-	234.2	30.0	15%
Capitalized Costs	95.1	(103.6)	2.9		-	2.2			2.2	(2.2)	11.7	8.8	303%
Depreciation	-	36.4	36.4		-				-	40.6	40.6	4.2	12%
Internal Loan - Principal & Interest	(24.1)	-	-		-	(3.4)	(30.0)		(33.4)	-	-	-	0%
Debt Service - Principal	14.7	(14.7)	-		-		16.8		16.8	(16.8)	-	-	0%
Debt Service - Interest	10.0	-	10.0		-	7.6	12.6		20.2	1.2	21.4	11.4	114%
Internal Sales	(0.1)	-	(22.5)		0.1				0.1	-	(21.3)	1.2	-5%
Total Direct Expenses	\$ 102.2	\$ (71.5)	\$ 650.3	\$ -	\$ 8.4	\$ 6.4	\$ (0.6)	\$ 40.0	\$ 54.2	\$ 22.8	\$ 707.9	\$ 57.6	9%
Internal Allocations & Transfers	-	-	-	-	-	-	-	-	-	-	-	-	0%
Indirect Costs Allocations	-	-	-	-	-	-	-	-	-	-	-	-	0%
Subvention Allocation	-	-	-	-	-	-	-	-	-	-	-	-	0%
Total Allocations & Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Total Expenses & Transfers	\$ 102.2	\$ (71.5)	\$ 650.3	\$ -	\$ 8.4	\$ 6.4	\$ (0.6)	\$ 40.0	\$ 54.2	\$ 22.8	\$ 707.9	\$ 57.6	9%
Subtotal Results	\$ (14.3)	\$ 71.5	\$ 126.0	\$ 1.9	\$ (7.2)	\$ (0.5)	\$ 5.4	\$ (40.0)	\$ (40.4)	\$ (22.8)	\$ 27.8	\$ (87.8)	-70%
Transfers to (from) Operations	-	-	-	-	-	-	-	-	-	-	-	-	0%
Transfers to (from) Quasi Endowments	(3.8)	-	-	(10.0)	-	-	-	-	(10.0)	-	-	-	0%
Provisions for Replacement & Depreciation	(36.8)	-	-	-	(55.7)	-	-	-	(55.7)	-	-	-	0%
Net Results	\$ 26.3	\$ 71.5	\$ 126.0	\$ 11.9	\$ 48.5	\$ (0.5)	\$ 5.4	\$ (40.0)	\$ 25.3	\$ (22.8)	\$ 27.8	\$ (87.8)	-70%





Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

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

Re: Treasury, Internal Bank and Century Bond/Deferred Maintenance Program Update

We continue to make progress against our goals to establish a treasury management function and create internal bank structure(s) to support our cash management and our Century Bond/Deferred Maintenance Program. We are in the process of creating a financial dashboard that we expect to post immediately before the board meeting with current financial information and program metrics.

As a reminder we have established a Century Bond Advisory and Oversight Committee with representation from the OHIO Board, OUF Board, College of Business Faculty, and members of the Financial Leadership team. This advisory committee had its first meeting in January and is scheduled to meet immediately prior to each of the OHIO Board meetings.

The charter of the committee includes oversight and discussion of the establishment of the associated programs and structures as well as the Guiding Principles developed by the Board of Trustees.

A brief summary of progress and ongoing activities includes:

- Capital Cities was engaged to serve as the short-term investment advisor for investment of working capital to be invested in our cash and liquidity pools (diversified pool investments are managed by Hirtle Callaghan, our outsourced CIO through the OUF). We had a kick off meeting with Capital Cities in late January and will be working with them to revise our respective policies, analyze investment managers/options, and refine cashflow analysis and assumptions.
- Funds were transferred from university working capital to establish the \$7 million Century Bond debt reserve fund established in the Guiding Principles.
- \$150 million of proceeds from the Century Bonds (the portion of the proceeds that were designated to be invested in a long-term diversified strategy under the management of the OUF) are being invested in accordance with the schedule and asset allocation approved which expects 100% of funds to be invested by March 31, 2015.

- All separate investment pools required to manage the programs have been established and the respective set-ups identified and created in the university accounting and investment systems. We are in the process of moving funds into these accounts and posting the necessary entries to reflect these funds against appropriate projects, programs, and assets.
- We have engaged Prager Sealy to be the university's partner to provide financial advisory services. Initial meetings were held with Prager Sealy and the University financial team this month.
- We continue to build and refine cash, debt, and bank modeling and are in the process of developing respective reports, metrics, and dashboards.
- We are developing our deferred maintenance strategy that includes both major projects included as part of the university CIP and general deferred maintenance across the remainder of our physical plant.

We look forward to sharing and reviewing our initial dashboard with you at the meeting.



Interoffice Communication

Date: February 26, 2015

To: The President and Board of Trustees

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

Re: **University Human Resources Annual Report 2014-2015**

This past year has been a very busy year for the University's Human Resources Office. As the attached report will show, the office continues to move aggressively forward with the Ohio Service Alignment Initiative, while at the same time completing several critical projects related to Comp2014 and the IRS audit. The office has also taken the lead in preparing for the implementation of the Affordable Care Act and the need to position our benefits package so that the University does not pay the Cadillac Tax when it comes due in FY2018.

Fiscal Year 2015-16 promises to be just as busy with new systems implementations and increased business functionality from our upgraded Oracle ERP. Additionally the office will continue its work in developing a performance management system in support of the University's Comp2014 initiative along with its ongoing analysis to find ways to improve our employee benefits administration within an overall total compensation philosophy. The office's priority areas of focus in the coming year will be on continued collaboration with the colleges and department and compliance with regulatory policies.

The attached report also provides you with a number of key data elements that the Human Resources office monitors annually. They are key indicators of activity, but also office performance which is an essential part of Responsibility Center Management. I would note that this section of the report is a work in progress as we strive in consultation with the colleges to develop service level agreements which will provide even greater transparency around resource allocation decisions and customer satisfaction.

I trust you will find the report of interest and look forward to addressing any questions you may have at the March Board meeting.

University Human Resources

Annual Report 2014-2015

This has been another exciting and challenging time for University Human Resources. Many new initiatives are underway that will enable University Human Resources to continue in their role as a vital strategic partner to the University by supporting the various change initiatives that are ongoing University wide. In support of these efforts, University Human Resources (UHR) has established the following key objectives:

FY 15 / FY 16 Key Objectives:

SYSTEMS & PROCESS AUTOMATION

- Oracle Compensation Workbench - Evaluate product to determine if its functionality meets our defined business requirements. Assuming our business requirements are met, begin implementation for an expected go live date of spring 2016. Benefits of implementing this tool include elimination of redundancies and errors as data is pulled directly from Oracle's core HRM system, robust self-service tool with an easy to use user interface, easily configurable to support Ohio University's compensation strategy and is part of Oracle Advanced Benefits negating the need for separate licensing.
- Paid Time Off Tracking - Implement an online process. This functionality will enable employees to request and supervisors to approve time off requests electronically. Current balances will be available to both supervisors and employees at the time of request and approval. Efficiencies will be gained as the manual submission, tracking and data entry of the paper forms will be eliminated.
- Paid Time Off Accrual Process - Re-engineering the process for administrative employees to earn a prorated share of the annual allotment over the 24 semi-monthly pays. The old accrual process predates the existing system and was created out of the need to provide accruals in whole number increments. It is no longer an effective or accurate methodology for accruing paid time off, especially for employees with employment status changes throughout the year.
- Credit Union Payroll Deduction Conversion to Direct Deposit - The R12 implementation added functionality that provided employees with the ability to directly deposit their payroll funds into several different bank accounts. This functionality eliminated the need for a payroll deduction to get funds into the credit union if an employee directly deposits their net pay into a different bank. The payroll deduction needs eliminated so disposable income can be determined and wage attachments accurately calculated reducing the institutions potential liability for incorrectly calculated garnishment amounts.
- Implement Additional ORACLE Modules - In coordination with the Service Alignment Initiative (SAI), this includes implementation of Advanced Benefits, Compensation Workbench, Performance Management, Manager Self and Employee Self Service. Develop appropriate metrics, reporting tools and technical capabilities to support units in achieving their goals in an RCM environment.

COMPENSATION & BENEFITS

- Benefits Advisory Council - Build on the work already started to enhance employee benefit offerings by providing more choices with lower cost options that will reduce Ohio University's

overall benefit costs. Issue an RFP to identify a vendor to conduct an employee dependent benefit audit. Benchmark data indicates conducting a dependent audit can reduce plan costs by between \$420,000 and \$1.05 million for an institution of Ohio University's size.

