



**OHIO**  
UNIVERSITY

# Board of Trustees

Ohio University

Dublin, Ohio

## Agenda

August 25, 2016



**BOARD ACTIVITIES for August 25, 2016**  
**Dublin Campus - Dublin Integrated Education Center**  
**Activity & Committee Meeting Schedule**

*\*Times are approximate*

**Thursday, August 25, 2016**

- 8:15 a.m. Meet at the Dublin Campus, College of Health Sciences and Professions Integrated Education Center, 6805 Bobcat Way, Dublin, Ohio 43016
- Ongoing Trustee Hospitality/Break Room, Room 249
- 8:30 a.m. Executive Committee, Room 249
- 9:30 a.m. Governance Committee, Room 246/247
- 9:30 a.m. Audit Committee, Room 245
- 10:00 a.m. Joint Committee Meeting, Room 246/247
- 12:00 p.m. Trustee Luncheon & Updates with Dave Blom, CEO of Ohio Health Partnership – Trustees, President, Board Secretary, President’s Council, Faculty Reps, Faculty Senate Chair, Room 249
- 1:00 p.m. University Resources Committee, Room 246/247
- 1:00 p.m. University Academics Committee, Room 245
- 3:00 p.m. Board Meeting, Room 246/247
- 5:00 p.m. Media Availability, Room 251
- 6:15 p.m. Shuttle will depart Embassy Suites for dinner
- 6:30 p.m. Reception – Trustees, President, President’s Council and Board Secretary
- 7:00 p.m. Dinner – Trustees, President, President’s Council and Board Secretary



**BOARD ACTIVITIES FOR August 26, 2016**  
**Dublin Campus - Dublin Integrated Education Center**  
**Activity & Committee Meeting Schedule**

*\*Times are approximate*

**Retreat Schedule**

**Friday, August 26 2016**

- 7:45 a.m. Meet at the Dublin Campus, College of Health Sciences and Professions Integrated Education Center, 6805 Bobcat Way, Dublin, Ohio 43016
- Ongoing Hospitality/Break, Room 249
- 8:00 a.m. Executive Committee, Room 249
- 9:00 a.m. Welcome – Chair Wolfort, President McDavis, & Facilitator Karen Bearden, Room 246/247
- 9:15 a.m. Trustee Workshop with Facilitator Karen Bearden, Board Structure and Governance, Room 246/247
- 12:15 p.m. Trustee Luncheon - Trustees, President, Board Secretary, Facilitator Karen Bearden, Room 249
- 1:15 p.m. Afternoon Session, OHIO for Ohio, Room 246/247
- 4:30 p.m. Wrap-up and Adjournment

**AGENDA**  
**Board of Trustees Meeting**  
**Dublin Integrated Education Center**  
**Room 246/247, Dublin Campus**  
**Thursday, August 25, 2016 – 3 p.m.**

**OPEN SESSION**

**Roll Call**

**Approval of Agenda**

1. Minutes of Board of Trustees' Meeting of June 24, 2016.

Comments from the Chair of the Board of Trustees

2. Report from the President

3. Draft Dublin Framework Plan & Resolution, Approval of Draft Dublin Framework Plan for Submission to City of Dublin

**Introduction of Resolutions and items apart from the Consent Agenda**

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

## **Consent Agenda**

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

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

**Tab 13 - Resolution, Facility Projects – Design**

**Tab 14 - Resolution, Facility Projects – Construction**

**Tab 15 - Resolution, OU-S Horse Park AEP Easement**

## **Unfinished Business**

### **New Business**

### **Communications, Petitions, and Memorials**

### **Announcement of Next Stated Meeting Date**

### **Adjournment**

**AGENDA**  
**Joint Academics and Resources Committee**  
**Dublin Integrated Education Center, Room 246/247**  
**Thursday, August 25, 2016 – 10 a.m.**

4. Affordability & Efficiency Implementation Plan
5. Six Year Capital Improvement Plan
6. Park Place Planning Strategy

**AGENDA**  
**University Resources Committee**  
**Dublin Integrated Education Center, Room 246/247**  
**Thursday, August 25, 2016 - 1 p.m.**

7. **Resolution**, Affordability and Efficiency Implementation Plan
8. Endowment Review
9. **Resolution**, Capital Financing Strategy: Bridge Financing
10. **Resolution**, Capital Financing Strategy: New Money Debt and Refunding
11. **Resolution**, Six Year Capital Improvement Plan FY2017 – FY2022
12. **Resolution**, FY17 Capital Budget
13. **Consent Agenda**, Facility Projects – Design
14. **Consent Agenda**, Facility Projects – Construction
15. **Consent Agenda**, OU-S Horse Park AEP Easement
16. East State Street Ground Lease Amendments

**AGENDA**  
**University Academics Committee**  
**Dublin Integrated Education Center, Room**  
**245 Thursday, August 25, 2016 - 1 p.m.**

17. University Dashboard
18. Community Standards Update
19. Update on Policies and Programs
20. Enrollment Update
21. Academic Quality Points of Pride– HCOM Dublin

**AGENDA**  
**Governance Committee**  
**Dublin Integrated Education Center, Room 246/247**  
**Thursday, August 25, 2016 – 9:30 a.m.**

- Bylaws
- Website

**AGENDA**  
**Audit Committee**  
**Dublin Integrated Education Center, Room 245**  
**Thursday, August 25, 2016 – 9:30 a.m.**

- External Audit Update –Plante Moran
- 22. Chief Audit Executive Report
- 23. **Resolution**, Audit Committee Charter

**AGENDA**  
**Executive Committee**  
**Dublin Integrated Education Center, Room 249**  
**Thursday, August 25, 2016 – 8:30 a.m.**

**EXECUTIVE SESSION**

**AGENDA**  
**Executive Committee**  
**Dublin Integrated Education Center, Room 249**  
**Friday, August 26, 2016 – 8:00 a.m.**

- Search Firm Discussion

**EXECUTIVE SESSION**

# **Bylaws of the Ohio University Board of Trustees**

*Revised August 27, 2015*

*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 Bylaws 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 comprise 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) Chair

(b) Vice-Chair

(c) Secretary

(d) Treasurer

Section 2. The Chair 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 Chair of the Executive Committee. Subject to these Bylaws, 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 Chair.

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

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 Chair 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 Chair, Vice-Chair, Secretary, and Treasurer shall be elected annually by the Board.

Section 2. The Chair and Vice-Chair shall each serve for one year and shall be eligible for re-election to their respective offices. 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 Chair 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 Chair, 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 Chair 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 Chair 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 ensure 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 Chair 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 Chair of the Board as the Board may deem necessary.

Section 4. The Chair 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 Bylaws, 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 January 23, 2015*

*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, concerns 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. Trustees who have concerns about operational matters, public controversies affecting the university or the performance of university employees should communicate their concerns to the Board Chair. The Board Chair will consult with the President, who will, address the issue and report back to the Trustees and Board.
- 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. The President, together with the Board Secretary, should keep the Board informed about university matters. 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 appreciate that direct requests for information from administrators, faculty or staff about institutional issues may be disruptive to efficient management of university operations. The Board Secretary works for the Board and, as such, may request information from faculty or staff on institutional issues that are not related to operational matters, public controversies affecting the University, or performance of employees. The Board Secretary will inform the President and the Board Chair of such requests and will obtain a response from the appropriate university official. The response will be channeled through the Board Secretary. The President may also respond to the inquiring Trustees as needed to ensure that issues raised are addressed in a timely, accurate and efficient manner.
- 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

Lancaster, Ohio

Minutes

June 24, 2016

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## **ROLL CALL**

Chair David A. Wolfort, Vice Chair Janetta King, Trustees Cary Cooper, K.B. Lake, Janelle Simmons, Dave Scholl, Peggy Trustee Viehweger, and N. Victor Goodman, National Trustee David Pidwell, Student Trustees Patrick J. Roden and Brooke Mauro, Alumni Representative Julie Mann Keppner, Secretary David R. Moore, and President Roderick J. McDavis, National Trustee Laura Brege was not present.

Chair Wolfort called the meeting to order at 10:42am.

Chair Wolfort thanked Jim Smith, Dean of the Lancaster Campus, for his hospitality and the hospitality of his staff.

## **APPROVAL OF AGENDA**

Chair Wolfort asked for approval of the June Board of Trustees agenda. Trustee Cooper moved to approve the agenda, Trustee King seconded, with all in favor the agenda was approved.

## **APPROVAL OF MINUTES**

Chair Wolfort then asked for approval of the March minutes. Trustee Viehweger moved to approve the minutes, Simmons seconded. With all in favor, the motion passed.

## **REPORTS**

### **President's Report**

Chair Wolfort invited President McDavis to present his President's Report. President McDavis gave an overview of recent development travel and the university's mission before beginning his highlights of recent events, which included the grand opening of Catholic University's new research center in Ecuador, which houses the Ohio University Tropical Disease Institute. An Ohio University delegation, led by Vice Provost for Global Affairs, Lorna Jean Edmonds, attended the events surrounding the opening.

President McDavis relayed that the State Capital Budget had been passed, and that Ohio University had become one of the first universities in Ohio to sign on to "OhioCheckbook.com," a university fiscal responsibility website launched by Ohio State Treasurer Josh Mandel. The website lays out university expenditures for the public.

President McDavis welcomed three executive administrators who had recently taken new roles at the university:

- Deb Shaffer, Vice President for Finance and Administration
- Jason Pina, Vice President for Student Affairs
- Steve Golding, Senior Vice President for Strategic Initiatives

President McDavis presented recent “Points of Pride” regarding university achievements. These included:

- The ranking of Ohio University’s Master of Sports Administration program as #1 in the world for 4<sup>th</sup> time.
- The naming of Athens the best small college town in the nation. (USA Today)
- The Completion of the Ridges Stabilization projects.
- Ohio University alumnus and faculty member Ed Lachman’s nomination for an Academy Award for Best Cinematography, for the movie Carol.
- The recent opening of Tantrum Theater, a new collaboration between Ohio University and the City of Dublin.
- The ranking of the College of Business as the 15<sup>th</sup> best public undergraduate school in the nation.
- Recognition of the Ohio University Innovation Center for excellence in business incubation.
- Rufus’ participation in the Columbus Pride Parade.
- The Marching 110 recently travelled to France. It will also march in Macy’s Thanksgiving Day Parade in 2016.
- The naming of two new Distinguished Professors (Judith Yass Lee and Alexander “Sacha” Govorov).
- A new trust of \$5.1 million given by the Sitterley Trust for students from areas surrounding Lancaster Campus.

President McDavis asked Lancaster Dean Jim Smith to present on “Investing in Internships: Commitments Today.”

### **University Spotlight: Investing in Internships: Commitments Today**

Dean Smith thanked the Board of Trustees for their kind words about the campus. He spoke of the university need to connect with community, and outlined how the Lancaster Campus is doing that through innovative internships. He introduced

Professor Brian Hoyt, Presidential Teacher award winner and Lancaster campus business management professor.

Professor Hoyt spoke of a \$500,000 Great Lakes Guaranty grant Lancaster received for student engagement. Ohio University Lancaster developed project-based internships with local businesses, whereby the project drives what the intern does for the company. Professor Hoyt stated that the internships are developed in such a way that there is measurable return in internship investment, which encourages future participation by businesses, and pointed out that community-university collaboration is essential. He said that because of the consistency in the project framework, business partners can count on students coming in to do the work. Students receive credit for the work, as well as a wage (\$458,000 of the grant money goes towards student wages. As time passes, businesses will absorb more of the cost of the internship). Professor Hoyt stated that over time, he expects to see both university coursework and internships to reflect and address the needs of the other.

Jesse Crook, a student intern with the Great Lakes Guaranty program, explained how the program has helped him. He is a communication studies major, and is currently helping a company develop its online presence. He said that because he is not entirely supported by financial aid, the program gives him the opportunity to better support himself while he is earning his education, and also allows him to gain skills that will help him further his career.

Chair Wolford applauded the Lancaster Campus for providing students with opportunities that allow them to investigate what they do and do not want to in their careers.

Vice Chair King asked what kind of companies are providing the internships, and if the skills line up with the curriculum at Lancaster.

Professor Hoyt said that there is a mix of for-profit and non-profit businesses involved in the program, including women's shelters, marketing businesses, and the Lancaster dog shelter. Regarding the dog shelter internship, Professor Hoyt reported that interns had devised ways to reduce dogs' length of stay in the shelter, and to move them into permanent homes more quickly.

Trustee Scholl said that it is challenging to find ways to really engage students and give meaning to an internship, and he applauded Lancaster for its organization and implementation of the programs in a way that develops students to have successful career outcomes.

Student Trustee Mauro asked what the internship placement goals and application process look like. Professor Hoyt said that students have to commit to internship pre-planning, and said that there are about 20 students per semester who have internships.

Trustee Viehweger asked what sort of time commitment goes into developing the measurable metrics. Professor Hoyt says that as the internships are just starting, there is more legwork now than there will be later on as the program develops.

President McDavis thanked the three for their presentation.

### **Dublin Framework Plan**

Chair Wolfort introduced University Planner and Director of University Planning and Space Management (UP) Shawna Bolin, Senior Vice President for Strategic Initiatives (SVPSI) Steve Golding and Executive Vice President and Provost (EVPP) Pam Benoit, who presented on the Dublin Framework Plan. Benoit started by thanking Trustee Viehweger for a question she had asked in the previous day's Resources Committee about how the various initiatives and planning efforts serve the university's mission. EVPP Benoit pointed out that all of the geographical areas that have a university presence are very different places, and therefore have different needs and assets. She spoke of how they are working to develop the Dublin campus into the best campus it can become.

UP Bolin added that it took time to identify the best opportunities for the Dublin Campus, and that they welcomed Board questions and feedback.

SVPSI Golding presented on the strategic vision for the Dublin Campus. He said that Ohio University is a major engine of innovation in the community, region and state, and that Ohio University sought to elevate its statewide presence to build bridges between industry, government and academia. He said that as the planners thought about what a 21<sup>st</sup> century university would need to look like for success, they felt that creating a knowledge center was most important.

### **Dublin Guiding Principles**

SVPSI Golding stated that "Place Matters." He said that Athens will always be the core of Ohio University, but it has certain geographical limitations that prevent some partnerships and innovation. He stated that an urban center provides greater opportunities for the Athens base, and will create a broader footprint. SVPSI Golding stated that, moving forward, the goal is to allow for Athens resources to be accessed from regional campuses, and vice versa. He reported that it will be

important for Ohio University to develop guiding principles as it plans for the future, and outlined five guiding principles for Dublin:

1. High impact initiatives/programs that advance university interests, and which cannot be accomplished in Athens.
2. Build and strengthen regional partnerships through innovation.
3. Develop initiatives that are uniquely positioned for implementation in central Ohio
4. Development of investments that are feasible and sustainable in the region.
5. Alignment of initiatives and programs with Ohio University's and Dublin's strategic plan.

UP Bolin asked the Trustees what they felt was important for the Dublin campus.

Trustee Viehweger said that she thought an urban presence was important to allow people to seek jobs and work while they are in the university, and so that students do not miss out on urban opportunities by choosing a rural campus.

Chair Wolfort said that he would like to see an investment of healthcare first in Dublin, in following with their initial plan for Dublin's creation.

Trustee Goodman said that he wanted to see Dublin focus on academic improvement, research, teaching, and service. He stated that he sees it as an academic site that allows for institutional academic improvement.

Trustee Cooper stated that he wanted to see new opportunities for revenue sources that would allow greater access for students, lower costs, and get more people through the door for an education.

Trustee Scholl said he was in support of expansion and growth, but he felt that how Ohio University grows has to be integral to the university's mission. He stated that administrations change, boards change, and the vision will have to be broadly supported and clear in its scope and direction if it is to succeed over the course of multiple administrations. Trustee Scholl said that the planners will need to focus on an area that no one else in the region can fill, like Ohio University's current focus on primary healthcare, and must be sustainable. "We need to be aware of whether or not we will face outside competition that can come in and take over what we are building," he stated.

SVPSI Golding said that political pressure on changing the higher education business model, and changes in the demographics of the state require OHIO to adapt to be both competitive and sustainable as a system.

EVPP Benoit clarified that of the 7 programs interested in Dublin, not all are healthcare-related. She stated that the administration is thinking about what the competition in the area is, and that Ohio University is tapping into areas (non-traditional students, course programs, etc.) that other institutions have not expressed interest in pursuing.

Chair Wolfort cautioned that any redundancy in Dublin regarding coursework will detract from Athens, and also add redundant costs. “We must be careful not to diminish the primacy of the Athens campus,” he said.

### **Sense of Place: Innovation District**

UP Bolin spoke of the physical environment that planners felt should arise in development of the Dublin Campus, and spoke of an “Innovation District.” She said that the City of Dublin has an economic advancement zone, on which the Ohio University Dublin Campus is located. Ohio University currently has 15 acres in Dublin and will acquire more once the Dublin Master Plan is complete.

### **Knowledge Community: Integration of Ideas and Practice**

UP Bolin said the planners seek to establish a vibrant community that encourages proximity and walkability. She said that Ayers Saint Gross, the consulting company that is working on Dublin design elements, is known for their work in promoting and incorporating pedestrian access into their designs. UP Bolin stated that it is important to develop a mixed-use environment and flexible spaces that can accommodate both current initiatives and initiatives that are not yet in development. The planning team hopes to create spaces that will foster innovation.

UP Bolin asked for Trustee opinions on the presentation so far, and if it aligned with what they were thinking of when they envisioned Dublin.

Chair Wolfort said he saw that the planners’ vision complemented the Ohio University vision, and reiterated that he felt academics should come first.

Trustee Scholl asked what the sequencing and timeframe would look like. He used an analogy to describe whether the campus, the academic development, or the innovation district would develop first: “Does the golf course come first, or does the housing development come first?” Or, he asked, “would the entire project be implemented at once?”

Chair Wolfort stated that the timeframe for Dublin Campus completion, once started, would have to be short, as Ohio University will draw more scrutiny the

longer the project took. He urged caution in thinking about how the project would proceed.

Trustee Goodman said he felt public universities should not be in the entrepreneurial business, and could not give private companies public money for development. He said that the image would be “If we have all this money, why aren’t we using it to reduce tuition rates or improve student life.” Trustee Goodman said he was very nervous when he saw the concept drawings.

UP Bolin and EVPP Benoit replied that an innovation district would be essential to attracting and keeping people on the campus.

National Trustee Pidwell urged the planners to be forward-thinking in their planning, but to always put the academics first, rather than put a focus on profit from the businesses they are envisioning.

### **Future Plans**

UP Bolin finished by outlining the things the planning team will be doing before their major presentation in August, at which time they would ask for approval. Chair Wolfort asked for timeframes and broad financial outlines to be incorporated in the next presentation. Trustee Scholl asked planners to construct a budget-book type document to provide historical context of the project, and how it would enhance Ohio University. SVPSI Golding said that they are planning to make project books for other sites. Chair Wolfort said that he felt such documents would help serve as references moving forward, to be used to bring incoming members up to speed on current university initiatives, and to be able to use for knowledge building.

## **COMMITTEE REPORTS**

### **Joint Committee**

Board Chair Wolfort provided a very brief overview of the Joint Committee's proceedings, and stated that, moving forward, the Board of Trustees would use the committee reporting time to clarify and provide context for resolutions; summaries of each committee's proceedings will be available in their detailed minutes.

### **Academics**

Chair Wolfort called on Academics Committee Chair Goodman for the report of the Academic Committee.

Academics Committee Chair Goodman said the Academics did not ask to have any Academics resolutions to be removed from the consent agenda, and recommended them to be moved before the full board for approval.

Academics Committee Chair Goodman reported that detailed minutes of the committee's discussion will be made available on the Board of Trustees website.

### **Resources**

Chair Wolfort called on Resources Committee Chair Scholl for the report of the Resources Committee.

Resources Committee Chair Scholl reported that the committee asked to remove one item from the Consent Agenda (regarding the design of the academic student center) and bring it forward as its own resolution. Resources Committee Chair Scholl said an emergency resolution regarding Sargent Hall repairs was introduced in the Resources Committee, and it was recommended that the resolution for repairs should move before the full Board.

**APPROVAL TO PROCEED WITH CONSTRUCTION FOR THE  
SARGENT HALL MASONRY REPAIRS – DESIGN THROUGH  
CONSTRUCTION PHASES**

**RESOLUTION 2016 - 3542**

**WHEREAS**, for the Sargent Hall Masonry Repairs project, University Administration requests approval for the total project budget of \$600,000 and seeks approval for authorized expenditures of \$600,000 to undertake construction and complete the project to be funded by Housing and Residence Life Reserves;

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

Trustee Scholl moved the resolution, Vice Chair King seconded. Chair Wolfort called for a vote; with all in favor, the resolution passed.

At this point, Resources Committee Chair Scholl asked Trustee Viehweger to report on the Resources Committee's discussion regarding the academic student center. Trustee Viehweger stated:

“Committee Chair Scholl recused himself from the meeting and resolution vote as a donor of the project to avoid any perceived conflict and I continued the meeting. There was a robust discussion of committee members including a discussion of a resolution from Faculty Senate in opposition of the project. Faculty Senate Chair Joe McLaughlin summarized those concerns in 3 categories: 1. Advising in the center only benefits student athletes; 2. There are significant other deferred maintenance needs; 3. Faculty Senate would like the opportunity to offer opinion on fundraising priorities and donor projects. The committee received a letter of unanimous support to the Board from the Faculty Advisory Committee on Athletics. Chair Wolfort and I thanked Faculty Senate Chair Joe McLaughlin for the manner in which he articulated the Senate's concerns. We expressed our support for the project because it contributes to the mission and supports our 4x4. President McDavis reminded the committee that a very small portion of the \$500M raised in the Capital Campaign directly benefitted Athletics and that many of the donors contributing to this project had also contributed to other academic and institutional priorities. Further, this is the only facility project at Ohio University that has been asked to raise 100% of the funding for a facility project, inclusive of funding internal debt service to backstop pledge cash payments as well as the facility operating and maintenance costs, prior to receiving approval to move forward with the project.”

**APPROVAL TO PROCEED WITH DESIGN FOR THE  
PERRY AND SANDY SOOK ACADEMIC CENTER – DESIGN PHASE**

**RESOLUTION 2016 - 3543**

**WHEREAS**, in 2011, space analysis for the Athletic Department was conducted with results showing that there were several space deficiencies, including undersized academic study spaces;

**WHEREAS**, in 2013 there was donor desire to contribute an anchor gift to design, construct, and furnish an athletic academic center;

**WHEREAS**, the University engaged in a study and provided recommendations on siting, program, and estimate of probable cost for the Athletic Academic Center;

**WHEREAS**, in 2015, the space analysis portion of the Comprehensive Master Plan validated significant deficiencies of athletic space required to support respective portfolio of activities;

**WHEREAS**, the Capital Funding and Priorities Committee has approved this project;

**WHEREAS**, for the Perry and Sandy Sook Academic Center project, University administration requests approval for the total project budget of \$6,165,180 and seeks approval for authorized expenditures of \$620,000 to undertake design through contract administration to be funded by Gifts and Pledges backed by an internal loan and Athletic Reserves (\$6,065,180) and FY2016 Century Bonds designated for ADA Small Projects Remediation (\$100,000);

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees approves the requests described above, authorizes the receipt of

appropriate bids or proposals and authorizes the President or his designee to accept and award contracts within the total project budgets identified.

Trustee Viehweger moved the resolution, Trustee Goodman seconded. Chair Wolfort called for a vote. There was one abstention (Trustee Scholl). With all others in favor, the resolution passed.

**FISCAL YEAR 2016-2017  
UNIVERSITY BUDGET**

**RESOLUTION 2016 - 3544**

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

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

**NOW THEREFORE, BE IT RESOLVED** that the Fiscal Year 2016-2017 budgets of the expected revenues and expenses as presented are hereby approved subject to the following conditions:

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

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

Trustee Scholl moved the resolution, Trustee Viehweger seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed

## Proposed FY17 University Budget

	Athens Colleges and Schools	Regional Campuses and Centers	Auxiliaries	Administrative & Academic Support	Subvention	Operating Activity Subtotal	Non Operating Activity	Financial Statement Adj & Component Units	GAAP Adj Totals	
(in millions)										
<b>REVENUES</b>										
1	State Appropriations	\$ 137.5	\$ 27.7	\$ -	\$ 0.4	\$ (2.7)	\$ 162.8	\$ 2.1	\$ -	\$ 164.9
2	State Appropriations - Capital	-	-	-	-	-	-	29.0	-	29.0
3	Gross Undergraduate Tuition & Fees	256.1	36.9	0.0	4.9	4.6	302.5	-	-	302.5
4	Undergraduate Financial Aid	(48.7)	(6.2)	(10.1)	7.0	(4.6)	(62.6)	-	-	(62.6)
5	Net Undergraduate Tuition & Fees	207.4	30.7	(10.1)	11.9	0.0	239.9	-	-	239.9
6	Gross Graduate Tuition & Fees	111.2	0.3	-	1.3	-	112.8	-	-	112.8
7	Graduate Financial Aid	(28.2)	(0.0)	(0.0)	(0.1)	-	(28.4)	-	-	(28.4)
8	Net Graduate Tuition & Fees	83.0	0.3	(0.0)	1.2	-	84.4	-	-	84.4
9	Room & Board	-	-	97.2	-	-	97.2	-	-	97.2
10	Grants and Contracts	40.7	2.5	0.1	3.0	-	46.4	0.2	-	46.6
11	Facilities & Admin Costs Recovery	5.6	-	-	1.1	-	6.6	-	-	6.6
12	Gifts	4.2	0.2	1.7	7.5	-	13.6	13.5	-	27.1
13	Endowment Distributions	12.5	0.5	0.2	13.8	0.0	27.0	(27.0)	-	0.0
14	Investment Income	0.0	-	-	1.4	4.5	5.9	52.0	0.4	58.3
15	Other External Sales	4.5	0.7	16.2	17.6	-	39.0	-	21.0	60.0
16	<b>Total Revenues</b>	<b>\$ 495.4</b>	<b>\$ 62.5</b>	<b>\$ 105.3</b>	<b>\$ 57.8</b>	<b>\$ 1.9</b>	<b>\$ 722.9</b>	<b>\$ 69.9</b>	<b>\$ 21.4</b>	<b>\$ 814.2</b>
<b>EXPENSES &amp; INDIRECT COST ALLOCATIONS</b>										
17	Total Salaries, Wages, & Other Payroll	204.2	34.0	28.0	97.5	-	363.8	-	-	363.8
18	Total Benefits	59.1	10.8	12.9	36.3	-	119.1	-	-	119.1
19	Supplies & Services	70.2	7.9	38.1	66.4	0.0	182.6	0.2	15.2	198.0
20	Capitalized Costs	2.6	0.2	1.6	1.8	-	6.1	122.6	(128.7)	0.0
21	Depreciation	-	-	-	-	-	-	-	45.2	45.2
22	Internal Loan - Principal & Interest	3.2	0.3	12.6	30.9	-	47.0	(47.0)	-	-
23	Debt Service - Principal	-	-	-	-	-	-	18.2	(18.2)	-
24	Debt Service - Interest	-	-	-	-	-	-	27.0	(0.7)	26.2
25	Internal Sales	(2.3)	(0.0)	(7.1)	(12.9)	-	(22.4)	-	-	(22.4)
26	<b>Total Direct Expenses</b>	<b>\$ 337.0</b>	<b>\$ 53.1</b>	<b>\$ 86.1</b>	<b>\$ 219.9</b>	<b>\$ 0.0</b>	<b>\$ 696.2</b>	<b>\$ 120.9</b>	<b>\$ (87.2)</b>	<b>\$ 729.9</b>
<b>ALLOCATIONS &amp; TRANSFERS</b>										
27	Internal Allocations & Transfers	(6.0)	0.5	0.7	2.3	10.2	7.7	-	-	7.7
28	Indirect Costs Allocations	148.9	16.5	(1.8)	(165.7)	2.0	0.0	-	-	0.0
29	Depreciation Allocation	10.7	-	0.8	(11.4)	-	0.0	-	-	0.0
30	Subvention/Strategic Pool Allocation	53.4	7.3	-	(0.0)	(60.8)	-	-	-	0.0
31	Transfers to (from) Strategic Investment Pool	(45.6)	(15.0)	-	(0.4)	61.1	(0.0)	-	-	(0.0)
32	<b>Total Allocations and Transfers</b>	<b>\$ 161.3</b>	<b>\$ 9.4</b>	<b>\$ (0.3)</b>	<b>\$ (175.2)</b>	<b>\$ 12.5</b>	<b>\$ 7.7</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7.7</b>
33	<b>Total Expenses, Allocations &amp; Indirect Costs</b>	<b>\$ 498.4</b>	<b>\$ 62.5</b>	<b>\$ 85.8</b>	<b>\$ 44.7</b>	<b>\$ 12.5</b>	<b>\$ 703.9</b>	<b>\$ 120.9</b>	<b>\$ (87.2)</b>	<b>\$ 737.6</b>
34	<b>Subtotal Results</b>	<b>\$ (2.9)</b>	<b>\$ 0.0</b>	<b>\$ 19.5</b>	<b>\$ 13.2</b>	<b>\$ (10.6)</b>	<b>\$ 19.0</b>	<b>\$ (51.0)</b>	<b>\$ 108.5</b>	<b>\$ 76.5</b>
35	Transfers to (from) Operations	(7.6)	-	(0.4)	5.1	(9.0)	(12.0)	-	-	(12.0)
36	Transfers to (from) Quasi Endowments	0.1	-	-	-	1.6	1.7	(1.7)	-	-
37	Transfers to (from) Capital Projects	3.0	-	16.8	4.2	-	24.1	(24.1)	-	-
38	<b>Net Results</b>	<b>\$ 1.6</b>	<b>\$ 0.0</b>	<b>\$ 3.0</b>	<b>\$ 3.9</b>	<b>\$ (3.3)</b>	<b>\$ 5.2</b>	<b>\$ (25.3)</b>	<b>\$ 108.5</b>	<b>\$ 88.5</b>

**OHIO TASK FORCE ON AFFORDABILITY AND EFFICIENCY IN  
HIGHER EDUCATION REPORT**

**RESOLUTION 2016 - 3545**

**WHEREAS**, in compliance with Section 369.560 of Am. Sub. H. B. No. 64 of the 131<sup>st</sup> General Assembly, this Board has completed an efficiency review based on the report and recommendations of the Ohio Task Force on Affordability and Efficiency in Higher Education, (“the Task Force”); and

**WHEREAS**, Section 369.560 requires this Board to provide a report to the Chancellor of the Ohio Department of Higher Education within 30 days of the completion of the efficiency review, or by August 1, 2016, that includes how the University will implement the Task Force recommendations and other cost saving measures;

**NOW THEREFORE, BE IT RESOLVED** that the Board hereby adopts a five-year goal of sixty million dollars (\$60M) for efficiency savings and new resources to be generated through fiscal 2021, along with a framework for investing those dollars in student affordability while maintaining or improving academic quality.

**BE IT FURTHER RESOLVED** that the Board directs the President to develop a five-year implementation plan to achieve the cost saving goal and to submit this plan to the Director of Higher Education no later than August 1, 2016, conditional upon final Board approval at the August 26, 2016 meeting.

Trustee Viehweger moved the resolution, Trustee King seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

**APPROVAL TO UTILIZE CENTURY BOND FUNDS TO SUPPORT THE  
CLIPPINGER RENOVATION STRATEGY**

**RESOLUTION 2016 - 3546**

**WHEREAS**, for Clippinger Hall is in need of a multi-phase strategy to address significant deferred maintenance issues as well as to modernize the learning environment that serves as a primary STEM facility for the institution;

**WHEREAS**, the State of Ohio supports the multi-phase strategy and has approved the use of State Biennium Capital allocations, beginning with an addition to replace deteriorated class lab space and provide swing space for future phased renovations as well as replace space that will be lost on the ground floor of Clippinger when the building is renovated;

**WHEREAS**, the College of Arts and Sciences have several major facilities that are at the top of deferred maintenance needs and cannot afford the extensive renovation on their own;

**WHEREAS**, there is \$11M that is available from the funds set aside for Lausche in the Century Bond program due to the transition of the project to the Energy Infrastructure Project and the debt service is already factored into all college and University operating budgets;

**WHEREAS**, there has been consultation with, and approval from, the Provost and Academic Leadership (Deans) for the funding strategy to repurpose this \$11M;

**WHEREAS**, the funding strategy has been reviewed and approved by the Century Bond Advisory Board;

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees approves the use of \$11M of Century Bond funds to support the Clippinger Renovation Strategy and authorizes the President or his designee to accept and award contracts within the total project budgets identified.

Trustee Scholl moved the resolution, Trustee Simmons seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

Academics Committee Chair Scholl reported that detailed minutes of the committee's discussion will be made available on the Board of Trustees website.

### **Audit Committee**

Chair Wolfort called on Audit Committee Chair Simmons for the report of the Audit Committee.

Audit Committee Chair Simmons reported the Audit Committee recommended the Board vote on the Internal Audit Annual Audit Plan resolution.

**INTERNAL AUDIT  
ANNUAL AUDIT PLAN**

**RESOLUTION 2016 - 3547**

**WHEREAS**, the Board of Trustees of Ohio University has established an independent, objective assurance and appraisal activity to evaluate and improve effectiveness of risk management and internal management controls, and

**WHEREAS**, the Board of Trustees has approved an Ohio University Internal Office Charter requiring Board of Trustees authorization of an annual audit plan initiated to evaluate internal management controls, and

**WHEREAS**, the Chief Audit Executive charged with initiating audits pursuant to the plan proposes an annual audit plan for authorization by the University Trustees, and

**WHEREAS**, the proposed plan will be conducted during the period of July 2016 through June 2017, and

**WHEREAS**, time for unplanned special projects is separately allotted in the audit plan. Further revisions to the plan will be administratively reviewed and approved by the President and the Chair of the Audit Committee, and

**NOW, THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees does authorize the proposed audit plan.

Trustee Simmons moved the resolution, Trustee Scholl seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

Academics Committee Chair Simmons reported that detailed minutes of the committee's discussion will be made available on the Board of Trustees website.

## **Governance Committee**

Chair Wolfort called on Governance Committee Chair Cooper for the report of the Governance Committee.

Governance Committee Chair Cooper reported the Governance Committee recommended the Board vote on the following resolutions:

**STUDENT SENATE CONSTITUTION**  
**RESOLUTION 2016 - 3548**

**WHEREAS**, Article VII of the Student Senate Constitution requires that amendments to the Constitution be approved by the Board of Trustees; and

**WHEREAS**, the Student Senate has adopted Resolution Nos. 1516-88, 1516-93, and 1516-99, attached hereto as Exhibit A, proposing three amendments to its Constitution; and

**WHEREAS**, these amendments have been approved by a majority of students voting in an election on March 29, 2016; and

**WHEREAS**, the Student Senate has requested Board approval of these amendments;

**NOW THEREFORE, BE IT RESOLVED** that the Board approves the amendments to the Student Senate Constitution set forth in the attached Exhibit A.

Trustee Cooper moved the resolution, Trustee Goodman seconded. Chair Wolford called for a vote. With all in favor, the resolution passed.



**OHIO**  
UNIVERSITY

**Student Senate**

**EXHIBIT A**

**Baker University Center 305  
1 Ohio University  
Athens OH 45701-2979**

**T: 740.593-4050**

**[www.ohio.edu/studentsenate/](http://www.ohio.edu/studentsenate/)**

Date: May 11, 2016

To: The Board of Trustees

From: Hannah Clouser, Student Senate President

Re: Approval of Student Senate Constitution changes

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Student Senate would like to request changes to its Senate Constitution. The resolution makes four basic changes:

1. the creation of a Judicial Panel and terms of office;
2. the incorporation of a Referenda process;
3. the replacement of “quarter(s)” with “semester(s)” in the Senate’s Constitution and Rules and Procedures.

Changes to the Student Senate Constitution require a multi-stage approval: a two-thirds vote of the Senate, a referendum submitted to the student body as a whole, and Board approval (see Student Senate Constitution Article VII). Resolutions 1516-88, 1516-93, and 1516-99 passed in the Senate unanimously or by an overwhelming viva voce majority and were included in the electronic ballot on March 29th, 2016. According to the Senate Constitution, upon concurrence of a (simple) majority of students voting on the Amendment in a campus election, the proposed amendment(s) shall be presented to the Board of Trustees. The aforementioned election garnered 2,097 total voters and resulted in the following:

**Resolution 1516-88 (Resolution for a Constitutional Amendment Changing Quarters to Semesters)**

Total Votes: 1,757      Votes For: 1635

Votes Against: 122      Abstentions: 340

**Resolution 1516-93 (Resolution for a Constitutional Amendment on Referenda)**

Total Votes: 1,672      Votes For: 1573

Votes Against: 99      Abstentions: 425

**Resolution 1516-99 (Resolution to Create a Judicial Panel)**

Total Votes: 1,681      Votes For: 1544

Votes Against: 137      Abstentions: 416

I ask that the Board give final approval to the new Constitutional language so that these changes may be implemented as our newly-elected senators take their respect leadership roles for the 2016-17 academic year.

RESOLUTION 1516-88  
A RESOLUTION FOR A CONSTITUTIONAL AMENDMENT ON CHANGING  
QUARTER(S) TO SEMESTER(S)

1. *Whereas:* The Ohio University Student Senate is a governing body of the university; and
2. *Whereas:* The current Constitution and Rules and Procedures of the Student Senate has listed that the session of the Student Senate takes place in quarter(s); therefore be it
3. *Resolved:* That all mentions of quarter(s) be struck from the Constitution and Rules and Procedures, and be it further
4. *Resolved:* That these mentions be replaced by “semester(s)”.

Sponsors: Mr. Landen Lama  
*Chairman of the Rules and Procedures Committee*

Mr. Jared Ohnsman  
*Vice President*

SENATE RESOLUTION 1516-93

A RESOLUTION FOR A CONSTITUTIONAL AMENDMENT ON REFERENDA

- Whereas:* The Ohio University Student Senate is the governing body which represents the Student Body; and
- Whereas:* It has been expressed that there is a need for greater input by the Student Body on issues which affect the University Community At-Large; and
- Whereas:* There does not exist a formal method for taking input from the Student Body while considering a resolution; therefore be it
- Resolved:* That there be a Constitutional amendment that allows, with approval from 2/3 of the Senate General Body, a question to be posed to the entire Student Body for consideration; and be it further
- Resolved:* That this question shall be called a referendum; and be it further
- Resolved:* That the question posed to the Student Body will then be posed to the Senate General Body for a vote; and be it further
- Resolved:* That the votes of the Student Body on the referendum shall be translated into a number of tangible votes in the Senate, in the same proportions; and be it further
- Resolved:* That this number of votes shall be proportional to the number of students who vote in the referendum; and be it further
- Resolved:* That the constitutional amendment shall read as it appears in Appendix A; and be it further
- Resolved:* That, should the amendment pass, an addition to the Rules & Procedures of the Ohio University Student Senate be made to outline the process that should be taken for a referendum; and be it further
- Resolved:* That this addition will read as it appears in Appendix B.

Sponsors: Mr. Jordan Kelley  
*University Life Commissioner*

Ms. Courteney Muhl  
*College of Health Sciences and Professions Senator*

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SENATE RESOLUTION 1516-93  
Appendix A

**Article VIII**

With approval from 2/3 of the Senate, a question may be posed to the Student Body. This question shall be called a referendum. Referenda shall then be voted on by the Senate. The votes of the Student Body on the referendum shall be translated into a number of tangible votes within the Senate, in the same proportions. This number of votes shall be proportional to the number of students who vote in the referendum, in accordance with the Senate Rules and Procedures.

# SENATE RESOLUTION 1516-93

## Appendix B

### Chapter 15

#### Referendums

##### 15.01 Definitions

##### 15.02 Referendums, Generally

##### 15.03 Referendums, Process

##### 15.04 Referendums, Follow Up

##### 15.01 Definitions

- (a) "Referendum" shall refer to a question being posed to the Student Body
- (b) "Open Forum" shall refer to an educational event which is open to the public

##### 15.02 Referendums, Generally

- (a) Any issue may be brought to the Student Body as a referendum through a resolution presented to the Senate.
- (b) For a referendum to be brought to the Student Body, this resolution would require a vote in favor by a 2/3 majority of seated Senators.
- (c) Any resolution which mandates a referendum must include a *Resolved* clause which reads:

*Resolved:* That a referendum be posed to the Student Body on this issue

- (d) The Senate shall then vote on the issue posed in the referendum.
- (e) The votes of the Student Body on the referendum shall be translated into a number of tangible votes within the Senate, in the same proportions.
- (f) The votes of the Student Body will be translated to a proportion of the Senate vote that is based on the number of students who participate in the referendum.
  - (i) Should the total number of students that participate in the referendum equal 0%-50% of seated Senators, the Student Body vote will represent 1/4 of the Senate vote.
  - (ii) Should the total number of students that participate in the referendum equal 50%-99% of seated Senators, the Student Body vote will represent 1/3 of the Senate vote.
  - (iii) Should the total number of students that participate in the referendum equal 100% or more of seated Senators, the Student Body vote will represent 1/2 of the Senate vote.

### **15.03 Referendums, Process**

- (a) A request for referendum shall be presented to the Senate in a General Body Meeting as a resolution. The resolution must be posted for public inspection following the guidelines outlined in Chapter 11.01 of the Rules & Procedures.
- (b) The resolution to pose a referendum shall be voted upon by the Senate at a General Body Meeting and must garner a vote in approval by a 2/3 majority of seated Senators and Executive Officers.
- (c) Should the resolution pass, the referendum must be written by the Executive Officers and approved by the Primary Sponsor of the resolution no later than the Friday immediately following the vote to hold a referendum.
- (d) In the week following the approval of the referendum by the Primary Sponsor and prior to the distribution of the referendum to the Student Body, the Primary Sponsor or their designee shall hold a minimum of two Open Forums to educate the Student Body on the issue at hand.
- (e) The referendum shall be distributed to the Student Body on the second Monday following the General Body Meeting at which the Senate approves the holding of a referendum and shall be open through the end of the day on the Tuesday immediately following.
- (f) The President shall report on the results of the referendum at the following General Body Meeting.
- (g) The issue presented in the referendum shall then be put to a vote by the Senate.

### **15.04 Referendums, Follow Up**

- (a) Following a referendum there shall be a press release; this shall include the results of the referendum, the results of the Senate vote, and any action which results from the referendum process. This report shall be released no later than the Monday following the Senate vote.

(2/ 10/ 2016)

Resolution 1516-99

A RESOLUTION TO CREATE A JUDICIAL PANEL

1. *Whereas:* The Ohio University Student Senate currently has a system of
2. Conduct & Discipline that could possibly be influenced by current
3. Senate members in a potentially biased and unfair manner, and
4. *Whereas:* There is no permanent Board of Elections in place in the case of an
5. election needed outside of Spring semester, and
6. *Whereas:* The Rules & Procedures Committee can better serve as an
7. unbiased group of individuals who do not have a personal interest
8. in Senate matters, and Senator's serving on Standing Committees
9. such as Conduct & Discipline and Rule & Procedures can take
10. away from their work as elected representatives, therefore be it
11. *Resolved:* A Judicial Panel of nine Justices be formed to better serve the
12. Senate; and be it further

- 13.*Resolved:* One of those Justices serve as the Chief Justice and one  
serve as
14. the Executive Justice; and be it further
- 15.*Resolved:* This Panel shall out the duties and responsibilities  
currently
16. assigned to the Board of Elections, Conduct & Discipline
17. Committee, and Rules & Procedures Committee; and be  
it further
- 18.*Resolved:* The Senate Constitution should be amended as it appears  
in
19. Appendix A; and be it further
- 20.*Resolved:* The Senate Rules & Procedures be updated to reflect the  
duties,
21. responsibilities, and jurisdiction of the Judicial Panel in  
accordance
22. with Appendix B; and be it further
- 23.*Resolved:* Chapter 13 of the Senate Rules & Procedures be omitted  
and
24. replaced by Chapter 4 as written in Appendix B; and be it  
further
- 25.*Resolved:* Chapter 14 of the Senate Rules & Procedures be  
amended to
26. reflect Appendix C; and be it further
- 27.*Resolved:* Sections 8.07 and 8.08 be removed from the Senate Rules  
&
28. Procedures.

Sponsors: Ms. Hannah Clouser

*Treasurer*

Ms. Courteney Muhl

*College of Health Sciences and Professions Senator*

Mr. Jared Ohnsman

*Vice President*

Mr. Brian Stover

*College of Business Senator*

Mr. Zachary Woods

*SAC At-large Senator*

Mr. Jack Davies

*HTC Senator*

Ms. Ellenore Holbrook

*SAC Vice Commissioner*

Mr. Landen Lama

*Lead Parliamentarian*

(2/12/2016)

## Appendix A

### Article II.

**Section 2.** All students of Ohio University, Athens campus, in good academic standing and enrolled full time, may serve as an Executive Officer, ~~or~~ a Senator, or a Justice.

### Article III.

**Section 1.** The Senate shall be composed of Executive Officers, each having one vote, ~~and~~ Senators, each having one vote, ~~and the Justices of the Judicial Panel, who shall not have a vote.~~ Senators shall either represent a particular constituency or serve as Commissioner. Executive Officers and Senators shall hold office for one year during good behavior. ~~The terms of Office of Senators and Executive Officers shall commence and end at the last meeting of Senate in the academic year. The terms of office of the Chief Justice and Executive Justice shall commence on their dates of appointment and end respective at the last meeting of senate in the academic year. The Terms of Office of the Associate Justices shall commence on their respective dates. All terms of office, shall commence and end at the last meeting of Senate in the academic year.~~

**Section 3.** There shall be one Senator who serves as Commissioner for each Commission. Senators serving under authority of this section shall be appointed by the Executive Officers and shall be subject to removal by a majority of the ~~Executive Officers~~ Judicial Panel. The dismissal of a Senator who serves as commissioner may be appealed by a Senator.

With the concurrence of two thirds of Senators and Executive Officers, the decision of the ~~Executive Officers~~ Judicial Panel shall be overturned. A commission shall represent a significant portion of the student body, act on vital student issues, and serve a significant long term need. Commissions may be established and eliminated with the concurrence of two thirds of Senators and Executive Officers.

**Section 6.** Executive Officers, Senators, **Justices**, staff, officers, and subdivisions of Senate shall not engage in discriminatory behavior.

**Section 7.** Senate shall create or dissolve, with the concurrence of two thirds of seated Senators and Executive Officers, several Committees, each having jurisdiction over certain internal operations of Senate and composed Senators. There shall be a Committee on the Budget ~~and a Committee on Rules and Procedures.~~

## **Article V.**

**Section 1.** Senate shall establish rules of conduct and standards for Executive Officers, Senators, **Justices**, staff, and others associated with Senate. ~~Senate~~ **The Judicial Panel** shall have the power to try all impeachments. An article of impeachment shall be adopted with the concurrence ~~two thirds of seated Senators and Executive Officers.~~ **of a majority of Justices.**

**Section 2.** Judgment in cases of impeachment regarding gross or willful neglect of duty to Senate shall result in expulsion from Senate. Judgment shall be issued with the concurrence ~~two thirds of seated Senators and Executive Officers.~~ **of a majority of Justices.**

**Section 3.** ~~Senate The Judicial Panel, with the concurrence of two thirds of seated Senators and Executive Officers voting by ballot during the last general meeting of Senate in Fall and Winter quarters,~~ shall remove from office an Executive Officer, including all privileges, responsibilities, and compensations associated with that office.

**Section 4.** A member of Senate who has been removed from office by the Judicial Panel may Appeal the removal in a general body meeting of Senate. Upon

approval of two-thirds of seated Senators, the decision of the Judicial Branch shall be overturned.

**Section 5.** A student has the right to bring accusation of improper activity or conduct in written form to ~~Senate~~ **The Judicial Panel**. ~~during a general body meeting of Senate. The student may bring the complaint to the attention of any Senator who shall then present the complaint to Senate during a general meeting of Senate.~~

**Section 6.** ~~Senate~~ **The Judicial Panel** shall evaluate the performance of the Executive Officers during the fourth week of each quarter.

## **Article VI.**

**Section 1.** If there is a vacancy in the office of President, the Vice President shall become President. If there is no Vice President, the Treasurer shall become President. If there is neither a Vice President nor a Treasurer, a Senator shall be elected by a plurality of ballots cast by Senators to become President. If there is a vacancy in the office of Vice President a Senator shall be elected by a plurality of ballots cast by Senators and Executive Officers to become Vice President. If there is a vacancy in the office of Treasurer, a Senator shall be elected by a plurality of ballots cast by Senators and Executive Officers to become Treasurer. **If there is a vacancy in the office of Chief Justice, the Executive Justice shall become the Chief Justice. If there is no Executive Justice, a new Chief Justice will be appointed by the Executive Officers. The new Chief Justice will then appoint a new Executive Justice.**

**Section 4.** An Executive Officer, ~~or~~ **Senator, or Justice** who is graduating at the end of the term and does not need to enroll for full time status in order to graduate may continue to hold office.

## **Appendix B**

### **Chapter 4: Judicial Panel and Duties**

#### **4.01 Definitions**

#### **4.02 Judicial Panel, Generally**

#### **4.03 Chief Justice**

#### **4.04 Executive Justice**

#### **4.05 Associate Justices**

#### **4.06 Clerk of Court**

#### **4.07 Rules & Procedures**

#### **4.08 Conduct & Discipline**

#### **4.09 Appeals of Impeachment**

#### **4.10 Gross or Willful Neglect of Duty**

#### **4.11 Removal of an Executive Officer from Office under Article V, Section 5 of the Senate Constitution**

#### **4.12 Removal of an Executive Officer or Senator from Office based on Attendance**

#### **4.13 Removal of a Justice**

#### **4.01 Definitions**

(a) In this chapter, “Panel” shall refer to the Judicial Panel unless otherwise stated.

#### **4.02 Judicial Panel, Generally**

(a) The Judicial Panel is governed by the Senate Constitution and Senate Rules & Procedures and shall be considered as having read and understood all provisions therein contained.

(b) The Judicial Panel shall remain impartial to all proceedings and members of Senate, and shall exist to uphold the Senate Constitution and the Rules and Procedures within the Senate.

(b) The Judicial Panel shall consist of nine justices. One of these shall serve as a Chief Justice and one of these shall serve as an Executive Justice.

(c) The Advisor to Student Senate, or their designee, shall advise the Judicial Panel and serve as a non-voting member.

(d) Quorum for the Judicial Panel shall be five Justices, not including the Chief Justice.

(e) The Judicial Panel will meet at least more than once per week.

#### **4.03 Chief Justice**

(a) The Judicial Panel shall be chaired by one the Chief Justice.

(b) The Chief Justice shall be appointed by a majority vote of the Senate Executive Officers, and approved by two-thirds of seated Senators.

(c) The Chief Justice must have served on the Judicial Panel for at least one year prior to becoming Chief Justice.

- (d) The duties of the Chief Justice shall include, but not be limited to:
- i. Chair all proceedings of the Judicial Panel, and vote in the event of a tie
  - ii. Attend each General Body Meeting and Report to the Senate on the proceedings of the Judicial Panel
  - iii. Appoint the Clerk of Court
  - iv. Appoint seven Associate Justices in consultation with the Advisor of Senate or their designee and approval of two-thirds of seated Senators
  - v. Ensure that the Senate Constitution and the Rules and Procedures are upheld in all Senate proceedings
  - vi. Present the Judicial Panel's decision in the event of an Impeachment, and act as representative of the Judicial Panel in the event of an Appeal in the Senate
  - vii. Possess an understanding of the Senate Constitution and the Senate Rules and Procedures
- (e) The Chief Justice shall serve for one academic year, during good behavior.
- (f) When the term of the Chief Justice has ended, they shall once again become a Associate Justice on the Judicial Panel.
- (g) There shall be no limit to the number of terms the Chief Justice may hold.
- (h) If there is a vacancy in the office of Chief Justice, the Executive Justice shall become the Chief Justice.

#### **4.04 Executive Justice**

- (a) There shall be an Executive Justice who serves at the pleasure of the Chief Justice.
  
- (b) The Executive Justice shall be a current Associate Justice, and shall be appointed by a majority vote of current Associate Justices.
  
- (c) The duties of the Executive Justice shall include, but not be limited to:
  - i. Attend all meetings of the Judicial Panel and vote on all matters seen by the Panel
  - ii. Assist the Chief Justice in all proceedings at the discretion of the Chief Justice, and act as the Chief Justice in their absence.
  - iii. Possess an understanding of the Senate Constitution and the Senate Rules and Procedures
  
- (d) The Executive Justice shall serve for one academic year, during good behavior.
  
- (e) When the term of the Executive Justice has ended, they may be reappointed to any position on the Judicial Panel.
  
- (f) There shall be no limit to number of terms the Executive Justice may serve.
  
- (g) If there is a vacancy in the office of Executive Justice, a new Executive Justice will be appointed by a majority vote of Associate Justices.

#### **4.05 Associate Justices**

(a) There shall be seven Associate Justices who are not the Chief Justice or the Executive Justice.

(b) These Associate Justices shall be appointed by the Chief Justice in consultation with the Advisor of Senate or their designee and approval of two-thirds of seated Senators.

(c) The duties of the Associate Justices shall include, but not be limited to:

i. Attend all meetings of the Judicial Panel and vote on all matters seen by the Panel

ii. Possess an understanding of the Senate Constitution and the Senate Rules and Procedures

(d) Associate Justices shall serve until they are no longer a student of Ohio University or until they resign.

(e) One Associate Justice shall serve as the Executive Justice in accordance with Chapter 4.04 of the Senate Rules and Procedures.

(f) If there is a vacancy in the office of an Associate Justice, the Chief Justice shall appoint a new Associate Justice with consult from the Advisor of Senate or their designee, and approved by two-thirds of seated Senators.

#### **4.06 Clerk of Court**

(a) There shall be a Clerk of Court who serves on the Judicial Panel and is appointed by the Chief Justice.

- (b) The duties of the Clerk of Court shall include, but not be limited to:
- i. Record minutes of any and all sessions of the Judicial Panel, and publish the minutes of public meetings.
  - ii. Record attendance of Justices in all proceedings of the Judicial Panel.
  - iii. Serve as the liaison between the Senate General Body and the Judicial Panel. This includes taking all concerns and complaints about any Senator, Executive, or Justice, and Reporting such concerns and complaints to the Chief Justice.
  - iv. Serve two hours per week in the Student Senate Office to execute the role of liaison.
- (c) The Clerk of court shall serve for a term of one academic year, during good behavior.
- (d) There is no limit to the number of terms a Clerk of Court may hold.
- (e) If there is a vacancy in the office of Clerk of Court, the Chief Justice shall appoint a new Clerk of Court.

#### **4.07 Rules & Procedures**

- (a) The Judicial Panel shall review all proposed changes to the Senate Constitution or Senate Rules & Procedures, and may also propose changes to the Senate Constitution or Senate Rules and Procedures.
- (b) The Judicial Panel shall consider special rules for resolutions proposed to the Senate General Body.

(c) A meeting of the Judicial Panel may be requested by a member of the Senate for consideration of an amendment to the Senate Constitution or the Senate Rules & Procedures. The Chief Justice or their designee shall convene the Judicial Panel within a reasonable amount of time, or within ten days of the demand for a meeting, whichever comes first.

(d) The Judicial Panel shall ensure that Senate proceedings, media coverage, and actions are documented and preserved.

(e) Upon concurrence of two-thirds of seated Senators and Executive Officers, any matter under the jurisdiction of the Judicial Panel shall be brought before Senate for immediate consideration.

#### **4.08 Conduct & Discipline**

(a) The Judicial Panel will oversee matters involving conduct and discipline of the Senate Body.

(b) Any student may refer any member of Senate to the Judicial Panel for investigation. Referrals shall be made to the Clerk of Court, in person or digitally.

(c) All meetings of the Judicial Panel regarding matters of conduct and discipline are closed to the public, and no record of the proceedings shall be released except to the Executive Officers and the Advisor of Senate or their designee.

i. In the case of the referral of an Executive Officer, the Executive Officer in question shall not be allowed knowledge of information that impairs the ability of the Judicial Panel to investigate the matter. This shall not be construed as to prohibit the Panel from allowing the defendant to have full knowledge of the nature of the charges and evidence against them.

(d) The Judicial Panel shall consider all referrals. If the Panel decides a referral is frivolous or without merit shall, with the concurrence of a majority of the Panel, dismiss the referral. The Panel shall issue a Report on the referral which shall be presented to the Executive Officers, the complainant, the Advisor of Senate or their designee, and the defendant.

(e) If the Judicial Panel decides that there is sufficient reason to believe a violation of the Senate Constitution or Senate Rules & Procedures may have occurred, then with the concurrence of a majority of the Panel, the Panel shall draft an Article of Impeachment and initiate an investigation.

(f) If an investigation is initiated, the Chief Justice shall make the Senate Executives aware of the impending investigation.

(g) An investigation may include, but is not limited to:

- i. Subpoenas of Senators and Executive Officers
- ii. Review of records and papers
- iii. Hearings to allow testimony of witnesses. Hearsay testimony shall be permitted.

(h) An Executive Officer, Senator, or Commissioner may not refuse to appear before the Judicial Panel and provide truthful testimony, unless that testimony may tend to incriminate themselves.

(i) At the conclusion of the investigation, the Judicial Panel shall consider the evidence in a session closed to the public.

- i. If the Panel decides the defendant is not guilty of the alleged violation or if there is insufficient evidence with the concurrence of a majority of the Panel, the Panel shall withdraw from further consideration the Article of

Impeachment. The Panel shall then issue a Report, which shall be presented to the Executive Officers, the Advisor of Senate or their designee, the complainant, and the defendant. This Report shall be released to the public only with the consent of the defendant.

ii. If the Panel finds sufficient evidence to Report that the defendant is in violation of the Senate Constitution or the Senate Rules and Procedures, then with the concurrence of a majority of the Panel, a Trial will be conducted within the Panel.

(k) The Panel will hold a Trial in which the defendant may present evidence to all Justices. This Trial shall be open to only the Judicial Panel, the defendant, and the defendant's designee. The defendant will be allowed time to speak for themselves, and will also be allowed to designate one person to speak on their behalf. The defendant's designee may be a Senator or a member of the Student Body. After hearing all the evidence from the defendant, the Justices will make an unbiased decision on whether or not to issue an Article of Impeachment.

(l) If an Article of Impeachment is issued, during a meeting of Senate the Chief Justice shall announce to Senate that the Panel has an Impeachment Report, and that person will be impeached effective immediately.

(m) The Report of the Judicial Panel with an Article of Impeachment shall be read to Senate in Executive Session.. No Senator or Executive Officer shall leave the meeting room during the Report of the Judicial Panel with an Article of Impeachment.

#### **4.09 Appeals of Impeachment**

(a) Upon submission of the Article of Impeachment, the defendant may Appeal to the Senate body.

(b) It is the responsibility of the defendant to alert the Executive Officers if they wish to Appeal the decision of the Panel. If the defendant is an Executive, they must notify another Executive Officer.

(c) Once an Executive Officer is notified of an Appeal, a Trial must take place within two weeks.

(d) The Trial shall take place during Executive session. No Senators or Executive Officer shall leave the meeting room during the Trial.

(e) During the Trial, the Chief Justice will be allowed 15 minutes to present their case to the Senate Body. The defendant or their designee will then be allowed 15 minutes to present their case. Both sides will have one rebuttal.

(f) After both sides present their case, both presenters will leave the Senate room and the Senate Body will have up to an hour to discuss the matter, unless more time is motioned for and passed.

(g) With approval of two-thirds majority of seated Senators, the Justices' decision shall be overturned and the removed Senator may return to Office.

(h) Both the Judicial Panel and the defendant will be notified of the Senate vote immediately preceding the Trial.

#### **4.10 Gross or Willful Neglect of Duty**

(a) In the case that a Report of the Judicial Panel with an Article of Impeachment is agreed to that finds a Senator or Executive Officer committed gross or willful neglect of duty, the Senator or Executive Officer shall be expelled from Senate, lose all privileges, rights, and compensation afforded the office.

A student expelled from Senate under authority of this section shall be prohibited from becoming a candidate for any Senate office or holding any Senate office.

#### **4.11 Removal of an Executive Officer from Office under Article V, Section 5 of the Senate Constitution**

(a) During the last meeting of Senate in Fall Semester and week six of Spring Semester, at the time designated on the agenda, the Chief Justice or their designee shall announce that under Article V, Section 5 of the Senate Constitution, Senate shall vote on whether each Executive Officer is fit to remain in office.

(b) The President pro tempore shall order the Recording Secretary to call roll of Senators and Executive Officers. All shall receive a ballot printed with the following three questions, on which they can vote yea, nay, or present:

i. The performance and conduct of the President of Senate such that the President is unfit and shall be removed from office.

ii. The performance and conduct of the Vice President of Senate is such that the Vice President is unfit and shall be removed from office.

iii. The performance and conduct of the Treasurer of Senate is such that the Treasurer is unfit and shall be removed from office.

(c) There shall be fifteen minutes during which roll is called, ballots returned and counted. The Recording Secretary shall count the ballots and the President Pro Tempore shall confirm the results.

(d) At the end of the fifteen minutes or sooner, the President Pro Tempore shall announce the results. Upon concurrence of two thirds of seated Senators and Executive Officers, an Executive Officer shall be removed from office. If the yeas are insufficient to remove an Executive Officer, the President Pro Tempore shall announce only that the question is not agreed to. Upon concurrence of two thirds of Executive Officers and Senators, or in the case the yeas are sufficient for

agreement to the question, the President Pro Tempore shall announce the number of Senators voting yea and nay.

(e) The ballots shall be maintained in a secure location accessible only to the Chief Justice of the Panel and the Advisor of Senate or their designee for a period ending the second week of the following semester.

#### **4.12 Removal of an Executive Officer or Senator from Office based on Attendance**

(a) Upon a second absence defined by section 10.10, the Senator or Executive Officer shall be removed from office and lose all privileges, rights, and compensations afforded them. A Senator or Executive Officer removed from office under authority of this section shall be prohibited from serving as Executive Officer or Senator for a period of no less than one academic year, excluding summer session, following removal from office.

(b) A Senator or Executive Officer who is removed from office under authority of this section may Appeal to the Executive Officers to nullify the removal. Upon concurrence of a majority of Executive Officers, the removal from office shall be nullified. The decision of the Executive Officers to grant or deny a request to nullify a removal from office authorized under this section may be reversed upon the concurrence two thirds of Senators and Executive Officer.

#### **4.13 Removal of a Justice**

(a) Any student may refer a Justice for investigation to any Executive Officer.

(b) Upon hearing a complaint, it is the duty of the Executive Officers to investigate the matter.

(c) An investigation may include, but is not limited to:

- i. Subpoenas of Panel members
- ii. Review of records and papers
- iii. Hearings to allow testimony of witnesses. Hearsay testimony shall be permitted.

(d) A Panel member shall not refuse to appear before the Panel and provide truthful testimony, unless that testimony may tend to incriminate themselves.

(e) At the conclusion of the investigation, the Executives shall consider the evidence in a session closed to the public.

i. If the Executives decide the defendant is not guilty of the alleged violation or if there is insufficient evidence with the concurrence of a majority of the Executives, the Executives shall withdraw from further consideration of removal and shall issue a Report, which shall be presented to the Executive Officers, the complainant, Advisor of Senate, and defendant. This Report shall be released to the public only with the consent of the defendant.

ii. If the Panel finds sufficient evidence to Report that the defendant is in violation of the Rules & Procedures or Senate Constitution, then with the concurrence of a majority of the Executives, the Justice shall be removed.

(f) If the Judicial Panel member is unsatisfied with this decision, they may Appeal to the Senate to overturn their removal.

i. If the Judicial Panel member wishes to Appeal, Senate will go into Executive Session and hold a Trial for the defendant.

ii. The Executives shall have 15 minutes to present their case to the Senate Body. Following this, the defendant or their designee shall have 15 minutes to present their case to the Senate Body. Each party will have one rebuttal.

iii. After the Executives and the defendant present their case, both parties shall leave the room and the Senate body will have one hour to debate, extendable by a motion.

iv. With approval of two-thirds majority of seated Senators, the Executives' decision shall be overturned and the removed Justice may return to Office.

## Appendix C

### 14.01 Definitions

- (a) ~~“Board”\_~~“Panel” shall mean the **Judicial Panel of Student Senate**. ~~Board of Elections of Student Senate~~

### 14.02 ~~Board of Elections~~ Election Oversight, Generally

(a) The Panel shall conduct all Senate and student trustee elections required by the Constitution of Senate and, make available petitions for candidacy, determine eligibility for candidacy, enforce all Rules & Procedures relevant to Senate elections, uphold the Constitution, determine sanctions for violations of the Rules & Procedures or the Constitution, ensure compliance with University Policy and Procedures and the Student Code of Conduct, conduct hearings for violations ~~and refer violators when appropriate to Judiciaries~~, report to Senate after each election, publicize and conduct debates, provide various forms, and do whatever is necessary and proper under the Rules & Procedures and Constitution to ensure fair elections.

(b) Quorum shall be ~~four~~ five members of the ~~Board~~ Panel, ~~not including the Chief~~.

### 14.03 ~~Board of Elections, Chair~~ Chief Justice

~~(a) The Executive Officers shall appoint a Board of Elections Chair, with approval of the Student Senate Advisor. The Chair shall be appointed before the end of the tenth week immediately preceding a semester in which an election is to be held.~~

~~(b) The Chairman of the Board shall be an Ohio University student in good standing. The Chairman shall not be a current member of Student Senate, a candidate for a Senate office, actively supporting a candidate for Senate office or have been a candidate in the most recent Senate election. The Chairman shall be nonpartisan, possess a general understanding of Senate, and understand the Rules & Procedures.~~

~~(c) The Chairman of the Board shall be interviewed and appointed by the Executive Officers, with preference given to a student who served previously as Chairman or a member of the Board. The Chairman cannot have served as an Executive Officer or Senator within the academic year, excluding summer sessions.~~

(d) The ~~Chairman of the Board~~, Chief Justice shall be in regular contact with the Advisor of Student Senate.

(e) The ~~Vice Chair~~ Executive Justice ~~shall be appointed and~~ shall serve at the pleasure of the ~~Chair~~ Chief Justice of the ~~Board~~ Panel. The ~~Vice Chair~~ Executive Justice shall fulfill all duties of the ~~Chair~~ Chief Justice in their absence.

(f) In the event that the ~~Chairman~~ Chief Justice resigns or is removed from the position, the ~~Vice Chair~~ Executive Justice shall become the Acting ~~Chair~~ Chief Justice of the ~~Board of Elections~~ election oversight.

#### **14.04 ~~Board of Elections, Members~~ Justices**

(a) There shall be ~~six~~ eight members, excluding the ~~Chairman~~ Chief Justice ~~appointed by the Executive Officers after consultation with the University Ombudsperson. Before the tenth week of a semester immediately preceding a semester in which an election is to be held.~~

(b) All members of the ~~Board~~ Panel shall be Ohio University Athens campus full time students in good standing. No member of the ~~Board~~ Panel shall be a current member of Senate, or a candidate for a Senate office or actively supporting a candidate for Senate office. All members of the ~~Board~~ Panel shall be nonpartisan, possess a general understanding of Senate, and understand the Rules & Procedures.

(c) All members of the ~~Board~~ Panel shall sign an oath. The Oath shall be as follows: I (name of ~~Board~~ Panel member) swear that I will uphold the Constitution and Rules and Procedures of Student Senate. I affirm that I am a full time Ohio University student on the Athens campus in good standing, am not a current member of Student Senate or a Trustee of Ohio University, am not a candidate for a Senate office or Student Trustee nor am I actively supporting a candidate for Senate office or Student Trustee. I further affirm that I will not release any information pertinent to the election before it is the appropriate time to do so, as stated in the Student Senate Rules and Procedures, or as agreed to by the ~~Board of Elections~~ Judicial Panel.

#### **14.05 ~~Board of Elections~~ Elections Oversight, Removal**

~~Members~~ Justices and the ~~Chairman~~ Chief Justice may be removed by a majority of the Executive Officers, with approval from the Advisor of Senate, for malfeasance, dereliction of duty, violation of the Student Code of Conduct that materially affects the credibility of Senate elections, or for other good cause.

#### **14.06 ~~Board of Elections~~ Elections Oversight, Compensation**

Compensation for the ~~Board of Elections~~ Judicial Panel will be decided by the Budget Committee.

#### **14.07 ~~Board of Elections~~ Elections Oversight, Annual Election Report**

(a) The **Chairman Chief Justice** shall be responsible for a Report of all elections held during his or her tenure. This report must be submitted to the Executive Officers no later than fourteen calendar days after the preceding election.

(b) The Report shall contain the following: all expenditures made by the **Board Panel** and appropriations made to the **Board Panel** since the last report; all finance reports submitted; a list of all candidates and the position for which the candidate filed; official results for each candidate, including write-in candidates; samples of campaign material from all candidates available to the **Board Panel**, such as fliers; all newspaper articles regarding the election; a summary of the conduct of the election, highlighting successful aspects, problems and potential problems, and suggestions for improvement; the signatures of the **Chairman Chief Justice** and **Members Justices** certifying that the report is complete and accurate to their knowledge and that the **Board Panel** has followed all applicable Rules & Procedures; and other information necessary for a thorough accounting of the activities of the **Board Panel** and the election.

Trustee Cooper moved the resolution, Trustee Goodman seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

**GRADUATE STUDENT SENATE  
CONSTITUTION**

**RESOLUTION 2016 - 3549**

**WHEREAS**, Article X, Section B (2) of the Graduate Student Senate Constitution requires that amendments to the Constitution be approved by the Board of Trustees; and

**WHEREAS**, the Graduate Student Senate has adopted Resolution Nos. 1516-16, 1516-17 and 1516-18, attached hereto as Exhibit A, proposing three amendments to its Constitution; and

**WHEREAS**, on April 11, 2016 these amendments were ratified by concurrence of two-thirds of the total voting membership of the Graduate Student Senate; and

**WHEREAS**, the Graduate Student Senate has requested Board approval of these amendments;

**NOW THEREFORE, BE IT RESOLVED** that the Board approves the amendments to the Graduate Student Senate Constitution as set forth in the attached Exhibit A.

Trustee Cooper moved the resolution, Trustee Lake seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

305b Baker University Center

Ohio University

Athens, OH 45701

740-593-1899

Date: May 2, 2016

To: The Ohio University Board of Trustees

From: Ian Armstrong, Graduate Student Senate President

Re: Approval of Graduate Student Senate Constitution Changes

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According to the Graduate Student Senate Constitution, after amendments are approved by the General Body and ratified at the following meeting, they are to be presented to the Board of Trustees for final approval.

On April 11, 2016, the Graduate Student Senate General Body ratified three resolutions to change the Graduate Student Senate Constitution. The resolution changes are as follows:

1. Resolution 1516-16: Retitled Article VI, Section A
  - a. The Section is retitled in order to be a better descriptor of its contents

2. Resolution 1516-17: Article VI, Section A, Item 3 is relocated
  - a. The item is relocated to a more appropriate section
3. Resolution 1516-18: Alters the frequency of General Body Meetings
  - a. In order to increase the efficiency of General Body Meetings and create the opportunity for increased activism by graduate students, the required number of monthly meetings has been increased from one to two

I am writing to ask that the Board of Trustees give final approval to Constitutional amendments in Resolutions 1516-16, 1516-17, and 1516-18.

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Attachments:

Graduate Student Senate Constitution

Resolution 1516-16—Resolution to Amend GSS Constitution

Resolution 1516-17—Resolution to Amend GSS Constitution

Resolution 1516-18—Resolution to Amend GSS Constitution



## **GSS Constitution**

Approved by the OU Board of Trustees 4-11-03 Ratified by the Graduate Student Senate on March 13, 2003 Revised by the Graduate Student Senate February 10, 2014

### **PREAMBLE**

*We, the graduate students of Ohio University of the Athens campus, hereby set forth to form a representative graduate student senate to participate in the formulation and application of both university and community policy, and with the goal of enhancing the quality of life and education of all graduate students, hereby establish the Ohio University Graduate Student Senate.*

### **ARTICLE I: NAME**

#### **SECTION A: NAME**

The official name of the organization shall be the Ohio University Graduate Student Senate (GSS), hereafter referred to as GSS.

### **ARTICLE II: PURPOSE**

#### **SECTION A: GENERAL**

1. Act as the official representative body of graduate students enrolled at Ohio University.
2. Exercise its right to have input on all decisions and actions that will affect the welfare of the graduate student body.
3. Inform the graduate student body of issues relevant to its welfare.
4. Receive student complaints, investigate student problems, concerns, work toward their resolution, and present the representative voice of the graduate

student body's perspective, opinion and recommend actions it feels are appropriate to the University, the community and other governing bodies.

5. Provide academic and administrative programs, opportunities, and community activities for the University, the community and for the graduate student body in particular.
6. Provide a forum in which the graduate student body may present, discuss, and set upon issues related to its role in the academic and non-academic aspects of the University and the community.
7. Work with the Ohio University Student Senate on common issues, concerns, and activities.

### **ARTICLE III: POWERS &**

#### **DUTIES SECTION A: GENERAL**

##### **DUTIES**

1. Establish working relationships with Ohio University, the City of Athens, state and national communities.
2. Be responsible for gathering graduate student opinion and formulating policy.

3. Represent graduate students in matters pertaining directly to the individual graduate degree granting programs.
4. Conduct GSS elections in accordance and collaboration with the Student Senate.
5. Appoint graduate student representatives to University Committees to ensure graduate student input on all matters concerning the University.
6. Create Standing and Special Commissions and Committees and determine the structure and rules for said Commissions and Committees.
7. Establish Bylaws and Policies and Procedures consistent with the Constitution by which the GSS shall function.
8. Examine and reaffirm the Constitution, Bylaws, and Policies and Procedures biannually.
9. Establish rules of conduct and standards for its Executive Officers, Senators, College Council Chairs, Commissions, Committees, and Supporting Staff.
10. Try all cases of disciplinary action for its members.

#### **ARTICLE IV:**

#### **MEMBERSHIP SECTION A:**

#### **ELIGIBILITY**

1. All full and part-time graduate students from the Ohio University, Athens campus currently enrolled in an official graduate degree-granting program and in good academic standing shall be eligible to serve on the GSS.

#### **SECTION B: OHIO UNIVERSITY STATEMENT OF TOLERANCE**

1. The GSS supports and shall abide by Ohio University's Statement of Tolerance, which states: *“Ohio University is committed to equal opportunity for all people and is pledged to take direct and affirmative action to achieve the goal of equal opportunity. We are bound morally, with and pursuant to this statement; Ohio University will not tolerate racism, sexism, homophobia, harassment, bigotry or other forms of violations of human rights. Such actions are inconsistent with and undermine the values, which we hold essential to our institutional mission. All faculty, staff, and students of Ohio University must take this opportunity to reaffirm our commitment to nondiscrimination, to equality of opportunity and treatment, and to a leadership role in achieving equality and diversity.”*

## **ARTICLE V: EXECUTIVE**

### **BRANCH SECTION A:**

#### **EXECUTIVES, GENERAL**

1. The elected Executive Officers of the GSS shall be President, Vice President for Legislative Affairs, Vice President for Finance, and Vice President for Communications.
2. There shall be Executive Staff appointed to aid in the internal operation and administration of the GSS.

## **ARTICLE VI: LEGISLATIVE**

### **BRANCH SECTION A:**

#### **SENATORS, GENERAL**

1. There shall be Department Representatives selected to represent the specific interests of graduate students within individual departments.
2. There shall be Senators elected to represent the general interests of graduate students, selected from each Responsibility Centered Management “center,” in which there is a Graduate Program.
3. There shall be Commissioners appointed to represent the interests of specific constituencies within the graduate student population.

## **ARTICLE VII: COMMITTEE BRANCH**

### **SECTION A: COMMISSIONS & COMMITTEES, GENERAL**

The GSS shall establish and dissolve various Commissions to represent the interests of specific constituencies within the graduate student population, and to address specific areas of concern to the graduate student population.

1. The GSS shall establish and dissolve various Committees to aid in internal operations and administration of the GSS.

## **ARTICLE VIII:**

### **ADVISOR SECTION A:**

#### **GENERAL**

1. The GSS shall be advised by a full-time member of the Ohio University faculty, administration, or staff in accordance with the guidelines established by the Ohio University Office of Student Activities (OSA).

## **ARTICLE IX: MEETINGS OF THE**

### **SENATE SECTION A: FREQUENCY**

#### **OF MEETINGS**

1. There shall be at least one general meeting scheduled each month, except June, July, August, and December.

## **ARTICLE X: AMENDMENTS TO THE**

### **CONSTITUTION SECTION A: REVIEW AND**

#### **AMENDMENTS**

1. The GSS shall examine and reaffirm this Constitution every five years, beginning in the 2005-2006 academic year.
2. Amendments to this Constitution shall be initiated by the GSS or by petition of at least 100 graduate students on the Ohio University, Athens campus.
3. Proposed amendments shall be presented via resolution and posted for public review at least four days prior to the meeting at which they are to be considered.
4. Proposed amendments shall be adopted by a concurrence of two-thirds of the total voting membership of the GSS.

### **SECTION B: RATIFICATION**

1. At the next scheduled meeting following adoption of amendments, this Constitution shall be ratified by a concurrence of two-thirds of the total voting membership of the GSS.
2. Upon ratification, this Constitution shall be presented to the Ohio

University Board of Trustees for approval. Upon approval by the Board of Trustees, this Constitution shall be effective.

Resolution 151616—Resolution to Amend GSS Constitution

1. *Whereas*, Article VI, Section A is titled, “Senators, General;” and,
2. *Whereas*, Article VI, Section A, Item 1 pertains to Department Representatives; therefore be it,
3. *Resolved*, that Article VI, Section A be retitled, “Senators, Department Representatives, General.”

Sponsors:

Alex

Burke

*Commissioner, Environmental Affairs*

Ian Armstrong

*Commissioner, Academic Affairs*

Angela Chapman

*Representative, Department of Geography*

Ken Ward

*Representative, Department of Journalism*

Resolution 151617—Resolution to Amend GSS Constitution

1. *Whereas*, Article VI, Section A, Item 3 states, “There shall be Commissioners appointed to represent the interests of specific constituencies within the graduate student population;” and,
2. *Whereas*, the section of the Constitution pertaining to Commissioners is Article VII, Section A; therefore be it,
3. *Resolved*, that Article VII, Section A, Item 2, pertaining to committees be moved to Article VII, Section A, Item 3; and that Article VI, Section A, Item 3 be moved to Article VII, Section A, Item 2.

Sponsors:

Alex Burke

*Commissioner, Environmental Affairs*

Ian Armstrong

*Commissioner, Academic Affairs*

Angela Chapman

*Representative, Department of Geography*

Ken Ward

*Representative, Department of Journalism*

Resolution 151618—Resolution to Amend GSS Constitution

1. *Whereas*, Article IX, Section A, Item 1 mandates, “There shall be at least one general meeting scheduled each month, except June, July, August, and December;” and,
2. *Whereas*, the Graduate Student Senate benefits from increased participation of its members; therefore, be it,
3. *Resolved*, that Article IX, Section A, Item 1 be amended to, “There shall be at least two general meetings each month, except January, May, June, July, August, and December.”

Sponsors:

Ian Armstrong  
*Commissioner, Academic Affairs*

Angela Chapman  
*Representative, Department of Geography*

Ken Ward  
*Representative, Department of Journalism*

Alex Burke  
*Commissioner, Environmental Affairs*

Trustee Cooper moved the resolution, Trustee Lake seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

## **APPOINTMENT OF NATIONAL TRUSTEE**

### **RESOLUTION 2015 - 3550**

WHEREAS, in Resolution No. 2015 -- 3513, the Board appointed David Pidwell to serve as a National Trustee for the remainder of an unexpired term ending on June 30, 2016; and

WHEREAS, the Board desires to appoint Mr. Pidwell to a full National Trustee term of three years;

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees, in accordance with Article I, Section 3 of its Bylaws, hereby appoints David Pidwell to serve as a National Trustee for a term that will expire on June 30, 2019.

Trustee Cooper moved the resolution, Trustee Scholl seconded. Chair Wolfert called for a vote. With all in favor, the resolution passed.

## **ELECTION OF TREASURER**

### **RESOLUTION 2016 - 3551**

RESOLVED, that Deborah J. Shaffer be elected Treasurer of the Board of Trustees for a term beginning June 24, 2016 and ending June 30, 2017.

Trustee Cooper moved the resolution, Trustee King seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

## **ELECTION OF SECRETARY TO THE BOARD**

### **RESOLUTION 2016 – 3552**

RESOLVED, that Dr. David R. Moore be elected Secretary to the Board of Trustees for a term beginning July 1, 2016 and ending June 30, 2017.

Trustee Cooper moved the resolution, Trustee Lake seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

Governance Chair Cooper said that there were two housekeeping items to go over from the Governance Committee. He asked that any recommendations regarding Board of Trustees Bylaws should be made to Secretary Moore prior to the August Board of Trustees meeting. Governance Chair Cooper also asked that any recommendations for updates to the Ohio University Board of Trustees website be made to Secretary Moore prior to the August meeting.

