



**OHIO**  
UNIVERSITY

# Board of Trustees

Ohio University

Athens, Ohio

## Minutes

March 13, 2015

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## ROLL CALL

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

Present: Chair David Brightbill, Sandra J. Anderson, Kevin B. Lake, Dave Scholl, Janelle Simmons, and Cary Cooper

Also Present: National Trustee 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 Scholl seconded, and the motion carried.

## APPROVAL OF MINUTES

Chair Brightbill asked for a motion to approve the minutes. Trustee Anderson moved, Trustee Simmons seconded, and the motion carried.

## REPORTS

### **Report from the Chair**

Chair David Brightbill reported that Secretary Mather recently received a Diamond Honoree award from the American College Personnel Association. Chair Brightbill also noted that the Trustees visited the Russ College of Engineering and the College of Health Sciences and Professions on Thursday.

### **Report from the President**

President McDavis reviewed the Strategic Priorities and Four Fundamentals that guide the work of the Board and steer the University's programs. He then provided the university Points of Pride, including recent recognitions and activities of Ohio University faculty, staff, students and alumni.

## University Spotlight

President McDavis recognized Honors Tutorial College Dean Jeremy Webster, who provided background on the college's Research Apprenticeship Program. Dean Webster explained that faculty members apply to have students work with them on particular projects; and students are paid through the Apprenticeship Program to support faculty research while learning about the research process.

Dean Webster was joined on the panel by Nicole Brooks and Cole Decker, two students who are participants in the program. Brooks, a junior in Biological Sciences and Honors Tutorial College, described her experience working with Dr. Darlene Berryman, and the opportunity to learn about scientific, laboratory-based research. She explained that she had opportunities to connect with faculty, provide opportunities to take advantage of additional experiences, present at a national research campus.

Decker is a junior HTC student majoring in business administration. Cole worked with Dr. Katie Hartman, conducting research on branding in business schools. The research involved looking at brand and personality match. His work has led to his being a founding member of the Ohio University Consumer Research Center Initiative. He also noted the value of this research in developing him to be an ideal candidate for professional positions.

Dean Webster indicated that there were twenty-nine funded research positions for the program in the past year.

### *President's Annual Report*

President McDavis noted that the President's Annual Report, produced by the University Communications and Marketing (UCM) team led by Ms. Renea Morris, was distributed to the Trustees.

## COMMITTEE REPORTS

### Joint Resources & Academics Committee Meeting

Chair David Brightbill reported on the proceedings from Thursday's joint meeting of the Academics and Resources Committees.

#### *Campus Master Plan*

Chair Brightbill reported that the Joint Committee received a report on the Campus Master Plan from Ms. Shawna Bolin, Director for University Planning and Space Management.

The current master planning project is an update of the 2006 Master Plan and includes a long-term prospective of academic and space needs, as well as innovation and interdisciplinary partnerships. It aligns with the Transforming Ohio initiative that was presented to the board in January.

The presentation included a discussion of the scope of the plan, including: comprehensive campus space analysis, renovation and new constructions, campus green planning, campus recreation, land utilization, mobility systems, Dublin Campus master plan, Campus planning integration effort, and implementation planning.

Chair Brightbill noted that the Trustees engaged in a discussion centered on the question, "What do you love and value?" Trustees spoke to the green space, the big picture beauty, walkability, and architecture. The Trustees also identified some weaknesses, including parking and ADA accessibility.

Ms. Bolin outlined the key themes that emerged from the analysis. These included:

- The existence of fragmented and conflicting systems;
- Constraints to straightforward development, such as topography, flood plain, and the interface with the city;
- The campus is vibrant and walkable, but getting stretched;

- Opportunities to strengthen greens and precincts.
- The importance of strong streetscapes, open spaces, natural features to unifying the precincts.
- The challenges and opportunities created by the campus's historic nature
- Building age and deferred maintenance

The Joint Committee also reviewed maps of student housing, student life, and academics and research activities.

### Academics Committee

Trustee Janelle Simmons presented the report from Thursday's Academics Committee. Trustee Simmons noted that Associate Provost for Institutional Accreditation Michael Williford provided a report on AQIP, the University's accreditation process. The presentation focused on AQIP Category 6 (Supporting Institutional Operations). Trustee Simmons also noted that the Committee received a dashboard report from Vice Provost for Diversity and Inclusion, Shari Clarke. The presentation described the office's structure, mission, services, activities, purpose, and strategic plan.

Trustee Simmons noted that the Academics Committee received an annual update on academic and university-wide information technology from Senior Associate Vice President for Information Technology and Administrative Services Joseph Lalley. Mr. Lalley also discussed the progress of the Chief Information Officer (CIO) search, as well as progress on IT projects: improving efficiencies; installation of Voice over Internet Protocol phones; and one-card building access.