- Performance Management System - Roll out a pilot that will create a high performance organization by establishing a work environment in which people are enabled to perform to the best of their abilities to achieve OHIO's strategic mission. The program will be built on the well-defined job descriptions and career path framework established during COMP 2014 and will create a framework of job competencies by job type and role. The program will provide necessary resources and training and development to enable employees and supervisors perform their jobs. Moving to pay for performance that incorporates a continuous process of setting goals and provides ongoing two way feedback and coaching for performance will be a cornerstone of the new process.

STAFFING & SERVICE ALIGNMENT

- Review of All UHR Policies - Continue the revisions and updates based on business needs. A large part of this effort will focus on revising policies related to benefits eligibility to conform with the recommendations made by the Benefits Advisory Council (BAC) and updating the compensation overload and appeals process policies to align them with current operational needs.
- Hire Director Of Organizational Development - To analyze our people, processes and planning to facilitate our strategic planning in the areas of leadership development, succession planning, conflict management and human resource management with a long term goal to achieve positive change in the culture, climate, productivity, performance and morale at Ohio University.
- Service Alignment and Partner with Units
 - Continue to Grow the HR Liaison Program
 - Create an Organization Development Program to further enhance UHR's value as a strategic partner
 - Phase 2 of the Employee Service Center - Rollout with the goal to reduce personnel costs as a result of system efficiencies.
- Business Processes and Guidelines Regarding Temporary Employees (Group 3) - Partner with the campus community to develop and document processes that integrate with institutional hiring, onboarding, and payroll processes and the respective compensation considerations.

FY 14 / FY 15 Achievements and Major Initiatives

COMPENSATION & BENEFITS

1. COMP 2014 Administrative and Classified Pay Plans - Completed and implemented the pay plans and fulfilled the requirements of the voluntary resolution agreement with the DOE. Updated compensation related policies to align them with the COMP 2014 project.
2. Total Compensation Committee (TCC) - TCC was presented a draft of a total compensation strategy that enables OHIO to recruit, reward and retain a diverse and talented work force within a competitive cost structure. This recommendation builds upon the work of the Comp 2014 project and the efforts of the Faculty Compensation team, and proposes solutions to the pay inversion and compression issues introduced when the midpoint of the new pay structure was set at the 50th percentile. The strategy is overarching and will incorporate the ongoing work

of the Benefits Advisory Committee to develop a metric to recommend what percentage of University expenses should be attributable to total compensation that includes both salary and benefits.

3. Affordable Care Act (ACA) - Developed and initiated the policies, procedures and processes to comply with ACA. This included defining and implementing processes for tracking Group 3 (temporary) employee time through our time reporting system (WorkForce), developing the mechanics of the ACA measurement period as well as respective reports for the business units and institutional compliance monitoring. The focus of the team has changed to IRS mandated reporting to ensure Ohio University will be positioned to issue IRS Form 1095 – the equivalent of a healthcare W2 to employees as well as IRS Form 1096, the transmittal form to the federal government in January 2016.
4. Benefits Advisory Council (BAC) - A functional BAC was formed to evaluate our benefit programs, develop a benefits strategic plan, and a respective action/implementation path. The scope included our position against industry standards and our IUC peers, eligibility criteria, benefit levels, plan design, and setting the reserve level and avoidance of the ACA tax.
5. Sick Leave Donation Pilot Program - Implemented this program in response to a request by the Classified and Administrative Senates. The program will be monitored and revised as needed and will be evaluated at the end of the pilot period to determine if will be continued.

STAFFING & SERVICE ALIGNMENT

6. UHR as a Strategic Partner - UHR expanded the HR liaison model and implementing the first phase of an HR Employee Service Center. Continued to integrate Payroll within UHR and identify and implement opportunities to reduce redundancies and add efficiencies. Redesigned processes and work flow including hiring, onboarding, off-boarding and retirement.
7. Out-Sourcing Options - Issued and reviewed the results of an RFP for out-sourcing Family Medical Leave Act (FMLA), I-9 processing, employment verifications and unemployment compensation to determine the best means of managing these processes. Design and implementation of integrated processes with our outsourced partners to improve the service, efficiency, and compliance of these programs is expected to occur during FYE2016.
8. Leadership Development Program - Rolled out the first cohort of individuals identified as senior leaders in the academic and support units. Continued to define and develop the curriculum in conjunction with our partners from DDI and delivery to penetrate additional high potential faculty and staff throughout the university.

SIGNIFICANT UNPLANNED ACTIVITY

9. IRS Audit - Closed out the calendar years 2011 and 2012 audit. Implemented new or modified existing business processes to ensure all areas of tax non-compliance identified during the audit were remediated. Issued over 1100 corrected IRS Form W2's, per our agreement with the IRS, to employees whose initial W2 forms were incorrect. Negotiated with the IRS to have Ohio University pay any taxes due on behalf of the impacted individuals directly to the IRS to alleviate any negative tax implications to them due to a university error.

HR Operations Data

	FY12	FY13	FY14	CY14
New Hire Orientation Attendees:	329	409	463	
Searches Completed/Jobs Filled:	645	706	626	
New Hire Relocation Program Participants:	94	161	178	
Job Description Reviews by Compensation:	199	321	all	
Reductions in Force:	19	1	10	
Foreign Nationals Paid:			1,024	
W2 Issued:			15,662	
Direct Deposit Rate:			96.96%	
Average Time to Fill Job:				80.7 days

New Hire Data FY08 - 14

		FY08	FY09	FY10	FY11	FY12	FY13	FY14	TOTAL
Faculty	Chair/Director	4	2	1		1		2	10
	OPIE Instructor		7				3	1	10
	Group I Tenure Track	35	34	27	34	10	40	41	221
	Group II Non Tenure Track	10	11	26	20	29	52	59	207
	Group III Adjunct	255	243	239	290	273	311	324	1935
Group IV Visiting Faculty	29	49	28	18	21	36	31	212	
Faculty Total		333	346	321	362	334	442	458	2138
Admin	Full Time Regular	119	92	66	66	138	164	208	853
	Full Time Term	1	1	11	1	1		0	15
	Part Time Regular	5	5	1	3	5	10	8	37
	Part Time Temporary	185	135	155	172	236	219	260	1362
	Admin Total	310	233	233	242	380	393	476	1791
Research	Full Time Regular	10	9	8	3	12	16	12	70
	Full Time Term	1	3	13	9	4	3	5	38
	Part Time Regular			1			0	1	1
	Part Time Term			1			0	1	1
Research Total		11	12	23	12	16	19	19	93
Classified Total		34	41	37	31	99	84	115	441
GRAND TOTAL		688	632	614	647	829	938	1068	4463

Faculty and Staff Demographic Data (FY2014)

Employee Group/ Various Demographic*	Average Age	Gender Male	Gender Female	Minority Representation
Administrators	44	807	948	10% (N=180)
Classified/AFSCME	48	462	668	5% (N=62)
Faculty	50	1107	966	15% (N=303)

*Source: Institutional Research

Employee Benefits Data

Health and Welfare Benefits Costs* -- All Plans (Faculty, Staff, AFSCME)			
	FY2013	FY2014	FY2015 Projected
Total Expenditures	47,968,091	51,158,625	56,114,700
Total Employee Premiums	7,834,987	7,937,985	8,794,582
Net University Expenditures	40,133,104	43,220,640	47,320,118
\$ Increase		3,087,536	4,099,478
% Increase		7.7%	9.5%

*Health, vision, dental, life, disability, FSA, etc. (Does not include retirement or educational benefits)

*Source: Oracle FMS year-end report

Faculty and Staff PPO Plan Data				
	FY2013	FY2014	FY2015	2013 Benchmark*
Employee Premium Percent				
Single	15%	15%	15%	19%
Family	15%	15%	15%	28%
Employee Premium \$				
Single	\$77.36	\$77.36	\$90.90	\$118
Family	\$225.32	\$225.32	\$272.68	\$433
Full Plan Premium				
Single	6,312	6,672	7,320	n/a
Family	18,684	20,016	21,960	n/a

*2013 Mercer National Higher Education Survey

Healthy Ohio (Wellness Programs) Participation Totals

	FY2010	FY2011	FY2012	FY2013	FY2014
Employee	347	508	577	831	924
Spouse/Partner	no data	no data	212	241	231
Total	347	508	789	1,072	1,155

Unemployment Data

Claims/Year	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Paid Claims	45	109	70	133	100	80	73

Time to Resolve Issues

Type of Issue	Average of Time to Close (Days)
Benefits	2.82
Compensation	1.70
ELR	6.09
Employment	6.52
Employment Records	0.13
HRMS (Reporting)	0.02
Leaves	0.16
Support Services - Calls	0.04
Support Services - Walk-In	0.06
UHR Average	2.643342556

Customer Satisfaction Survey Results FYE 2014

Contact with UHR was polite and professional	4.86
My request was dealt with timely	4.81
My questions were answers satisfactorily	4.8
Total Respondents	1204

FY 14 / FY 15 Achievements – Detail Descriptions

1. COMP 2014 - Administrative and Classified Pay Plans

Ohio University adopted new policies and implemented revised Pay Administration Guidelines for Administrative and Professional (A/P) staff and for Classified Non-bargaining Unit staff. The institution also submitted a report to the Department of Education (DOE) in response to the voluntary resolution agreement entered into in 2009 to conform our practices to DOE regulations. A response was received from the DOE on January 6th that indicated based on the information submitted, the OCR has determined that Ohio University has fully implemented Paragraph five of the agreement.