Governance Committee Chair Cooper reported that detailed minutes of the committee's discussion will be made available on the Board of Trustees website.

**FACULTY FELLOWSHIP AWARDS**

**RESOLUTION 2016**

**WHEREAS**, the proposed 2016-2017 Faculty Fellowship Leaves listed below have been reviewed in accordance with University policy and found to be meritorious,

**THEREFORE, BE IT RESOLVED** that the listed leaves be approved, and

**BE IT FURTHER RESOLVED** that the Executive Vice President and Provost may approve changes in the conditions of the fellowships, but not the total number of fellowships granted for the academic year.

First Name	Last Name	Department, School, Program	College	Brief Description of Leave Activities
Gary	Holcomb	Department of African American Studies	College of Arts and Sciences	Research and compose a draft manuscript "Queer Black Harlem Renaissance" using the archives of two major African American studies collections at the New York Public Library and Yale University.
Janet	Duerr	Department of Biological Sciences	College of Arts and Sciences	Serve one semester as visiting scholar at the Center for Infectious and Chronic Disease Research in Quito Ecuador, write and submit two journal articles "Genetic Interaction of Monoamine Trafficking Mutants in <i>C. elegans</i> " and "Genetic Targets of Monoamine Oxidase Inhibitors," and submit a grant to the National Science Foundation.
Kelly	Johnson	Department of Biological Sciences	College of Arts and Sciences	Learn new methods of quantitative analysis of time series data in order to apply them to a long term biological data set on stream macroinvertebrates in recovering acid mine streams, complete two manuscripts, and assemble preliminary data for submitting a National Science Foundation grant proposal.
Molly	Morris	Department of Biological Sciences	College of Arts and Sciences	Introduce <i>Xiphophorus</i> fishes (swordtail and platyfish) as a model system for studying metabolic disease and submit an NIH grant and manuscript based on preliminary data. Assess genomic data to continue studies regarding fingerprint asymmetry as a predictor of Type 2 Diabetes Mellitus risk.
Ruth	Palmer	Department of Classics and World Religions	College of Arts and Sciences	Complete three articles already in progress and prepare a prospectus for a book on Mycenaean agriculture in the Linear B texts. Travel to Greece to consult with archaeologists specializing in ancient agriculture and animal management.

Julia	Paxton	Department of Economics	College of Arts and Sciences	Complete academic projects related to behavioral economics and altruistic behavior. The first project examines hyperbolic discounting and youth. The second explores how studying economics may/may not impact financial decision making, including giving behavior. Serve as interim director for the Center for Campus and Community Engagement, one result being furthering interest in service learning pedagogy.
Marilyn	Atlas	Department of English	College of Arts and Sciences	Study Friday Literary Review (part of the Chicago Evening Post) issues published 1909-1913 to explore how it helped define turn-of-the-century "New" American urban existence and international Modernism.
George	Hartley	Department of English	College of Arts and Sciences	Conclude all necessary research in order to complete a book manuscript, already in progress, on queer Chicano poet Gloria Anzaldua entitled "The Shamanic Consciousness of Gloria Anzaldua."
Jill	Rosser	Department of English	College of Arts and Sciences	Continue work on fifth poetry collection "Chronic Transience" and begin a collection of short fiction. Activities will include translating or retranslating French, Spanish, Italian, and German poetry.
Thomas	Scanlan	Department of English	College of Arts and Sciences	Complete and refine draft of book manuscript "The Short Life of Public Happiness in America."
Ryan	Fogt	Department of Geography	College of Arts and Sciences	Complete research collaborations for ongoing NSF grant in Colorado and Sheffield, England, organize and convene a professional conference on Polar Meteorology and Oceanography in January 2017, and revise GEOG 3030 from a 1 credit hour to a 3 credit hour course.
Risa	Whitson	Department of Geography	College of Arts and Sciences	Complete ongoing research project on direct sales, initiate a new research project on the geographies of homebirth, develop and write grant applications for a new research project on sites memorializing state violence in Latin America, and develop a new 2000 level course for the Women's, Gender, and Sexuality Studies curriculum.
Damian	Nance	Department of Geological Sciences	College of Arts and Sciences	Conduct archival research, photography, and high-resolution digitizations of a collection of historic negatives needed to complete and submit for publication the second of a two-book series on the mining history of SW England.
Kevin	Mattson	Department of History	College of Arts and Sciences	Synthesize research already completed and continue work on book manuscript entitled "A Punk Rock World: The Story of America's Counterculture and Underground, 1969-1985."

Ingo	Trauschweizer	Department of History	College of Arts and Sciences	Complete book manuscript on General and Ambassador Maxwell Taylor, a study of civil-military relations and American strategy in the Cold War and Vietnam War era, entitled "Cold Warrior: Maxwell Taylor and the Sinews of Power."
Arthur	Hughes	Department of Modern Languages	College of Arts and Sciences	Write a book manuscript called "Traumatic Modernities in Postcolonial Lusophone Culture" examining four novels and five novellas by writers from former Portuguese colonies in Africa, Goa, and former Indonesian East Timor.
Gang	Chen	Department of Physics and Astronomy	College of Arts and Sciences	Continue and strengthen research collaborations with collaborators at Argonne National Laboratory, University of Pardubice, and PPG Industries Inc., and explore new collaboration with scientists at Corning on the subject of ion-conducting chalcogenide glasses and other glass research.
Charlotte	Elster	Department of Physics and Astronomy	College of Arts and Sciences	Continue NSF-funded collaborative research describing reactions with few-body Faddeev methods, organize a five-week scientific program "Towards Predictive Theories of Nuclear Reactions Across the Isotopic Chart" at the Institute for Nuclear Theory, and will play an active role in the newly formed Facility for Rare Isotope Beams Theory Alliance.
Arthur	Smith	Department of Physics and Astronomy	College of Arts and Sciences	Work on grant-supported research in spintronics technology (harnessing the "spin" of electrons using a combination of electronics and magnetism) which could result in much faster computing, attend international conferences, etc.
James	Mosher	Department of Political Science	College of Arts and Sciences	Work on two research projects. The first explores why the "center of gravity" in politics in developed democracies has shifted to the right in the last 3-4 decades. The second focuses on the potential for international cooperation between states.
Sarah	Poggione	Department of Political Science	College of Arts and Sciences	Advance a new research project exploring the effects of American state governmental capacity related to science and technology on policymaking across policy areas including disaster response, technology regulation, health, energy, and the environment. Produce two manuscripts and submit them to leading peer-reviewed political science journals.
Larry	Burmeister	Department of Sociology and Anthropology	College of Arts and Sciences	Conduct new grant funded research on fair labor practice regimes for values-based agrifood supply chain enterprises, continue a research project on local development initiatives in rural South Korea, and work on a book manuscript.

Thomas	Vander Ven	Department of Sociology and Anthropology	College of Arts and Sciences	Complete two article-length paper manuscripts emerging from study "American Serial Rape, 1940-2012" and collect and analyze data for a collaborative project on the administration and evaluation of a harm reduction program delivered to high-risk groups on the Ohio University campus.
Raymond	Frost	Department of Management Information Systems	College of Business	Conduct research on the pedagogy of Team Based Learning, including exploring the use of technology to delivery TBL both inside the classroom and online. Redesign the MIS 2010 information analysis and design course. Creating a new version of own textbook "Business Information Systems: Design an App for That."
Toby	Stock	School of Accountancy	College of Business	Advance a research project toward eventual publication in a top academic finance or accounting journal, generate ideas and secure data for a future research project, and gain insight into high-level accounting and tax decisions that practicing accountants help their clients assess.
Tom	Bartel	School of Art + Design	College of Fine Arts	Create a new body of work for a major one-person ceramics exhibition at the Canton (Ohio) Museum of Art, conduct research, and participate in several artist residency programs.
Michele	Fiala	School of Music	College of Fine Arts	Complete work on a co-authored book manuscript on the pedagogical and musical ideas of prominent contemporary oboists.
Karen	Coschigano	Department of Biomedical Sciences	Heritage College of Osteopathic Medicine	Spend time in labs of three researchers in the Nephrology Division of the University of Michigan Department of Internal Medicine to learn more about acute and chronic kidney diseases and foster collaborative relationships with experts in the fields of kidney disease and bioinformatics, to advance own research program.
Erin	Murphy	Department of Biomedical Sciences	Heritage College of Osteopathic Medicine	Conduct research to identify and characterize regulatory RNA molecules that function to control the production of virulence factors in the pathogenic bacteria <i>Shigella dysenteriae</i> , obtain training in Germany on the biochemical analysis of regulatory RNA molecules, and establish these techniques in own lab.
Patrick	Drumm	Arts and Sciences	Ohio University Lancaster	Work on two writing projects for publication as books. One, a collaborative work about the IQ Zoo, a popular roadside attraction in the 1950s/1960s capitalizing on conditioning principles developed by B.F. Skinner. The other, translating a Russian book documenting research on the social interactions of chimpanzees and baboons for which no English translation exists.

Nicole	Blau	Communication Studies	Ohio University Lancaster	Revise co-authored textbook "Family Communication: Relationship Foundations" through primary research, integrating updated literature, case studies, ancillary texts, and more to reflect current developments in the field of communication.
Purba	Das	Communication Studies	Ohio University Southern	Work on a project "A comparative analysis of environmental health narratives of the marginalized people living near coalmines in Appalachia, USA and Asansol, India" by collecting data through interviews with marginalized groups in Asansol, India. Will write manuscript for publication after data collection.
Pramod	Kanwar	Arts and Sciences	Ohio University Zanesville	Continue research on ring theory and algebras - the structure of unit groups of certain rings and algebras - by developing many new techniques, currently being worked on, with collaborators at the Indian Institute of Technology, Delhi, India. Project will likely lead to presentations at national and international conferences and publications in professional journals.
Devereaux	Poling	Arts and Sciences	Ohio University Zanesville	Further research in cognitive psychology by examining the interplay of test anxiety and time limits on varied types of test items and disseminate the work through publication.
Gabriela	Popa	Arts and Sciences	Ohio University Zanesville	Participate as a team member of group preparing and advancing the tools for nuclear reactions by including new degrees of freedom, like considering the spin of the proton or neutron, at nationwide workshop; visit nuclear theory group at Iowa State University where they perform ab-initio calculation of nuclear structure; develop the model and prepare the results for publication.
Beth	VanDerveer	Department of Recreation and Sport Pedagogy	Patton College of Education	Develop a sustained coaching-mentoring model for higher education faculty, engage in research and writing about sustained coaching-mentoring models and leadership styles, submit two manuscripts to peer-reviewed/juried journals, continue work on book, and extend/refine teaching-learning modules for courses taught.
Ginger	Weade	Department of Teacher Education	Patton College of Education	Re-engage in the scholarship of teaching and learning, including the ethnography of everyday life and learning in classrooms. Activities will include collaborations, research, conducting observations and interviews with K-12 teachers and their clinical co-teacher/candidates, and selecting 4 curriculum modules to be developed and used in methods courses.

Frank	Kraft	Department of Mechanical Engineering	Russ College of Engineering and Technology	Work will focus on further development and optimization of existing material processing technology, and founding a business based on this (OHIO patented) technology. Activities coincide with the OHIO Technology Transfer Office's mission to use university intellectual property and technology to provide benefits to the university and to the regional economy.
Gregory	Kremer	Department of Mechanical Engineering	Russ College of Engineering and Technology	Activities to support creativity leading to plans and actions for improving the Mechanical Engineering capstone course and the department, professional development activities, publication of some completed engineering education research, and planning for future research.
Craig	Davis	E.W. Scripps School of Journalism	Scripps College of Communication	Complete first draft of a co-authored book manuscript "The Account Management Workshop" and revise updated version of co-authored book "The New Account Manager."
Roger	Aden	School of Communication Studies	Scripps College of Communication	Work on a research article and book that draw upon research in neuroscience, geography, and rhetorical studies to explore ways in which childhood memories of special places linger in adults' memories, how adults use those memories in their contemporary lived experiences, and how both are manifest in stories adults tell about those place memories.
Rebecca	Sell (Schmehl)	School of Visual Communication	Scripps College of Communication	Expand creative research of audio and video production into interactive story formats, studying what is currently being produced in the profession, connecting with those producing it, learning tools and techniques of doing so, and producing own interactive stories.
Anirudh	Ruhil		Voinovich School of Leadership and Public Affairs	Complete a book-length manuscript exploring one-hundred and fifteen years of evolution of 309 of the oldest and largest cities in America, analyzing why and how these cities' governing arrangements changed over time, why some grew in population, etc. Will build a companion website with interactive data visualizations.

**Terms Requested    Number Requested**

Fall and spring                      11

Fall only                                      15

Spring only                                  16

Spring and summer                      1

**Total    43**

# **FACULTY AND ADMINISTRATIVE EMERITI AWARDS**

## **RESOLUTION 2016 - 3554**

**WHEREAS**, the following individuals have rendered dedicated and outstanding service to Ohio University, and

**WHEREAS**, their colleagues and supervisors have recommended action to recognize their service.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees hereby approves emeriti status for the following individuals upon their retirement from Ohio University.

<b>First Name</b>	<b>Middle Name</b>	<b>Last Name</b>	<b>College/Unit</b>	<b>Years of Service</b>	<b>Emeritus/Emerita Title</b>
Leslie	Abel	Flemming	College of Arts and Sciences	9	Dean Emerita and Professor Emerita of Linguistics
Eugene		Ammarell	College of Arts and Sciences	19	Associate Professor Emeritus of Anthropology
Rodger	W.	Griffeth	College of Arts and Sciences	9	Professor Emeritus of Psychology
Patricia	C.	Gunn	College of Arts and Sciences	26.5	Associate Professor Emerita of African American Studies
Andrew		Kreutzer	College of Business	19	Associate Professor Emeritus of Sports Administration
Kimberly	Spetnagel	Valentour	College of Health Sciences and Professions	26	Director Emerita of WellWorks
Veena	Purushottam	Kasbekar	Ohio University, Chillicothe	35	Professor Emerita of English
Kenneth	Eugene	Breidenbaugh	Ohio University, Chillicothe	24	Assistant Professor Emeritus of Fine Arts
Cathleen	B.	Waller	Patton College of Education	36	Director Emerita of the Child Development Center
Terry	Lynn	Swank	Patton College of Education	35	Assistant Director Emerita of the Child Development Center
Timothy	D.	Smith	University Libraries	30	Librarian Emeritus

## APPOINTMENT TO REGIONAL COORDINATING COUNCILS

### RESOLUTION 2016 - 3555

**BE IT RESOLVED** by the Ohio University Board of Trustees that the following persons be appointed to membership on the Coordinating Council at each of the regional campuses of Ohio University.

#### Ohio University - Chillicothe

- |               |  |
|---------------|--|
| Jon Saxton    | For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice Rick McNeally, whose term expired. |
| Tim Colburn   | Reappointment of a third three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019.                      |
| Bill McKell   | Reappointment of a third three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019.                      |
| Sharon Manson | Reappointment of a third three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019.                      |
| Joe Uhrig     | Reappointment of a second three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019.                     |

## **Ohio University - Eastern**

Jim Carnes For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice John Mattox, whose term expired.

Deborah Kenny For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice Andrew Hutyera, whose term expired.

Terrence A. Lee For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice Tracey Lancione-Lloyd, whose term expired.

Craig E. Sweeney For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice Julie Selmon, whose term expired.

Dianna M. Vargo For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice Jerry Narcissi, whose term expired.

## **Ohio University - Lancaster**

Rick Szabrak For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice Carri Brown, whose term expired.

Steve Wigton Reappointment of a second three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019.

## **Ohio University - Southern**

Cathy Burns For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice James Payne, whose term expired.

Brenda Montanez For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice David Carter, whose term expired.

## **Ohio University - Zanesville**

Halle Schoener Randles For a two-year term beginning July 1, 2016, and ending at the close of business June 30, 2018, vice Jack Imes, who resigned.

Brian T. Wagner For a three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019, vice J.P. Feldners, whose term expired.

Abby Nguyen Reappointment of a second three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019.

Stoey Stout Reappointment of a third three-year term beginning July 1, 2016, and ending at the close of business June 30, 2019.

## **RESOLUTION TO ADOPT UPDATED COMPLETION PLAN**

### **RESOLUTION 2016 – 3556**

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

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

**WHEREAS**, upon adoption by the board of trustees, each institution of higher education shall provide a copy of its plan to the chancellor of higher education; and

**WHEREAS**, the board of trustees of each institution of higher education shall update its plan at least once every two years and provide a copy of their updated plan to the chancellor upon adoption.”

**NOW, THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees adopts the “Ohio University Completion Plan 2016 – 2018” attached hereto and instructs the Secretary of the Board to provide a copy of the plan to the chancellor of higher education.

**RESOLUTION TO ADOPT REVISED UNIFORM STATEWIDE  
STANDARDS FOR REMEDIATION-FREE STATUS**

**RESOLUTION 2016 – 3557**

**WHEREAS**, Ohio Revised Code Section 3345.061(F), requires that the board of trustees of each institution of higher education shall adopt remediation-free status standards, and any related assessments, into the institution's policies; and

**WHEREAS**, Ohio University requires that prior to an offer of admission being made, all applicants, regardless of campus, must demonstrate that they are remediation free based on standards set forth by the Ohio Department of Higher Education; and

**WHEREAS**, determination of remediation-free status is assessed by various scores that meet published, pre-defined thresholds; and

**WHEREAS**, in May 2016, the presidents of the Inter-University Council unanimously adopted revisions and updates to the Ohio Uniform Statewide Standards for Remediation-Free Status recommended by a statewide faculty panel; and

**WHEREAS**, the standards, expectations, and assessment thresholds in the 2016 document are recommended for implementation beginning with the Summer 2016 academic term;

**NOW, THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees adopts the revised and updated (May 2016) Uniform Statewide Standards for Remediation-Free Status, attached hereto, as institutional policy for student placement.

**REGIONAL HIGHER EDUCATION  
CHILlicothe CAMPUS  
ASSOCIATE IN APPLIED BUSINESS  
ACCOUNTING TECHNOLOGY**

**RESOLUTION 2016 - 3558**

**WHEREAS**, the Chillicothe Campus has requested offering an Associate in Applied Business degree in Accounting Technology, and

**WHEREAS**, the proposed program has completed University Curriculum Council approval, and

**WHEREAS**, the degree program

- Is a regional campus program currently offered on the Lancaster and Southern campuses; and
- Will be offered in a combination of on-campus and distance learning and does not require additional faculty or physical resources; and
- Prepares graduates for workforce entry in junior accountant positions in different sectors, including corporations, government, hospitals, retail, schools, etc.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves offering the Associate in Applied Business degree in Accounting Technology on the Ohio University Chillicothe campus.

**HONORS TUTORIAL COLLEGE &  
SCHOOL OF DANCE, FILM AND THEATER  
BACHELOR OF ARTS IN  
DANCE**

**RESOLUTION 2016 - 3559**

**WHEREAS**, the School of Dance, Film, and Theater in the College of Fine Arts has developed a Bachelor of Arts degree in Dance for students enrolled in the Honors Tutorial College, and

**WHEREAS**, the proposed program has completed University Curriculum Council approval, and

**WHEREAS**, the proposed degree program

- Will offer an individualized, liberal-arts based course of study for high-achieving students; and
- Will offer an option suited to students with interests in dance history/theory, dance writing/criticism, dance pedagogy, kinesiology and somatic study, dance ethnography, or movement analysis; and
- Will balance breadth and rigor with freedom for independent academic and creative achievement; and
- Will offer opportunities for graduate study and career opportunities in dance fields (e.g., criticism, history, education, and therapy), arts administration, and librarian/archivist.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves offering the Bachelor of Arts in Dance by the School of Dance, Film, and Theater through the Honors Tutorial College.

**HONORS TUTORIAL COLLEGE &  
SCHOOL OF DANCE, FILM AND THEATER  
BACHELOR OF ARTS IN  
DANCE**

**RESOLUTION 2016 - 3560**

**WHEREAS**, the School of Dance, Film, and Theater in the College of Fine Arts has developed a Bachelor of Arts degree in Dance for students enrolled in the Honors Tutorial College, and

**WHEREAS**, the proposed program has completed University Curriculum Council approval, and

**WHEREAS**, the proposed degree program

- Will offer an individualized, liberal-arts based course of study for high-achieving students; and
- Will offer an option suited to students with interests in dance history/theory, dance writing/criticism, dance pedagogy, kinesiology and somatic study, dance ethnography, or movement analysis; and
- Will balance breadth and rigor with freedom for independent academic and creative achievement; and
- Will offer opportunities for graduate study and career opportunities in dance fields (e.g., criticism, history, education, and therapy), arts administration, and librarian/archivist.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves offering the Bachelor of Arts in Dance by the School of Dance, Film, and Theater through the Honors Tutorial College.

**PATTON COLLEGE OF EDUCATION &  
DEPARTMENT OF RECREATION AND SPORT PEDAGOGY  
BACHELOR OF SCIENCE IN PHYSICAL EDUCATION PHYSICAL  
ACTIVITY AND SPORT COACHING**

**RESOLUTION 2016 – 3561**

**WHEREAS**, the Department of Recreation and Sport Pedagogy in the Patton College of Education has developed a non-licensure program in Physical Activity and Sport Coaching; and

**WHEREAS**, the proposed program has completed University Curriculum Council approval; and

**WHEREAS**, the non-licensure program is designed to be inclusive for students who aspire to pursue physical activity and sports coaching careers at various levels; and

**WHEREAS**, the proposed program uses existing courses and integrates the Coaching Minor within a four-year degree; and

**WHEREAS**, the program offers career opportunities which include physical activity and sports coaching for after school, club, intramural, summer camps, and youth programming.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves offering the Bachelor of Science in Physical Education degree in a non-licensure Physical Activity and Sport Coaching major program in the Department of Recreation and Sport Pedagogy in the Patton College of Education.

**COLLEGE OF BUSINESS  
MASTER OF ACCOUNTING**

**RESOLUTION 2016 – 3562**

**WHEREAS**, the College of Business proposes to re-establish the Master of Accounting degree, and

**WHEREAS**, the proposed degree program has completed University Curriculum Council approval, and

**WHEREAS**, Ohio University's College of Business may be the only Association to Advance Collegiate Schools of Business (AACSB) accredited college in Ohio without a Master of Accounting degree, and

**WHEREAS**, students who wish to sit for the Certified Public Accountant (CPA) certification must complete at least 150 semester hours of coursework to meet Ohio guidelines, it is common to offer an on-campus Master of Accounting degree so that students completing the 150 hour requirement may earn a bachelor degree and the Master of Accounting, and

**WHEREAS**, since an Ohio University graduate degree in Accounting has not been offered in over ten years, the Ohio Department of Higher Education Chancellor's Council on Graduate Studies requires a new graduate program development plan and proposal process, and

**WHEREAS**, the proposed curricular program will provide students with training and preparation for the Uniform CPA exam, and will offer a focus on Business Analytics based on industry demand, and

**WHEREAS**, faculty and facilities resources are sufficient to re-establish the Master of Accounting.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves re-establishing the Master of Accounting degree in the College of Business.

**LANCASTER CAMPUS  
ASSOCIATE OF ARTS IN  
DEAF STUDIES AND INTERPRETING**

**RESOLUTION 2016 - 3563**

**WHEREAS**, the Lancaster Campus has requested the Associate of Arts degree program in Deaf Studies and Interpreting be suspended, and

**WHEREAS**, the request for suspended status has been approved by the University Curriculum Council, and

**WHEREAS**, the suspended status is based on difficulties in finding quality practicum placements, suspension of accreditation of associate level programs by the Commission of Collegiate Interpreter Education, an inadequate interpreting lab, and the lack of sufficient faculty in the program, and

**WHEREAS**, currently enrolled students will be provided with a transition plan toward degree completion, and

**WHEREAS**, the current faculty member will be retained and assigned other teaching responsibilities.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby accepts placing the Associate of Arts degree program in Deaf Studies and Interpreting on suspended status.

# MAJOR, DEGREE, AND COLLEGE PROGRAM REVIEWS

## RESOLUTION 2016 – 3564

**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**, the Higher Learning Commission through its Criterion 4A requires, “The institution maintains a practice of regular program reviews.”

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby accepts the program reviews for the following seven programs:

College of Arts and Sciences

- Department of Environmental and Plant Biology
- Molecular and Cellular Biology

College of Business

- College of Business

College of Communication

- School of Communication Studies

College of Medicine

- Doctor of Osteopathy

Ohio University - Lancaster

- Medical Assisting Technology

University College

- Department of Military Science

**AUTHORIZATION TO TRANSACT BUSINESS  
WITH HIRTLE CALLAGHAN & CO.**

**RESOLUTION 2016 – 3565**

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

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

Deborah J. Shaffer

Treasurer,  
Vice President for Finance  
and Administration

Candice J. Casto

Chief Finance & Investment  
Officer for Foundation  
Operations

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

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

**BE IT FURTHER RESOLVED** that this resolution supersedes Resolution 2014-3394 and that notice of any change in this resolution be communicated in writing to Hirtle, Callaghan & Co., LLC, and that upon actual receipt of such notice Hirtle, Callaghan & Co., LLC shall be authorized to act pursuant to such revised resolution; and

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

INCUMBENCY CERTIFICATE OF SECRETARY

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I, the undersigned, hereby certify that I am the Secretary of the Board of Trustees of Ohio University, a public institution of higher education created under the laws of the State of Ohio, duly organized, validly existing and in good standing under the laws of the State of Ohio, and I do hereby further certify, from my examination of the minute book and other pertinent records of said University now in my possession, and of my knowledge, the following persons listed below have been duly appointed pursuant to Resolution No. 2016-3565, attached hereto as Exhibit A. I further certify that on the date of this Certificate these individuals are the officers of the University, holding respective offices set forth below opposite their names and that the following are their true signatures:

<u>Title</u>	<u>Name</u>	<u>Signature</u>
Treasurer, Vice President for Finance & Administration	Deborah J. Shaffer	_____
Chief Finance & Investment Officer for Foundation Operations	Candice J. Casto	_____

IN WITNESS WHEREOF, I have hereunto set my hand as Secretary of the University, on this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
David Moore

Secretary

***Required: To be Completed if the Secretary is an Authorized Signer Named in the Foregoing Certificate:***

The undersigned Officer named in the foregoing Certificate, hereby confirms such Certificate on the date hereof.

\_\_\_\_\_  
Name: \_\_\_\_\_

Title: \_\_\_\_\_

**AUTHORIZATION TO TRANSACT BUSINESS  
WITH BNY MELLON**

**RESOLUTION 2016 - 3566**

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

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

Deborah J. Shaffer

Treasurer,  
Vice President for Finance  
and Administration

Candice J. Casto

Chief Finance & Investment  
Officer for Foundation  
Operations

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

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

**BE IT FURTHER RESOLVED** that this resolution supersedes Resolution 2014-3395 and that notice of any change in this resolution be communicated in writing to BNY Mellon, and upon actual receipt of such notice BNY Mellon shall be authorized to act pursuant to such revised resolution.

INCUMBENCY AND SIGNATURE CERTIFICATE

The undersigned hereby certifies to BNY Mellon, that I am the Secretary of the Board of Trustees of Ohio University (the “University”), a public institution of higher education created under the laws of the State of Ohio, and that, as such, I am duly authorized to execute this Certificate on behalf of the University. I further certify that each of the following persons, as of the date hereof and in accordance with Board of Trustees Resolution No. 2016-3566, attached hereto as Exhibit A, is a duly appointed, qualified and acting officer of the University, holding the office of the University set opposite his or her name below; and that the signature of each such person appearing opposite such person’s name below is such person’s own true signature:

<u>Name</u>	<u>Office</u>	<u>Signature</u>
Roderick J. McDavis	President	_____
Deborah J. Shaffer	Treasurer, Vice President for Finance & Administration	_____
Candice J. Casto	Chief Finance & Investment Officer for Foundation Operations	_____

WITNESS the signature of the undersigned this \_\_\_ day of \_\_\_\_\_, 20\_\_.

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David Moore

Secretary

The undersigned, the President of the University and one of the officers named in the foregoing Certificate, hereby confirms such Certificate on the date hereof.

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Dr. Roderick J. McDavis

President

**COLLEGE OF BUSINESS  
DEPARTMENT OF SPORTS ADMINISTRATION  
NAME CHANGE FOR THE  
CENTER FOR SPORTS ADMINISTRATION  
TO AECOM CENTER FOR SPORTS ADMINISTRATION**

**RESOLUTION 2016 – 3567**

**WHEREAS**, AECOM Inc. has provided continuous academic and financial support to the Center for Sports Administration and the Department of Sports Administration in the College of Business since 2007, including providing seminars for students on sports architecture, sports economics and sponsorships along with financial support for a professorship in sports facilities and alumni events at a variety of venues across the country, and

**WHEREAS**, AECOM is recognized as an international leader in building state-of-the-art sports facilities at the collegiate and professional sports levels, including the football stadiums for Kansas State University and the Seattle Seahawks, the Barclays Arena for the New York Nets and New York Islanders, and a South African stadium that hosted the World Cup, and

**WHEREAS**, AECOM recognizes the critical need for on-going research in the sports administration industry and for teaching the next generation of industry leaders, and

**WHEREAS**, AECOM has committed a significant contribution to continue its support of the Center and Department.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby approves naming the Center for Sports Administration within Department of Sports Administration in the College of Business, as the **AECOM Center for Sports Administration**, and

**BE IT FURTHER RESOLVED**, the name is effective for a period of four years, with an option to renew, beginning July 1, 2016 and ending June 30, 2020.

**COLLEGE OF BUSINESS  
RENAMING OF COMPUTER SERVICES CENTER  
TO PHIL AND PAT MUCK BUSINESS ANNEX**

**RESOLUTION 2016 – 3568**

**WHEREAS**, Philip (Phil) Muck, BBA '62, and his wife Patricia (Pat), have provided steadfast support to the College of Business and Ohio University as a whole, and

**WHEREAS**, Mr. Muck has earned accolades in industry, provided leadership to the Ohio University Foundation, served as Chair of the College's Campaign Committee during the Third Century Campaign, served as Co-Chair of the College's Campaign Committee for the Promise Lives Campaign, and been an active member of the the College of Business Society of Alumni and Friends and the College of Business Executive Advisory Board, and

**WHEREAS**, Mr. Muck's leadership led to the formation of the College's two student investment groups, securing support from the College's faculty and The Ohio University Foundation Board for the creation of the groups and securing financial funds from the Foundation to be traded by these groups, and

**WHEREAS**, Mr. Muck formed and funded the College's SOX Fellows program and the College's Honors Program, and

**WHEREAS**, Mr. and Mrs. Muck recognize the critical need for state-of-the-art facilities and cutting-edge classroom experiences and lab facilities for students in the College's expanding business programs, and

**WHEREAS**, the generosity and leadership of Mr. and Mrs. Muck has provided a lead gift toward the renovation of three of the four floors of the

existing Computer Services Center (CSC) for use by the College of Business, and

**WHEREAS**, the renovation has functionally transformed the primary purpose of the former CSC facility to be associated with the College of Business.

**NOW THEREFORE BE IT RESOLVED** that the Board of Trustees of Ohio University hereby approves the CSC building at 3 President Street, Athens, Ohio, will henceforth be renamed to the **Phil and Pat Muck Business Annex**.

**INTERCOLLEGIATE ATHLETICS  
NAMING OF THE  
PERRY AND SANDY SOOK ACADEMIC CENTER**

**RESOLUTION 2016 – 3569**

**WHEREAS**, Perry Sook, BSC `80 and his wife Sandra (Sandy) Sook, BSC `80, MED `82, PhD in Rhetoric `15, have provided ongoing and generous support to Intercollegiate Athletics and Ohio University as a whole, and

**WHEREAS**, Mr. Sook has earned numerous accolades in the telecommunication industry, including induction into the Broadcasters Hall of Fame, and

**WHEREAS**, Mr. Sook has served in volunteer leadership roles within the university, has served on the Ohio University Foundation Board of Trustees for 15 years, and is currently serving as Chairman of the Ohio University Foundation Board of Trustees, and

**WHEREAS**, Mr. & Dr. Sook recognize the need for state-of-the-art facilities and services for Ohio University student athletes, and

**WHEREAS**, the generosity of Mr. and Dr. Sook has provided a lead gift toward the construction of the Academic Center and their leadership has played an instrumental role in encouraging others to donate to this project.

**NOW THEREFORE, BE IT RESOLVED**, the new Academic Center, to be constructed at the north end of Peden Stadium will henceforth be named the **Perry and Sandy Sook Academic Center**.

**APPROVAL TO PROCEED WITH DESIGN THROUGH CONTRACT  
ADMINISTRATION FOR THE  
ELLIS HALL RENOVATION, SEIGFRED HALL RENOVATION, AND  
TIFFIN HALL BATHROOM UPGRADES**

**RESOLUTION 2016 - 3570**

**WHEREAS**, for the Ellis Hall Renovation project, University administration requests approval for the total project budget of \$13,000,000 and seeks approval for authorized expenditures of \$1,300,000 to undertake design through contract administration to be funded by FY2017 Century Bonds (\$1,310,000), State Appropriations (\$6,652,950) and Internal Bank reserves to be reimbursed by future bond issue (\$5,037,050);

**WHEREAS**, for the Seigfred Hall Renovation Phase I project, University administration requests approval for the total project budget of \$10,600,000 and seeks approval for authorized expenditures of \$1,060,000 to undertake design through contract administration to be funded by Century Bonds (\$4,800,000), State Appropriations (\$4,300,000) and Internal Bank reserves to be reimbursed by future bond issue (\$1,500,000);

**WHEREAS**, for the Tiffin Hall Bathroom Upgrades project, University administration requests approval for the total project budget of \$1,900,000 and seeks approval for authorized expenditures of \$245,000 to undertake design through contract administration to be funded by Housing and Residence Life Reserves, which may be reimbursed through future bond issue;

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

**APPROVAL TO PROCEED WITH DESIGN FOR THE  
PERRY AND SANDY SOOK ACADEMIC CENTER – DESIGN PHASE**

**RESOLUTION 2016 - 3571**

**WHEREAS**, in 2011, space analysis for the Athletic Department was conducted with results showing that there were several space deficiencies, including undersized academic study spaces;

**WHEREAS**, in 2013 there was donor desire to contribute an anchor gift to design, construct, and furnish an athletic academic center;

**WHEREAS**, the University engaged in a study and provided recommendations on siting, program, and estimate of probable cost for the Athletic Academic Center;

**WHEREAS**, in 2015, the space analysis portion of the Comprehensive Master Plan validated significant deficiencies of athletic space required to support respective portfolio of activities;

**WHEREAS**, the Capital Funding and Priorities Committee has approved this project;

**WHEREAS**, for the Perry and Sandy Sook Academic Center project, University administration requests approval for the total project budget of \$6,165,180 and seeks approval for authorized expenditures of \$620,000 to undertake design through contract administration to be funded by Gifts and Pledges backed by an internal loan and Athletic Reserves (\$6,065,180) and FY2016 Century Bonds designated for ADA Small Projects Remediation (\$100,000);

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees approves the requests described above, authorizes the receipt of appropriate bids or proposals and authorizes 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 ANTHROPOLOGICAL LAB SUITE – DESIGN  
THROUGH CONSTRUCTION PHASES,  
OUHCOM CLEVELAND 3<sup>RD</sup> FLOOR EXPANSION –  
DESIGN THROUGH CONSTRUCTION PHASES,  
COLLEGE GREEN EXTERIOR PAINT AND WOOD REPAIR – SCOPE  
REVISION AND BUDGET AMENDMENT III,  
HWA WEI LEE LIBRARY ANNEX HUMIDITY CONTROLS FY2015 –  
CONSTRUCTION PHASE AND BUDGET AMENDMENT,  
MORTON HALL ROOF REPLACEMENT – CONSTRUCTION PHASE  
AND BUDGET AMENDMENT, AND  
SEIGFRED HALL ROOF AND WINDOW REPLACEMENT –  
CONSTRUCTION PHASE AND BUDGET AMENDMENT**

**RESOLUTION 2016 - 3572**

**WHEREAS**, for the Central Classroom Anthropological Lab Suite project, University Administration requests approval for the total project budget of \$620,000 and seeks approval for authorized expenditures of \$620,000 to undertake construction and complete the project to be funded by Arts and Sciences Reserves;

**WHEREAS**, for the OUHCOM Cleveland 3<sup>rd</sup> Floor Expansion project, University Administration requests approval for the total project budget of \$800,000 and seeks approval for authorized expenditures of \$800,000 to undertake construction and complete the project to be funded by HCOM Reserves;

**WHEREAS**, for the College Green Exterior Paint and Wood Repair project, the Board of Trustees previously approved a total project budget of \$1,150,000 (2016-3530) and authorized expenditures of \$1,150,000 (2016-3530), and University administration seeks to amend the total project budget of \$1,150,000 by an additional \$350,000 for a new total project budget of \$1,500,000 and seeks to increase the authorized expenditure amount of \$1,150,000 by an additional \$350,000 for total authorized expenditures of \$1,500,000 to undertake construction and complete the project to be funded by Century Bonds (\$460,500) and State Appropriations (\$1,039,500);

**WHEREAS**, for the HWA Wei Lee Library Annex Humidity Controls FY2015 project, the Board of Trustees previously approved a total project budget of \$650,000 (2015-3485) and authorized expenditures of \$650,000 (\$582,600 2015-3485 and \$67,400 2015-3453), and University administration seeks to amend the total project budget of \$650,000 by an additional \$317,600 for a new total project budget of \$967,600 and seeks to increase the authorized expenditure amount of \$650,000 by an additional \$317,600 for total authorized expenditures of \$967,600 to undertake construction and complete the project to be funded by State Appropriations;

**WHEREAS**, for the Morton Hall Roof Replacement project, the Board of Trustees previously approved a total project budget of \$880,000 (2015-3486) and authorized expenditures of \$880,000 (2015-3486), and University administration seeks to amend the total project budget of \$880,000 by an additional \$780,000 for a new total project budget of \$1,660,000 and seeks to increase the previously authorized expenditure amount of \$880,000 by an additional \$780,000 for total authorized expenditures of \$1,660,000 to undertake construction and complete the project to be funded by Century Bonds and State Appropriations;

**WHEREAS**, for the Seigfred Hall Roof And Window Replacement project, the Board of Trustees previously approved a total project budget of \$2,600,000 (2016-3529) and authorized expenditures of \$270,000 (2015-3529), and University administration seeks to amend the total project budget of \$2,600,000 by an additional \$1,200,000 for a new total project budget of \$3,800,000 and seeks to increase the previously authorized expenditure amount of \$270,000 by an additional \$3,530,000 for total authorized expenditures of \$3,800,000 to undertake construction and complete the project to be funded by Century Bonds and State Appropriations;

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

**APPROVAL TO ENTER INTO A PROJECT AGREEMENT WITH THE CITY OF ATHENS WITH REGARD TO CONSTRUCTION OF A NEW ROADWAY BETWEEN STIMSON AVENUE AND MILL STREET**

**RESOLUTION 2016 - 3573**

**WHEREAS**, the City of Athens requests that the University provide partial funding for a City of Athens project to construct a new roadway on University lands between Stimson Avenue and Mill Street and to grant a permanent easement;

**WHEREAS**, the concept of creating a northeast campus gateway was identified in the 2006 Campus Master Plan through the creation of a connection between Mill Street and Stimson Avenue;

**WHEREAS**, a multi-phased campus outer loop connection to Stimson Avenue was studied as part of the University's Housing Development Plan;

**WHEREAS**, the Board of Trustees approved the construction of the South Green Drive Extension, a significant part of the implementation of outer loop concept, in January 2014 (Resolution 2014-3380) and the University opened this roadway in January 2015;

**WHEREAS**, the 2016 Campus Master Plan reaffirms the previous goal of providing a connection between Mill Street and Stimson Avenue;

**WHEREAS**, the receipt of Jobs-Ohio Roadwork Development (629) and ODOT funding for the project is contingent on the granting of highway easement to the City of Athens;

**WHEREAS**, the proposed work also will improve the area aesthetic by relocating existing overhead utilities underground;

**WHEREAS**, the City of Athens has proposed a total project budget of \$1,900,000 with funding of \$400,000 from the Jobs-Ohio Roadwork Development (629) and Ohio Department of Transportation funds, \$500,000 from the Appalachian Regional Commission, \$250,000 from the City of Athens and \$750,000 from Ohio University;

**WHEREAS**, the Ohio University local match represents 39.5% of the proposed total project budget and the University's contribution will not exceed \$750,000 or 39.5% of the actual total project cost, whichever is lower;

**WHEREAS**, the project will address deferred maintenance cost of the existing roadway owned and maintained by Ohio University; and

**WHEREAS**, the Ohio University local match will be funded with Century Bond funds.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees approves the request described above and authorizes the President or his designee to enter into a project agreement with the City of Athens, Ohio and other entities as appropriate within the total project budget identified.

**RESOLUTION TO APPROVE EASEMENT  
TO THE CITY OF ATHENS**

**RESOLUTION 2016 - 3574**

**WHEREAS**, the City of Athens wishes to construct a new roadway on University lands between Stimson Avenue and Mill Street and requests that the University grant an easement to permit the City's construction and maintenance of the roadway, which easement area is depicted on the attached map;

**WHEREAS**, the proposed roadway, an extension of North McKinley Avenue, would provide significant benefits to the University and its students, including improved traffic flow and enhanced safety for pedestrians and drivers along an important thoroughfare to campus;

**WHEREAS**, the proposed roadway was identified in the 2006 Campus Master Plan and studied as part of the University's Housing Development Plan;

**WHEREAS**, the Board of Trustees approved the construction of the South Green Drive Extension, a significant part of the implementation of the outer loop concept, in January 2014 (Resolution 2014-3380), and the University opened this roadway in January 2015;

**WHEREAS**, the City's receipt of Jobs-Ohio Roadway Development and ODOT funding for the project is contingent on its receipt of the easement discussed herein;

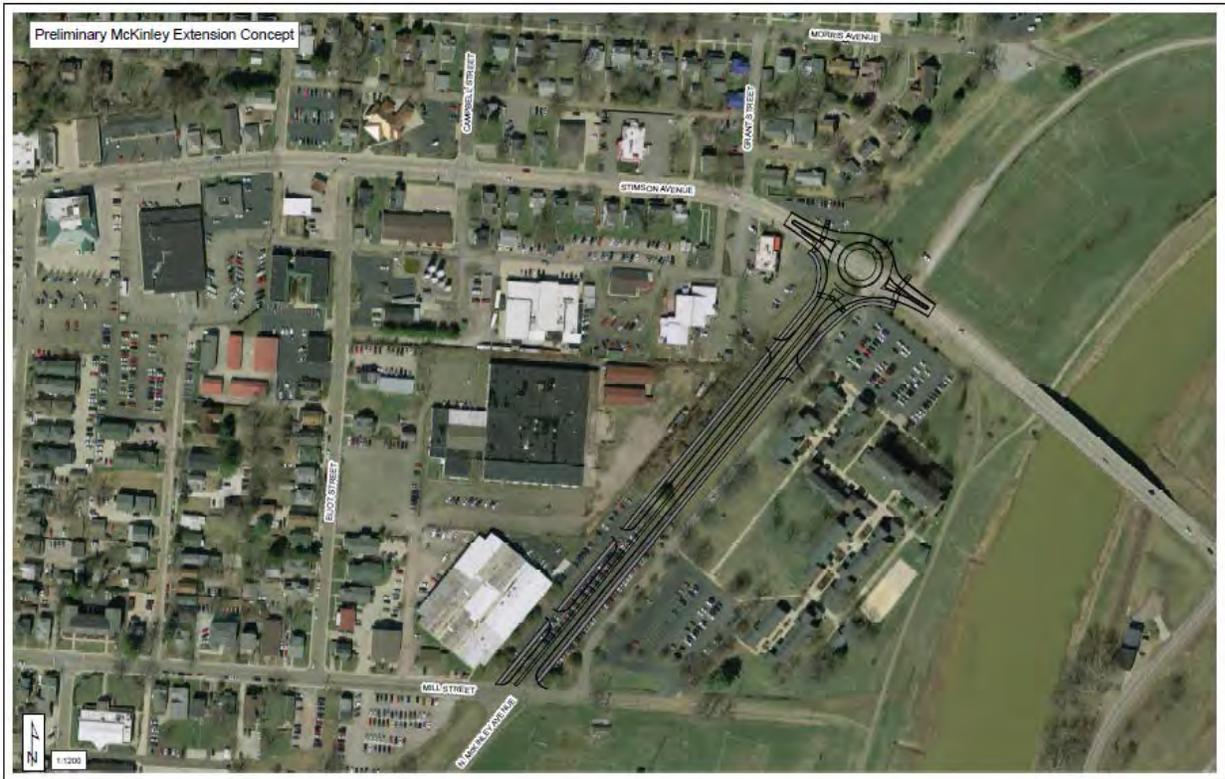
**WHEREAS**, Ohio Revised Code section 3345.18 permits public universities to grant permanent easements to municipalities for roadway purposes;

**WHEREAS**, University leadership have concluded that the easements requested by the City are appropriate;

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees hereby approves the granting of a permanent easement to the City of Athens for purposes of constructing and maintaining the roadway between Stimson Avenue and Mill Street upon terms and conditions approved by the President.

**BE IT FURTHER RESOLVED**, that the Board of Trustees hereby authorizes the President or his designee to execute the corresponding easements and other appropriate documentation in accordance with Ohio law.

Attachment A



**RESOLUTION TO APPROVE EASEMENTS TO THE  
CITY OF ATHENS  
FOR THE EAST STATE STREET ROADWAY PROJECT**

**RESOLUTION 2016 - 3575**

**WHEREAS**, the City of Athens is seeking additional roadway right-of-way along the southern side of East State Street in order to build a sidewalk during the upcoming US33 Interchange and East State Street Roadway Project;

**WHEREAS**, public demand for pedestrian improvements and safety needs have led to the city's desire to proceed with a sidewalk on the south side during this upcoming project;

**WHEREAS**, the easements will not affect any zoning requirement for parking at local businesses and will not impair any future conveyance of the University's property along East State Street;

**WHEREAS**, Ohio Revised Code section 3345.18 permits public universities to grant permanent easements to municipalities for roadway purposes;

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees hereby approves the granting of easements to the City of Athens to allow the construction of a new sidewalk along the southern side of East State St.

**BE IT FURTHER RESOLVED**, that the Board of Trustees hereby authorizes the President or his designee to execute the corresponding easements and other appropriate documentation in accordance with Ohio law.



**RESOLUTION TO AUTHORIZE CONVEYANCE OF  
REAL PROPERTY AT 78 COLUMBIA AVENUE, ATHENS**

**RESOLUTION 2016 - 3576**

**WHEREAS**, Ohio University, through its Board of Trustees, owns a residential property at 78 Columbia Avenue in Athens, Ohio, consisting of 0.561 acres, that was donated to the University in 2014;

**WHEREAS**, after evaluation, inspection, appraisal and analysis of the property by university administrators, it has been determined that the property's greatest value may be realized through a bid process administered by the Ohio Department of Administrative Services ("DAS") or sale through a local real estate broker, as determined by university staff in consultation with DAS; and

**WHEREAS**, certified appraisals and a survey have been obtained for this property.

**NOW, THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees hereby declares 78 Columbia Avenue to be surplus University property and approves the conveyance of such property pursuant to a sealed bid process, brokered sale or other prudent sale process approved by the President.

**BE IT FURTHER RESOLVED** that the President or his designee is hereby authorized to accept the result of any bid process and otherwise to negotiate, evaluate, and dispose of this property in a manner consistent with the requirements of Ohio law.

**APPROVAL TO UTILIZE CENTURY BOND FUNDS TO SUPPORT THE  
CLIPPINGER RENOVATION STRATEGY**

**RESOLUTION 2016 - 3577**

**WHEREAS**, for Clippinger Hall is in need of a multi-phase strategy to address significant deferred maintenance issues as well as to modernize the learning environment that serves as a primary STEM facility for the institution;

**WHEREAS**, the State of Ohio supports the multi-phase strategy and has approved the use of State Biennium Capital allocations, beginning with an addition to replace deteriorated class lab space and provide swing space for future phased renovations as well as replace space that will be lost on the ground floor of Clippinger when the building is renovated;

**WHEREAS**, the College of Arts and Sciences have several major facilities that are at the top of deferred maintenance needs and cannot afford the extensive renovation on their own;

**WHEREAS**, there is \$11M that is available from the funds set aside for Lausche in the Century Bond program due to the transition of the project to the Energy Infrastructure Project and the debt service is already factored into all college and University operating budgets;

**WHEREAS**, there has been consultation with, and approval from, the Provost and Academic Leadership (Deans) for the funding strategy to repurpose this \$11M;

**WHEREAS**, the funding strategy has been reviewed and approved by the Century Bond Advisory Board;

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees approves the use of \$11M of Century Bond funds to support the Clippinger Renovation Strategy and authorizes the President or his designee to accept and award contracts within the total project budgets identified.

Chair Wolfort moved the consent agenda, Trustee Scholl seconded. Chair Wolfort called for a vote. With all in favor, the motion passed.

## **Executive Committee**

Chair Wolfort moved a resolution out of Executive Committee, regarding the awarding of an honorary degree. He read the resolution regarding the awarding of an honorary degree to David Michael Crane, an Ohio University alumnus who has worked with the federal government and the United Nations.

## HONORARY DEGREE AWARD

### RESOLUTION 2016 – 3578

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

**David M. Crane, Honorary Doctor of Laws**

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

**David M. Crane, J.D.**

Mr. David Crane is a world-renowned expert in the fields of international law, international criminal law, international humanitarian law, and national security law. Over the course of his distinguished career, he has been responsible for holding accountable those who have violated human rights, shedding light on human rights atrocities, upholding and enforcing international criminal law, and providing legal review for United States worldwide intelligence operations.

Mr. Crane, who earned a Bachelor of General Studies degree with a major in History in 1972, a Master of Arts degree in African Studies from Ohio University in 1973, and a Juris Doctorate (J.D.) degree from Syracuse University in 1980, has been a legal scholar for the United States government and the United Nations.

During his 30-year career with the United States Federal Government, Mr. Crane held many esteemed positions, including: Judge Advocate for the United States Army; Assistant General Counsel of the Defense Intelligence Agency; Founding Director of the Office of Intelligence Review in the Department of Defense. Additionally, he served as the Waldemar A. Solf Professor of International Law and Chairman of the International Law Department in the United States Army Judge Advocate General's School. During his tenure in these positions, he prosecuted cases on behalf of the United States, educated attorneys on international humanitarian law, and oversaw investigations into acts of terrorism and international aggression.

Upon retirement from federal service, Mr. Crane was appointed by Kofi Annan, then the United Nations Secretary General, as the Founding Chief Prosecutor of the Special Court for Sierra Leone, a tribunal led jointly by the government of Sierra Leone and the United Nations. Serving with the rank of Undersecretary General,

Mr. Crane was responsible for evaluating and prosecuting individuals who bore the greatest responsibility for crimes against humanity and violations of international human rights that occurred during the civil war in Sierra Leone (1991-2002). In this capacity, Mr. Crane secured an indictment for Charles Taylor, then the president of Liberia, in 2003. Ultimately, Mr. Crane's work contributed to the successful conviction and subsequent imprisonment of now-former President Taylor in 2013. This marked both the first time a sitting African head of state was indicted for war crimes, and only the second time in history that a former head of state was convicted of war crimes.

Currently, Mr. Crane is the founder and Vice President of the "I am Syria" campaign, which provides education to the world regarding the current Syrian Conflict. This organization, overseen by the Syracuse University College of Law, where Mr. Crane serves as Professor of Practice, raises awareness of human rights abuses, documents potential war crimes, provides objective analysis of materials and documents associated with the crisis, and catalogues important information that may one day be pertinent to international bodies of law involved in future war crimes prosecution.

Mr. Crane also founded "Impunity Watch," a law review journal and news reporting site that examines and exposes impunity issues and human rights violations. The website is used by government officials, non-governmental organizations (NGOs), and international lawyers, among others.

For his keen insight, work in matters of national and international importance, steadfast commitment to seeking justice for those who have experienced human rights abuses, and unwavering devotion to promoting and elevating humanity, Mr. Crane is exceptionally qualified to receive an honorary degree from Ohio University.

Chair Wolfort moved the resolution, King seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

Chair Wolfort thanked President McDavis for his self-evaluation, and commended him for his work in the past year. He said that, as he moves into his final year as President, President McDavis should know that he has the Board's full support. Chair Wolfort thanked President McDavis for his work, accomplishments, and initiatives. Chair Wolfort quipped that the Board of Trustees could spend all day and night talking about the President's successes in the face of challenges, and that they nearly did, which was the reason for the Board's delay in coming out of executive session and beginning the main board meeting.

## **COMPENSATION OF THE PRESIDENT**

### **RESOLUTION 2016 – 3579**

**WHEREAS**, in accordance with the Board Policy for Annual and Comprehensive Presidential Performance Reviews, this Board has conducted an evaluation of the performance of President Roderick J. McDavis during Fiscal Year 2015-16; and

**WHEREAS**, the Board has determined that President McDavis has made a significant contribution toward the achievement of the goals of the University and enhanced its reputation and visibility; and

**WHEREAS**, the Board has determined that the President's many accomplishments during Fiscal Year 2015-16 include: welcomed our largest class in OHIO history; began the implementation of The OHIO Guarantee; lead the successful AQIP accreditation; opened the Cleveland Campus for the Heritage College of Osteopathic Medicine (HCOM); provided oversight for the completion of the Comprehensive Master Plan; guided the campus transition from coal to natural gas as a source of energy for the Lausche Heating Plant among many other significant projects.

**WHEREAS**, the Board wishes to recognize the President's accomplishments during the previous fiscal year;

**NOW THEREFORE, BE IT RESOLVED**, that the Board approves an increase of

\$20,000 in the President's Fiscal Year 2016-17 base compensation and an increase of \$1900 for Mrs. McDavis, effective July 1, 2016.

**BE IT FURTHER RESOLVED** that the Board approves a bonus of \$100,000

(20.8%), computed on the basis of the President's base compensation for Fiscal Year 2015-16.

Chair Wolfort moved the resolution, Vice Chair King seconded. Chair Wolfort called for a vote. With all in favor, the resolution passed.

Trustee Scholl thanked the President for overseeing the \$500 million fundraising campaign, and said it will impact the future of Ohio University immensely.

President McDavis thanked the Ohio University community for all of its work in making the campaign, university initiatives, and his presidency a success.

### **Presidential Search**

Chair Wolfort announced the launch of the Presidential Search Website ([www.ohio.edu/presidential-search](http://www.ohio.edu/presidential-search)). He said there would be 21 members on the search committee, and announced the members of the Search Committee. Biographies of the Search Committee members can be found on the Presidential Search Website:

- |                          |                             |
|--------------------------|-----------------------------|
| 1. Sandra Anderson       | 12.Randy Leite              |
| 2. Josh Bodnar           | 13.Joe McLaughlin           |
| 3. Robin Bowlus          | 14.Jennifer Romero          |
| 4. Gerardine Botte       | 15.Elizabeth Sayrs          |
| 5. Hannah Britton        | 16.Dave Scholl              |
| 6. Hannah Clouser        | 17.Hugh Sherman             |
| 7. Victor Goodman        | 18.Joe Shields              |
| 8. Lisa Harrison         | 19.Perry Sook               |
| 9. Jivanto P. van Hemert | 20.Martin Tuck              |
| 10.Janetta King          | 21.Dave Wolfort             |
| 11.Christine Knisely     | Alternate (Janelle Simmons) |

Chair Wolfort relayed that three search firms have been interviewed, and a decision was made to retain Witt-Kieffer as the firm conducting Ohio University's search for the next president.

## **UNFINISHED BUSINESS**

There was no unfinished business.

## **NEW BUSINESS**

There was no new business.

## **Announcements**

President McDavis announced and welcomed Carly Glick as the new Senior Director of Communication Services for University Communications and Marketing.

## **Recognitions**

SVPSI Golding was given a certificate of appreciation for his work as Treasurer of the Ohio University Board of Trustees. “Let me just observe that one of the greatest joys I’ve had in my tenure at Ohio University is that I’ve had the opportunity to work with the best board I could possibly imagine,” SVPSI Golding said. “This board has been willing to think strategically, and think about the opportunities that will position Ohio University in a unique way.”

Faculty Representative Joe McLaughlin was given a gift for his role as faculty representative. President McDavis thanked Dr. McLaughlin for his extensive work, and said the Board looked forward to working with him in his return as the Faculty Senate Chair. Chair Wolfort thanked Dr. McLaughlin for his acceptance of the Board’s request to serve on the presidential search committee.

Alumni Representative Mann Keppner was given a certificate of appreciation for her work as the alumni representative. Ms. Mann Keppner thanked President McDavis, the Board of Trustees, and the faculty and staff of Ohio University for all of their work. She said she has always had a love of Ohio University, and reported that working with the Board has only served to increase that admiration.

## **ANNOUNCEMENT OF NEXT STATE MEETING DATE**

Secretary Moore announced the next Board of Trustees meeting dates and locations. The Board will meet for its next meeting on August 25, 2016 on the Dublin Campus, and will conduct its retreat on August 26, 2016 on the Dublin Campus.

Chair Wolfort adjourned the meeting at 12:51pm.

## **APPENDIX**

**Ohio University Board of Trustees  
Joint Academics and Resources Committee Meeting  
June 23, 2016, Thursday  
Ohio University Lancaster – Brasee Hall**

### **Present:**

Chair David A. Wolfort, Vice Chair Janetta King, Trustees Cary Cooper, K.B. Lake, Janelle Simmons, Dave Scholl, Peggy Viehweger, and N. Victor Goodman, National Trustee David Pidwell, Student Trustees Patrick J. Roden and Brooke Mauro, Secretary David R. Moore, President Roderick J. McDavis, Faculty Representatives Joe McLaughlin and David Thomas, and Alumni Representative Julie Mann Keppner.

### **Not Present:**

National Trustee Laura Brege

Chair Wolfort called the meeting to order at 9:38am.

### **FY2017 Budget**

Executive Vice President and Provost (EVPP) Pam Benoit and Vice President of Finance and Administration (VPFA) Deb Shaffer provided an update on the FY2017 University Budget. EVPP Benoit reported on the strategic initiatives that are important priorities for the university, including the Innovation Strategy, online learning, the Century Bond, Campus Master Plan, Signature Scholarships, the OHIO Guarantee, OHIO for Ohio, student affordability, employee compensation, capital plan/deferred maintenance, and program quality and growth. She relayed that these initiatives and priorities were central to developing the FY2017 budget.

VPFA Shaffer described the Budget Book that the Trustees received, indicating that it was made in a multi-year context, currently with projections over three years. She indicated that her office ultimately hopes to be able to project over a five-year period. VPFA Shaffer reported on the major factors impacting the FY2017 budget. She stated that revenue-side impacts included state appropriations, tuition and financial aid, and endowment distributions. Impacts on the expense side include compensation, capital plan and deferred maintenance, and programmatic investments.

## **FY2017 Budget: State Appropriations**

VPFA Shaffer reported that State Appropriations (State Share of Instruction, or SSI) are a major determinant for the FY2017 budget. She stated that SSI is actually increasing in total dollar amount (\$157 million), but not at the rate the administration was expecting. She reported that the strategic initiatives EVPP Benoit outlined are being funded by the strategic opportunity reserve pool, and stated that the \$5.6 million shortfall will also be taken from the reserve pool.

VPFA Shaffer described the formula changes impacting the budget, including the Bonus Cap for students transferring from private institutions to Ohio University. In FY15, OHIO received 100% credit for the degree, budget-wise. In FY16 and FY17, Ohio University will get credit for 12.5% of the degree, which will reduce the amount of financial state support awarded for degree credit.

She described the credit/weighting that the university received for various student demographics (financial, race, academic standing, age, etc.) The at-risk weighting is measured by the university's acceptance of students from these various demographics. Budget allocation is impacted by changes in the funding formula.

Trustee Viehweger asked if the decrease in Ohio University's funding shifted to other universities. VPFA Shaffer said that yes, it went to other Ohio schools, with the majority going to Ohio State University (OSU).

President McDavis emphasized that Ohio University did get an increase, but not the amount that it was expecting.

Trustee Viehweger asked what it was about OSU that increased their funding. VPFA Shaffer said that the money went back into the overall pool, and that the over-22 age demographic of the other schools shifted the amount they received. EVPP Benoit clarified that other schools were impacted, as well.

Vice Chair King asked if VPFA Shaffer and EVPP Benoit anticipated more changes to the formula in coming years. VPFA Shaffer said that the formula could change as the parties that develop the formula take into consideration the impact and importance of different, currently underrepresented demographics.

Chair Wolfort pointed out that despite the decreased percentage of state appropriation, OHIO was receiving more real-dollars than it had ever received before.

Trustee Scholl asked if Ohio University was the state leader in educating first generation students. EVPP Benoit said that the information was not collected as

well as one might expect, and that the metrics for first-generation students are not easy to come by.

### **FY2017 Budget: Tuition and Financial Aid**

VPFA Shaffer said that the final impact in the budget came from the OHIO Guarantee increases.

VPFA Shaffer said that the tuition cap is driving the undergraduate tuition increase. She stated that Financial Aid and discount rates, as well as the Board's commitment to affordability, are impacting the revenue drivers.

EVPP Benoit reported that regional campuses are struggling with a declining student base. She reported that the College-Credit Plus (CCP) program is impacting regional campuses because high school students who are eligible for the program are taking college credit courses for as little as \$40 a credit hour, set at the state level. This is significantly lower than the cost of regional campus credit hours, where most of these high school students are taking the College-Credit Plus courses. Benoit said that the university is evaluating whether high-school students (and some middle school students) are academically and socially ready to be taking college courses that are offered to them. Her office is requesting data on such measures as CCP continues.

Vice Chair King pointed out that CCP offers quite a deal for students, and increases affordability moving forward. Benoit agreed that affordability is improved for the student, but indicated that college campuses may not be the best place for the students to gain that education. She speculated that there may be opportunities for high school teachers to be trained to teach these college courses in high school classrooms, instead.

Student Trustee Mauro asked how impactful the program has been for students themselves. Benoit said that there have been some frustrations on the part of students who do not feel that they are experiencing a benefit.

Student Trustee Roden asked if the CCP would help with the 3-year graduation plan, and EVPP Benoit responded that it would depend on the coursework and major that the CCP student chose in college.

Vice Chair Wolford said that an increase of the \$40 per-hour rate might end up discriminating against some students, as not all schools are created equal, or receive equal support.

EVPP Benoit stated that Ohio University has to admit students who meet the requirements. She spoke of the potential implications and consequences for a high

school student taking college courses for both high school and college credit. She pointed out that if a student takes an algebra course at OHIO, and fails it, they have failed at both the high school and college level, thereby doubly negatively influencing the CCP students. Benoit said that the burden is now placed on universities to provide the adequate support not just for traditionally college-aged students, but also students as young as 7-8<sup>th</sup> grade, which will add to university costs. She reported that the university had already had issues with parents of CCP students who wanted to accompany their students to class.

Student Trustee Roden said that he took a college course in high school that had students as high as masters-level, and that the amount of work, for which he was not prepared, did not end up benefitting him in the long term.

### **FY2017 Budget: Endowment distributions**

VPFA Shaffer said that while endowment distributions are steadily going up, it works on a three-year lag. Since the current year endowment value has declined from previous years, VPFA Shaffer asked Trustees to keep in mind that the reduced value will impact budgets in three years' time.

Chair Wolfort asked if the endowment decline will put more pressure on the Foundation to raise more funds for the endowment. VPFA Shaffer indicated that she thought it would.

### **FY2017 Budget: Employee Compensation**

VPFA Shaffer reported that the COMP 2014 project to create equity through the university's pay structure impacts the FY17 budget, as 1% is put aside for the equity. In FY17, the Board of Education resolution that increases the overtime pay minimum of salaried employees will significantly impact the budget. Finance will research whether the financial impact will be greater if the university absorbs the overtime charges for employees falling below the minimum salary threshold versus raising the salaries of people who fall below that minimum.

Trustee Scholl asked if student wages would be impacted by the minimum raise. VPFA Shaffer stated that student wages are not driven by Finance, but by the academic units and departments in which the students are employed. As a result, she said that budgeting for student employment within academic units would likely be affected by the minimum salary shifts.

National Trustee Pidwell asked if faculty are leaving due to compensation issues. EVPP Benoit said that they are working to make sure that especially good faculty are retained. She reported that the metrics are hard to come by, but that she was not seeing obvious faculty loss due to compensation issues.

Trustee Scholl asked about compensation across departments, and Benoit said that the compensation was discipline-specific. Trustee Scholl asked if the Russ College of Engineering was an example of increased compensation for recruitment, to which Benoit said that yes, it was, as the administration must take into consideration the compensation the potential faculty member would receive in the private sector.

Faculty Representative McLaughlin said that he felt the compensation issue was much more important in recruiting faculty than it was in retaining them. EVPP Benoit said that she agreed to some extent, but felt that the increased compensation was also important to existing faculty.

VPFA Shaffer reported that healthcare cost was the largest driver of the budget. She said that healthcare costs are rising at a much faster rate than the administration was expecting. Shaffer said that the adjustments and measures that Ohio University had taken to avoid the incoming Cadillac plan tax was good news in that the impact will be less for OHIO in FY17. She described the projected increases in employee deductibles and contributions.

Chair Wolfort asked if the changes shift the cost from the university to the insured party. Both VPFA Shaffer and EVPP Benoit affirmed. Chair Wolfort said that he felt it was important to know that as they moved forward in estimating salary for employees, who would be incurring more cost under the cost shift.

### **FY2017 Budget: Capital Improvement Plan (CIP) and Century Bond**

VPFA Shaffer said that the Century Bond is a budget driver, and described how it would impact the budget moving forward. She showed projections for the debt incurred over the next several years. She said that the debt service outlined is mainly for the FY17 projections.

### **FY2017 Budget: Programmatic Investments**

EVPP Benoit relayed that various programmatic investments served as expense drivers, such as approved and/or hired veteran advisors, ongoing high school recruitment efforts, IT Security, University Compliance officers, immigration lawyers, etc.

EVPP Benoit reported that the Strategic Opportunity Reserves were a budget expense driver. She said that they are investing strategically to serve the university's mission.

### **FY2017 Budget: Future Year Impacts and Assumptions**

VPFA Shaffer reported that it was important to understand where the multi-year budget projections were coming from, and how Finance was planning for potential

future issues, and laid out some of the forecasted expenses moving forward, including depreciation, costs, tuition, deferred maintenance, etc.

Trustee Scholl asked for clarification about the debt issuance, which VPFA Shaffer provided.

National Trustee Pidwell asked about the principal investment made by Ohio University, which he said was not laid out in the chart. VPFA Shaffer said that the university had initially invested \$7 million in order to use interest later, but stated that the market had fallen since the money was invested, and so the university is currently having to cover the decrease in the capital invested.

### **Affordability and Efficiency**

EVPP Benoit reported on the university's efforts to meet the affordability/efficiency goals that had been set for them by the state government. She briefly recapped what the university had done thus far to prepare for greater affordability and efficiency. Regarding Textbook affordability, she indicated that the university had not implemented the items proposed, because they were proposed mainly for universities and institutions that own their own bookstores, which Ohio University does not. The Completion Plan, which provides a timeline and specific details regarding the affordability initiative, is due to the Chancellor of the Board of Regents by June 30, 2016. However, EVPP Benoit reported that the final Completion Plan resolution will not come before the Board of Trustees until the August meeting, so the Completion Plan will be submitted to the Board of Regents in draft format, with a notation that states it is pending the Board's approval.

EVPP Benoit relayed the many ways that Ohio University was working to decrease the time to degree, including education to students regarding the course load they should take in order to reduce their time to degree. She described how the university had solicited advice and feedback from university community members in order to form their completion plan.

EVPP Benoit also outlined the creation of the OHIO Scorecard, submitted to the state in January 2016, which sought to provide affordability-related course and program metrics based on the three-year average of degrees granted, credit hours produced by faculty for students who are enrolled full-time, and the cost of course/program per full-time enrolled student. The OHIO Scorecard will identify and track enrollments in courses over time. While the Scorecard is only due to the state for review every fifth year, Ohio University plans to conduct annual reviews using the Scorecard's metrics.

## **Cost Diagnostics**

VPFA Shaffer reported that cuts that had been made between 2004 and 2010 had created the need for a “deferred maintenance” of various departments. Those same departments that had experienced cuts now needed work and improvements due to potential compliance and infrastructure issues. She stated that some of the intellectual infrastructure that required improvement included information technology, safety, instructional capacity, human resources, and data-driven advising.

VPFA Shaffer reported on how revenue and expenses had shifted over time, using FY06, FY10, and FY15 as benchmarks for comparison. The revenues and expenses showed, as a percentage of budget, how much support/cost came from each of multiple categories, including external sales, private support, state appropriations, tuition, room and board, grants, debt, benefits, salaries, capitalized costs and operating expenses. VPFA Shaffer stated that the university had become more productive and efficient with its dollars, per student headcount, since 2006.

Chair Wolfort said he felt it was important to overlay student improvement metrics on top of the efficiency and productivity metrics, as it might otherwise be assumed that the efficiency was occurring at the expense of students. He suggested that EVPP Benoit and VPFA Shaffer develop charting that showed how both student quality and efficiency were improving at the same time.

Faculty Representative Thomas said he appreciated Chair Wolfort’s observation, but indicated that he was still worried about the effects of “efficiency” on the quality of education. He stated that a focus on efficiency was something that could have long-term negative impacts on education.

Trustee Scholl noted that with a 12% increase in real dollars, there appeared to be a 31% increase in efficiency and productivity, and asked if he was reading that correctly. EVPP Benoit and VPFA Shaffer affirmed that he was correct. Trustee Scholl noted that he felt that was quite an efficiency success story. Chair Wolfort cautioned that while the efficiency was a great success, he felt it was important to avoid the point where the success – to – efficiency ratio inverts. EVPP Benoit said that was a concern that the administration was tracking carefully.

Chair Wolfort and Trustee Scholl noted that the quality versus cost metrics were something that OHIO had been working on for long before the government mandate.

## **Expense Drivers: Capital Investments**

VPFA Shaffer used a series of charts to show the board how healthcare benefits costs, financial aid allocations, SSI, tuition, capital improvements, debts, and utility costs served to drive expenses.

VPFA Shaffer noted that energy infrastructure improvements and inefficient infrastructure taken offline had reduced the overall costs to the university.

Chair Wolfort noted that he was concerned about how the state government might see infrastructural investments as universities just spending more state money, and asked if there was a better way to show what would have happened, cost-wise, if the university had not made the improvements. VPFA Shaffer said that the costs would have been much higher per square foot of space.

Trustee Scholl said that an incremental 10-year improvement plan might not show results for another 10 years after the improvements were made, and asked if there were a way to show what has happened to other institutions that have not invested in improvement versus institutions that have made such investments. Chair Wolfort agreed, and said that he felt there must be a way to show that “we are excellent stewards” of the financial investment made in Ohio University, and felt it should make the university better candidates for continued and increased funds.

VPFA Shaffer outlined the net assignable square footage (NASF) improvements that have been made, and Chair Wolfort said that he felt that the net metric usage in the charting does a disservice to the university, since the same metric takes into consideration both buildings that had been taken offline and buildings renovated/built, thereby neutralizing the visible economic benefit of investments made in physical infrastructure.

### **Program Quality and Growth: Academic Metrics**

EVPP Benoit outlined how academic metrics were collected. She showed how the government formula seeks to show efficiency and productivity metrics. EVPP Benoit said that the university is working to establish what the government wants to measure with the formulas, and if that is actually what Ohio University wants to measure moving forward.

Chair Wolfort said that he felt that the government metrics try to commoditize students, and measured production versus individuals who have received a valuable education, which he feels is the more important determinant of a college degree. Trustee Scholl said that he felt that the government’s metrics detracted from all of the successes that the university has witnessed in recent years as they improved both quality and efficiency.

VPFA Shaffer outlined the Board’s responsibility for approving an affordability and efficiency implementation plan and 5 year goal for the efficiency and affordability taskforce involving cost reduction and cost avoidance in the 5% Senate Challenge.

VPFA Shaffer listed the areas where costs could not be cut, including mandatory benefits, established priorities and priorities that support students, financial aid, unfunded mandates by the state, etc.

VPFA Shaffer and EVPP Benoit said that the implementation was scheduled to begin on August 1, 2016, which does not align with the Board's schedule, so Ohio University would have to submit the implementation plan in draft format to the state, indicating that it pended Board approval. Chair Wolfort asked if there were a way to meet via phone to approve the draft prior to the August meeting. Ohio University General Counsel John Biancamano was consulted on the matter, and stated that in order to abide by the public meeting clause in the Board Bylaws, discussion and voting must be done by Trustees who are physically present, and it cannot be conducted by phone. Therefore, a special meeting prior to the August meeting of the Board of Trustees would not be possible.

### **Capital Improvement Plan**

EVPP Benoit and VPFA Shaffer provided a brief update on the Capital Improvement Plan (CIP).

Trustee Cooper asked about building and sustainability standards used in the CIP. VPFA Shaffer said that they were working on evaluating improvement standards, determining whether they would be Leadership in Energy and Environmental Design (LEED) specific, and whether new buildings had to be constructed with plans for 100-plus years of use, and how long they had to be useful, among other determinants.

Chair Wolfort adjourned the Joint Committee meeting at 12:37pm.

**University Academics Committee  
Lancaster Campus  
Brasee Hall Room 402  
Thursday, June 23, 2016**

Present were Trustees Victor Goodman (Committee Chair), Janetta King, Kevin Lake, Janelle Simmons, National Trustee David Pidwell, Student Trustee Brooke Mauro, Alumni Representative Julie Mann Keppner, Faculty Representative, David Thomas

Committee Chair Goodman called the meeting to order at 2:52 PM.

***Academic Quality – College of Health Sciences and Professions(CHSP)  
Dashboard***

Randy Leite, Dean of the College, provided a presentation giving an overview reviewing the college's mission and strategic plan and the college's efforts toward both.

CHSP continues to have continued growth in enrollment with a current enrollment of 9,300 students in Athens, regional campuses, and online. CHSP is the largest health-focused college in the country. The mission is to be a distinctive health professions college that focuses on five Core Commitments: Outreach to the Underserved, Partnership and Collaboration, Interdisciplinarity, Understanding Diversity, Global Dimensions of Health.

CHSP has sought to balance growth with sustained quality. Following on work started in the university accreditation process, Dr. Sally Marinellie, **Associate Dean for Academic Affairs**, is leading a project to ensure learning through college and program wide assessment.

Student success and retention has been targeted with emphasis on freshman and sophomore advising. Retention for online students is over 90%; Athens campus retention has fluctuated in the 77-84% range over the past five years.

CHSP is working on bolstering research through incentives for new hires.

Revenue diversification includes growth in gifts and pledges, continuing growth in online tuition-generated revenue, and increase in grant funding.

National Trustee Pidwell asked about rapid enrollment growth, specifically, is CHSP at risk of producing too many graduates. Dean Leite explained that graduates continue to find good jobs and a significant portion are already employed. In five years, the demand may lessen, which is why the college continues to seek new markets and to examine trends to identify new areas of need.

### *Standing Reports and Update*

#### **1. Consent Agenda: Faculty Fellowship Awards**

Provost Benoit introduced the list of individuals who were successful in their proposals for Faculty Fellowship awards. The list can be found in the June Board Agenda.

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

#### **2. Consent Agenda: Emeriti Awards**

Provost Benoit introduced a list of individuals nominated for Emeriti recognition. The list can be found in the June Board Agenda.

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

#### **3. Promotion and Tenure**

Provost Benoit introduced a list of individual faculty who were awarded promotion and promotion and tenure. The list can be found in the June Board Agenda. This was an information item and did not require action.

#### 4. **FY16 Approved Certificates**

Provost Benoit introduced a list of new program certificates that have been approved by University Curriculum Council following review and are submitted for approval by the Board.

The new certificates are listed below:

Certificate in Food and Society – Undergraduate

Department of Sociology and Anthropology

College of Arts and Sciences

Certificate in French & Francophone Studies – Graduate

Department of Political Science

College of Arts and Sciences

Certificate in French & Francophone Studies - Undergraduate

Department of Political Science

College of Arts and Sciences

Certificate in Lean Six Sigma – Undergraduate

Department of Engineering Technology and Management

College of Engineering and Technology

Certificate in Lean Six Sigma Methods – Undergraduate (Online)

Department of Engineering Technology and Management

College of Engineering and Technology

Certificate in Project Management – Undergraduate

Department of Engineering Technology and Management

College of Engineering and Technology

Certificate in Technical Project Management – Undergraduate (Online)

Department of Engineering Technology and Management

College of Engineering and Technology

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

**5. Consent Agenda, Regional Campuses Coordinating Council  
Appointments**

Provost Benoit introduced a list of individuals who are proposed for appointment on Coordinating Councils on Regional Campuses.

The proposed appointees are: Jon Saxton, James Carnes, Deborah Kenny, Terrence A. Lee, Craig E. Sweeney, Dianna M. Vargo, Rick Szabrak, Cathy Burns, Brenda Montanez, Halle Schoener Randles, Brian T. Wagner.

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

*Academic Quality – Initiatives*

**1. Persistence Plus**

Provost Benoit introduced Associate Provost (AP) Barbara Wharton. Wharton presented an overview of the function of the Office of Institutional Research. Due to improvements in technology and increased intra-university partnerships, the Office is able to provide increasingly accurate and robust data to academic units.

Committee Chair Goodman asked about the expansion of student persistence data gathering and analysis. Wharton explained that implementation of a Customer Relationship Management (CRM) system is allowing expansion of a freshman retention program, started in Allen Advising Center, to all students in the university. Academic colleges and administrative offices are important partners to capture data that may indicate a student is struggling and needs help in a class or program. The goal is more information sooner.

AP Wharton provided an example of an analysis of the grades of students who take a freshman music theory class. Analysis indicates the course is a strong predictor of the student's likelihood of remaining in the college (and in the university).

Trustee Simmons asked how Institutional Research (IR) knows if a tool "is working." AP Wharton explained that data is provided to academic unit to interpret its significance.

Persistence Plus is a technology that OHIO is implementing as a result of inclusion in a grant. The technology provides text-based "nudges" to students encouraging healthy academic behaviors.

## **2. Disciplinary Accreditation Update**

AP Wharton gave an update about the sixty decentralized (disciplinary) accreditations across the colleges and highlighted some of the recent successful reaccreditations and upcoming reviews.

National Trustee Pidwell congratulated and thanked the Provost for the successful University reaccreditation through the Higher Learning Commission.

## **3. Consent Agenda, Completion Plan**

The University Completion Plan is designed to increase the number of degrees and/or certificates awarded. The adopted Plan was transmitted to the Chancellor of the Ohio Board of Regents. Two completion goals are continued: (1) Increase the first-year retention rates and the graduation rate

by 0.5% each year; (2) extension of the OHIO Guarantee Program. These two goals align with institutional goals and planning.

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

#### **4. Freedom of speech inquiry**

Committee Chair Goodman raised a concern about the University's response to graffiti on the Graffiti Wall. Chair Goodman read an editorial in the Columbus Dispatch which commented about President McDavis' response to students who were offended by messages painted on the graffiti wall. Committee Chair Goodman provided several examples of discussions about free speech on college campuses around the nation, including a recent Task Force at University of Chicago's policy.

Committee Chair Goodman asked if Ohio University has a policy about free speech.

President McDavis explained that the university does not have a standalone policy about free speech.

The President stated that the leadership of Ohio University values freedom of speech and diversity of opinion. Additionally, the leadership of Ohio University values diversity of culture, respect and inclusion. President McDavis pointed out that he has a track record of supporting free speech as well as supporting students who feel threatened or marginalized and that those are not mutually exclusive values.

Committee Chair Goodman says that he does not have the answer as to whether a policy is needed but it is being discussed on the national scene.

Dean of Students Jenny Hall-Jones described and explained OHIO's responses to student political speech. Ohio University has not limited the exercise of free speech. Ohio University has used the aftermath of these events as opportunities for dialogue about the impact such speech can have on individuals and the community. She believes the discussions that have come out of the open forums offered on campus have been constructive in helping students understand one another's experiences and perspectives.

Student Trustee Mauro also asked what plans are in place for the fall election season. Provost Benoit outlined some partnerships between the academic units and Student Affairs to have campus conversations and guest lectures etc. to address free and responsible speech.

President McDavis said that he would review the Chicago policy.

Committee Chair Goodman said he would appreciate it if President McDavis, after review, would advise the Trustees whether Ohio University should have a policy statement on the university's commitment to free and open discourse on the campus.

## 5. **Enrollment Update**

Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, provided this update. Enrollments at Ohio University remain robust, competitive, and in line with strategic enrollment objectives. Retention has increased this year, in part due to the OHIO guarantee and in part due to investment in first year retention efforts and advising.