The Academics Committee also heard from Dr. Brad Cohen, the newly hired Senior Vice Provost for Instructional Innovation, , who provided information about the scope of his role and reported the outcomes from investments in Instructional Technologists, with a primary focus on training faculty in new course design and delivery.

Trustee Simmons noted that Chief Marketing Officer Renea Morris shared information about branding and marketing efforts. The Committee also heard

from Mr. Imants Jaunarajs, Assistant Dean of Student Affairs for the Career and Leadership Development Center (CLDC), who described the work of the Center in preparing students for successfully pursuing employment opportunities.

The Academics Committee also received reports on academic quality initiatives. Trustee Simmons reported that Vice Provost for Enrollment Management Craig Cornell updated the committee regarding current spring 2015 enrollment and fall 2015-16 enrollment efforts and expectations. Mr. Cornell noted that spring enrollments on the Athens campus for undergraduate, graduate, medical, and eLearning students are up, while overall regional campus enrollments are down slightly at 0.6%. Total enrollments are up 1.7%.

Trustee Simmons noted that applications for Fall 2015-16 are up 81 over last year's record and admits are up 296. She noted also that the student loan default rate for Ohio University has dropped from 15% to 11.2%.

Trustee Simmons shared that the presentation and discussion for the College Credit Plus program were tabled due to time constraints. She also indicated that EVPP Benoit provided an overview of the Ohio University Completion Plan and accomplishments to date.

Consent Agenda Items:

- Name Change – Urban and Regional Planning

### Resources Committee

#### *Advancement*

Committee Chair Sandra Anderson reported on the proceedings from the Resources Committee. The committee meeting began with an update from Vice President for Advancement, Bryan Benchoff. Mr. Benchoff reported that the Capital Campaign total at the time of the meeting stands at \$482M. He reported that the Ohio University Foundation Board Executive Committee set

new goals at their Fall 2014 Retreat: Fundraising at \$50M per year and an endowment over \$1B. Mr. Benchoff also reported on the status of scholarship programs, including changes to the Cutler Scholars program.

### *Financial Update*

Trustee Anderson reported that Deb Shaffer, Senior Associate Vice President for Finance and Administration, and Chad Mitchell, Budget Director, discussed strategies to strengthen the balance sheet. Focusing primarily on the net asset balances (reserves) SAVP Shaffer reviewed the categories of net assets – \$316.1M of the \$1.4B in net assets is unrestricted and available for general obligations of the University, versus the \$1.1B invested in fixed assets or restricted, thereby unavailable. Mr. Mitchell described the prospect of future deficits, and noted that the operating budget deficit scenario emphasizes the necessity to continue support for the many other initiatives the university has underway in order to generate and bolster new sources of revenues, such as the Innovation Strategy.

### *NACUBO Results*

Candice Casto, Chief Finance and Investment Officer for Foundation Operations, reviewed the results of the NACUBO (National Association of College and University Business Officers) Commonfund Study of Endowments (NCSE). Ms. Casto noted that the professionalizing of endowment management over the past decade has improved OHIO's performance, as reflected in the portfolio performance, which exceeds that of peers in the one-, three-, and five-year periods. She projected that performing at or above median will propel OHIO toward the top quartile of performance.

A resolution for Auxiliary Operations Site Plan and Design was removed from the agenda following considerable discussion by the Resources Committee. Trustee Anderson noted that more details will be compiled and discussed with Trustees at a future meeting.

Informational items were provided to the Trustees in the materials, including a Financial Update as of January 31, 2015; a Century Bond/Treasury Update; and the Human Resources Annual Report

Consent Agenda Items:

- Establishment of University Quasi-Endowments
- Construction Projects Approval – Schematic Design
- Construction Projects Approval – Construction
- OU-Eastern ODOT Project

Two resolutions were removed from the Consent Agenda:

- The Richland Avenue AEP Easement Resolution was removed because AEP determined that the easement is not necessary.
- The River Park Apartments Easement Resolution was removed because negotiations are ongoing with the property owners.

Due to time constraints, the Resources Committee agreed to remove the Sustainability presentation, and to include it in the June meeting.

### Audit Committee

Trustee Anderson reported on the proceedings from the Audit Committee meeting. She indicated that representatives of Plante Moran provided the Audit Committee with a presentation on the upcoming FY 2015 Audit. This was followed by a presentation by Vice President for Finance and Administration Steve Golding on the University Risk Management Initiative (URMI). The URMI is a system for identifying, assessing and promoting risk control beyond conventional insurable risks. The Presidential University Risk Council (PURC) was created to facilitate this process with the assistance of a consultant firm, Brickmore Risk Services.

Trustee Anderson reported that Jeff Davis, Chief Audit Executive, provided an update on the Internal Audit Office operations. Topics included an update on the FY15 audit plan, construction auditing, and cash collection points.