The University Human Resources Compensation team was charged with leading the response and initiated the Compensation 2014 Project (COMP 2014) in April 2012. The scope of COMP 2014 included:

- Establishing consistent job classification systems for the administrative and professional employees and the non-bargaining classified employees
- Creating market-based pay range structures and guidelines to ensure that pay is competitive in the market
- Ensuring that the compensation plans are fair and equitable in their design and implementation
- Providing career path direction for employees in these pay systems

All of the above goals were implemented by November 1st for approximately 1900 employees within scope of the COMP 2014 project.

As a result of the project, a framework was developed that included 28 job families/subfamilies used to group jobs involving similar types of work (e.g. human resources, finance and business, administrative services, etc.). Subfamilies provide further refinement of the family (e.g. human resources sub-families might include benefits, employment, compensation, etc.). Three distinct career tracks were created to further clarify the nature of the work being performed. The three tracks developed include: technical and administrative support, individual contributor and management. The job framework will provide consistent position leveling based on requirements, impact and complexity of the role versus an incremental task orientation. The framework also reinforces that advancement to a higher career level is not automatic and requires performing duties that are more complex and have a greater level of impact across the organization. The final output of COMP 2014 project included a framework with 28 job families each with 3 career tracks, 137 sub-families and 14 job levels representing the 1900 positions included in the scope of the resolution agreement. All jobs in scope of the COMP 2014 project were mapped to this framework.

A market based pay range structure and pay administration guidelines were developed and implemented as part of the project. This was accomplished by determining comparison markets, identifying benchmark jobs and matching benchmark jobs to surveys, and analyzing market data. During this phase, the University obtained market data from surveys of comparable positions among our peer higher education institutions, as well as from market surveys of positions in general industry, where appropriate. As a result of this analysis, Ohio University set the midpoint of the pay structure at the 50th percentile.

Employees received communications in late October advising them of how their position mapped to the new framework and if they would receive a base pay adjustment as a result of the implementation of the new pay structure. Only employees below the minimum of the new pay grade received a pay increase. Employees whose pay exceeded the maximum of the pay structure were notified their pay would be “red circled” until such time as their pay was within range of the pay structure. Red circled employees will not receive an adjustment to their base pay during the annual reappointment process but will be eligible to receive a one-time lump sum bonus equal to the amount of the base adjustment. Employees were afforded an opportunity to appeal their mapping to the framework. Towers Watson, an external consulting firm with expertise in compensation and higher education, was engaged to hear the appeals. Of the 211 employees who filed appeals, 115, or 55% resulted in a change to the job mapping.

An equity analysis as well as a FLSA (Fair Labor Standards Act) analysis was also conducted as part of the COMP 2014 project. As a result of the equity analysis conducted to comply with the resolution agreement, 253 employees were identified as being paid less than market minimum of the new pay structure (all were within structure of the prior pay structure) for a grand total of \$870,320 below minimum. The statistical evidence revealed no evidence of significant gender or ethnicity bias with respect to pay below market minimum but was driven by experience and work status. Less experienced employees and temporary employees required larger adjustments to reach the market minimum. The FLSA study looked at 91 employees to determine if they were accurately classified as being exempt from the overtime requirements of the FLSA. As a result of this analysis, 65 employees were moved into non-exempt jobs requiring the creation of new employment category of administrative hourly. In the past, all non-exempt employees were treated as being classified employees. However, as part of the FLSA analysis, a review was also undertaken of the Ohio Revised Code (OCR) and a determination was reached that specific types of hourly employees, for example, administrative employees who support research, should be treated as administrative, not classified employees. Of the 65 converted to non-exempt positions, 37 were slotted into the newly created administratively hourly employment category. This transition required these employees to move to the biweekly pay frequency and they were provided a transition payment to assist with the transition to a pay schedule that is paid 2 weeks in arrears instead of on a current basis. Transitioning employees were “grandfathered” into benefit plans and vacation and sick accrual plans that afforded them the greatest benefit. The transition was completed by February 1st.

2. Developed a Total Compensation Strategy

Total Compensation is viewed as a comprehensive total rewards package, which includes base pay and fringe benefits, such as medical/ hospitalization, accident, life insurance, retirement benefits, bonus plans, and time off (vacation, leaves). As total compensation is comprised of both compensation and benefits, it is important to understand the university’s compensation philosophy and benefits philosophy.

Ohio University’s staff compensation plan for Administrative/Professional and Classified Non-Bargaining employees is designed to attract, retain, and motivate a highly talented and committed workforce in support of the University’s mission and goals. To meet these needs, the compensation plan has the following objectives:

- Establish and maintain competitive compensation structure based on comparisons to appropriate external labor markets while also considering internal job worth.
- Articulate the relationship between institutional strategy and employee performance, recognition, and rewards.
- Ensure that the compensation plans are administered strategically, consistently, effectively, efficiently and equitably.
- Deliver transparent and practical communication of compensation components to all employees.
- Ensure policies and practices are legally compliant with all relevant federal and state statutes, and designed to ensure sound stewardship over available compensation funding.
- Establish the principles and process for regular review of market position and effectiveness of policies.

UHR will develop a long term strategic compensation program that is benchmarked against the markets within which Ohio University competes for talent. The appropriate markets will be tailored to the nature of the role and job family. Salary ranges will be positioned against these markets and provide necessary flexibility to enable the University to attract and retain highly qualified staff at all levels of experience.

Ohio University worked with Mercer Consulting to define the appropriate market comparisons and pay position. The following considerations were made:

- Use a blend of higher education and public industry salary surveys
- Weighting for industry is applied at the job family level (see Table 1)
- Identify salary survey data cuts based on comparable institutions within higher education based on degree granting and comparable budget size (See Table 2)
- Apply a geographic differential to public industry surveys where applicable based on recruiting strategy for each career track (national, regional, local)

With the implementation of the COMP 2014 Project, the following comparison markets and pay position have been defined:

	TABLE 1: Competitive Markets by Job Family			
<i>Job Family</i>	<i>Higher Education- Public Doctoral Granting Universities</i>	<i>Higher Education- Alternative Data Cut (MACC Schools)</i>	<i>Higher Education- Alternative Data Cut (ARL Schools)</i>	<i>General Industry</i>
<i>Academic Job Families</i>	Primary	N/A	N/A	N/A
<i>Administrative Job Families</i>	Primary	N/A	N/A	Secondary
<i>Athletics</i>	N/A	Primary	N/A	N/A
<i>Health Services</i>	Primary	N/A	N/A	Secondary
<i>Library Services</i>	N/A	N/A	Primary	N/A

TABLE 2: Market Definition		
<i>Survey</i>	<i>Data Cut</i>	<i>Pay Position</i>
Western Management Educomp	Public Doctoral Granting Universities	50 th Percentile
College and Universities Professional Association (CUPA)	Public Doctoral Granting Universities 3 rd Budget Quartile	
Mercer	National – will consider geographical differential at the career track level	
Towers Watson	National – will consider geographical differential at the career track level	

Comparison markets and pay positioning will be reviewed every five years (see Comprehensive Market Analysis). Ohio University will participate in and purchase the CUPA salary on an annual basis, the Educomp survey on a biennial basis and the Mercer/Towers surveys on an as needed basis to complete a full market review.

Ohio University is committed to maintaining a pay structure that is market competitive. On an annual basis concurrent with the fiscal year, University Human Resources (UHR) Compensation will review market trends and make a recommendation to Senior Leadership regarding adjustments in the salary structure.

Given COMP 2014 Implementation and aging of the Salary Structure at that time, UHR Compensation is not recommending any changes in the salary structure effective July 1, 2015. In addition to making a recommendation on salary structure movement, UHR Compensation will review market information and submit a recommendation to Senior Leadership regarding fiscal year salary increases. Based on statistical information contained in Mercer’s 2014-2015 US Compensation Planning Survey Educational Institution Survey, UHR Compensation recommends the following for fiscal year ending 2016:

- A 2% salary increase pool for Executive/Administrative/Professional staff and a .5% pool to address outstanding performance and in grade pay adjustments
- A 2% Classified Non-Bargaining Unit salaries effective July 1, 2015. In addition to this, classified staff will continue to be eligible for the longevity bonus program

Annually, UHR Compensation will work with Planning Units to review Administrative/Professional and Classified Non-Bargaining Unit compensation in relationship to placement within the pay structure. This process will include utilizing a compa ratio metric, job entry dates and employee job performance information. Compa ratio is defined as the ratio between current pay to the salary range midpoint assigned to the job. A compa ratio is used to determine the relationship of an employee's pay to the midpoint or some other control point of the salary range. It is also used to assess how an employee's pay is moving through the assigned salary range.