Specifically, strong summer enrollments are present in nearly all categories with a preliminary increase of 2.03%, strong retention is anticipated for the returning freshman class. overall fall term enrollments are looking to be steady to slightly up following ten straight years of record enrollments.

## 6. **College of Business Core Curriculum Revision Brief**

Dean Hugh Sherman presented changes to the undergraduate and graduate curricula. Changes have been based on recent changes from the discipline, which is accredited by the **Association to Advance Collegiate Schools of Business (AACSB)**, which balances curriculum standards with innovative educational practices. One focus of the review was to support affordability by making clear and accessible pathways to four-year completion.

Student Trustee Mauro asked when the changes would be implemented. Dean Sherman explained that many have been implemented already and the remaining will be implemented in the next year.

Committee Chair Goodman asked about a concern that was raised in a program review about centralized support services. Dean Sherman explained that the Shared Services model was implemented to redirect resources to student advising. All employees found new positions and efficiency was increased by the operational changes.

**7. Consent Agenda, Remediation Free Standards**

Ohio Revised Code Section 3345.061(F), requires that the board of trustees of each institution of higher education shall adopt remediation-free status standards, and any related assessments, into the institution's policies.

Trustee Lake asked about the impact of remediation courses. Provost Benoit explained that the state standards are minimums and OHIO may require higher admission standards. Students may indeed need remediation but the hours would not count towards the degree.

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

**8. Consent Agenda, New Program Location**

The Chillicothe Campus has requested offering an Associate in Applied Business degree in Accounting Technology.

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

**9. Consent Agenda, New Program Scripps College of Communication - Communication Media Arts MFA**

Faculty in the School of Media Arts and Studies and the School of Visual Communication within the Scripps College of Communication have collaborated with faculty in the College of Fine Arts to create a Master of Fine Arts degree in Communication Media Arts.

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

**10. Consent Agenda, New Program Honors Tutorial Program - Dance Bachelors of Art**

The School of Dance, Film, and Theater in the College of Fine Arts has developed a Bachelor of Arts degree in Dance for students enrolled in the Honors Tutorial College.

Provost Benoit explained the value of the tutorial experience for a select number of students in Dance.

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

**11. Consent Agenda, New Program Patton College of Education - Physical Activity and Sport Coaching – non-licensure**

The Department of Recreation and Sport Pedagogy in the Patton College of Education has developed a non-licensure program in Physical Activity and Sport Coaching

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

**12. Consent Agenda, New Program College of Business - Master of Accountancy**

The College of Business proposes to re-establish the Master of Accounting degree.

**The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

**13. Consent Agenda, Program Suspension Regional Higher Education - Deaf Studies and Interpreting**

The Lancaster Campus has requested the Associate of Arts degree program in Deaf Studies and Interpreting be suspended. The suspended status is based on difficulties in finding quality practicum placements, suspension of accreditation of associate level programs by the Commission of Collegiate Interpreter Education, an inadequate interpreting lab, and the lack of sufficient faculty in the program

**14. The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

**15. Consent Agenda, Program Reviews**

The following programs have presented the following rigorous program reviews as part of a process to **maintain program quality**.

- Arts and Sciences Environmental and Plant Biology
- Arts and Sciences Molecular and Cellular Biology
- College of Business
- Scripps College of Communication School of Communication Studies
- Regional Higher Education Medical Assisting Technology (MAT)
- Heritage College of Medicine
- University College Department of Military Science

Provost Benoit asked if the new program review format was helpful. The committee agreed it was and that they appreciated the summaries, the deans' response letters, and the optional material provided so they could read more if desired.

The Committee recommended that the item be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.

Committee Chair Goodman adjourned the meeting at 4:45 PM



**OHIO**  
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**Ohio University Board of Trustees  
Resources Committee Meeting  
June 23, 2016, Thursday  
Ohio University Lancaster – Brasee Hall**

Committee Chair Dave Scholl called the meeting to order at 2:49 pm. Other board members present included Trustee Cary Cooper, Trustee Peggy Viehweger, Trustee Janetta King, Board Chair David Wolfort, Student Trustee Patrick Roden, Faculty Representative Joe McLaughlin, and President Roderick J. McDavis.

● **Resolution, FY17 University Budget Approval**

Committee Chair Scholl reminded the committee that there was a full discussion of the budget during the Joint Committee meeting. The budget being presented reflects total revenues of \$814.2M and a net asset increase of \$88.5M.

**Trustee Viehweger moved to recommend approval to the full board of the FY2017 University Budget; Chair Wolfort provided a second, unanimous approval.**

● **Resolution, Affordability and Efficiency Plan**

Committee Chair Scholl reminded the committee that there was a full discussion of the Affordability and Efficiency Plan during the Joint Committee meeting. This resolution approves the University's \$60M five year cost savings goal to be generated from the plan implementation.

**Chair Wolfort moved to recommend approval to the full board of the Affordability and Efficiency Plan; Trustee Viehweger provided a second, unanimous approval.**

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

Vice President for Finance and Administration (VPFA) Deborah Shaffer summarized the need for the resolutions for Hirtle, Callaghan & Co., LLC and BNY Mellon due to the change in University Treasurer. These documents are required by the outsourced CIO and bank custodian for the University.

**The Committee recommended that the Corporate Resolutions-Hirtle, Callaghan & Co., LLC resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

- **Consent, Corporate Resolutions-BNY Mellon**

**The Committee recommended that the Corporate Resolutions-BNY Mellon resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

- **Consent, College of Business Center for Sports Administration Center Naming**

VP Advancement, Brian Benchoff, discussed the naming opportunity with this long standing corporate supporter of the College of Business Sports Administration Center. This naming of the Center is for a 5-year, renewable commitment. VP Benchoff shared that this particular gift initiated lengthy discussion by University leadership resulting in guidelines for acceptance of naming gifts for Centers and Institutes and how to establish the naming possibilities with corresponding levels of contribution for each unique opportunity.

Future acceptance of such gifts will be at the discretion of senior leadership. It is important to consider the implications on students and their degrees of corporate, renewable naming opportunities. In this instance the corporate donor naming of the Center within the academic program was considered beneficial. It was suggested that a clause be added to such corporate agreements to deal with potential future changes of donor identity due to mergers.

**The Committee recommended that the College of Business Center for Sports Administration Naming resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

- **Consent, Computer Service Center Building Naming**

VP Benchhoff discussed that the lead gift for this opportunity was provided by Phil and Pat Muck as reflected in the naming resolution.

**The Committee recommended that the Computer Service Building Naming resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

- **Consent, Academic Center Naming**

VP Benchhoff, shared that the lead gift for an athletic academic center was provided by Perry and Sandy Sook. An additional 519 donors have contributed following that strong leadership gift.

**The Committee recommended that the Perry and Sandy Sook Academic Center Naming resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

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

Senior Associate Vice President (SAVP) Technologies and Administrative Services, Joe Lalley, provided a brief summary of each project for which request to undertake schematic design is being requested – Ellis Hall, Seigfred Hall, and Tiffin Hall projects. Trustee discussion occurred about the construction audits that have been ongoing for large projects. SAVP Lalley confirmed that two construction audit firms are on retainer and will likely be brought in for these three projects based on their levels of expertise. Project funding estimates presented with design materials represent a ‘best estimate’ before architect and engineer study; by

the time the construction funding is requested the project funding figures are much more refined. Many large campus projects are being phased in a manner to ensure adequate funding is in place. VPFA Shaffer commented on the more detailed presentation of funding sources shared at this meeting and explained that the 'Other' fund source may represent internal borrowing of institutional working capital with intended reimbursement from future fundraising or debt issue.

**The Committee recommended that the Construction - Schematic Design resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

● **Consent, Construction Projects Approval – Design Sook Academic Center**

Trustee Scholl, a donor to the academic center project, recused himself from the meeting and resolution vote; Trustee Viehweger continued the meeting. SAVP Lalley requested this resolution be removed from the Consent Agenda and discussed with the full board in the Main Board meeting. SAVP Lalley provided a brief summary of the request to undertake schematic design for the Sook Academic Center project at the north end of Peden Stadium. The project will also allow for construction of ADA compliant bathroom facilities for the stadium and not displace any stadium seating. Project funding was discussed and it was noted that all the pledges, whether cash or future receipt, are evidenced by signed agreements. Athletics will secure an internal loan to bridge between the expenditure of funds and receipt of pledges.

There was a robust discussion of committee members including a discussion of a resolution from Faculty Senate in opposition of the project. Faculty Senate Chair Joe McLaughlin summarized those concerns in 3 categories:

1. Advising in the center only benefits student athletes;
2. There are significant other deferred maintenance needs;
3. Faculty senate would like the opportunity to offer opinion on fundraising priorities and donor projects.

Trustee Viehweger also discussed a letter of unanimous support the Board received from the Faculty Advisory Committee on Athletics. Trustee Vieweger and Board Chair Wolfort thanked Faculty Senate Chair Joe McLaughlin for the manner in

which he articulated the Senates concerns, however, they expressed their support for the project as a project that contributes to the mission and supports our 4x4. President McDavis reminded the committee that a very small portion of the \$500M raised in the Capital Campaign directly benefitted Athletics and that many of the donors contributing to this project had also contributed to other academic and institutional priorities. Further, this is the only facility project at Ohio University that has been asked to raise 100% of the funding, inclusive of funding internal debt service to backstop pledge cash payments, as well as the facility operating and maintenance costs, prior to receiving approval to move forward with the project.

**Trustee Wolfort moved to recommend approval to the full board of the Construction –Sook Academic Center Design Phase resolution. Trustee Cooper provided a second, unanimous approval.**

**Trustee Scholl re-joined the meeting after the above discussion and vote.**

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

SAVP Lalley provided updates and information on several items before the construction project summaries including: 1) a sidewalk safety project on Richland Avenue with the City of Athens; 2) the challenges of estimating large project budgets which can be hampered due to unforeseen site and facility conditions, undocumented utilities, lack of competitive bids and the ongoing efforts to try to mitigate such challenges; and 3) the soil contamination issue discovered this winter near Lausche and the fact that initial tests show contamination below reportable levels.

SAVP Lalley provided brief summaries of the six projects included as part of the Construction request. The expansion of the 3<sup>rd</sup> floor of the HCOM Cleveland space is a planned construction phase of this existing envelope. The two window and roof replacement budget amendments were the result of poor consultant estimating. Trustee Viehweger expressed disappointment over the past budget estimating problems and the trustees were supportive of the efforts by management to improve estimating in the future.

**The Committee recommended that the Construction resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

- **Consent, Sargent Hall Masonry Repairs - addition**

SAVP Lalley brought forward a resolution to provide approval for funding emergency masonry repairs to the south exterior wall of Sargent Hall. This came up suddenly during a building inspection of the facility. The initial goal will be to stabilize the building this summer before school starts and make final repairs next summer.

**The Committee recommended that the Sargent Hall Masonry Repairs resolution be added to the Consent Agenda for the June 24, 2016 Board of Trustee meeting (the full Board voted on and approved Sargent Hall Masonry Repairs resolution in the main Board meeting)**

- **Consent, City Funding for Northeast Campus Gateway**

University Planner (UP), Shawna Bolin discussed the proposal of a Northeast Campus Gateway in partnership with the City of Athens which would enhance the Stimson Avenue access. This new enhanced entrance to campus has been part of past planning efforts. Gradual movement in constructing the outer loop of campus has occurred and with increased movement of traffic this Stimson Road access enhancement will provide for a safer intersection as well as opportunity to allow access to adjacent properties. Partnering with the City on this project enables the University to complete the entrance in a sooner timeframe than anticipated and leverages funding from multiple external sources. There will be parking loss as a result of this project. The funding presented showed and requested approval of the cost contribution to the City as well as provided conceptual estimate for future replacement of parking displaced. A sidewalk and connection to the bike lane will be a part of the project. Infrastructure will be put in place to allow for future campus signage.

**The Committee recommended that the City Funding for Northeast Campus Gateway resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

- **Consent, Northeast Campus Gateway City Easement**

UP Bolin explained the easement to be granted as part of the Gateway project.

**The Committee recommended that the Northeast Campus Gateway City Easement resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

- **Consent, East State Street Permanent City Easements**

UP Bolin explained that this project will provide sidewalks on the south side of East State Street with 0.2416 in total easement acreage.

**The Committee recommended that the East State Street Permanent City Easements resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

- **Consent, 78 Columbia Avenue Surplus Property**

**The Committee recommended that the 78 Columbia Avenue Surplus Property resolution be retained on the Consent Agenda for the June 24, 2016 Board of Trustee meeting.**

- **Resolution, Clippinger Funding Strategy**

UP Bolin reminded the Trustees of the past projects for Clippinger infrastructure, the multi-phase renovation strategy outlined in the Comprehensive Master Plan and the tours they have taken of the facility where the deferred maintenance elements were evident. It has been difficult to identify a funding strategy for this project. There are significant costs to renovate this science facility and the project is further complicated by flood plain issues. State appropriations, century bond proceeds and debt are being identified as funding sources for the phased projects. This presentation is seeking to use \$11M in excess funds remaining from the original \$90M Lausche funding identified in the Century Bond. The reworked

Energy Infrastructure Project (EIP) is now projected at \$79M, resulting in the \$11M savings. The Century Bond Oversight Committee discussed this \$11M change-in-use and approved as consistent with Board approved Guiding Principles and appropriate due to the university-wide impact of the project and the significant deferred maintenance issues that will be addressed. Projected costs for the 8 year phased plan have been inflated to account for rising pricing.

**Trustee Scholl moved to recommend approval to the full board of the Clippinger Funding Strategy; Trustee King provided a second, unanimous approval.**

- **Bridge Financing Strategy**

VPFA Shaffer referred trustees to the agenda materials provided explaining options being analyzed to insure adequate liquidity with consideration for our planned capital spending: commercial paper or a bank letter of credit. A recommendation will be presented at the next Board of Trustees meeting seeking authorization to proceed.

- **Refunding Strategy**

VPFA Shaffer discussed that the University will need to go to market at some point to secure additional debt and at the same time may take advantage of refunding callable debt. Staff along with financial advisors are analyzing the optimal time for a refunding issue combined with a new money issue in order to limit the impact of staff disruption, manage issuance costs, and respect the market cycle timing.

- **Eastern Campus Baseline Study**

Scott Miller, Voinovich School, discussed the baseline study conducted at the Board's request of the University properties in around the Eastern campus in anticipation of the impacts of fracking on the region. Water, air and forest sampling results did not detect significant environmental contamination to date. The primary environmental concerns are water quality and air quality impairments. OU Eastern does not have a groundwater well on its campus. In order to directly

study the groundwater, the study recommends that a water monitoring well be drilled on the campus to obtain better information. Air quality monitoring techniques are coming online that will give better data. The study team is working with the Ohio EPA and other agencies to define these techniques and will apply them in future studies. Heavy truck traffic due to fracking operations is creating a large dust problem for Dysart Woods. It is recommended that the university work with the Belmont County Engineers office to either close or limit access to heavy truck traffic to the road that transects Dysart Woods. Studies will be ongoing and will provide scientific data of impacts and can also provide oversight in the areas where drilling may be abandoned. The Board requested ongoing monitoring and periodic reporting of impacts.

- **Annual Sustainability Report**

Annie Laurie Cadmus and Elaine Goetz from the Office of Sustainability discussed highlights of the FY16 Climate Action Report.

- **Financial Update**

VPFA Shaffer indicated that the financial update materials are included with current forecasts for June 30, 2016 results and drew Trustee attention to a copy of the state's proposed replacement for the SB6 annual reporting also included with these materials.

- **Courtyard Update**

No Discussion

- **Annual Debt Capacity and Affordability Update**

No Discussion

Action for the August Board meeting includes possible resolutions regarding Clippinger Design; Bridge Financing Strategy; and New Debt Issue and Refunding.

At 4:47 pm meeting was adjourned.

**Ohio University Board of Trustees**  
**Audit Committee Meeting**  
**Ohio University Lancaster – Brasee Hall, Room 414**  
**Thursday, June 23, 2016 – 4:00 PM**

**Present:** Audit Committee Chair Janelle Simmons, Trustee Dave Scholl, Peggy Viehweger, Student Trustee Patrick Roden and President Roderick McDavis.

Audit Committee Chair Simmons called the meeting to order at 4:54 pm.

**FY 2016 External Audit Update**

Keith Martinez and Danny Sklenicka from Plante Moran provided the Audit Committee with an update on the status of the FY16 audit. There were no audit results to report as a result of their interim audit work. The audit is progressing as expected and they will be back on campus to complete the audit prior to the October 15<sup>th</sup> deadline. Trustee Scholl asked if the work was on time. Mr. Martinez responded that they were on time.

**FY16 Audit Plan Status**

Jeff Davis, Chief Audit Executive summarized the FY16 audit plan completion. Several audits were recently completed with final reports to be issued in the next few weeks.

**FY17 Audit Plan Resolution**

Mr. Davis discussed the proposed FY17 audit plan. The plan includes 8 audits. Trustee Scholl made a motion to approve a resolution accepting the annual audit plan. The motion was seconded by Trustee Viehweger. Vote was unanimous. Mr. Davis also discussed additional audit activity that will take place in FY17. Trustee Scholl asked if the scope was set for the Heritage College of Osteopathic Medicine (HCOM). Mr. Davis responded that the scope is determined during audit meetings. Trustee Scholl asked if the Health Insurance Portability and Accountability Act

(HIPAA) would be included. Mr. Davis responded that a separate HIPAA review was currently underway. Trustee Scholl asked if the audit planning was updated based on the Quality Assessment Review (QAR) results. Mr. Davis responded that it had changed. A five-year strategic plan has been developed and shared with the Audit Committee and senior management. This was a direct result of the QAR.

### **Audit Committee Charter**

Mr. Davis provided a summary of the current Audit Committee Charter. The charter outlines the committee's responsibilities related to oversight of the external audit, the Internal Audit Office and compliance matters. Committee Chair Simmons asked if standard language was used in the charter and if it had to be specific, such as the information about the code of conduct. Mr. Davis responded that much of it was standard language and the QAR assessor commented that the chart was well written. Trustee Scholl commented that the audit plan, budget and staffing were regularly reviewed with the committee.

### **Internal Audit External Assessment Wrap-up**

Mr. Davis updated the committee on the Internal Audit external assessment. The Institute of Internal Auditors issued the final report in April. The overall evaluation was "generally conforms," which is the highest rating available. Internal Audit has taken steps to address the recommendations included in the report. Committee Chair Simmons and Trustee Scholl commented that Mr. Davis would receive a performance evaluation from the committee. Committee Chair Simmons and Trustee Scholl asked if they could get example reviews for a Chief Audit Executive (CAE) from the QAR assessor or other CAE peers. Mr. Davis said he would check with the QAR assessor and the other CAEs.

### **Unresolved Recommendations**

Mr. Davis provided the committee with an update on the unresolved internal audit recommendations. A significant percentage of the recommendations issued by Internal Audit have been corrected by management. It is expected that the remaining recommendations will be corrected prior to the August Board meeting.

### **External Audit Support – Agreed Upon Procedures**

Mr. Davis outlined Internal Audit's work with Plante Moran on the NCAA Agreed Upon Procedures (AUP). The AUP is part of the external audit and involves reviewing ICA's revenues and expenses.

At 5:20 p.m. Committee Chair Simmons motioned to move to executive session. Trustee Dave Scholl seconded. The executive session was for the sole purpose of details relative to the security arrangements for the university, pursuant to the provisions of Ohio Revised Code Section 121.22(G)(6). Committee Chair Simmons and Trustees Scholl and Viehweger all voted yes. The vote was unanimous.

The executive session ended at 5:46 pm.

There was no unfinished business.

Committee Chair Simmons adjourned the Audit Committee meeting at 5:47 pm.

**Ohio University Board of Trustees  
Governance Committee  
Minutes  
Thursday, June 23, 2016**

Present were Committee Chair Cooper, Trustees Goodman, Lake and Pidwell, Student Trustee Mauro, Secretary to the Board David Richard Moore and General Counsel John Biancamano.

The meeting was called to order at 4:54 PM.

1. Student Senate Constitution

Landen Lama, Director of University Relations of the Student Senate, presented three amendments to the Student Senate Constitution. The proposed amendments would create a judicial panel and a referendum process and substitute references to “quarters” with “semesters” in the Senate’s Constitution. He described the procedure by which the three changes were approved by the student body. Trustee Goodman offered a motion to refer the amendments to the full Board. Trustee Lake seconded. Motion passed.

2. Graduate Student Senate Constitution

Ken Ward, Vice President of Legislative Affairs of the Graduate Student Senate, presented three proposed amendments to the Graduate Student Senate Constitution. The proposed amendments addressed two formatting issues and altered the frequency of meetings. Trustee Lake offered a motion to refer the amendments to the full Board. Committee Cooper seconded. Motion passed.

3. National Trustee Reappointment

Trustee Lake offered a motion to nominate David Pidwell to serve as a National Trustee for a full term that will expire on June 30, 2019. Trustee Goodman seconded. Motion passed.

4. Appointment of Treasurer

Trustee Lake offered a motion to nominate Deborah J. Shaffer to serve as Treasurer of the Board. Trustee Goodman seconded. Motion passed.

5. Reappointment of Secretary

Trustee Lake offered a motion to nominate David Moore to serve as Secretary to the Board for a term beginning on July 1, 2016 and ending on June 30, 2017. Trustee Goodman seconded. Motion passed.

6. Bylaws and website review

Secretary Moore asked the Committee to review the Board Bylaws and website for any needed changes.

The Committee adjourned at 5:15 PM.

**Ohio University Board of Trustees**  
**Executive Committee**  
**June 23, 2016, Thursday**  
**Ohio University Lancaster – Brasee Hall**

**Present:** Chair David A. Wolfort, Vice Chair Janetta King, Trustees Janelle N. Simmons, Peggy Viehweger, Dave Scholl, Cary R. Cooper, Kevin Lake, National Trustee David W. Pidwell, Student Trustees Brooke Mauro and Patrick J. Roden, Alumni Representative Julie Mann Keppner, Secretary David Richard Moore, President Roderick J. McDavis.

Chair Wolfort called the meeting to order at 1:06pm.

Chair Wolfort introduced a Consent Agenda item: a Honorary Degree for David M. Crane. Trustee Scholl motioned to retain the item on the Consent Agenda for consideration of the full board. Trustee Cooper seconded. Chair Wolfort called for a vote. The motion passed unanimously (the full Board voted on and approved the Honorary Degree for David M. Crane resolution in the main Board meeting.)

Chair Wolfort suggested that the committee move into Executive Session to consider the employment or compensation of a public employee and to consider the purchase or sale of property for public purposes. Trustee Viehweger moved to adjourn to Executive Session; Trustee Simmons provided a second. Chair Wolfort called asked for the role to be called. The Executive Committee adjourned into Executive Session by unanimous vote at 1:35pm.

At 2:42pm Trustee Simmons motioned to adjourn out of Executive Session; Trustee Viehweger provided a second Chair Wolfort asked for a roll call. The motion was passed unanimously and the Executive Session was adjourned.

Chair Wolfort adjourned the Executive Committee meeting at 2:43pm.

**Ohio University Board of Trustees  
Executive Committee  
June 24, 2016, Friday  
Hampton Inn, Conference Room  
Lancaster OH**

**Present:** Chair David A. Wolfort, Vice Chair Janetta King, Trustees Janelle N. Simmons, Peggy Viehweger, Dave Scholl, Cary R. Cooper, Kevin Lake, National Trustee David W. Pidwell, Student Trustees Brooke Mauro and Patrick J. Roden, Alumni Representative Julie Mann Keppner, Secretary David Richard Moore, President Roderick J. McDavis.

Chair Wolfort called the meeting to order at 8:12am.

Chair Wolfort suggested that the committee move into Executive Session to consider the appointment, employment, or compensation of a public employee and to consider the purchase or sale of property for public purposes. Trustee Scholl moved to adjourn to Executive Session; Trustee Simmons provided a second. Chair Wolfort called asked for the role to be called. The Executive Committee adjourned into Executive Session by at 1:35pm.

At 9:04am Trustee Scholl motioned to adjourn out of Executive Session; Trustee Goodman provided a second Chair Wolfort asked for a roll call. The motion was passed unanimously and the Executive Session was adjourned.

AGB Consultant Dr. Terry MacTaggart joined the committee and facilitated a discussion the composition of the Presidential Search Committee and the Search Firms.

Chair Wolfort adjourned the Executive Committee meeting at 10:13am.

# **PRESIDENT'S REPORT**

**presented to**

**Ohio University Board of Trustees**

**August 25, 2016**

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



**OHIO**  
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# Overview

- **Vision, Values & Priorities**
- **OHIO for Ohio**
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# Vision Statement

Ohio University will be the nation's best transformative learning community where students realize their promise, faculty advance knowledge, staff achieve excellence, and alumni become global leaders.

# Core Values

### Excellence is our hallmark

- Outstanding people, ideas, and programs drive our educational mission.

### Integrity, civility and diversity define our community

- These values guide our leadership in a global society.

### Stewardship enhances our legacy

- As Ohio's first institution of public higher education, we are mindful of our accountability to the public trust.

# Strategic Priorities



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



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# OHIO for Ohio



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# Inaugural Ohio Town/Gown Summit



*Photo Credit: Janice S. Haynes*

**Ohio University and the City of Athens hosted the inaugural Ohio Town and Gown Summit on July 20 at OHIO-Pickerington. Several other Ohio universities and municipalities attended. Participants discussed important topics related to community and university relations. These efforts are a result of creating new lines of communication and a willingness to accept that we are stronger together than apart.**

# Staffing Update

## New Survivor Advocacy Program Director Named

*Photo Credit: Ohio University Division of Student Affairs*



**Kimberly Castor, Ohio University's Survivor Advocacy Program Director, is an independently licensed social worker with broad experience in the fields of social work and psychology. She will oversee the confidential support services unit, and will work with Kristin Waltz, Ohio University's newly designated survivor advocate and case manager.**

**Kimberly Castor**

# Government Relations Update

## 5<sup>th</sup> Annual Federal Government Luncheon

Hosted by President McDavis on behalf of the  
Voinovich School of Leadership and Public Affairs



## A Tribute to George V. Voinovich

**Date:** Thursday, September 22<sup>nd</sup>

**Time:** Noon to 2 p.m.

**Location:** National Press Club

529 14<sup>th</sup> St. NW, 13<sup>th</sup> floor  
Washington, DC 20045

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# In Memoriam



Dick O. Linke  
Entertainment Manager  
OHIO Class of 1941



Senator George Voinovich  
Dedicated Public Servant  
OHIO Class of 1958



Alan Riedel  
Foundation Trustee Emeritus  
OHIO Class of 1952

# University Fundraising

## Advancement Travel

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- Denver, CO
- Austin, TX
- Dallas, TX

# Points of Pride

**The Heritage College of Osteopathic Medicine's first class of Rural and Urban Scholars Pathways students graduated in June 2016**



Photo Credit: HCOM

From left to right: Bethany Heidenreich, Paul Landis, Julius Musenze, John Prokop, and Marc Richards

**The Rural and Urban Scholars Pathways program was developed to prepare future physicians to practice in medically underserved communities, and has been made possible by funding from the Osteopathic Heritage Foundations**

# Points of Pride

Ohio University was featured in the Almanac issue of

## THE CHRONICLE OF HIGHER EDUCATION

August 19<sup>th</sup> for its significant increase in diversity during the McDavis administration. The article investigated the effect African-American presidents had on diversity in their institutions.



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# Points of Pride

## **OHIO Professor Alycia Stigall named “Best Paleontologist under 40”**



*Photo Credit: College of Arts and Sciences*

**The Paleontological Society awarded Professor Alycia Stigall the 2016 Charles Schuchert Award. The award is “presented to a person under 40 whose work early in his or her career reflects excellence and promise in the science of paleontology, and thus reflects the objectives and standards of the Paleontological Society.”**

# Points of Pride

## Ohio University receives award for technology commercialization excellence

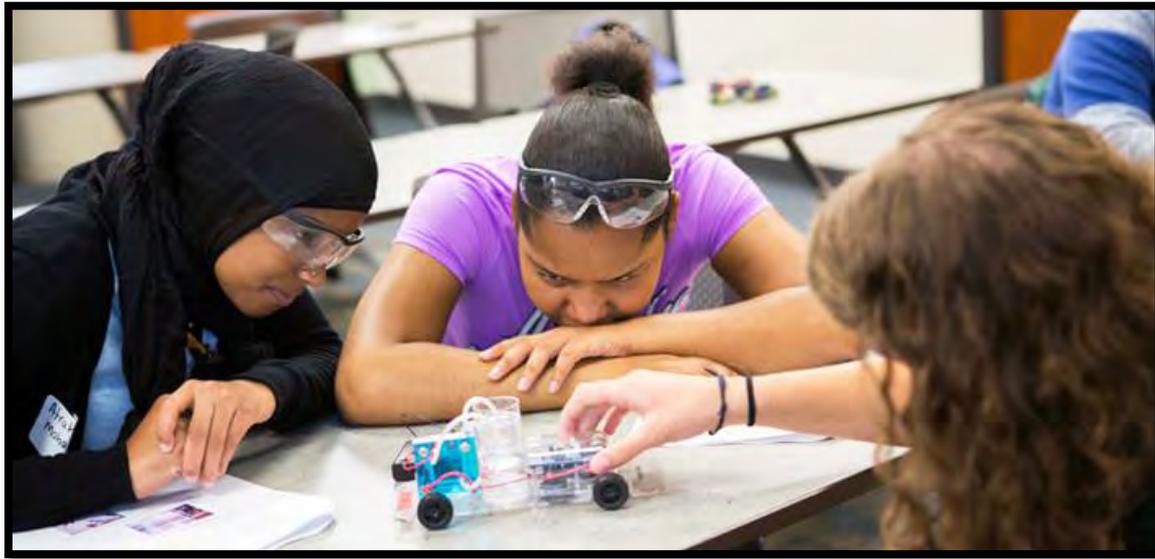


Photo credit: Tory Germann for UMass Lowell

The Deshpande Symposium awarded Ohio University's Technology Transfer Office the "Exemplary Practice in Technology Commercialization" award for its work in assisting in the commercialization of innovative research at a university.

# Points of Pride

## Russ College hosts engineering workshops for high school students



The Russ College hosted more than 30 high school students participating in Penn State University's Upward Bound Math and Science (UBMS) program. UBMS students worked with Russ College faculty and students to learn to "create for good" through hands-on engineering experiments.

# Points of Pride

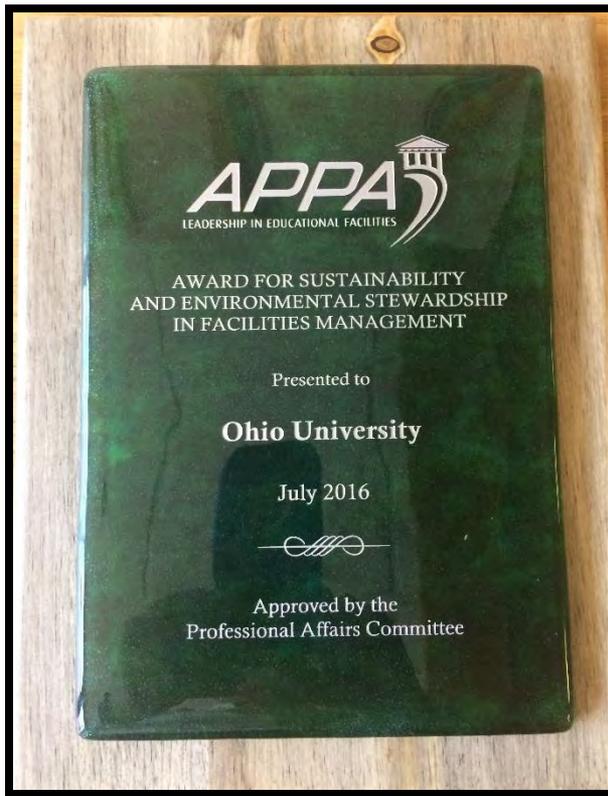
Ohio University's online bachelor's degree completion program ranked 1<sup>st</sup> place in affordability



Nonprofit Colleges Online named Ohio University's online bachelor's completion program in Applied Communications "Best Online Bachelor's in Communication and Public Relations" in the "Students Before Profits" category for 2015-2016

# Points of Pride

**The Association of Physical Plant Administrators (APPA) honored Ohio University with the 2016 Sustainability Award**



*“Ohio University has committed to reaching defined sustainability goals that touch every level of the university.”*

*“Having these concrete plans in place has enabled OHIO to focus its efforts on developing utility plans that accomplish specific efficiency savings and benchmarks.”*

# Points of Pride

**Schoonover Phase II has achieved  
LEED Gold Certification!**



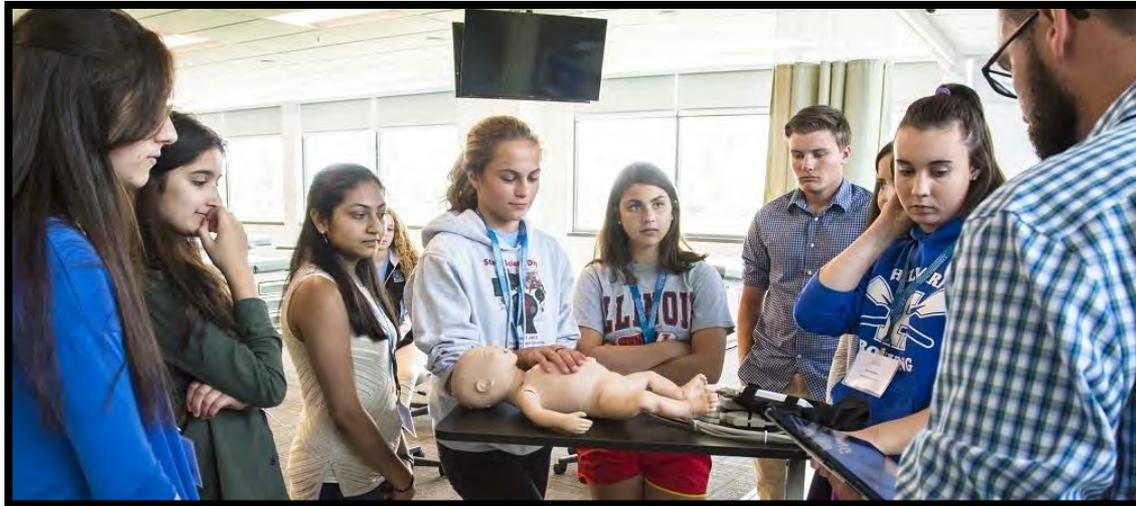
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# Points of Pride

**The College of Health Sciences and Professions hosted the first Health Careers Summer Camp in Dublin**



**32 Central Ohio high school students participated in the June camps, which were designed to introduce students to career opportunities in healthcare. Students gained hands-on experience in healthcare workshops, and learned about ways they could pursue careers in healthcare through programs at Ohio University.**

# Points of Pride



**Members of the Senate of the 131<sup>st</sup> General Assembly of Ohio sent a state proclamation to Ohio University honoring the Swimming and Diving Team for “exemplary achievement” on being named a Scholar All-American Team for the Spring 2016 semester by the College Swimming Coaches Association of America**

# Points of Pride



**Construction on McCracken Hall is progressing nicely  
Dean Renee Middleton was kind enough to give the First Lady and  
me a tour a couple weeks ago**

**Estimated completion is December 2016**

# Points of Pride

**Kids on Campus celebrates 20<sup>th</sup> anniversary**

**Kids on Campus**



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**COLLEGE OF HEALTH  
SCIENCES AND PROFESSIONS**

*Where Everything Connects*

**Each summer, the community-university partnership, housed by the College of Health Sciences and Professions, provides food, programming, and educational resources to hundreds of Appalachia's children**



# Points of Pride

**Patton College professor received a grant to help high school students with disabilities**



THE GLADYS W. AND DAVID H.  
PATTON COLLEGE  
OF EDUCATION



**Called To Lead**

**Leena Landmark, associate professor in Teacher Education, received a \$77,700 grant to help Tri-County Career Center students with disabilities successfully transition to college. With community and university partners, Landmark created Advocates for College and Career Transition, a five-day “boot camp” in June that helped students with disabilities learn self-determination**

# University Spotlight

**Tantrum Theater:  
Investing In Our Students And  
Our Communities by Teaching  
And Creating Great Art**

**Presenters:  
Elizabeth Sayrs, interim dean  
Colin Cardille, theater major  
Sana Selemon, theater major**

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# PRESIDENT'S REPORT

presented to

Ohio University Board of Trustees

August 26, 2016

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## **Interoffice Communication**

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Pamela J. Benoit, Executive Vice President and Provost  
Stephen T. Golding, Senior Vice President for Strategic Initiatives, COO of Dublin Campus

**Re: Dublin Framework Plan**

At both the March and June meetings, we presented updates of the development of the Dublin Framework Plan sharing the planning process, the principles that guide programmatic decisions for the campus, and an understanding about how the campus works within our statewide presence. At the August meeting, Shawna Bolin, University Planner, will share with you the draft Dublin Framework Plan and request approval to go through the City of Dublin's approval process. The document is the culmination of a collaborative effort to develop a framework to support future initiatives and required by the City of Dublin as part of the Economic Development Agreement.

The draft Framework Plan book includes the following Forward from President McDavis sharing project background and intention. As highlighted by President McDavis, "*...the Dublin Framework Plan is a vision plan intended to offer a comprehensive view for how the campus may evolve over time and is intended to guide future development.*" As such, the plan is not a rigid and immutable document, but rather a set of guiding principles and high-level objectives that will change as the University continuously evaluates how to use Dublin to its best purpose. To further quote President McDavis, "*...there will be many opportunities for collaboration and contribution on future opportunities as plans evolve....*"

The draft Framework Plan book provides a comprehensive view of the following:

- Purpose of the Plan
  - How to Use the Plan
  - Process to Develop
  - History of the Campus
  - Existing Campus
  - OHIO for Ohio and Dublin Vision Plan
- Innovation District and Dublin Campus
  - West Innovation District
  - Keys to Successful Innovation Campus/Case Study
  - Guiding Principles and Sense of Place
  - Example Program Elements
  - Planning Principles
- Framework Plan: major streets, open spaces, site typologies, phasing, and capacity
- Regulating Plan: frontages, service areas, parking, pedestrian connections, and key visibility
- Landscape Guidelines
- Building Guidelines

We are respectfully requesting your approval of the draft Framework Plan concept which will enable us to begin a multi-step process in review by the City of Dublin. During this review period there will be opportunities for final refinements. With your approval and subsequently the City's, we then plan to bring the final Framework Plan to you for your approval in early 2017. The attached presentation and draft Dublin Framework Plan book is intended to help guide the Board's conversation, and if we can be of further assistance or provide additional information regarding these matters, please contact us directly at your convenience.

# **APPROVAL OF DRAFT DUBLIN FRAMEWORK PLAN FOR SUBMISSION TO CITY OF DUBLIN**

## **RESOLUTION 2016 -**

**WHEREAS**, in 2012 the University acquired approximately 15 acres for the development of the Ohio University Heritage College of Osteopathic Medicine (OU-HCOM) Dublin Extension campus; and

**WHEREAS**, upon this acquisition, a gift of approximately 97 additional acres was made available to the University by the City of Dublin through an economic development agreement signed by the parties in 2012; and

**WHEREAS**, under that agreement, the University will acquire an additional 25.9 acres from the City of Dublin (Subarea 2) upon the University's completion and City's approval of a Framework Plan for the Dublin campus; and

**WHEREAS**, completion and approval of the Framework Plan also will allow the University and City jointly to develop an additional 25.2-acre parcel adjacent to the campus (Subarea 3); and

**WHEREAS**, the Board of Trustees authorized the development of a master plan for the Dublin campus by Resolution 2014-3407; and

**WHEREAS**, both steering and advisory committees, which included representation from each academic unit of the campus, participated in the development of the plan as well as reviewed and approved the draft Framework Plan; and

**WHEREAS**, the planning team engaged with faculty, staff, and stakeholders throughout the process; and

**WHEREAS**, the planning team engaged with the Board of Trustees throughout the process to gather feedback and input, generating consensus on the direction of the plan; and

**WHEREAS**, the planning team presented the draft Framework Plan at the June 2016 Board Meeting and now has submitted it for the Board's formal review; and

**WHEREAS**, the Capital Funding and Priorities Committee approved the draft Framework Plan and recommended its adoption to the President, and

**WHEREAS**, the draft Dublin Framework Plan has been approved by the President.

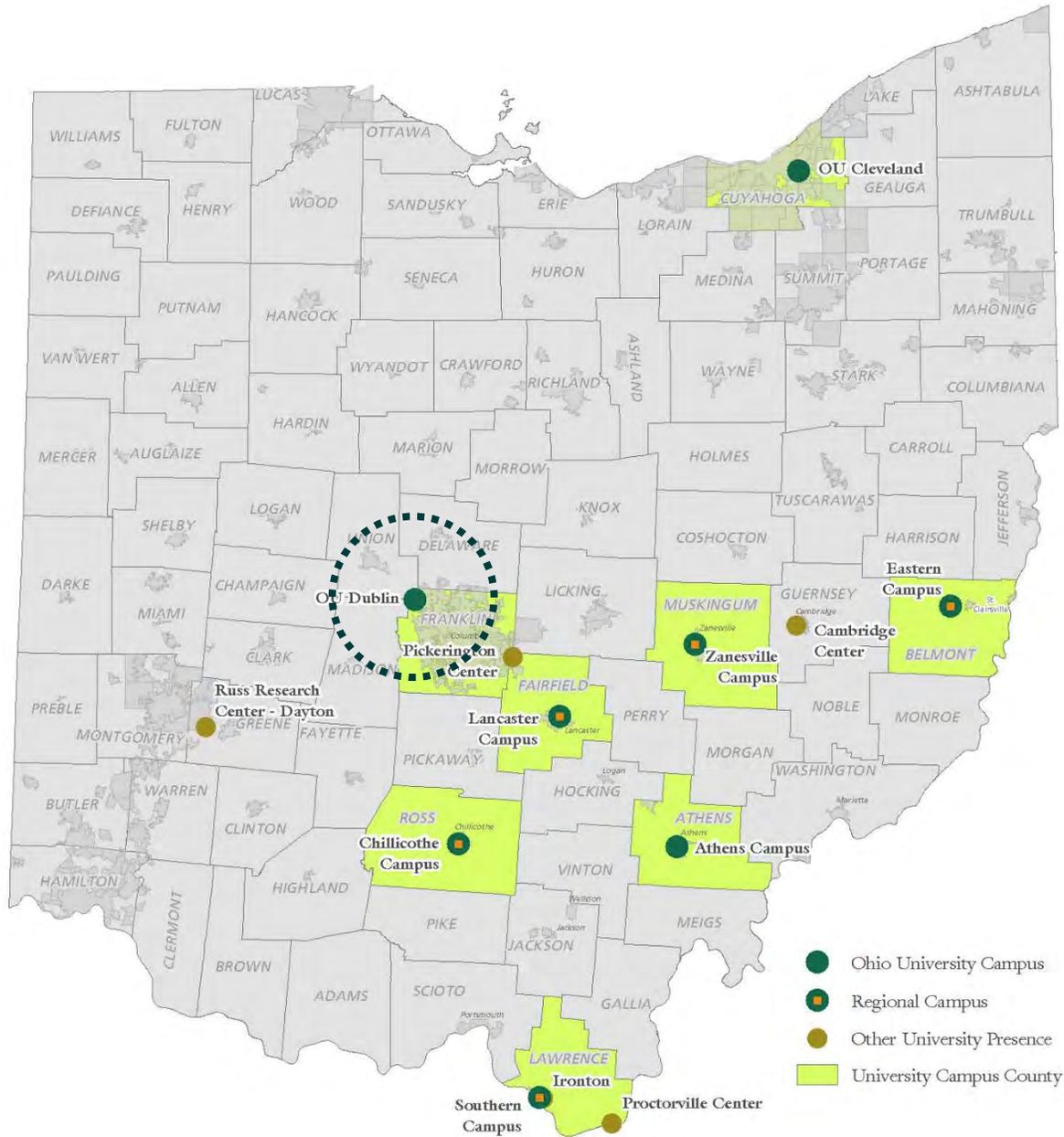
**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees does hereby approve the draft Dublin Framework Plan and approves its submission to the City of Dublin.



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# DRAFT DUBLIN FRAMEWORK PLAN

The Draft Dublin Framework  
Plan is located in a separate  
file.



# DESCRIPTIONS OF RESOLUTIONS

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AUGUST 25, 2016



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## **Interoffice Communication**

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Pamela J. Benoit, Executive Vice President and Provost  
Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer

**Re:** **Governor's Task Force on Affordability and Efficiency**

Per the Governor's Affordability and Efficiency Initiative, President McDavis submitted a draft implementation plan, pending Board of Trustees review, to Chancellor John Carey on August 1, 2016. This implementation plan demonstrates the affordability and efficiency priorities that are a focus of the Board, as well as continuing to respect and build upon our 4x4 Strategic Plan. In our last meeting, we reviewed the university cost diagnostic findings and the goal of \$60M towards improving students' experiences by redeployment of efficiency savings, student affordability and revenue generation.

In the letter to the Chancellor, we highlighted our commitment to affordability and efficiency while also maintaining and continuously improving the academic quality of our programs, our sustainability efforts, our community engagement, and our investment in strategic initiatives.

During this meeting, we would like to review the draft implementation plan, as well as the master recommendation spreadsheet. The master recommendation spreadsheet is a five-year financial plan that highlights initiatives which we will pursue to save the \$60M committed by the Board. Following the Governor's mandate, the sheet also illustrates how we are making direct reductions to student costs and/or reinvesting in the quality of the academic experience for students. We have a robust set of initiatives already prioritized by the Board of Trustees that include faculty compensation initiatives, capital improvements, data-driven advising and scholarships. All of these initiatives will improve student academic experiences. As our master recommendation sheet illustrates, OHIO investment plans in students far exceed our \$60M goal. This is an ambitious plan, but is feasible assuming we continue to grow programs and revenues, find efficiencies, and at least maintain our current instructional and capital funding support.

As you review the implementation plan, please note that there are no #1, #2, or #9 recommendations listed in the template. Numbers one and two are part of the overall master plan and are reflected in the master recommendation spreadsheet as discussed above. The master recommendation spreadsheet directly follows the implementation plan in this packet.

The ninth initiative speaks to joint boards for co-located campuses, but was removed from the template by the Department of Higher Education due to the centralized nature of this recommendation.

We look forward to discussing this with you at the upcoming Board of Trustees meeting.



**Date:** August 1, 2016

**To:** John Carey, Chancellor, Ohio Department of Higher Education

**From:** Roderick McDavis, President

**Re:** **Governor's Task Force on Affordability and Efficiency**

Affordability has always been a primary focus and priority of the Board of Trustees and Ohio University. Planning efforts have been focused on strategies and initiatives that respect this priority while also positioning the university to execute against our 4 x 4 Strategic Plan. These include the following accomplishments, which have had a profound effect on quality, student success, affordability, cost predictability and transparency, and efficiency:

- The OHIO Guarantee
- The Matching Scholarship Program
- Signature Financial Aid Program
- The Energy Infrastructure Program
- Health benefit plan redesigns
- The Deferred Maintenance Century Bond Program

Consequently, OHIO has met or exceeded all state initiatives for efficiency, affordability and streamlining processes. Over the next five years, Ohio University is committed to realizing \$60M to further impact efficiencies, reduce direct student “out-of-pocket” expenses, and/or generate additional revenues. Although we are committed to implementing these strategies, generating additional revenues through enhanced fundraising, new programs, and partnerships and collaborations is an essential dependency to support our planned investments. The attached Master Recommendation Plan outlines financial impacts from the initiatives we have identified thus far.

In the last year we have reported on low enrollment programs and courses and opportunities for efficiencies in course elimination, reduction in sections, change in delivery mode, or combining sections, etc.

We exceeded the 5% challenge issued by the Ohio Senate to develop strategies for students to potentially save at least 5% of their tuition through flexible options, changing cost structures, etc. The goal per student was \$1,007 and we were able to reach an average possible student reduction over \$3,300.

We have accomplished all of this while maintaining or exceeding all existing quality metrics. The quality of our student body is vital, and we have continued to see strong ACT scores, retention rates, and 4-year graduation rates.

When the governor appointed the Ohio Task Force on Affordability and Efficiency, we also appointed a 16-member OHIO Task Force with representation from across our community to discuss efficiency and revenue opportunities. We engaged Huron Consulting to provide analyses and recommendations to support our efforts. A Campus Suggestion Box was created to gather even broader feedback and every recommendation was reviewed for feasibility and responded to by our task force. That group also explored alternative options to the collective recommendations and provided feedback on goal setting and the cost diagnostic. The Board of Trustees met on June 23<sup>rd</sup> and unanimously approved the cost diagnostic and savings goal, as well as having a robust discussion on long-term OHIO efficiencies, sustainability and the upcoming implementation plan. The enclosed implementation plan does not yet have final board approval due to the timing of board meetings. A formal vote will be taken at the August 25<sup>th</sup> Board of Trustees meeting.

Some important areas of note that the Board of Trustees asked that we share include:

- The cost diagnostic (enclosed), when cross referenced with student data, consistently shows that we have gained efficiencies since 2005. While costs have increased, when comparing those to the Consumer Price Index (CPI) or crossing the metric with variables such as student enrollment, square footage, etc. the university has impressive results.
- OHIO implemented the state's first guaranteed tuition program as well as incrementally invested in financial aid and student success programs. The university has focused on academic quality, accessibility, and student success from orientation through graduation to decrease average time to degree completion.
- OHIO continues to be a responsible partner with the state regarding sustainability issues. Major renovations and new buildings are constructed to LEED silver standards. OHIO transitioned from coal, and with other energy initiatives, met our "20 by 20" (20% of Athens energy sources to come from renewable energy by 2020) goal four years in advance. Despite the cost investment of these initiatives, we still gained operational efficiencies.
- OHIO works with our local community to partner in many ways that trigger cost avoidance. For example, we share facilities with the City of Athens, cost share on maintenance and upgrades where possible, look for bulk purchase opportunities for items like road salt, etc. Not only does this potentially save the university funds, but also provides savings to other government entities, while increasing the quality of rural living for our local citizens.
- OHIO implemented an award-winning Innovation Strategy that incentivized interdisciplinary activity to address teaching and learning, business practices, and significant social problems. This involved an inclusive process and generated inventive projects that promise substantial impact on student success, efficiency, and academic quality.

- OHIO has taken deliberate actions to modernize our facilities and infrastructure which yield intentional consequences that reduce maintenance costs, avoid future costs, and enhance our sustainability initiatives.

The culture of engagement, inclusivity, and commitment to excellence at OHIO directly contribute to the affordability and efficiency goals that have always been a focus and priority of our Board of Trustees and university community and which directly support this governor's initiative and prioritization of the same.

We welcome the opportunity to highlight our efforts and thank you for your leadership in this area. Please accept this implementation plan in draft form until the OHIO Board of Trustees have an opportunity to fully review and approve.



## 2016 Efficiency Reporting Guidance

In the early part of 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations to Ohio's institutions of higher education based on three simultaneous principles 1) to be more efficient both in expense management and revenue generation 2) while offering an education of equal or higher quality and 3) decreasing costs to students and their families. The Task Force met several times during the course of 2015. In October the Task Force issued a report with ten recommendations to advise institutions on efficiency and academic practices which will improve both the quality of education and lower costs for students.

Furthermore, House Bill 64 (Section 369.550) requires each institution's board of trustees to complete an efficiency review, based on the Task Force's recommendations, by July 1, 2016, and submit their findings and implementation plans to the chancellor within 30 days, or by August 1, 2016. For additional information on each category and recommendation, please review the [Action Steps to Reduce College Costs report](#), issued by the Ohio Task Force on Affordability and Efficiency.

This document is intended to provide guidance for institutions' reports to the chancellor, based on the legislation – please modify and add additional detail as necessary. **The institutional efficiency review and the implementation plans captured by this template will serve as the data for 2016 Efficiency Advisory Committee Report. These reports are due August 1, 2016.** In 2017 and moving forward, ODHE will issue a survey to the institutions, based on the Task Force Report, as a status update to the implementation plans and will serve as the Efficiency Advisory Committee report.

Campuses will want to review the template to familiarize themselves with the format and content before beginning. The template is structured into four sections:

- **Section 1: Efficiencies** – The first section captures practices likely to yield significant savings for institutions that can then be passed on to students. This includes Procurement, Administrative and Operational, and Energy.
- **Section 2: Academic Practices** – This section covers areas such as textbooks, time to degree incentives, and academic course and program reviews. While improvements to academic processes and policies may not convey immediate cost savings, there will likely be tangible benefits that improve the quality of education for students.
- **Section 3: Policy Reforms** – This section captures additional policy reforms recommended by the Task Force.
- **Section 4: Cost Savings, Redeployment of Savings & Tangible Benefits to Students** – The last section will ask institutions to provide, if applicable, cost savings to the institution in actual dollars saved for each of the recommendations. Furthermore, the institution must advise if the institutional savings has been redeployed as a cost savings to students or offered a benefit to the quality of education for students.

Any questions can be directed to Sara Molski, Assistant Policy Director at the Ohio Department of Higher Education, at 614-728-8335 or by email at [smolski@highered.ohio.gov](mailto:smolski@highered.ohio.gov).

## Section I: Efficiency Practices

### Procurement

**Recommendation 3A | Campus contracts:** Each institution must require that its employees use existing contracts for purchasing goods and services, starting with the areas with the largest opportunities for savings.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.** Although we have not yet mandated use of state contracts, we have utilized preferred vendors for many years. Preferred vendor agreements are already negotiated and in place for a significant number of commodities. Other commodities that continue to be developed include research, IT, office supplies, web suppliers, graphic designers, videography, travel services, and facilities and construction. We have not yet implemented this recommendation to mandate preferred suppliers, but plan to beginning August 2016.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

There is a plan to implement which includes robust communications to inform our community of this requirement as well as engaging faculty and staff to identify specialized commodities and purchases for which we will need exemptions. We will continue to focus on developing new institutional contracts that leverage consolidated buying power across our institution and other Ohio institutions for commodities for which we do not have existing contracts.

**Recommendation 3B | Collaborative contracts:** Ohio's colleges and universities must pursue new and/or strengthened joint purchasing agreements in the following categories:

- Copier/printer services
- Computer hardware
- Travel services
- Outbound shipping
- Scientific Supplies and Equipment
- Office Supplies and Equipment

Contract Type	Is the institution participating in joint contracts? [yes, no, plan to]	Include additional explanation here if needed. If the institution chooses not to participate, please explain why.
<b>Copier/printer services</b>	Yes	IUC – ComDoc
<b>Computer hardware</b>	Yes	IUC, E&I and State – Dell, GovConnection and CDWG
<b>Travel services</b>	Yes	IUC – Altour
<b>Outbound shipping</b>	Yes	E&I – FedEx

<b>Scientific supplies &amp; equipment</b>	Yes	IUC – Fisher Scientific (Primary) and VWR (Secondary)
<b>Office supplies &amp; equipment</b>	Yes	IUC – Office Max

## Assets and Operations

### **Recommendation 4 | Assets and Operations**

**4A Asset review:** Each institution must conduct an assessment of its noncore assets to determine their market value if sold, leased or otherwise repurposed. Where opportunities exist, colleges and universities must consider coordinating these efforts with other Ohio institutions to reap larger benefits of scale.

**Please provide an overview of the process used for the institution’s asset review and the key outcomes below or on additional pages:**

As part of our comprehensive master planning activities, analyses were completed and planning efforts were undertaken to repurpose, invest in and remove facilities to efficiently manage our assets. Once assets were reviewed, three properties were declared as surplus. University is in progress of working with Department of Administrative Services to dispose of these properties. During the June Board of Trustees, the Board voted to declare 78 Columbia Ave. as surplus. Pending legislative approval, we will likely sell that piece of property some time after December 31, 2016. We continue to explore potential disposition of property, and will update as additional information becomes available. Potential revenue from sales and additional leasing opportunities are reflected in the master recommendation attached to this document.

**4B Operations review:** Each institution must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator or other entity. These opportunities must then be evaluated to determine whether collaboration across institutions would increase efficiencies, improve service or otherwise add value.

**Please provide an overview of the process used for the institution’s operations review and the key outcomes below or on additional pages:**

Multiple operational reviews have been ongoing for some time. Operations that have been reviewed and deemed not feasible for outsourcing: parking, housing, dining and airport. Areas such as real estate management at Beaver Creek near Dayton and student health insurance have already been outsourced.

Most recent collaborations include:

**Fuel Center Shared Facility with City of Athens** For many years, Ohio University has allowed the City of Athens to fuel their vehicles at the University owned and operated fuel depot. The depot is open all the time and University and City users can purchase gasoline or diesel fuel at state contract pricing. The City avoids the capital cost of a separate facility and the University and the City benefit from lower operating costs by not operating duplicate facilities.

**Salt Storage** Prior to 2015, the University and the City of Athens operated separate road salt storage facilities. The existing University

facility had to be moved because of the Energy Infrastructure Project. Rather than build a new facility, the City of Athens agreed to share their newer, environmentally compliant facility located near the campus. Similar to the fuel depot arrangement, the University avoids the capital cost of a separate facility and the University and the City benefit from lower operating costs by not operating duplicate facilities.

**4C Affinity partnerships and sponsorships:** Institutions must, on determining assets and operations that are to be retained, evaluate opportunities or affinity relationships and sponsorships that can support students, faculty and staff. Colleges and universities can use these types of partnerships to generate new resources by identifying “win-win” opportunities with private entities that are interested in connecting with students, faculty, staff, alumni or other members of their communities.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.**

OHIO has various partnerships and sponsorships in athletics, academics and alumni relations. The Office of Alumni has partnered with Nationwide Insurance, Comenity Capital Bank and MetLife. OHIO Athletics has pouring rights affinity partnerships as well as other corporate sponsorships. From an academic perspective, we have sponsorships through international governmental agencies, corporations and individuals. New partnerships are being developed in Dublin at our extension campus.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We have implemented this plan. Please see below.

**Please identify partnerships and sponsorships in effect for FY2016:**

Partnerships/Sponsorships	Description
Ohio Health	Athletics Sponsorship
Pepsi	Athletics Sponsorship
Russell	Athletics Sponsorship
MetLife	Office of Alumni partnership
Nationwide Insurance	Office of Alumni partnership

City of Athens	Updating North McKinley Street property
Comenity National Bank	Office of Alumni partner
<p><i>Please note: In addition to the sponsors listed above the university has thousands of corporate partners and individuals that support our academic units. These partnerships provide exclusive internship and hiring opportunities, specialized research support, direct donations to programs and/or colleges, etc. In addition, OHIO has many individual contributors and companies that sponsor activities through the Office of Advancement as illustrated in our last successful capital campaign where over \$500M was raised.</i></p>	

## Administrative

### Recommendation 5 | Administrative cost reforms

**5A Cost diagnostic:** Each institution must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies. This diagnostic must identify, over at least a 10-year period:

- Key drivers of costs and revenue by administrative function and academic program;
- Distribution of employee costs — both among types of compensation and among units;
- Revenue sources connected to cost increases — whether students are paying for these through tuition and fees, or whether they are externally funded;
- Span of control for managers across the institution — how many employees managers typically oversee, by the manager’s function; and
- Priority steps that would reduce overhead while maintaining quality — which recommendations would have the most benefit?

**Has the institution produced a cost diagnostic? If yes, please provide an overview of the process used and the key outcomes.**

Yes, OHIO’s Cost diagnostic has been performed. Main drivers identified include salaries, debt and capital costs and financial aid. These are consistent with BOT priorities. As part of our BOT analysis, costs were normalized by student headcount, GSF, etc. as appropriate.

**Please provide details on the result of the assessment. What are the cost drivers, based on the categories above? Please discuss the institution’s priority areas that offer the best opportunities for recommendation.**

In the cost diagnostic, overall, the university has shown itself to be more efficient than in the past. After multiple years of budget cuts and shrinking state support, OHIO’s costs in many cases are extremely efficient, but some have fallen lower than OHIO would like for the benefit of our students, staff and faculty. A specific example of this would be capital costs. After multiple years of not investing fully in our facilities, while the university is more lean, investments are needed in alignment with our capital improvement plan that envisions continued state support leveraged by private support and debt financing to position the university so that our facilities do not deteriorate more. Deteriorated facilities have increased operating costs due to costly repairs, energy inefficiencies, etc. The full cost diagnostic is attached.

**If the institution has not produced a cost diagnostic, is there a plan to? If yes, what is the implementation plan? If the institution has not completed a cost diagnostic and does not plan to do so, please provide the rationale.**

**OHIO has already produced. See question above.**

**5B Productivity measure:** The Department of Higher Education developed a common measurement of administrative productivity that can be adopted across Ohio's public colleges and universities. While the measure should be consistent, each institution should have latitude to develop its own standards for the proper level of productivity in its units. This will allow, for instance, for appropriate differences between productivity in high-volume environments vs. high-touch ones.

**What steps has the institution taken to improve the productivity measure score or what are the institution's plans to improve the score?**

OHIO continues to face challenges when looking at administrative productivity due the limited classifications for current administrators. In our system, an administrative employee includes anyone who is not identified as a faculty or classified staff member. This includes traditional administrative roles, but also post docs, student advisors and sometimes even instructors of record. The lack of granularity makes it difficult to identify and analyze administrative productivity because there are no measures that represent all administrators. OHIO is undergoing a financial systems enhancement project which will allow us to begin to develop that granularity for better analysis and change management.

**Has the institution implemented or considered utilizing Lean Six Sigma methodology as a tool to evaluate the institution's processes?**

As part of OHIO's review process, suggestions were solicited from campus faculty and staff. This was a strong recommendation. The university plans to review and develop additional lean thinking methodology up to and possibly including the development of a lean institute to streamline processes.

**5C Organizational structure:** Each institution should, as part or as a consequence of its cost diagnostic, review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs. The institutional reviews also should consider shared business services — among units or between institutions, when appropriate — for fiscal services, human resources and information technology.

**Has the institution reviewed its organizational structure? If yes, please provide an overview of the process used and the key outcomes.**

OHIO has a commitment to continuous improvement and has consistently reviewed operational administrative processes. There have been a number of different processes including process review, collaboration, suggestions from across campus and sometimes the hiring of consultants. Consolidations have happened in traditional administrative offices like finance and HR, but also in colleges where processes have been streamlined through adapted shared services models. For example, the College of Business created a shared services model to consolidate all non-academic personnel performing finance and HR functions into one central office. Other colleges like Arts and Sciences and Scripps College of Communication have streamlined budget and compliance issues into more centrally delivered services and are exploring other economies of scale.

**If the institution has not reviewed the organizational structure, is there a plan to? If yes, what is the implementation plan? If the institution not completed a review and does not plan to do so, please provide the rationale.**  
 OHIO continues to review organizational structure. Please see above.

**5D Health-care costs:** Like other employers, colleges and universities have experienced rapid growth in health-care costs. To drive down costs and take advantage of economies of scale, the Department of Higher Education has convened a working group to identify opportunities to collaborate. While no information on healthcare costs is required in this year’s survey, please feel free to share ideas that The institution believes may be helpful for the working group to consider.

As shown in the cost diagnostic, OHIO health care costs continued to rise from 2005-present, even while OHIO enacted plan modifications. In 2014, President McDavis created a university-wide benefits advisory committee to discuss more comprehensive plan changes. The benefits advisory committee surveyed all OU employees to better understand the communities preferences if plan changes were to occur. In 2015, the new benefits plan was unveiled which includes a three-year phase in of higher premiums, higher deductibles and moderate increases in office visits. Eye care coverage was strengthened with premium increases as suggested by the survey results.

**(Optional) Has the institution achieved any expected annual cost savings through health-care efficiencies? Please explain how cost savings were estimated.**

**OHIO’s Three Year Plan**

Options	Current	FY16 (July 2015)	FY17 (July 2016)	FY18 (July 2017)
		Plan Change	Plan Change	Plan Change
Deductible	200/400	400/800	450/900	500/1000
Co-Insurance Maximum	1000/2000	1500/3000	1750/3500	2000/4000
Co-Insurance %	90%	85%	80%	
Office Visit Copays	\$20	\$25		
Rx Retail Copays	\$10/\$20/\$30	\$20/\$30/\$40		
Rx Mail Copays	\$15/\$30/\$45	\$25/\$35/\$55		
Premium	15% - 15% - 15%	15%-16%-17%	15% - 17% - 19%	15-17.5-20

**5E Data centers:** Institutions must develop a plan to move their primary or disaster recovery data centers to the State of Ohio Computer Center (SOCC).

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.** OHIO has not yet implemented this recommendation. Please see below.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

Within the past two years, OHIO has invested in our current data center. To move the center immediately, would cost an estimated \$5M which is not cost effective at this time. We currently have a reciprocal agreement with Wright State that allows us to keep our back-ups at no charge. This saves the university approximately \$80,000 per year. In addition, as digital capacity expands, the university will continue to explore additional no cost alternatives like cloud services.

**5F Space utilization:** Each Ohio institution must study the utilization of its campus and employ a system that encourages optimization of physical spaces.

*Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.*

Examining the utilization of both the interior as well as the physical exterior campus space for the purposes of optimization has been a long-standing effort at Ohio University. This effort was dispersed across several functional areas at the institution until 2013 when the office of *University Planning and Space Management* (UPSM) was created to support the University's academic mission and strategically lead a comprehensive approach to planning. This approach allows Ohio University to provide highest and best use recommendations for an inventory of over 8 million gross square feet across the Athens campus as well as other regional locations across Ohio. Details of this approach are below.

#### SPACE NEED UTILIZATION STUDY AND STRATEGY

The University recently updated the *Comprehensive Master Plan 2016* with an eye towards highest and best utilization of University assets. As part of the master plan study, a space utilization analysis was included for the Athens Campus, providing detailed analysis for every campus unit and employing efficient space standards. A core strategy outcome in the master plan process was *Stewardship of Assets* to best leverage the portfolio and past and future investments. Stewardship of Assets highlights the University's integrated approach to space planning, including strategies and key projects that build on an existing legacy of creative and reasonable use of space to address programmatic needs. Among these strategies are right-sizing campus space, aligning the right space with program need, and optimizing locations for the right programs.

**Please provide details on the results of the assessment below or on additional pages:**

These recommendations are guided by interrelated Smart Growth principles that include *Repurposing Space*, *Replacing Space*, and *Balancing New Space*:

#### REPURPOSING SPACE

Through the Comprehensive Master Plan process, Ohio University has identified transformative renovations to more than 1.8 million square feet of existing academic, residential and administrative space. These renovations address critical deferred maintenance and programmatic needs and, in some cases, reposition the primary space use of the building. Repurposed spaces are designed to *Be Compatible*, allowing for flexible programmatic needs in existing buildings, many of which were designed for specific purposes that no

longer meet the needs of current occupants. In addition, our space plan also takes space off-line when it is determined that it cannot be renovated or repurposed for programmatic needs or it's not financially feasible.

#### BALANCING NEW SPACE

New construction is recommended to accommodate replacement space, planned demolition, and the support of programmatic space needs. Placing new space in the right places helps the University provide dynamic environments for teaching, research, living and recreation, as well as the flexibility to adapt to evolving needs. To maintain a *Right Size Campus*, the total amount of proposed newly constructed space is in relative balance with any proposed demolitions of buildings deemed to be inadequate for renovation. Depending on the design of these facilities, there will likely be an overall reduction in operating and maintenance costs for the University.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

Already implemented. Please see above.

### Energy

**Energy Efficiencies** seek to refine sustainable methods utilized by institutions to procure and use energy (resulting in more efficient use of energy), including, but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring.

**What energy efficiency projects has the institution implemented or enhanced within fiscal year 2016?**

OHIO has aggressively pursued energy efficiencies through equipment purchase, contract negotiation, improving consumption, etc. as well as increasing our efforts to support sustainability. One example of this is the elimination of using coal as an energy source which was implemented last year. Some other examples include:

Project	Collaborative Partnership(s)	Explanation
<b>Steam/Condensate Distribution Maintenance</b>	Conservation	Completion of a second campus-wide steam outage for a major infrastructure maintenance project. Last year's outage (Summer 2015) resulted in Central Plant energy and water savings of 19% and 30%, respectively. We expect similar reductions this year as we continue to realize last years' savings. Cost Avoidance for Water is Estimated at \$110,000; Cost Avoidance for Energy is Estimated at \$750,000; Energy Savings Estimated at 120,000 MMBTU
<b>Energy Efficient Equipment</b>	Conservation	Installation of more energy efficient equipment in buildings. The energy efficient equipment allowed us to avoid energy usage and receive utility rebate checks from AEP Ohio. OHIO has received \$138K in rebates this fiscal year from AEP Ohio and has applied for an additional \$12K expected by end of FY2016. The energy efficient purchases this year has avoided an estimated 1.5 million kWh (approx. 5,120 MMBTU).
<b>Renewable Energy</b>	Sustainability	Signed a contract for a provision that starting December 2015, 50% of campus electricity purchased is from renewable sources. Our new electricity purchasing guidelines enables Ohio University to realize our Sustainability Plan goal of 20 percent of energy sources for the Athens Campus four years ahead of schedule.
<b>Boiler Upgrades</b>	Conservation & Sustainability	On November 24th, 2015 (Thanksgiving Day), Ohio University stopped burning coal to heat the campus, switching to a cleaner fuel source, natural gas. The new boilers using natural gas as an energy source are approximately 12% more efficient at producing steam than our old boilers using coal as an energy source (82% vs 70%, respectively). In FY2015, Lausche Heating Plant had a total weather-normalized energy input of 886,000 MMBTU, FY2016 weather-normalized energy input is predicted to be 600,000 MMBTU. The 12% increase in efficiency decreases our annual Lausche energy inputs by an estimated 100,000 MMBTU.

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## Section II: Academic Practices

### Recommendation 6 | Textbook Affordability

**6A Negotiate cost:** Professional negotiators must be assigned to help faculty obtain the best deals for students on textbooks and instructional materials, starting with high-volume, high-cost courses. Faculty must consider both cost and quality in the selection of course materials.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.** OHIO is exploring alternatives to this recommendation due to lack of existing negotiation staff.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We do not have sufficient staff to provide this service, so this recommendation would require increasing our costs. Before we increase administrative costs, we would like to explore alternative methods of accomplishing the same objective.

Ohio University is implementing a multipronged strategy for reducing the cost of course materials. As part of this strategy, we will:

- Support faculty integration of licensed library materials and assertive fair use of copyrighted works in place of textbooks;
- Incentivize faculty adoption of open source educational materials and licensed electronic resources within existing library holdings, particularly for large enrollment courses;
- Promote course redesign that incorporates creative commons licensed faculty- and student- generated content;
- Negotiate direct with publishers for reduced etext rates with publisher-independent content platform to manage delivery; and
- Explore vendor partnerships that ensure on demand delivery of textbooks to students at competitive prices

We anticipate a growing cost savings over time as adoption rates increase for one or more of these strategies. We project a savings for students of 15% for students, or just over \$2M.

**6B Standardize materials:** Institutions must encourage departments to choose common materials, including digital elements, for courses that serve a large enrollment of students.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.**

Research was completed to identify our most expensive courses with the largest enrollments. Once the list was established, our Senior Vice Provost of Instructional Innovation began meeting with those departments to discuss cost reduction through a variety of methods including supporting multiple textbook versions, utilizing open source documents, and course redesign.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We are currently implementing. Please see above.

**6C Develop digital capabilities:** Institutions must be part of a consortium to develop digital tools and materials, including open educational resources, that provide students with high-quality, low-cost materials.

**Please explain your efforts to develop digital tools and materials.**

In fall of 2015, OHIO made a general call to faculty who would like to revamp their courses to take more advantage of open source and digital documents. Response was high and the university library is working directly with those faculty to provide low-cost materials. In addition, the Senior Vice Provost for Instructional Innovation has been working with colleges to identify additional opportunities for improvement including the standardization of materials as possible. OHIO is not yet part of a consortium, but we will look for opportunities to collaborate with other institutions as part of our 1-2 year goals.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We are currently implementing. Please see above.

**Recommendation 7 | Time to Degree**

**7A Education campaign:** Each institution must develop a coordinated campaign to educate its full-time undergraduates about the course loads needed to graduate on time (two years for most associate degrees and four years for most bachelor's degrees).

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.**

OHIO has a robust orientation program and also offers learning community opportunities for first year students. Course load is addressed in individual advising sessions for students that specify which courses they need to take and at what time to graduate on time. This includes the number of courses needed per semester. Beyond first year learning communities, many colleges are offering additional advising sessions regarding courses needed to graduate on time. The Patton College of Education meets with all students and provides them with individualized study plans, which are signed and dated to make clear the students' expectations. Other colleges either have some variation of this or are adopting a similar model.

In addition, OHIO University responded to the 2012-2013 state budget bill by creating 120 three-year degree options (out of approximately 220 degree programs) by the summer of 2014. Over the prior three academic years (AY 2012-2013 through AY 2014-2015), approximately 46% of all degrees were awarded to students in programs where three-year degree pathways are available.

Many three-year plans include options for summer courses, AP credit, College Credit Plus credits, etc. Not all three-year degrees or students will require summers courses. Based on the recommended summer credits in the proportion of degrees awarded in each three-year plan, the conservative estimate below assumes tuition for 17 credits of summer courses rather than assuming AP credits, College Credits Plus credits, PLA, etc. It is likely that more and more students will bring credits from College Credit Plus with them in the coming years, further increasing savings. Below is a sample savings for an individual student on the three-year plan:

	3-year plan	4-year plan
Year 1 full cost of attendance	24,472	24,472
Year 2 full cost of attendance	24,472	24,472

Year 3 full cost of attendance*	24,472	24,472
Year 4 full cost of attendance*	0	24,472
Summer tuition and books (17 credits)**	6,269	
TOTAL	79,685	97,888
Savings	18,203	
Percent savings	18.60%	

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We are already implementing. Please see above.

**7B Graduation incentive:** Institutions should consider establishing financial incentives to encourage full-time students to take at least 15 credits per semester.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.**

OHIO offers a comprehensive tuition rate for students whereby students pay one rate which covers 12-20 credit hours of enrollment. Statistics for the past two academic years show that over 90% of OHIO's full-time students take more than 12 credit hours each term. Students can reduce the cost of their degree by approximately \$227 per academic year by taking advantage of the comprehensive tuition structure and enrolling in more than 12 credit hours each semester.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We are already implementing. Please see above.

**7C Standardize credits for degree:** Institutions should streamline graduation requirements so that most bachelor's degree programs can be completed within 126 credit hours or less and an associate degree programs can be completed within 65 credit hours or less. Exceptions are allowed for accreditation requirements.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.**

OHIO has analyzed degrees and most of our programs are currently at 120 credit hours. Of those, a small percent is above 120 credit hours, largely due to accreditation requirements.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We are already implementing. Please see above.

**7D Data-driven advising:** Institutions should enhance academic advising services so that students benefit from both high-impact, personalized consultations and data systems that proactively identify risk factors that hinder student success.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.**

OHIO redirected and augmented its advising program in 2015 to focus more on data-driven advising. Advising has always been both a centralized and decentralized function, but we have updated our program to create hybrid student success advisors which are located in each college with the primary focus of using data analysis to identify students needing additional attention including students in the “murky middle”. OHIO expects that this will improve our retention rates which are already some of the best among Ohio colleges and universities.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We are already implementing. Please see above.

**7E Summer programs:** Each campus must develop plans to evaluate utilization rates for summer session and consider opportunities to increase productive activity. In particular, institutions should consider adding summer-session options for high-demand classes and bottleneck courses that are required for degree completion.

**Please provide details on the results of the assessment. In particular, please address whether the campus added summer session options for high-demand and bottleneck classes.**

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

For the 2012-2013 summer term, summer accounted for only 7% of the activity normally observed in the fall term. In 2014, a summer task force was created to analyze ways to increase summer programming. Implementing a trimester program was explored. In Summer 2014, approximately 8,125 cumulative additional seats were offered from 2013, with both on-campus and abroad programs experiencing growth. Enrollment since 2012 has increased by 10.7%. Summer programming initiatives include allowing incoming freshmen to start early at a lower tuition rate, increasing summer courses transfer students need to be able to graduate on time and other bottleneck courses, offering workshops to high school students for credit, developing new online courses for our non-residential summer students, etc. We plan to continue to increase summer programming and attendance.

**7F Pathway agreements:** Ohio institutions should continue to develop agreements that create seamless pathways for students who begin their educations at community or technical colleges and complete them at universities.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.**

OHIO currently has 73 formal signed agreement with Ohio Community Colleges as well as some in Kentucky and West Virginia. OHIO Community Campus Managers visit and/or maintain offices at participating colleges and work directly with students who would like to transfer. As part of these signed agreements, we maintain advising guides that explain pathways from community college associate degrees to Ohio University bachelor degrees. We also have advising guides for those programs where we are working on articulation agreements. Due to the legal process of articulation agreements, they take longer to complete than the advising guides, but we have many more in the queue. OHIO plans to have 15 more formal signed agreements in place by mid-August. Current articulation agreements are in place for the following programs/colleges:

<b>Community College</b>	<b>Ohio University Academic Major</b>	<b>Articulation Status</b>
Central Ohio Technical College	Criminal Justice	Complete
Central Ohio Technical College	Applied Management	Complete
Central Ohio Technical College	RN to BSN	Complete
Central Ohio Technical College	Technical and Applied Studies	Under Renewal
Cincinnati State	RN to BSN	Complete
Clark State Community College	Criminal Justice	Complete
Clark State Community College	Applied Management	Complete
Clark State Community College	RN to BSN	Complete
Clark State Community College	Technical and Applied Studies	Under Renewal
Columbus State Community College	Criminal Justice	Complete
Columbus State Community College	Applied Management	Complete
Columbus State Community College	Occupational Hygiene and Safety	Complete
Columbus State Community College	RN to BSN	Complete
Columbus State Community College	Environmental Health Science	Complete
Columbus State Community College	Applied Communication	Under Renewal
Columbus State Community College	Technical and Applied Studies	Under Renewal
Columbus State Community College	Customer Service	Under Renewal
Columbus State Community College	BSTOM	Complete
Columbus State Community College	Occupational Hygiene and Safety	Complete
Columbus State Community College	Environmental Health Science	Complete
Cuyahoga Community College	RN to BSN	Under Renewal
Eastern Gateway Community College	Criminal Justice	Complete
Eastern Gateway Community College	Applied Management	Complete

Eastern Gateway Community College	RN to BSN	Complete
Eastern Gateway Community College	Technical and Applied Studies	Under Renewal
Eastern Gateway Community College	Customer Service	Complete
Edison Community College	Criminal Justice	Complete
Edison Community College	Applied Management	Complete
Edison Community College	RN to BSN	Complete
Edison Community College	Technical and Applied Studies	Under Renewal
Hocking College	Criminal Justice	Complete
Hocking College	Applied Management	Complete
Hocking College	RN to BSN	Complete
Hocking College	Outdoor Recreation and Education	Complete
Hocking College	Outdoor Recreation and Education	Complete
Hocking College	Recreation Management	Complete
Hocking College	Recreation Management	Complete
Hocking College	Technical and Applied Studies	Under Renewal
Hocking College	Restaurant, Hotel and Tourism	Complete
Lorain County Community College	Technical and Applied Studies	Renewal
Marion Technical College	Criminal Justice	Complete
Marion Technical College	Applied Management	Complete
Marion Technical College	Technical and Applied Studies	Complete
Marion Technical College	RN to BSN	Complete
Owens Community College	Criminal Justice	Complete
Owens Community College	Applied Management	Complete
Owens Community College	RN to BSN	Complete
Owens Community College	BSTOM	Complete
Owens Community College	Technical and Applied Studies	Under Renewal
Sinclair Community College	Communication Studies	Complete
Sinclair Community College	Criminal Justice	Complete
Sinclair Community College	Applied Management	Complete
Sinclair Community College	Technical and Applied Studies	Complete
Sinclair Community College	RN to BSN	Complete
Sinclair Community College	Customer Service	Complete
Sinclair Community College	BSTOM	Complete
Stark State College	Technical and Applied Studies	Complete

Stark State College	RN to BSN	Complete
Stark State College	Criminal Justice	Complete
Stark State College	Applied Management	Complete
Terra State Community College	Criminal Justice	Complete
Terra State Community College	RN to BSN	Under Renewal
Terra State Community College	BSTOM	Complete
Terra State Community College	Applied Management	Complete
Terra State Community College	Technical and Applied Studies	Complete
Terra State Community College	Customer Service	Complete
Washington State Community College	Criminal Justice	Complete
Washington State Community College	Applied Management	Complete
Washington State Community College	RN to BSN	Complete
Washington State Community College	Technical and Applied Studies	Under Renewal
Zane State College	Criminal Justice	Complete
Zane State College	Sport and Lifesyle Studies	Complete
Zane State College	Applied Management	Complete

**Please provide details. In particular, how many articulation agreements does the institution have with other Ohio colleges and universities (either 2+2 or 3+1)?**

We currently have 73 signed formal agreements (see above), 15 more expected in mid-August, and many more in the queue. In addition, we have many RN-BSN hospital partnerships that are not listed above.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

OHIO has implemented this recommendation. Please see above.