### Governance Committee

Committee Chair Dave Scholl reported on the proceedings from Governance Committee. Trustee Scholl explained that the Committee discussed possible topics and facilitators for the August 2015 BOT retreat.

Trustee Scholl reported that Nate Hug, a graduate student in the College Student Personnel program, reported the findings of his research on new trustee orientation, which emphasized the importance of a robust orientation program in order for Trustees to be well-prepared for their role.

Trustee Scholl reported that the Governance Committee determined, after considerable discussion, that the Statement of Expectations did not need to be amended. However, the Governance Committee members should review the Board Bylaws for possible amendments prior to the June board meeting.

Trustee Scholl noted that several student trustee alumni were present at the meeting as part of a student trustee alumni reunion, initiated by the Governance Committee and planned by the Board Secretary's office and University Advancement.

### *Resolutions, Nominations for Chair and Vice Chair of the Board*

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

Trustee Scholl moved a resolution to elect Sandra J. Anderson as Board Chair for 2015 – 2016, Trustee Lake seconded, the motion carried.

### **ELECTION OF CHAIR RESOLUTION 2015 -- 3462**

**RESOLVED** that Sandra J. Anderson be elected Chair of the Board of Trustees for the year beginning May 14, 2015, and ending May 13, 2016.

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

Trustee Scholl moved a resolution to elect David A. Wolfort as Board Vice Chair for 2015 – 2016; Trustee Anderson seconded; the motion carried.

### **ELECTION OF VICE CHAIR RESOLUTION 2015 -- 3463**

**RESOLVED** that David A. Wolfort be elected Vice Chair of the Board of Trustees for the year beginning May 14, 2015, and ending May 13, 2016.

#### Executive Committee

Chair Brightbill reported on the proceedings of the Executive Committee. He noted that there was one resolution from the Executive Committee. He explained that the employment agreement between the University and President McDavis requires the President to live at 29 Park Place. Environmental conditions exist that raise safety concerns and require the President to move out of the house for the purpose of remediating conditions in the house. He thus offered the resolution in order to allow for the circumstance.

Moved by Trustee Anderson; Trustee Lake seconded; the motion carried.

### **PROVISION OF HOUSING FOR THE PRESIDENT RESOLUTION 2015 -- 3464**

**WHEREAS**, pursuant to Section XII of the July 1, 2012 employment agreement between the University and President Roderick J. McDavis, the President is required to occupy the house located at 29 Park Place, Athens,

Ohio, (“the President’s Residence”) and the University is further required to make this house available for use by the President and to properly maintain it; and

**WHEREAS**, an environmental condition exists that raises safety concerns and requires the President and his wife to vacate the President’s Residence in order for the condition to be remediated; and

**WHEREAS**, the Board desires to continue to provide appropriate housing for President McDavis and his wife in accordance with the July 1, 2012 Employment Agreement;

**NOW THEREFORE, BE IT RESOLVED**, that the Vice President for Finance and Administration is directed to identify suitable alternative housing for the President and his wife and to make such arrangements as are reasonably necessary to secure such alternative housing.

**BE IT FURTHER RESOLVED** that the Vice President for Finance and Administration is directed to evaluate the cost of remediating any structural, environmental or safety conditions in the President’s Residence and to review the appropriateness of using this building as a private residence as a part of the comprehensive campus planning process and to report back to this Board with his recommendations.

## **CONSENT AGENDA**

Trustee Scholl moved to approve Consent Agenda; Trustee Lake seconded; The motion carried.

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

**RESOLUTION 2015 -- 3365**

**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.

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

**RESOLUTION 2015 -- 3366**

**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.

**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 -- 3467**

**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.

**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 2<sup>ND</sup>  
FLOOR, STEAM DISTRIBUTION SYSTEM REPAIRS AND  
APPROVAL TO PURCHASE EQUIPMENT FOR THE  
PERMANENT CAMPUS BOILER**

**RESOLUTION 2015 -- 3468**

**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 2<sup>nd</sup> 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.

**RESOLUTION TO APPROVE TRANSFER AND CONVEYANCE  
OF LAND TO THE OHIO DEPARTMENT OF  
TRANSPORTATION FOR BELMONT COUNTY  
ROAD IMPROVEMENTS**

**RESOLUTION 2015 -- 3469**

**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.

#### UNFINISHED BUSINESS

None.

#### NEW BUSINESS

None.

#### COMMUNICATIONS, PETITIONS, AND MEMORIALS

Before moving into the commendations, Chair Brightbill shared that this was his last meeting of the Board of Trustees. He thanked President McDavis, EVPP Benoit, VP Golding, VP Lombardi, the Deans, Board Secretary Mather, Emeritus Board Secretary Tom Davis, the Ohio University faculty, and his fellow Trustees, for all of their work and contributions to the University

President McDavis presented a Certificate of Appreciation to Student Trustee Keith Wilbur, at his last meeting of the Board. Trustee Wilbur shared thanks with the many people in the room who have helped him in his tenure.