As a result of implementing the COMP 2014 Project, Ohio University is reviewing pay compression and pay inversion concerns. Pay compression is a result of implementing a new market base pay structure and the resulting increases to bring employees up to the minimum of the new pay ranges, while not addressing the salaries of employees within the pay range given skills, experience and job performance. Pay inversion is a result of changing a historical pay policy of allowing departments to only hire up to the

25th percentile when recruiting qualified external applicants. It is anticipated that this will be a multiyear phased in review process.

In addition to the annual increase pool, UHR Compensation has recommended an additional 1% pool to begin to address pay compression and pay inversion challenges. In the first year of this review the following assumptions will be made:

- A combination of compa ratio, job entry date and job performance will be utilized.
- A metric for expected compa ratio will be applied.
- UHR Compensation will prepare recommendations within the assumptions.
- Planning Units will have allocation input regarding employee job performance.

Per the Department of Education resolution agreement, UHR Compensation will partner with an outside consultant to conduct a biennial compensation audit to review the compensation of Administrative/Professional and Classified Non-Bargaining Unit employees to determine that employee compensation has been determined on a non-discriminatory basis and promptly remedy any discrimination found. This analysis will occur in Fiscal Year 2017. The financial impact of any resulting increases will be responsibility of the Unit.

In order to maintain a market competitive pay structure, UHR Compensation will partner with an outside consultant to conduct a comprehensive market analysis every five years, with the next analysis occurring in Fiscal Year 2020. This analysis will include a review of comparison markets, pay position, and benchmark jobs. As a result of the market analysis, jobs may be re-slotted into the pay structure with no change, a lower pay grade or higher pay grade. As a result, employee compensation may need to be adjusted to the minimum of the new pay range or will be red circled if above the corresponding pay grade maximum. The salary structure pay range width and midpoint differentials will also be reviewed during this analysis. In addition the salary market analysis, Pay Administration Guidelines

3. Affordable Care Act (ACA)/Healthcare Reform

The Affordable Care Act will require employers to offer health care insurance coverage to employees who work an average of 30 hours per week or more. Ohio University, like other employers, is required to evaluate its workforce for a period of time to determine eligibility for health care benefits. The University established a “measurement period” starting August 16, 2014 and ending March 31, 2015 and began tracking hours worked for adjunct faculty (Group III), temporary salaried and hourly employees (Group III) and students who are currently not eligible for employer provided health insurance. Individuals who meet the 30 hours per week threshold and continue to be employed by the University in any capacity will be offered health care benefits with an effective date of July 1, 2015. .

Student hourly employees and graduate appointments, per existing University policy, may not work more than 20 hours per week during the Fall and Spring semesters or more than 28 hours per week during any other time of the year, including summer. Consequently there should not be any impact on student employees.

For Adjunct Faculty (Group III), the Affordable Care Act allows the University to measure hours worked based on credit hours. Following University Policy 18.009, the University established a workload metric equating each credit hour to 2.67 overall hours worked. With this metric in place, an Adjunct Faculty

member with an average workload of 11.25 credit hours or greater for the measurement period becomes eligible for health insurance, effective July 1, 2015, if they continue to be employed.

Temporary Salaried or Hourly Staff (Group III) began reporting hours worked via the Workforce time reporting system beginning August 16th, 2014. Temporary Hourly Staff will be paid for their hours worked through Workforce and the Temporary Salaried Staff will have their hours tracked through Workforce for ACA tracking, but will be paid consistent with other exempt employees based on their stated bi-weekly salary through Oracle. Any Temporary Hourly or Salaried employee who works an average of 30 hours per week or greater for the measurement period becomes eligible for health insurance effective July 1, 2015, if they continue to be employed. The University is required to offer medical insurance for the greater of the measurement period and/or six months, regardless of the number of hours the employee continues to work.

For Graduate Appointments, average hours worked will be based on the number of hours listed in the Graduate Appointment letter. For Graduate Appointments also working in student- hourly positions, the hours listed on the appointment letter and actual hours worked in the student-hourly position will be combined when calculating average hours worked. Any Graduate Appointment who works an average of 30 hours per week or greater for the measurement period becomes eligible for health insurance effective July 1, 2015, if they continue to be employed.

Reports were developed to collect actual hours worked or the equivalencies per the methodologies stated above. Reports are generated and monitored weekly by the central human resource team and monthly by the planning units. Employees trending to become eligible for benefits are identified and discussed with planning unit heads. Human Resources is currently monitoring approximately 7500 employees with 74 trending towards benefits eligibility. The chart below shows the break out by employee type.

Employee Group	# Tracking	# >30 Hours to Date
Group III Faculty	634	28
Faculty Early Retiree	Need to add	Need to add
Group III Staff	398	29
Intermittent/Emergency	25	6
Student Hourly	4,455	7
Student RA-GA-TA	1,501	3
Student Research Asst	1	
Student Resident Asst	78	1
Total	7,092	74

4. Formation of Benefits Advisory Council

A Benefit Advisory Council (BAC) was formed and was charged with analyzing and making recommendations related to university benefit plan designs in conformance with the guiding principles and strategies defined by Total Compensation Committee (TCC) under the direction of the President. The BAC explores options and suggests changes that meet the objectives and goals established by the TCC. They consider competitiveness, financial sustainability and fairness in their recommendations. The BAC serves as an advisory body to the TCC with the ultimate decision making authority regarding University benefit programs resting with the President and the Board of Trustees, or its delegate.

The BAC is Co-Chaired by the Senior Associate Vice President for Finance and Administration and the Faculty Senate Finance and Facilities Chair. Additional voting members of the committee include:

Membership / Selection Process	Term
Faculty Senate representative appointed by President	3 Year
Administrative Senate representative appointed by President	3 Year
Classified Senate representative appointed by President	3 Year
AFSCME representative appointed by President	3 Year
Regional Campus representative appointed by Provost	3 Year
Chief Finance and Administrative Officer (CFAO) representative appointed by VPF&A	3 Year
Dean appointed by Provost	3 Year
Chairs and Directors representative appointed by Provost	3 Year
Associate Provost for Academic Budget & Planning	Ongoing
Vice President for Student Affairs	Ongoing
Chief Human Resource Officer	Ongoing
President's Chief of Staff – Ex-officio	Ongoing

The Committee will be staffed by the Senior Director of Benefits and the Budget Director.

The Benefits Advisory Council was charged with recommending solutions to eliminate and replenish structural deficits within the benefits budget, to avoid the Affordable Care Act Cadillac Plan Excise Tax, to establish a consistent benefits reserve level, and to establish a long term strategy regarding the university subsidy of benefits.

The committee recommended premium and plan design changes that will eliminate the structural deficit and are projected to avoid the Affordable Care Act Excise Tax based on current cost trends. The premium and plan changes are projected to reduce university benefits costs by \$2.5 million in Fiscal Year 2015-16 that will result in faculty and staff absorbing, on average, \$825 in additional costs for that fiscal year, or \$69 amount per month. The committee also recommended changes for fiscal years 2016 and 2017 with a goal of preventive university costs from escalating beyond 5% annually. The committee's recommendations were approved by the Total Compensation Committee in mid-February.

In March of 2015, the committee will also begin to review options to redeploy the anticipated benefits savings to the university into either compensation or other benefits. The BAC will provide recommendations on these items by the end of Spring Semester 2015.

In addition to the above, the committee reviewed current benefits eligibility policies and rules as well as the requirements of the Affordable Care Act, and has recommended changes to the treatment of part-time employees, including those currently considered "Group III" faculty and staff. The committee recommended elimination of the term "Group III" for staff and suggested they be referred to as "part time employees". Only "part time" staff employees with an employment period of greater than or equal to 120 days and an FTE level greater than or equal to 0.75 be eligible for university provided benefits. Staff with FTE less than 0.75 will be offered legally required benefits only, such as retirement, sick leave, medicare, etc. Current Group III eligible staff with an FTE less than 0.75 will be "grandfathered" and retain current benefits levels. Any future break in service will result in a cancellation of the grandfathered benefits.

The committee also recommended the following:

- a dependent benefit audit be commissioned and proof of dependent eligibility be required of all new hires and employees with qualifying events sometime during calendar year 2015.
- WellWorks restructure their membership fees to avoid providing a benefit that is taxable to faculty and staff who are members, or if not feasible, begin taxing the benefit in calendar year 2015.
- Implement Anthem Live Health Online "telemedicine" product.