**7G Competency-based education:** Institutions should consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.

The Ohio University College of Business (CoB) is working with expert consultants and the Competency Based Education Network, to explore the design and delivery of a competency principled degree completion program based on the Dublin campus where students with accredited AS degrees in Business will complete either the BSAM or the accredited BBA degree through a unique student centered approach.

Competency Principled Degree Completion - An Innovative Approach

Enlisting the help of competency based education experts and regional partners, the Ohio University College of Business (COB) is developing an innovative way for the next generation of Ohio's workforce to complete their bachelor's degree in business. Federal and state officials are demanding that universities develop competency-based learning approaches, especially for nontraditional students. Both the Ohio Governor and Chancellor of Education recognize the need for public colleges to develop competency-based educational approaches.

Competency Principled Education is "an intentional and transparent approach to curricular design with an academic model in which the time it takes to demonstrate competencies varies and the expectations about learning are held constant. Students acquire and demonstrate their knowledge and skills by engaging in learning exercises, activities and experiences that align with clearly defined programmatic outcomes. Students receive proactive guidance and support from faculty and staff. Learners earn credentials by demonstrating mastery through multiple forms of assessment, often at a personalized pace." The Competency Based Education Network,

The OU CoB will develop a pilot program to offer both the BSAM and accredited BBA targeted at people in the workforce who hold an Associate's degree in Business. Partnering with local business and other participants, this would be the first program of its kind in central Ohio to offer both the BSAM and the accredited BBA degrees. This is an important pilot and learning opportunity for the University. We working with a national expert in Business CBE and are including two representatives from RHE to work on this project team so that what we learn may be shared with RHE.

Target Market is Central Ohio centered on Ohio University's Dublin Campus

Dublin is one of the state's fastest growing cities and, "one of the nation's strongest and most diverse economies." The largest employers include Cardinal Health, Nationwide, Ohio Health FSERV and IGS Energy.

In the Columbus metropolitan area there are more than 1.23 million adults, of whom an estimated 700,000 have a high school degree/GED but less than a bachelor's degree. As we know, business is the most popular major for traditional and nontraditional college students nationally. According to the National Center for Education Statistics (2012), an estimated 40 percent of nontraditional students seek to complete a bachelor's degree in business.

**If applicable, please provide additional details. In particular, how many students does the institution estimate the competency-based education programs will serve?**

It is expected that we will see 50-100 students in the BBA program and an additional 250 in the BSAM program

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

OHIO is planning on implementing. Please see above.

## Recommendation 8 | Course and Program Evaluation

**8 Duplicative Programs:** Institutions should consider consolidating courses and/or programs that are duplicated at other colleges and universities in their geographic area.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.**

The university performed a comprehensive review of under enrolled and duplicative programs. As a result of that analysis, duplicative programs are being reduced on campus. (Please see below). In addition, our OU-Southern campus has partnered with Rio Grande Community College, Shawnee State, and Southern State Community College to secure funding for technical training equipment. The equipment can be used for degree programs and for workforce training needs such as onsite hazardous materials training at industrial sites, advance manufacturing training, and training for healthcare providers.

Ohio University Southern is also partnering with the Ohio Strategic Training Center, Rio Grande Community College, Shawnee State University, and Southern State Community College. The partnership will provide additional technical training degrees and certificates to meet local workforce needs. The first programs being offered are a logistics degree and a pharmacy technology certificate from Southern State Community College. Ohio University Southern can provide all of the general education courses while the partnering institutions bring the needed technical programs.

*OHIO provided a list of low-enrollment courses to ODHE before January 31.* We are exploring opportunities particularly in the less commonly taught language courses. We will work with ODHE to partner with other institutions as the opportunity arises. In addition, we continue to look for supplemental ways to manage low enrollment courses. One such strategy is in the teaching of our Hindu classes. We have partnered with the Fulbright organization so that their Fulbright scholars teach these courses for only a fee waiver, reducing the overall cost to the institution. We continue to pursue planning and scheduling opportunities that also minimize low enrollment courses.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We are working to find collaborations and develop them. As part of House Bill 64, we understood that ODHE would be creating a sharing network to further develop these partnerships. We would welcome that participation.

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## Section III: Policy Reforms

### Recommendation 10 | Policy Reforms

**10A Financial advising:** Ohio's colleges and universities should make financial literacy a standard part of students' education.

**Has the institution implemented this recommendation? If yes, please provide an overview of the process used and the key outcomes.**

Beginning in summer 2015, the Office of Financial Aid initiated a financial literacy program with the assistance of an outside provider. We share information about the GradReady program with students beginning at orientation and throughout the year via email notifications. Details can be found at <https://www.ohio.edu/financialaid/financial-literacy.cfm>.

OHIO also offers learning communities for all incoming freshman. As part of that course, there are lesson plans regarding financial literacy. The lesson plan covers items such as interest rates, loan compounding, student loans, savings goals, etc.

**If the institution has not implemented this recommendation, is there a plan to implement? If yes, what is the implementation plan? If the institution has not implemented this recommendation and does not plan to do so, please provide the rationale.**

We are already implementing. Please see above.

**10B Obstacles:** The state Department of Higher Education and/or state legislature should seek to remove any obstacles in policy, rule or statute that inhibit the efficiencies envisioned in these recommendations.

**What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the institution?**

**Compliance Costs:**

Compliance is an important part of higher education: it is necessary for evaluation, assessment, and accountability. However, as additional reporting and compliance initiatives are created, it would be advantageous for this be looked at holistically and put in context with other compliance reporting that is already requested. Duplicative or semi-duplicative reports should be reviewed and consolidated whenever possible. Costs of compliance in higher education are significant and while it is understandable, anything the state can do to stabilize this would be welcomed.

**Capital Fund Processing:**

The release and use of capital funds continues to be a challenge for OHIO. If there are ways to streamline and expedite this process, it would be appreciated.

**Real Estate:**

Today's public universities increasingly must be more pro-active and entrepreneurial in managing their real estate holdings. This is true both in identifying assets to monetize and sell or lease and in acquiring strategic properties in order to further their educational and research missions and to spur economic development. However, the processes public universities must follow in doing so – in many cases, seeking approvals from the General Assembly, Controlling Board and Department of Administrative Services -- are often inconsistent with the nimbleness and decisiveness often required by the marketplace. With more autonomy and flexibility in this area, subject to appropriate reporting and oversight, Ohio University could better achieve its missions for its students, faculty and surrounding community.

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## Section IV: Cost Savings, Redeployment of Savings & Tangible Benefits to Students

The following charts allow each institution to report this information. For the first chart, please provide, if applicable, any actual cost savings to the institution for fiscal year 2016 (or expected annual cost savings) for each of the recommendations from the Task Force. (Please note this does NOT include cost avoidance.) Then the institution should indicate “yes” or “no” to the savings being redeployed to lower costs for students in terms of tuition, room and board, and/or student financial aid. If there was no savings or the institutional savings was not redeployed, please indicate “yes” or “no” to the practice providing a tangible benefit to the quality of students’ education.

For the second chart, please provide more detail as to how cost savings were deployed, specifically in the following categories: reductions in cost of attendance, student financial aid, student services, investment in efficiency and affordability tools, and student program improvements. Please use the explanation field to provide further detail.

DRAFT

**Please use the chart below to capture, if applicable, FY16 cost savings, or expected annual savings, to institutions in actual dollars:**

Annual savings FY17-FY21 are detailed on the attached master recommendation sheet. Efficiencies were gained in Fiscal Year 16 numbers, however many were already captured in our planning assumptions when we originally developed the budget so there are not additional savings to show. However, some of these planning assumptions were what allowed us to not increase tuition by the maximum allowed, so students already benefited. Below are the remaining unaccounted for savings where applicable.

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<b>Recommendation</b>	<b>If applicable, provide the actual FY16 cost savings, or expected annual cost savings to the institution</b> <small>*Put NA if no savings</small>	<b>Were the savings redeployed to reduce the cost of college for students? (Yes or No)</b>	<b>Or did the practice provide tangible benefits to the quality of students' education? (Yes or No)</b>
<b><i>Efficiency Practices</i></b>			
4A: Asset Review	N/A		
4B: Operations Review	\$72,235	Yes	
4C: Affinity partnerships and sponsorships	Budget being assessed		Yes
5A: Cost diagnostic	N/A		
5B: Productivity measure	N/A		
5C: Organizational Structure	Budget being assessed		
5D: Health-care costs	See master plan for annual savings		
5E: Data Centers	Server replacement - See master plan for annual savings		Yes
Energy projects	\$138,000 minimum See master plan for annual savings	Yes	Yes
<b><i>Academic Practices and Policies</i></b>			
6A: Negotiate cost on textbook affordability	See master plan for annual savings		
6B: Standardize materials	See master plan for annual savings		
6C: Develop digital capabilities	See master plan for annual savings		
7A: Education Campaign	Direct benefit to students – not listed in budget	Direct benefit to students	
7B: Graduation Incentive	Direct benefit to students – not listed in budget	Direct benefit to students	
7C: Standardize credits for degrees	Direct benefit to students – not listed in budget	Direct benefit to students	
7D: Data-driven advising	Direct benefit to students – not listed in budget	Direct benefit to students	
7E: Summer programs	Insufficient Budget Data	Yes	
7F: Pathway agreements	Direct benefit to students – not listed in budget	Direct benefit to students	
8: Duplicative courses and programs	Ongoing reduction of courses, but no tracking mechanism in place	Yes	

Low-enrollment programs:	Ongoing reduction of courses, but no tracking mechanism in place	Yes	
10: Financial advising:	Direct benefit to students – not listed in budget	Direct benefit to students	
<b>Total Expected Annual Cost Savings:</b>	See master recommendation sheet		

Please utilize the chart below to show how the total actual cost savings listed above were redeployed to either (1) reduce the cost of college for students or (2) to provide tangible benefits for the quality of students' education:

Category	Amount Invested	Explanation
Reductions to the total cost of attendance (tuition, fees, room and board, books and materials, or related costs — such as technology)	<u>\$655,747</u>	<u>5.1% increase in tuitions vs. 6% allowable by the state, Room and Board guarantee, etc.</u>
Student financial aid	<u>\$6,000,000</u>	
Student success services, particularly with regard to completion and time to degree	<u>\$352,000</u>	<u>Data Driven Advising initiative</u>
Improvements to high-demand/high-value student programs	See master recommendation plan	<u>Investment funds</u>

**MASTER RECOMMENDATION 2: FIVE-YEAR GOAL FOR INSTITUTIONAL EFFICIENCY SAVINGS AND NEW RESOURCE GENERATION**

Category	Recommendation	Component	Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)	
<b>Budget (Cash Flow) Reduction</b>											
Efficiency Savings	5D	Health Care	Plan changes	\$ 786,836	\$ 1,911,826	\$ 2,536,838	\$ 2,536,838	\$ 2,536,838	\$ 10,309,176	Detailed budget listed in implementation plan	
	Additional	Faculty Contracts	Reduction of term faculty by regional campuses	\$ 523,000	\$ 199,000	\$ 195,000	\$ 191,000	\$ 187,000	\$ 1,295,000	Regional Campus analysis to redeploy faculty and/or change class size and offerings	
	4A	Asset review	Review of assets identified usable space to relocate OU Press resulting in savings from off-campus leasing	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	Relocated OU Press after space analysis. Yearly lease savings	
	5G	Energy Savings	Aquatic center energy savings	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000	Energy savings	
	4C	Partnerships	Partnered with City of Athens for Light & Sidewalk repair	\$ 290,000					\$ 290,000	Cost Share with the City of Athens	
	5G	Energy Savings	Utility Rebates due to energy conservation & Steam/Condensate energy savings	\$ 870,000	\$ 870,000	\$ 870,000	\$ 870,000	\$ 870,000	\$ 4,350,000	This includes the steam consolidation, boiler upgrades, etc. We have realized these savings beyond what we've needed to purchase upgraded, more efficient equipment and also while improving our	
	<b>Student "Out-of-Pocket" Reduction</b>										
	Master recommendation	Direct Student reduction	fixed credit hour pricing	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 26,452,310	92.7% of students take advantage of the fixed price option. The per student amount of \$227 per year is a result of reducing the per year savings by taking into account 100% of the students. Student numbers based on Athen undergrad only (fall14)	
	6A, B, C	Textbook affordability	Negotiating textbook costs, moving to digital formats, standardizing materials	\$ 700,000	\$ 1,250,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 7,950,000	Through digital solutions, use of online content, price negotiations, etc.	
	<b>Subtotal Efficiency Savings</b>				\$ 8,550,298	\$ 9,611,288	\$ 10,982,300	\$ 10,978,300	\$ 10,974,300	\$ 51,096,486	
<b>Budget Narrative/Explanation of New Resource Generation \$\$ (attach additional sheets if necessary)</b>											
Category	Recommendation	Component	Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of New Resource Generation \$\$ (attach additional sheets if necessary)	
New Resource Generation	4A	Asset review	Sale of Courtyard	\$ 1,000,000					\$ 1,000,000	BOT approved	
	4B	Operations Review	Providing Printing Services to Hocking College	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 360,000	OHIO as a vendor to provide product to Hocking College. This not only creates revenue for OHIO but also saves Hocking College money	
	6C	Elearning based on increased digital capacity	Elearning and professional graduate programs	\$ 396,749	\$ 1,341,388	\$ 2,760,351	\$ 2,900,026		\$ 7,398,514		
	4A	Asset Review	Additional Asset Monetization	\$ 145,000					\$ 145,000		
									\$ -		
									\$ -		
									\$ -		
									\$ -		
<b>Subtotal New Resource Generation</b>				\$ 1,613,749	\$ 1,413,388	\$ 2,832,351	\$ 2,972,026	\$ 72,000	\$ 8,903,514		
				\$ 10,164,047	\$ 11,024,676	\$ 13,814,651	\$ 13,950,326	\$ 11,046,300	\$ 60,000,000		

**OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY**

**SPECIFIC RE-DEPLOYMENT OF SAVINGS TO STUDENTS: Please use the area below to describe, in detail, how you plan to re-deploy the institutional resources that are saved and/or generated through the task force components outlined above to reduce costs for students.**

Ohio University continues to be committed to affordable, quality education. Our culture of engagement contributes to our quality and efficiency of operations. We have gained efficiencies while our overall quality in academic metrics such as ACT scores, 4-year graduation rates and retention rates continued to improve. We have taken steps to reduce costs directly to students, most recently with the OHIO guarantee. We continue to invest where needed in our academic programming, technology, facilities and quality of instruction. The Board of Trustees set investment priorities in the areas of facilities and faculty compensation to retain quality instruction and we have done that while still improving quality and reducing costs. Re-deployments listed below are 5 year cumulative totals to match our 5 year implementation plan. We have an ambitious goal for redeployment which includes significant increases in scholarships awarded and also a commitment to lower education through aggressively pursuing digital content and reducing textbook costs. We also plan to continue to improve upon our quality by enhancing student retention, improving academic programs, etc. Our redeployment plan is below:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$\$ (attach additional sheets if necessary)
<b>Total all affordability, efficiencies and new revenue</b>	\$ 10,164,047	\$ 11,024,676	\$ 13,814,651	\$ 13,950,326	\$ 11,046,300	\$ 60,000,000	
<b>Less direct student out-of-pocket (i.e. affordability reductions)</b>	\$ (5,990,462)	\$ (6,540,462)	\$ (7,290,462)	\$ (7,290,462)	\$ (7,290,462)	\$ (34,402,310)	
<b>Remaining cashflow to apply to improving student education, reducing additional out-of-pocket expenses, etc.</b>	\$ 4,173,585	\$ 4,484,214	\$ 6,524,189	\$ 6,659,864	\$ 3,755,838	\$ 25,597,690	
<b>OHO's investments in improving student education and reducing additional out-of-pocket expenses</b>							
<b>Student Success and Quality Investments</b>							
Data Driven Advising	\$ 352,000	\$ 352,000	\$ 352,000	\$ 352,000	\$ 352,000	\$ 1,760,000	
Enrollment tracking efforts	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	
Faculty Compensation Initiative *	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 20,000,000	
Faculty raise pool	\$ 2,200,000	\$ 2,300,000	\$ 2,300,000	\$ 2,400,000	\$ 2,400,000	\$ 11,600,000	
Incremental Debt Service Interest	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 100,000,000	
Investments in Academic Programming	\$ 600,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,000,000	Note: \$600K is committed in FY 17, but additional investments are estimated
Technology improvements	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 2,475,000	
Elearning investments - course prep, digital content, etc.	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	
Innovation Strategy	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 20,000,000	
<b>Reduction of Direct Student Costs</b>							
Scholarships	\$ 9,000,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ 57,000,000	
<b>Total -- OHIO initiatives to improve student educational experience and increase affordability</b>	\$ 42,697,000	\$ 45,547,000	\$ 45,547,000	\$ 45,647,000	\$ 45,647,000	\$ 225,085,000	
<b>OHIO EXCEEDS TARGET</b>	\$ 38,523,415	\$ 41,062,786	\$ 39,022,811	\$ 38,987,136	\$ 41,891,162	\$ 199,487,310	

\* Faculty Compensation Initiative is part of a quality improvement measure that the Board of Trustees have committed to. This commitment is to place OHIO as the third highest average salary of faculty at four degree institutions in Ohio.

NOTE: These investments promote affordability and efficiency, although we continue to work towards increased revenue, fundraising and external funds to make these strategies a reality.

# AFFORDABILITY & EFFICIENCY REPORT IMPLEMENTATION PLAN

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UNIVERSITY

August 25, 2016

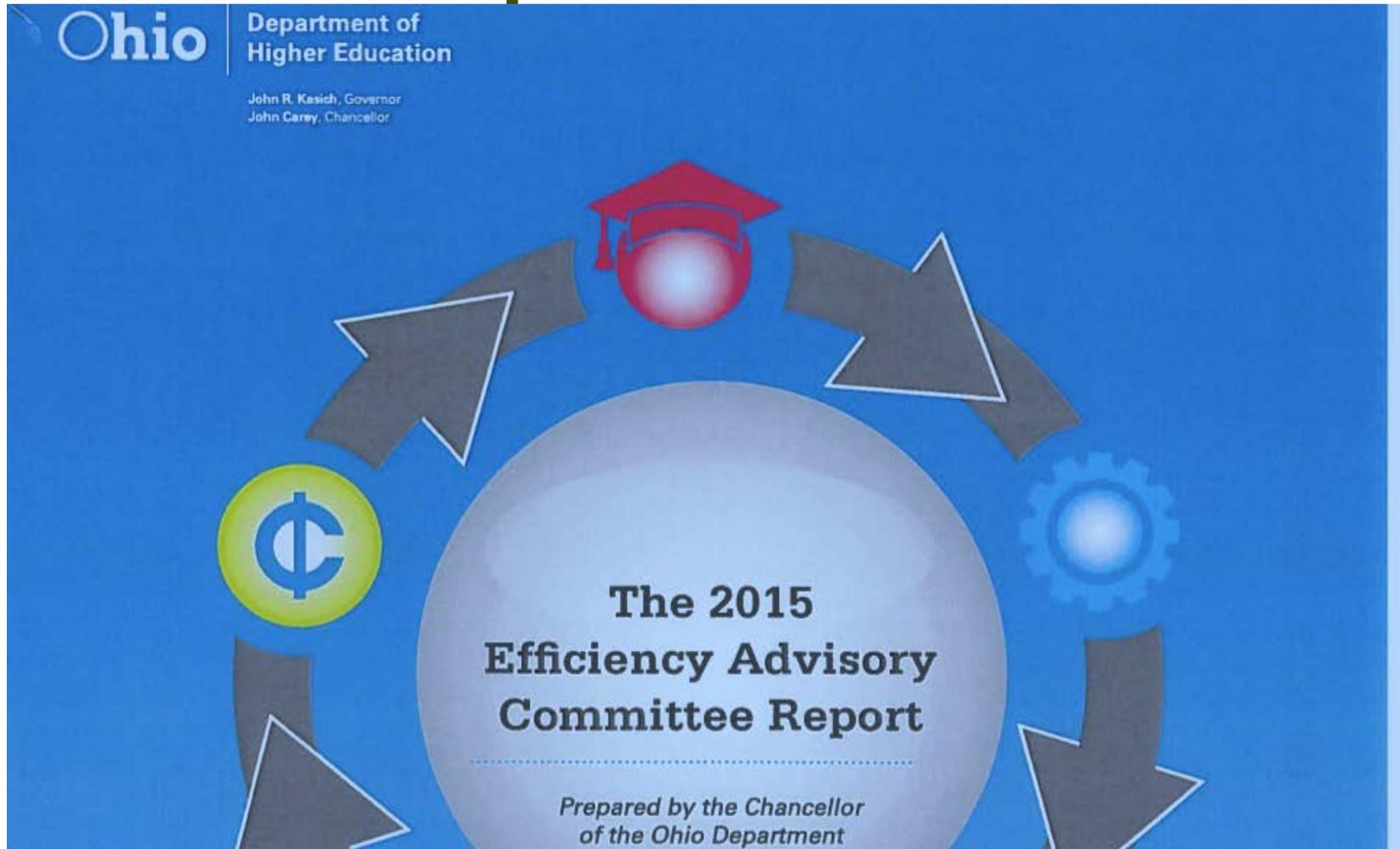
# Affordability & Efficiency

## State Initiatives & Requirements

Deliverable	Due Date	Responsible Party	Completed
HB 64 (Sec. 3345.35) Course and program evaluation	January 2016; every 5th year	BOT	January 22, 2016
HB 64 (Sec. 3345.39) 5% challenge	October 15, 2015	BOT	October 2016
Executive Order 2015-01K Task Force on Affordability and Efficiency	October 1, 2015	Governors Task Force	October 1, 2015
Recommendation 5B Task Force productivity measure	Developed by November 2015	DHE	April 2016
HB 59 (Sec. 3345.81) Completion Plan	submitted to Chancellor; June 30, 2016	BOT	March 10, 2014 June 30, 2016
Executive Order 2015-01K ORC 369.550 Efficiency Review and Implementation Plans	Efficiency Review July 1 Implementation Template August 1, 2016	BOT BOT	Completed Draft Submitted Pending BOT Approval



# Chancellor's Efficiency Advisory Committee Report



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# Governors Task Force Recommendations

## Master Recommendations

- Students must benefit
- Five-year goals

## Strategic Procurement

- **Mandatory** use of existing contracts
- Pursue new and/or strengthened collaborative contracts specifically **in copiers and printers, computers, travel services, outbound shipping, scientific lab equipment and office supplies**

## Assets and Operations

- **Non-core asset review for market value if sold, leased or otherwise repurposed**
- Operation review for outsourcing that may offer savings specifically in **dining, housing, student health insurance, child care, IT help desk, janitorial, landscaping, facility maintenance, real-estate management and parking**
- **Evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff**

### KEY:

- Items in process or completed before A&E Report
- Completed or in process as a result of A&E Report
- Yet to be analyzed
- Alternative Solution



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# Governors Task Force Recommendations

## Administrative Cost Reforms

- Cost Diagnostic to identify cost drivers and priority efficiencies
- DHE administrative productivity measurement
- Organizational structure review
- Statewide working group to collaborate on health-care costs
- Plan to move primary or disaster recovery data centers to the State Ohio Computer Center
- Space utilization study that encourages optimization of physical spaces

## Textbook Affordability

- Professional negotiators assigned to help faculty obtain best deals for textbooks and instructional materials
- Standardize materials for gateway courses – encouraging common materials, including digital elements
- Develop digital capabilities – institutions **must** be part of consortium to develop digital tools and materials including open resources

### KEY:

- Items in process or completed before A&E Report
- Completed or in process as a result of A&E Report
- Yet to be analyzed
- Alternative Solution



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# Governors Task Force Recommendations

## Time to Degree

- Education campaign to educate full-time undergraduates about course loads to graduate on time
- Graduation incentive – consider financial incentives to take at least 15 credit hours per semester
- Standardize credits for degrees so most bachelors can be completed in four and associates in two years
- Enhance academic advising services to include high-impact personalized consultations and data driven systems to proactively identify risk factors
- Evaluate and consider opportunities to increase utilization of summer programs
- Continue to develop pathway agreements
- Consider developing or expanding competency-based education programs

## Duplicative Programs

- Consider consolidating programs that are duplicated at other colleges and universities in geographic area

## Co-located Campuses

- State should establish joint oversight boards between co-located community colleges and regional campuses of universities with a mandate to improve efficiencies and coordination



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### KEY:

- Items in process or completed before A&E Report
- Completed or in process as a result of A&E Report
- Yet to be analyzed
- Alternative Solution

# Governors Task Force Recommendations

## Policy Reforms

- **Financial advising – financial literacy standard part of education**
- Obstacles – state should seek to remove any roadblocks in policy, rule or statute that inhibit efficiencies
- Real estate sales – state law should updated to streamline how public institutions sell, convey, lease, or enter into easements of real estate
- Insurance pools – State law should be clarified related to IUC Insurance Consortium

## Implementation

- Chancellor of ODHE and the state's public colleges and universities should make use of existing groups and resources to coordinate next steps

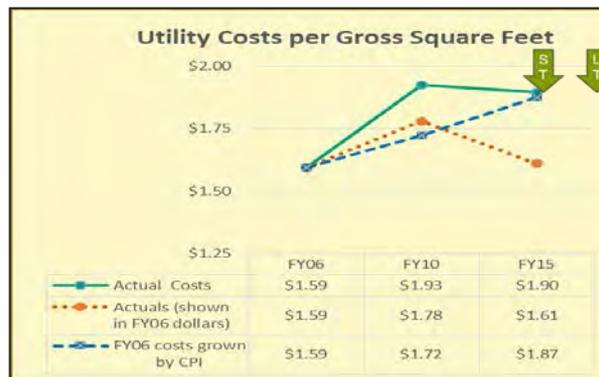
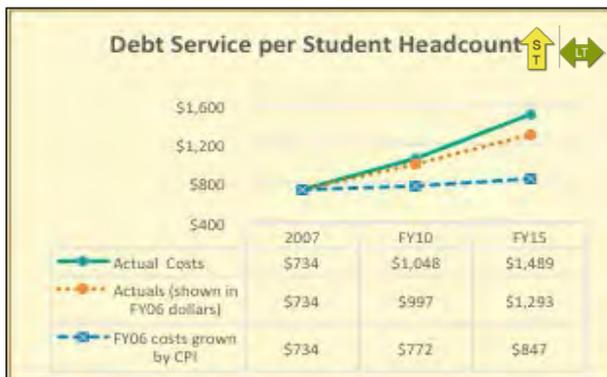
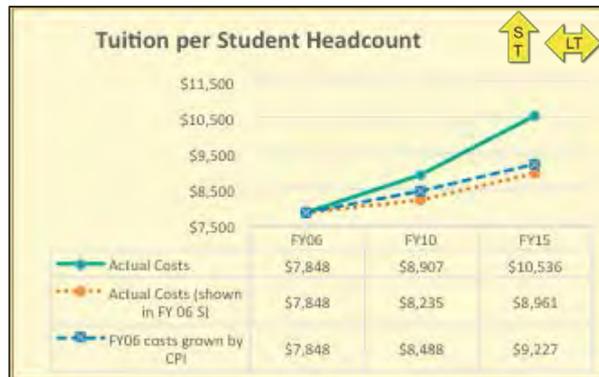
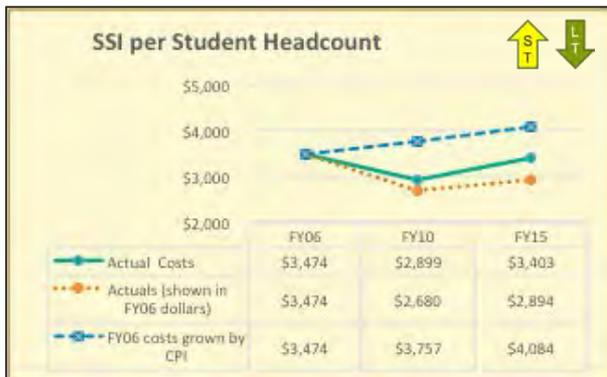
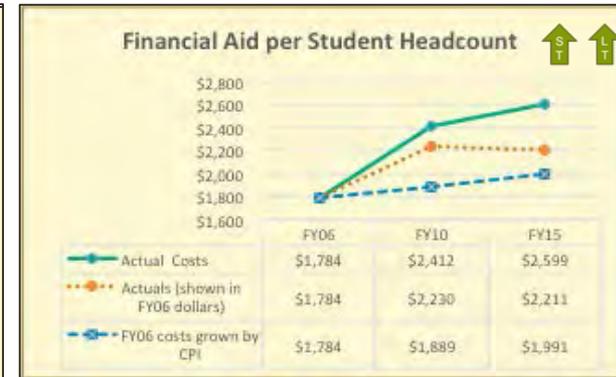
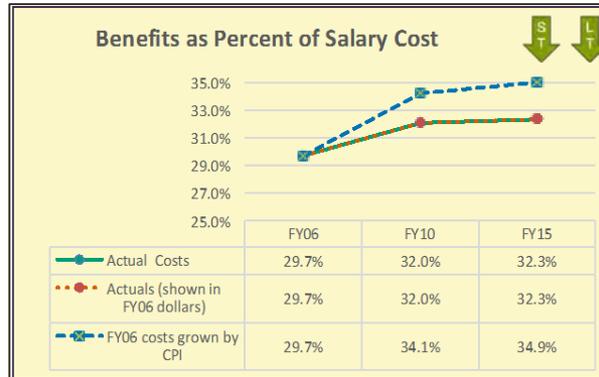
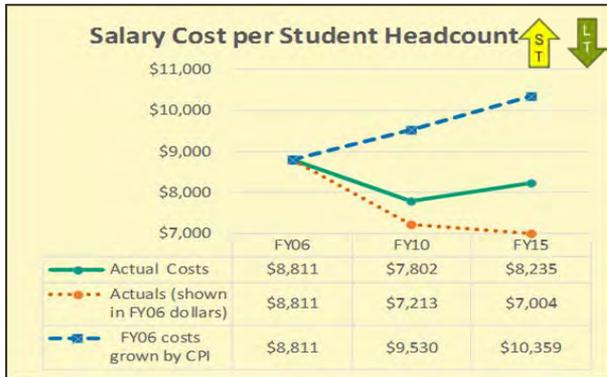


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### KEY:

- Items in process or completed before A&E Report
- Completed or in process as a result of A&E Report
- Yet to be analyzed
- Alternative Solution

# Cost Diagnostic Summary/Dashboard



## Board Feedback and Next Steps

- Additional metrics
  - Revenue/Student
  - Expenses/Student
- Overlay success/quality academic metrics
- Annual reporting to BOT

# Board of Trustees Approved Goal

## OHIO TASK FORCE ON AFFORDABILITY AND EFFICIENCY IN HIGHER EDUCATION REPORT

### RESOLUTION 2016

WHEREAS, in compliance with Section 9.5 of the Ohio Constitution, Sub. H. B. No. 64 of the 131<sup>st</sup> General Assembly, this Board has completed an efficiency review based on the report and recommendations of the Ohio Task Force on Affordability and Efficiency in Higher Education ("the Task Force"); and

WHEREAS, Section 9.5 of the Ohio Constitution requires this Board to provide a report to the Chancellor of the Ohio Department of Higher Education within 30 days of the completion of the efficiency review, or by August 1, 2016, that includes how the University will implement the Task Force recommendations and other cost saving measures;

**NOW THEREFORE, BE IT RESOLVED** that the Board hereby adopts a five-year goal of **sixty million dollars (\$60M)** for efficiency savings and new resources to be generated through fiscal 2021, along with a framework for investing those dollars in student affordability while maintaining or improving academic quality.

**BE IT FURTHER RESOLVED** that the Board directs the President to develop a five-year implementation plan to achieve the cost saving goal and to submit this plan to the Director of Higher Education no later than August 1, 2016, conditional upon final Board approval at the August 26, 2016 meeting.

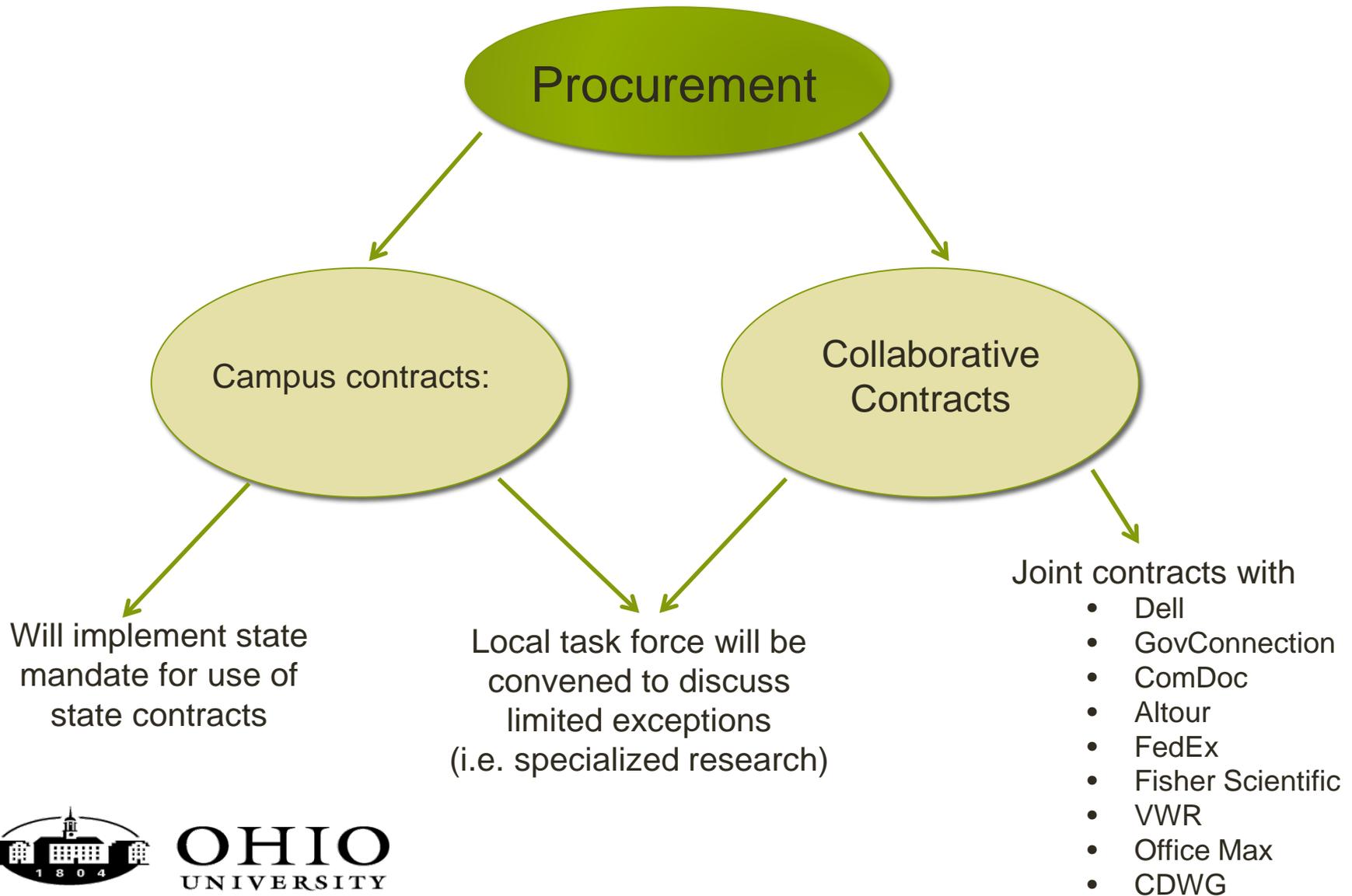


# Template Structure

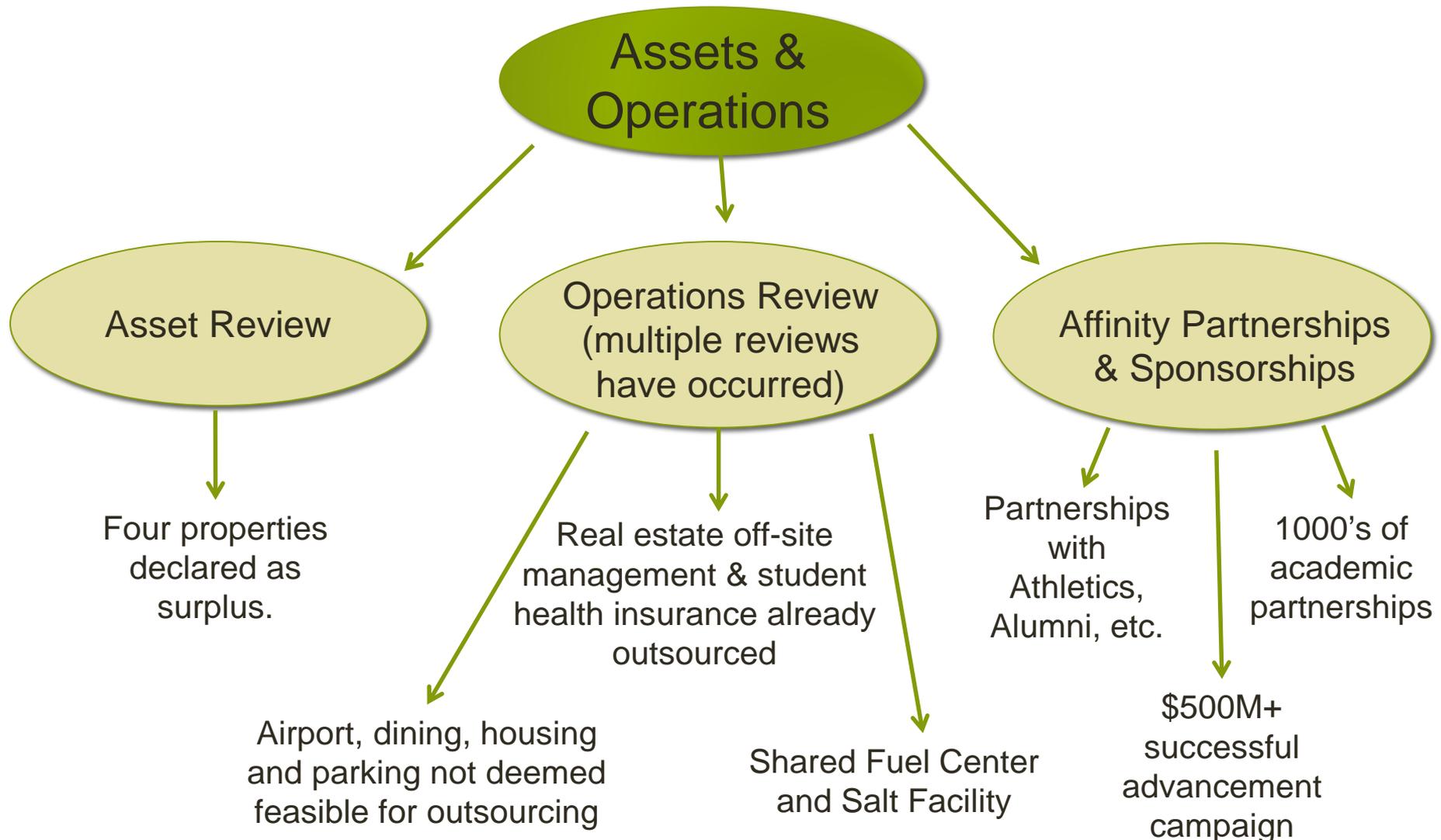
Sections	Examples
I – Efficiencies	Procurement, Administration, Operational and Energy Savings
II - Academic Practices	Textbook, Time-to-Degree, Academic Course and Program Reviews
III - Policy Reforms	Reforms recommended
IV - Cost Savings, Redeployment of Savings and Tangible Benefits to Students	Provide detailed savings (if applicable) and how funds will be redeployed to provide tangible benefits to students (direct savings or educational improvements)



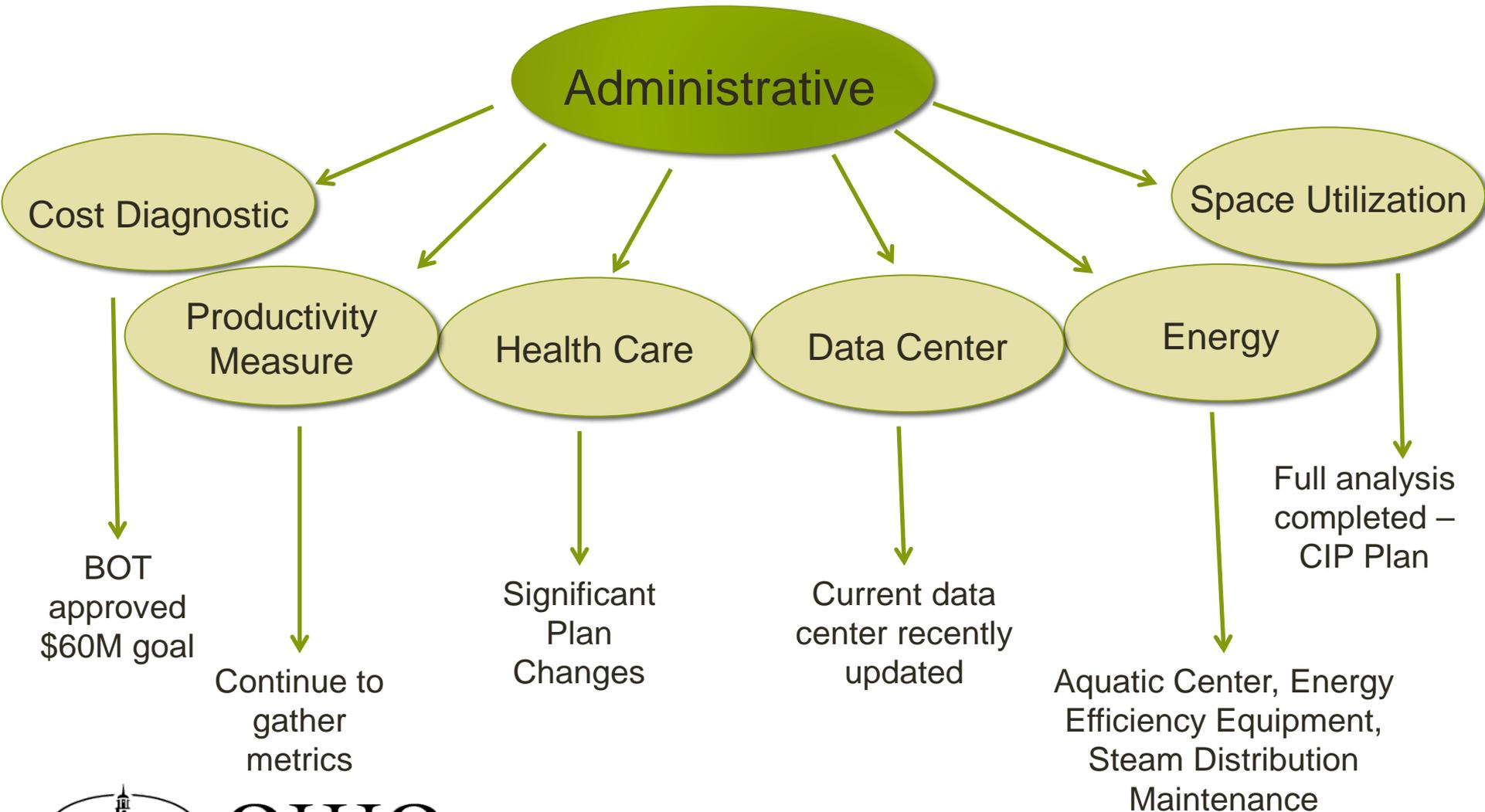
# Section I: Efficiencies - Summary



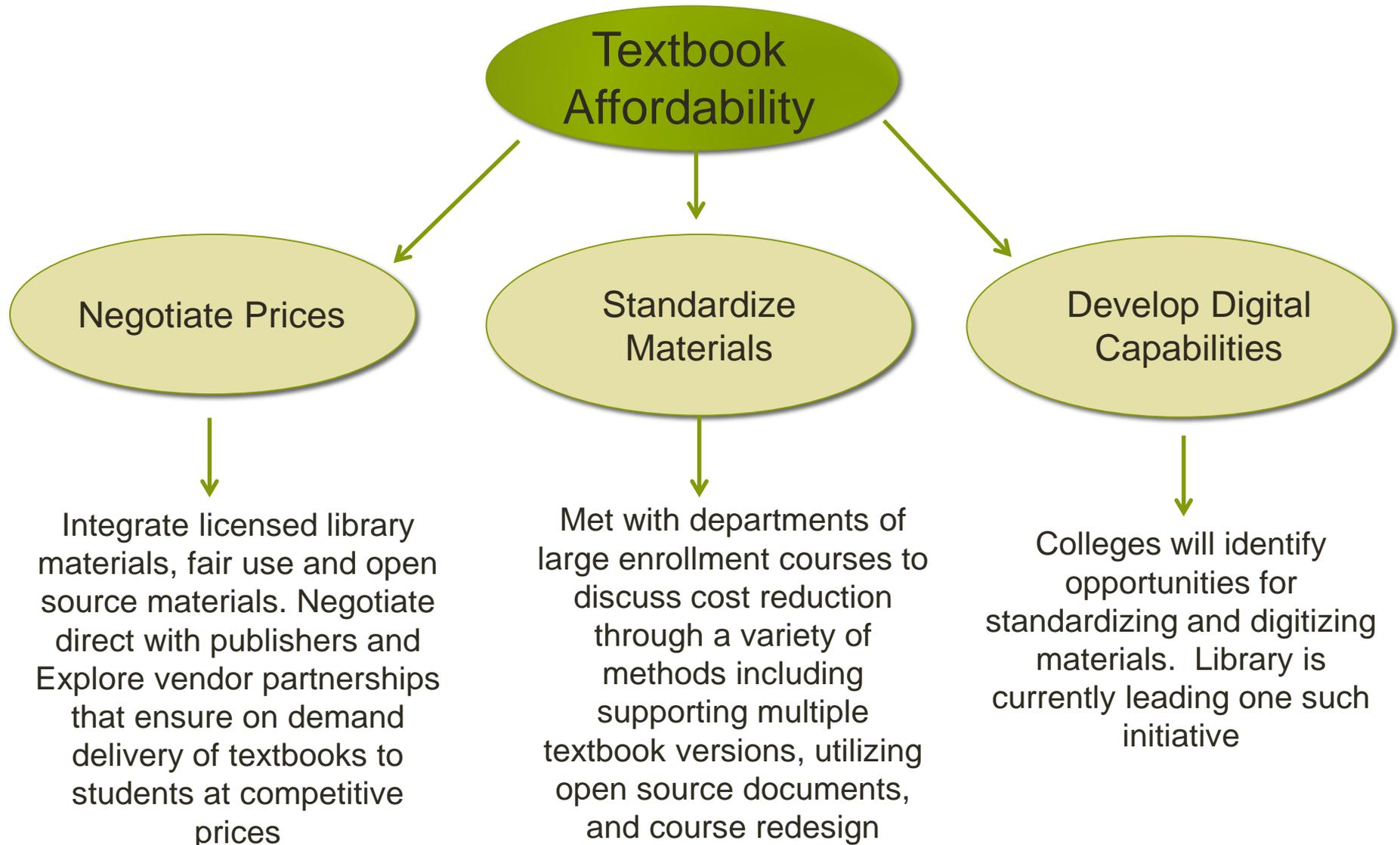
# Section I: Efficiencies - Summary



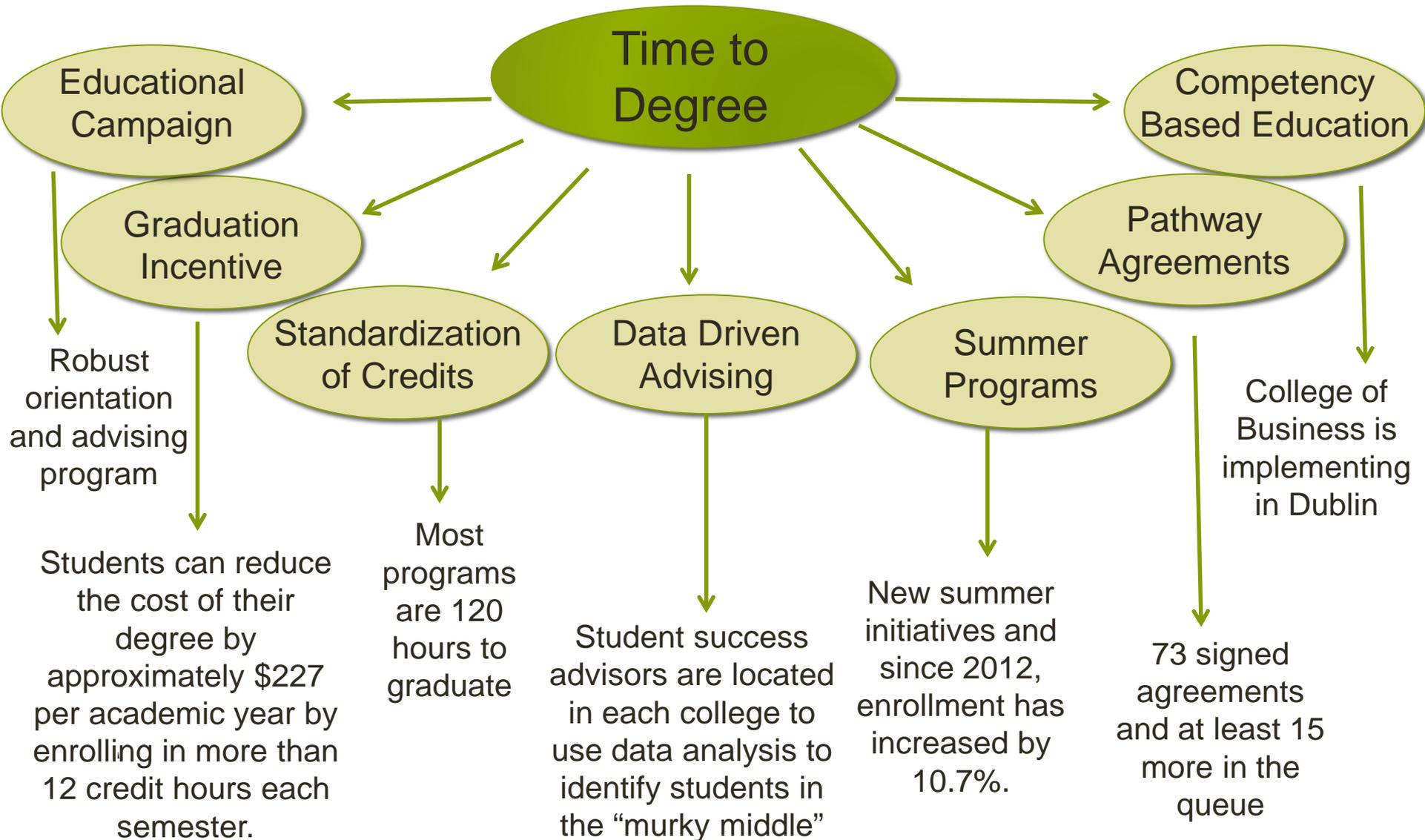
# Section I: Efficiencies - Summary



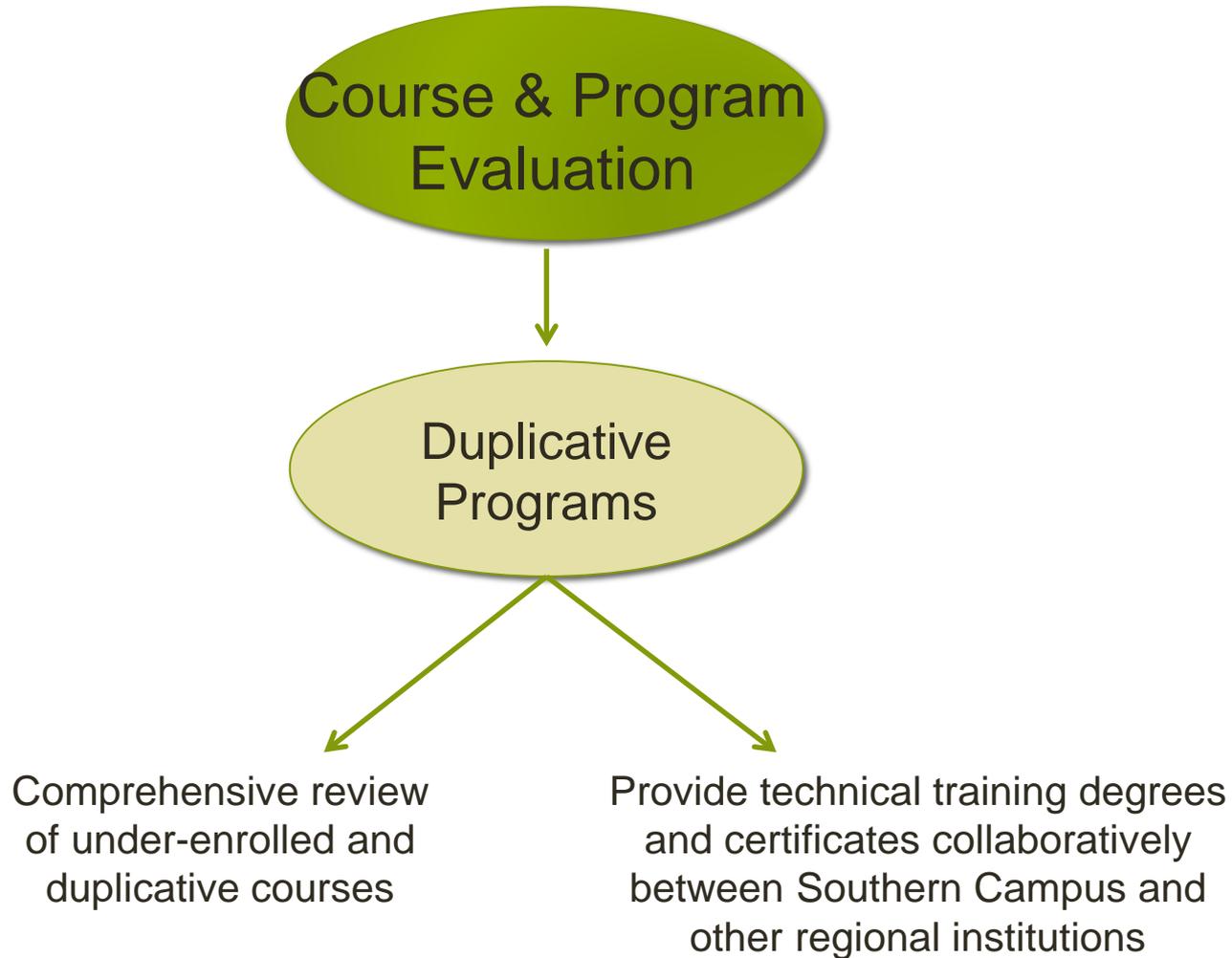
# Section II: Academic Practices - Summary



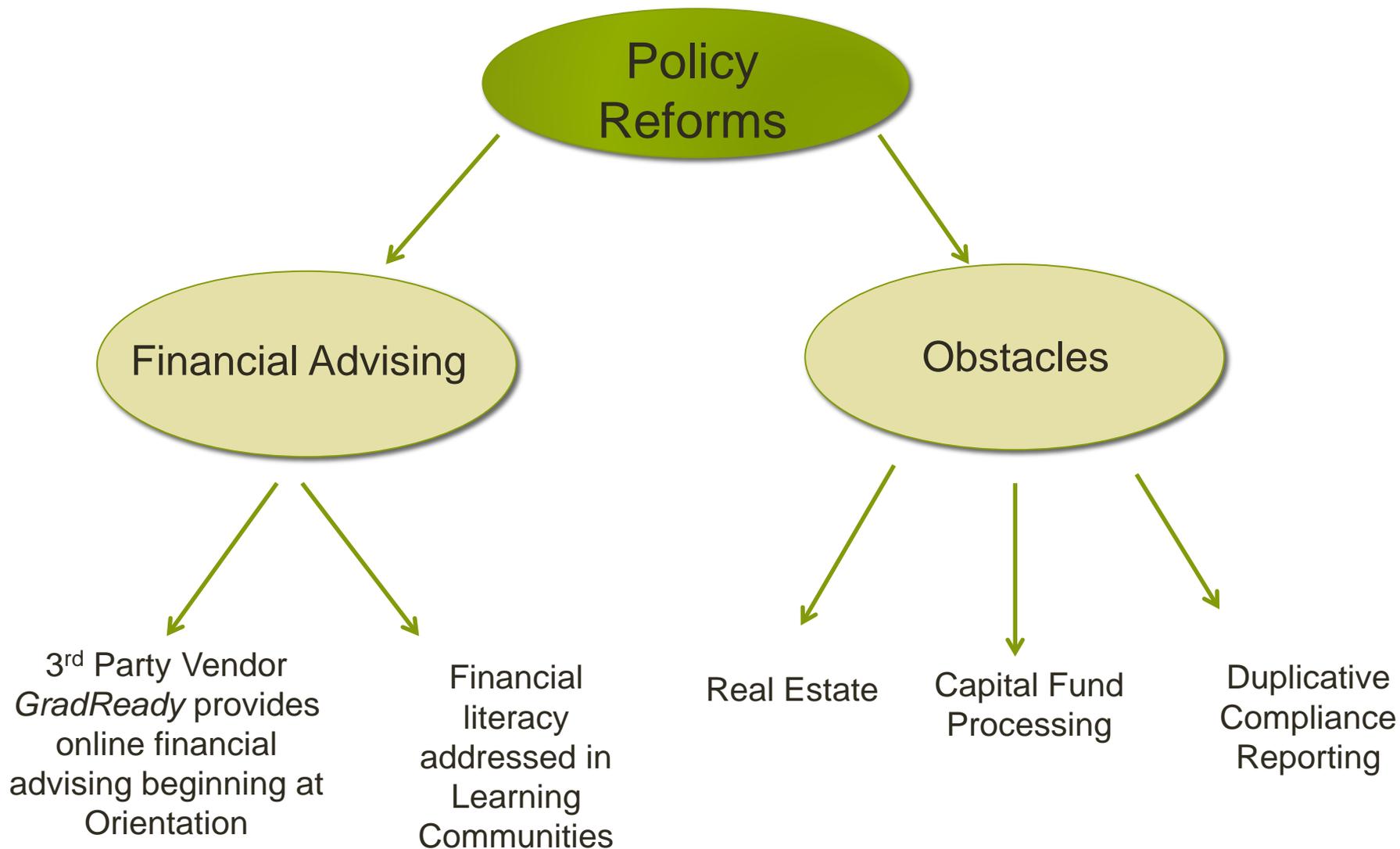
# Section II: Academic Practices - Summary



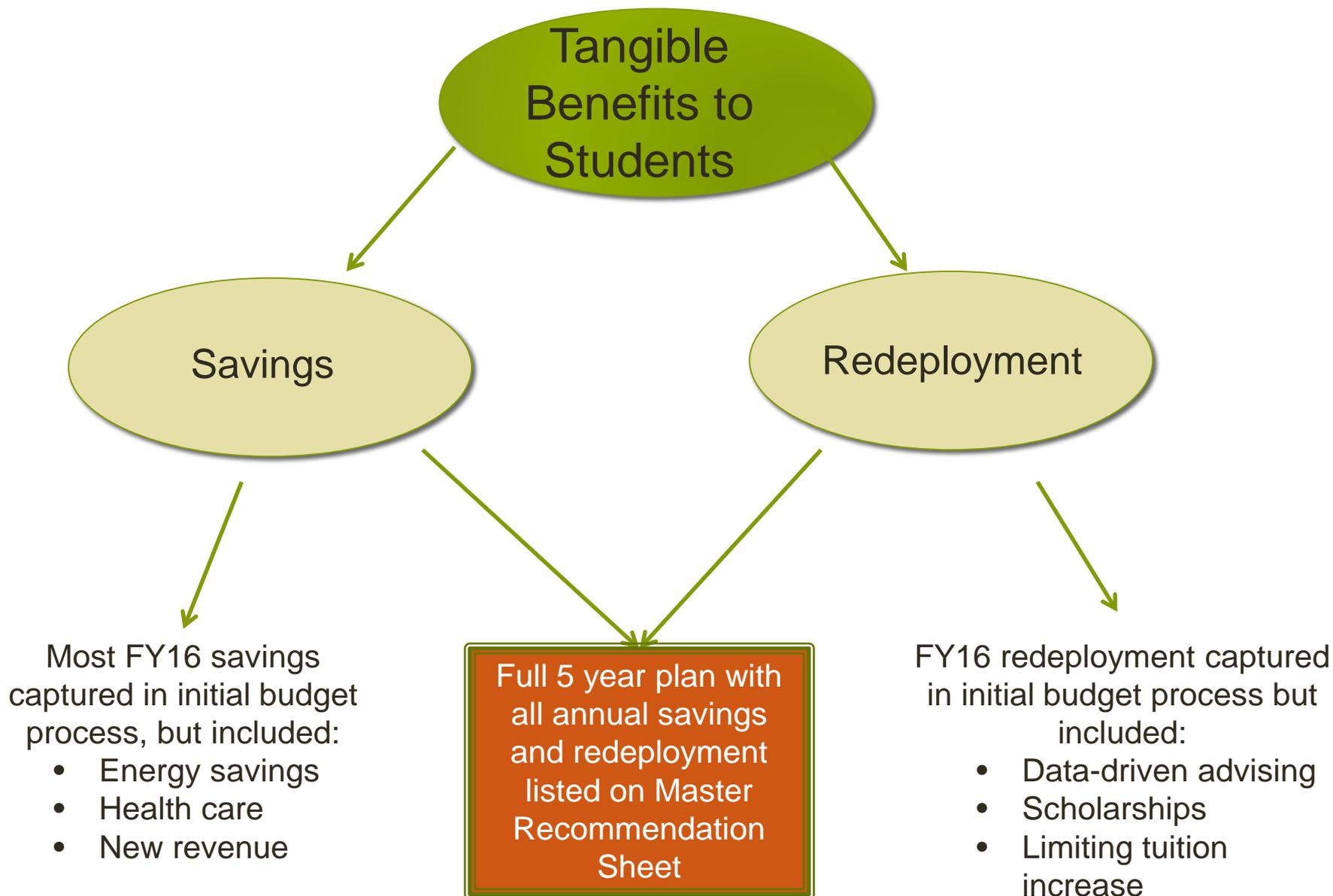
# Section II: Academic Practices - Summary



# Section III: Policy Reform - Summary



# Section IV: Savings & Redeployment - Summary



# Master Plan Savings - 5 Year Goal

Expense Recommendation	Component	Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal
<b>Budget (Cash Flow) Reduction</b>								
5D	Health Care	Plan changes	\$ 786,836	\$ 1,911,826	\$ 2,536,838	\$ 2,536,838	\$ 2,536,838	\$ 10,309,176
Additional	Faculty Contracts	Reduction of term faculty by regional campuses	\$ 523,000	\$ 199,000	\$ 195,000	\$ 191,000	\$ 187,000	\$ 1,295,000
4A	Asset review	Review of assets identified usable space to relocate OU Press resulting in savings from off-campus leasing	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
5G	Energy Savings	Aquatic center energy savings	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
4C	Partnerships	Partnered with City of Athens for Light & Sidewalk repair	\$ 290,000					\$ 290,000
5G	Energy Savings	Utility Rebates due to energy conservation & Steam/Condensate energy savings	\$ 870,000	\$ 870,000	\$ 870,000	\$ 870,000	\$ 870,000	\$ 4,350,000
<b>Student "Out-of-Pocket" Reduction</b>								
Master recommendation 1	Direct Student reduction	fixed credi hour pricing	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 5,290,462	\$ 26,452,310
6A, B, C	Textbook affordability	Negotiating textbook costs, moving to digital formats, standardizing materials	\$ 700,000	\$ 1,250,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 7,950,000
<b>Subtotal Efficiency Savings</b>		Cashflow plus student out-of-pocket	\$ 8,550,298	\$ 9,611,288	\$ 10,982,300	\$ 10,978,300	\$ 10,974,300	\$ 51,096,486
<b>Revenue Recommendation</b>								
4A	Asset review	Sale of Courtyard	\$ 1,000,000					\$ 1,000,000
4B	Operations Review	Providing Printing Services to Hocking College	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ 360,000
6C	Elearning based on increased digital capacity	Elearning and professional graduate programs	\$ 396,749	\$ 1,341,388	\$ 2,760,351	\$ 2,900,026		\$ 7,398,514
4A	Asset Review	Additional Asset Monetization	\$ 145,000					\$ 145,000
<b>Subtotal New Resource Generation</b>			\$ 1,613,749	\$ 1,413,388	\$ 2,832,351	\$ 2,972,026	\$ 72,000	\$ 8,903,514
<b>GRAND TOTAL</b>			\$ 10,164,047	\$ 11,024,676	\$ 13,814,651	\$ 13,950,326	\$ 11,046,300	\$ 60,000,000

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# Master Plan Savings - Planned Redeployment & Savings

				FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Subtotal
<b>Total all affordability, efficiencies and new revenue</b>				\$ 10,164,047	\$ 11,024,676	\$ 13,814,651	\$ 13,950,326	\$ 11,046,300	\$ 60,000,000
<b>Less direct student out-of-pocket (i.e. affordability reductions)</b>				\$ (5,990,462)	\$ (6,540,462)	\$ (7,290,462)	\$ (7,290,462)	\$ (7,290,462)	\$ (34,402,310)
<b>Remaining cashflow to apply to improving student education, reducing additional out-of-pocket expenses, etc.</b>				\$ 4,173,585	\$ 4,484,214	\$ 6,524,189	\$ 6,659,864	\$ 3,755,838	\$ 25,597,690
<b>OHO's investments in improving student education and reducing additional out-of-pocket expenses</b>									
Student Success and Quality Investments									
			Data Driven Advising	\$ 352,000	\$ 352,000	\$ 352,000	\$ 352,000	\$ 352,000	\$ 1,760,000
			Enrollment tracking efforts	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
			Faculty Compensation Initiative *	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 20,000,000
			Faculty raise pool	\$ 2,200,000	\$ 2,300,000	\$ 2,300,000	\$ 2,400,000	\$ 2,400,000	\$ 11,600,000
			Incremental Debt Service Interest	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 100,000,000
			Investments in Academic Programming	\$ 600,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,000,000
			Technology improvements	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 495,000	\$ 2,475,000
			Elearning investments - course prep, digital content, etc.	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000
			Innovation Strategy	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 20,000,000
Reduction of Direct Student Costs									
			Scholarships	\$ 9,000,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ 57,000,000
<b>Total -- OHIO initiatives to improve student educational experience and increase affordability</b>				\$ 42,697,000	\$ 45,547,000	\$ 45,547,000	\$ 45,647,000	\$ 45,647,000	\$ 225,085,000
<b>OHIO EXCEEDS TARGET</b>				\$ 38,523,415	\$ 41,062,786	\$ 39,022,811	\$ 38,987,136	\$ 41,891,162	\$ 199,487,310

\* Faculty Compensation Initiative is part of a quality improvement measure that the Board of Trustees have committed to. This commitment is to place OHIO as the third highest average salary of faculty at four degree institutions in Ohio.

NOTE: These investments promote affordability and efficiency, although we continue to work towards increased revenue, fundraising and external funds to make these strategies a reality.

# Next Steps

## State

- Analyze reports
- Continual review process

## OHIO

- Track savings and redeployment numbers
- Update cost diagnostic dashboard yearly incorporating BOT feedback from June meeting
- Execute and monitor implementation plan
- Implement Governor's mandate to utilize institution/state contracts
- Prepare annual update for BOT

## BOT

- Update on implementation plan and cost diagnostic (annually)



# Board of Trustee Resolution

## OHIO TASK FORCE ON AFFORDABILITY AND EFFICIENCY IN HIGHER EDUCATION REPORT IMPLEMENTATION PLAN APPROVAL

### RESOLUTION 2016 -

**WHEREAS**, on June 24, 2016 and in compliance with Section 369.560 of Am. Sub. H. B. No. 64 of the 131<sup>st</sup> General Assembly, this Board adopted a five-year goal of sixty million dollars (\$60M) for efficiency savings and new resources to be generated through fiscal year 2021, along with a framework for investing those dollars in student affordability while maintaining or improving academic quality; and

**WHEREAS**, the Board directed the President to develop a five-year implementation plan to achieve the cost saving goal and to submit this plan to the Chancellor of the Department of Higher Education no later than August 1, 2016, conditional upon final Board approval at the August 26, 2016 meeting; and

**WHEREAS**, the University's implementation plan was submitted to the Department of Higher Education on August 1, 2016, subject to this Board's review and approval.

**NOW THEREFORE, BE IT RESOLVED**, that this Board hereby approves the Affordability and Efficiency Five Year Implementation Plan and related documentation as submitted to the Department of Higher Education on August 1, 2016 and attached hereto.

The following Cost Diagnostic presentation from the June, 2016 Board of Trustees meeting was submitted as an attachment with the August 1 package to the Chancellor

# OHIO UNIVERSITY COST DIAGNOSTIC

---



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# Cost Diagnostic

## Where we were...

- Significant Budget Cuts between 2004-2010
  - 2006-2010 costs covered in this diagnostic totaled **over \$37M**
- Reinvestments after 2011 due to compliance, capacity & infrastructure

Information Technology

Instructional Capacity

Human Resources

Data Driven Advising

Safety

Infrastructure



# Cost Diagnostic

## Where we are today...

Reviewing cost & revenue drivers and trends 2006-2015

Salaries

Benefits

Financial Aid

Facilities

(Investment & Funding)

Revenue Mix

(Tuition, SSI, etc.)

Headcount

(Student & Employee)

Impacts of Board of Trustees and Institutional priorities

Compensation

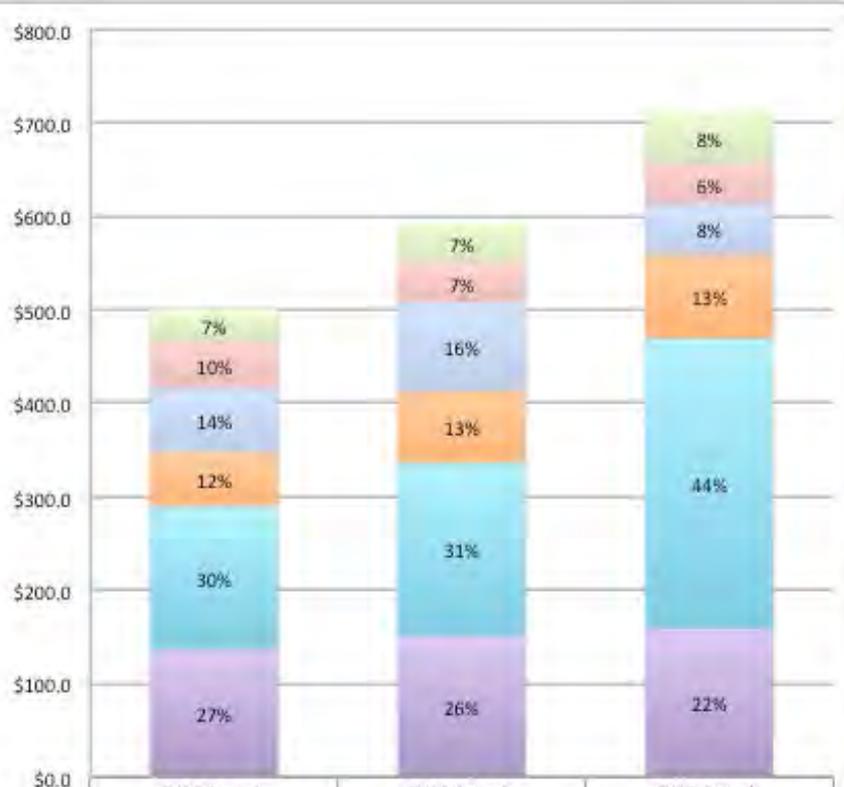
Student  
Affordability

Deferred Maint &  
Space Renewal

Program Quality &  
Revenue Growth

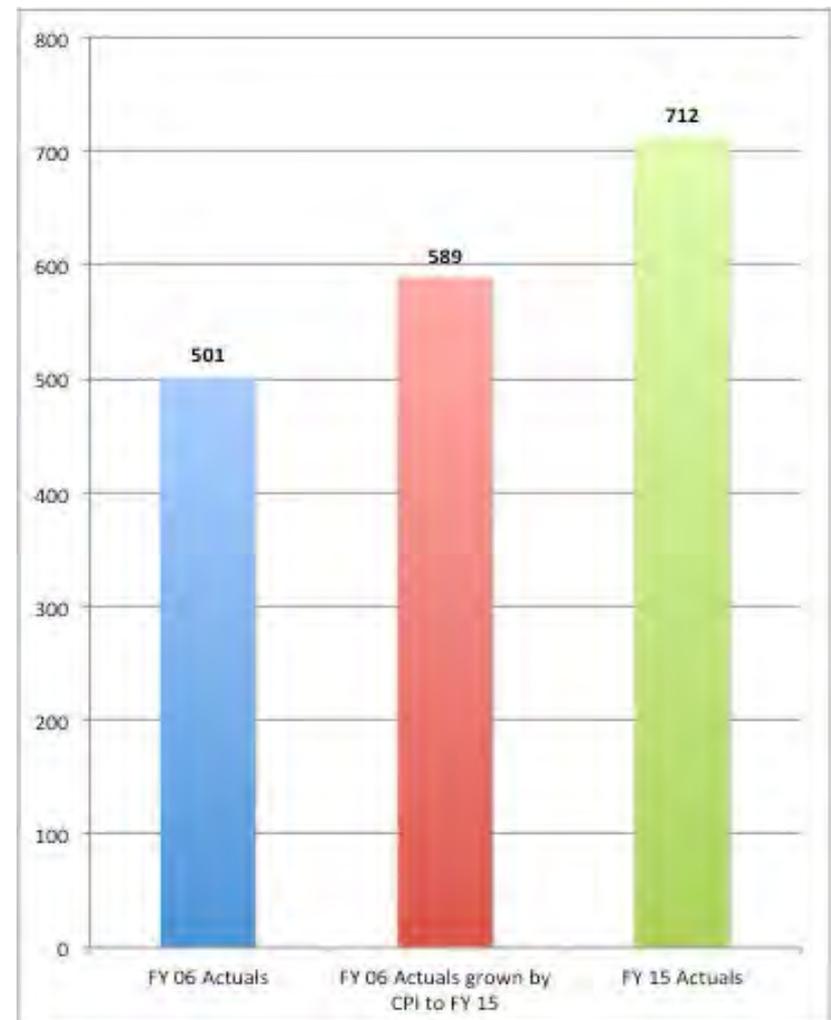
# Operating Revenue

## Total Actual Revenue



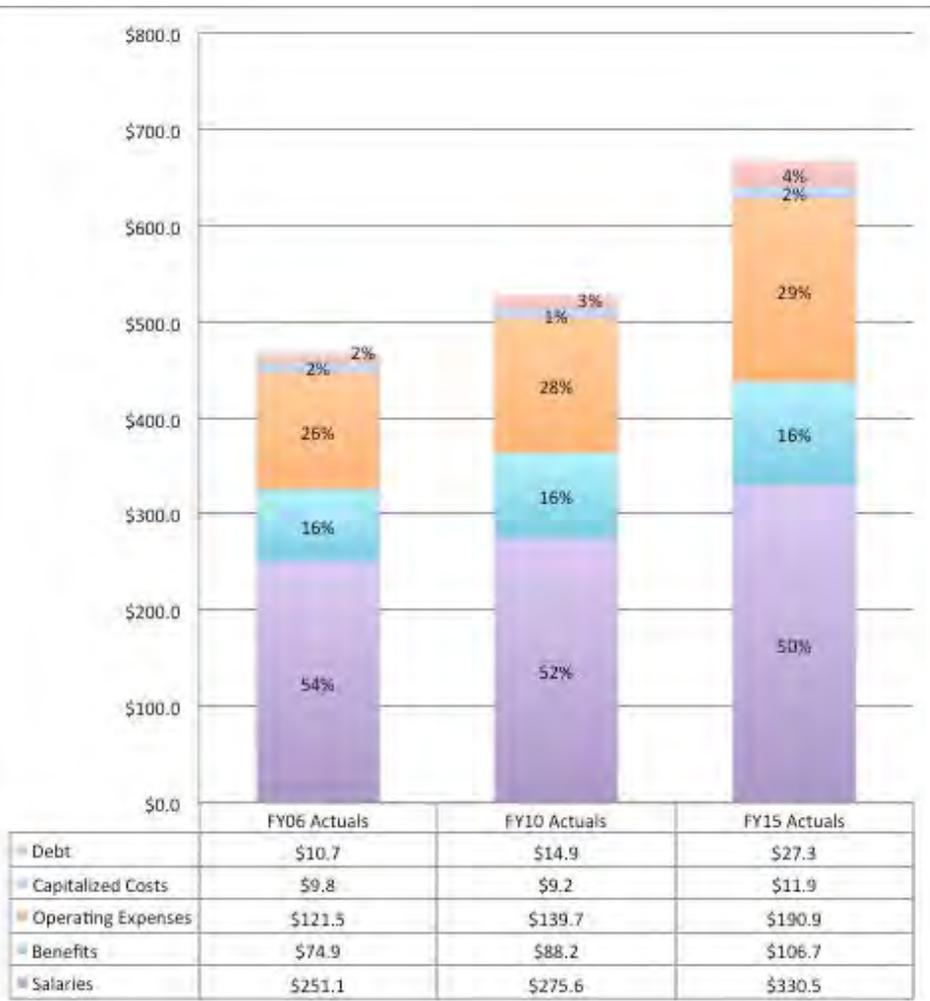
	FY06 Actuals	FY10 Actuals	FY15 Actuals
External Sales	\$35.4	\$42.3	\$54.3
Private Support	\$49.1	\$42.8	\$43.5
Grants / F&A	\$68.4	\$94.0	\$54.2
Room & Board	\$58.0	\$76.8	\$90.0
Tuition, net	\$152.8	\$185.2	\$310.7
State Appropriations	\$137.4	\$151.7	\$159.0

## FY 06 Revenue Grown by CPI to FY15 vs. FY 15 Actuals



# Operating Expenses

## Total Actual Expenses



## FY 06 Expenses Grown by CPI to FY15 vs. FY 15 Actuals



# Cost Diagnostic Dashboard

## Drivers:

Variables which impact the metric.

## Metric:

Presents and compares the stated metric based on each presentation scenario shown below:

- FY06 grown by CPI (Status Quo)
- Actual results
- Normalized actuals (in FY06 \$\$)

## Levers:

Short term  
(1-5 yrs)



Long term  
(6-10 yrs.)



Indicates directionally which way the data will likely move over time.

## FY06 Grown by CPI:

Presents 2006 data and adjusts only based on CPI.

For example: Salaries per student headcount

- 2006 salaries would grow based on CPI
- No change projected in headcount.

## Actual Results:

Displays actual data as shown on the financial statements.

## Normalized Actuals (in FY06 \$):

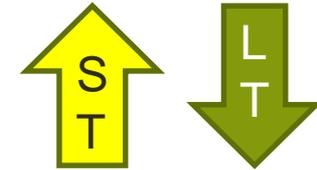
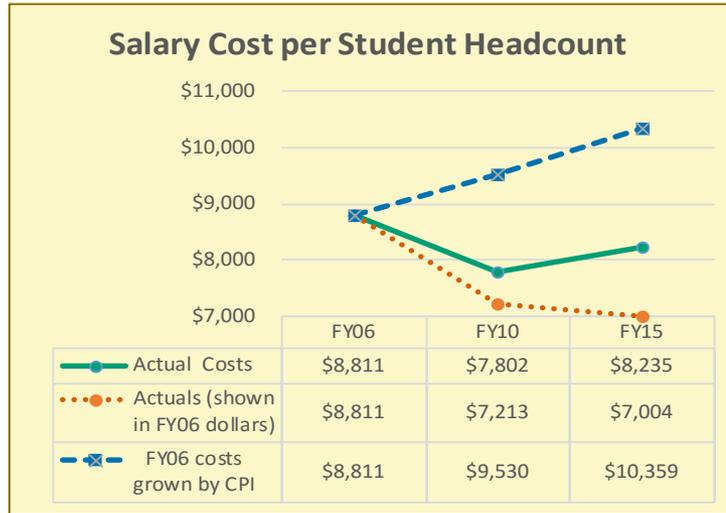
Displays actual financial results restated in FY06 dollars for comparability.

Data may be normalized based on CPI.