President McDavis then presented a Certificate of Appreciation to Board Chair David Brightbill for his seven years of service as a University Trustee.

President McDavis offered a resolution in memory of J. Patrick Campbell. After reading the resolution, Trustees provided expressions of appreciation and affection for Trustee Campbell's friendship and contributions to the University.

## **RESOLUTION IN MEMORIAM OF J. PATRICK CAMPBELL**

### **RESOLUTION 2015 -- 3470**

**WHEREAS**, J. Patrick Campbell led a compassionate and honorable life;

**WHEREAS**, he was deeply devoted to Ohio University's vision of transformational learning;

**WHEREAS**, he oversaw the development and implementation of Ohio University's Century Bond and debt management strategies to strengthen the financial future of the university;

**WHEREAS**, he was a tireless guardian of Ohio University's access mission;

**WHEREAS**, he served as a trusted mentor, resource and guide for new members of the board and student trustees;

**WHEREAS**, he enriched the Board of Trustees through his experience, wisdom and sense of humor;

**WHEREAS**, he remained a faithful, dedicated and proud alumnus of Ohio University;

**NOW, THEREFORE, BE IT RESOLVED THAT** the Ohio University Board of Trustees unanimously expresses in perpetuity its enduring gratitude to, and affection for, Trustee J. Patrick Campbell.

#### **ANNOUNCEMENT OF NEXT STATED MEETING DATE**

Secretary Mather announced that the next meeting of the Board of Trustees will be June 25 – 26 at the Southern Campus in Ironton, OH.

#### **ADJOURNMENT**

At 11:45 a.m. Chair Brightbill adjourned the meeting.

## **CERTIFICATION OF MINUTES**

Notice of this meeting and its conduct was in accordance with Resolution 1975-240 of the Board, which resolution was adopted on November 5, 1975, in accordance with Section 121.22(F) of the Ohio Revised Code and of the State Administration Procedures Act.

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David Brightbill  
Chairperson

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Peter C. Mather  
Secretary

## APPENDIX

### **Joint Committee Meeting**

March 12, 2015; 9:00 a.m.

Present: Chair David Brightbill; Trustees David Wolfort, Sandra J. Anderson, Kevin B. Lake, Dave Scholl, Janelle Simmons, Cary Cooper; National Trustee Peggy Viehweger; Alumni Representative Julie Mann Keppner; Student Trustees Keith Wilbur and Sharmaine Wilcox; Faculty Representatives David Thomas and Beth Quitslund; and Board Secretary Pete Mather  
Chair Brightbill called the Joint Committee meeting to order at 9:02 a.m.

Vice President for Finance and Administration Steve Golding opened the session, giving background on the Campus Master Planning process. Mr. Golding introduced Shawna Bolin, director of University Planning and Space Management, to provide the update and to lead discussion on the Campus Master Plan.

Ms. Bolin provided updates on the Dublin Campus Master Plan, the Utility Master Plan, and the Ridges.

Ms. Bolin noted that the current project is an update of the 2006 Master Plan. The plan includes consideration of Capital Planning vision, existing planning initiatives, and the University's strategic plan. The plan is focused on the next 10 years, and will include considerations of the long-term plan, academic and space needs, and innovation and interdisciplinary partnerships. This is aligned with the Transforming Ohio initiative that was presented to the board in January. The Central Bank is one example of an initiative representing the connection between financial strategies and innovations.

The steering committee for the Master Plan process includes Executive Vice President and Provost Pam Benoit Vice President of Finance and Administration Steve Golding, Vice President of Student Affairs Ryan Lombardi, Senior Associate Vice President Deb Shaffer, and Senior Associate Vice President Joe Lalley. Ms. Bolin pointed out a consultant from Baltimore, Maryland, called Ayers Saint Gross, was procured.

Ms. Bolin discussed the major planning areas: comprehensive campus space analysis, renovation and new constructions, campus green planning, campus recreation, land utilization, mobility systems, Dublin Campus master plan, Campus planning integration effort, and implementation planning.

Ms. Bolin discussed the five phases of the master planning process, including the first two completed phases: Define and Assess. The subsequent phases are: Envision, Test and Synthesize.

Ms. Bolin then posed the first question: What do you love and value? (What are the strengths and weaknesses of the existing campus?) Trustees spoke to the green space, the big picture beauty,

walkability, and architecture. The Trustees also identified some weaknesses, including: parking and ADA accessibility.