The committee will continue to meet regularly and plans to review recommendations annually and will suggest changes as required. During the next cycle the BAC will research the feasibility of offering more health plan choices such as a high deductible health plan, offering an enhanced vision and or dental option for employees to elect, review sick leave options with the possibility of offering a short term disability benefit.

5. Sick Leave Donation Pilot Program

The university approved a recommendation from a cross-functional employee committee to implement a two-year sick leave donation pilot program for Classified and Administrative Staff. The donation program will provide a relatively low-cost option to assist employees in a time of great need, and has been well received by Classified and Administrative staff. Donations will be capped at 20 days per fiscal year, and recipients will be able to receive no more than 20 days per fiscal year. Donations can be made to a pool or directly to an individual in need. Recipients must provide documentation of a serious impairment and must exhaust all other paid time off before receiving donated time. Human Resources finalized the rules and processes and implemented the pilot program on July 1, 2014. After the two year pilot, the program may be transitioned to permanent status if favorably reviewed.

6. Realigned and Reorganized UHR

The Ohio Service Alignment Initiative (OSAI) focused on improving the efficiency and service of academic support units. Huron Consulting Group worked with both Payroll and Human Resources to identify process improvement opportunities and improve business process efficiencies within the operations. As such, University Human Resources is creating organizational and process changes to better align our services with our customers and their needs in an RCM environment.

- *Payroll Department*

The Payroll Department (PR) was moved organizationally and physically transitioned from the Finance group into Human Resources. The PPMO office partnered with the UHR team to review and update various processes including hiring, onboarding, offboarding, etc., using Huron's process flows as a starting point. The updated processes were redesigned and structured to improve efficiency, implement technology, and improve the employee experience ensuring both greater effectiveness and an increased customer focus. System enhancements played a significant role in the improvement of these processes.

- *HR Liaison Program*

After the overwhelmingly successful completion of the HR Liaison pilot program with three academic areas; (Arts and Sciences, Communications, and Health Science Professions), the program was rolled out campus wide. The program was designed to provide the units with one point of contact for their HR needs whether they are related to recruitment, employee relations, organizational development, etc. The program has been in place now for over 9 months and the feedback received to date continues to be very positive.

- *HR Employee Service Center*

UHR stood up the initial phase of the Employee Service Center. This center is responsible for processing various HR and PR employee transactions including onboarding, off-boarding, personnel record keeping, and fielding questions related to various HR programs, processes and procedures. Processes will continue to be reevaluated and improved as system enhancement become available next year with the implementation of Comp Workbench, Oracle Advanced Benefits and On-line PTO tracking. The alignment of the UHR organization and staff will assist in providing maximum value for the key capabilities of our customers.

7. Outsourcing Family Medical Leave Administration (FMLA) and I-9 Administration

To ensure compliance with Federal and State regulations, and consistent administration of these policies throughout the University, RFPs were finalized and distributed to the applicable outsourcing vendors. The RFP's were reviewed and four vendors were invited to campus to give presentations of the features of their services and products. Analysis of the presentations is underway and a selection of a vendor is expected soon. A leave manager was hired within UHR to coordinate the work performed by the FMLA vendor and ensure appropriate and consistent communication, processes and procedures among units, UHR and the vendor.

An RFP for I-9 administration, including e-verify, employment verifications and unemployment compensation was finalized and distributed to four vendors with outstanding reputations for providing outsourced I-9 and employment verifications services. Technology requirements were included with the RFPs to ensure the best software solution is selected that can seamlessly interface with our existing systems. Outsourcing these non-strategic transactional tasks will permit employees to focus their attention on providing more value added services. Outsourcing the I-9 process will enable the University to manage the complex and varying requirements of I-9 processing. It has historically resulted in reduced employer risks and liability associated with I-9 completion by virtually eliminating errors during the I-9 process and ensuring full compliance with all I-9 regulations including processing of I-9's for employees hired remotely. Record retention and reporting is also enhanced. Equifax was selected as the vendor to provide I-9 outsourcing and employment verifications services. Implementation is expected to begin in late March or early May.

8. Leadership Development Program

In partnership with the Vice President for Finance and Administration and the Provost, and as a part of the SAI Initiative, we have developed a Leadership Development Program for the Senior Leaders of our Academic Support Units and Colleges.

Development Dimensions International (DDI) was selected as a consulting partner to provide a customized and robust development experience for people in pivotal leadership roles in both academic and academic support units. The initial cohort of 24 participants is underway. The second cohort is anticipated to begin in late spring 2015. The program is designed to enhance alignment and partnerships between the academic and academic support units. This program for senior leadership is part of a comprehensive and integrated organizational development plan to build competencies and capacity within the university in support of improved performance and succession planning.

9. Close IRS Audit for calendar years 2011 and 2012.

The University approved a \$1,054 million dollar settlement to close the IRS audit of calendar years 2011 and 2012. The majority of the assessment was related to constructive receipt issues with the Early Retirement Incentive payments and social security taxes due on student summer wages that were exempted from taxation based on their spring semester student enrollments. Other contributing factors were the imputed income on the personal use of the president's residence, incorrect classification of Clinical Educator's and Sports Camp Workers as independent contractors, taxation of uniforms deemed not exempt from taxation since they are wearable as street clothing and recharacterization of settlement payments as wages.

Processes have been developed and communicated to the campus community or appropriate individuals to ensure taxable items are identified and reported to payroll service. A policy is being proposed to eliminate providing non-cash taxable benefits, where practical, to limit Ohio University's exposure for not properly reporting or taxing these benefits.



OHIO UNIVERSITY

Internal Audit

1 Ohio University
WUSOC 275
Athens OH 45701.2979

Date: February 26, 2015

To: The President and Board of Trustees

From: Jeffrey Davis, Chief Audit Executive

Re: **Audit Committee Meeting**

Internal Audit will present an update on office activities at the March 12, 2015 Audit Committee meeting. The status of the FY15 audit plan, construction auditing and cash collection audits will be addressed.

Mr. Joe Adams, Associate Vice President for Risk Management and Safety, and Jeff Davis, Chief Audit Executive, will provide an update on the university risk management initiative.

Representatives from Plante Moran will also be present to discuss the upcoming FY15 external audit.

I will be pleased to answer any questions.

Ohio University

Board of Trustees

Audit Committee

2015 Audit Planning Meeting

Ohio University

Audit Planning Agenda

- The Ohio University Audit Team
- Reporting and Responsibilities
- Audit Approach
- Timing and Key Dates
- Peer Review Report and GAO Auditor Responsibilities
- New Pronouncements
- GASB Projects
- Appendix - Definitions

Ohio University

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Ohio University

Reporting and Responsibilities

- **Plante Moran Deliverables**
 - Opining on FY 2015 University financial statements and the University's federal programs
 - Opining on FY 2015 for the Foundation, Inn-Ohio of Athens, Inc., Housing for Ohio, Inc., Russ Research Center LLC, and WOUB's financial statements
 - Procedures related to compliance with NCAA Bylaws
 - State "Special Purpose" Report
- **Plante Moran Responsibilities**
 - To express an opinion on the University's and the Foundation's financial statements
 - To express an opinion on the major federal programs of the University
 - To express an opinion on the Inn-Ohio of Athens, Inc., Housing for Ohio, Inc. and Russ Research Center LLC's financial statements
 - To express an opinion on WOUB's financial statements
 - To provide reasonable, not absolute, assurance of detecting material misstatement
 - To gain an understanding of internal controls, policies, and procedures to design an effective audit
- **Plante Moran will issue the following Reports and Letters for 2015:**
 - **Planning Stage**
 - Engagement letter for the Ohio University audit (includes the federal awards audit and WOUB)
 - Engagement letter for procedures to be performed in accordance with NCAA Bylaws

Ohio University

Reporting and Responsibilities (continued)

- **Plante Moran will issue the following Reports and Letters for 2015 (continued):**
 - **At completion of work:**
 - An opinion on the financial statements of the University, the Foundation, the component units of the Foundation, and for WOUB
 - Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with *Government Auditing Standards* (GAGAS report) for the University, the Foundation, the component units of the Foundation, and for WOUB
 - Report on the Conduct of the Audit (AU 260)
 - Federal programs audit reports and schedules
 - Report on Compliance For Each Major Program and on Internal Control Over Compliance in Accordance with OMB Circular A-133
 - A Schedule of Findings and Questioned Costs
 - A Management Recommendation Letter, if applicable
 - A Report on Agreed-Upon Procedures related to Intercollegiate Athletics in accordance with NCAA Bylaws

Ohio University

Audit Approach

- **Financial Statement Audits (includes the Foundation and its component units)**
 - General Controls Assessment and Paperless System testing (i.e., registration, tuition, and endowments)
 - Risk-Based Approach – More time will be spent on those areas considered higher risk
 - Valuation of accounts receivable
 - Valuation of alternative investments
 - Any contingent liabilities
 - Liability for self-insurance
 - In response to the above risks, we will perform the following:
 - Review the allowance for accounts receivable and also, review the assumptions used to determine collectibility,
 - Review significant assumptions and estimates for alternative investments in accordance with the 2008 AICPA Practice Aid,
 - Discuss pending litigation with Ohio University legal counsel,
 - Review key assumptions and data submitted to the actuary for self-insurance.