# Dashboard: Salary Cost (per student headcount) all salaries/all students

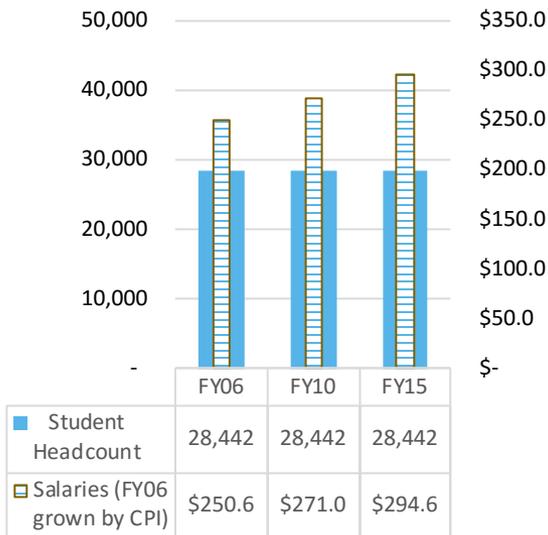
## Drivers:

- Student headcount
- Employee raise pools
- Employee headcount

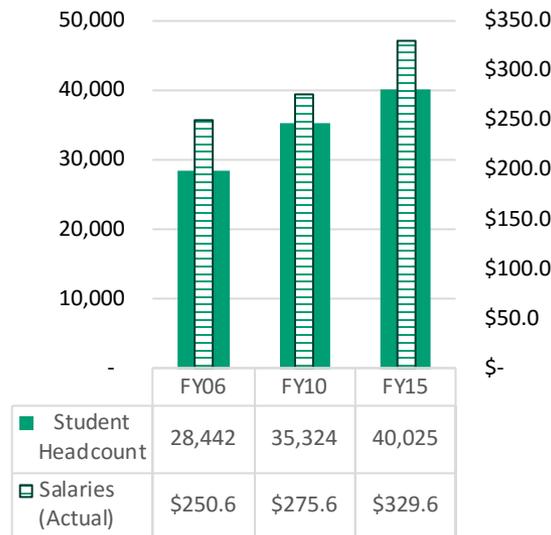


- BOT competitive salary priority
- Increase student headcount of non-traditional & non-residential students
- Faculty make-up continues to shift (i.e. retirements)

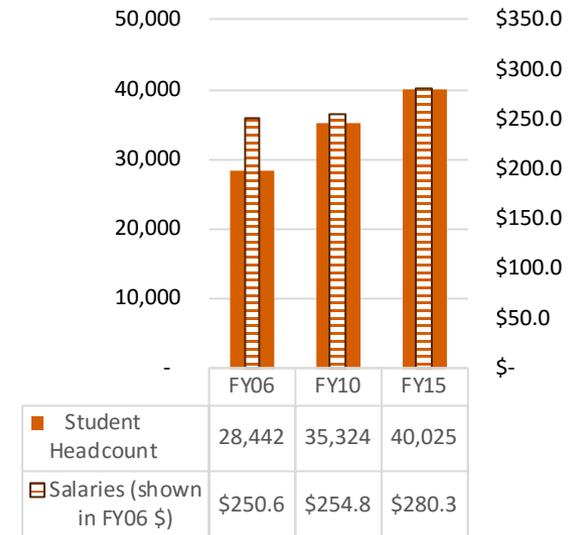
### FY06 grown by CPI



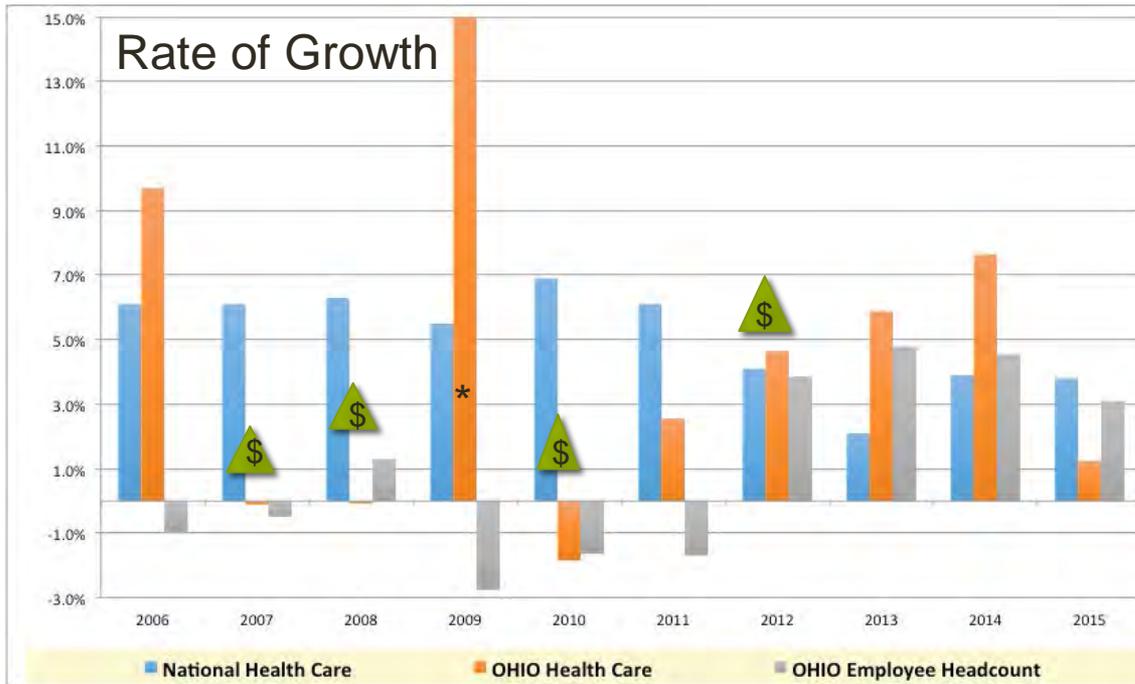
### Actual Costs



### Normalized Actuals (in FY06 \$)



# Healthcare



## Drivers:

- Health care costs
- Health care experience
- Employee demographics
- Employee headcount
- Benefit plans
- Self vs fully insured

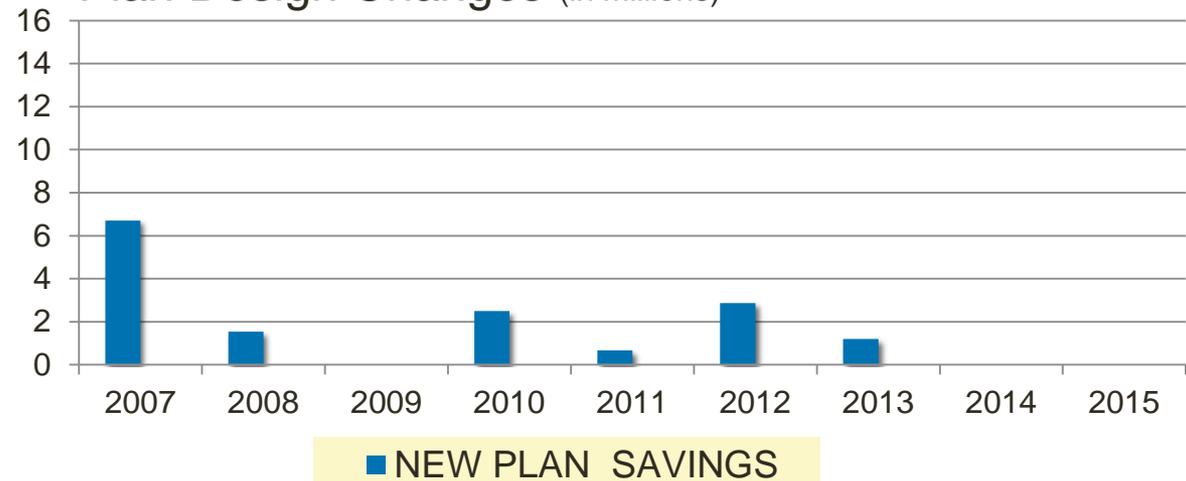


Designates significant plan changes (excludes AFSME changes)

\*

Unexpected employee utilization and health care experience caused unusual OTO growth

## Plan Design Changes (in Millions)

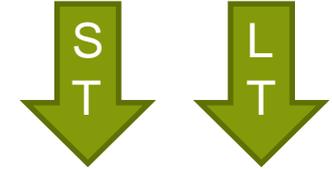
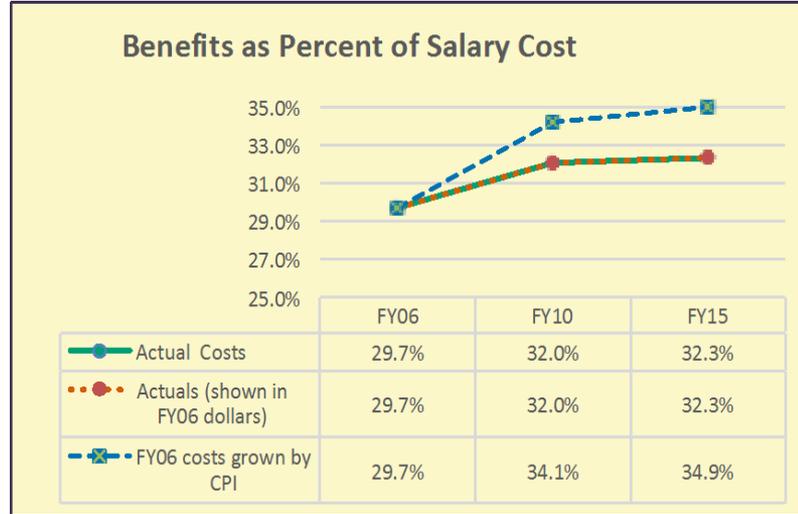


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# Dashboard: Benefits Costs (as a % of Salary)

## Drivers:

- Health care costs
- Health care experience
- Employee Demographics
- Employee headcount
- Benefit plans
- Self vs. fully insured

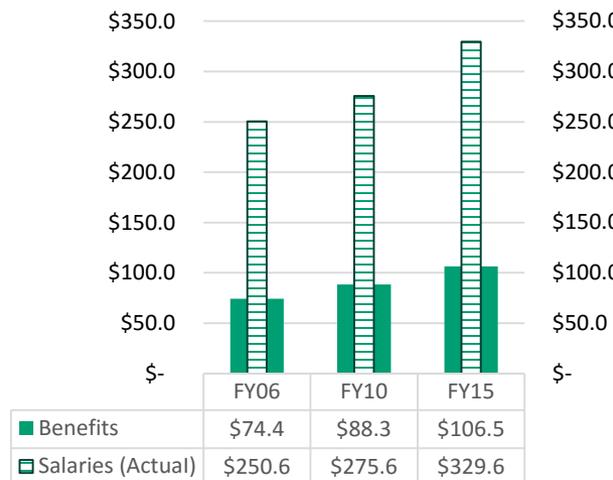


- Benefit Plan Changes
- Affordable Care Act (ACT)

## FY06 grown by CPI



## Actual Costs



## Normalized Actuals (in FY06 \$)



# FY17 Expense Drivers

## Compensation: Healthcare

### Three Year PPO Plan Premium and Plan Design Strategy

Options	Current	FY16	FY17	FY18
		Plan Change	Plan Change	Plan Change
Deductible	\$200/400	\$400/800	\$450/900	\$500/1000
Co-Insurance Maximum	\$1000/2000	\$1500/3000	\$1750/3500	\$2000/4000
Co-Insurance %	90.0%	85.0%	80.0%	
Office Visit Copays	\$20	\$25		
Rx Retail Copays	\$10/\$20/\$30	\$20/\$30/\$40		
Rx Mail Copays	\$15/\$30/\$45	\$25/\$35/\$55		
Employee Premium % Single – Single+1 - Family	15%-15%-15%	15%-16%-17%	15%-17%-19%	15%-17.5%-20%

### Cost Avoidance Impact (\$ Millions)

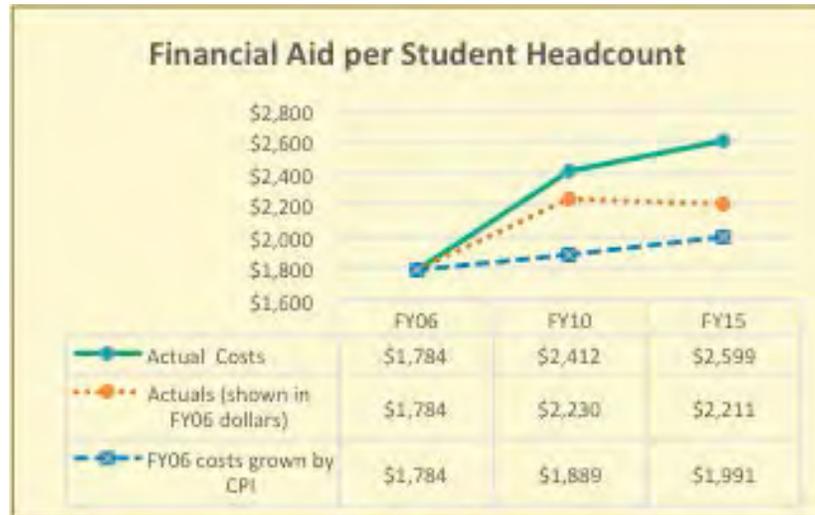
	FY16	FY17	FY18
Annual	\$2.5	\$1.1	\$0.6
Prior		2.5	3.6
<b>Cumulative</b>		<b>\$3.6</b>	<b>\$4.3</b>



# Dashboard: Institutional Financial Aid (per Athens Undergrad Student Headcount)

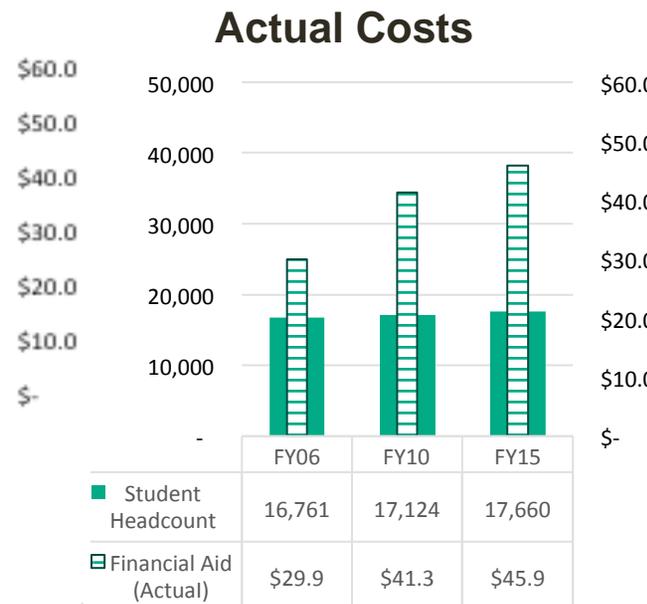
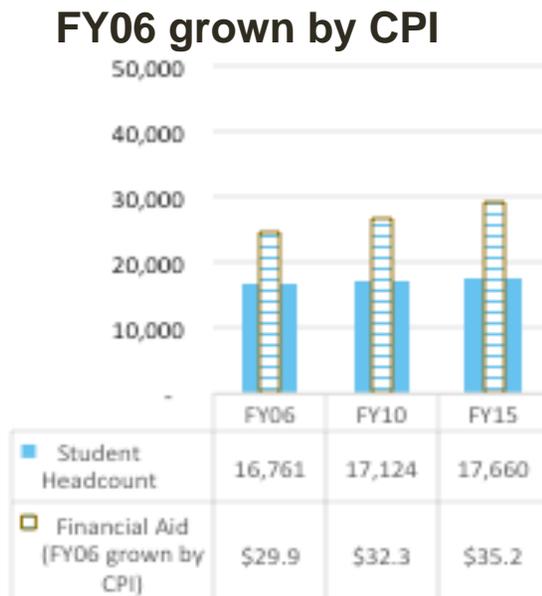
## Drivers:

- Financial Aid
- Student Headcount – Athens UG



- Signature Awards
- Matching Scholarship Program
- Competitive environment to maintain enrollments
- Non-traditional increased enrollment
- Federal/State financial aid

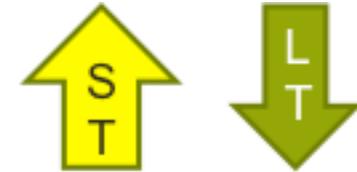
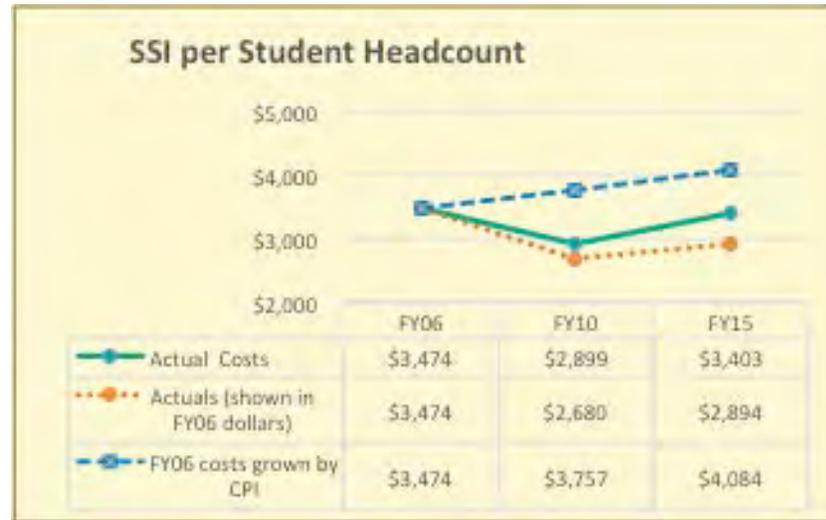
## Normalized Actuals (in FY06 \$)



# Dashboard: SSI (per Total Athens Student Headcount)

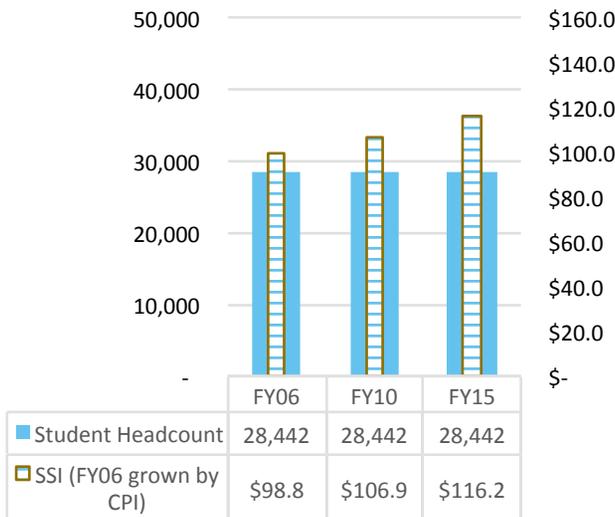
## Drivers:

- SSI
- Student Headcount – Athens Total (Undergrad + Grad)

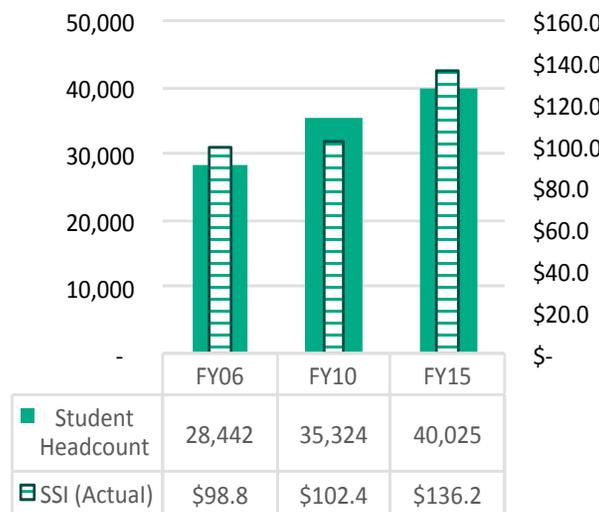


- Performance formula
- State funding
- OHIO Share of pool

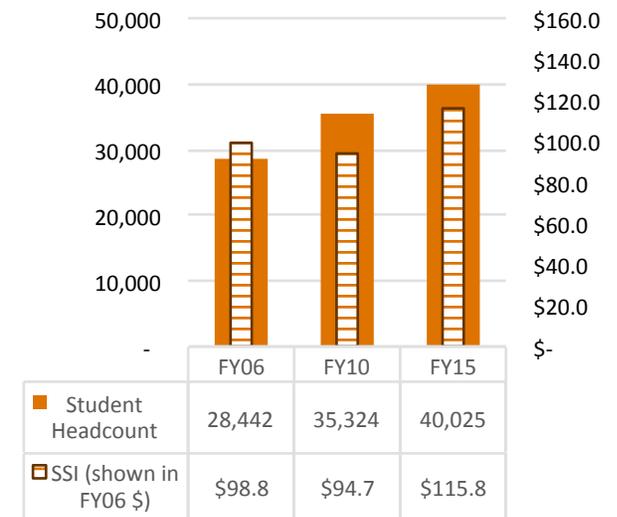
**FY06 grown by CPI**



**Actual Costs**



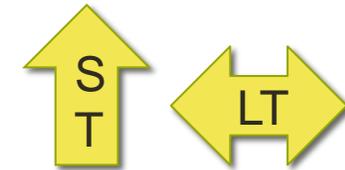
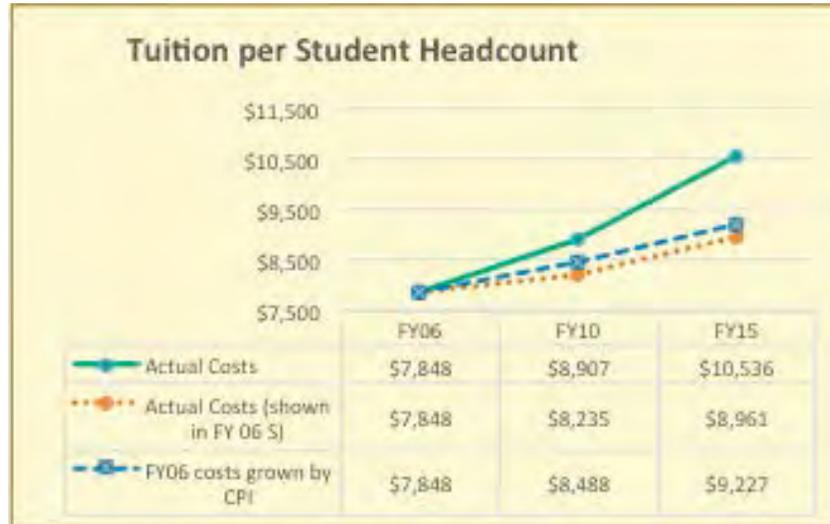
**Normalized Actuals (in FY06 \$)**



# Dashboard: Tuition

## Drivers:

- Tuition
- State cap
- Ohio Guarantee



- Reduction of SIS
- Increasing cost vs. efficiencies
- Institutional investments in priorities
- New revenue

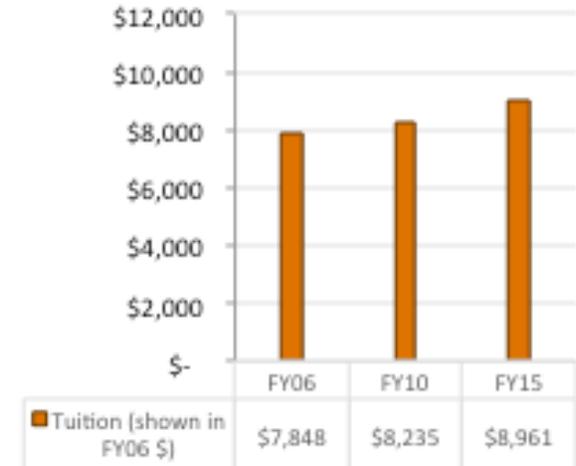
**FY06 grown by CPI**



**Actual Costs**



**Normalized Actuals (in FY06 \$)**



# Dashboard: Capital Investments per Gross Square Feet Athens (includes extension campuses)

## Drivers:

- Capital additions (investments)
- Gross square feet (includes extension campuses)

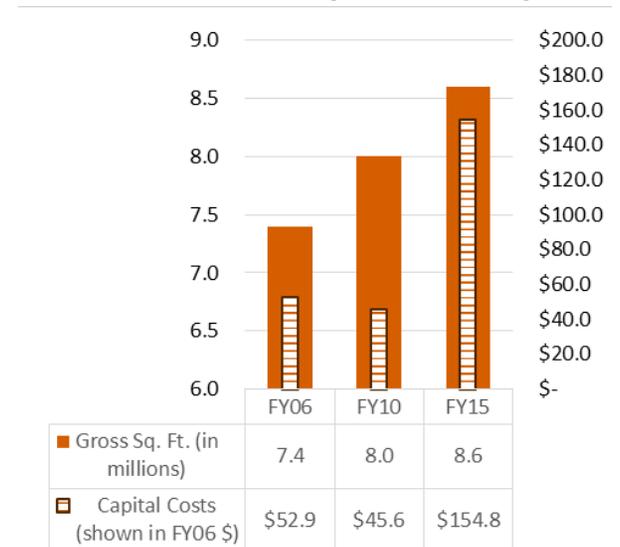
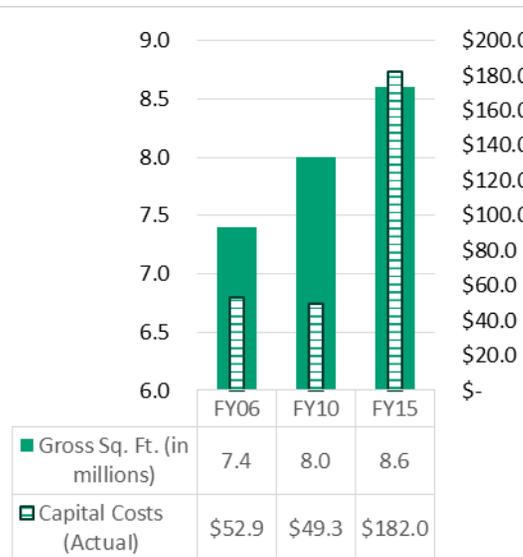


- Updating Facilities
- BOT Priority
  - CIP/CMP
  - Century Bond
  - EIP
- Extension Campus growth

## Normalized Actuals (in FY06 \$)

### FY06 grown by CPI

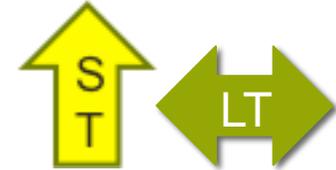
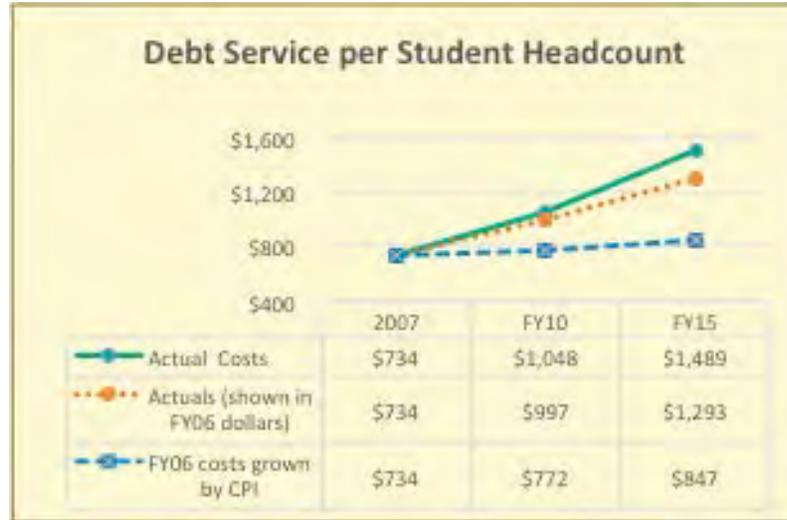
### Actual Costs



# Dashboard: Debt (per Athens Total Student Headcount)

## Drivers:

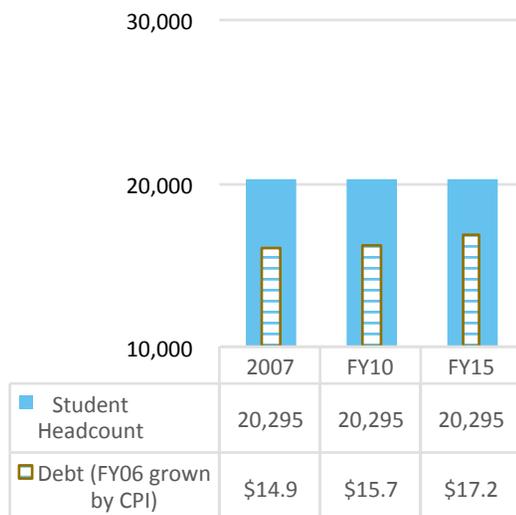
- Debt service
- Student headcount – Athens total



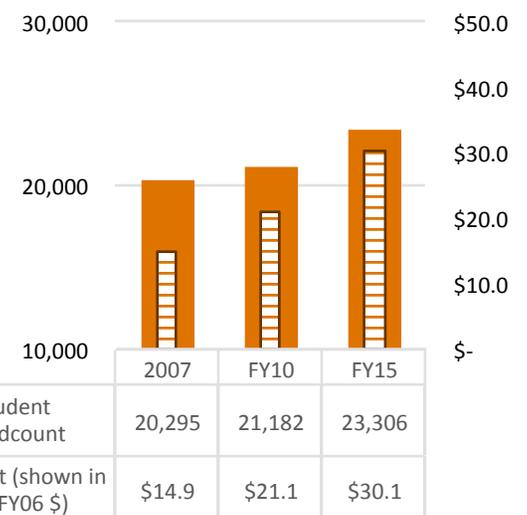
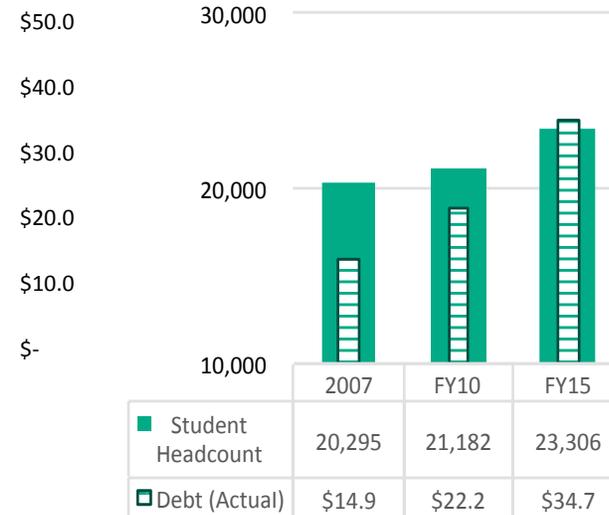
- CIP Plan
- Century Bond Program
- EIP
- Enrollments
- Deferred Maintenance Backlog

## Normalized Actuals (in FY06 \$)

### FY06 grown by CPI



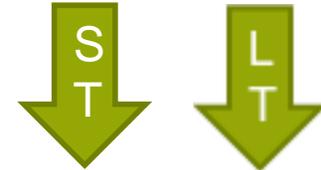
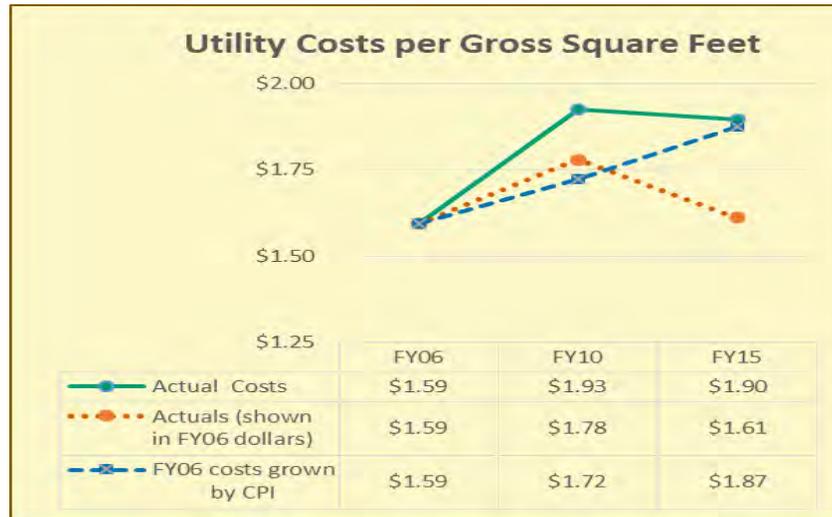
### Actual Costs



# Dashboard: Utility Costs (per Gross Square Feet)

## Drivers:

- Utility costs
- Gross square feet (includes extension campuses)



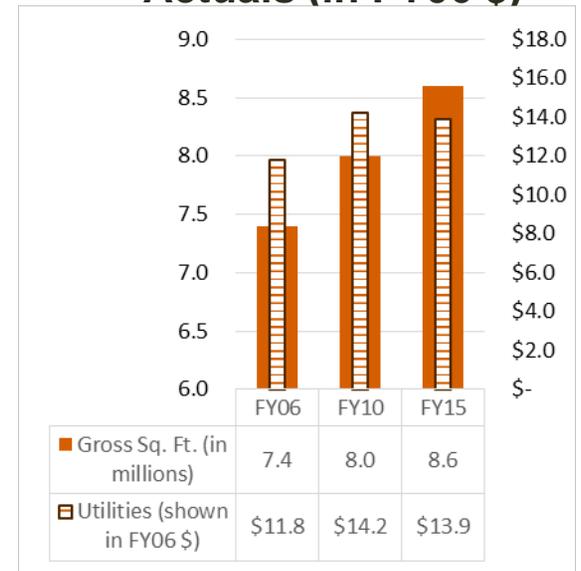
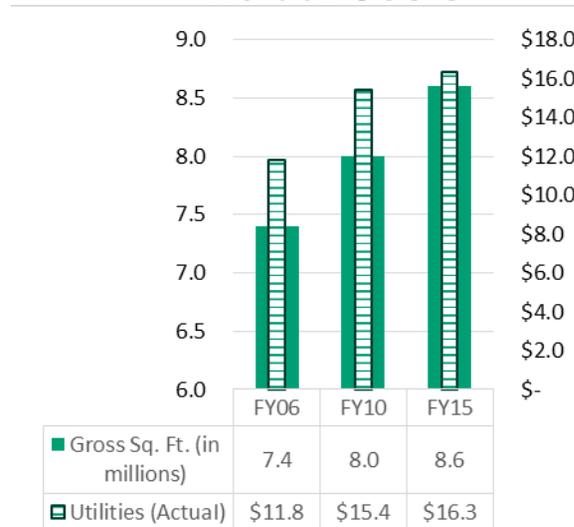
- Adding sq. footage
- Century Bond Program
- EIP impact
- CIP
- Energy Contracts

## Normalized Actuals (in FY06 \$)

### FY06 grown by CPI

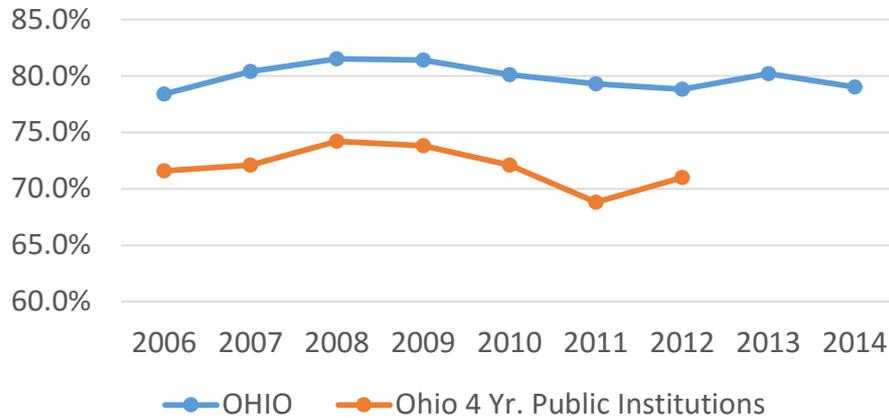


### Actual Costs

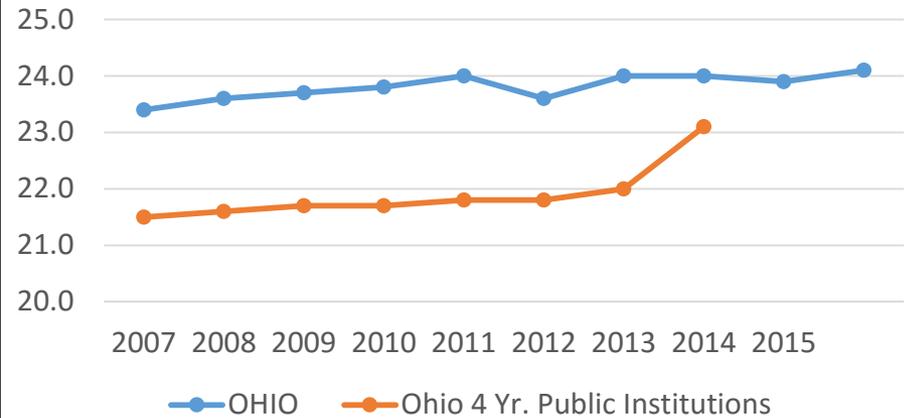


# Academic Metrics

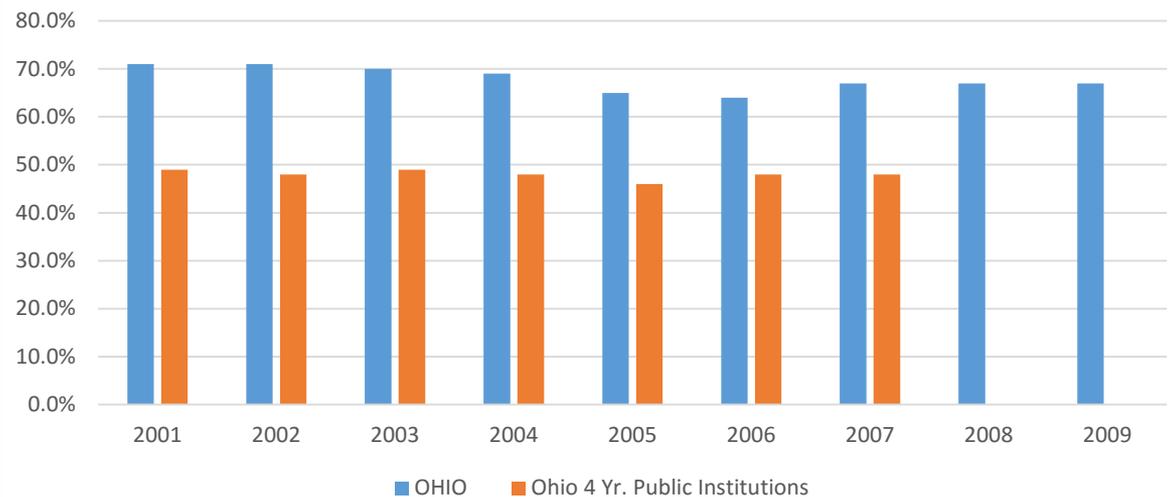
Retention Rates - First Year



ACT Composite



Graduation Rates - Six Year



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## Interoffice Communication

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Pamela J. Benoit, Executive Vice President and Provost  
Deborah J. Shaffer, Vice President for Finance and Administration, CFO and Treasurer

**Re:** **Six Year Capital Improvement Plan FY2017–FY2022**

We are pleased to present to you Ohio University's Capital Improvement Plan FY2017–FY2022 (CIP). The CIP is the culmination of a two-year effort to capture in one document the capital expenditure priorities of the colleges, schools and administrative departments. Incorporated in this plan is a comprehensive view of the entire University including the Athens, Regional, and extension Campuses' Facilities, Infrastructure and deferred maintenance needs, Information Technology, and University Initiatives.

Included with your materials is a comprehensive booklet that shares detailed capital plan information. The booklet is a printed and online document that is referenced and utilized by the campus throughout the year for implementation of the plan.

The presentation is organized by the four major components of the processes utilized to develop the plan.

- **Comprehensive:** Data driven and informed by multiple planning efforts
  - See slide 3, CIP Booklet Pages 6
- **Collaborative:** Planned with and includes all units across all campuses
  - See slides 4-18, CIP Booklet Pages 2 & 5
- **Prioritized:** Guided by Capital plan prioritization principles, the six year CIP snapshot shares projects prioritized for the next six years
  - See slides 19-22, CIP Booklet Pages 8-13
- **Measured:** Metrics that measure and test the impact of the plan
  - See slides 23-30, CIP Booklet Pages 25-35

The Resources Committee will consider resolutions for full-board approval of the embedded FY17 Capital Budget, the first year of the CIP, and for adoption of the Six Year Capital Improvement Plan FY2017-FY2022 during the upcoming meeting. Approval of the plan does not authorize Management to execute against the individual projects – each project over \$500 thousand will be presented to the Board for approval prior to execution; and, moving forward a

capital budget will be presented to the Board for approval concurrent to the Board's consideration/approval of the Annual Operating Budget (timeline is detailed on Slide 3).

This CIP along with the Comprehensive Master Plan the Board approved in March 2016 will serve as a blueprint to address our capital needs and respective funding and financing over the next six years.

We look forward to presenting and discussing this plan with you at the upcoming Board of Trustees meeting.



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# Six Year Capital Improvement Plan (CIP) FY2017-FY2022



# FY17-FY22 Six Year CIP



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Office of the President

November 6, 2015

Office of the President  
1 Ohio University  
Athens, OH 45701-2329

To the Ohio Higher Education Funding Commission:

Ohio University, chartered by the state of Ohio in 1804, is the oldest university in the U.S. established by the Northwest Ordinance of 1787. Today, Ohio University is one of the nation's premier universities with 11 colleges, six campuses, two extension campuses and three centers across the state. We educate almost 40,000 students annually and provide a broad continuum of services to Ohio citizens.

We are very proud of our heritage as the first university in Ohio. We are committed to preserving and maintaining the historic infrastructure that makes our university special. Our facilities play an essential role in our vision to be the nation's best transformative learning community. Maintaining investment in our facilities is a primary priority for the institution.

Ohio University's Board of Trustees and administrative officers have focused significant efforts to strategically plan for our future, by integrating deferred maintenance, facility assessments and prioritization, programmatic planning, space utilization studies, and creative and innovative funding strategies that leverage institutional working capital assets, funding, debt financing, and State Support.

We have outlined our approach, respective supporting initiatives, our progress to-date, future plans, and the associated timelines in the report attached to my letter. Our funding strategies complement the State of Ohio's goals of ensuring that the state's previous investments in existing infrastructure are maintained. Additionally, we are addressing high-priority capital projects that are integral to our operations and our promise to deliver a transformational education experience. When requested, our submission will provide specific details regarding the projects funding requests.

Thank you for the opportunity to share Ohio University's multi-year capital plan, strategies and priorities.

Cordially,

Roderick J. McDavis  
President

## Acknowledgements

**Dr. Roderick J. McDavis**—President

**Pamela J. Benoit**—Executive Vice President & Provost

**Deborah Shaffer**—Vice President for Finance & Administration, CFO & Treasurer

**Jason Pina**—Vice President of Student Affairs

### Academic Leadership

Deans

Vice Provosts

### Campus Units & Departments

### Faculty, Staff & Students

### Committees:

Capital Funding & Priorities Committee

Facilities Planning Advisory Committee

### Capital Plan Facilitation Team:

*Shawna Bolin, Director of University Planning & Space Management*

*Nancy Graves, Director of Capital Projects Finance*

*Joe Lalley, Senior Associate Vice President of Technologies & Administrative Services*

*Chad Mitchell, Director of Budget Planning & Analysis*

*Rachel Patrick, Budget Analyst, Capital Plan Project Manager*

*Greg Robertson, Associate Vice President for Architect, Design & Construction*

*Robin Schaffer, Director of Treasury*

*Steve Wood, Executive Director for Facilities Management & Safety*

***Special thanks to academic and administrative units across the campus for collaborating to develop this Capital Improvement Plan Update.***

# Capital Improvement Plan FY2017-FY2022



## Table of Contents:

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# Executive Summary

Ohio University's physical plant includes 275 buildings on over 2,700 acres across eight campuses and satellite campuses, 2 Centers and a Research Center in Ohio. Although we are proud to be the state's first and oldest university, this means that we have to balance available resources between maintaining our current facilities and updating those facilities to meet the educational needs of the 21<sup>st</sup> Century. At the same time we must address an aging infrastructure that services the Athens campus but is no longer reliable and poses health, life, safety concerns for our faculty, students and staff.

Over the past five years we have engaged in multiple integrated planning processes that culminated with a new Comprehensive Master Plan for Ohio University. This plan includes and addresses the institution's deferred maintenance backlog, programmatic investment, and space utilization while preserving the character and beauty that over the years has attracted over 220,000 living alumni to Ohio University. Concurrently, a financial plan that leverages the institution's working capital, debt financing, and State Support with the long-term goal of promoting a funded depreciation strategy has been developed to fund the Plan.

The FY17—FY22 six year Capital Improvement Plan incorporates programmatic facility investments, addresses deferred maintenance priorities, and encourages strategic investments in the University.

Academic Strategic Plan: Guiding all planning

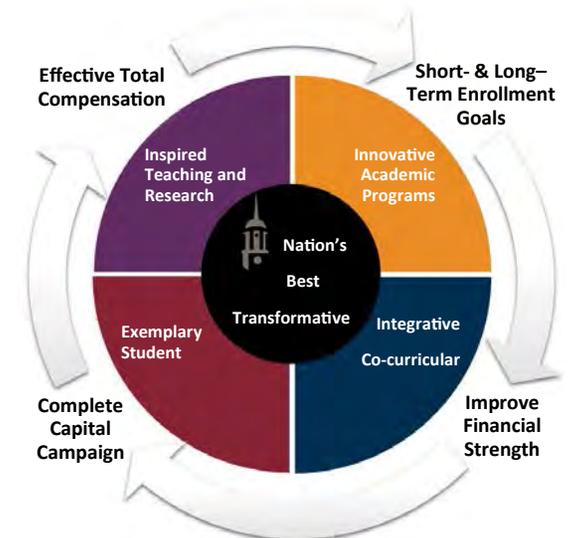
## Vision Statement

*Ohio University will be the nation's best transformative learning community where students realize their promise, faculty advance knowledge, staff achieve excellence, and alumni become global leaders.*

## Core Values

- Excellent is our hallmark
  - Outstanding people, ideas, and programs
- Integrity, civility, and diversity define our community
  - These values guide our leadership in a
- Stewardship enhances our legacy
  - As Ohio's first institution of public higher education, we are mindful of our

## Strategic Priorities



The Capital Improvement Plan was developed with an eye towards projects that balance deferred maintenance with strategic and programmatic capital investment including:

- A focus on addressing basic functional issues such as roofs, building envelope, mechanical, electric, plumbing, & life safety systems.
- Creating spaces that deliver on the promises we make to students about being a transformative learning environment.

# CIP Process Development: Planning Efforts

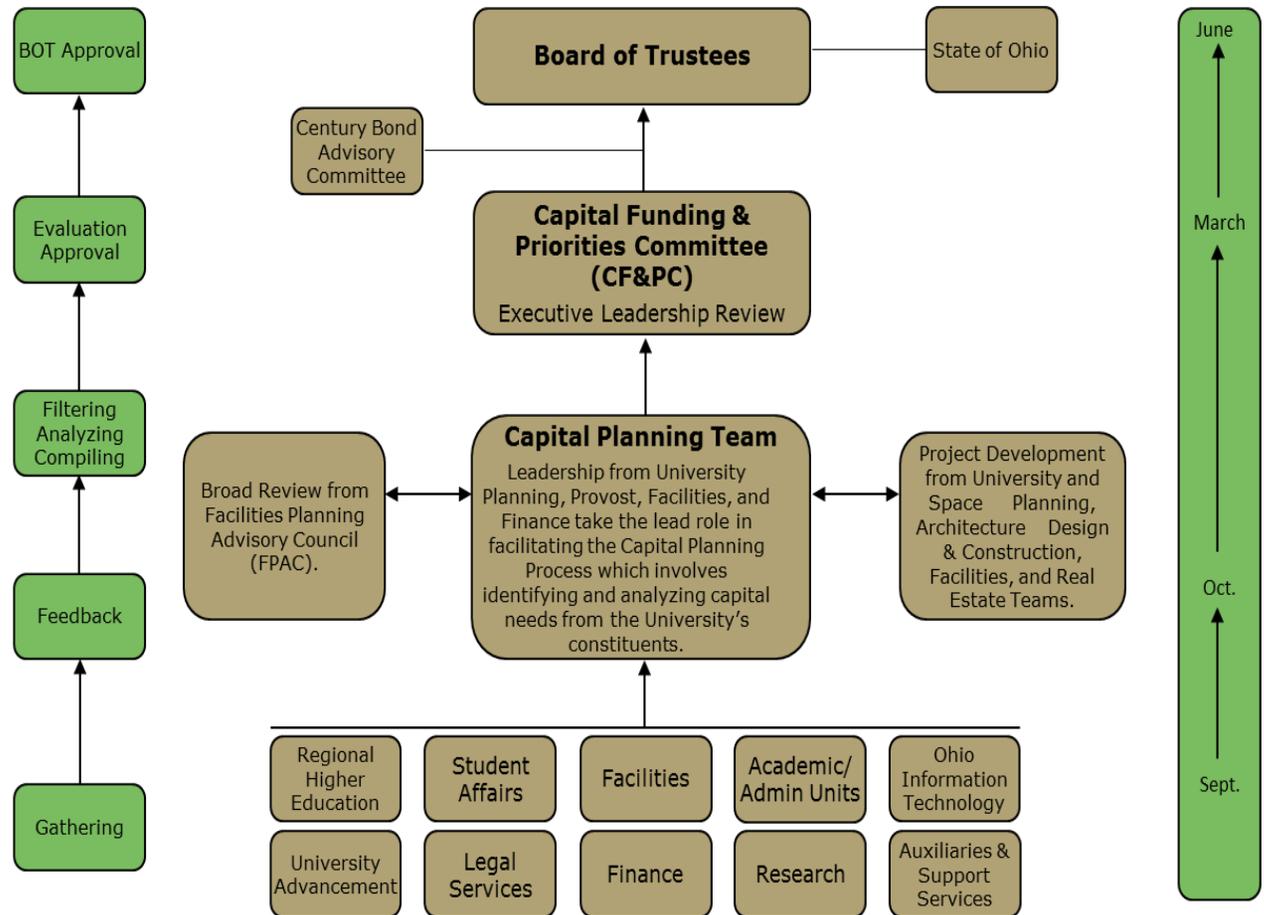
This six year CIP update incorporates a multi-step process that is:

**Comprehensive:** informed by multiple planning efforts and data drive

**Collaborative:** Planned with and includes all units across the campus

**Prioritized:** Projects prioritized through comprehensive review of academic impact, facility condition, and funding affordability

**Measured:** Metrics developed to test the impact of the plan



# CIP Process Development: Overview



*“Building on the OHIO culture of inter-disciplinary collaboration, this CIP integrates the complex planning efforts and input of faculty, staff, students, and alumni from all disciplines and functions across the University. Guided by the University’s strategic and master planning efforts, we are presenting an integrated capital improvement plan that balances programmatic and deferred maintenance priorities and supports growth; while respecting and considering our institutions financial capacity and affordability.”*

- Deborah Shaffer, Vice President for Finance & Administration, CFO & Treasurer

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2015</b>	<b>Deferred Maintenance</b>	Review Approved Projects	Building Condition Analysis	Deferred Maintenance Prioritization	Annual Plan Development		<b>FY16 Annual CIP Approval</b>	FY17/FY18 Deferred Prioritization		Prep for State Request with Six Year Draft			
	<b>Programmatic Priorities</b>	Space Analysis			Programmatic Review	Project Testing		Units Identified their top priorities		Project Estimate and Funding Feasibility analysis			Unit project prioritization
	<b>Cash Flow &amp; Internal Bank</b>	Implement Century Bond & Internal Bank Strategy (Nov 14)		Internal Bank Model/Cash Flow Updates	Budget Forecast Development	Annual Debt Capacity & Affordability Analysis/Internal Bank Model Updates			Century Bond Advisory Board Review	Bank/Cash Flow Model Century Bond Advisory Board Review			Internal Bank Model/Cash Flow Updates
	<b>Budget Development</b>	Planning Unit Forecast Development			Finalize Budget Book	Budget Submission/ Approval & FY16 Capital Budget Approval				Budget Planning Assumptions	Budget Forecast Developments	<b>FY17-FY18 State Submission</b>	Financial Review Mtgs

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
<b>2016</b>	<b>Deferred Maintenance</b>	Building Condition Analysis	Deferred Maintenance and Programmatic Prioritization				Six Year CIP Submission Development		
	<b>Programmatic Priorities</b>	CMP Draft		Final CMP					
	<b>Cash Flow &amp; Internal Bank</b>			Internal Bank Model/Cash Flow Updates	Budget Forecast Development	Century Bond Advisory Board Review	Annual Debt Capacity & Affordability Analysis/ Internal Bank Model Updates		Bridge Financing & New Bond Issue Approval
	<b>Budget Development</b>	Planning Unit Forecast Development			Finalize Budget Book		Budget Submission/ Approval		FY17 Capital Budget Approval

# Six Year CIP Submission Schedule

## Six Year CIP Development

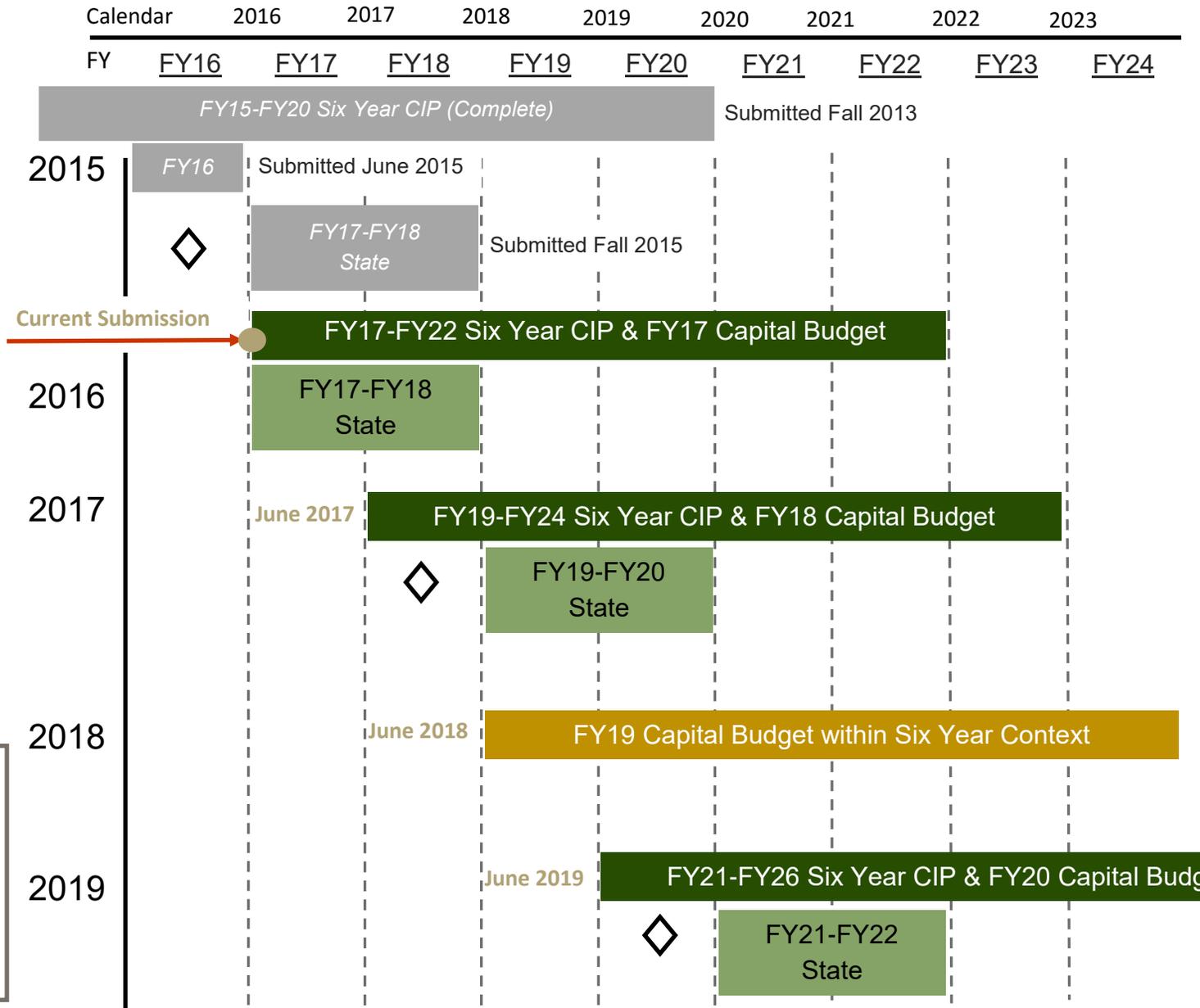
The Master Plan and comprehensive financial planning and analysis resulted in the need to delay the FY17-FY22 CIP update from the typical timeframe. While the Six year plan will be updated yearly, the comprehensive plan and booklet with state biennium capital appropriation requests aligns in odd years to ensure we are ready for State Capital submission request deadlines.

### Future Submissions

- Next year we will be refreshing the six year plan to provide an FY19-FY24 Six Year CIP to the State.
- Process begins in the Fall and culminates in the spring with a June Board submission and request for approval.
- Each annual update will provide a fresh look at priorities and feasibility.

### SCHEDULE KEY

-  6 Year CIP Annual Update booklet with State Submission
-  6 Year CIP Annual Update on a non-state submission year
-  State Capital Submission



# Capital Planning Prioritization

## CAPITAL PLANNING PRINCIPLES

### Mission Impact of the Project

- ⇒ Projects that impact greater numbers of students and faculty as well as their ability to conduct core academic functions should have higher priority
- ⇒ Projects that address situations where the core academic functions are diminished or interrupted by the condition or configuration of space should be prioritized based on the level of disruption
- ⇒ Projects enabling new academic activities of strategic University importance should have higher priority

### Facility Characteristics

- ⇒ Projects that are needed to prevent the loss of a facility should have priority depending on the strategic importance of that facility in supporting the core operations of the University
- ⇒ Facilities with greater age and poorer condition should be given priority depending on the strategic importance of that facility in supporting the core operations of the University

### Project Funding Plan

- ⇒ Projects fully funded by Planning Unit resources or gifts are included so long as other critical operations are not negatively impacted
- ⇒ Projects requiring access to bridge funding are further constrained by the ability of the planning unit to repay funding with interest
- ⇒ Projects requiring debt are even further constrained by the debt capacity of the University and the ability of the budget to hand the debt service payments

### Programming Priorities:

Units across the campuses identified near and long term programming needs, both what would be ideal and what may be practical or executable. The University, within the Capital Planning Process prioritized what can be accomplished in the next six years.

### Deferred Maintenance:

Building assessments were completed for occupied space on the Athens and Regional campuses.

### Prioritization Includes:

- Financial Feasibility
- Must do, Should do, Want-To-Do
- Programmatic Impact
- Addressing Deferred Maintenance
- Timing, phasing, long-term strategy



# Six Year CIP: Structure and Definitions

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Working Capital	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
Classification & Project															

## Classification and Project

The six year FY17-FY22 CIP Plan has 8 primary project categories:

**Academic/Programmatic Renewal:** address academic or programmatic space; these projects may also address deferred maintenance needs

**Deferred Maintenance:** projects focused solely on addressing the deferred maintenance needs of the University

**University Initiatives:** projects that make a University wide impact in multiple areas

**Utility System Upgrades:** address the University's energy infrastructure, electric distribution, and steam systems

**Regional Campuses:** a list of projects planned to be implemented by each regional campus

**Student Affairs/Housing & Residence Life:** projects or studies

**Auxiliaries:** projects that are prioritized and funded by Culinary and the Airport

**OIT:** project investment buckets that are managed and implemented to support information technology needs

## Deferred Maintenance:

Identifies the dollar impact of deferred maintenance backlog the project addresses

## Six Year Totals

- Combines the amount of each funding source
- Shows the anticipated total project cost
- Some projects are phased, but this section totals all phases for a comprehensive view



## Funding Sources

Every project included in the six year CIP has a planned designated funding source.

**Century Bond:** 100 year taxable bond funding; use governed by BOT guiding principles; rate of spend and investment focused exclusively on deferred maintenance impact

**State Re-appropriations:** State of Ohio capital funding from a previous biennium that will be expended or reprioritized for projects in the current biennium

**State Appropriation:** State of Ohio capital funding from the current and projected biennia

**Internal Bank:** University working capital funding projects through internal loan structure; Internal Bank capitalized from non-endowed investment returns, debt proceeds, and internal debt service

**Gifts/Grants:** External resources committed towards supporting capital projects. Bridge funding may be necessary to support the timing of gift receipts

**Reserves/Operating:** Departmental reserves generated from unrestricted resources

## Capital Expenditure Forecast

Presentation of forecasted expenditures for every project in the six year CIP

- **FY15-FY16:** Prior-year spending of projects included in six year CIP
- **FY17-FY22:** Forecasted expenditures within current six year CIP



# Six Year CIP: FY17-FY22

Dollars in Millions

*“OHIO’s CIP is not simply a six-year plan. Executing on this commitment ensures that we can continue to best serve our students and University community for decades to come. These investments go beyond brick and mortar projects by providing a stronger foundation for our academic programs and co-curricular offerings. The free exchange of ideas is the cornerstone of a higher education. Safe, comfortable and supportive physical environments are integral to achieving OHIO’s vision of becoming the nation’s best transformative learning community.”*

**-Jason B. Pina, Vice President for Student Affairs**

## Six Year Capital Improvement Plan Summary

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
Classification & Project	*Numbers in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
Academic/Programmatic Renewal	\$ 281.52	88.45	23.24	3.60	44.90	185.15	18.07	6.56		18.66	92.88	66.79	61.12	15.22	26.85
Deferred Maintenance <i>(Additional \$'s applied to projects above)</i>	\$ 62.51	61.01	44.57		14.94			3.00		4.03	8.57	8.81	13.95	9.28	17.87
University Initiatives	\$ 22.50	9.50	1.50		1.50	10.50		9.00		2.60	5.10	10.55	1.75	1.25	1.25
Utility System Upgrades	\$ 87.31		79.00		8.31				25.59	15.59	15.49	14.84	10.50	1.95	3.36
Regional Campuses	\$ 28.71	13.37		1.79	13.52		11.80	1.58		0.58	4.87	4.20	10.56	3.69	4.77
Student Affairs/Housing & Residence Life	\$ 226.22	122.45				95.80		130.42		44.71	15.24	18.72	23.15	20.20	104.20
Auxiliaries	\$ 41.71	37.88					5.25	36.46		12.54	8.94	8.76	6.34	2.13	2.99
OIT	\$ 45.16							45.16		5.29	7.94	10.17	8.72	7.79	5.26
<b>Six Year CIP Project Total:</b>	<b>\$ 795.64</b>	<b>333</b>	<b>148</b>	<b>5</b>	<b>83</b>	<b>291</b>	<b>35</b>	<b>232</b>	<b>26</b>	<b>104</b>	<b>159</b>	<b>143</b>	<b>136</b>	<b>62</b>	<b>167</b>



# Six Year CIP: FY17-FY22

Dollars in Millions

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
Classification & Project	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Academic/Programmatic Renewal</b>	<b>\$281.52</b>														
Seigfred Hall Renovations Phase II <i>Includes \$1.5M project from \$3.6M Programmatic Initiative</i>	\$17.60	15.00	7.80	1.50	8.30					1.06	9.54	0.70	6.30		
Ellis Hall Infrastructure Renewal	\$12.38	11.00	0.74		6.60	5.04				0.87	11.51				
Clippinger Renovation Strategy	\$98.16	45.00	14.60		30.00	53.56				2.98	39.62	1.87	24.82	2.02	26.85
HCOM Academic & Clinical Research Phase I	\$65.00	N/A				60.00		5.00		2.28	2.28	41.60	18.85		
Engineering Research/Consolidation & Expansion	\$29.00	16.00				29.00					2.03	20.82	6.15		
Alden Library Renovation <i>Includes \$1.25M project from \$3.6M Programmatic Initiative</i>	\$2.80	1.45		1.25		1.55				2.80					
The Perry and Sandy Sook Academic Center	\$6.17	N/A	0.10				6.07			2.20	3.97				
Administration Relocations Engineering	\$25.00	N/A				25.00				1.75	23.25				
Administration Relocations HCOM	\$3.00	N/A				3.00				3.00					
College of Business Expansion*	\$20.00	N/A				8.00	12.00					1.80	5.00	13.20	
HCOM Cleveland/Dublin Renovations	\$1.56	N/A						1.56		0.88	0.68				
<b>Additional Programmatic Upgrades</b>															
Alden Library Renovation (See Alden Above)		See Above													
Seigfred Maker/5th Floor (See Seigfred Above)		See Above													
C-Suite (Student Innovation Hub)	\$0.60	N/A		0.60						0.60					
Classroom Sandbox	\$0.25	N/A		0.25						0.25					
<b>Deferred Maintenance</b> <i>(Additional \$'s applied to projects above)</i>	<b>\$62.51</b>														
Safety Funds	\$3.00	2.00						3.00		0.50	0.50	0.50	0.50	0.50	0.50
Campus Roadways	\$5.00	4.50	2.05		2.95							1.25	1.25	1.00	1.50
Botanical Research Roof Replacement	\$0.40	0.40	0.04		0.36					0.04	0.36				
Academic Research Center Roof Replacement	\$1.00	1.00	0.90		0.10					0.10	0.90				
Innovation Center Roof Replacement	\$0.30	0.30	0.30								0.30				
Convocation Roof Replacement	\$5.00	5.00	5.00							0.50	0.50			2.00	2.00
Prioritized Roof Repairs (Ping, Lindley, Central Classroom, Gordy, Copeland, Grover)	\$3.90	3.90	3.05		0.85					0.39	3.51				
Building Envelope Prioritization FY19-FY22	\$4.25	4.25	2.70		1.55							1.50		1.20	1.55
Fire Protection, Electrical, and Plumbing Prioritization FY19-FY22	\$24.66	24.66	15.53		9.13							3.06	9.70	2.08	9.82
Emergency Projects Funds	\$15.00	15.00	15.00							2.50	2.50	2.50	2.50	2.50	2.50
<b>University Initiatives</b>	<b>\$22.50</b>														
Small House Strategy	\$5.00	5.00				5.00					2.50	2.00	0.50		
ADA	\$1.50	1.50	1.50							0.25	0.25	0.25	0.25	0.25	0.25
Classroom Improvement Plan	\$6.00	3.00						6.00		1.00	1.00	1.00	1.00	1.00	1.00
Campus Wayfinding Phase One	\$0.60	N/A						0.60		0.60					
Park Place Strategy	\$7.00	N/A			1.50	5.50				0.35	0.35	6.30			
Real Estate Investments	\$2.40	N/A						2.40		0.40	1.00	1.00			
<b>Utility System Upgrades</b>	<b>\$87.31</b>														
Energy Infrastructure Project (EIP) - Approved Projects	\$25.59	N/A	25.59						25.59						
Energy Infrastructure Project (EIP) - Planned Projects	\$53.41	N/A	53.41							15.59	15.49	13.34	9.00		
Electric Distribution & Steam System Upgrades															
Prioritization FY19-FY22	\$8.31	N/A			8.31							1.50	1.50	1.95	3.36

# Six Year CIP: FY17-FY22

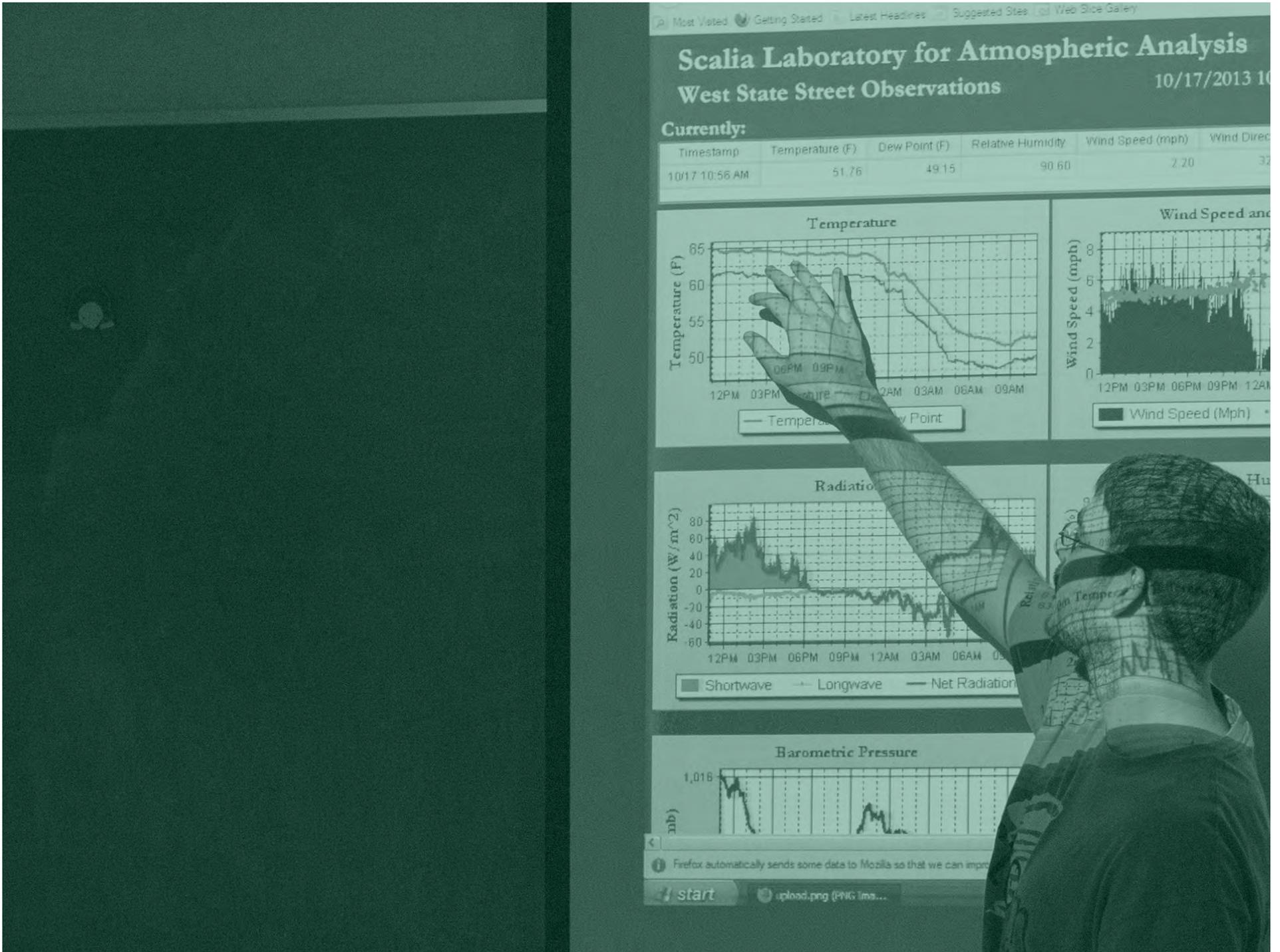
Dollars in Millions

FY17 - FY22 6 Year Capital Improvement Plan Classification & Project	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Regional Campuses</b>	<b>\$28.71</b>														
<b>Chillicothe</b>															
Academic Success Center *	\$10.00	N/A		1.20			8.80					0.90	6.00	3.10	
Bennett Hall Electrical Upgrades	\$0.95	0.95			0.95				0.10	0.86					
Bennett Hall Interior Upgrades	\$0.45	0.45			0.45						0.05	0.41			
Bennett Hall Elevator Upgrades	\$0.50	0.50			0.50						0.05	0.45			
Stevenson Center Roof Replacement	\$0.95	0.95			0.95									0.10	0.86
Small Capital Improvements	\$1.40	N/A		0.05				1.35	0.04	0.05	0.06	0.50	0.08	0.68	
<b>Eastern</b>															
Shannon Hall HVAC Repairs	\$0.45	0.45			0.45				0.05	0.41					
HPEC Parking Lot Reconstruction	\$0.35	0.35			0.35				0.04	0.32					
HPEC Chiller Replacement	\$0.45	0.45			0.45						0.05	0.41			
Shannon Hall Electrical Upgrades	\$0.30	0.30			0.30						0.03	0.27			
Building Management Systems	\$0.45	0.45			0.45									0.05	0.41
Shannon Hall Computer Lab	\$0.15	N/A			0.15									0.02	0.14
Shannon Hall Parking Upgrades	\$0.15	0.15			0.15									0.02	0.14
Small Capital Improvements	\$0.43	N/A		0.25				0.18	0.05	0.16	0.10	0.05	0.03	0.04	
<b>Lancaster</b>															
Brasee Hall Exterior & Roofs	\$0.70	0.70			0.70				0.07	0.63					
Brasee Hall Interior Upgrades	\$0.15	0.15			0.15				0.02	0.14					
Brasee Hall South Roof	\$0.50	0.50			0.50						0.05	0.45			
Brasee Air Handler #1	\$0.25	0.25			0.25						0.03	0.23			
Brasee Air Handler #9	\$0.10	0.10			0.10						0.01	0.09			
Parking Lot Lower North	\$0.30	0.30			0.30									0.03	0.27
Parking Lot Shipping Area	\$0.30	0.30			0.30									0.03	0.27
Replace Sidewalk Lights	\$0.03	0.03			0.03									0.03	
Brasee Hall Air Handler #2	\$0.25	0.25			0.25									0.03	0.23
<b>Southern</b>															
Library & Student Success Center Renovation *	\$3.03	N/A					3.00	0.03		0.33	2.70				
Energy Efficiency Improvements (Phase II)	\$0.89	0.89		0.29	0.60				0.09	0.80					
Life, Safety & Security Improvements	\$0.27	0.27			0.27				0.03	0.24					
Energy Efficiency Improvements (Phase III)	\$0.60	0.60			0.60						0.06	0.54			
Parking Lot & Site Improvements	\$0.20	0.20			0.20						0.02	0.18			
Campus Safety Improvements	\$0.07	0.07			0.07						0.01	0.06			
Energy Efficiency Improvements (Phase 4)	\$0.60	0.60			0.60									0.06	0.54
Academic Center Flooring & Furniture	\$0.30	N/A			0.30									0.03	0.27
Small Capital Improvements	\$0.01	0.01						0.01	0.01						
<b>Zanesville</b>															
Herrold Hall Renovations	\$3.15	3.15			3.15				0.11	0.95	0.11	0.95	0.11	0.95	
Small Capital Improvements	\$0.03	0.03						0.03	0.03						

# Six Year CIP: FY17-FY22

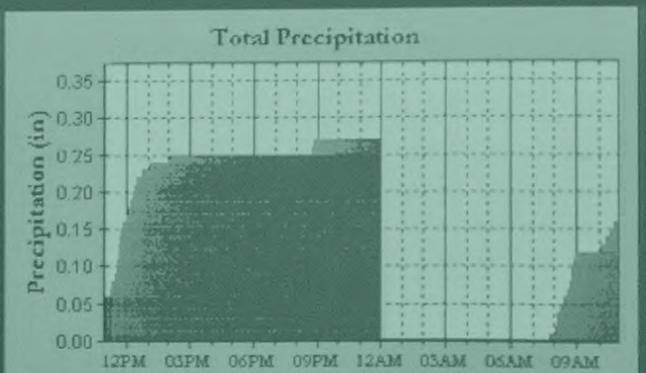
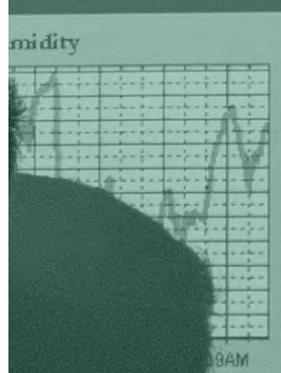
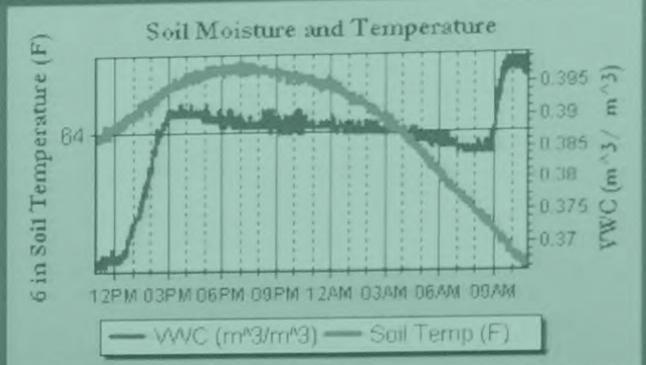
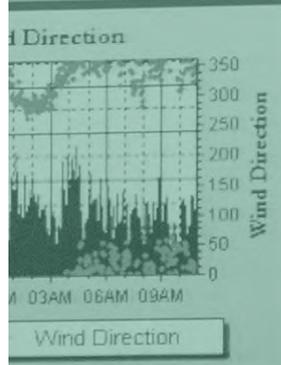
Dollars in Millions

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
Classification & Project	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Auxiliaries</b>	<b>\$41.71</b>														
Jefferson Dining Renovation	\$8.80	6.40						8.80		8.80					
Dining Hall Refresh	\$16.50	16.50						16.50		2.00	5.00	5.00	4.50		
Rehabilitate Taxiway A	\$1.39	1.39					1.25	0.13		0.14	1.25				
Rehabilitate Aprons A, B & F	\$2.16	2.16					2.11	0.04			0.22	1.94			
Auxiliaries Airport Approach Land	\$1.44	N/A					1.29	0.14							1.44
Small Capital Improvement Projects - Culinary	\$10.83	10.83						10.83		1.61	2.44	1.82	1.79	1.62	1.55
Small Capital Improvement Projects - Auxiliaries	\$0.60	0.60					0.59	0.01			0.04		0.05	0.51	
<b>OIT</b>	<b>\$45.16</b>														
Business Application Services	\$5.08	N/A						5.08		0.25	0.83	0.95	1.21	1.53	0.31
Instructional and Research Technologies <i>Additional funds for tech through classroom fund above</i>	\$3.12	N/A						3.12		0.75	0.40	0.72	0.37	0.37	0.52
Student Information & Administration	\$2.10	N/A						2.10			0.60	0.50			1.00
Information Infrastructure	\$31.61	N/A						31.61		3.59	5.59	7.12	7.08	5.48	2.76
Information Security	\$2.61	N/A						2.61		0.45	0.53	0.85	0.05	0.06	0.68
Customer Services	\$0.65	N/A						0.65		0.25		0.03	0.02	0.35	
<b>Student Affairs/Housing &amp; Residence Life</b>	<b>\$226.22</b>														
Jefferson Hall Renovation	\$29.80	25.60				25.80		4.00		29.80					
Student Affairs Strategic Planning Studies	\$1.00	N/A						1.00		0.75	0.25				
Aquatic/Bird Future Study	\$0.50	N/A						0.50		0.50					
Bromley Infrastructure Upgrades	\$7.50	7.50						7.50				7.50			
Front Four HVAC Upgrades Phase I	\$7.50	6.00						7.50				7.50			
Back South Demolition - Phase II	\$2.40	30.00						2.40		2.40					
Housing Development Plan-Future Phases	\$120.00	TBD				70.00		50.00				4.20	7.80	10.80	97.20
Small Capital Improvement Projects	\$2.41	3.01						2.41		0.95	0.69	0.12	0.25		0.40
Landscape Improvements	\$0.23	N/A						0.23		0.23					
Plumbing/HVAC Improvements	\$39.20	31.12						39.20		7.20	10.50	3.50	6.50	6.50	5.00
Minor Building Renovations	\$6.48	10.72						6.48		1.08	0.50	2.30		1.80	0.80
Roof Rehabilitations	\$6.60	5.50						6.60			3.30	1.10	1.10	1.10	
Infrastructure Renewal	\$2.60	3.00						2.60		1.80					0.80
<b>Six Year CIP Project Total:</b>	<b>\$795.64</b>	<b>333</b>	<b>148</b>	<b>5</b>	<b>83</b>	<b>291</b>	<b>35</b>	<b>232</b>	<b>26</b>	<b>104</b>	<b>159</b>	<b>143</b>	<b>136</b>	<b>62</b>	<b>167</b>
			*Fundraising is currently ongoing, project timing is dependent upon fund commitment level												
			**Placeholder amount pending Housing Project Development planning and financial affordability and capacity review												



0:56:09 A

Station	Pressure (mb)	Total Precipitation since Midnight (in)	Snow Depth (in)	6 in. Soil Temp. (F)
4.80	1,014.14	0.17	0	62.67



### Current Day's Extremes

Max Temp	61.1 F	12:25:59 AM
Min Temp	50.6 F	9:07:59 AM
Max Heat Index	61.1 F	12:25:59 AM
Min Wind Chill	50.7 F	9:07:59 AM



# Comprehensive Planning & Data Analysis

# FY17-FY22 Planning and Data Analysis Efforts

Significant planning efforts have occurred over the past biennium (F15/FY16). The University has integrated several planning processes to provide visioning, data driven decision making, and resource planning to support project prioritization for the updated six year CIP.

## Overview:

**Comprehensive Master Plan Process (Pages 17-18):** Ohio University completed a 15 month endeavor to publish the Comprehensive Master Plan 2016, which includes the strategic and physical development of the Athens and Dublin campuses. The plan provided a roadmap and long-term vision for the next decade which celebrates the rich history of the University and addresses future needs for years to come.



## Programmatic Priorities (Page 19)

The University met with each unit across the campus to understand their programmatic needs and had every unit prioritize their individual projects. The University reviewed these priorities in conjunction with one another and in conjunction with deferred maintenance needs to prioritize and leverage impact.