The Trustees then reviewed state and regional maps, which illustrated the OU footprint. Ms. Bolin showed several graphic representations of Ohio University's physical presence in Athens from 1800 to the present, and highlighted the importance of respecting the architectural historical integrity of the campus. The discussion included how to integrate modern architecture tastefully in an historical physical plan as we have at Ohio University. The discussion also included relevance and durability, including ensuring adaptability to emerging living and learning models. Trustees discussed the buildings that they consider to be campus "pillars" or sacrosanct places. These included: Scripps, Chubb, Galbreath, MemAud, Ellis, and Baker Center were mentioned.

Ms. Bolin described the wide-ranging approach to campus analysis, which includes the campus improvement plan, space analysis, topography, ecology, mobility systems, and opportunities and constraints. Ms. Bolin reviewed each of these categories, as illustrated in board meeting materials. She further discussed the importance of OHIO being a leader in green technology and sustainability. Ms. Bolin also reviewed pedestrian movement, traffic patterns, and open spaces on campus.

Ms. Bolin provided key themes that emerged from the analysis. These included:

- Existence of fragmented and conflicting systems;
- Constraints such as topography, flood plan, and the interface with the city limits straightforward development sites;
- The campus is vibrant and walkable, but getting challenged by new construction;
- Opportunities exist to strengthen greens and precincts;
- Strong streetscapes, open spaces, natural features are important to unifying the precincts;
- Historic nature of the campus creates challenges and opportunities;
- Building age and deferred maintenance

The Joint Committee also reviewed maps of student housing, student life, green space, and academics and research activities.

Ms. Bolin discussed the status of planning involving the Ridges, with the Ridges framework coming forward at the June board meeting.



**OHIO**  
UNIVERSITY

**University Academics Committee**  
**Thursday, March 12, 2015**

Present were Trustees David Brightbill, Cary Cooper, Kevin Lake, and Janelle Simmons; Student Trustee Sharmaine Wilcox; Alumni Representative Julie Mann Keppner; and Faculty Representative David Thomas. Trustee Simmons chaired the meeting in committee chair Janetta King's absence.

The meeting was called to order at 1:27 PM by Trustee Simmons.

- **AQIP Update**

Associate Provost for Institutional Accreditation, Michael Williford, provided a continued overview of the AQIP accreditation process through which Ohio University continues its institutional accreditation by the Higher Learning Commission. The University's reaffirmation of accreditation site visit is scheduled to take place in November of 2015.

The presentation focused on AQIP Category 6 (Supporting Institutional Operations), the University's activities related to this category, and feedback from AQIP reviewers regarding the University's strengths and continuous improvement opportunities within this category.

- **Academic Quality – Dashboard**

**Diversity and Inclusion Dashboard:**

Vice Provost for Diversity and Inclusion Shari Clarke presented information regarding the Office of Diversity and Inclusion. The presentation described the office's structure, mission, services, activities, purpose, and strategic plan.

The Office for Diversity and Inclusion encompasses 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. Across all offices there are fewer than 20 permanent staff, so the offices rely heavily upon undergraduate and graduate student employees.

Dr. Clark highlighted several of the activities within Diversity and Inclusion.

- **Standing Reports and Updates**

**Information Technology Update:**

Senior Associate Vice President for Information Technology and Administrative Services Joseph Lalley offered the annual update on academic and university-wide information technology.

The search for the Chief Information Officer (CIO) is ongoing. Interviews will likely take place in March and April, with the expectation of extending an offer in late April and having the CIO in place for the next fiscal year.

The Small IT Projects Group is working to improve efficiencies and address IT needs for academic and administrative units. 28 projects have been submitted to date.

University-wide solutions and updates providing new features to existing systems are in progress. Included are the move to Office 365 and the ongoing installation of Voice over Internet Protocol (VoIP) phones across campus. A one-card system for identification and building access is on schedule to be implemented by fall 2015.

Senior Vice Provost for Instructional Innovation Brad Cohen described his background and reported on the outcomes from investments in Instructional Technologists. Dr. Cohen's position is a new one that reports directly to the Executive Vice President and Provost. This position aims to give strategic direction and enhanced support for instructional innovation at Ohio University, and aligns The Center for Teaching & Learning (CTL), Assistive Technology (AT), and Ohio e-Learning (OeL) to support those efforts.

Dr. Cohen provided information regarding the outcomes to date from the Distributed Instructional Technologist Initiative. He also provided updated information regarding its outcomes. 96 courses have been redesigned (large enrollment courses and e-Learning courses primarily), 179 faculty consultations have taken place, and 39 academic events have been offered.

**Branding and Marketing at OHIO:**

Chief Marketing Officer Renea Morris shared information about the impact branding and marketing efforts have on the University's student recruitment efforts and its reputation. Ms. Morris provided an overview of how University Communications and Marketing (UCM) identifies and targets particular audiences, in coordination with Admissions.