Ohio University

Audit Approach (continued)

- **Financial Statement Audits (includes the Foundation and its component units)**
 - Documentation and testing of key accounting processes and internal controls by major cycles – purchasing, expenditures and accounts payable, payroll and related year-end liabilities, revenue, receipts and accounts receivable, investments and related income, financial reporting
 - Group Audit Standards – Plante Moran will be serving as the “Group Auditor” for all components of this audit (the University and the Foundation)
 - Report letter
 - Emphasis-of-matter paragraphs will be in the report letter for 2015 due to the significant balance of alternative investments on the University’s statement of net position and for the change in accounting for the adoption of GASB Statement No. 68, *Accounting and Financial Reporting for Pensions*
 - PM to engage Haran, Watson & Company as minority subcontractor

Ohio University

Audit Approach (continued)

- **Federal Programs Audit Reports**

- Audit is performed in compliance with federal regulations and includes compliance and internal control categories as defined by OMB
 - Programs expected to be tested in 2015
 - Student Financial Aid Cluster
 - Other programs will also be tested if required

- **NCAA Agreed-Upon Procedures**

- Suggested procedures for line items determined by NCAA
- Higher-risk items will be tested based on discussions with management and knowledge of programs and related revenues and expenses

- **WOUB Center for Public Media**

- Accounting process and internal control procedures incorporated into University systems testing
- Significant asset, liability, revenue, and expense financial statement balances tested for WOUB
- Review and submission of online financial reporting in accordance with Corporation for Public Broadcasting requirements

Ohio University

Audit Approach (continued)

- **Plante Moran has been advised:**
 - The University is in compliance with all regulatory, governmental, and grant requirements
 - There have been no material acts of fraud or embezzlement
 - There have been no significant acts of fraud related to federal programs
 - The University is not aware of any accounting entries made which are not in the normal course of business
 - The University is not aware of any material illegal or improper acts
- **Internal Audit Assistance**
 - Incorporate and review internal audit reports into our audit approach in certain areas
 - Assistance with NCAA agreed-upon procedures testing

Ohio University

Audit Approach (continued)

- **Materiality**

- Plante Moran determines materiality by the users of the financial statements
 - Identified Users – State and Federal Governmental agencies, bond rating agencies, donors, and the Board of Trustees
 - Factors Used – Total Assets, Total Net Position, and Total Revenues

- **Communications with the Audit Committee:**

- Required fraud inquiries during planning process
- All services provided by Plante Moran to Ohio University
- Independence, in compliance with GAO requirements
- Passed adjustments schedules
- Changes in report presentation (if applicable)

Ohio University

Timing and Key Dates

Audit Scope Presentation to Audit Committee	March 12, 2015
Preliminary fieldwork begins	May 11
WOUB and NCAA procedures fieldwork begins	May 11 (on limited basis)
Preliminary fieldwork ends	May 22
Year-end fieldwork – Housing for Ohio, Inc.	July 20-24
Year-end fieldwork – Russ Research Center LLC	July 27 – 31
Year-end fieldwork – Inn-Ohio of Athens, Inc.	August 3-7
Year-end fieldwork begins – University including federal programs audit and Foundation	August 10
Draft financial statements to Plante Moran	September 4
Draft WOUB and NCAA reports to be issued to the University	September 18
Year-end fieldwork ends – University including federal programs audit and Foundation	September 25
Closing meeting with management & final draft of financial statements	September 25
Meeting with audit committee to review financial statements	TBD – Prior to 10/15

Ohio University

Timing and Key Dates (continued)

*The timeline of the financial statement preparation and review will be as follows:

Submission of Draft Management Letter to Executive Management, if applicable	October 15
Submission of final University financial statements to State Auditor	October 15
Submission of final Foundation financial statements to State Auditor	October 15
Submission of final Russ Research Center LLC financial statements to State Auditor	October 15
Submission of final Inn-Ohio of Athens, Inc. financial statements to State Auditor	October 15
Submission of final Housing for Ohio, Inc. financial statements to State Auditor	October 15
Submission of final WOUB and NCAA reports to State Auditor	October 15
Submission of final management letter to State Auditor	October 23
Certification of Corporation of Public Broadcasting online reports for WOUB	October 31

Ohio University

Peer Review Report and GAO Auditor Responsibilities

- **Under the Government Accounting Office (GAO) requirements, if an audit is completed in accordance with *Government Auditing Standards*, the Audit Committee and/or Board of Trustees are required to receive from the audit firm the following document:**
 - Peer Review Report (this is performed every three years)
- **In addition, we are required to communicate the following items (if applicable):**
 - Noncompliance with laws, regulations, contracts or grants that have material effect on the financial statements
 - Any instances of abuse identified that could be material to the financial statements

Ohio University

New Pronouncements

- **GASB 68 – Reconsideration of Pension/OPEB Expense**
 - Effective for the fiscal year ending June 30, 2015
 - Applicable to all governments (not just Ohio)
 - Recording the unfunded pension benefit obligation as a liability on University's Statement of Net Position
 - Annual pension expense would be calculated and incorporated in the financial statements (calculation uses similar methodology as FASB standards)
 - Will directly reduce unrestricted net position in year of implementation
- **GASB 69 – Government Combinations and Disposals of Government Obligations**
 - Effective for the fiscal year ending June 30, 2015
 - Establishes standards related to combinations and disposals of government operations including merger, acquisitions, and transfers of operations
- **GASB 71 – Pension Transition for Contributions Made Subsequent to Measurement Date**
 - Effective for the fiscal year ending June 30, 2015
 - Amends GASB 68 to require that at transition to GASB 68, the University may recognize a beginning deferred outflow of resources for its pension contributions made subsequent to the measurement date of the beginning net pension liability

Ohio University

GASB Projects

- **The GASB is also working on major projects for:**
 - Accounting and reporting for other postemployment benefit plans – similar to GASB 68 for pensions, it would require:
 - a multi-employer plan participant to record its share of the unfunded OPEB liability in the year of implementation
 - a single-employer plan (falls under GASB 45) to fully record the unamortized unfunded OPEB liability in the year of implementation (GASB 45 allows a 30-year amortization of the liability currently)
 - Fair value disclosures for investments – similar to FASB’s fair value standards (formerly known as FAS 157) and would significantly expand the institution’s disclosure around Level 3 (alternative) investments

Ohio University

Appendix - Definitions

- **Deficiency**

- A “deficiency” exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that even if the control operates as designed, the control objective is not always met. A deficiency in operation exists when a properly designed control does not operate as designed or when the person performing the control does not possess the necessary authority or qualifications to perform the control effectively. Deficiencies may involve one or more of the five interrelated components of internal control.

- **Significant Deficiency**

- A “significant deficiency” is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

- **Material Weakness**

- A “material weakness” is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and correct on a timely basis.

- **Fraud**

- The term “fraud” includes “misstatements” arising from fraudulent financial reporting and misstatements arising from misappropriation of assets.
- “Misstatements” arising from “fraudulent financial reporting” are intentional misstatements, or omissions of amounts or disclosures in financial statements intended to deceive financial statement users.

Ohio University

Appendix - Definitions

- **Fraud (continued)**
 - “Misstatements” arising from “misappropriation of assets” involve the theft of assets where the effect of the theft causes the financial statements not to be presented in conformity with GAAP.
 - The University is responsible for the design and implementation of programs and controls to prevent and detect fraud.
- **GAAP**
 - Generally Accepted Accounting Principles. Used by almost all entities in the USA to prepare periodic financial statements.
- **Allowance**
 - An estimate determined by management based on past history of the amount of student and contribution receivables at June 30 that are not expected to be received.
- **NCAA Agreed-Upon Procedures**
 - National Collegiate Athletic Association requires procedures to be performed in accordance with their bylaws. These procedures relate to the classification of revenues and expenses by athletic program and the content within the respective line items of revenues and expenses.
- **Federal Programs Audit**
 - The U.S. Office of Management and Budget (OMB) Circular A-133 which sets forth standards for obtaining consistency and uniformity among Federal agencies for the audit of States, local governments, and non-profit organizations expending Federal awards. This is also known as “Single Audit” and is focused on programs funded with federal dollars. At Ohio University, this primarily consists of student financial aid and research and development grants.