Projects implemented or to be implemented in Six Year CIP

Projects prioritized by unit, but not in this six year CIP Update

## Deferred Maintenance Assessments (Pages 20-21):

The university engaged teams to perform physical walkthroughs of campus buildings to develop facility assessments of buildings systems, infrastructure, and building envelopes.



## Energy Infrastructure Initiative (Page 22):

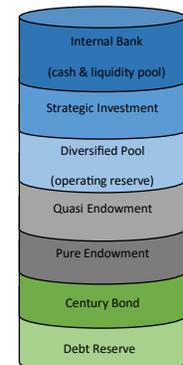
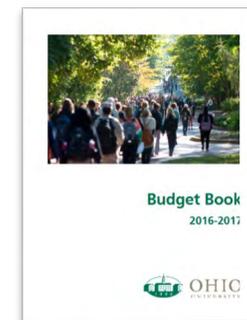
This initiative addresses critical energy infrastructure needs, improves energy conservation, and meets institutional objectives and commitments. The University also is developing a Utility Master Plan.



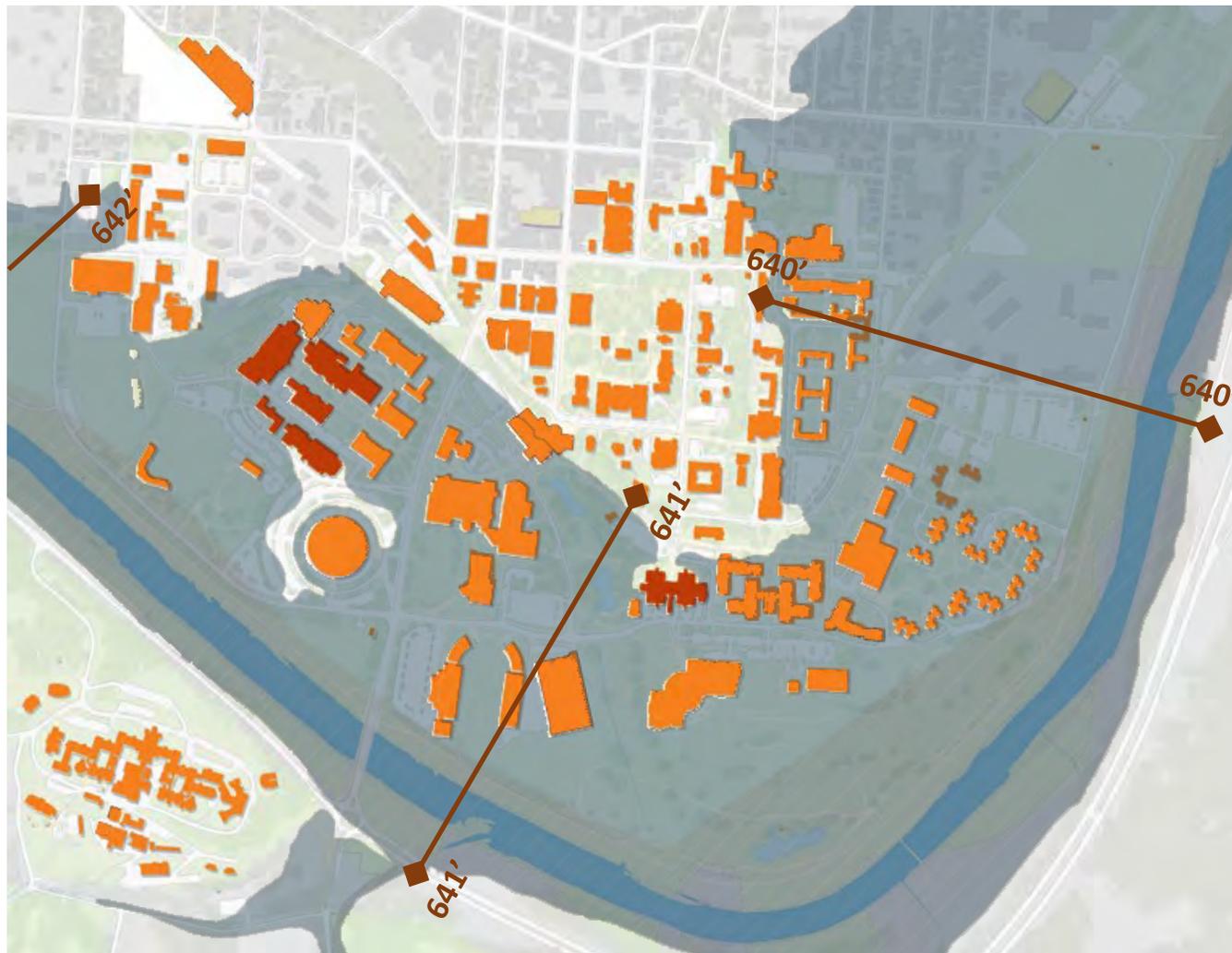
## Financial Analysis & Funding Generation (Page 23):

The University Office of Budget Planning developed a Budget Book to present an “all-funds” picture of the University’s finances, aligning with the financial forecasts that are developed throughout the year.

The University also created a treasury department and implemented internal and century bond bank models.



# Campus Land and Building Challenges



## Campus in the Floodplain

Most of the Athens campus footprint exists within the 100-year floodplain of the Hocking River. North of the river, **83%** of the campus is in the regulatory floodplain, while **12%** is in the regulatory floodway, an area where no fill or construction can occur. In addition to several other buildings, over 95,000 NASF of occupied space in Clippingier, Grosvenor Hall, and Stocker Center will be lost when they are majorly renovated as a result of compliance with federal regulations.

## Program Space in 100yr Floodplain

Clippingier	34,418 NASF
Grosvenor	18,492 NASF
Stocker	42,836 NASF

**Regulatory Floodway :** Any encroachment in this area is strictly prohibited including fill, new construction, substantial modifications to existing structures, or other development.

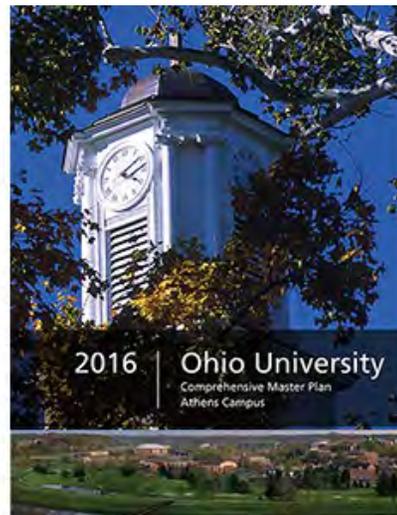
**Regulatory Floodplain:** Represents the extents of a flood event with a 1% chance of occurring. All occupied space in new and significantly renovated buildings must be above the floodplain elevation. Flood insurance is mandatory.

- Building impacted by the Regulatory Floodplain
- Major building systems and occupied space impacted by the Regulatory Floodplain

# Comprehensive Master Plan: Process and Principles



Every 10 years the University updates the campus master plan to provide a roadmap and long-term vision for the next decade. This plan celebrates the rich history of the University and addresses future needs for years to come. The campus master plan is used to guide the development of Ohio University's capital improvement plan and support the University's mission and academic plans. It ensures that projects are not considered in isolation, but rather in a comprehensive view with intentionality for consideration of placement of buildings and programs that maximize the university's physical footprint.



The Campus Master Plan and future planning decisions are guided by the following Campus Planning Principles:

## **A distinctive residential university experience**

*Enhance OHIO's distinctive physical environment and strengthen connections to its natural setting, the City of Athens, southeast Ohio, and 200 years of campus history.*

## **A community of learners**

*Support a transformative living and learning environment on campus and for online learners by including flexible, technology-enabled, collaborative spaces for teaching, research, outreach and innovation.*

## **Stewardship of assets**

*Support OHIO's commitment to sustainability and Smart Growth by responsibly renewing, using and leveraging our existing built and natural resources.*

## **A welcoming and user friendly campus**

*Make our campus engaging, accessible and safe to a diverse and inclusive community and visitors.*

## **Support future evolution of campus needs**

*Create flexible plans that will meet our future needs through integrating functions, supporting partnerships, smart utilization and agile implementation.*

# Programmatic Priorities

## MAJOR PROJECT CATEGORIES

Over the past several years, several colleges have had major investments to upgrade programmatic spaces. With planned projects in this Six Year CIP, the majority of academic units will have had a major impact project.

<b>College of Arts &amp; Sciences</b> <ul style="list-style-type: none"> <li>Ellis Hall Renovation</li> <li>Clippinger Renovation</li> </ul> <ul style="list-style-type: none"> <li>OPIE Consolidation</li> <li>Biology Consolidation</li> </ul>	<b>College of Business</b> <ul style="list-style-type: none"> <li>Business Annex Upgrades</li> <li>Business Expansion</li> <li>Dublin Initiatives</li> </ul>	<b>College of Fine Arts</b> <ul style="list-style-type: none"> <li>Lin Hall Upgrades</li> <li>Seigfred Hall Upgrades</li> <li>Glidden Hall HVAC</li> <li>Ph1 Dublin</li> </ul> <ul style="list-style-type: none"> <li>Misc upgrades to student spaces, dean's suite, performing arts-Athens</li> </ul>	<b>CHSP</b> <ul style="list-style-type: none"> <li>Grover Renovations</li> <li>PA program in Dublin (IEC)</li> </ul> <ul style="list-style-type: none"> <li>Wellness Center-Dublin</li> <li>Athens program initiatives</li> </ul>	<b>Voinovich School</b> <ul style="list-style-type: none"> <li>Buildings 21 &amp; 22 Upgrades</li> <li>Dublin Initiatives</li> </ul> <ul style="list-style-type: none"> <li>Athens &amp; Dublin Classroom &amp; Program Expansions</li> </ul>	<b>Heritage College (HCOM)</b> <ul style="list-style-type: none"> <li>Dublin Expansion</li> <li>Cleveland Expansion</li> <li>Athens Expansion</li> </ul> <ul style="list-style-type: none"> <li>Clinical Research</li> <li>Student Health Partnership</li> </ul>	<b>Honors Tutorial College</b> <ul style="list-style-type: none"> <li>35 Park Place Addition</li> </ul> <ul style="list-style-type: none"> <li>Honor's Program</li> </ul>	<b>Enrollment Management</b> <ul style="list-style-type: none"> <li>Small Renovations to support growth</li> </ul> <ul style="list-style-type: none"> <li>Visitor's Center</li> </ul>
<b>Patton College of Education</b> <ul style="list-style-type: none"> <li>McCracken Renovation &amp; Expansion</li> </ul> <ul style="list-style-type: none"> <li>Outer Rec Space</li> <li>CDC Expansion</li> </ul>	<b>College of Engineering</b> <ul style="list-style-type: none"> <li>Academic Research Cons.</li> <li>Stocker Center</li> </ul> <ul style="list-style-type: none"> <li>More robust Stocker upgrades</li> </ul>	<b>College of Communication</b> <ul style="list-style-type: none"> <li>RTV, Scripps, &amp; Schoonover Renovations</li> </ul> <ul style="list-style-type: none"> <li>WOUB Tower Relocation</li> </ul>	<b>University College</b> <ul style="list-style-type: none"> <li>Academic Advancement Center</li> </ul> <ul style="list-style-type: none"> <li>Veteran's Center</li> <li>Chubb Hall Renovation</li> </ul>	<b>Research &amp; Graduate College</b> <ul style="list-style-type: none"> <li>Observatory</li> <li>Konneker Research</li> </ul> <ul style="list-style-type: none"> <li>Innovation Center Exp.</li> <li>Research expansion &amp; support</li> </ul>	<b>VP of Global Affairs</b> <ul style="list-style-type: none"> <li>Yamada House</li> </ul> <ul style="list-style-type: none"> <li>Lifelong Learning</li> <li>Program Expansions</li> </ul>	<b>Regionals</b> <ul style="list-style-type: none"> <li>Programmatic Upgrades:                             <ul style="list-style-type: none"> <li>Chillicothe</li> <li>Eastern</li> <li>Lancaster</li> <li>Southern</li> <li>Zanesville</li> </ul> </li> </ul>	

Chart above reflects examples of projects for each unit.

KEY	Academic Unit	Projects implemented or to be implemented in Six Year CIP	Projects prioritized by unit, but not in this six year CIP Update
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Programmatic projects are projects or renovations that include adding new space to campus, majorly transforming existing space to accommodate the project need, or supporting new/changing programs for the campus as we evolve.

Each academic unit identified and prioritized project priorities for their respective unit. Projects came from a variety of sources such as those in our past Six Year CIP (FY15-FY20), the Comprehensive Master Plan effort, or new opportunities/needs that emerged for the unit.

The Six Year CIP reflects review and analysis of programmatic needs in conjunction with the University priorities as a whole.

# Deferred Maintenance Backlog Calculation and Reduction

The University is committed to addressing deferred maintenance needs and energy conservation goals. Ohio University has spent the past biennium in planning and assessment processes designed to provide us with the tools to prioritize investments in our facilities and understand the impact on back-log reduction goals.

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**Deferred maintenance** is defined as maintenance work that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds are available. Roof replacements, major building component repairs, mechanical equipment, and life cycle needs are examples of elements that are often deferred to future funding cycles creating a backlog of needs.

## Background

In 2010, the Board of Regents appointed firm, Sightlines, LLC, worked with and provided to Ohio University data analysis on the deferred maintenance condition and backlog of the University's facilities. In the FY15-FY20 CIP, the University shared Sightlines metrics predicting deferred maintenance would grow to \$84 per gross square foot (GSF) by the end of FY16 and to \$98/GSF by the end of FY20. This estimate was based on a 2010 Sightlines LLC report for general fund buildings. Sightlines estimated the deferred maintenance backlog and growth based on a sampling of facilities assessed during high level walkthroughs and extrapolating costs across the plant by factors such as the intensity of use, complexity of building systems, and the age of the building adjusted for completed renovations and estimated replacement costs.

## Current Athens Campus Deferred Maintenance Backlog Calculation Method

In August 2015, the Board of Trustees approved a project to develop a deferred maintenance inventory. Assessments began in late 2015 and include University occupied space on the Athens and regional campuses. The firm performed complete building assessments, met with Facilities experts, and reviewed facilities data for each buildings. Assessments were completed earlier this year, and the deficiency list is stored in an online database. The University utilizes the database to develop a thorough understanding of deferred maintenance liabilities across the entire campus without having to rely on the uncertainties inherent in extrapolating data from Sightlines' previous work. University staff will routinely update the database, including a rotating, annual assessment of University buildings. The cost data, updated annually, is used as the basis for the backlog calculation and for conceptual estimating of project costs. University staff will use the database to rate safety, system criticality, environmental concerns, accessibility, building criticality, remaining useful life of systems and total deferred maintenance/GSF to inform the prioritization process. University staff then use prioritization ratings (shown on the page to the right) to select top priorities for available dollars in each biennium.

# Deferred Maintenance Assessment Priorities

The Deferred Maintenance Priority Plan resulted from a full spectrum integration with campus programmatic and planning considerations that informed a systematic inspection, identification, and prioritization of facility needs across the Athens Campus. There are more deferred maintenance needs than there are resources to address them. This approach ensures we are addressing critical needs while maximizing overall impact.

The Deferred Maintenance Priority Plan results from a systematic inspection, identification, and prioritization of facility needs across the Athens Campus. A priority index was created with the following criteria:

0—Project Approved and/or Work Underway

1— Must Do: Code Compliance, Threat to Life, Property, Operations or Research

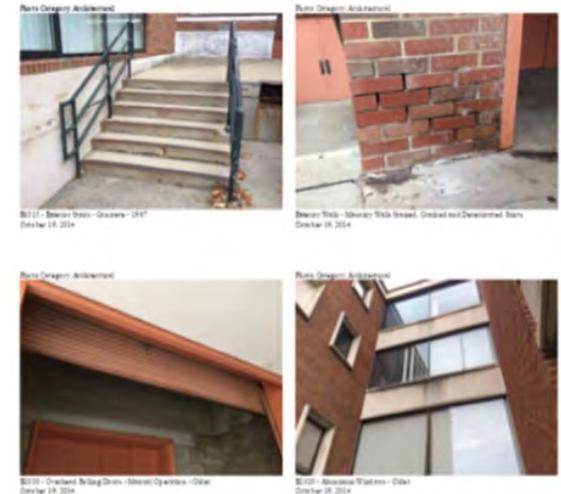
2— Should Do: ADA Compliance, Damage Preventions, Increase Energy Efficiency

3— Nice to Do: Finishes or Furniture

4—Don't Do: Items Addressed by Upcoming Changes to Building Use

The University's efforts of reviewing the campus portfolio as a whole, in conjunction with programmatic needs, led to the finalization of the six year deferred maintenance prioritization. The new system of prioritization includes additional complexity but considers the same must do's and should do's. In the effort executed for this project prioritization, each facility with a 'must do' was evaluated. These must do's include project categories such as:

- Building Envelopes (roof, windows, exterior walls)
- Mechanical, Electrical, and Plumbing
- Fire Protection & Suppression
- Other (foundations, cooling towers, etc.)



*Images from Condition Assessments*



*Aerial infrared image*

# Energy Infrastructure Projects (EIP)

*“The Energy Infrastructure Project (EIP) initiative continues to be grounded in the principles of conservation and improving the reliability and efficiency of the steam, electric and chilled water distribution systems. A result of the investment of \$25.6M approved to date, is that Ohio University met its commitment to stop burning coal in November 2015. We expect the investments in the next six years will continue to make progress towards reducing institutional greenhouse gas emissions and other sustainability goals while bringing continued savings and improving the reliability of the University’s energy systems.”*

*- Joseph Lalley, Senior Associate Vice President for Information Technologies and Administrative Services*

During the development of an estimated \$90M project at Lausche Heating Plant, the University became aware of the need to address existing capacity demands and critical infrastructure repairs for district heating, cooling and electric distribution systems and the opportunity to reduce energy use. The outcome of further planning was the Energy Infrastructure Projects (EIP) initiative, a series of projects with an estimated total cost of \$79M to meet Ohio University to meet climate commitments and regulatory obligations done within the context of Campus Utility Master Plan. The Campus Utility Master Plan will provide a roadmap to support campus growth, energy efficiency, reliability and sustainability, and integrate with University Comprehensive Master Plan. The Campus Utility Master Plan will consider the impact of future campus growth on the University’s energy system needs and the funding for these future needs is not part of the EIP.

The EIP initiative continues to be grounded in the principles of conservation and improving the reliability and efficiency of the steam, electric and chilled water distribution systems. As a result of the investment of \$25.6M approved to date, Ohio University has met its commitment to stop burning coal in by the end of 2015. We expect the investments in the next six years will continue to make progress towards reducing institutional greenhouse gas emissions and other sustainability goals while bringing continued savings and improving the reliability of the University’s energy systems.

## HIGHLIGHTS

Projects completed to date:

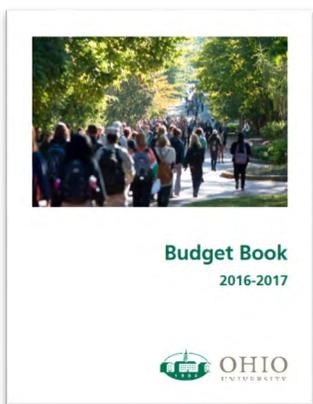
- Yielded a reduction of 19% energy use
- Yielded a reduction of 30% on water consumption at the plant

EIP Projects by Category:	FY15/ FY16	FY17/ FY22
Co-Gen Closeout	\$ .42M	-
Master Plan	\$ 1.1M	-
Heating (Lausche)	\$ 10.23M	\$ 14.05M
Steam Distribution	\$ 7.05M	\$ 3.8M
Central Chillers	\$ 3.8M	-
Chilled Water System Updates	\$ 2.69M	\$ 9.54M
Electric Distribution	\$ .3M	\$ 5.18M
Electric Distribution (Large Switch)	-	\$ 20.84M
<i>Sub-Total</i>	\$25.59	\$53.41

# Financial Analysis & Funding Generation

While we undergo the facility planning processes we've outlined (facility assessments and deferred maintenance prioritization; programmatic investment needs; master planning; energy infrastructure and sustainability strategy) we have concurrently been developing treasury infrastructure to develop, analyze, and manage respective funding and financing strategies. Respecting the stress on State budgets and tuitions, the University has been working to develop innovative strategies that leverage the biennial State capital funding strategies with a goal to move toward a funded depreciation model and address the institutions aged and debilitated facilities.

On an annual basis, these strategies are integrated into university's fiscal planning processes and highlighted in the Budget Book to provide transparency into our financial activities and budget prioritization. Each section of the book provides definitions of terms, past and future financial projections, and analysis of the underlying drivers of our activity. Related to Capital Planning, the Budget Book contains the following sections: State Capital Appropriations (Section 3.3); Treasury and Debt Management (Section 8); and Capital Improvement Plan & Deferred Maintenance (Section 9).



## **Our Facilities Funding Plan includes the following fund sources/strategies:**

### **State Capital Funding**

Consistent with the State's direction that State Biennial Capital funding be allocated to address deferred maintenance priorities, the Universities Capital Improvement Plan (CIP) aligns anticipated State funding with our highest prioritized deferred maintenance needs, focusing on those projects with the greatest life safety impact and on preserving and protecting the infrastructure of our core facilities.

### **Century Bond /Deferred Maintenance Program**

In November 2014 the Board of Trustees authorize the issuance of \$250M of taxable, one-hundred year, debt to capitalize a program which provides immediate funding for investment in our Energy Infrastructure Project (EIP), supplement the State funding to reduce the deferred maintenance backlog, and position the university to move toward a funded depreciation model to maintain investment in our facilities over the next century.

### **Gifts/Grants**

The University has been fortunate to have been the beneficiary of some very generous alumnae and donors to supplement the strategies detailed, and to allow the university to make investment in it's facilities to address the programmatic investments identified as priorities to remain one of the nation's premier research universities and continue to offer the transformational experience that has become our legacy.

### **Tax-Exempt Debt / Internal Bank**

The FY2015-FY2020 CIP included \$464M of additional debt to fund the respective plan. As we develop the update to this plan, and incorporate the impacts of the Century Bond Program, potential public/private partnerships, gifts and grants, this amount may vary. However, with \$570M of outstanding debt at June 30, 2016 (inclusive of the \$250M Century Bonds) the University has implemented a more sophisticated approach to managing University resources and it's debt portfolio.

In FY2015 the University implemented an Internal Bank model aimed at cash forecasting and budgeting, leveraging working capital resources against debt financing, creating predictability and consistency in our treasury operations. The model utilizes blended interest rates on external borrowings to administer an internal loan model funded through planning unit operations, and will position the institution to consider various debt frameworks and structures to execute against capital investments.

With the assistance of Investment Advisors, Ohio University performs an annual review of its debt portfolio to evaluate the University's financial profile and how it may be impacted by implementation of its Capital Improvement Plan. This evaluation recognizes debt as limited resource and the University will need to balance the needs of its individual schools with the strategic mission of the institution. The review focuses on both Debt capacity (the amount of debt an institution could hypothetically issue) and Affordability (the ability of an institution to absorb the cost of debt into its operating budget), and is measured quantitatively by comparing key metrics to rating agency statistics for a given rating category and determining the resulting amount of debt that can be incurred.





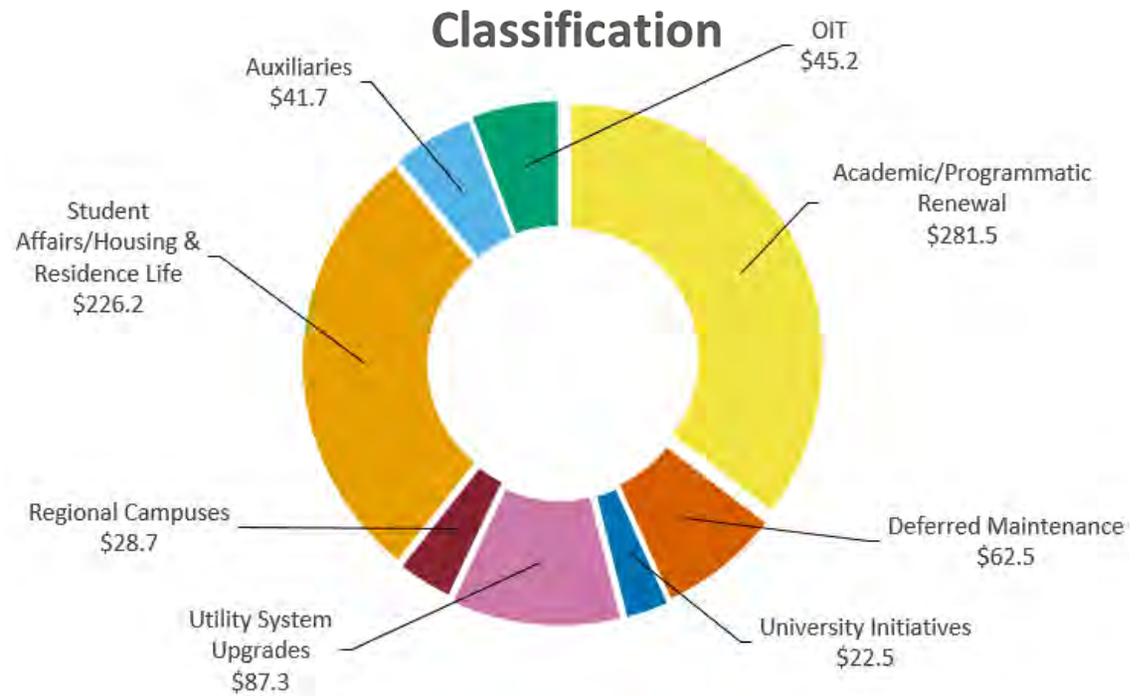
# CIP Metrics: Measuring the Impact of Campus Investments

# Six Year CIP: FY17-FY22 Summary

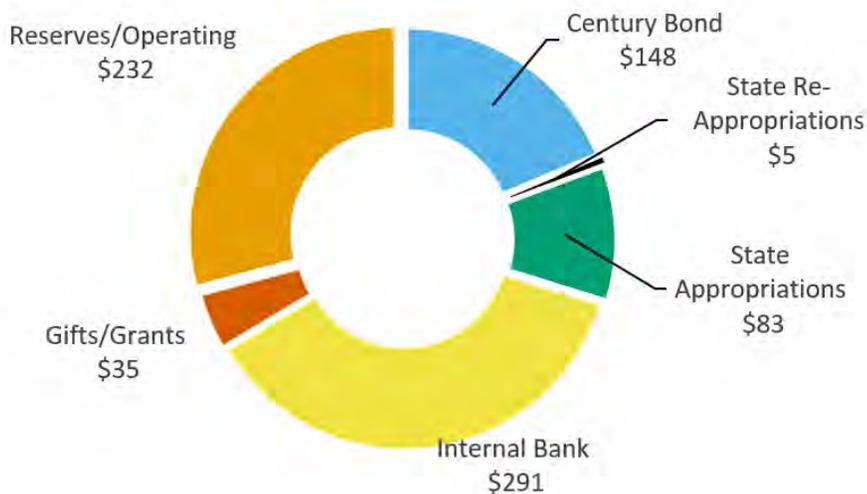
The Six Year CIP totals in different categories such as by functional area, funding sources, and capital expenditure forecast assist with seeing a quick snapshot of the impact by the respective areas.

## Highlights:

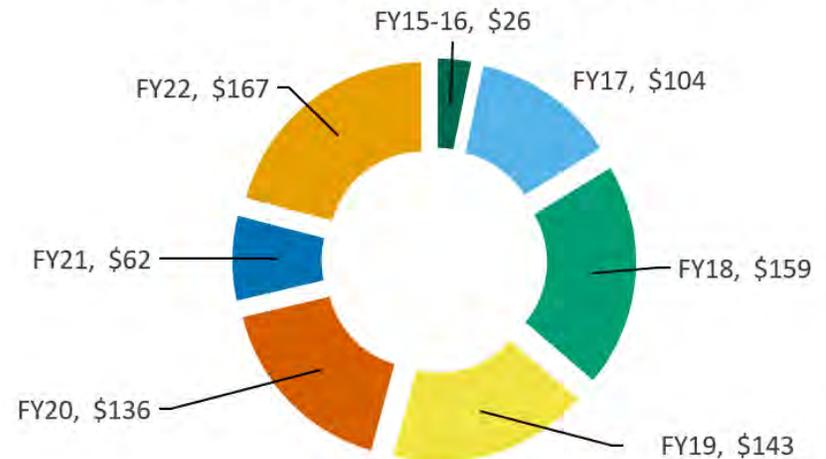
- ⇒ Significant dollars invested in Academic/Programmatic Renewal
- ⇒ Cash Flow projects biggest spend in FY22
- ⇒ Significant Reserves/Operating dollars being used



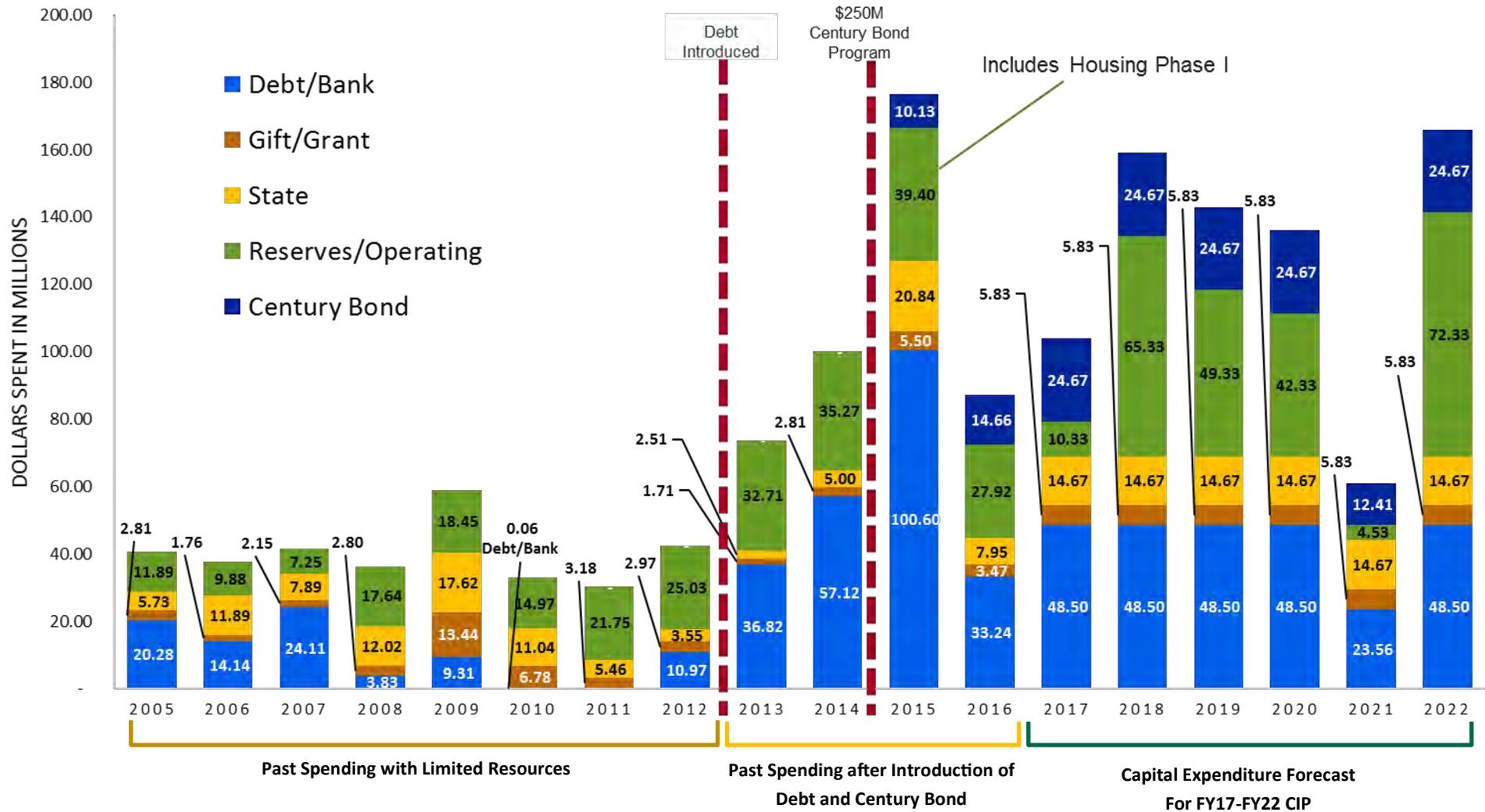
### Funding Sources



### Capital Expenditure Forecast

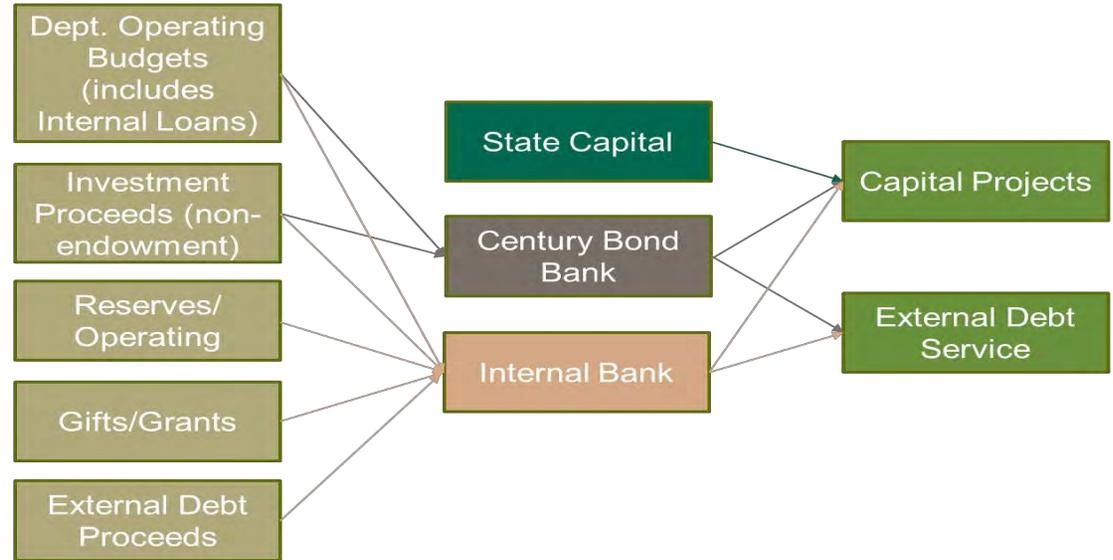


# Past and Future University Investments



# Capital Improvement Plan Financial Analysis

The University created an Internal and Century Bond Bank to maximize and leverage the University's financial assets (working capital) with external debt while actively managing liquidity and operating budget capacity and affordability. The model to the right illustrates flows into the internal and century bank and how it flows out to support capital projects and associated project debt service.



The chart to the right displays how the Six Year CIP debt issuance will impact the size of the University's debt portfolio, Senate Bill 6 Viability Score and Senate Bill 6 Composite Score.

This analysis assumes net assets, revenues and expenses grow at 3.00% in order to isolate the impact of debt issuance on the University's senate Bill 6 Composite Score.

Fiscal Year	Outstanding Debt Beginning of FY	New Issuance	Principal Payments	Outstanding Debt End of FY	Viability Ratio	Viability Score	Senate Bill 6 Composite Score
2013	229,079	173,810	(49,279)	353,611	101.20%	4.00	4.70
2014	353,611	-	(15,969)	337,642	113.90%	4.00	4.70
2015	337,642	250,000	(17,980)	569,662	63.00%	3.00	3.90
2016	569,662	-	(18,313)	551,349	67.01%	3.00	3.90
2017	551,349	125,000	(43,242)	633,106	57.50%	2.00	3.60
2018	633,106	-	(19,508)	613,598	60.98%	3.00	3.90
2019	613,598	125,000	(21,646)	716,952	53.65%	2.00	3.60
2020	716,952	-	(19,616)	697,336	56.69%	2.00	3.60
2021	697,336	75,000	(17,903)	754,434	53.87%	2.00	3.60
2022	754,434	-	(18,204)	736,229	56.76%	2.00	3.60

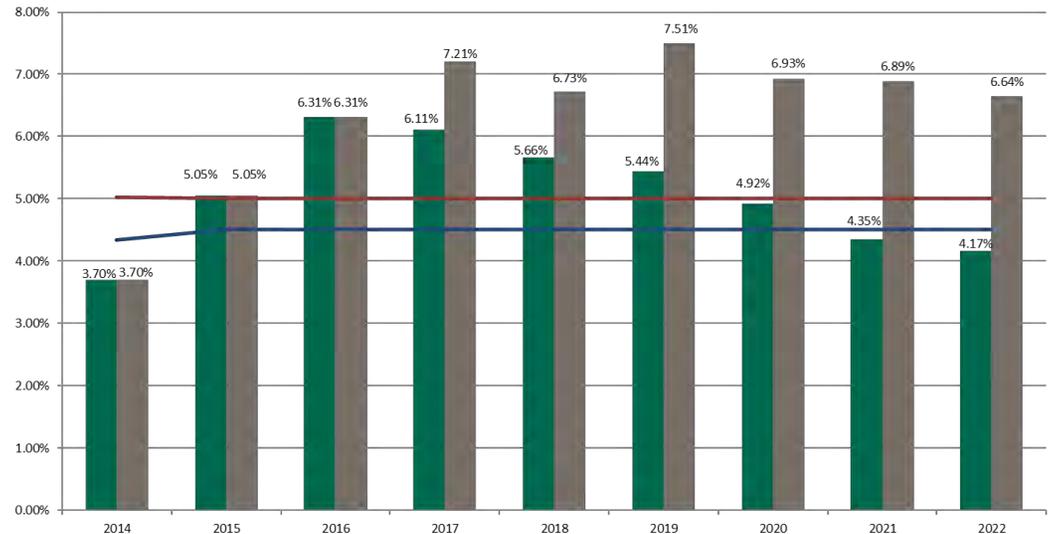
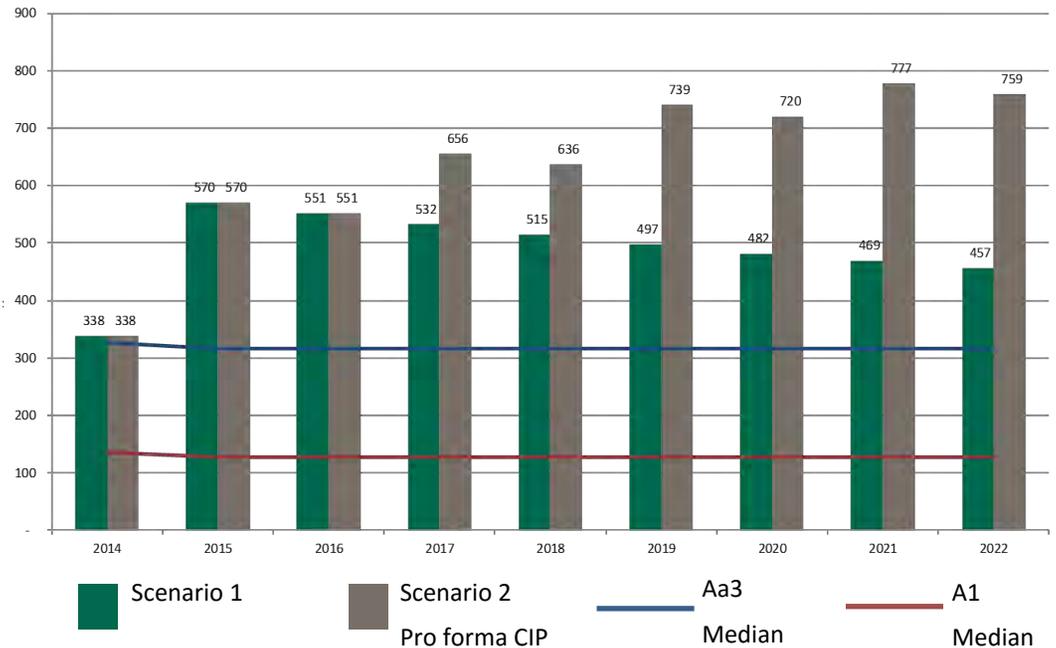
# Annual Pro Forma Debt Metric

While the University's expected peak in debt outstanding (\$777M in FY2021) will be higher than rating medians, the amount of debt should be considered in the context of the size of operations and financial reserves. Century Bonds have a separate Debt Reserve strategy to fund the \$250M principal repayment at maturity.

- Using the FY17-FY22 CIP and cash flow estimates for the respective projects, an additional \$325 million of new debt will need to be issued in fiscal years 2017 through 2021 as follows:

OHIO UNIVERSITY CAPITAL IMPROVEMENT PLAN								
	2015	2016	2017	2018	2019	2020	2021	Total CIP
Debt	\$250M	-	\$125M	-	\$125M	-	\$75M	\$575M

- The first tranche of debt issued under the CIP was the \$250 million Series 2014 Century Bond financing in November 2014
- The remaining tranches will be issued by weighing OHIO's capital needs versus the timing of gift inflows and working capital balances
- Given the uncertainty regarding these funding sources, the schedule above is initial and subject to change



Above: Public University Median Sources from Moody's Investor Service.

# Building Age Balance

Monitoring Ohio University's age profile is an important tool for revealing inherent risks associated with the distribution of building age. Buildings over the age of 25 tend to have key building component like roofs, HVAC, electrical, and plumbing due for life cycle replacement. Buildings over 50 years with high levels of deferred maintenance, and that may have limited program value to the campus, need to be reviewed for renovation feasibility or removal from our portfolio. Renovations and investments in capital renewal within the Six Year Capital Plan Update are making a difference to control this balance.

The 25 years or less category represents new construction and buildings where major renovations reset the age of the building to zero. In key Academic space, GSF in this category has gone from 39% to 50%. In Residential Housing, space of this age reaches 40% and will continue to balance with additional planned demolition and renovations. One major building in the Athletics portfolio, the Convocation Center, shifts into the Over 50 Years category during the six years and shifts the distribution of Athletics' building age. Buildings within the Inactive category are primarily located on the Ridges.

**Example:** Former Baker Center was repurposed as the consolidated home of the College of Communication as part of the University's Smart Growth Strategy. Upon major renovation, the building's age was reset to zero.



## Pre renovation-

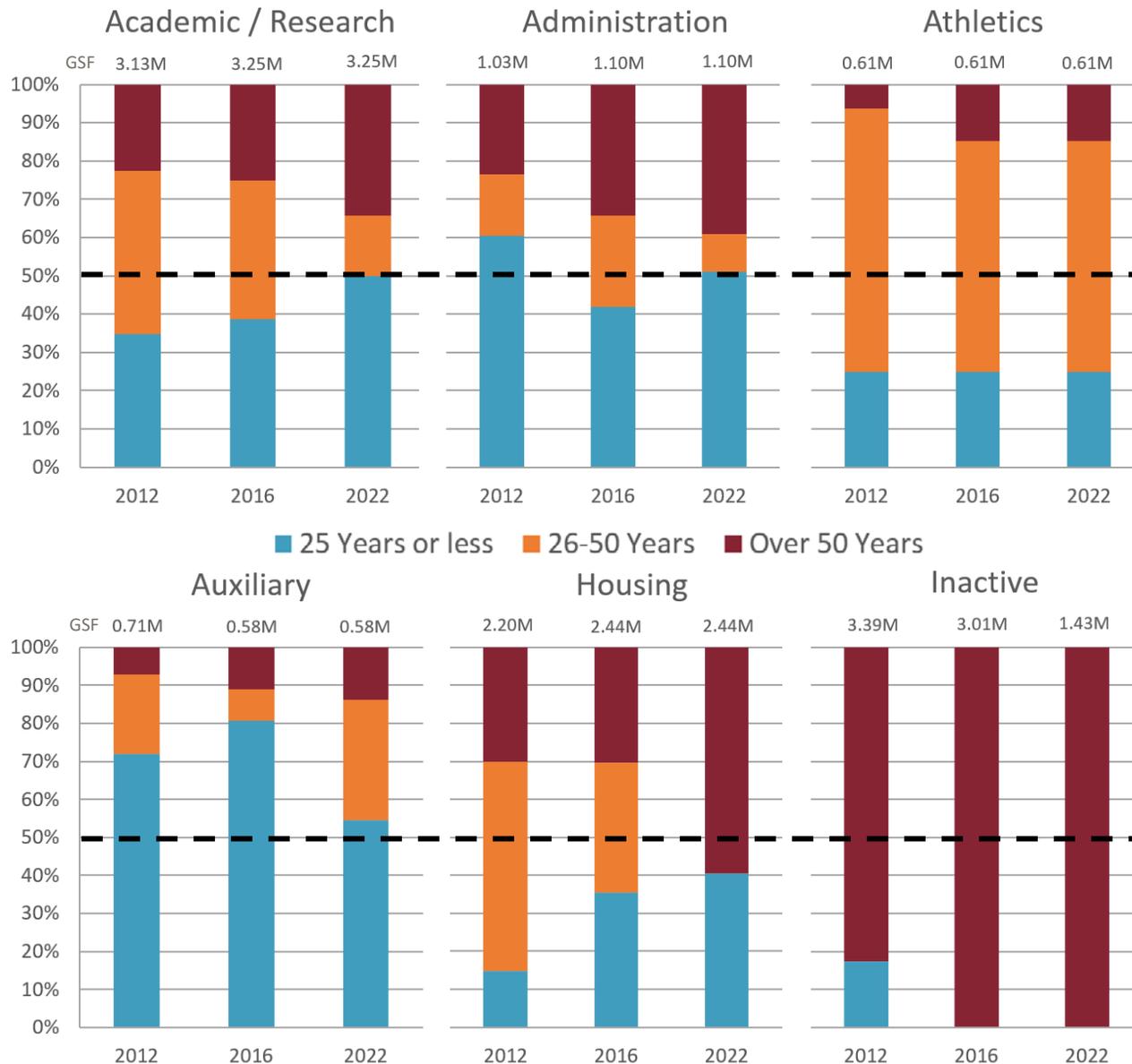
"Former Baker" was constructed in 1953 and was in our "Over 50 years" category.



## Post renovation-

Age reset, today's renovation age is three years old and the building falls in the 25 years or less category.

# Building Age Balance



## TARGET

----- A 50% balance between buildings that are 25 years and younger and buildings 26 years and older, including investment to maintain this average, assists with managing the balance between life cycle needs and annual investment in newer facilities.

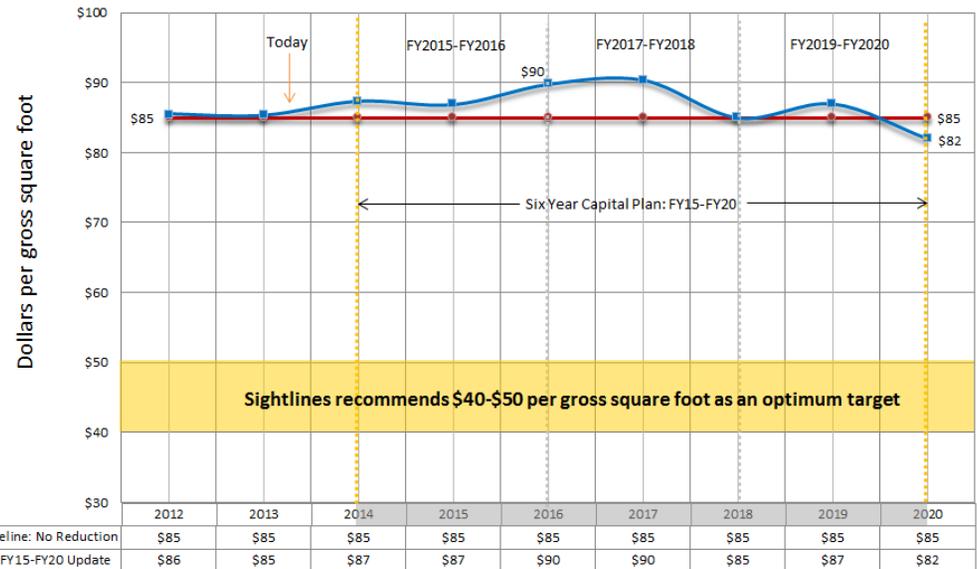




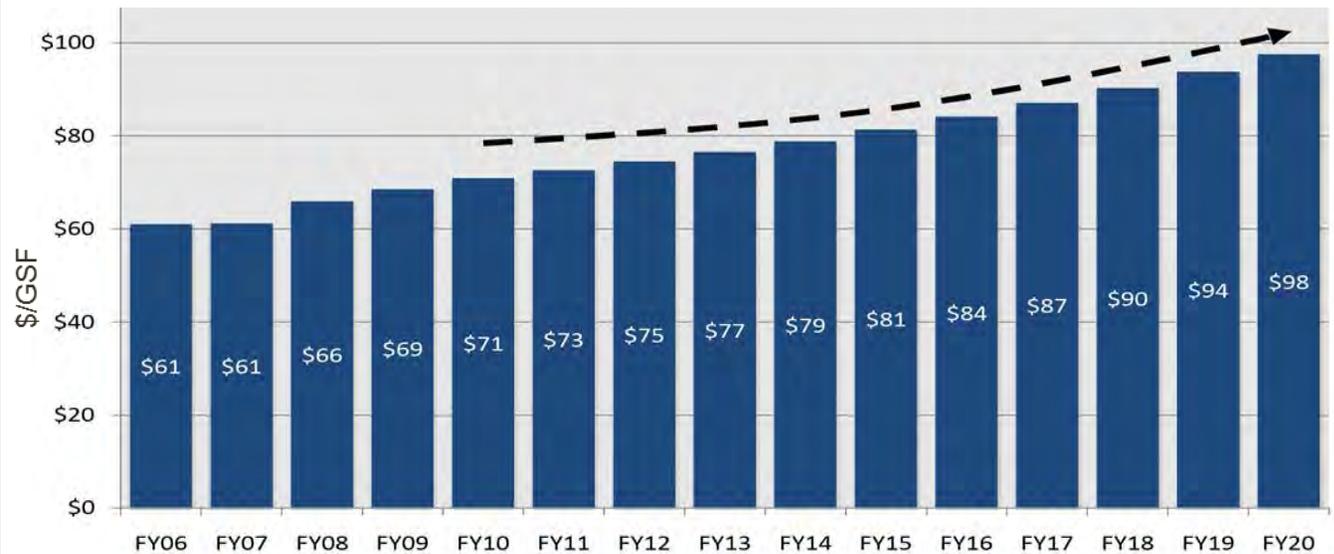
# Deferred Maintenance Backlog Totals

In 2010, the State of Ohio hired Sightlines to conduct building condition and deferred maintenance assessments across Ohio's public institutions. The Sightline's report anticipated that by FY16 Ohio University's deferred maintenance backlog would be at \$84 per gross square foot. This metric included the Athens General Fund buildings only and excluded Housing and Auxiliaries, leased space, and Regionals. The University used the Sightlines methodology to track backlog reduction impact in CIP updates.

Deferred Maintenance Assessment: Then and Now		
CIP	2013-2018	2017-2022
Assessment Consultant	Sightlines	EMG
Scope	General Fund Athens Buildings	All Campuses
Excluded Facilities	<ul style="list-style-type: none"> <li>Housing &amp; Auxiliaries</li> <li>Leased Space</li> <li>Utilities</li> <li>Regionals</li> </ul>	<ul style="list-style-type: none"> <li>Utilities</li> <li>Unoccupied Buildings at The Ridges</li> <li>Leased Space</li> </ul>



Above: Athens Campus General Fund Backlog Reduction projection in FY15-FY20 CIP



Above: chart highlighting the backlog increase per GSF by fiscal year. From 2010 Sightlines Study sharing anticipated deferred maintenance backlog increase using funding levels typically being spent at that time.

# Deferred Maintenance Backlog Reduction Metric

Athens Campus Backlog Increase/Reduction per GSF by Fiscal Year



- No CIP
- Proposed CIP
- ▲ State Only CIP

Fiscal Year	Backlog with Six Year CIP	GSF	GSF Changes
FY2012	\$87	8.0M	
FY2016	\$74	8.3M	Adds: Housing Ph 1, Walter Removal: Back South, PSAC
FY2022	\$59	8.2M	Removal: Back South Changes due to major projects like HCOM not yet factored in

In 2015, the University hired EMG to conduct campus-wide building condition assessments for the Athens and Regional Campuses. With a comprehensive database including Housing & Auxiliaries, the Athens Campus deferred maintenance backlog was adjusted.

Today, the deferred maintenance backlog is estimated at \$74 per gross square foot (8.3M GSF). With the implementation of the FY17-FY22 Six Year CIP, the estimated backlog is expected to reduce to \$59 per gross square foot (8.2M GSF).

Deferred Maintenance Assessment: Then and Now		
CIP	2013-2018	2017-2022
Assessment Consultant	Sightlines	EMG
Scope	General Fund Athens Buildings	All Campuses
Excluded Facilities	<ul style="list-style-type: none"> <li>● Housing &amp; Auxiliaries</li> <li>● Leased Space</li> <li>● Utilities</li> <li>● Regionals</li> </ul>	<ul style="list-style-type: none"> <li>● Utilities</li> <li>● Unoccupied Buildings at The Ridges</li> <li>● Leased Space</li> </ul>





OHIO  
UNIVERSITY

# Unit and Project Information

# Academic & Programmatic Projects

## Seigfred Hall Renovations

- ⇒ Seigfred Hall is the center of activity for the visual arts, housing studios, classrooms, and offices, and there have not been any major upgrades since its construction in 1962.
- ⇒ This project will provide upgraded mechanical, electrical, plumbing, and HVAC systems. Interior upgrades will include lighting, painting, and accommodations for the relocation of a major College of Fine Arts and Design into the facility.
- ⇒ To maximize funding availability, three phases are planned, with Phase I for roof and window replacement approved in the FY16 Annual CIP.
- ⇒ Conceptual Phase II (FY17-FY18) & III (FY19-FY20) project budget: \$17.6M



## Ellis Hall Infrastructure Renewal

- ⇒ Ellis Hall houses classrooms, faculty offices, seminary rooms, and laboratories for three Arts and Sciences programs. One of the oldest buildings on campus, 77% of all undergraduates will take a course here.
- ⇒ This project is a major renovation of the facility, including significant deferred maintenance for mechanical, electrical, fire safety, and plumbing systems, as well as more study spaces and upgraded classrooms.
- ⇒ Other improvements will include improving accessibility, bathroom upgrades, exterior repairs, and interior improvements where required.
- ⇒ Conceptual project budget: \$13M



## Clippinger Renovation Strategy

- ⇒ Constructed in 1967, Clippinger is the center of campus science activity, housing classrooms, labs, and offices. Since its construction, minimal investment has been made in the facility to address deferred maintenance and programmatic improvements.
- ⇒ This project will renew Clippinger's systems and programmatic spaces through a multi-phase strategy that provides the ability to financially achieved a comprehensive renovation, mitigate swing space needs, and accommodate regulations for occupied space in the floodplain.
- ⇒ Conceptual project budget: \$105M



## Alden Library Renovations Ph 1

- ⇒ Academic Advancement Center relocates to the 2nd floor student commons floor which is easily accessible to Park Place
- ⇒ 4th floor restrooms are added to allow the floor to become 24/7 space.



# Academic & Programmatic Projects

## Administrative Relocations - HCOM

- ⇒ The CMP has recommended space currently utilized for the University Service Center administrative units be reprioritized for a new HCOM facility.
- ⇒ The existing Service Center buildings are in need of significant deferred maintenance, are of low quality, and are not an efficient use of space. The land is also above the 100-year floodplain.
- ⇒ This project will repurpose existing space in HRTC as well as relocate Facilities buildings in a phased approach.
- ⇒ Conceptual project budget: \$3M (Phase One)



## Administrative Relocations - Engineering Research

- ⇒ To prioritize academic spaces near campus core, the CMP recommends relocation of administrative units to the campus perimeter.
- ⇒ The WUSOC facility (in blue), which currently houses administrative units, is well-suited for the College of Engineering's research needs, which are currently undersized and unconsolidated.
- ⇒ This project will relocate administrative units and provide space for Engineering Research.
- ⇒ Conceptual project budget: \$25M



## The Perry and Sandy Sook Academic Center

- ⇒ Space deficiencies identified in several areas for Athletics including student study and tutoring space.
- ⇒ Athletics was approached by a donor, who desires to contribute to the academic endeavors of athletes.
- ⇒ This project is a new facility that will fit within the footprint of Peden Stadium, have enough space to support the academic needs of student athletes, provides close proximity to administrative offices, while allowing space within Peden to be repurposed to its best uses.
- ⇒ Project assists accessibility needs in Peden by building ADA restrooms.
- ⇒ Conceptual project budget: \$6.17M



## College of Business Expansion

- ⇒ The College of Business currently occupies Copeland Hall and the Muck Business Annex, which are undersized for the College's space needs.
- ⇒ The College is currently fundraising for a new facility to accommodate their growth needs, and the facility is tentatively considered to be located beside the Business Annex in an empty lot owned by the University.
- ⇒ Conceptual project budget: \$18.0M



# University Initiatives

## Planning for Longevity

In addition to capital improvements, Ohio University also pursues initiatives that reflect our long range goals and priorities. These initiatives shape the University within the context of our five overlapping and complementary master plan principles to enhance physical space on campus.

## Campus Planning Principles

- A distinctive residential university experience
- Stewardship of assets
- A community of learners
- A welcoming and user friendly campus
- Support future evolution of campus needs



## Campus Wayfinding

- ⇒ The existing wayfinding standards for campus were developed in 1988, and since then the University has undergone tremendous changes that can no longer be supported by existing signage. The University is developing comprehensive signage and wayfinding standards for the Athens campus to improve accessibility and comfort for first time visitors.
- ⇒ *Supports a welcoming and user friendly campus.*

## Park Place Strategy

- ⇒ This strategy will be a comprehensive planning effort that will look at leveraging buildings along Park Place and South Court Street to support student needs as well as looking at the pedestrian and vehicular flow to support the initiative as well as safety issues.
- ⇒ *Supports a distinctive residential university experience.*



## Small House Strategy

- ⇒ Since 1808, Ohio University has featured a mix of residential and educational buildings. As the University has expanded, the location and quantity of small houses has changed, but they have always had a strong presence on campus. Ohio University is developing a strategy that will assess the best and highest programmatic use for these small houses to ensure their responsible stewardship.
- ⇒ *Supports stewardship of assets.*

# University Initiatives

## ADA Improvements

⇒ The University strives to improve accessibility across campus, addressing challenges associated with the historic nature of the buildings and topographic features. Through an expenditure of \$250K per year, the University identifies projects that improve access and entrances to facilities that are not scheduled for near-term renovations.

⇒ *Supports a distinctive residential university experience.*



## Classroom Improvement Plan

⇒ The University has a significant number of classrooms that are approaching 50 years of age without significant updates. The University is allocating \$1M per year to update prioritized classrooms across campus, including space changes and technology upgrades that support modern learning and will significantly impact pedagogies.

⇒ *Supports a community of learners.*

## Real Estate Strategies

⇒ Funding set aside for unknown acquisition or contribution needs to support initiatives in Athens and extension and regional campuses.

⇒ *Supports the future evolution of campus needs.*



# Housing and Residence Life

A distinctive residential experience is a core element to Ohio University's overall mission, and the University needs to modernize housing to maintain a competitive edge for the recruitment and retention of students. In addition, many of the University's residential facilities have age-related deferred maintenance that requires significant investment to ensure their safe operation. In 2006, the Housing Master Plan was completed, which outlined the need for eight residence halls with 1,769 beds to be renovated by 2015.

In 2011, the Board of Trustees approved an update to the Housing Master Plan, which illustrated a funding approach utilizing a combination of tax-exempt debt financing and the annual major capital improvements budget to meet the University's residential housing goals. The updated Housing Master Plan determined that by 2021, 4,500 beds on campus will have been renovated or replaced, with a total ten year investment of \$387 million. Phase One of the Housing Master Plan was executed in 2014, including four new residence halls anchored with an educational center and offices for Housing and Residence Life staff, and the renovation of Jefferson Hall began in 2016.

In 2016, the Comprehensive Master Plan built upon the updated Housing Master Plan, taking a deeper look at how different strategies could positively impact future phases of residential housing on campus. In particular, the Comprehensive Master Plan identified an opportunity to balance the number of residential beds amongst West, South, and East Greens, including the potential repurposing of facilities on West Green currently

occupied by the Heritage College of Medicine. To ensure congruence with the Comprehensive Master Plan, Housing & Residence Life will update their Housing Master Plan to help the department analyze new construction and repurposing opportunities to replace existing dorms that are scheduled for demolition due to their age.

### Past Investments

Housing & Residence Life has routinely invested to maintain and update campus residential facilities, with total investments of over \$195M since 2006 including \$18M for deferred maintenance. Major examples of recent investments have included the construction of Adams Hall, a phased renovation of Bromley Hall, housing development Phase One on South Green, and the ongoing renovation of Jefferson Hall.

### Future Investments

Housing & Residence Life is proactively planning for the next six years to balance the deferred maintenance with the programmatic needs of its residents. Within this Six Year CIP, Housing & Residence Life intends to invest approximately \$75M in it's facilities, with 23% for major building renovations and 52% for plumbing and HVAC improvements.



## — Fast Facts —

**43**

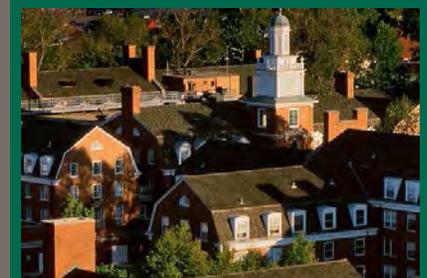
*Residence halls on campus*

**3**

*Primary locations: East, South, and West Greens*

## FY17-FY22 CIP

Type	Budget
Major Renovations	\$17.4M
Minor Renovations	\$6.48M
Infrastructure Renewal	\$2.6M
Landscaping	\$0.23M
Plumbing/HVAC	\$39.2M
Roof Rehabilitations	\$6.6M
Small Capital	2.41M
<b>Total</b>	<b>\$74.91M</b>



# Campus Recreation

The Department of Campus Recreation is instrumental to supporting and advancing a vibrant community of academic excellence at Ohio University. Through a broad and diverse range of offerings, Campus Recreation promotes the physical, emotional, and social growth of individuals that is vital to the development of student success and life-long skills. Campus Recreation advances Ohio University's vision to be the nation's best transformative learning community and is a vital part of the greater Athens community in Southeast Ohio.

The Recreation Master Plan supplements the Comprehensive Master Plan 2016 and supports its guiding principles and broad strategic vision. Assessments of the existing conditions of recreation facilities within the Recreation Master Plan and its recommendations influence projects as outlined in the Comprehensive Master Plan's green district plans. In the future, individual district plans for greens may be updated based on the needs of the University and the continued assessment of recreation facilities.

In regards to the facilities maintained by Campus Recreation, the Aquatics Center and Bird Arena are both in need of significant deferred maintenance. Bird Arena, built in 1958, is nearing the end of its service life and continually requires substantial and expensive maintenance to maintain basic operations. The critical deferred maintenance investments for both of these facilities are significantly large as to question the feasibility of continuing repairs to the existing facilities as compared to the cost of new construction. Considering that the replacement of the Aquatics Center and Bird

Arena requires significant investment, it is important to determine the appropriate level of deferred maintenance and other investment necessary to keep both facilities operational until new construction is feasible.

In addition to deferred maintenance issues associated with the Aquatic Center and Bird Arena, both facilities lack desirable programmatic features typical of institutions as prominent as Ohio University. The Aquatic Center lacks such features as pools with separate temperatures for recreation and competition, adequate diving platforms for competition, and the minimum number of lanes for competition swimming. Bird Arena lacks modern locker facilities for the home and visitor teams, and the rink is smaller than those of other hockey programs.

Due to the long-term cost of addressing deferred maintenance at these two facilities, the Comprehensive Master Plan 2016 recommends their replacement adjacent to the Ping Center. This location will allow their existing centrally located site to be redeveloped for academic purposes, while creating synergies with the Ping Center and improved access for the University and the community. Additionally, relocating Bird Arena and the Aquatic Center may allow for both facilities to share a common set of environmental systems, including one that can pull heat from a new hockey rink's creation process and transfer that energy to heat new adjacent pools. This will lower operating costs and reduce capital investment needs.



# Culinary Services

Culinary Services' strategic initiative is centered on a six-year budget plan designed to address the needs of all culinary facilities without assuming any debt. As the Campus Master Plan is implemented, Culinary Services is ready to partner with other departments and meet the service needs of the campus community and University stakeholders. Culinary services continues to invest in refreshes of facilities.

## OUR INITIATIVE IS FOCUSED ON THE FOLLOWING AREAS:

**CUSTOMER SERVICE:** Our strategic initiatives align with current and future expectations of our customers. Our customers appreciate a variety of fresh, local, and sustainable products delivered in a timely manner. Our strategy is to continue to grow relationships with vendors of local and sustainable products and reach our goal of 20% local food by 2020.

**EFFICIENCY:** All renovations maximize the services of our Central Food Facility which has allowed us to re-purpose back-of-the-house space to enhance the customer experience and reduce equipment redundancy in each renovated location by up to 50%.

**DEVELOPING A SUSTAINABLE BUSINESS MODEL:** Culinary Services' six-year budget plan has allowed the renovation of all facilities within it's portfolio without assuming any debt. The six-year budget plan is continuous and will allow us to refresh our operations so that they stay current and continue to meet the needs of our customers.

**SUSTAINABILITY AND INVESTMENT IN LOCAL ECONOMY:** Culinary Services provides outreach to and collaboration with growers and suppliers to increase the availability and scope of local food items. Currently, we are at 18% of our total food spend, with a goal to exceed the sustainability goal of 20% by 2020. Our food wastes are processed at the University Composting facility, which is the largest known in-vessel system at any college or university in the nation.

Facility	Venue Use
Boyd Hall	Market Micro Restaurants
West 82	Food Court
Front Room Latitude 39	Coffeehouse Casual Restaurant
Jefferson	Marketplace
Shively	All You Care To Eat
Central Food Facility	Culinary Support Kitchen, Ware- house, and Central Receiving
Nelson	Marketplace, Food Court, and Reception Spaces

### — Fast Facts —

**4,000,000**

*Approximate number of meals served annually*

**\$2,000,000**

*Amount spent on local food in 2015, 17% of budget*

**2,100**

*Approximate number of students employed on campus*

**2,000 lbs.**

*Amount of produce prepared daily at the Central Food Facility*

**Sixteen**

*Number of venues operated on the Athens campus*



# Ohio Information Technology (OIT)

The primary role of OIT is to serve as an agent to the campus for leveraging technology to advance and support the mission and goals of the University. OIT consists of six primary groups that provide the foundation and services to support Ohio University's faculty, students and staff in their use of technology in learning, teaching, research, and administrative pursuits.

## Business Application Services

Projects include implementing new and upgrading existing admin technology applications to meet current business and reporting needs while concurrently reviewing business processes for efficiency.

Core applications used in the daily functioning of the University business provide major productivity gains but require regular upgrades and eventual replacement. Key projects include a replacement of our primary document imaging and workflow tool to reduce paper processes, a more extensive implementation of our business intelligence toolset to improve data driven decision making, and a replacement of our Point of Sale system to improve customer service at retail locations.

## Instructional and Research Technologies

Technologies to support teaching and learning are at the center of these investments. The majority of funds are to be invested in our regular replacement of technology in the classroom such as projectors and computers. Additionally, funds are used to support the evalua-

tion and upgrade of a next generation online learning platform often called a Learning Management System.

## Student Information and Administration

Student systems are about the management and delivery of processes such as student registration, class scheduling, transcript management, and bursar functions. Most of the investments in this area are part of Customer Relationship Management systems for a diversity of purposes, including recruiting.

## Information Infrastructure

The infrastructure that all of OHIO's technology services is built on top of requires regular replacements and upgrades, including the data network of tens of thousands of outlets and thousands of wireless access points. The network replacement will be a multimillion dollar investment conducted over several years and impacting all students, faculty, staff, and guests. Also, OIT will be in engaging in an effort to improve the security, reliability, and redundancy of critical systems, including the a technology disaster recovery plan.

## Information Security

The technology threat landscape is rapidly evolving presenting many challenges to OIT. A number of technology strategies to identify and combat risks to data have been implemented, and funds maintain our ongoing efforts to protect our information.



# Chillicothe Campus



## Campus Highlights

- 98 Acres
- 12 Buildings
- 196,624 GSF
- 24 Degree Programs
- Over 2,300 Students



## HISTORY

The Chillicothe campus of Ohio University was founded in 1946 as the first regional campus in the State of Ohio. The branch campus opened by offering evening classes in the old Chillicothe High School and serving 281 students. During this time, the campus met an important educational need for returning soldiers of World War II, as two thirds of the students who attended Ohio University Chillicothe were veterans. In 1961, two plots of land from the H. E. Grady estate on Carlisle Hill totaling about 80 acres were turned over to Ohio University for the creation of a permanent campus. In June of 1964, the Ohio House of Representatives approved an appropriation to build the first building on the Chillicothe campus, Bennett Hall, which opened for classes in the fall of 1966 to 750 students. The mission of the Chillicothe campus is to provide educational and cultural opportunities for those in the South Central Ohio region. The college experience offered on the Chillicothe campus provides students with a solid educational foundation that allows them to relocate successfully to the Athens Campus, transfer to another University to finish their degree, or choose an degree program in disciplines that align with employment opportunities in the counties surrounding the campus. Many of the students are first generation college students, and the campus provides educational opportunities to “nontraditional” students who must work or fulfill family obligations.

## ISSUES

Bennett Hall is almost 50 years old and in need of infrastructure upgrades associated with its age. In particular, it requires replacement of primary and secondary distribution panels, motor control centers, and backup generators. Additionally, Bennett Hall’s elevator has original controls, which must be replaced, and the building has interior finishes that must be renewed. The Stevenson Center requires a roof replacement to prevent water intrusion, and there are other numerous small upgrades required on the campus.

## PROJECTS

Academic Success Center  
 Bennett Hall Electrical Upgrades  
 Bennett Hall Interior Upgrades  
 Bennett Hall Elevator Upgrades  
 Stevenson Center Roof Replacement  
 Small Capital Improvements

## CONSTRUCTION TIMING

Currently Fundraising  
 FY17-FY18  
 FY19-FY20  
 FY19-FY20  
 FY21-FY22  
 FY17-FY22

# Eastern Campus

## HISTORY

Ohio University Eastern Campus is located west of St. Clairsville and serves eastern Ohio as well as neighboring communities in West Virginia and Pennsylvania. Since its inception in 1957 at the Martins Ferry High School, the Eastern Campus has provided the only locally accessible traditional source of four-year Ohio public higher education for residents of Belmont, Monroe, Harrison, and Noble counties. Shannon Hall, which was established in 1967 and named after an early Ohio governor, is the main academic and administrative building on the Eastern Campus. Shannon Hall's amenities include a renovated Learning Commons, science and cadaver laboratories, a variety of classrooms and labs, as well as a theater, an art gallery, a student lounge, and a childcare center. In 1997, the Health and Physical Education Center was completed to meet the fitness and educational needs of the campus and the community. The Center is also the host site for campus athletic teams as well as numerous area high school and community activities. Eastern Campus is also home to three significant, historical structures including the Great Western Schoolhouse, an 1800's national road tavern, and a covered bridge.

## ISSUES

Shannon Hall almost 50 years old and in need of infrastructure upgrades associated with its age. In particular, the hall is in need of electrical system upgrades, repairs to the HVAC systems, and upgrades to the computer lab. Both Shannon Hall and the Health & Physical Education Center (HPEC) also require parking lot repairs, and HPEC is also in need of a chiller replacement. Both facilities require improvements to their building management systems, and there are also a number of smaller capital improvements across campus that must be addressed.



## Campus Highlights

- 330 Acres
- 8 Buildings
- 170,947 GSF
- 15 Degree Programs
- Over 1,100 Students

## PROJECTS

## CONSTRUCTION TIMING

HPEC Parking Lot Reconstruction	FY17-FY18
Shannon Hall HVAC Repairs	FY17-FY18
HPEC Chiller Replacement	FY19-FY20
Shannon Hall Electrical Upgrades	FY19-FY20
Building Management Systems	FY21-FY22
Shannon Hall Computer Lab & Parking Upgrades	FY21-FY22
Small Capital Improvements	FY17-FY22



# Lancaster Campus



## Campus Highlights

- 113 Acres
- 9 Buildings
- 226,952 GSF
- 8 Degree Programs
- Over 2,400 Students



### HISTORY

Established in 1968, the Lancaster campus is located 46 miles northwest of Athens and 25 miles south of Columbus, north of the city of Lancaster. The campus features two academic buildings, Brasee Hall (1968), Herrold Hall (1976), as well as several support buildings that include a greenhouse and a pavement research facility used by the Russ College of Engineering and Technology. The Lancaster campus features many unique facilities including two historic bridges, an outdoor amphitheater, and a 472 seat performance center. The Pickerington Center, a 5-acre satellite campus 20 miles northwest of Lancaster, was established to serve the northwest quadrant of Fairfield County and the Greater Columbus area. Major recommendations of Lancaster’s 2002 Master Plan that have been completed include reorienting the front-face of the campus from west to north where most activity occurs, relocating the bookstore, and renovating the Library. In 2015, a classroom was converted into a second biology lab to support human anatomy instruction, and in 2016 a fitness center addition is planned along with renovations for a new art gallery space, a center for learning and student success, and additional faculty offices. Important factors in the campus’ future include its proximity the greater Columbus market as well as to Athens, which results in more than 200 students per year relocating to the Athens campus for specialized programs and majors. Future plans consider leveraging those factors by providing affordable student housing and expanding the academic portfolio to include nursing and allied health programs to serve many health care providers locally and in Columbus.

### ISSUES

Brasee Hall is almost 50 years old and in need of infrastructure upgrades associated with its age. In particular, the hall is in need of exterior and interior upgrades, including new roofs, air handlers, and parking lot improvements.

### PROJECTS

### CONSTRUCTION TIMING

Brasee Hall Exterior & Roofs Upgrades, Interior Upgrades	FY17-FY18
Brasee Hall South Roof	FY19-FY20
Brasee Air Handler #1 & #9	FY19-FY20
Parking Lot Lower North & Shipping Area	FY21-FY22
Replace Sidewalk Lights	FY21
Brasee Hall Air Handler #2	FY21-FY22

# Southern Campus

## HISTORY

Established in 1956 and originally offering evening courses at Ironton High School, Ohio University Southern has expanded to four campus sites in both Lawrence and Scioto Counties. Construction began in 1983 on the first University building, the Oakley C. Collins Center, at Southern’s primary campus in Ironton, which opened to students in 1985. The newest building, Greg Smith Hall, was constructed at the Proctorville site in 2007. Both facilities in Ironton and in Proctorville are constructed with the same iconic architectural style as buildings on the Athens campus. Throughout its history, Southern has been committed to serving the needs of a diverse student population, including those who come to campus directly from high school, as an adults returning to the classroom after many years in the work force, or as a first-time adult student. By leveraging its different locations, course subjects, and schedules, Southern is able to meet a variety student schedule needs. Ohio University Southern also focuses on providing the academic experience of a nationally recognized research educational institution, while maintaining the individual attention and personal touch associated with a small-campus atmosphere.

## ISSUES

The Southern Campus has managed their deferred maintenance needs so successfully, that the campus can now begin to focus on not only critical maintenance, but also on making their facilities more energy efficient. In addition to efficiency projects, Southern will engage in safety improvements such as replacement of fire alarms, building monitoring, and public address systems.



## Campus Highlights

- 267 Acres
- 22 Buildings
- 248,354 GSF
- 30 Degree Programs
- Over 2,100 Students

## PROJECTS

## CONSTRUCTION TIMING

Energy Efficiency Improvements (Phase II)	FY17-FY18
Life, Safety & Security Improvements	FY17-FY18
Library & Student Success Center Renovation	FY18-FY19
Energy Efficiency Improvements (Phase III)	FY19-FY20
Parking Lot & Site Improvements	FY19-FY20
Campus Safety Improvements	FY19-FY20
Energy Efficiency Improvements (Phase 4)	FY21-FY22
Academic Center Flooring & Furniture	FY21-FY22



# Zanesville Campus



## Campus Highlights

- 179 Acres
- 4 Buildings
- 167,448 GSF
- 18 Degree Programs
- Nearly 2,000 Students



## HISTORY

Ohio University Zanesville was founded by Ohio University in 1946 to accommodate returning World War II veterans seeking higher education in what was then Lash High School. For the last 70 years, the Zanesville campus has served residents of Muskingum and surrounding counties. In 1954, classes moved to Zanesville High School, but as enrollment grew and the University's impact on the region became evident, Muskingum County Commissioners deeded land to Ohio University for the development of a permanent Zanesville campus. Elson Hall was the first building constructed on campus in 1967 followed by Herrold Hall in 1974. Coinciding with the construction of Herrold Hall, a new cooperative agreement with Muskingum Area Technical College (now Zane State College) led to the building of College Hall in 1975. This was the beginning of what is now the model in Ohio for two institutions sharing the same campus. Zanesville students gain a strong start to their academic careers before pursuing a baccalaureate or associate degree, or transferring to the Athens campus. Roughly one third of students are enrolled in Zanesville's nursing program, and nearly half of the student body is made up of first-generation or non-traditional college students.

## ISSUES

Herrold Hall is over 40 years old and in significant need of deferred maintenance and modernization to meet student learning needs. Completion of the renovation project will ensure the continuation of Zanesville's mission to be an innovative, collaborative, student-centered campus. The project will create a strategic, centralized office and instructional space for the nursing program, which is the largest single program on the Zanesville campus. Additionally, the renovation will update the library to reflect current pedagogical best practices and create the opportunity for increased shared service efficiencies with Zane State College. This effort supports the strategic goals of the Zanesville campus and aligns with the Governor's focus on co-located campuses in his task force on affordability and efficiency in higher education.