Of import is the positive media coverage that the university receives because of faculty accomplishments in the news. Initiatives to increase awareness among news outlets regarding faculty activities have been implemented by Communications and Marketing.

**Career and Leadership Development Center:**

Vice President for Student Affairs Ryan Lombardi introduced Assistant Dean of Students Imants Jaunarajs who provided an overview of the Career & Leadership Development Center (CLDC) resources and strategic priorities. The center provides career and leadership coaching, mock interviews, and other activities to help prepare students for pursuing and obtaining employment.

- **Academic Quality – Initiatives**

**Enrollment Update:**

Vice Provost for Enrollment Management Craig Cornell updated the committee regarding current spring enrollments and fall 2015-16 enrollment efforts and expectations.

Spring enrollments on the Athens campus for undergraduate, graduate, medical, and eLearning students are up, while overall regional campus enrollments are down slightly at 0.6%. Total enrollments are up 1.7%.

In order to strategically shape enrollments and grow past last year's overall records while also meeting the enrollment needs of colleges and schools/departments under the RCM budgeting model, enrollment efforts have expanded to more geographic areas. OHIO has reached out to high schools and formed transfer student partnerships with 20 institutions.

Fall 2015-16 applications are up 81 over last year's record and admits are up 296.

Student loan default rate for Ohio University, has dropped nearly 4% from 15%. The default rate is at 11.2% (all campuses totaled). This is well below the 13.42% average of all IUC schools. Several activities to further address this issue are in process.

**College Credit Plus: Tabled**

EVPP Benoit asked that, due to time constraints, this agenda item be tabled until the next meeting. Trustee Simmons agreed that the item could be tabled.

**Completion Plan Update:**

Executive Vice President and Provost, Pam Benoit, provided the committee with an overview of the Ohio University Completion Plan actions and accomplishments to date.

**Consent Agenda, Name Change – Urban and Regional Planning – approved for consideration by the full Board.**

The meeting was adjourned at 3:14 p.m. by Trustee Simmons.



**Resources Committee Meeting  
March 12, 2015, 1:30 pm**

Committee Chair Sandra Anderson called the meeting to order at 1:30 pm. Other board members present included Trustee David Scholl, Trustee Peggy Viehweger, Trustee David Wolfort, Student Trustee Keith Wilbur, Faculty Representative Beth Quitslund, and President Roderick J. McDavis.

● **Advancement Update**

Vice President for Advancement Bryan Benchoff provided an update for the Capital Campaign noting contributions of \$480.9 million as of February 2015 and \$482.0M as of this meeting. There is currently \$27.2M in active proposals outstanding and another \$28.2M in planned proposals. Mr. Benchoff noted that recent data indicate that 40% of proposals are successfully closed, resulting in a gift. There are ten university units that have or will have exceeded their campaign goals by the end of the campaign, which coincides with the end of this fiscal year.

Mr. Benchoff discussed the Smart Growth goals coming out of the Foundation Board Executive Committee retreat last fall – increasing the level of financial support for the University to \$50M+ per year and becoming a \$1B+ endowment. Analysis of the Advancement operation has been conducted by Eduventures in order to assess the abilities to achieve the goals. Staffing and fundraising patterns and benchmarking to other higher education development operations have been analyzed for University Advancement and corresponding evaluations for the colleges, the expansion campuses and other units will be conducted next. Results will be used to plan staffing and development efforts across the entire University.

The scholarship matching program continues to entice activity from new and younger donors and will result in a \$75M endowment for scholarships. VP Benchoff also discussed changes to the existing Cutler Scholars signature scholarship program. The program has been examined and restructured and the existing endowments will be pooled to fully leverage available funds, growing the number of possible scholars from the current level of 24 to approximately 60 funded scholars.

● **Integrated Financial Planning**

Deb Shaffer, Senior Associate Vice President for Finance and Administration, and Chad Mitchell, Budget Director, were introduced to discuss efforts to strengthen the balance sheet. Focusing primarily on the net asset balances (reserves) SAVP Shaffer reviewed the categories of net assets – \$316.1M of the \$1.4B in net assets is unrestricted and available for general obligations of the University, versus the \$1.1B invested in fixed assets or restricted, and therefore unavailable.

Net assets are important as an indicator of financial strength. Not only are unrestricted net assets important to maintain due to the uncertain and volatile business model of higher education, but those balances are thought of as the University's savings account, providing the basis for credit ratings and access to funds in the bond market. The University's unrestricted net assets are 'designated' by a variety of university policies calling for reserves, such as for benefits and workers' compensation, or attributing balances to internally restricted research activity. A relatively minor balance, slightly more than \$30M, is truly 'undesigned', unrestricted net assets.