Ohio University

Appendix - Definitions

- **990-T**
 - Corporate income tax form for exempt organization unrelated income. This primarily relates to income earned on limited partnerships that is considered taxable by the IRS (real estate and natural resources), and non-educational use of institutional property.
- **Nonexchange Transaction**
 - Revenues received by the University that are deemed not related to the University providing a service. They consist primarily of gifts, investment income, federal Pell grant revenue and state operating appropriations. State appropriations are subject to annual approval by state legislature and are reported based on the state operating budget that funds the appropriation to the University.
- **FASB**
 - Financial Accounting Standards Board is the governing accounting body that issues reporting pronouncements for private sector organizations. The Foundation prepares its financial statements in accordance with these pronouncements and guidance.
- **GAAS**
 - Generally Accepted Auditing Standards. The standards that govern the conduct of independent audits of non-public companies, as determined by the Auditing Standards Board (ASB) of the AICPA.
- **GAGAS**
 - Generally Accepted Governmental Auditing Standards. Informally known as “Yellow Book”, these standards guide all audits of governmental units.
- **GASB**
 - Governmental Accounting Standards Board is the governing accounting body that issues reporting pronouncements. Ohio University prepares their financial statements in accordance with these pronouncements and guidance.

Ohio University

Appendix - Definitions

- **Unmodified Opinion**
 - A signed representation by an auditor as to the reliability and fairness of a set of financial statements. The opinion could be qualified, unmodified, or adverse.
- **Auditor Opinion Date**
 - The date the audit is completed and the auditor can provide their opinion. This is defined as the date the audit fieldwork and reviews are completed and the date management has reviewed the financial statements and provided a signed representation letter to the auditors.
- **Material Misstatement**
 - To present accidental or intentional untrue financial statement information that influences a company's value.
- **Significant Adjustments**
 - A material error in financial reporting discovered by the auditor during performance of their audit fieldwork which was large enough that it was required to be booked to the financial statements and disclosed to the audit committee or board.
- **Passed Adjustments**
 - A summary of proposed account adjustments not recorded by management and reviewed by auditors and determined, individually or in the aggregate, not to have a significant effect on the financial reporting process and therefore they are not recorded in the financial statements.

Thank You!

*We look forward to continue serving
Ohio University.*

Higher Education Group

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Audit Committee

Sandra J. Anderson, Chair
March 12, 2015
Tab

University Risk Management Initiative Annual Update 2015



Joe S. Adams II, CSP
Associate Vice President Risk
Management & Safety

Enterprise Risk Management

- Ohio University established the University Risk Management Initiative (URMI) to help identify, assess, and control risks beyond traditional insurable risks.
- To help achieve this, OHIO also created the Presidential University Risk Council (PURC) to facilitate this process with the assistance of Bickmore Risk Services.

University Risk Management Initiative

President's University Risk Council Membership

Joe S. Adams, Associate VP, Risk Management & Safety

John Biancamano, General Council

Jeff Davis, Chief Audit Executive

Stephen Golding, VP, Finance & Administration

Dennis Irwin, Dean, Engineering & Technology

Kenneth Johnson, Dean Heritage College of Osteopathic Medicine

Joe Lalley, Sr. VP, Information Technologies and Admin Services

Ryan Lombardi, VP, Student Affairs

Renea Morris, Exec Dir. University Communications & Marketing

Andrew Powers, Chief, OUPD

Deborah Shaffer, Sr. VP, Finance & Administration

Beth Quitslund, Chair, Faculty Senate

Joe Shields, VP Research

Bill Willan, Exec Dean, Regional Higher Education

Cathie Chancellor, Risk Manager

Susan Hopkins, Recorder

University Risk Management Initiative

Key Risks Identification

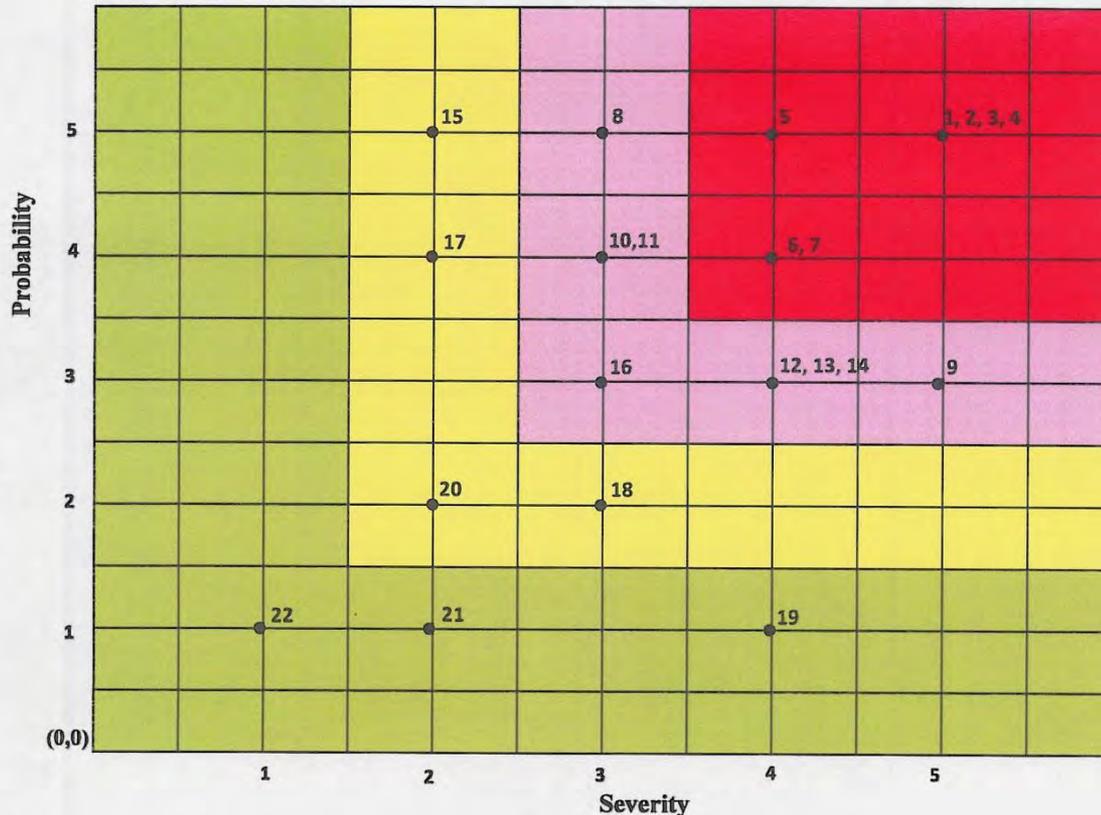
- The PURC initiated a risk identification effort in 2012 resulting in more than 120 risks identified, these were ultimately refined down to 22 key risks that were evaluated based upon their likelihood and potential impact

University Risk Management Initiative

The results of this exercise are summarized below:

Heat Map
Top Tier Identified Risks

11.14.11



	Risks	Probability	Severity
1	Residential Communities/Student Safety	5	5
2	Human Resources Management & Compliance	5	5
3	Information Technology Breach	5	5
4	Party School – Reputation	5	5
5	Study Abroad Programs	5	4
6	OU-HCOM Operations and Expansion	4	4
7	Research Misconduct	4	4
8	Employee & Student Safety While Traveling	5	3
9	Disaster Recovery & Business Continuity	3	5
10	Enrollment/Recruiting	4	3
11	New Business Model Unknowns (RCM)	4	3
12	Financial Compliance & Controls	3	4
13	ICA Compliance, NCAA sanctions	3	4
14	Tax Compliance	3	4
15	Conflict of Interest Unreported	5	2
16	Academic Brand/ Group 1 Faculty	3	3
17	Fraud	4	2
18	Clery Act Compliance	2	3
19	Export Control Laws Compliance, Penalties	1	4
20	Regional Campus Operations and Safety	2	2
21	Foundation Financial Strategy	1	2
22	Capital Budget Over Extended	1	1

University Risk Management Initiative

Top Tier “Red Zone” Risks

- The seven risks identified as the areas having the highest combined likelihood and potential impact to OHIO were selected for further assessment and examined by the PURC.
- Each primary risk owner was invited to present to the PURC regarding their perspective on their risks.

Seven “Red Zone” risks identified by the PURC:

1. Residential Communities & Student Safety (VP for Student Affairs, Ryan Lombardi)
2. Human Resource Management & Compliance (Acting CHRO, Paul Sundberg)
3. Information Technology Breach (Interim CIO, Duane Starkey)
4. Party School Reputation (VP for Student Affairs, Ryan Lombardi)
5. Study Abroad Programs (Director, Catherine Marshall)
6. OU-HCOM Operations and Expansion (Dean, Kenneth Johnson)
7. Research Misconduct (VP for Research, Joe Shields)

University Risk Management Initiative

Red Zone Risk Observations

- Overall, the depth and breadth of information and analysis provided by the various risk owners was thorough and fair.