## PROJECTS

Herrold Hall Renovations

## CONSTRUCTION TIMING

FY17-FY22

# Six Year CIP: FY17-FY22 Summary

## A plan that is:

- Comprehensive:** informed by multiple planning efforts and data drive
- Collaborative:** Planned with and includes all units across the campus
- Prioritized:** Projects prioritized through comprehensive review of academic impact, facility condition, and funding affordability
- Measured:** Metrics developed to test the impact of the plan



Collaboration

Strategic Goals

Functionality

Smart Growth

Accessibility

Classroom

*“We provide a transformative learning experience for our students and support world-class research, creative activity, and teaching by our faculty. Through strategic investments in deferred maintenance in our facilities and programmatic improvements, we continue to address the needs of our students and faculty while being responsible stewards of the resources entrusted to us. This CIP makes important advances in academic facilities with impact across multiple colleges.”*

**-Pamela Benoit, Executive Vice President and Provost**

Partnerships

Infrastructure

Stewardship

Investment

Sustainability

Deferred Maintenance

## Addendum

- ⇒ Six Year CIP: FY17-FY22 View by Department/Unit
- ⇒ Six Year CIP: FY17-FY22 View by Building

# Six Year CIP: FY17-FY22 View by Department/Unit

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
Classification & Project	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Athletics</b>	<b>\$5.50</b>														
Aquatic/Bird Future Study	\$0.50	N/A						0.50		0.50					
Convocation Roof Replacement	\$5.00	5.00	5.00							0.50	0.50			2.00	2.00
<b>Auxiliaries</b>	<b>\$11.75</b>														
The Perry and Sandy Sook Academic Center	\$6.17	N/A	0.10				6.07			2.20	3.97				
Rehabilitate Taxiway A	\$1.39	1.39					1.25	0.13		0.14	1.25				
Rehabilitate Aprons A, B & F	\$2.16	2.16					2.11	0.04			0.22	1.94			
Auxiliaries Airport Approach Land	\$1.44	N/A					1.29	0.14							1.44
Small Capital Improvement Projects - Auxiliaries	\$0.60	0.60					0.59	0.01			0.04		0.05	0.51	
<b>College of Arts &amp; Sciences</b>	<b>\$110.94</b>														
Ellis Hall Infrastructure Renewal	\$12.38	11.00	0.74		6.60	5.04				0.87	11.51				
Clippinger Renovation Strategy	\$98.16	45.00	14.60		30.00	53.56				2.98	39.62	1.87	24.82	2.02	26.85
Botanical Research Roof Replacement	\$0.40	0.40	0.04		0.36					0.04	0.36				
<b>College of Business</b>	<b>\$20.00</b>														
College of Business Expansion*	\$20.00	N/A				8.00	12.00					1.80	5.00	13.20	
<b>College of Engineering</b>	<b>\$29.00</b>														
Engineering Research/Consolidation & Expansion	\$29.00	16.00				29.00					2.03	20.82	6.15		
<b>College of Fine Arts</b>	<b>\$17.60</b>														
Seigfred Hall Renovations Phase II Includes \$1.5M project from \$3.6M Programmatic Initiative	\$17.60	15.00	7.80	1.50	8.30					1.06	9.54	0.70	6.30		
<b>Culinary</b>	<b>\$36.13</b>														
Jefferson Dining Renovation	\$8.80	6.40						8.80		8.80					
Dining Hall Refresh	\$16.50	16.50						16.50		2.00	5.00	5.00	4.50		
Small Capital Improvement Projects - Culinary	\$10.83	10.83						10.83		1.61	2.44	1.82	1.79	1.62	1.55
<b>Facilities Management</b>	<b>\$5.00</b>														
Campus Roadways	\$5.00	4.50	2.05		2.95							1.25	1.25	1.00	1.50
<b>Heritage College of Osteopathic Medicine</b>	<b>\$66.56</b>														
HCOM Academic & Clinical Research Phase I	\$65.00	N/A				60.00		5.00		2.28	2.28	41.60	18.85		
HCOM Cleveland/Dublin Renovations	\$1.56	N/A	0.00	0.00	0.00	0.00	0.00	1.56		0.88	0.68				
<b>Honors Tutorial College</b>	<b>\$1.00</b>														
Academic Research Center Roof Replacement	\$1.00	1.00	0.90		0.10					0.10	0.90				

# Six Year CIP: FY17-FY22 View by Department/Unit

FY17 - FY22 6 Year Capital Improvement Plan  Classification & Project	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Housing &amp; Residence Life</b>	<b>\$225.72</b>														
Jefferson Hall Renovation	\$29.80	25.60				25.80		4.00	29.80						
Student Affairs Strategic Planning Studies	\$1.00	N/A						1.00	0.75	0.25					
Bromley Infrastructure Upgrades	\$7.50	7.50						7.50				7.50			
Front Four HVAC Upgrades Phase I	\$7.50	6.00						7.50			7.50				
Back South Demolition - Phase II	\$2.40	30.00						2.40	2.40						
Housing Development Plan-Future Phases	\$120.00	TBD				70.00		50.00			4.20	7.80	10.80	97.20	
Small Capital Improvement Projects	\$2.41	3.01						2.41	0.95	0.69	0.12	0.25		0.40	
Landscape Improvements	\$0.23	N/A						0.23	0.23						
Plumbing/HVAC Improvements	\$39.20	31.12						39.20	7.20	10.50	3.50	6.50	6.50	5.00	
Minor Building Renovations	\$6.48	10.72						6.48	1.08	0.50	2.30		1.80	0.80	
Roof Rehabilitations	\$6.60	5.50						6.60		3.30	1.10	1.10	1.10		
Infrastructure Renewal	\$2.60	3.00						2.60	1.80					0.80	
<b>Multiple Departments/Units</b>	<b>\$59.12</b>														
Emergency Projects Funds	\$15.00	15.00	15.00						2.50	2.50	2.50	2.50	2.50	2.50	2.50
Safety Funds	\$3.00	2.00						3.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Prioritized Roof Repairs (Ping, Lindley, Central Classroom, Gordy, Copeland, Grover)	\$3.90	3.90	3.05		0.85				0.39	3.51					
Electric Distribution & Steam System Upgrades Prioritization FY19-FY22	\$8.31	N/A			8.31						1.50	1.50	1.95	3.36	
Building Envelope Prioritization FY19-FY22	\$4.25	4.25	2.70		1.55						1.50	0.00	1.20	1.55	
Fire Protection, Electrical, and Plumbing Prioritization FY19-FY22	\$24.66	24.66	15.53		9.13						3.06	9.70	2.08	9.82	
<b>Office of Information Technology</b>	<b>\$45.16</b>														
Business Application Services	\$5.08	N/A						5.08	0.25	0.83	0.95	1.21	1.53	0.31	
Instructional and Research Technologies Additional funds for tech through classroom fund above	\$3.12	N/A						3.12	0.75	0.40	0.72	0.37	0.37	0.52	
Student Information & Administration	\$2.10	N/A						2.10		0.70	0.50			1.00	
Information Infrastructure	\$31.61	N/A						31.61	3.59	5.59	7.12	7.08	5.48	2.76	
Information Security	\$2.61	N/A						2.61	0.45	0.53	0.85	0.05	0.06	0.68	
Customer Services	\$0.65	N/A						0.65	0.25		0.03	0.02	0.35		
<b>Office of the Provost</b>	<b>\$0.85</b>														
C-Suite (Student Innovation Hub)	\$0.60	N/A		0.60					0.60						
Classroom Sandbox	\$0.25	N/A		0.25					0.25						

# Six Year CIP: FY17-FY22 View by Department/Unit

FY17 - FY22 6 Year Capital Improvement Plan Classification & Project	Six Year Total Shown in Millions	Deferred Maintenance Back-log Addressed	Funding Sources						Capital Expenditure Forecast							
			Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22	
<b>Regional Higher Education</b>	<b>\$28.71</b>															
<b>Chillicothe</b>																
Academic Success Center *	\$10.00	N/A		1.20				8.80				0.90	6.00	3.10		
Bennett Hall Electrical Upgrades	\$0.95	0.95			0.95					0.10	0.86					
Bennett Hall Interior Upgrades	\$0.45	0.45			0.45							0.05	0.41			
Bennett Hall Elevator Upgrades	\$0.50	0.50			0.50							0.05	0.45			
Stevenson Center Roof Replacement	\$0.95	0.95			0.95									0.10	0.86	
Small Capital Improvements	\$1.40	N/A		0.05					1.35		0.04	0.05	0.06	0.50	0.08	0.68
<b>Eastern</b>																
Shannon Hall HVAC Repairs	\$0.45	0.45			0.45					0.05	0.41					
HPEC Parking Lot Reconstruction	\$0.35	0.35			0.35					0.04	0.32					
HPEC Chiller Replacement	\$0.45	0.45			0.45							0.05	0.41			
Shannon Hall Electrical Upgrades	\$0.30	0.30			0.30							0.03	0.27			
Building Management Systems	\$0.45	0.45			0.45									0.05	0.41	
Shannon Hall Computer Lab	\$0.15	N/A			0.15									0.02	0.14	
Shannon Hall Parking Upgrades	\$0.15	0.15			0.15									0.02	0.14	
Small Capital Improvements	\$0.43	N/A		0.25					0.18		0.05	0.16	0.10	0.05	0.03	0.04
<b>Lancaster</b>																
Brasee Hall Exterior & Roofs	\$0.70	0.70			0.70					0.07	0.63					
Brasee Hall Interior Upgrades	\$0.15	0.15			0.15					0.02	0.14					
Brasee Hall South Roof	\$0.50	0.50			0.50							0.05	0.45			
Brasee Air Handler #1	\$0.25	0.25			0.25							0.03	0.23			
Brasee Air Handler #9	\$0.10	0.10			0.10							0.01	0.09			
Parking Lot Lower North	\$0.30	0.30			0.30									0.03	0.27	
Parking Lot Shipping Area	\$0.30	0.30			0.30									0.03	0.27	
Replace Sidewalk Lights	\$0.03	0.03			0.03									0.03		
Brasee Hall Air Handler #2	\$0.25	0.25			0.25									0.03	0.23	
<b>Southern</b>																
Library & Student Success Center Renovation *	\$3.03	N/A						3.00	0.03			0.33	2.70			
Energy Efficiency Improvements (Phase II)	\$0.89	0.89		0.29	0.60						0.09	0.80				
Life, Safety & Security Improvements	\$0.27	0.27			0.27						0.03	0.24				
Energy Efficiency Improvements (Phase III)	\$0.60	0.60			0.60								0.06	0.54		
Parking Lot & Site Improvements	\$0.20	0.20			0.20								0.02	0.18		
Campus Safety Improvements	\$0.07	0.07			0.07								0.01	0.06		
Energy Efficiency Improvements (Phase 4)	\$0.60	0.60			0.60									0.06	0.54	
Academic Center Flooring & Furniture	\$0.30	N/A			0.30									0.03	0.27	
Small Capital Improvements	\$0.01	0.01							0.01		0.01					
<b>Zanesville</b>																
Herrold Hall Renovations	\$3.15	3.15			3.15						0.11	0.95	0.11	0.95	0.11	0.95
Small Capital Improvements	\$0.03	0.03							0.03		0.03					

# Six Year CIP: FY17-FY22 View by Department/Unit

FY17 - FY22 6 Year Capital Improvement Plan		Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast					
Classification & Project	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>University Initiatives</b>	<b>\$101.50</b>														
Small House Strategy	\$5.00	5.00				5.00					2.50	2.00	0.50		
Campus Wayfinding Phase One	\$0.60	N/A						0.60		0.60					
ADA	\$1.50	1.50	1.50							0.25	0.25	0.25	0.25	0.25	0.25
Park Place Strategy	\$7.00	N/A			1.50	5.50				0.35	0.35	6.30			
Real Estate Investments	\$2.40	N/A						2.40		0.40	1.00	1.00			
Classroom Improvement Plan	\$6.00	3.00						6.00		1.00	1.00	1.00	1.00	1.00	1.00
Energy Infrastructure Project (EIP) - Approved Projects	\$25.59	N/A	25.59						25.59						
Energy Infrastructure Project (EIP) - Planned Projects	\$53.41	N/A	53.41							15.59	15.49	13.34	9.00		
<b>University Libraries</b>	<b>\$2.80</b>														
Alden Library Renovation Includes \$1.25M project from \$3.6M Programmatic Initiative	\$2.80	1.45		1.25		1.55				2.80					
<b>Vice President for Finance &amp; Administration</b>	<b>\$28.00</b>														
Administration Relocations HCOM	\$3.00	N/A				3.00				3.00					
Administration Relocations Engineering	\$25.00	N/A				25.00				1.75	23.25				
<b>VP Research</b>	<b>\$0.30</b>														
Innovation Center Roof Replacement	\$0.30	0.30	0.30								0.30				
<b>Six Year CIP Project Total:</b>	<b>\$795.64</b>	<b>333</b>	<b>148</b>	<b>5</b>	<b>83</b>	<b>291</b>	<b>35</b>	<b>232</b>	<b>26</b>	<b>104</b>	<b>159</b>	<b>143</b>	<b>136</b>	<b>62</b>	<b>167</b>
			*Fundraising is currently ongoing, project timing is dependent upon fund commitment level												
			**Placeholder amount pending Housing Project Development planning and financial affordability and capacity review												

# Six Year CIP: FY17-FY22 View by Building

FY17 - FY22 6 Year Capital Improvement Plan Classification & Project	Six Year Total Shown in Millions	Deferred Maintenance Back-log Addressed	Funding Sources						Capital Expenditure Forecast						
			Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Academic Center - Eastern</b>	<b>\$0.30</b>														
Academic Center Flooring & Furniture	\$0.30	N/A			0.30									0.03	0.27
<b>Academic Research Center</b>	<b>\$1.00</b>														
Academic Research Center Roof Replacement	\$1.00	1.00	0.90		0.10					0.10	0.90				
<b>Alden Library</b>	<b>\$2.80</b>														
Alden Library Renovation Includes \$1.25M project from \$3.6M Programmatic Initiative	\$2.80	1.45		1.25		1.55				2.80					
<b>Aquatic Center/Bird Arena</b>	<b>\$0.50</b>														
Aquatic/Bird Future Study	\$0.50	N/A						0.50		0.50					
<b>Bennett Hall - Chillicothe</b>	<b>\$1.90</b>														
Bennett Hall Electrical Upgrades	\$0.95	0.95			0.95					0.10	0.86				
Bennett Hall Elevator Upgrades	\$0.50	0.50			0.50							0.05	0.45		
Bennett Hall Interior Upgrades	\$0.45	0.45			0.45							0.05	0.41		
<b>Botanical Research Center</b>	<b>\$0.40</b>														
Botanical Research Roof Replacement	\$0.40	0.40	0.04		0.36					0.04	0.36				
<b>Brasee Hall - Lancaster</b>	<b>\$1.95</b>														
Brasee Hall Exterior & Roofs	\$0.70	0.70			0.70					0.07	0.63				
Brasee Hall Interior Upgrades	\$0.15	0.15			0.15					0.02	0.14				
Brasee Hall South Roof	\$0.50	0.50			0.50							0.05	0.45		
Brasee Air Handler #1	\$0.25	0.25			0.25							0.03	0.23		
Brasee Air Handler #9	\$0.10	0.10			0.10							0.01	0.09		
Brasee Hall Air Handler #2	\$0.25	0.25			0.25									0.03	0.23
<b>Bromley Hall</b>	<b>\$7.50</b>														
Bromley Infrastructure Upgrades	\$7.50	7.50						7.50				7.50			
<b>Central Classroom</b>															
Central Classroom Roof Repair <i>(Please See Prioritized Roof Repairs in 'Multiple' Category)</i>															
<b>Clippinger</b>	<b>\$98.16</b>														
Clippinger Renovation Strategy	\$98.16	45.00	14.60		30.00	53.56				2.98	39.62	1.87	24.82	2.02	26.85
<b>Convocation Center</b>	<b>\$5.00</b>														
Convocation Roof Replacement	\$5.00	5.00	5.00							0.50	0.50			2.00	2.00
<b>Copeland Hall</b>															
Copeland Hall Roof Repair <i>(Please See Prioritized Roof Repairs in 'Multiple' Category)</i>															
<b>MEB 2 - Dublin</b>	<b>\$0.65</b>														
HCOM Cleveland/Dublin Renovations	\$0.65	N/A						0.65		0.07	0.59				
<b>Ellis Hall</b>	<b>\$12.38</b>														
Ellis Hall Infrastructure Renewal	\$12.38	11.00	0.74		6.60	5.04				0.87	11.51				

# Six Year CIP: FY17-FY22 View by Building

FY17 - FY22 6 Year Capital Improvement Plan Classification & Project	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Gordy Hall</b>															
Gordy Hall Roof Repair <i>(Please See Prioritized Roof Repairs in 'Multiple' Category)</i>															
<b>Grover Center</b>															
Grover Center Roof Repair <i>(Please See Prioritized Roof Repairs in 'Multiple' Category)</i>															
<b>Herrold Hall - Zanesville</b>	<b>\$3.15</b>														
Herrold Hall Renovations	\$3.15	3.15			3.15					0.11	0.95	0.11	0.95	0.11	0.95
<b>HPEC - Eastern</b>	<b>\$0.45</b>														
HPEC Chiller Replacement	\$0.45	0.45			0.45						0.05	0.41			
<b>Innovation Center</b>	<b>\$0.30</b>														
Innovation Center Roof Replacement	\$0.30	0.30	0.30								0.30				
<b>Jefferson Hall</b>	<b>\$38.60</b>														
Jefferson Hall Renovation	\$29.80	25.60				25.80		4.00		29.80					
Jefferson Dining Renovation	\$8.80	6.40						8.80		8.80					
<b>Lindley Hall</b>															
Lindley Hall Roof Repair <i>(Please See Prioritized Roof Repairs in 'Multiple' Category)</i>															
<b>29 Park Place</b>	<b>\$7.00</b>														
Park Place Strategy	\$7.00	N/A			1.50	5.50				0.35	0.35	6.30			
<b>Ping Center</b>															
Ping Center Roof Repair <i>(Please See Prioritized Roof Repairs in 'Multiple' Category)</i>															
<b>Seigfred</b>	<b>\$17.60</b>														
Seigfred Hall Renovations Phase II Includes \$1.5M project from \$3.6M Programmatic Initiative	\$17.60	15.00	7.80	1.50	8.30					1.06	9.54	0.70	6.30		
<b>Shannon Hall - Eastern</b>	<b>\$0.90</b>														
Shannon Hall HVAC Repairs	\$0.45	0.45			0.45					0.05	0.41				
Shannon Hall Electrical Upgrades	\$0.30	0.30			0.30							0.03	0.27		
Shannon Hall Computer Lab	\$0.15	N/A			0.15									0.02	0.14
<b>South Pointe Hospital - Cleveland</b>	<b>\$0.80</b>														
HCOM Cleveland/Dublin Renovations	\$0.80	N/A						0.80		0.80					
<b>Stevenson Center - Southern</b>	<b>\$0.95</b>														
Stevenson Center Roof Replacement	\$0.95	0.95			0.95									0.10	0.86
<b>Tupper Hall</b>	<b>\$0.25</b>														
Classroom Sandbox	\$0.25	N/A		0.25						0.25					
<b>WUSOC</b>	<b>\$29.00</b>														
Engineering Research/Consolidation & Expansion	\$29.00	16.00				29.00					2.03	20.82	6.15		

# Six Year CIP: FY17-FY22 View by Building

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
Classification & Project	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Multiple/To Be Determined Building</b>	<b>\$195.61</b>														
ADA	\$1.50	1.50	1.50							0.25	0.25	0.25	0.25	0.25	0.25
Back South Demolition Phase II - Housing & Residence Life	\$2.40	30.00						2.40		2.40					
Building Envelope Prioritization FY19-FY22	\$4.25	4.25	2.70		1.55							1.50		1.20	1.55
Building Management Systems - Eastern	\$0.45	0.45			0.45									0.05	0.41
Campus Safety Improvements - Southern	\$0.07	0.07			0.07							0.01	0.06		
Classroom Improvement Plan	\$6.00	3.00						6.00		1.00	1.00	1.00	1.00	1.00	1.00
C-Suite (Student Innovation Hub)	\$0.60	N/A		0.60						0.60					
Dining Hall Refresh	\$16.50	16.50						16.50		2.00	5.00	5.00	4.50		
Emergency Projects Funds	\$15.00	15.00	15.00							2.50	2.50	2.50	2.50	2.50	2.50
Energy Efficiency Improvements (Phase 4) - Southern	\$0.60	0.60			0.60									0.06	0.54
Energy Efficiency Improvements (Phase II) - Southern	\$0.89	0.89		0.29	0.60					0.09	0.80				
Energy Efficiency Improvements (Phase III) - Southern	\$0.60	0.60			0.60							0.06	0.54		
Fire Protection, Electrical, and Plumbing Prioritization FY19-FY22	\$24.66	24.66	15.53		9.13							3.06	9.70	2.08	9.82
Front Four HVAC Upgrades Phase I - Housing	\$7.50	6.00						7.50				7.50			
Library & Student Success Center Renovation - Southern	\$3.03	N/A					3.00	0.03			0.33	2.70			
Life, Safety & Security Improvements - Southern	\$0.27	0.27			0.27					0.03	0.24				
Minor Building Renovations - Housing & Residence Life	\$6.48	10.72						6.48		1.08	0.50	2.30		1.80	0.80
Plumbing/HVAC Improvements - Housing & Residential Life	\$39.20	31.12						39.20		7.20	10.50	3.50	6.50	6.50	5.00
Prioritized Roof Repairs (Ping, Lindley, Central Classroom, Gordy, Copeland, Grover)	\$3.90	3.90	3.05		0.85					0.39	3.51				
Real Estate Investments - University Initiatives	\$2.40	N/A						2.40		0.40	1.00	1.00			
Administration Relocations HCOM	\$3.00	N/A					3.00			3.00					
Administration Relocations Engineering	\$25.00	N/A					25.00			1.75	23.25				
Roof Rehabilitations - Housing & Residential Life	\$6.60	5.50						6.60			3.30	1.10	1.10	1.10	
Safety Funds	\$3.00	2.00						3.00		0.50	0.50	0.50	0.50	0.50	0.50
Small Capital Improvement Projects - Auxiliaries	\$0.60	0.60					0.59	0.01			0.04		0.05	0.51	
Small Capital Improvement Projects - Chillicothe	\$1.40	N/A		0.05				1.35		0.04	0.05	0.06	0.50	0.08	0.68
Small Capital Improvement Projects - Culinary	\$10.83	10.83						10.83		1.61	2.44	1.82	1.79	1.62	1.55
Small Capital Improvement Projects - Eastern	\$0.43	N/A		0.25				0.18		0.05	0.16	0.10	0.05	0.03	0.04
Small Capital Improvement Projects - Housing & Residence Life	\$2.41	3.01						2.41		0.95	0.69	0.12	0.25		0.40
Small Capital Improvement Projects - Southern	\$0.01	0.01						0.01		0.01					
Small Capital Improvement Projects - Zanesville	\$0.03	0.03						0.03		0.03					
Small House Strategy	\$5.00	5.00				5.00					2.50	2.00	0.50		
Student Affairs Strategic Planning Studies	\$1.00	N/A						1.00		0.75	0.25				
<b>New Construction</b>	<b>\$221.17</b>														
HCOM Academic & Clinical Research Phase I	\$65.00	N/A				60.00		5.00		2.28	2.28	41.60	18.85		
The Perry and Sandy Sook Academic Center	\$6.17	N/A	0.10				6.07			2.20	3.97				
Housing Development Plan-Future Phases	\$120.00	TBD				70.00		50.00				4.20	7.80	10.80	97.20
College of Business Expansion*	\$20.00	N/A				8.00	12.00					1.80	5.00	13.20	
Academic Success Center - Chillicothe	\$10.00	N/A		1.20			8.80					0.90	6.00	3.10	

# Six Year CIP: FY17-FY22 View by Building

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
Classification & Project	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Infrastructure Other than Building</b>	<b>\$147.32</b>														
Acquire Land for Approaches - Auxiliaries	\$1.44	N/A					1.29	0.14							1.44
Campus Roadways	\$5.00	4.50	2.05		2.95							1.25	1.25	1.00	1.50
Campus Wayfinding Phase One	\$0.60	N/A						0.60		0.60					
Electric Distribution & Steam System Upgrades Prioritization FY19-FY22	\$8.31	N/A			8.31							1.50	1.50	1.95	3.36
Energy Infrastructure Project (EIP) - Approved Projects	\$25.59	N/A	25.59						25.59						
Energy Infrastructure Project (EIP) - Planned Projects	\$53.41	N/A	53.41							15.59	15.49	13.34	9.00		
MEB 2 Parking Lot - Dublin	\$0.11	N/A						0.11		0.01	0.10				
Landscape Improvements - Housing & Residence Life	\$0.23	N/A						0.23		0.23					
Infrastructure Renewal - Housing & Residence Life	\$2.60	3.00						2.60		1.80					0.80
HPEC Parking Lot Reconstruction - Eastern	\$0.35	0.35			0.35					0.04	0.32				
Shannon Hall Parking Upgrades - Eastern	\$0.15	0.15			0.15									0.02	0.14
Parking Lot Lower North - Lancaster	\$0.30	0.30			0.30									0.03	0.27
Parking Lot Shipping Area - Lancaster	\$0.30	0.30			0.30									0.03	0.27
Replace Sidewalk Lights - Lancaster	\$0.03	0.03			0.03									0.03	
Parking Lot & Site Improvements - Southern	\$0.20	0.20			0.20							0.02	0.18		
Business Application Services - OIT	\$5.08	N/A						5.08		0.25	0.83	0.95	1.21	1.53	0.31
Instructional & Research Technologies - OIT	\$3.12	N/A						3.12		0.75	0.40	0.72	0.37	0.37	0.52
Student Information & Administration - OIT	\$2.10	N/A						2.10			0.60	0.50		0.00	1.00
Information Infrastructure - OIT	\$31.61	N/A						31.61		3.59	5.59	7.12	7.08	5.48	2.76
Information Security - OIT	\$2.61	N/A						2.61		0.45	0.53	0.85	0.05	0.06	0.68
Customer Services - OIT	\$0.65	N/A						0.65		0.25		0.03	0.02	0.35	
Rehabilitate Taxiway A - Auxiliaries	\$1.39	1.39					1.25	0.13		0.14	1.25				
Rehabilitate Aprons A, B & F - Auxiliaries	\$2.16	2.16					2.11	0.04			0.22	1.94			
<b>Six Year CIP Project Total:</b>	<b>795.64</b>	<b>333</b>	<b>148</b>	<b>5</b>	<b>83</b>	<b>291</b>	<b>35</b>	<b>232</b>	<b>26</b>	<b>104</b>	<b>159</b>	<b>143</b>	<b>136</b>	<b>62</b>	<b>167</b>
*Fundraising is currently ongoing, project timing is dependent upon fund commitment level															
**Placeholder amount pending Housing Project Development planning and financial affordability and capacity review															

# Notes

# Six Year Capital Improvement Plan

## FY2017-FY2022



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# SIX YEAR CAPITAL IMPROVEMENT PLAN

## FY2017-FY2022

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Tab



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# Capital Improvement Plan Overview

- 1 Comprehensive:**  
*Informed by multiple planning efforts, data driven*
- 2 Collaborative:**  
*Planned with and includes all units across all campuses*
- 3 Prioritized:** by comprehensive review of
  - *Academic and student impact of the project*
  - *Facility characteristics such as prevention of loss, improving condition, reducing deferred maintenance backlog*
  - *Project Funding affordability, capacity, and institutional priority*
- 4 Measured:**  
*By reviewing metrics to test the impact of the plan*



See CIP Booklet  
Pages 5-7 for more  
information

1

# Comprehensive Process

2

Deferred Maintenance
Programmatic Priorities
Cash Flow & Internal Bank
Budget Development

➤ Balancing investments in CIP projects to address deferred maintenance as well as strategic and programmatic capital investment.

➤ Analyzing Affordability, Capacity, Liquidity, and University-wide resources

3

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	Deferred Maintenance	Review Approved Projects	Building Condition Analysis	Deferred Maintenance Prioritization	Annual Plan Development		FY16 Annual CIP Approval	FY17/FY18 Deferred Prioritization		Prep for State Request with Six Year Draft			
	Programmatic Priorities	Space Analysis			Programmatic Review	Project Testing		Units Identified their top priorities		Project Estimate and Funding Feasibility analysis			Unit project prioritization
	Cash Flow & Internal Bank	Implement Century Bond & Internal Bank Strategy (Nov 14')		Internal Bank Model/Cash Flow Updates	Budget Forecast Development	Annual Debt Capacity & Affordability Analysis/Internal Bank Model Updates			Century Bond Advisory Board Review	Bank/Cash Flow Model Century Bond Advisory Board Review			Internal Bank Model/Cash Flow Updates
	Budget Development	Planning Unit Forecast Development			Finalize Budget Book	Budget Submission/ Approval & FY16 Capital Budget Approval				Budget Planning Assumptions	Budget Forecast Developments		Financial Review Mtgs

4

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2016	Deferred Maintenance	Building Condition Analysis	Deferred Maintenance and Programmatic Prioritization				Six Year CIP Submission Development		
	Programmatic Priorities	CMP Draft		Final CMP					
	Cash Flow & Internal Bank			Internal Bank Model/Cash Flow Updates	Budget Forecast Development	Century Bond Advisory Board Review	Annual Debt Capacity & Affordability Analysis/ Internal Bank Model Updates	Bridge Financing & New Bond Issue Approval	
	Budget Development	Planning Unit Forecast Development			Finalize Budget Book		Budget Submission/ Approval	FY17 Capital Budget Approval	

See CIP Booklet  
Page 2 & 5 for  
more information

1

# Collaboration to Develop CIP

2

- CIP includes planned investments for all areas of the University portfolio

3

- Draft plan reviewed by Academic Leadership and other groups such as CFPC, RC Strategy

4



# Functional Area Priorities

## Academic &

### Programmatic Renewal

See booklet pages 38 & 39 for more information

- Seigfred Hall
- Ellis Hall
- Clippinger Strategy
- HCOM Phase I
- Engineering Research
- Alden Phase I
- Perry & Sandy Sook Academic Center

### Deferred Maintenance

See booklet page 20, 21, 34, & 35 for more information

- Safety Improvements
- Campus Roadways
- Roof Repair & Repl
- Building Envelope
- Fire, Electrical, & Plumbing
- Emergency Funds

### University Initiatives

See booklet page 40 & 41 for more information

- Small House
- ADA Improvements
- Classroom Improvements
- Campus Wayfinding
- Park Place Strategy
- Real Estate Investments



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# Functional Area Priorities

## Utility

### System Upgrades

See booklet page 22 for more information

- Utility Master Plan
- Lausche Upgrades
- Steam Distribution
- Central Chillers
- Chilled Water System
- Electric Distribution



### Regional Campuses

See booklet pages 46-50 for more information

- Chillicothe:
  - Bennett Hall Upgrades
- Eastern
  - Shannon Hall Improvements
- Lancaster
  - Brasee Hall
- Southern
  - Energy Efficiency
- Zanesville
  - Herrold Hall



### Auxiliaries

See booklet page 44 for more information

- Jefferson Dining
- Refresh:
  - Shively
  - Central Food
  - Nelson
  - West 82
- Airport Improvements
- Small Capital



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# Functional Area Priorities

## OIT

See booklet page 45 for more information

- Business Application Services
- Instructional Technologies
- Student Information & Administration
- Information Infrastructure
- Information Security
- Customer Services



## Student Affairs and Residential Housing

See booklet page 42 & 43 for more information

- Jefferson Hall Renovation
- Strategic Planning: HDP2, Aquatic/Bird, etc.
- Small Capital Improvements
- Landscape
- Plumbing/HVAC
- Minor Building Renovations
- Roof Rehabilitations
- Infrastructure Renewal



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# Heritage College of Medicine

## Project Need

- HCOM currently occupies renovated dorms on West Green, which were constructed in the 1970s
- These facilities are undersized, inefficient, and no longer adequate for HCOM's educational, research, and public facing clinic needs.



## Strategy

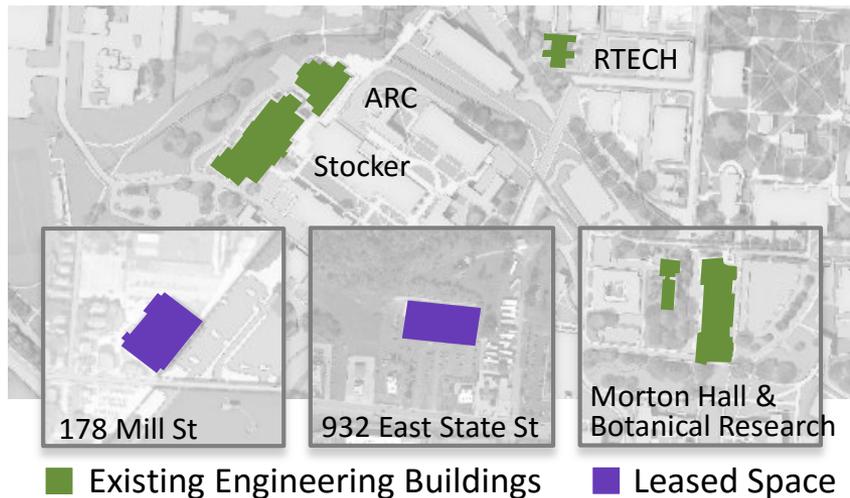
- University Transformational Project
- Multi-phases to replace academic, student support, research, and public facing clinical spaces
- New facilities will anchor Union St Green
- Vacated facilities in West Green can be repurposed



# Engineering Research

## Project Need

- Engineering has insufficient research space for large number of new faculty
- Even utilizing leased space, the College is significantly undersized for research needs
- Stocker Center may lose all basement research space to comply with floodplain regulations



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## Strategy

- University Transformational Project
- Repurpose WUSOC from its current use as administrative offices to a compatible use for Engineering Research
- Vacate leased space and consolidate research needs in WUSOC
- A new research facility is estimated to be double the cost of renovating WUSOC for the College's needs



# Funds Repurposed to Programmatic Investments

- \$3.6M of funds were repurposed from prior biennium
- Projects prioritized to make a bigger impact on programmatic investments to create spaces that fulfill the promises we make to students about being a transformative learning environment

Project	Amount
<b>Classroom Sandbox: Tupper Hall</b>	\$ 0.25M
<b>Seigfred Hall*</b> <i>2<sup>nd</sup> and 3<sup>rd</sup> Floor Maker Spaces &amp; Basic Renovations</i> <i>5<sup>th</sup> Floor Studio &amp; Room Basic Renovations</i>	\$ 1.50M
<b>C Suite Space</b> <i>Collaborative Hub for Innovation Space</i>	\$ 0.60M
<b>Alden Library Phase I*</b> <i>Partial funding for 2<sup>nd</sup> Floor Academic Center Relocation &amp; 4<sup>th</sup> Floor Restroom Renovations</i>	\$ 1.25M



# Summary Of Investment By College: Past & Future

College of Arts & Sciences	College of Business	College of Fine Arts	CHSP	Voinovich School	Heritage College (HCOM)	Honors Tutorial College	Enrollment Management
<ul style="list-style-type: none"> <li>Ellis Hall Renovation</li> <li>Clippinger Renovation</li> </ul>	<ul style="list-style-type: none"> <li>Business Annex Upgrades</li> <li>Business Expansion</li> <li>Dublin Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Lin Hall Upgrades</li> <li>Seigfred Hall Upgrades</li> <li>Glidden Hall HVAC</li> <li>Ph1 Dublin</li> </ul>	<ul style="list-style-type: none"> <li>Grover Renovations</li> <li>PA program in Dublin (IEC)</li> </ul>	<ul style="list-style-type: none"> <li>Buildings 21 &amp; 22 Upgrades</li> <li>Dublin Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Dublin Expansion</li> <li>Cleveland Expansion</li> <li>Athens Expansion</li> </ul>	<ul style="list-style-type: none"> <li>35 Park Place Addition</li> </ul>	<ul style="list-style-type: none"> <li>Small Renovations to support growth</li> </ul>
<ul style="list-style-type: none"> <li>OPIE Consolidation</li> <li>Biology Consolidation</li> </ul>		<ul style="list-style-type: none"> <li>Misc upgrades to student spaces, dean's suite, performing arts-Athens</li> </ul>	<ul style="list-style-type: none"> <li>Wellness Center-Dublin</li> <li>Athens program initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Athens &amp; Dublin Classroom &amp; Program Expansions</li> </ul>	<ul style="list-style-type: none"> <li>Clinical Research</li> <li>Student Health Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Honor's Program</li> </ul>	<ul style="list-style-type: none"> <li>Visitor's Center</li> </ul>

Patton College of Education	College of Engineering	College of Communication	University College	Research & Graduate College	VP of Global Affairs	Regionals
<ul style="list-style-type: none"> <li>McCracken Renovation &amp; Expansion</li> </ul>	<ul style="list-style-type: none"> <li>Academic Research Cons.</li> <li>Stocker Center</li> </ul>	<ul style="list-style-type: none"> <li>RTV, Scripps, &amp; Schoonover Renovations</li> </ul>	<ul style="list-style-type: none"> <li>Academic Advancement Center</li> </ul>	<ul style="list-style-type: none"> <li>Observatory</li> <li>Konneker Research</li> </ul>	<ul style="list-style-type: none"> <li>Yamada House</li> </ul>	<p>Programmatic Upgrades:</p> <ul style="list-style-type: none"> <li>Chillicothe</li> <li>Eastern</li> <li>Lancaster</li> <li>Southern</li> <li>Zanesville</li> </ul>
<ul style="list-style-type: none"> <li>Outer Rec Space</li> <li>CDC Expansion</li> </ul>	<ul style="list-style-type: none"> <li>More robust Stocker upgrades</li> </ul>	<ul style="list-style-type: none"> <li>WOUB Tower Relocation</li> </ul>	<ul style="list-style-type: none"> <li>Veteran's Center</li> <li>Chubb Hall Renovation</li> </ul>	<ul style="list-style-type: none"> <li>Innovation Center exp.</li> <li>Research expansion &amp; support</li> </ul>	<ul style="list-style-type: none"> <li>Lifelong Learning</li> <li>Program Expansions</li> </ul>	



# Energy Infrastructure Projects (EIP)

- Original Lausche Heating Plant project (estimated at \$90M) dedicated resources solely for heating plant upgrades
- During development of the project, University became aware of the need to address critical capacity and infrastructure needs
- The EIP initiative was subsequently developed and \$79M repurposed to include projects for conservation and rehabilitation of steam, chilled water & electric distribution systems to help meet sustainability commitments
- Utility Master Plan identified projects that have been implemented or are underway
- Several projects to be implemented in FY17-FY22 to finish project
- Utility Master Plan identified additional needs beyond the EIP resources that will be considered in future biennia



EIP Projects by Category:	FY15/ FY16	FY17/ FY22
Co-Gen Closeout	\$ 0.42M	-
Master Plan	\$ 1.1M	-
Heating (Lausche)	\$ 10.23M	\$ 14.05M
Steam Distribution	\$ 7.05M	\$ 3.8M
Central Chillers	\$ 3.8M	-
Chilled Water System Updates	\$ 2.69M	\$ 9.54M
Electric Distribution	\$ 0.3M	\$ 5.18M
Electric Distribution (Large Switch)	-	\$ 20.84M
<i>Sub-Total</i>	\$25.59	\$53.41



# Deferred Maintenance Planning Steps

1. Building Assessments
2. FY16 Annual CIP
3. FY17-FY18 State Capital Plan
4. EMG Assessments
5. Data validation
6. Review of deferred maintenance and programmatic priorities
7. FY17-FY22 6 Year CIP

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2015</b>	<b>Deferred Maintenance</b>	Review Approved Projects	Building Condition Analysis	Deferred Maintenance Prioritization	Annual Plan Development		FY16 Annual CIP	FY17/FY18 Deferred Prioritization		Prep for State Request with Six Year Draft		FY17-FY18 State Submission	
	<b>Programmatic Priorities</b>	1 Space Analysis		2	Programmatic Review	3 Project Testing, Units Identified their top priorities			Project Estimate and Funding Feasibility		4 Prioritization		
<b>Comprehensive Master Plan (CMP) Development</b>													
<b>2016</b>	<b>Deferred Maintenance</b>	Building Condition Analysis	5		Deferred Maintenance and Programmatic Prioritization		Six Year CIP Development		FY17-FY22 Six Year CIP				
	<b>Programmatic Priorities</b>	Draft Plan	Final Plan		6			7					
<b>CMP Approval</b>													



# Deferred Maintenance: Must Do, Should Do, Nice To Do

See CIP Booklet  
Pages 20-21 for  
more information

Detailed priority index assigns levels of intensity of needs to projects within a comprehensive database:

## 0 Project approved and/or work underway

- 1 **Must do:** Code compliance, Threat to life, property, operations, or research
- 2 **Should do:** ADA compliance, Damage preventions, Increase energy efficiency
- 3 **Nice to do:** Finishes or Furniture
- 4 **Don't do:** Items addressed by upcoming changes to building use

Deferred Maintenance projects prioritized in the six year CIP primarily address:

- Building Envelope (roof, windows, exterior walls)
- Mechanical, Electrical, and Plumbing (MEP)
- Fire Protection & Suppression
- Other (foundations, cooling towers, etc.)



Aerial infrared image



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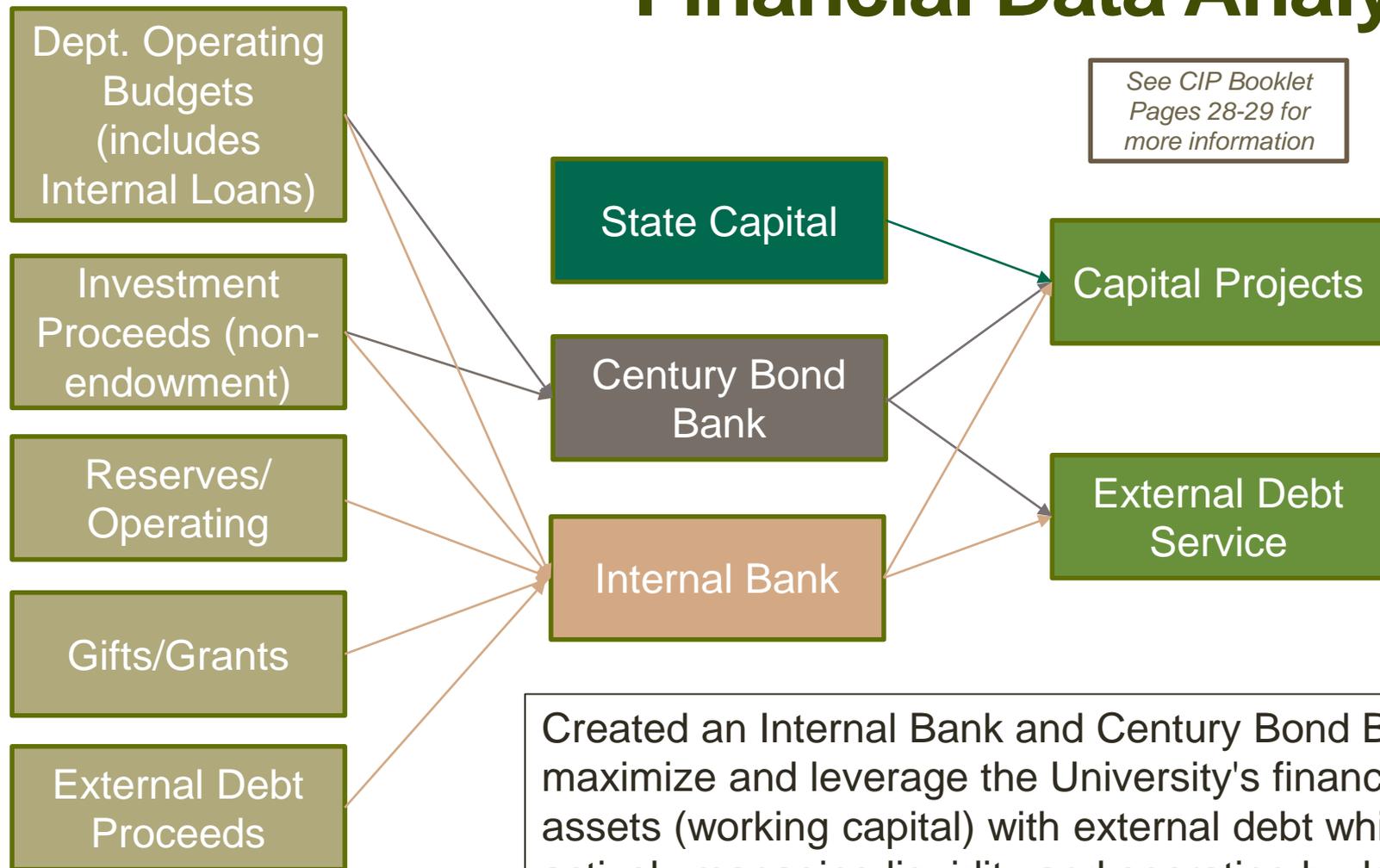
# Deferred Maintenance Prioritization

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Project Total	Deferred Maintenance	Funding Sources			
			Century Bond	State Re-App	State App	Inte Ba
Classification & Project	*Numbers shown in Millions	Back-log Addressed				
Seigfred Hall Renovations (Phases II & III)	\$17.60	8.00	7.80	1.50	8.30	
Ellis Hall Infrastructure Renewal	\$12.98	11.00	0.74		6.60	
Clippinger Renovation Strategy	\$98.16	45.00	3.60		30.00	
Emergency Projects Funds	\$15.00	15.00	15.00			
ADA Improvements	\$1.50	1.50	1.50			
Campus Roadways (Rufus Str Ext, S. Green Drive)	\$2.50	2.00			2.50	
Campus Roadways (Rufus, S. Green, TBD)	\$5.00	5.00	2.05		2.95	
Botanical Research Roof	\$0.40	0.40	0.04		0.36	
Academic Research Center Roof Replacement	\$1.00	1.00	0.90		0.10	
Innovation Center Roof	\$0.30	0.30	0.30			
Convocation Main Roof Construction	\$5.00	5.00	5.00			
Prioritized Roof Repairs (Ping, Lindley, Central Classroom, Gordy, Copeland, Grover)	\$4.00	4.00	3.05		0.95	
Glidden Hall HVAC (HVAC, Controls, & re-heat)	\$2.00	2.00	2.00			
Stocker Building Envelope	\$1.50	1.50	1.50			
Stocker HVAC Phase 1	\$6.50	6.50	6.50			
Morton Chiller	\$0.76	0.76			0.76	
Peden Tower Chiller	\$0.45	0.45	0.45			
Morton Hall HVAC (Phase I)	\$5.00	5.00	0.50		4.50	
Research & Technology Center HVAC	\$3.00	3.00	0.30		2.70	
Ridges District Cooling Tower Replacement	\$0.25	0.25	0.25			
Computer Service Center AHUs	\$0.50	0.50	0.50			
Chubb Hall HVAC	\$1.30	1.30	0.13		1.17	
Chubb Hall Windows & Ext	\$0.35	0.35	0.35			
Konneker Research Center Roof & Exterior Windows	\$1.50	1.50	0.15		1.35	
Konneker Research Center Boilers & HVAC Controls	\$3.50	3.50	3.50			
Ridges Building 33 (Heat Plant) Roof, Walls & Windows	\$0.70	0.70	0.70			
McGuffey Hall Foundation & Walls	\$0.20	0.20			0.20	
Child Development Center HVAC Controls	\$0.40	0.40	0.40			
Avionics Lab/Fuller Training Center HVAC & Controls	\$1.00	1.00	1.00			
Irvine Hall Roof (flat & pitched)	\$2.00	2.00	2.00			
Wilson Hall (West) HVAC & Controls	\$3.50	3.50	3.50			
Haning Hall HVAC	\$0.33	0.33	0.33			
Parks Hall Fire Panels, HVAC Controls, Plumbing	\$3.50	3.50	3.50			
Porter Hall HVAC, VFDs & Controls	\$3.00	3.00	3.00			
Hudson Health Center Windows, Walls & Foundation	\$0.13	0.13	0.13			
Putnam Hall Heating System	\$0.10	0.10	0.10			
Bush Airport Zero Hangar HVAC	\$0.20	0.20	0.20			
Gordy Hall HVAC, Controls, & Chiller	\$2.00	2.00	2.00			

- \$10M per year in Century Bond Funds (\$60M Six Year Total)
- Approximately \$22.3M per biennium in State Capital Appropriations (\$66.9M Six Year Total)
- Review of comprehensive database and prioritization revealed \$228.6M of “Must do” projects.
- Of the \$126.9M Century/State funds available, \$71.84M has already been prioritized—Examples:
  - Clippinger \$34.6M
  - Ellis \$7.34M
  - Seigfred \$16.10M
  - Emergency Funds \$15M
- Remaining \$55.06M prioritized towards building envelope, MEP, & other
- \$2.5M/year in Emergency funds set aside to offset potential failures



# Financial Data Analysis



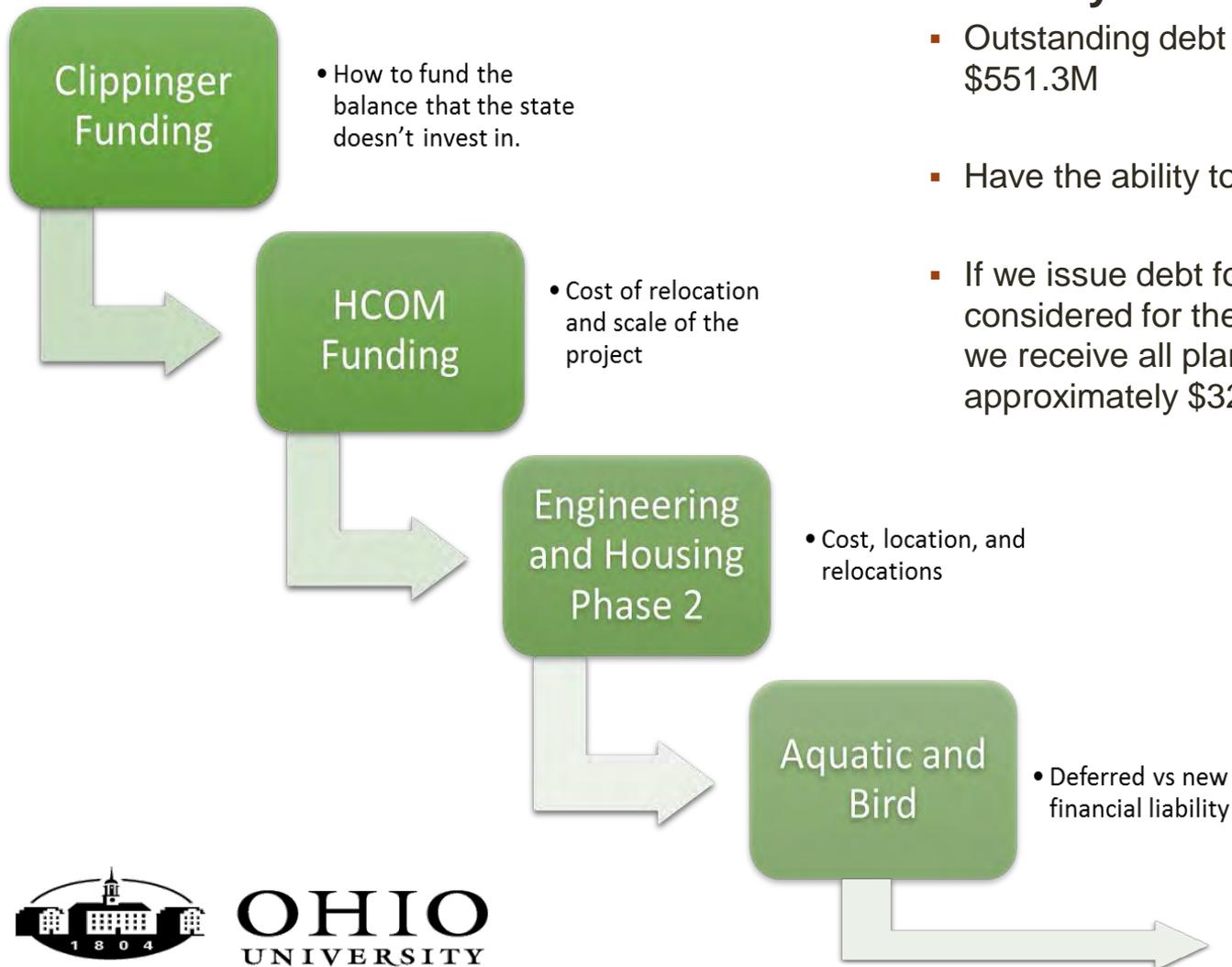
# Impact of CIP on Debt Portfolio

- Chart below displays how CIP debt issuance impacts size of University's Debt portfolio, Senate Bill 6 Viability Score and Senate Bill 6 Composite score

Fiscal Year	Outstanding Debt Beginning of FY	New Issuance	Principal Payments	Outstanding Debt End of FY	Viability Ratio	Viability Score	Senate Bill 6 Composite Score
2013	229,079	173,810	(49,279)	353,611	101.20%	4.00	4.70
2014	353,611	-	(15,969)	337,642	113.90%	4.00	4.70
2015	337,642	250,000	(17,980)	569,662	63.00%	3.00	3.90
2016	569,662	-	(18,313)	551,349	67.01%	3.00	3.90
2017	551,349	125,000	(43,242)	633,106	57.50%	2.00	3.60
2018	633,106	-	(19,508)	613,598	60.98%	3.00	3.90
2019	613,598	125,000	(21,646)	716,952	53.65%	2.00	3.60
2020	716,952	-	(19,616)	697,336	56.69%	2.00	3.60
2021	697,336	75,000	(17,903)	754,434	53.87%	2.00	3.60
2022	754,434	-	(18,204)	736,229	56.76%	2.00	3.60



# Matrix Of Decisions



## • Summary of Cash Flow Analysis:

- Outstanding debt as of 6-30-2016 was \$551.3M
- Have the ability to take on more debt
- If we issue debt for projects being considered for the next 6 years (assuming we receive all planned gifts), we will add approximately \$325M in debt

Prioritize Schedule and Funding of Additional Projects Based on Construction Timing and Budgeting



1

# Prioritized Capital Improvement Plan

*“Building on the OHIO culture of inter-disciplinary collaboration, this CIP integrates the complex planning efforts and input of faculty, staff, students, and alumni from all disciplines and functions across the University. Guided by the University’s strategic and master planning efforts, we are presenting an integrated capital improvement plan that balances programmatic and deferred maintenance priorities and supports growth; while respecting and considering our institutions financial capacity and affordability.”*

-Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer

2

3

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast							
			Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Classification &amp; Project</b>	*Numbers in Millions															
Academic/Programmatic Renewal	\$ 281.52	88.45	23.24	3.60	44.90	185.15	18.07	6.56		18.66	92.88	66.79	61.12	15.22	26.85	
Deferred Maintenance <i>(Additional \$'s applied to projects above)</i>	\$ 62.51	61.01	44.57		14.94			3.00		4.03	8.57	8.81	13.95	9.28	17.87	
University Initiatives	\$ 22.50	9.50	1.50		1.50	10.50		9.00		2.60	5.10	10.55	1.75	1.25	1.25	
Utility System Upgrades	\$ 87.31		79.00		8.31				25.59	15.59	15.49	14.84	10.50	1.95	3.36	
Regional Campuses	\$ 28.71	13.37		1.79	13.52		11.80	1.58		0.58	4.87	4.20	10.56	3.69	4.77	
Student Affairs/Housing & Residence Life	\$ 226.22	122.45				95.80		130.42		44.71	15.24	18.72	23.15	20.20	104.20	
Auxiliaries	\$ 41.71	37.88					5.25	36.46		12.54	8.94	8.76	6.34	2.13	2.99	
OIT	\$ 45.16							45.16		5.29	7.94	10.17	8.72	7.79	5.26	
<b>Six Year CIP Project Total:</b>	<b>\$ 795.64</b>	<b>333</b>	<b>148</b>	<b>5</b>	<b>83</b>	<b>291</b>	<b>35</b>	<b>232</b>	<b>26</b>	<b>104</b>	<b>159</b>	<b>143</b>	<b>136</b>	<b>62</b>	<b>167</b>	

4

See CIP Booklet Pages 8-13 for more information



- Four Fundamentals
- OHIO for Ohio
- College Academic Plans
- Capital Plan Strategy
- Innovation Strategy

Strategic Planning

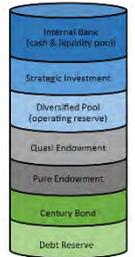
Master Plan

- Integrated Planning
- Transformational Projects
- Framework for Decisions
- Balance vision with that can be implemented



- Financial Analysis and Development & Funding Strategies
- Six Year Outlook
- Annual Snapshot

Implementation



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# Six Year CIP-FY17-FY22

Dollars in Millions

FY17 - FY22 6 Year Capital Improvement Plan Classification & Project	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Regional Campuses</b>	<b>\$28.71</b>														
<b>Chillicothe</b>															
Academic Success Center *	\$10.00	N/A		1.20			8.80					0.90	6.00	3.10	
Bennett Hall Electrical Upgrades	\$0.95	0.95			0.95				0.10	0.86					
Bennett Hall Interior Upgrades	\$0.45	0.45			0.45						0.05	0.41			
Bennett Hall Elevator Upgrades	\$0.50	0.50			0.50						0.05	0.45			
Stevenson Center Roof Replacement	\$0.95	0.95			0.95									0.10	0.86
Small Capital Improvements	\$1.40	N/A		0.05				1.35	0.04	0.05	0.06	0.50	0.08	0.68	
<b>Eastern</b>															
Shannon Hall HVAC Repairs	\$0.45	0.45			0.45				0.05	0.41					
HPEC Parking Lot Reconstruction	\$0.35	0.35			0.35				0.04	0.32					
HPEC Chiller Replacement	\$0.45	0.45			0.45						0.05	0.41			
Shannon Hall Electrical Upgrades	\$0.30	0.30			0.30						0.03	0.27			
Building Management Systems	\$0.45	0.45			0.45									0.05	0.41
Shannon Hall Computer Lab	\$0.15	N/A			0.15									0.02	0.14
Shannon Hall Parking Upgrades	\$0.15	0.15			0.15									0.02	0.14
Small Capital Improvements	\$0.43	N/A		0.25				0.18	0.05	0.16	0.10	0.05	0.03	0.04	
<b>Lancaster</b>															
Brasee Hall Exterior & Roofs	\$0.70	0.70			0.70				0.07	0.63					
Brasee Hall Interior Upgrades	\$0.15	0.15			0.15				0.02	0.14					
Brasee Hall South Roof	\$0.50	0.50			0.50						0.05	0.45			
Brasee Air Handler #1	\$0.25	0.25			0.25						0.03	0.23			
Brasee Air Handler #9	\$0.10	0.10			0.10						0.01	0.09			
Parking Lot Lower North	\$0.30	0.30			0.30									0.03	0.27
Parking Lot Shipping Area	\$0.30	0.30			0.30									0.03	0.27
Replace Sidewalk Lights	\$0.03	0.03			0.03									0.03	
Brasee Hall Air Handler #2	\$0.25	0.25			0.25									0.03	0.23
<b>Southern</b>															
Library & Student Success Center Renovation *	\$3.03	N/A					3.00	0.03			0.33	2.70			
Energy Efficiency Improvements (Phase II)	\$0.89	0.89		0.29	0.60				0.09	0.80					
Life, Safety & Security Improvements	\$0.27	0.27			0.27				0.03	0.24					
Energy Efficiency Improvements (Phase III)	\$0.60	0.60			0.60						0.06	0.54			
Parking Lot & Site Improvements	\$0.20	0.20			0.20						0.02	0.18			
Campus Safety Improvements	\$0.07	0.07			0.07						0.01	0.06			
Energy Efficiency Improvements (Phase 4)	\$0.60	0.60			0.60									0.06	0.54
Academic Center Flooring & Furniture	\$0.30	N/A			0.30									0.03	0.27
Small Capital Improvements	\$0.01	0.01						0.01	0.01						
<b>Zanesville</b>															
Herrold Hall Renovations	\$3.15	3.15			3.15				0.11	0.95	0.11	0.95	0.11	0.95	
Small Capital Improvements	\$0.03	0.03						0.03	0.03						

# Six Year CIP-FY17-FY22 Dollars in Millions

FY17 - FY22 6 Year Capital Improvement Plan Classification & Project	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
	Shown in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Auxiliaries</b>	<b>\$41.71</b>														
Jefferson Dining Renovation	\$8.80	6.40						8.80	8.80						
Dining Hall Refresh	\$16.50	16.50						16.50	2.00	5.00	5.00	4.50			
Rehabilitate Taxiway A	\$1.39	1.39					1.25	0.13	0.14	1.25					
Rehabilitate Aprons A, B & F	\$2.16	2.16					2.11	0.04		0.22	1.94				
Auxiliaries Airport Approach Land	\$1.44	N/A					1.29	0.14							1.44
Small Capital Improvement Projects - Culinary	\$10.83	10.83						10.83	1.61	2.44	1.82	1.79	1.62	1.55	
Small Capital Improvement Projects - Auxiliaries	\$0.60	0.60					0.59	0.01		0.04		0.05	0.51		
<b>OIT</b>	<b>\$45.16</b>														
Business Application Services	\$5.08	N/A						5.08	0.25	0.83	0.95	1.21	1.53	0.31	
Instructional and Research Technologies <i>Additional funds for tech through classroom fund above</i>	\$3.12	N/A						3.12	0.75	0.40	0.72	0.37	0.37	0.52	
Student Information & Administration	\$2.10	N/A						2.10		0.60	0.50			1.00	
Information Infrastructure	\$31.61	N/A						31.61	3.59	5.59	7.12	7.08	5.48	2.76	
Information Security	\$2.61	N/A						2.61	0.45	0.53	0.85	0.05	0.06	0.68	
Customer Services	\$0.65	N/A						0.65	0.25		0.03	0.02	0.35		
<b>Student Affairs/Housing &amp; Residence Life</b>	<b>\$226.22</b>														
Jefferson Hall Renovation	\$29.80	25.60				25.80		4.00	29.80						
Student Affairs Strategic Planning Studies	\$1.00	N/A						1.00	0.75	0.25					
Aquatic/Bird Future Study	\$0.50	N/A						0.50	0.50						
Bromley Infrastructure Upgrades	\$7.50	7.50						7.50				7.50			
Front Four HVAC Upgrades Phase I	\$7.50	6.00						7.50			7.50				
Back South Demolition - Phase II	\$2.40	30.00						2.40	2.40						
Housing Development Plan-Future Phases	\$120.00	TBD				70.00		50.00			4.20	7.80	10.80	97.20	
Small Capital Improvement Projects	\$2.41	3.01						2.41	0.95	0.69	0.12	0.25		0.40	
Landscape Improvements	\$0.23	N/A						0.23	0.23						
Plumbing/HVAC Improvements	\$39.20	31.12						39.20	7.20	10.50	3.50	6.50	6.50	5.00	
Minor Building Renovations	\$6.48	10.72						6.48	1.08	0.50	2.30		1.80	0.80	
Roof Rehabilitations	\$6.60	5.50						6.60		3.30	1.10	1.10	1.10		
Infrastructure Renewal	\$2.60	3.00						2.60	1.80						0.80
<b>Six Year CIP Project Total:</b>	<b>\$795.64</b>	<b>333</b>	<b>148</b>	<b>5</b>	<b>83</b>	<b>291</b>	<b>35</b>	<b>232</b>	<b>26</b>	<b>104</b>	<b>159</b>	<b>143</b>	<b>136</b>	<b>62</b>	<b>167</b>

\*Fundraising is currently ongoing, project timing is dependent upon fund commitment level

\*\*Placeholder amount pending Housing Project Development planning and financial affordability and capacity review

1

# Measuring the CIP

See CIP Booklet  
Page 25-35 for  
more information

2

- **Understanding Total Investments:** Shares where investments are being directed
- **Financial Data Analysis:** Understanding Affordability, Capacity, and Liquidity
- **CIP Age Balance:** Reviews impact of investments to balance need
- **Deferred Maintenance Backlog:** Understanding reduction impact

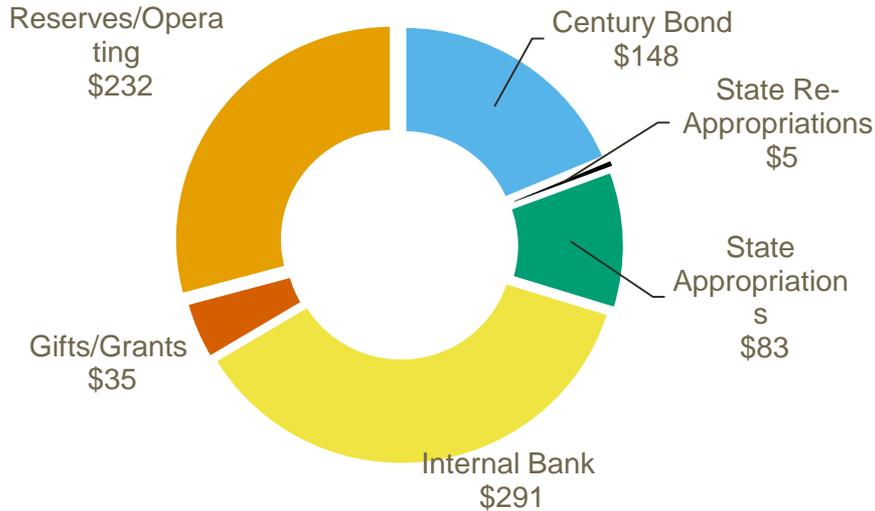
4



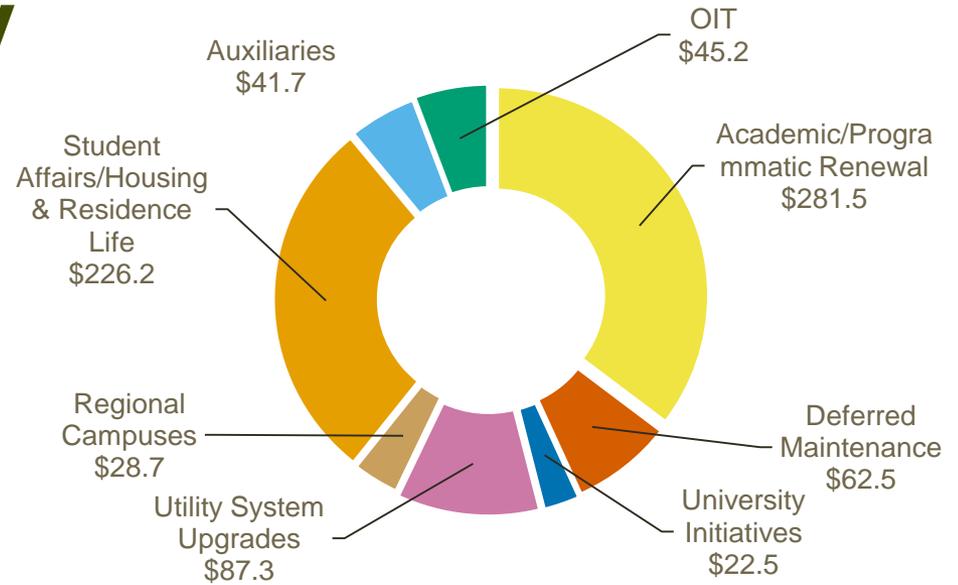
# Six Year Summary

Comparing the totals by different categories allows us to monitor impact.

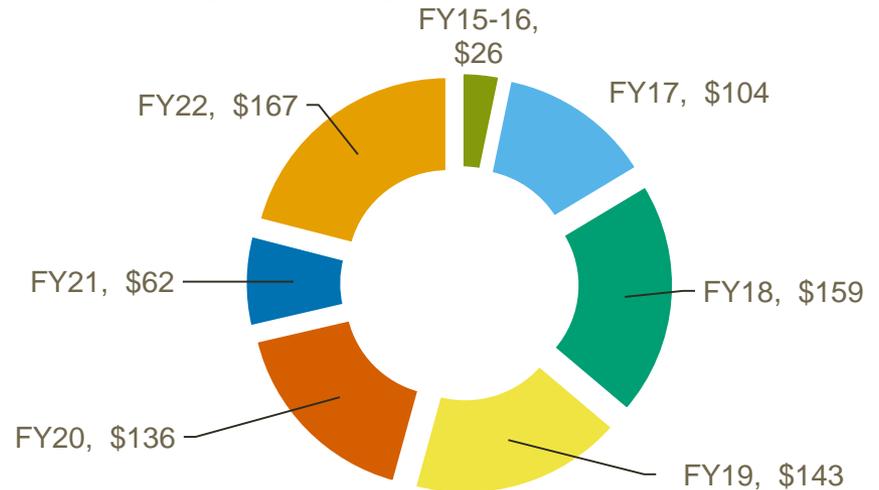
## Funding Sources



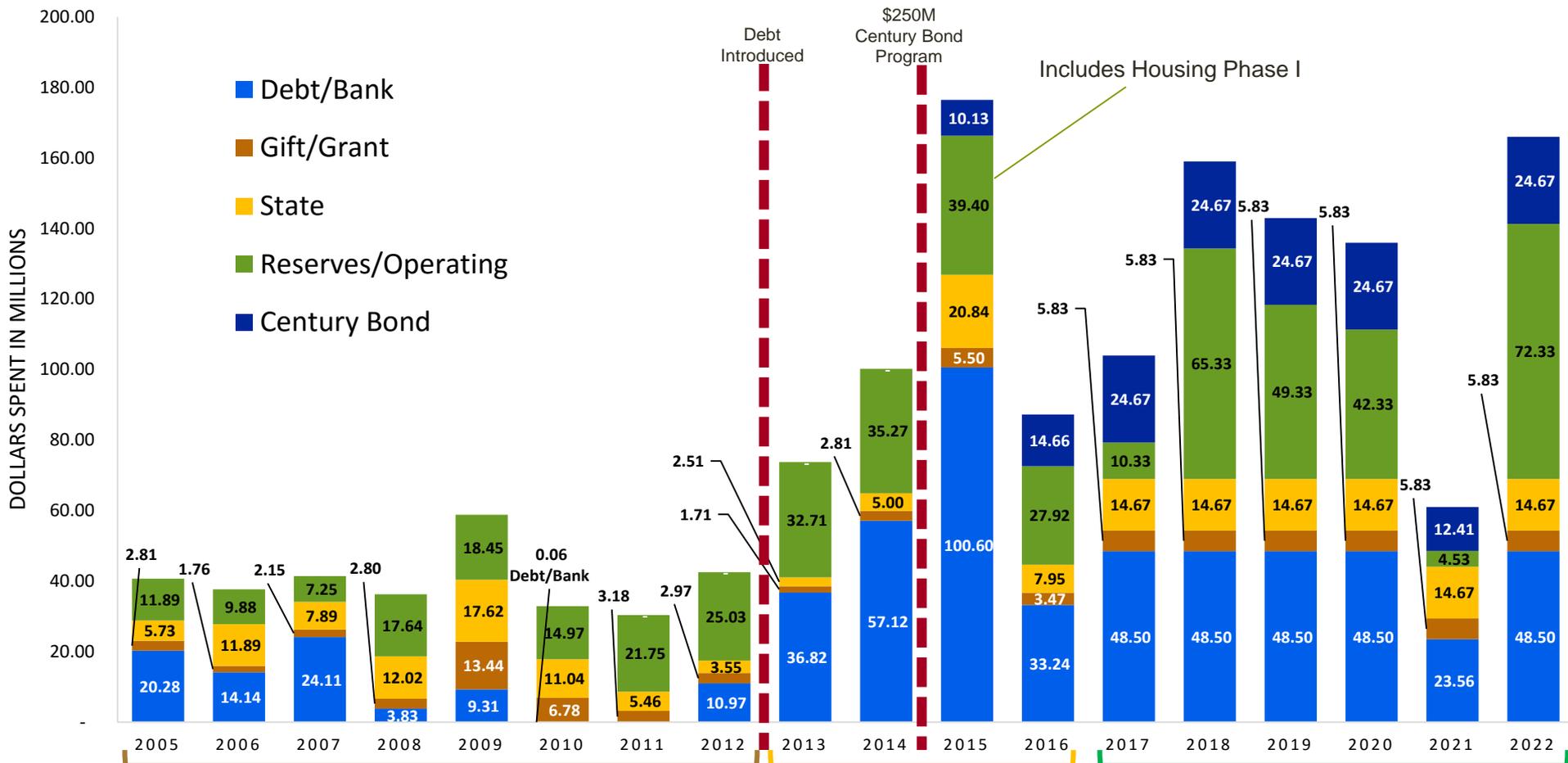
## Classification



## Capital Expenditure Forecast



# Past & Future University Investments



Past Spending with Limited Resources

Past Spending after Introduction of Debt and Century Bond

Forecasted Spending with Implementation of FY17-FY22 Six Year CIP



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# Annual Pro forma Debt

While the University's expected peak in debt outstanding (\$777 million in FY 2021) would be higher than rating medians, the amount of debt should be considered in the context of the size of operations and financial reserves.

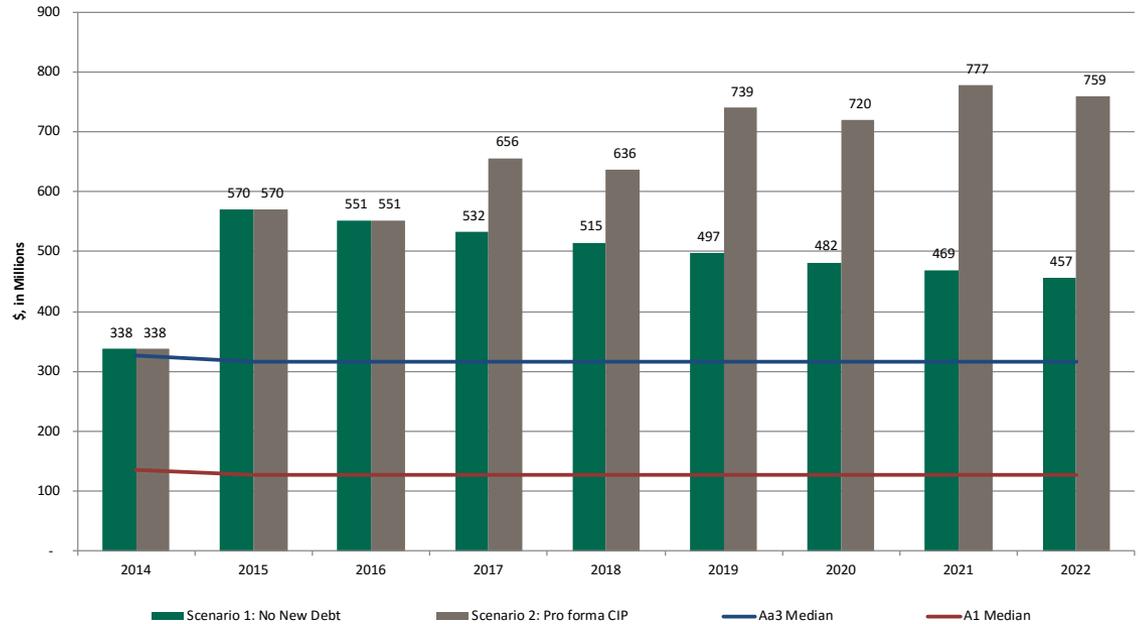
Century Bonds have a separate Debt Reserve strategy to fund the \$250M principal repayment at maturity

OHIO UNIVERSITY CAPITAL IMPROVEMENT PLAN								
FY2017-FY2022								
	2015	2016	2017	2018	2019	2020	2021	Total CIP
Debt Issuance	\$250M	-	\$125M	-	\$125M	-	\$75M	\$575M

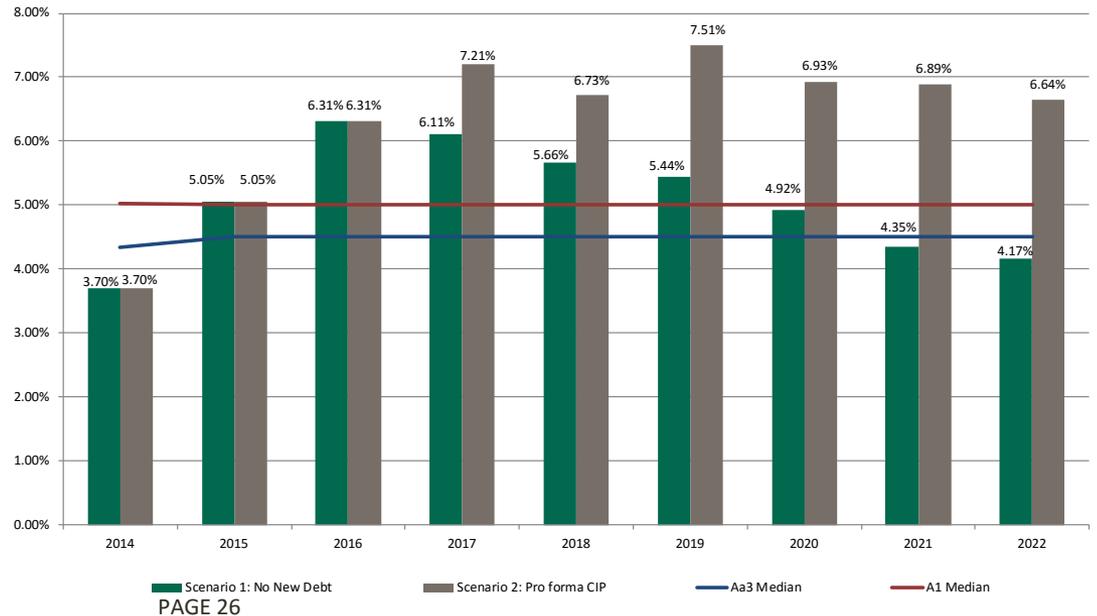
## Affordability - Debt Service to Operations (Lower is Better)



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Public University Median Source: Moody's Investors Service



# Building Age Balance

See CIP Booklet  
Pages 31-33 for  
more information

- A 50% balance between buildings that are 25 years and younger and buildings 26 years and older, including investment to maintain this average, assists with managing the balance between life cycle needs and annual investment in newer facilities.



■ 25 Years or less  
 ■ 26-50 Years  
 ■ Over 50 Years



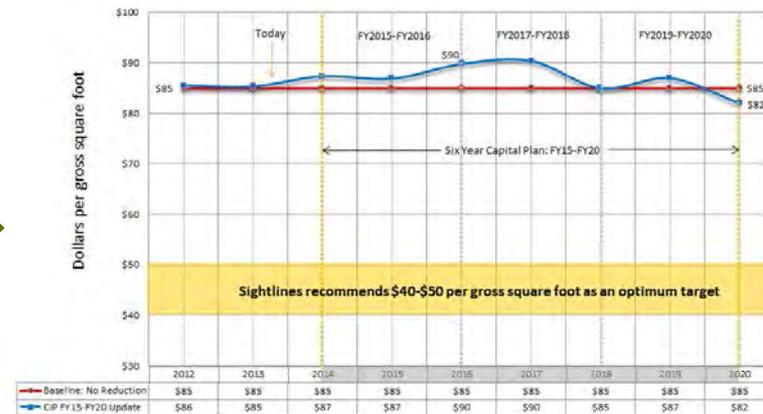
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# Deferred Maintenance Inventory

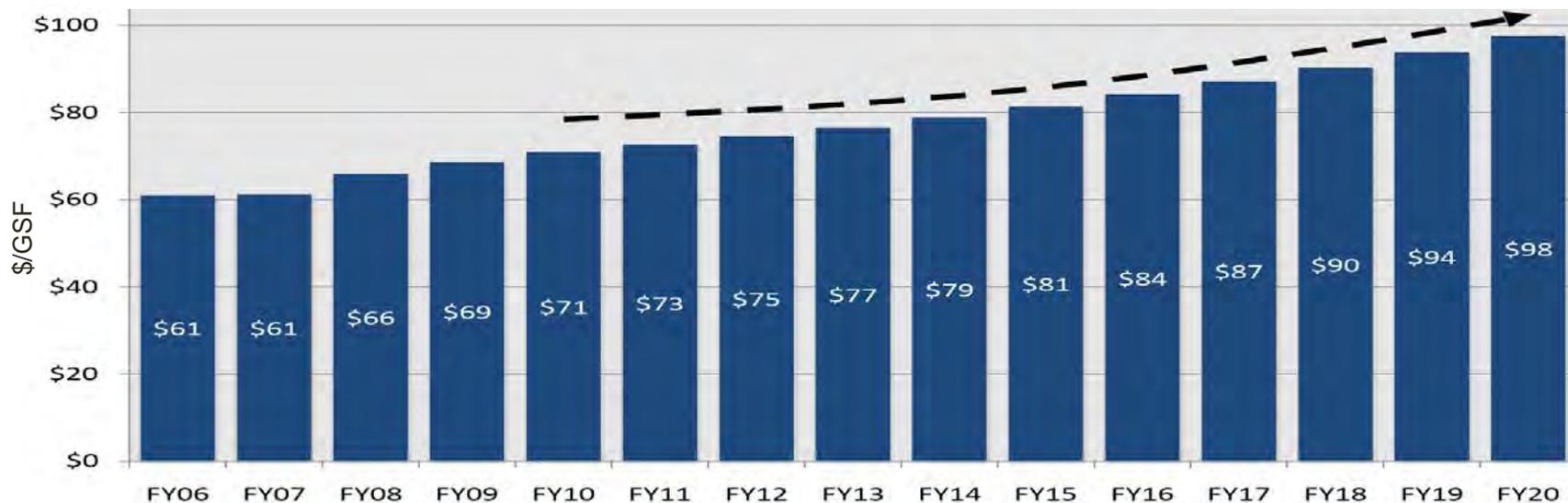
See CIP Booklet Pages 34-35 for more information

Deferred Maintenance Assessment: Then and Now		
CIP	2013-2018	2017-2022
Assessment Consultant	Sightlines	EMG
Scope	General Fund Athens Buildings	All Campuses
Excluded Facilities	<ul style="list-style-type: none"> <li>• Housing &amp; Auxiliaries</li> <li>• Leased Space</li> <li>• Utilities</li> <li>• Regionals</li> </ul>	<ul style="list-style-type: none"> <li>• Utilities</li> <li>• Unoccupied Buildings at The Ridges</li> <li>• Leased Space</li> </ul>

Backlog reduction chart from FY15-FY20 CIP



Backlog per GSF by Fiscal Year

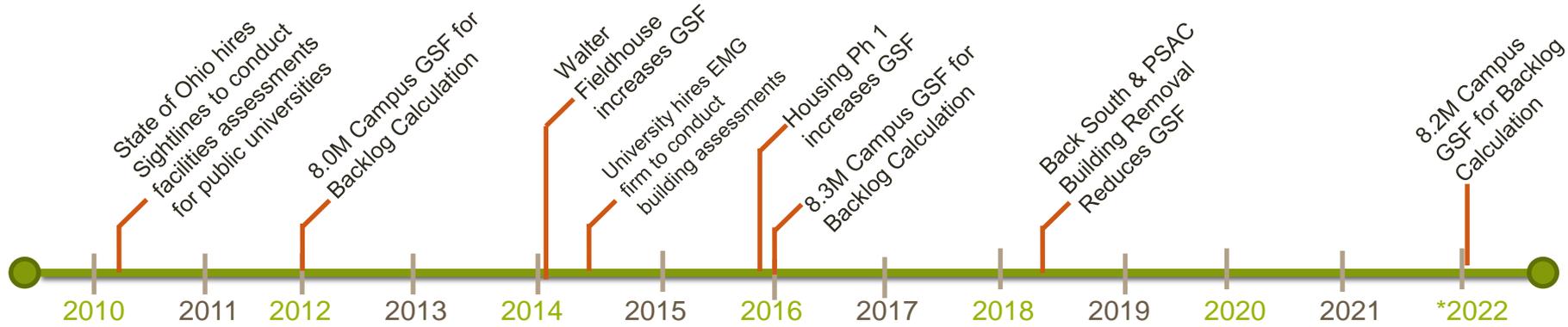


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Above: Chart from 2010 Sightlines Study sharing anticipated deferred maintenance backlog increase using funding levels typically being spent at that time.