Mr. Mitchell discussed how the pressures of future budget planning are expected to impact the net asset balances over the near term. The current state budget bill language contains modest SSI and tuition caps and, at this point, The OHIO Guarantee is still projected to grow at its original legislative rate of the rolling five year average of the CPI plus tuition caps. FY16 budget planning projects a deficit with new operating revenues of \$10.9M versus \$23.0M in expenditure growth. Mr. Mitchell shared some of the current efforts underway to control projected deficits such as the University's Benefits Advisory Council work to contain and apportion annual benefit cost escalation and the generation of new revenues through new program development, growing the endowment to \$1B, and professionalizing short-term cash management. The operating budget deficit scenario reemphasizes the necessity of continuing support of the many other initiatives the university has underway to generate and bolster new sources of revenues such as the Innovation Strategy. Prudent oversight of the cash and investment assets of the university was discussed including the recent RFP process for the short-term money manager and the establishment of the Century Bond Advisory and Oversight Committee comprised of OHIO administrators (VP Golding, SAVP Shaffer and Finance staff) and Foundation Board members.

President McDavis commended Student Trustees Wilbur and Wilcox for their very effective participation in speaking to state legislators recently regarding the value of OHIO to the state, efforts of the university to be prudent and efficient, and the need for increasing SSI.

- **NACUBO – Commonfund Study of Endowments (NCSE)**

Candice Casto, Chief Finance and Investment Officer for Foundation Operations, reviewed the results of the NCSE and the Ohio University Foundation's June 30, 2014 performance as compared to the 800+ peers reporting. This is the first time that OHIO has reported in the >\$500M grouping. The professionalizing of the endowment management over the past decade has improved OHIO's performance, as reflected in the portfolio performance, which exceeds that of peers in the one-, three-, and five-year periods. Performing at or above median will propel OHIO toward the top quartile of performance.

- **Consent, Establishment of University Quasi-endowments**

Ms. Casto discussed the specifics of the request by the Heritage College of Medicine to establish two quasi-endowments – one providing financial assistance to students and the other to support research initiatives. There are specific rules regarding the establishment of quasi-endowments that Ms. Casto oversees and monitors.

**The Committee recommended that the Establishment of University Quasi-endowments resolution be retained on the Consent Agenda for the March 13, 2015 Board of Trustee meeting.**

- **Resolution, Auxiliary Operations Site Plan and Design**

Shawna Bolin, Director of University Planning and Space Management, reported on a proposal to create a central auxiliary center to combine auxiliary units, provide production, office and conference space, and create central receiving for many deliveries going to locations all over campus now. This effort will free valuable space throughout campus, on the Ridges, and in some leased space used by campus departments for storage of items such as supplies, furniture, special event pieces, mattresses, and special purpose vehicles. Following benchmarking and site selection, two University-owned locations are being proposed for construction of flexible, controlled, easily accessible auxiliary and storage space – one on W. Union Street and the other at the University airport. This project will free up space for other uses across campus and at the Ridges, consolidate operations offsite and thereby eliminate traffic on campus, and provide new and controlled space for Printing Resources and Mail Services which are in buildings in disrepair at the Ridges. This project was included on a prior CIP at a design planning amount of \$1M. Due to concerns over the high cost per square foot implied in the \$16.7M total project budget, the resolution was pulled from consideration at the March 13 meeting. More details will be compiled to provide the Trustees with specific information on the structures being proposed.

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

Senior Associate Vice President for Information Technology and Administrative Services Joe Lalley provided a brief summary of the request to undertake schematic design for the Grover Hall and Jefferson Hall projects and to approve the site plan, including the design of the graphics for the Chillicothe campus Shoemaker Bridge.

**The Committee recommended that the Schematic Design resolution be retained on the Consent Agenda for the March 13, 2015 Board of Trustee meeting.**

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

Mr. Lalley provided a brief summary of the ten projects included as part of the Construction request including 100% replacement of the Convocation Center seats (38% are in disrepair), the McCracken Hall scope and budget amendment, improvements to Morton Hall's large lecture halls, the first annual steam distribution system repairs that have been specially planned for the end of May, and several regional campus projects.

Mr. Lalley also reported on the three time-critical Energy Initiative projects that were approved at the January meeting – those projects are moving forward and the timelines are still very tight, but being managed.

Mr. Lalley also shared a glimpse of the summer projects schedule, taking into account the activities of this summer's International Space University on campus.

**The Committee recommended that the Construction resolution be retained on the Consent Agenda for the March 13, 2015 Board of Trustee meeting.**

- **Consent, Richland Avenue AEP Easement**

This resolution has been pulled from the Consent agenda for the March 13, 2015 meeting. AEP has determined that this particular easement is no longer necessary.

- **Consent, OU-Eastern ODOT Project**

VP Golding discussed the roadway improvements planned by the Ohio Department of Transportation in Belmont County near the Eastern campus.