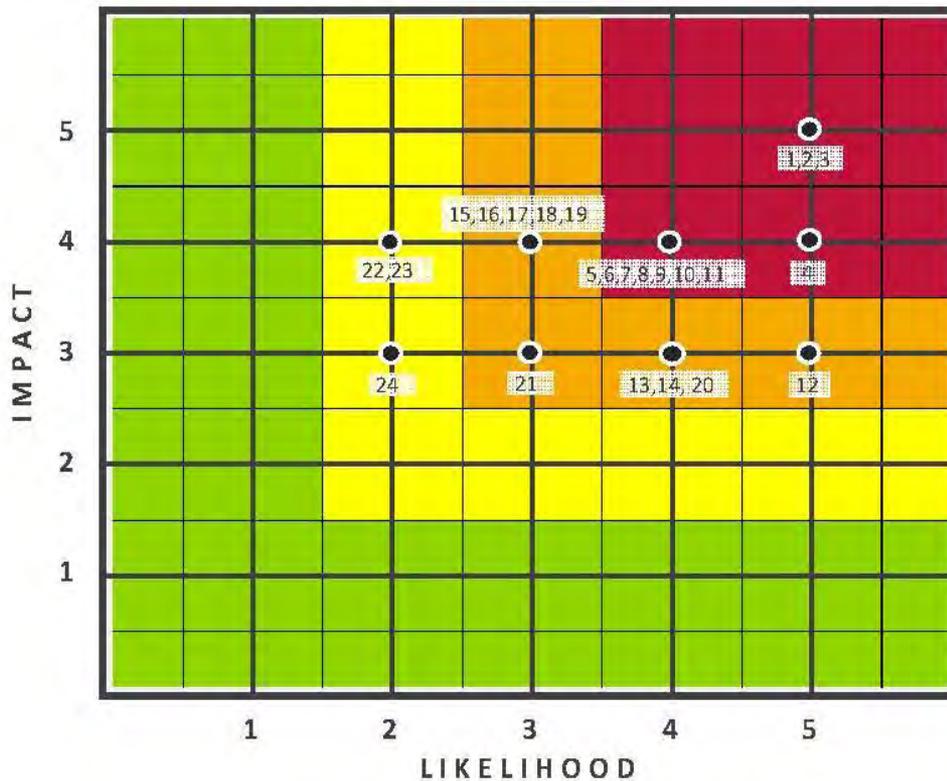
University Risk Management Initiative

2014 and Beyond

- 2014 Survey – February 2014
- New Heat Map
 - Academic Review with Deans
 - Board of Trustees Review
- Review of Red Zone risks

Heat Map 2

Heat Map
Top Tier Identified Risks



Risk	Likelihood	Impact
1 Maintenance and repair of facilities	5	5
2 Tax compliance	5	5
3 Data security	5	5
4 Residential communities and student safety	5	4
5 Financial compliance and controls	4	4
6 Disaster recovery and business continuity	4	4
7 Employee and student safety while traveling	4	4
8 Human resources management and compliance	4	4
9 Study abroad programs	4	4
10 Minors on campus	4	4
11 OU-HCOM operations and expansion	4	4
12 New business model unknowns (RCM)	5	3
13 Physical safety (all campuses)	4	3
14 Regional campus operations and safety	4	3
15 ICA litigation risk tied to new science on injuries	3	4
16 Academic brand	3	4
17 Environmental compliance and controls	3	4
18 Research misconduct	3	4
19 ICA compliance and NCAA sanctions	3	4
20 Conflict of interest unreported	4	3
21 Community relations	3	3
22 Capital budget overextended	2	4
23 Incident response (CIRT)	2	4
24 Clergy Act compliance	2	3

Eleven Red Zone Risks

1. Maintenance and repair of facilities (Joe Lalley, Sr. AVP Information Technologies & Administrative /Steve Wood, Executive Director, Facilities Management)
2. Tax Compliance (Deb Shaffer, Sr. AVP Finance & Administration)
3. Data Security (Duane Starkey, Interim CIO)
4. Residential communities and student safety (Ryan Lombardi, VP Student Affairs)
5. Financial compliance and controls (Deb Shafer, Sr. AVP Finance & Administration)
6. Disaster recovery and business continuity (Joe Adams, AVP Risk Management & Safety and Jill Harris, Manager Emergency Programs)
7. Employee and student safety while traveling?
8. Human resources management and compliance (Colleen Bendl, Chief HRO)
9. Study abroad program (LJ Edmonds, Vice Provost for Global Affairs)
10. Minors on campus (Joe Adams, AVP Risk Management & Safety/Cathie Chancellor, Risk Manager)
11. OU-HCOM operations and expansion (Kenneth Johnson, Dean HCOM)

University Risk Management Initiative

Conclusion

- OHIO has taken the first step towards establishing a risk-aware culture that has the tools in place to systematically identify, assess, and manage risk on an ongoing basis.
- The work completed so far has helped to identify key risks for the organization and identify steps to improve the general management of these risks.

Thank You!



University Risk Management Initiative
Allowing OHIO to better identify, understand,
and manage all risks associated with
achieving our mission.

Audit Committee

Trustee Sandra Anderson

March 12, 2015

Chief Audit Executive Report

Jeff Davis, CPA

Agenda

- FY15 Audit Plan Status
- Construction Auditing
- Cash Collection Points

FY15 Audit Plan Status

Audit	Auditor	Status	Report Date
ICA Compliance	Boyle/Ennis/Jago	Completed	12/23/14
External Audit Support – NCAA Agreed Upon Procedures	Boyle	Completed	11/17/14
Registrar	Boyle/Tong	Completed	12/22/14
Regional Campuses	All	Completed	
Culinary Services	Boyle/Ennis/Tong	In Progress	
OIT – Network/Infrastructure	Tong	In Progress	
Continuous Auditing/Monitoring	Jago	In Progress	
FY14 Carryover Audits:			
OIT – Student Information System	Tong	Completed	7/29/14
Bursar	Ennis	Completed	8/27/14
Education Abroad	Jago	Completed	8/27/14

FY15 Audit Plan Status (con't)

Follow-Up Audit	Auditor	Status	Report Date
OIT – Information Security Office	Tong	Planned	
eLearning Ohio	Ennis	Planned	
Bursar	Ennis	Planned	
Education Abroad	Jago	Planned	
OIT – Student Information System	Tong	Planned	
OIT – On Base	Tong	Planned	
Voinovich School of Leadership and Public Affairs	Ennis	Planned	
Payroll	Boyle	Planned	
Risk Management and Safety	Ennis	Planned	

FY15 Audit Schedule

Audit	Month												
	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	
ICA Compliance	█												
NCAA Agreed Upon Procedures	█												
Regional Campuses			█										
OIT - Network/Infrastructure							█						
Culinary Services								█					
Registrar			█										
Continuous Auditing/Monitoring	█												
Follow-Up Audits:													
OIT - Information Security Office											█		
eLearning Ohio												█	
Bursar												█	
Education Abroad													█
OIT - On Base												█	
OIT - SIS												█	
Payroll											█		
Voinovich School												█	
Risk Management and Safety												█	

Construction Auditing Update

Construction Audit Update

Walter Field House:

- Close-Out construction audit completed by Baker Tilly – final report date February 12, 2015
- Statement of work signed by the University on August 14, 2014 – estimated cost of the audit was \$16,000
- Four observations identified with recommendations proposed for management's consideration

Update on Audits of Cash Collection Points

Cash Collection Points

- Cash collection points represent an inherent risk to the university
- An inventory of cash collection points in 2008 identified 214 distinct cash collection points
- Many cash collection points were eliminated as a result of the audit
- Cash handling guidelines were developed by the University Bursar and made available to the campus
- IA reviews cash collection points as part of any college or departmental audit during our normal audit cycle

Cash Collection Points (con't)

- IA recently began reviewing significant cash collection points around campus
- These are brief audits which include a review of cash handling procedures and a selection of deposits
- Process includes a discussion of business practices, sales records and internal controls currently in place
- Recommendations proposed where weaknesses are identified

Cash Collection Points (con't)

- Recent reviews completed or in process include:
 - Campus Recreation
 - Wellworks
 - Ridges Café
 - Atrium Café
 - Event Services
 - Bobcat Depot
 - Parking Services

Cash Collection Points (con't)

- Other Recent cash collections points audited or scheduled to be audited as part of the FY15 audit plan:
 - ICA Ticket Office
 - Regional Campuses
 - Registrar
 - Bursar
 - Education Abroad
 - Culinary Services

Cash Collection Points (con't)

- Petty cash and change funds are also frequently audited as part of the continuous auditing function
- IA will continue to audit cash collection points and make recommendations where necessary to ensure proper procedures are in place

Conclusion

Questions?