**The Committee recommended that the Transfer and Conveyance of Land to the Ohio Department of Transportation for Belmont County Road Improvements resolution be retained on the Consent Agenda for the March 13, 2015 Board of Trustee meeting.**

- **Consent, River Park Apartments Easement**

This resolution has been pulled from the Consent Agenda for the March 13, 2015 meeting. Negotiations are still ongoing with the owners of River Park Apartments.

- **Sustainability Reporting**

Due to time constraints, VP Golding recommended that this presentation be first on the agenda at the June meeting.

### **Information Items**

VP Golding shared that with the development of standard reports and dashboards, regular reports will be reflected as Information Items for each board meeting. If time permits, discussion can occur at meetings if need be. He also invited the Trustees to contact him with any questions. Information items for the March meeting included:

- **Financial Update** – as of January 31, 2015
- **Century Bond / Treasury Update** – a mockup ‘Example Dashboard’ and the first actual dashboard reporting were distributed to the committee members. The Century Bond Advisory and Oversight Committee has reviewed and accepted this reporting format for regular updating
- **Human Resources Annual Report**

At 3:50 pm meeting was adjourned.



**AUDIT COMMITTEE MEETING  
OHIO UNIVERSITY – ATHENS CAMPUS  
Margaret M. Walter Hall, Room 104  
March 12, 2015 – 3:30 PM**

Trustee Sandra J. Anderson called the meeting to order at 3:55 p.m. Also present were Committee members Trustee Kevin B. Lake, Trustee Peggy Viehweger and Student Trustee Sharmaine Wilcox. Trustee David A. Wolfort was also present.

**Plante Moran - FY15 Audit**

Keith Martinez and Danny Sklenicka of Plante Moran provided the Audit Committee with a presentation on the upcoming FY 2015 Audit. Topics included an outline of Plante Moran's deliverables, responsibilities and communications with the Audit Committee.

**Risk Management and Safety – Compliance Considerations**

Stephen Golding, Vice President for Finance and Administration, presented on the University Risk Management Initiative (URMI). URMI established a process and structure to identify, assess and promote the appropriate control of risks beyond traditional insurable risks. To help achieve this, OHIO also created the Presidential University Risk Council (PURC) to facilitate this process with the assistance of a consultant firm Brickmore Risk Services. Mr. Golding provided the highlights of the URMI.

**Internal Audit Update**

Jeffrey Davis, Chief Audit Executive, provided an update on the Internal Audit Office operations. Topics included an update on the FY15 audit plan, construction auditing and cash collection points.

There was no unfinished business.

Meeting adjourned at 4:50 p.m.

**Ohio University Board of Trustees  
Governance Committee Minutes  
Thursday, March 12, 2015**

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

The meeting was called to order at 4:00 PM

**1. Retreat 2015**

Chair Scholl stated that he expects the campus master plan to be the major topic of discussion at the Board retreat on August 27 and 28 and asked for suggestions for other topics to be covered. The Committee considered the possibility of bringing in a consultant from AGB to facilitate discussion.

Chair Scholl will check with President McDavis, Provost Benoit and Vice President Golding regarding the amount of time needed for the campus master plan discussion. He will also consult with the new chair and vice chair regarding the agenda and location and will report back to the Committee.

**2. National Trustee Selection**

Chair Scholl stated that candidates for the position have been identified but a final recommendation has not been made.

**3. New Trustee Orientation**

Nate Hug, a first year graduate student in the College Student Personnel Program who is doing a practicum in the Office of the Secretary to the Board, reported his research regarding best practices for new trustee orientations. Topics typically discussed at other university board retreats include finance, budgeting, institutional mission and specific information trustees need to perform their responsibilities. Presenters usually include the president, provost and vice presidents.

Student Trustee Wilbur stated that it would be helpful if a more thorough orientation regarding finances and other specialized areas were to be provided to student trustees along with a briefing on Board priorities and initiatives.

Mr. Hug will continue his research and report to Secretary Mather, who will report to the Committee at the June meeting.

**4. New Business**

Statement of Expectations

Chair Scholl reported that after discussions with the President and other members of the Board, there was a consensus that the Statement of Expectations need not be amended at this time.

### Amendments to Board Bylaws

Mr. Biancamano advised that the Committee is required to do an annual review of the Board Bylaws for possible amendments. He asked members to submit any suggestions to him in advance of the June meeting.

### Election of Board Chair and Vice Chair

Chair Scholl made a motion to nominate Trustee Anderson for the position of Board Chair for 2015-16. Second by Trustee Cooper. The motion passed unanimously.

Chair Scholl made a motion to nominate Trustee Wolfort for the position of Board Vice Chair in 2015-16. Second by Trustee Cooper. The motion passed unanimously.

The Committee adjourned at 4:41 PM.