# Deferred Maintenance Backlog

See CIP Booklet  
Pages 34-35 for  
more information



Backlog per GSF by Fiscal Year



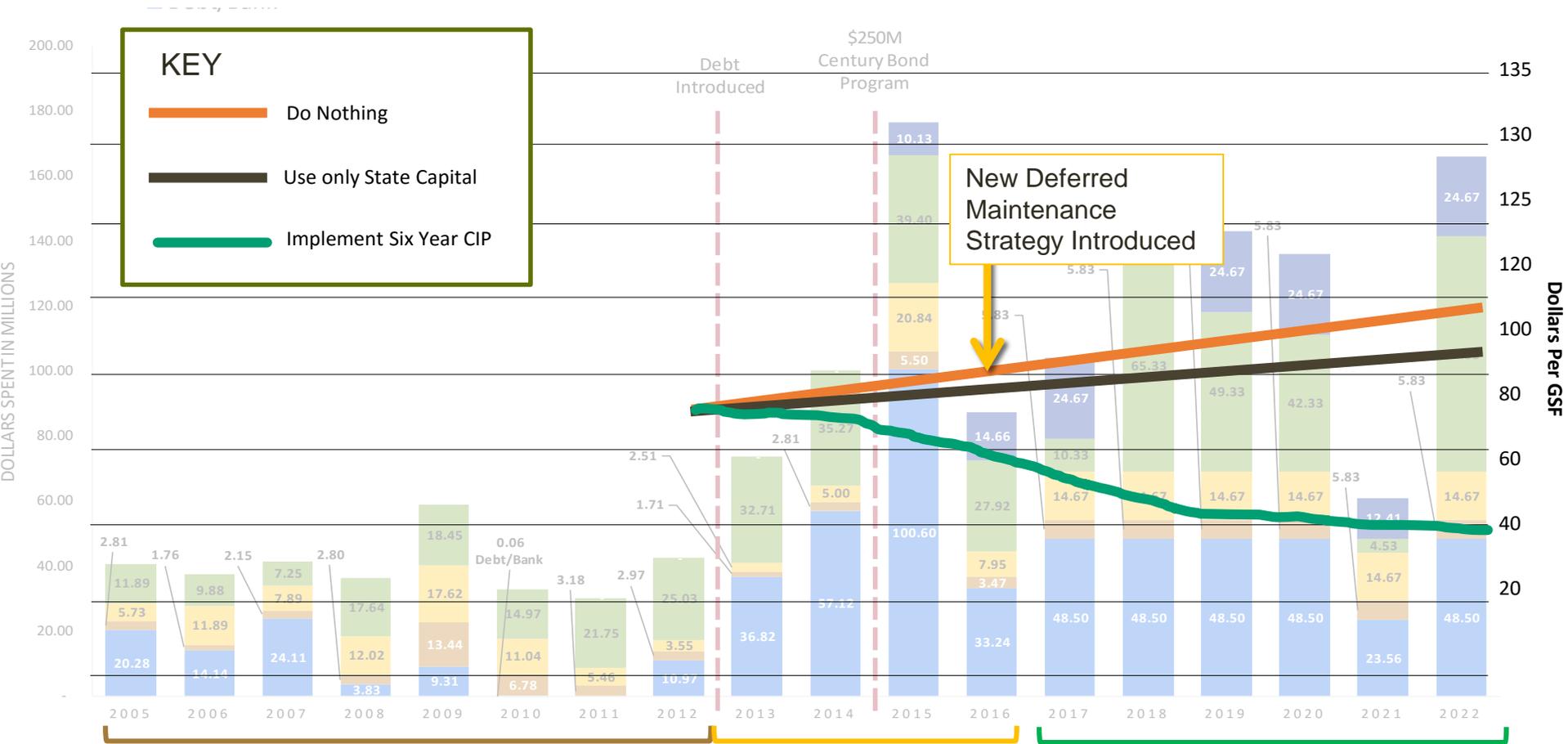
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- No CIP
- Proposed CIP
- ▲ State Only CIP

\*2022 GSF Total: \$8.2M does not include changes that may occur with HCOM and relocation projects which we will factor once planning complete

# Impact of Investments on Backlog

## Backlog Reduction/Increase Metric



Past Spending with Limited Resources

Past Spending after Introduction of Debt and Century Bond

Forecasted Spending with Implementation of FY17-FY22 Six Year CIP



# CIP Summary

Safety

Functionality

Strategic Goals

Accessibility

Collaboration

Smart Growth

Investment

*“We provide a transformative learning experience for our students and support world-class research, creative activity, and teaching by our faculty. Through strategic investments in deferred maintenance in our facilities and programmatic improvements, we continue to address the needs of our students and faculty while being responsible stewards of the resources entrusted to us. This CIP makes important advances in academic facilities with impact across multiple colleges.”*

***-Pamela Benoit, Executive Vice President and Provost***

Inflation

Infrastructure

Partnerships

Stewardship

Multipurpose

Renovation

Classrooms

Sustainability

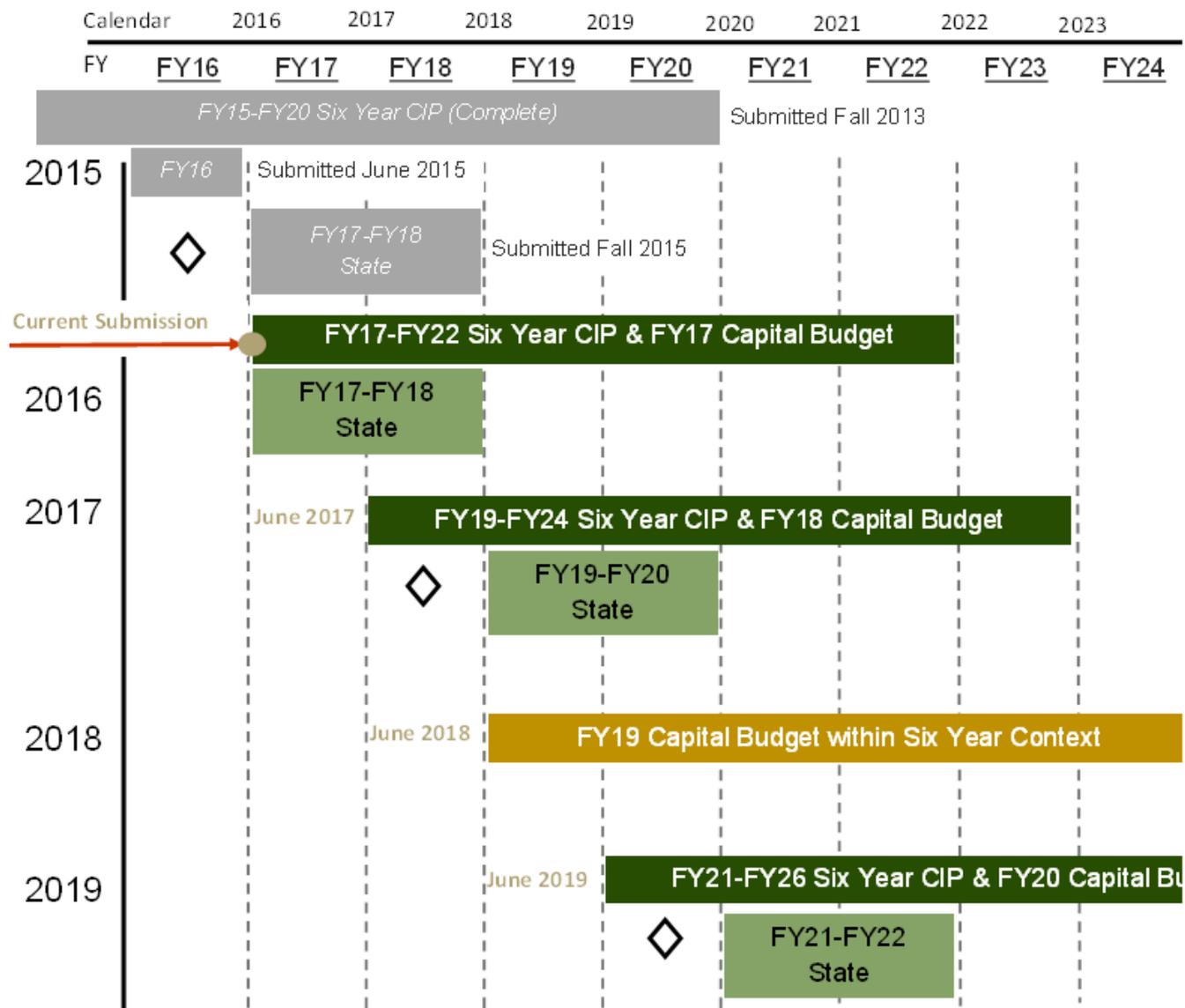
Deferred Maintenance



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# CIP Next Steps

- FY17-FY22 CIP is completed in August 2016
- Later this year, work on the FY19-FY24 CIP will begin for a June 2017 submission



## SCHEDULE KEY

- 6 Year CIP Annual Update booklet with State Submission
- 6 Year CIP Annual Update on a non-state submission year
- ◇ State Capital Submission



# Requests for Board Action

## Previous

### Adoption

- Comprehensive Master Plan

### Approvals

- Clippinger Funding Strategy
- EIP
- FY17-FY18 State Capital Submission
- Project Approvals

## Current

### Adoption

- Six Year CIP FY17-FY22

### Approvals

- FY17 Capital Budget
- Capital Financing Strategy; Tranche #1 - \$125M
- Project Approvals

## Future

### Adoption

- Six Year CIP FY19-FY24
- Six Year CIP FY21-FY26

### Approvals

- Projects > \$500K
- Annual Operating Budgets
- Annual Capital Budgets
- Biennial State Submissions
- Future Debt Tranches



# Resolution: Six Year Capital Improvement Plan (CIP)

## APPROVAL OF THE OHIO UNIVERSITY FY2017-FY2022 SIX YEAR CAPITAL IMPROVEMENT PLAN

### RESOLUTION 2016 -

**WHEREAS**, the University's Capital Planning Team has undertaken the update of the University's six-year capital improvement plan within a comprehensive campus context, and

**WHEREAS**, this FY2017-FY2022 Six Year Capital Improvement Plan is an update to the Board of Trustees approved FY2015-FY2020 Six Year Capital Improvement Plan and embodies the concepts incorporated with in it, and

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

**WHEREAS**, the Facilities Planning Advisory Council made up of faculty, staff, and student representatives has reviewed and provided their endorsement of the plan, and

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

**WHEREAS**, the FY2017-FY2022 Six Year Capital Improvement Plan has been approved by the President.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees does hereby approve the attached FY2017-FY2022 Six Year Capital Improvement Plan.



# Resolution: FY17 Capital Budget

## APPROVAL OF THE OHIO UNIVERSITY FY17 CAPITAL BUDGET

### RESOLUTION 2016 -

**WHEREAS**, the University has undertaken the development of a FY17 Capital Budget, and

**WHEREAS**, this FY17 Capital Budget has been developed in the context of the FY2017-FY2022 Six Year Capital Improvement Plan, to be approved by the Board of Trustees during the August 25, 2016 meeting, and embodies the concepts incorporated within it, and

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

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

**WHEREAS**, the FY17 Capital Budget has been approved by the President.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees does hereby approve the attached FY17 Capital Budget.





## **Interoffice Communication**

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Pamela J. Benoit, Executive Vice President and Provost  
Deborah J. Shaffer, Vice President for Finance and Administration, CFO and Treasurer

**Re:** **Park Place Planning Strategy**

The Park Place Planning Strategy is a planning process the University will engage in to find the highest and best use of space needs that will promote and support student activities in the center of campus. Increases in student pedestrian patterns observed over the past ten years at Park Place present an opportunity to improve not only open spaces in the campus center, but also improve the efficiency of space usage in facilities that front the boulevard. These observations have been supported by the recent Comprehensive Master Plan 2016 effort, which envisions the Park Place corridor as a center of student activity and programmatic space. The University is committed to engaging in a process with faculty, staff, and students to prioritize interior and exterior programmatic needs and develop a strategy with the City to implement on the goal of creating a student commons corridor.

### **Background**

- Park Place and several utilities are owned and maintained by the City of Athens.
- The Baker University Center was completed in 2006, replacing the former Baker Center that was located along Union Street, which is now the home of the Scripps Center for Communication.
- Relocation of Baker University Center, including the construction of an escalator system that connects lower areas of campus to College Green and Court Street, moved pedestrian volumes from Union Street to Park Place, significantly increasing the numbers of students moving east and west along the boulevard as well as north and south between Baker and Court Street.
- As part of the Comprehensive Master Plan 2016 process, the University explored conceptual elements along Park Place that will improve student safety, activate the space for programmatic and recreation needs, and improve space usage for those facilities fronting the boulevard.
- To encourage vitality throughout College Green, the Comprehensive Master Plan 2016 recommends a partnership with the City of Athens for a Park Place renovation that

emphasizes expanding outdoor activity and improving the safety of key pedestrian crossings between Baker University Center and Alden Library.

- The City of Athens and community were engaged throughout the Master Plan process.

The University has not engaged in any detailed studies of Park Place and how it may be adapted for improved student and community outdoor uses as well as what synergies are available with nearby facilities. University staff will engage with the faculty, staff, and students as well as the City Council, City Administration and community to evaluate ideas and solicit feedback on enhancing Park Place as part of developing a recommendation for the Board of Trustees to consider in 2017.

# PARK PLACE PLANNING STRATEGY

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Tab



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# AGENDA



- Background
- CMP Recommendations
- Opportunities
- Objectives
- Strategy
- Working Structure
- Next Steps



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# BACKGROUND



## Baker University Center (BUC)

- Completed in 2006, the BUC changed pedestrian flow in the center of campus
- Significant numbers of pedestrians east & west along Park Place as well as north & south from the BUC along Court Street



## Comprehensive Master Plan (CMP)

- CMP 2016 observed that Park Place is a hub of pedestrian activity at the crossroads of the BUC, Alden Library, and other major pedestrian routes
- Vitality can be encouraged throughout College Green by partnering with the City of Athens to renovate Park Place



# CMP 2016 RECOMMENDATIONS

- Make Park Place as pedestrian oriented as possible
- Improve pedestrian safety
- Expand outdoor activity with student-centric spaces
- Partner with the City to assess vehicular circulation needs
- Encourage vitality in College Green
- Prioritize the space as a hub for student activity amenities



# SPACE OPPORTUNITIES



## Facilities with Set Programs

- 35 Park Place
- Copeland Hall
- Gordy Hall
- Scripps Hall
- Walter International Center

## Facilities with opportunities to expand student program needs:

- 29 Park Place & Carriage House
- Alden Library
- Baker University Center
- Oasis Lot

## Facility Opportunities:

- 31 Court Street
- Crewson House
- Lindley Hall
- Chubb Hall

# PROJECT OBJECTIVES

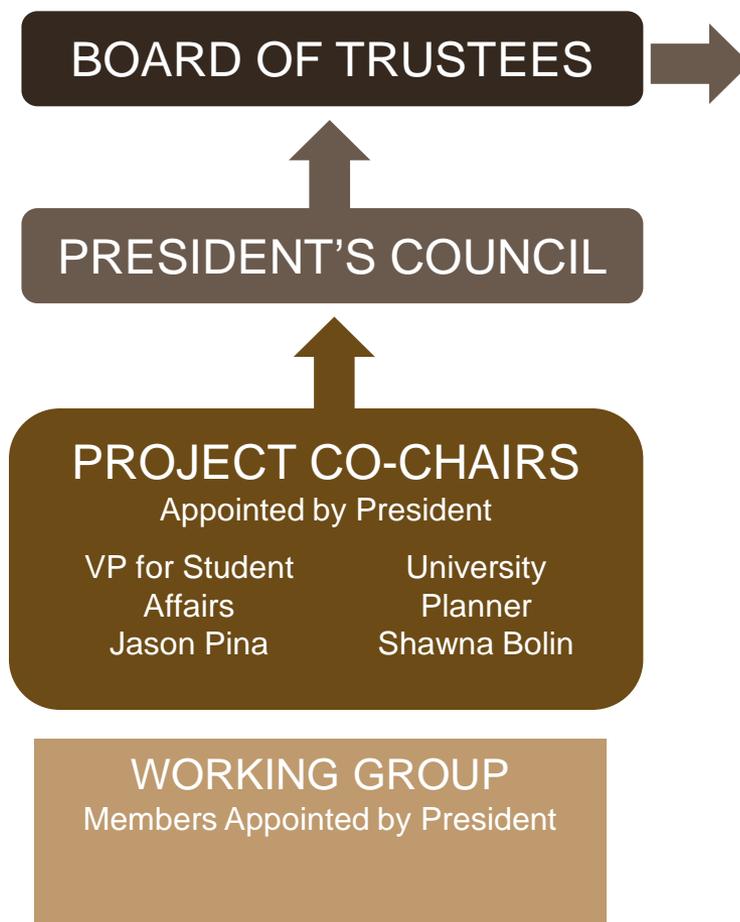
- Develop a hub for activity to accommodate student uses and amenities
- Activate space for programmatic needs
  - Outdoor seating and shade structures and space for recreation
  - Repurpose of select facilities fronting Park Place
- Pedestrian safety
  - Limit vehicular access
  - Provide for active uses



# PARK PLACE STRATEGY: Planning Steps



# Working Structure



- Working Group Representation:**
- Campus: Students, Faculty, Staff, Administration
  - City of Athens
  - Community



# Next Steps



- Establish the Working Group
- Communicate general strategy plan to the campus
- Engage with City of Athens



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**OHIO TASK FORCE ON AFFORDABILITY AND  
EFFICIENCY IN HIGHER EDUCATION REPORT  
IMPLEMENTATION PLAN APPROVAL**

**RESOLUTION 2016 -**

**WHEREAS**, on June 24, 2016 and in compliance with Section 369.560 of Am. Sub. H. B. No. 64 of the 131<sup>st</sup> General Assembly, this Board adopted a five-year goal of sixty million dollars (\$60M) for efficiency savings and new resources to be generated through fiscal year 2021, along with a framework for investing those dollars in student affordability while maintaining or improving academic quality; and

**WHEREAS**, the Board directed the President to develop a five-year implementation plan to achieve the cost saving goal and to submit this plan to the Chancellor of the Department of Higher Education no later than August 1, 2016, conditional upon final Board approval at the August 25, 2016 meeting; and

**WHEREAS**, the University's implementation plan was submitted to the Department of Higher Education on August 1, 2016, subject to this Board's review and approval.

**NOW THEREFORE, BE IT RESOLVED**, that this Board hereby approves the Affordability and Efficiency Five Year Implementation Plan and related documentation as submitted to the Department of Higher Education on August 1, 2016 and attached hereto.



## **Interoffice Communication**

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Deb Shaffer, Vice President for Finance & Administration, CFO and Treasurer

**Re: Endowment Update**

Pursuant to resolution 2002-1851, the University's Board of Trustees entrusted oversight of the long-term investment portfolio to the Investment Sub-Committee of The Ohio University Foundation. The long-term investment portfolio is comprised of the University's and Foundation's endowments and quasi-endowments, as well as a portion of the University's and Foundation's working capital. The University's Board of Trustees has also entrusted oversight of the century bond portfolio to the Investment Sub-Committee of The Ohio University Foundation.

At the upcoming August Board meeting, to keep the Resources Committee apprised of the stewardship of those assets and the resources generated from them, a presentation covering the following will be provided:

- Endowment
  - portfolio oversight
  - total assets under management
  - asset allocation
  - portfolio performance
  - endowment assets
  - endowment spending policy and distributions
  - projected endowment market values and distributions
- Century Bond
  - asset allocation
  - investment performance

The annual NACUBO-Commonfund Study of Endowments, which reports on endowment management practices and portfolio performance of higher education institutions, will be available by early February and shared with the Resources Committee at its March meeting.

# Ohio University and The Ohio University Foundation Governance of Long-Term Investment Portfolio

## Governing Fiduciary: Investment Sub-Committee (ISC)

The University's Board of Trustees has entrusted oversight of the long-term investment portfolio to The Ohio University Foundation's ISC. This portfolio is comprised of University and Foundation endowments and quasi-endowments, as well as a portion of University and Foundation working capital.

The ISC reports to The Ohio University Foundation's Finance Committee. ISC members are listed below:

- Chuck Beck (Foundation Trustee and ISC Vice-Chair)
- Bryan Benchoff (Foundation President)
- Deb Shaffer (Foundation Treasurer)
- Donny Harrison (Foundation Trustee)
- Jeff Loewy (Foundation Trustee)
- Roderick McDavis (University President)
- Larry McHale (Foundation Trustee)
- David Pidwell (Foundation Trustee)
- Perry Sook (Foundation Board Chair)
- Frank Stevens (Foundation Trustee)

The ISC is responsible for the following:

- Ensuring appropriateness of investment policy and making changes as needed (latest revision February 2016)
- Appointing and overseeing the managing fiduciary (Hirtle, Callaghan & Co.)
- Establishing custody accounts to hold assets
- Reviewing the portfolio's asset allocation and making changes as needed
- Delegating specific administrative responsibilities associated with the investment and reinvestment of assets
- Monitoring compliance with the investment policy
- Reviewing investment performance against benchmarks and peer institutions

## Managing Fiduciary: Hirtle, Callaghan & Co. (HC)

The Ohio University Foundation has engaged HC to manage the long-term investment portfolio. HC reports to the ISC. The relationship began in July 2009, and the contract may be terminated by either party with 30 days written notice.

HC Company Overview

- Outsourced chief investment officer model with over \$24 billion of assets under prescribed discretion
- Over 90 professionals with offices in New York, Philadelphia, Atlanta, Chicago, Phoenix, and Pittsburgh
- 250 client relationships, including families, endowments and foundations, healthcare institutions, pension funds, and captive insurance companies

HC is responsible for the following:

- Investing funds within the guidelines and asset allocation ranges established in the investment policy
- Evaluating the asset allocation of the fund and recommending changes as appropriate
- Allocating contributions and other cash flows to investment managers
- Taking all actions with respect to investment managers, including hiring and terminating
- Conducting due diligence and monitoring investment manager performance
- Setting investment guidelines for investment managers and monitoring their compliance

## Oversight and Meeting Schedule

HC meets with the ISC regularly to provide updates on the investment portfolio and the investment market. Meetings occur approximately six times per year, or more often, as needed, using the following schedule:

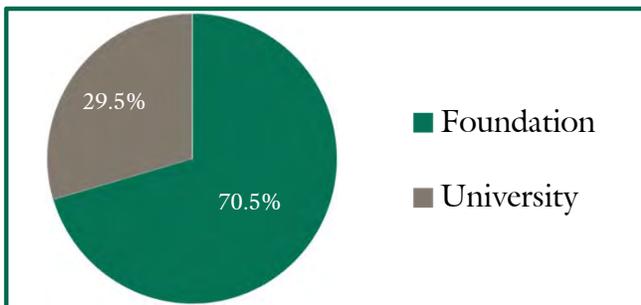
- January (conference call)
- February (in-person meeting)
- April (conference call)
- June (in-person meeting)
- August (conference call)
- November (in-person meeting)

# Ohio University and The Ohio University Foundation Investment Pool Summary

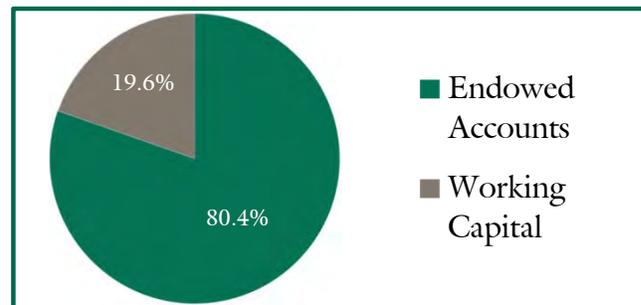
## Investment Pool Activity through June 30, 2016\* (in millions)

	FY13	FY14	FY15	FY16*
Beginning investment pool market value	\$ 467.2	\$ 522.6	\$ 632.5	\$ 625.5
Cash transferred to (from) investment pool	-	22.0	-	(9.7)
Interest and dividends net of management fees	10.1	10.8	10.2	10.9
Realized gains (losses)	23.3	30.5	58.4	10.2
Unrealized gains (losses)	22.0	46.6	(75.6)	(40.6)
Ending investment pool market value	<u>\$ 522.6</u>	<u>\$ 632.5</u>	<u>\$ 625.5</u>	<u>\$ 596.3</u>

### Investment Pool By Entity



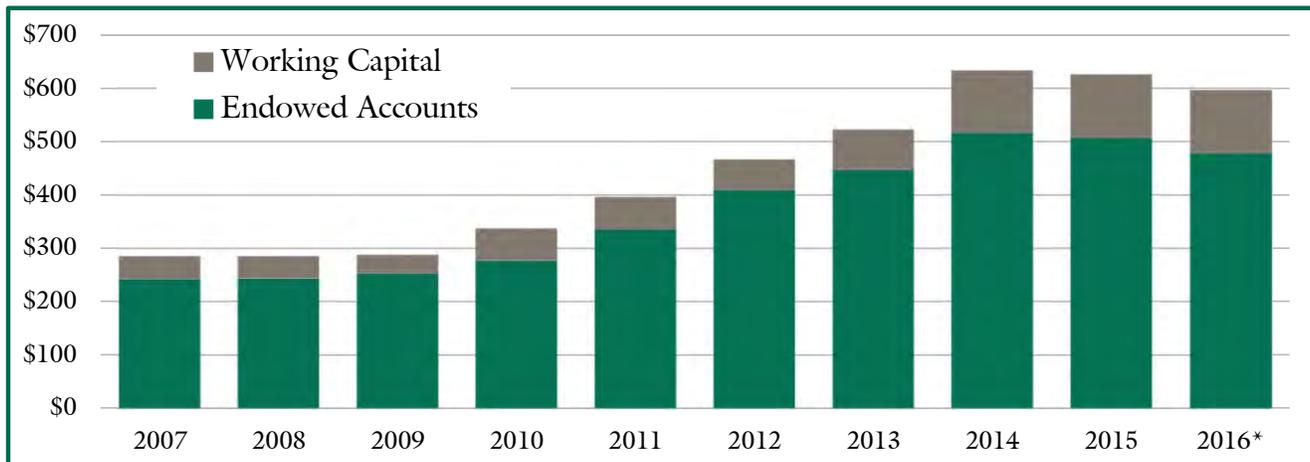
### Investment Pool By Funding Type



## Investment Pool Composition as of June 30, 2016\* (in millions)

	Foundation		University		Total	
Endowments	\$ 274.9	65.4%	\$ 32.8	18.6%	\$ 307.7	51.6%
Quasi-endowments	127.3	30.3%	46.5	26.4%	173.8	29.1%
Working capital	20.4	4.9%	97.3	55.2%	117.7	19.7%
Cash due (to) from pool	(2.5)	-0.6%	(0.4)	-0.2%	(2.9)	-0.4%
Total investment pool	<u>\$ 420.1</u>	<u>100.0%</u>	<u>\$ 176.2</u>	<u>100.0%</u>	<u>\$ 596.3</u>	<u>100.0%</u>

## Investment Pool Market Value by Fiscal Year (in millions)



\*unaudited

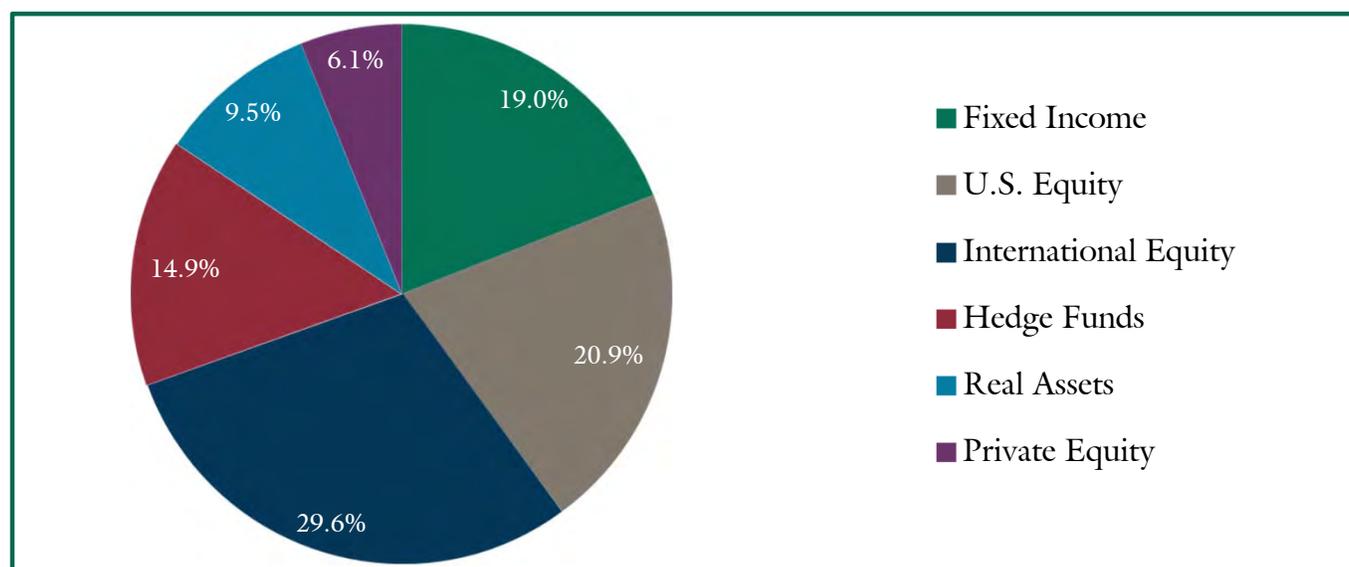
# Ohio University and The Ohio University Foundation Long-Term Investment Pool Asset Allocation

The long-term investment portfolio is professionally managed, with the long-term objective of producing real growth in excess of the endowment spending policy and inflation. The portfolio is broadly diversified into equities, fixed income and alternative investments, including commodities, private equity and hedge funds, with a 75% allocation to equity-oriented investments and 25% to fixed income-oriented investments. This allocation provides the opportunity for high risk-adjusted returns. The portfolio's total assets include University and Foundation endowments and quasi-endowments, as well as a portion of University and Foundation working capital.

## June 30, 2016 Asset Allocation with Investment Policy Targets and Ranges

Asset Class	Market Value (in millions)	Current	Long-Term Target	Range	
				Min	Max
Cash	\$ 36.2	6.1%	0.0%	0.0%	20.0%
Core Fixed Income	36.1	6.1%	10.0%	5.0%	16.0%
Opportunistic Fixed Income	19.7	3.3%	4.0%	2.0%	8.0%
TIPS	21.5	3.6%	6.0%	3.0%	10.0%
Subtotal - Fixed Income	<u>113.5</u>	<u>19.0%</u>	<u>20.0%</u>	<u>17.0%</u>	<u>42.0%</u>
U.S. Large Cap Index	110.5	18.5%	21.0%	14.0%	30.0%
U.S. Small Cap	13.9	2.3%	3.5%	2.0%	10.0%
International Equity - Developed	120.3	20.2%	20.0%	14.0%	29.0%
International Equity - Emerging Markets	56.2	9.4%	4.5%	2.0%	12.0%
Subtotal - Global Equity	<u>300.9</u>	<u>50.5%</u>	<u>49.0%</u>	<u>46.0%</u>	<u>68.0%</u>
Equity Hedge Funds	59.4	10.0%	8.0%	0.0%	15.0%
Fixed Income Hedge Funds	29.3	4.9%	2.5%	0.0%	8.0%
Commodities	44.5	7.5%	4.5%	0.0%	10.0%
Real Estate	12.3	2.1%	4.5%	0.0%	10.0%
Private Equity (excluding Real Estate)	25.5	4.3%	9.0%	0.0%	15.0%
Special Opportunities	10.8	1.8%	2.5%	0.0%	5.0%
Subtotal - Alternatives	<u>181.8</u>	<u>30.5%</u>	<u>31.0%</u>	<u>15.0%</u>	<u>38.0%</u>
Total Assets	<u>\$ 596.2</u>	<u>100.0%</u>	<u>100.0%</u>		

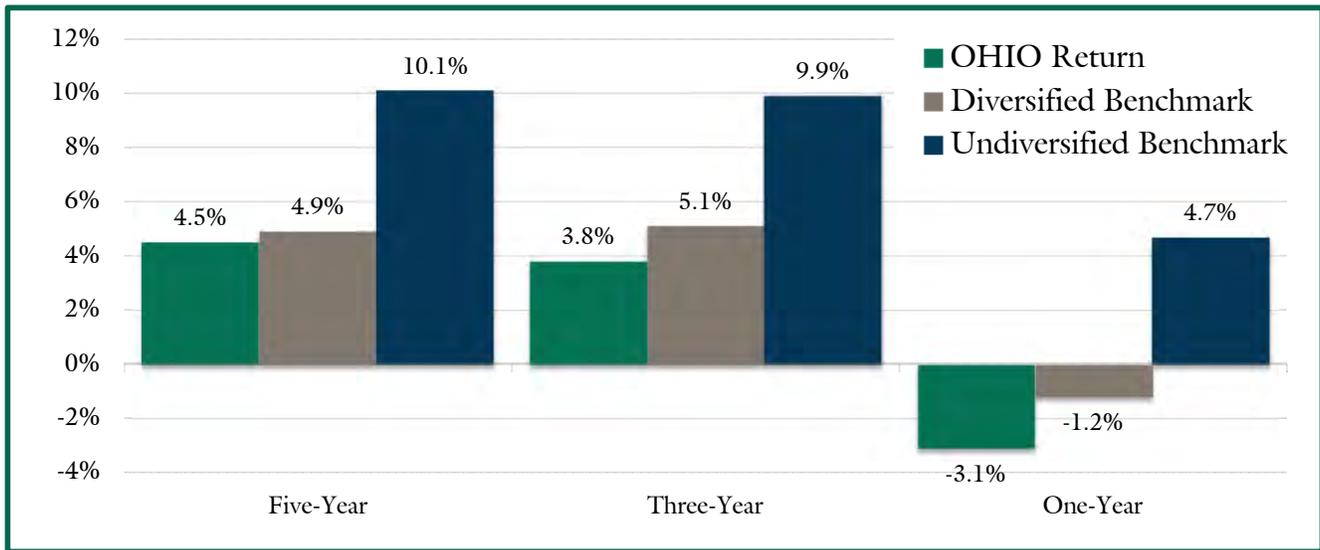
## Asset Allocation as of June 30, 2016



# Ohio University and The Ohio University Foundation Investment Performance

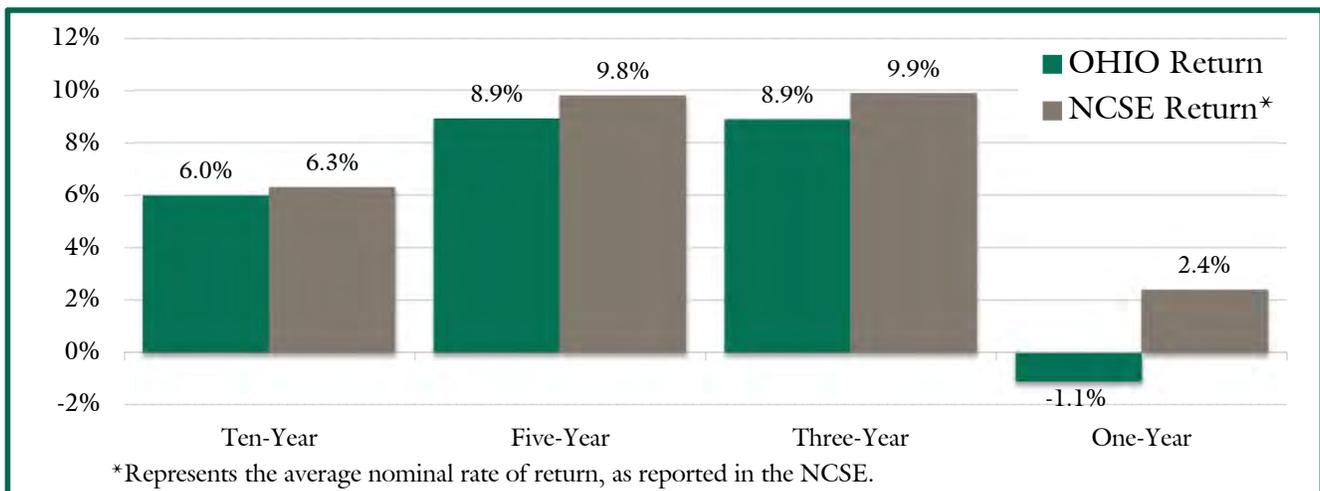
## Performance vs. Benchmarks for Periods Ended June 30, 2016

The portfolio is measured against two benchmarks for evaluating investment performance. First, the diversified benchmark consists of the common industry benchmarks for the individual asset classes weighted according to the target asset allocation, excluding private equity. Second, the undiversified benchmark consists of the combined S&P 500 and the Barclays Capital Aggregate Bond Index, weighted to reflect the target equity/fixed income allocation of the portfolio. The portfolio lagged the diversified benchmark and the undiversified benchmark for the one-, three- and five-year periods ended June 30, 2016.



## Performance vs. Peer Institutions for Periods Ended June 30, 2015

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. Final results for the year ending June 30, 2015 were made available in early February 2016. For the one-, three- and five-year periods ending June 30, 2015, OHIO's portfolio lagged the NCSE average.

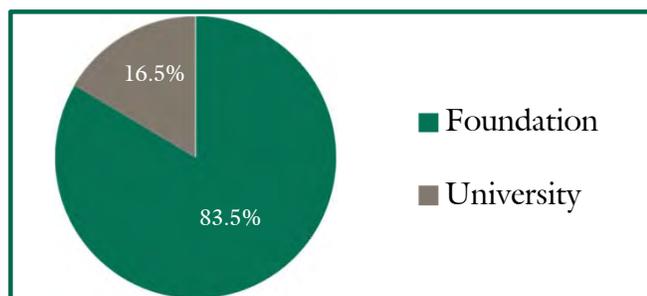


# Ohio University and The Ohio University Foundation Endowment Summary

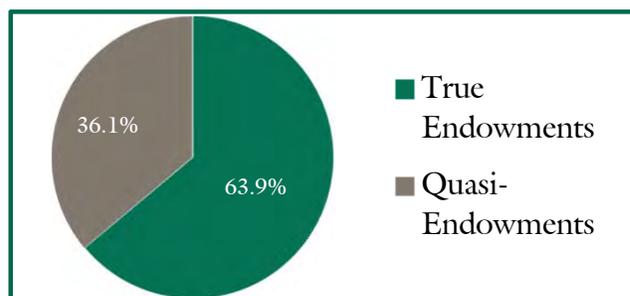
## Endowment Activity through June 30, 2016\* (in millions)

	FY13	FY14	FY15	FY16*
Beginning endowment market value	\$ 409.0	\$ 446.7	\$ 515.9	\$ 507.0
New gifts to endowments	5.3	11.4	13.1	14.7
Transfers to (from) quasi endowments	-	3.4	7.2	2.2
Investment income net of fees	48.3	74.3	(5.9)	(15.7)
Spending allocation	(11.1)	(13.7)	(15.3)	(18.0)
Administrative fee	(4.8)	(6.4)	(7.3)	(8.5)
Other additions (withdrawals)	-	0.2	(0.7)	-
Ending endowment market value	<u>\$ 446.7</u>	<u>\$ 515.9</u>	<u>\$ 507.0</u>	<u>\$ 481.7</u>

### Endowments By Entity



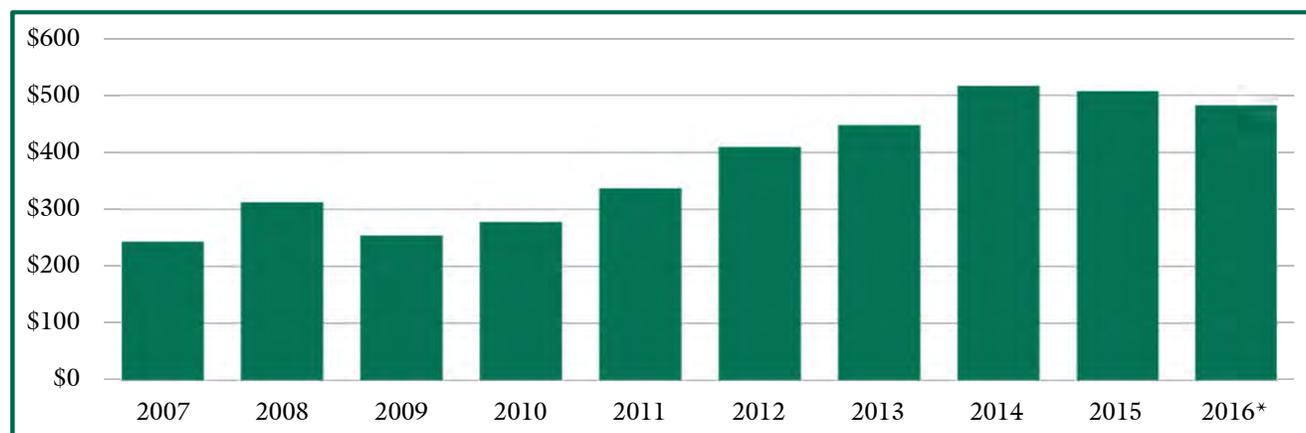
### Endowments By Funding Type



## Endowment Composition as of June 30, 2016\* (in millions)

	Foundation		University		Total	
Pooled endowments	\$ 274.9	68.4%	\$ 32.8	41.4%	\$ 307.7	63.9%
Pooled quasi-endowments	127.3	31.6%	46.5	58.6%	173.8	36.1%
Non-pooled endowments	0.1	0.0%	-	0.0%	0.1	0.0%
Non-pooled quasi-endowments	0.1	0.0%	-	0.0%	0.1	0.0%
Total investment pool	<u>\$ 402.4</u>	<u>100.0%</u>	<u>\$ 79.3</u>	<u>100.0%</u>	<u>\$ 481.7</u>	<u>100.0%</u>

## Endowment Market Value by Fiscal Year (in millions)



\* unaudited

# Ohio University and The Ohio University Foundation Endowment Distributions

Endowment earnings are authorized for expenditure in accordance with the spending policy adopted by The Ohio University Foundation. The spending policy and spending rate are reviewed annually and adjusted, as necessary, with the primary objective of balancing the need for current spending with the goal of supporting future expenditures into perpetuity.

Currently, the annual endowment distribution is equal to the product of a 6% spending rate and the endowment's average market value for the trailing 36 months. Both true and quasi-endowments are subject to this spending policy. The 6% spending rate is comprised of a 4% spending allocation and a 2% administrative fee. The spending allocation supports various initiatives, as specified in the gift agreement. This includes, but is not limited to, scholarships and fellowships, chairs and professorships, research activities, and general support of academic units. The administrative fee provides general support for the institution's fundraising, alumni relations, and fund administration functions.

## Endowment Spending Rates

	Spending Allocation	Administrative Fee	Policy Spending Rate
Fiscal Years 2008, 2009, 2010, 2011 and 2012	4.0%	1.0%	5.0%
Fiscal Years 2013, 2014, 2015, 2016 and 2017	4.0%	2.0%	6.0%

These spending allocation and administrative fee rates apply to accounts whose market value exceeds the historic gift value. Occasionally, due to a downturn in the investment market, an account's market value may temporarily fall below its historic value. When this occurs, the endowed account is "underwater." The spending rate for underwater endowments is 1%. Underwater endowments are not assessed an administrative fee.

## Endowment Distributions by Fiscal Year (in millions)



\*unaudited

# OHIO Century Bond and Deferred Maintenance Program

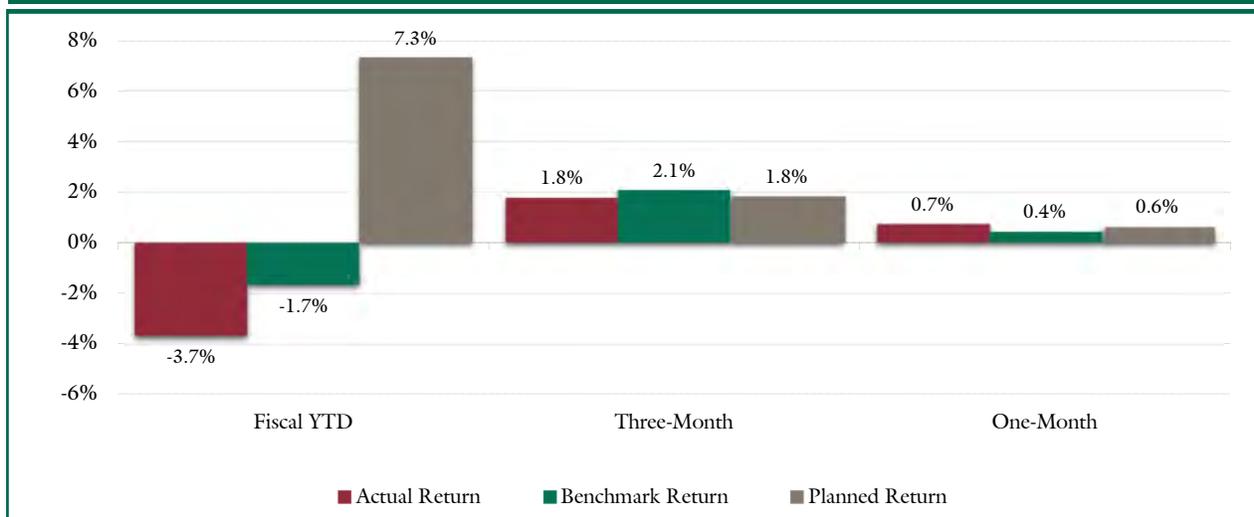
## Investment Pool Asset Allocation and Performance

The Century Bond and Deferred Maintenance Program investment portfolio is professionally managed, with the long-term objective of maximizing the real return, or the nominal return less inflation, of the assets over a complete market cycle with emphasis on preserving capital and reducing volatility through prudent diversification. The portfolio is broadly diversified into equities, fixed income and alternative investments, including commodities, private equity and hedge funds, with a long-term target allocation of 80% to equity-oriented investments and 20% to fixed income-oriented investments. This allocation provides the opportunity for high risk-adjusted returns. The portfolio's total assets include unspent century bond proceeds, as well as payments on internal loans made from OHIO's central bank.

### June 30, 2016 Asset Allocation with Investment Policy Targets and Ranges

Asset Class	Market Value (in millions)	Current	Active Target	Long-Term Target	Range	
					Min	Max
Cash	\$ 11.3	7.8%	4.6%	0.0%	0.0%	20.0%
Core Fixed Income	8.7	6.0%	6.1%	9.0%	3.0%	12.0%
Opportunistic Fixed Income	4.8	3.3%	3.5%	3.0%	0.0%	8.0%
TIPS	5.1	3.5%	3.3%	5.0%	2.0%	8.0%
Subtotal - Fixed Income	\$ 29.9	20.6%	17.5%	17.0%	12.0%	36.0%
U.S. Large Cap Index	28.2	19.4%	18.6%	17.0%	8.0%	30.0%
U.S. Small Cap	1.8	1.2%	1.3%	3.0%	0.0%	10.0%
International Equity - Developed	29.2	20.1%	22.7%	16.0%	8.0%	26.0%
International Equity - Emerging Markets	13.3	9.2%	10.0%	4.0%	0.0%	10.0%
Subtotal - Global Equity	\$ 72.5	49.9%	52.6%	40.0%	28.0%	60.0%
Equity Hedge Funds	22.2	15.3%	15.0%	12.0%	0.0%	20.0%
Fixed Income Hedge Funds	7.3	5.0%	5.0%	3.0%	0.0%	8.0%
Commodities	10.9	7.5%	8.5%	4.0%	0.0%	10.0%
Real Estate	1.7	1.2%	1.3%	4.0%	0.0%	10.0%
Private Equity	0.8	0.6%	0.1%	20.0%	0.0%	30.0%
Special Opportunities	-	0.0%	0.0%	0.0%	0.0%	5.0%
Subtotal - Alternatives	\$ 42.9	29.5%	29.9%	43.0%	22.0%	65.0%
Subtotal - Long-Term Assets	\$ 145.3	100.0%	100.0%	100.0%		
Fixed Income for Short-Term Use	\$ 77.4					
Total Assets	\$ 222.7					

### Long-Term Asset Performance for Periods Ended June 30, 2016



Using the current asset allocation and a 5- to 7-year outlook, this portfolio's expected annual return is 2.5%.

# ENDOWMENT UPDATE

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Tab

# Endowment Update

- Portfolio oversight
- Total assets under management
- Asset allocation
- Portfolio performance
- Endowment assets
- Endowment distributions
- Projected endowment market value
- Projected endowment distributions

# Governing Fiduciary

- 10-member Investment Sub-Committee
- Reports to the OUF Finance Committee
- Selects and oversees managing fiduciary
- Reviews and revises asset allocation
- Monitors compliance with policy
- Reviews performance against benchmarks and peers

# Managing Fiduciary

- Hirtle, Callaghan & Co. (since July 2009)
- Reports to the governing fiduciary
- Outsourced chief investment officer model
- Invests funds in accordance with policy
- Evaluates policy, recommends changes
- Takes all actions with respect to investment managers

# Assets Under Management

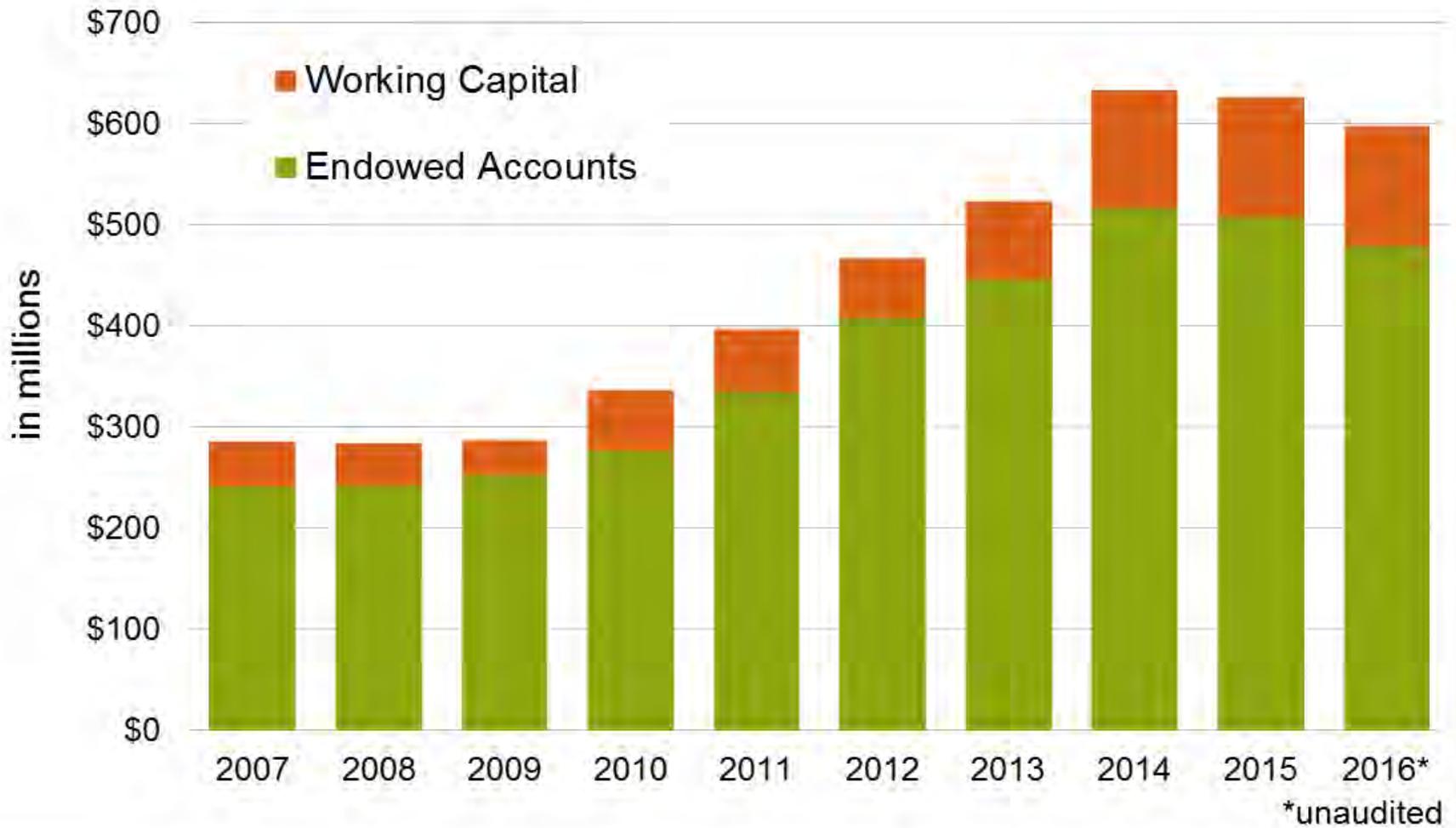
As of June 30, 2016\* (in millions)

	Foundation		University		Total	
Endowments	\$274.9	65.4%	\$ 32.8	18.6%	\$307.7	51.6%
Quasi-endowments	127.3	30.3%	46.5	26.4%	173.8	29.1%
Working capital	20.4	4.9%	97.3	55.2%	117.7	19.7%
Cash due (to) from pool	(2.5)	-0.6%	(0.4)	-0.2%	(2.9)	-0.4%
<b>Total investment pool</b>	<b>\$420.1</b>	<b>100.0%</b>	<b>\$176.2</b>	<b>100.0%</b>	<b>\$596.3</b>	<b>100.0%</b>

\*unaudited



# Assets Under Management



# Asset Allocation

As of June 30, 2016\* (in millions)

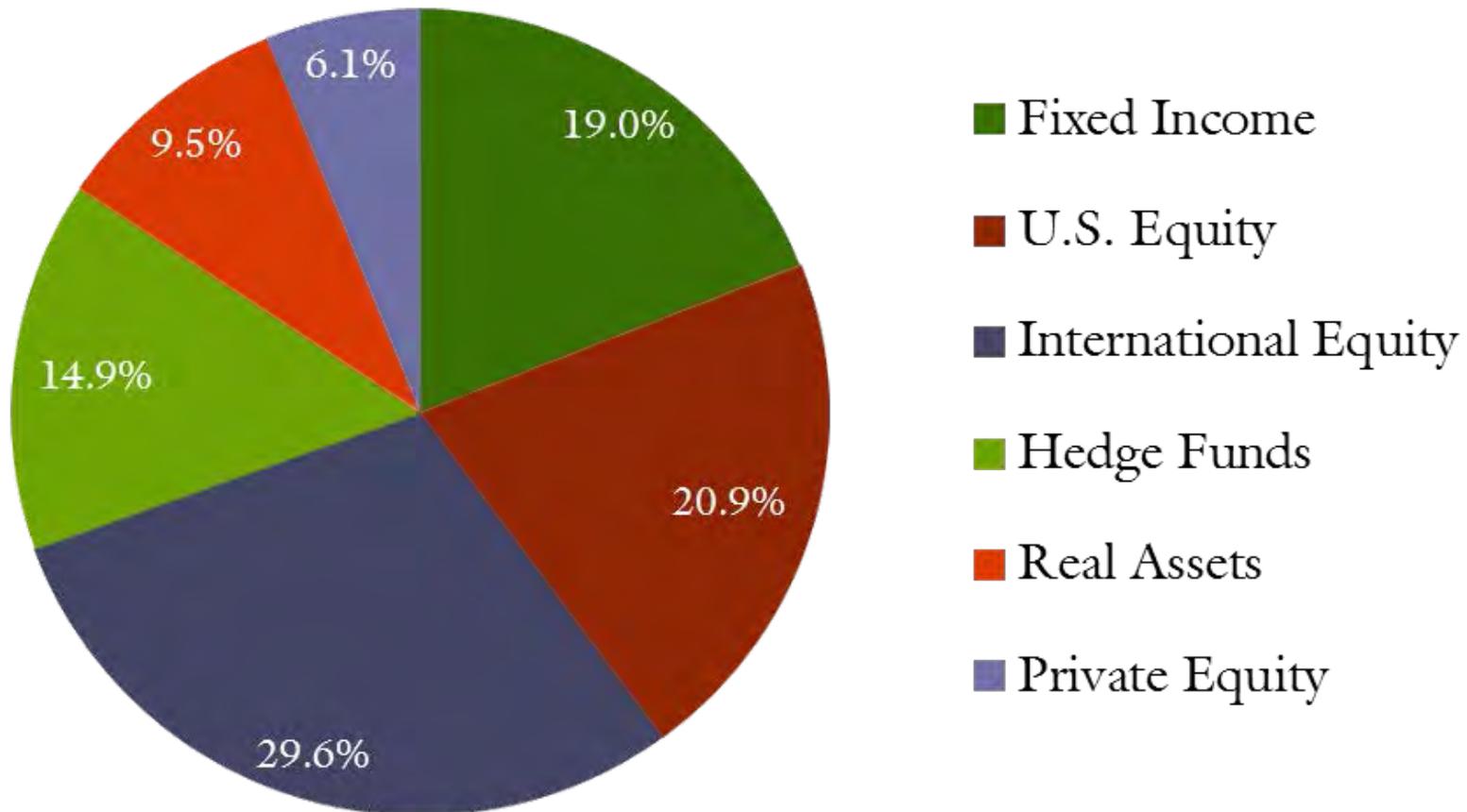
Asset Type	Market Value	Current	LT Target	Range	
				Min	Max
Fixed Income	\$ 113.5	19.0%	20.0%	17.0%	42.0%
Equities	300.9	50.5%	49.0%	46.0%	68.0%
Alternatives	181.8	30.5%	31.0%	15.0%	38.0%
<b>Total Investments</b>	<b>\$ 596.2</b>	<b>100.0%</b>	<b>100.0%</b>		

\*unaudited



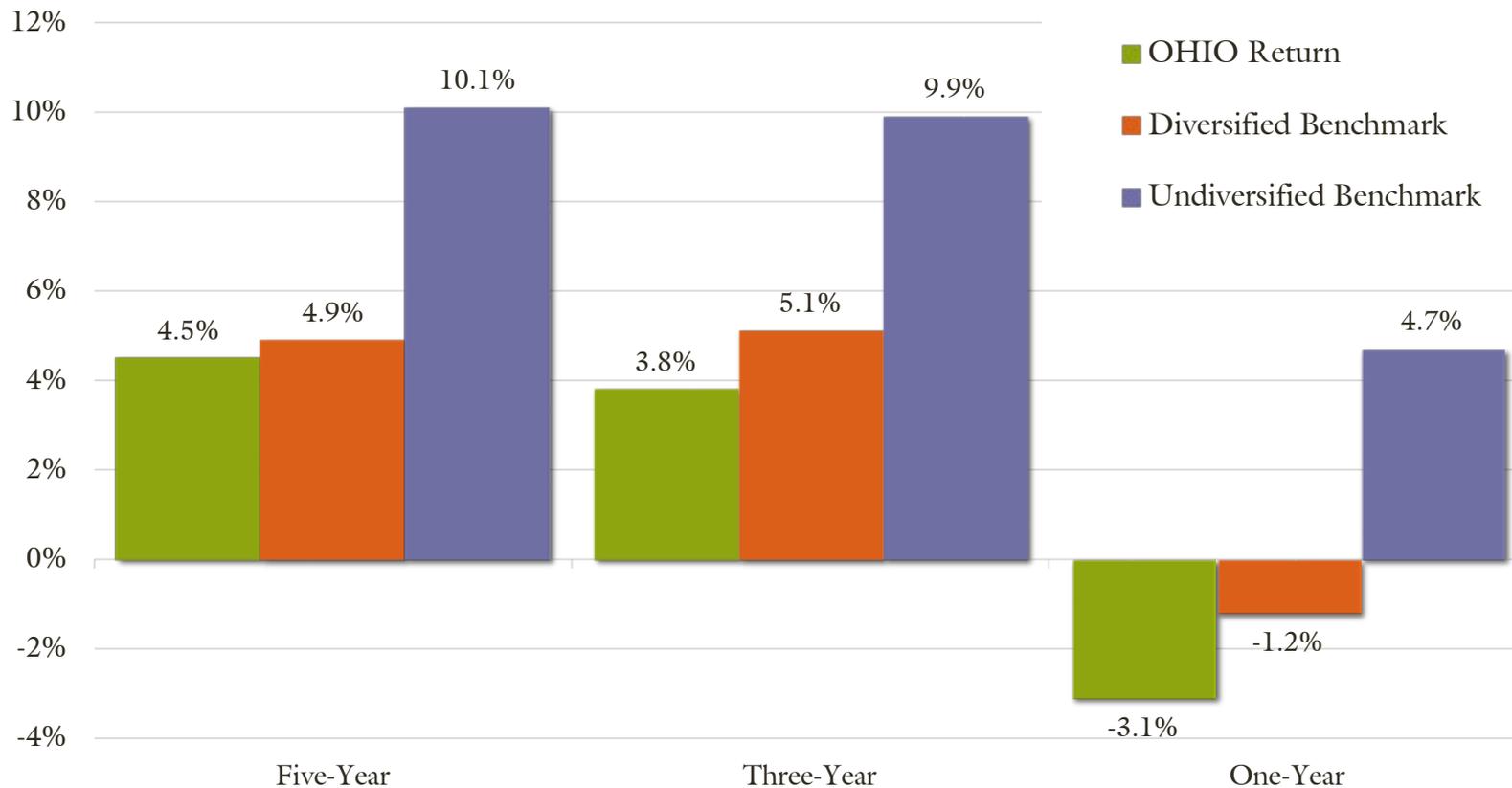
# Asset Allocation

As of June 30, 2016



# Portfolio Performance

Periods Ended June 30, 2016



# Performance vs. Peers

Periods Ended June 30, 2015

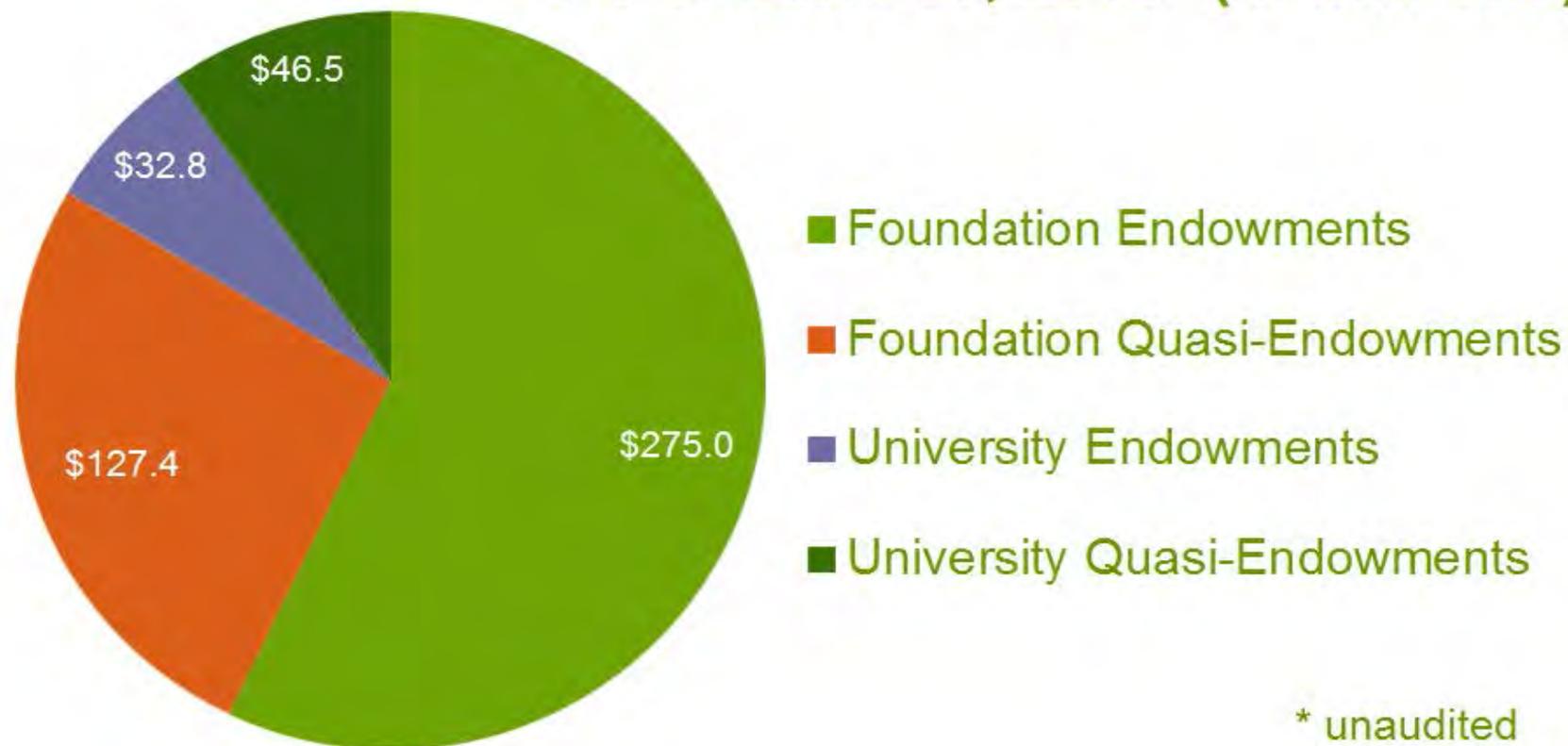


\*Represents the average nominal rate of return, as reported in the NCSE.



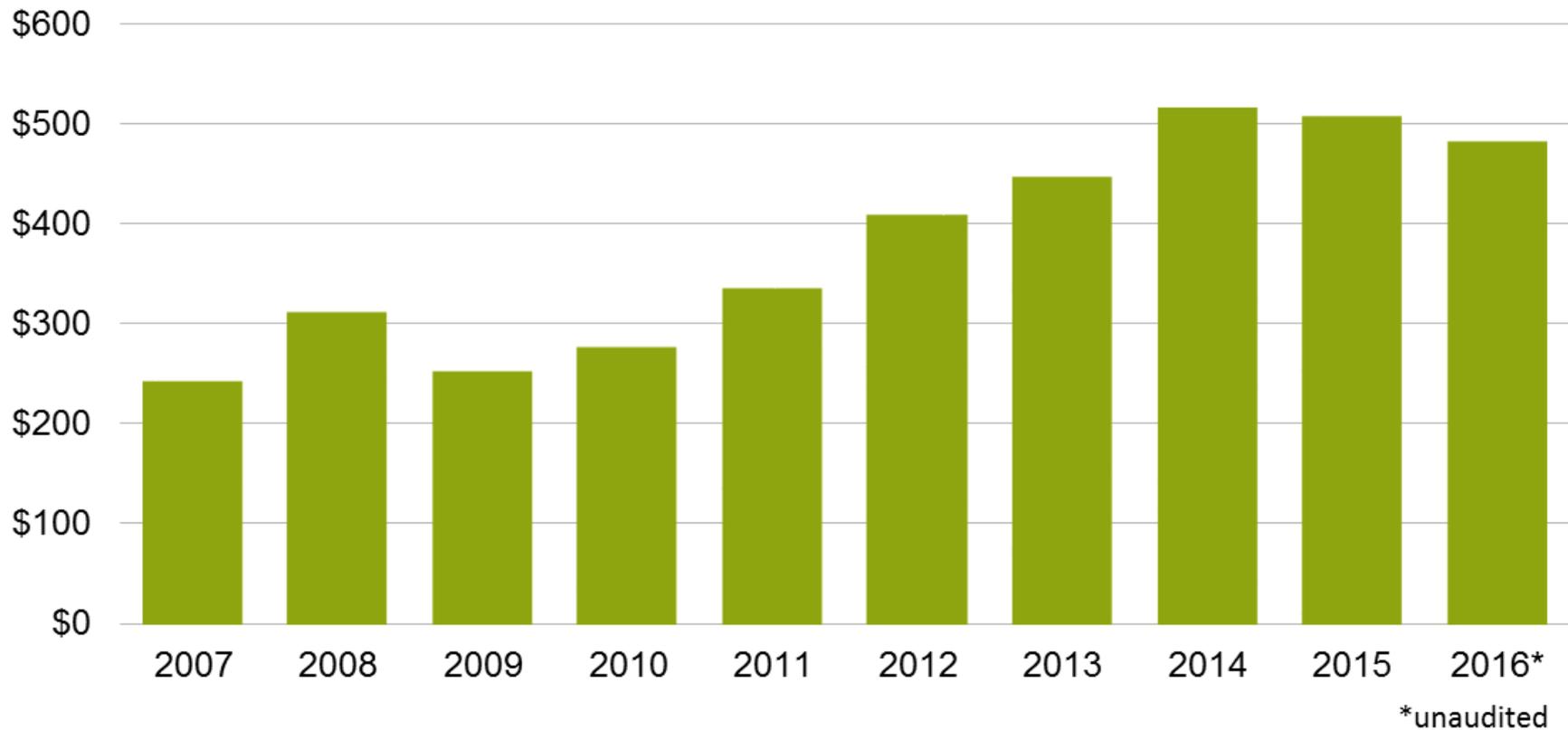
# Endowment Assets - \$481.7M

As of June 30, 2016\* (in millions)



# Endowment Assets

FY2007 to FY2016\* (in millions)



# Endowment Distributions

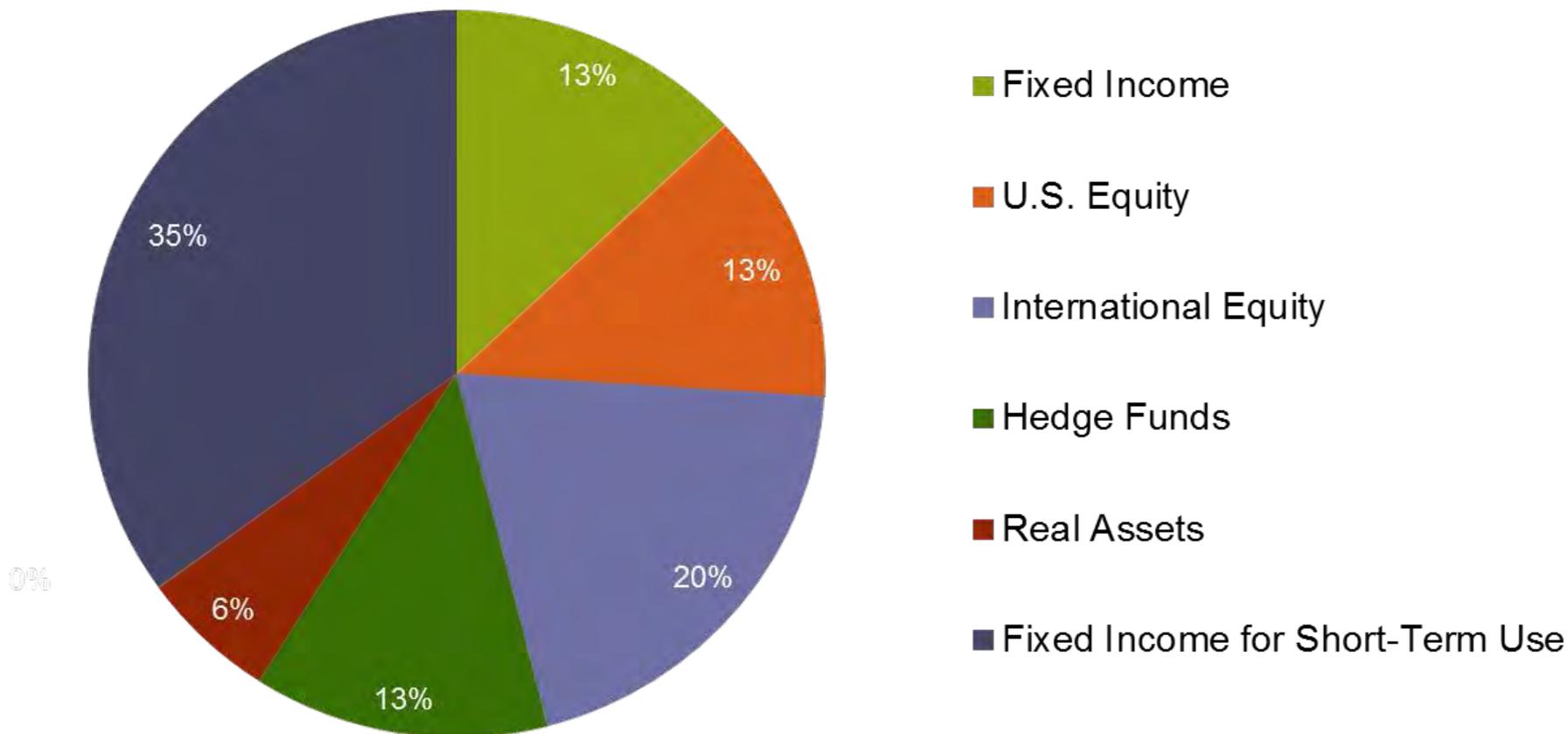
- Spending Policy
  - Established by Foundation Board
  - Reviewed annually and revised as needed
- Spending Calculation
  - Product of spending rate and 36-month trailing average market value
  - Above water accounts: 4% spend, 2% fee
  - Underwater accounts: 1% spend, no fee

# Endowment Distributions

FY2008 to FY2017\* (in millions)

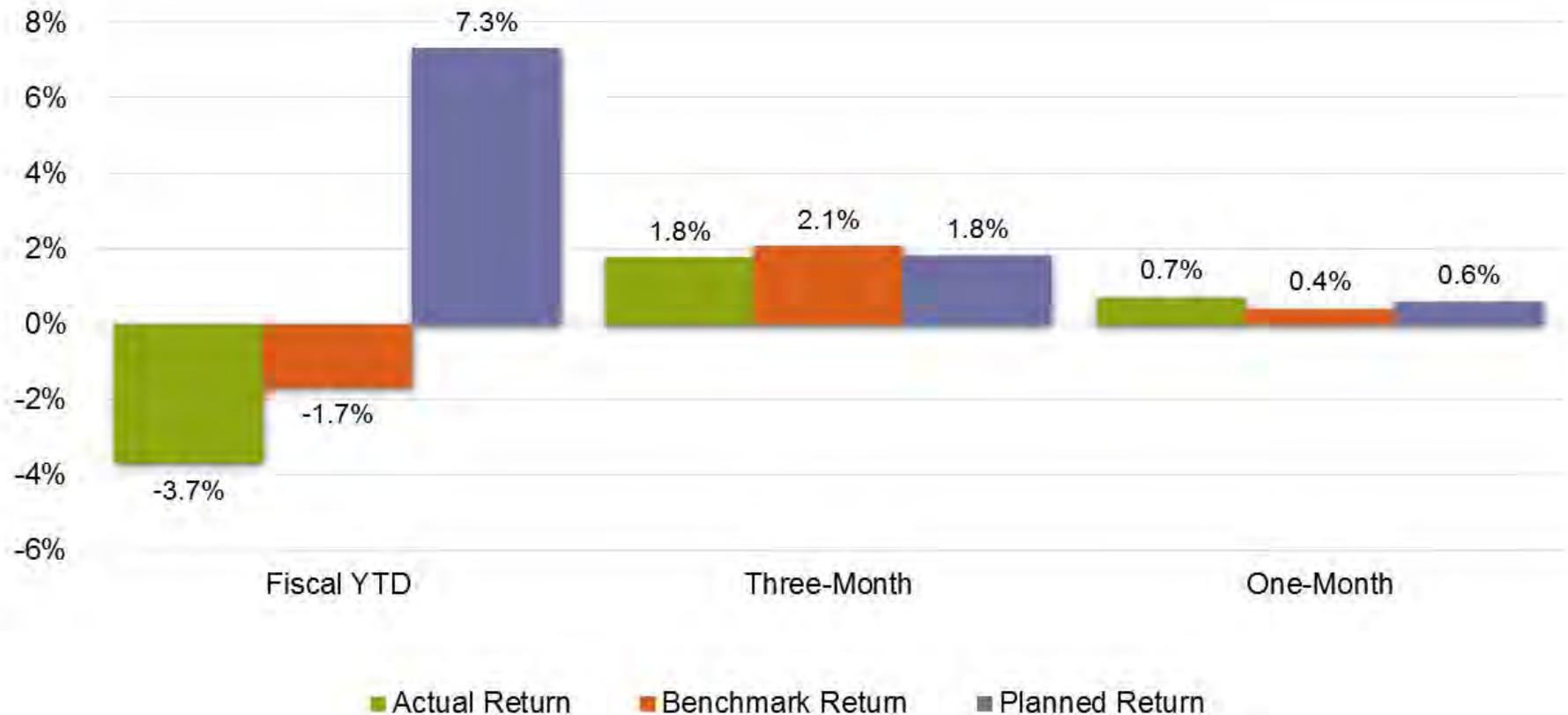


# Century Bond Assets - \$222.7M



# Century Bond Performance

Periods Ended June 30, 2016



Placeholder for Resolution from  
Bond Counsel

Capital Financing Strategy:  
Bridge Financing



## Interoffice Communication

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Deborah Shaffer, Vice President Finance & Administration, CFO and Treasurer

**Re:** **Capital Financing Strategy**

Concurrent with the development of the FY17-22 Capital Improvement Plan (“CIP”) and FY17 Capital Budget (which are being separately presented at the August 2016 Joint Committee meeting), the University has been analyzing and developing supporting funding and financing strategies. Our Capital Financing Strategy presentation we will be building upon four discrete presentations included in the June 2016 Resource Committee materials:

- FY17 Operating Budget and respective “Budget Book”: Detailed information on the FY17 budget planning assumptions, annual operating budget, and future year-outlook/impacts. Chapter 7 “Treasury and Debt Management” detailed current debt portfolio, projects financed, the Internal Bank and Century Bond Bank summaries, and the Internal Loan Program/portfolio.
- Bridge Financing Program: A bridge financing strategy provides liquidity insurance as the University executes against the Capital Improvement Plan (CIP). By providing short-term capital access, we relieve pressure associated with market timing of tax-exempt bond issues.
- Refunding Opportunity and Strategy: Ohio University has an opportunity to refund certain outstanding bonds (specifically Series 2006A, 2006B, and 2008A) for debt service savings. The Treasury Team recommended combining this refunding with the new-money issuance planned in support of the CIP.
- Annual Debt Capacity and Affordability Update: Annual presentation to the Board of Trustees of current University debt profile and credit ratings/capacity. Analyses prepared by the University Director of Treasury in collaboration with Financial Advisor Prager & Co, LLC (collectively “Treasury Team”) concluded:
  - University’s Aa3 credit rating is based on solid levels of financial resources, increasing enrollment and consistently positive performance; challenges include competitive Ohio higher education market, uncertainty surrounding state appropriations and University’s relative high debt service costs in relation to operating expenses.

- OHIO has traditionally performed as well as or better than its peers in regards to operating performance and levels of financial reserves.
- From a balance sheet perspective the University maintains solid debt capacity; however, from an income statement and affordability perspective capacity is more limited.
- The \$325 million of additional debt in the CIP will put pressure on the University's current rating. The timing of each tranche of debt, as well as the strength of operations and the balance sheet, will be a major factor in whether the University can maintain current rating levels as we layer on additional debt.
- Capacity within current rating (Aa3): \$150-\$200 million
- Capacity within one-level downgrade (A1): \$250-\$300 million

In support of the CIP, and in order to execute against the projects already approved by the Board (McCracken; Housing Phase I; Grover Center, Ellis Hall, Jefferson Hall renovations; which approximate \$85.4M) as well as the FY17 capital projects for which the University expects to seek Board authorization (Alden Library; Facilities and Administrative relocations; Clippinger Strategy) for which the funding strategy includes bond proceeds, we are requesting two Board resolutions for authorization to:

1. Establish a \$50 million Bank Line of Credit;
2. Issue tax-exempt bonds
  - \$125 million new-money tax-exempt bonds;
  - Refund \$40 million 2006A, 2006B, and 2008A bonds

Enclosed is a presentation which summarizes these efforts and builds upon the CIP presentation in the Joint materials. We look forward to review and discussing these materials at the meeting.

**PRAGER & Co., LLC**  
INVESTMENT BANKERS

## Capital Financing Strategy

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August 26, 2016

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## Ohio University Capital Financing Strategy

The University is seeking authorization for a financing strategy that includes borrowing to fund a portion of the revised CIP, potential refinancing of existing debt and establishing a bridge financing program.

### Background Information

- Ohio Treasury Operations and Prager & Co., LLC (collectively the “Treasury Team”) have collaboratively developed a working capital and cash flow model.
- Based on the current analysis of working capital balances and planning assumptions, we recommend that the University issue debt for capital projects no later than Summer 2017.
- It is also prudent to review the debt portfolio for potential refinancing candidates when accessing the market.

### FY 2017 Bond Issuance

- Funding CIP: Approximately \$125 million of borrowing for capital projects under the revised CIP.
- Refinancing Debt: \$40.11 million of existing callable maturities can be refinanced for debt service savings.

### Bridge Financing Program

- As the University funds its Six-Year CIP (FY17-FY22), it will need to manage timing constraints presented by variable levels of working capital, when state funding is received and when the University will issue debt.
- If working capital balances end up lower than current projections, the University will need a flexible source of funding, which will be possible after a bridge financing program is implemented.

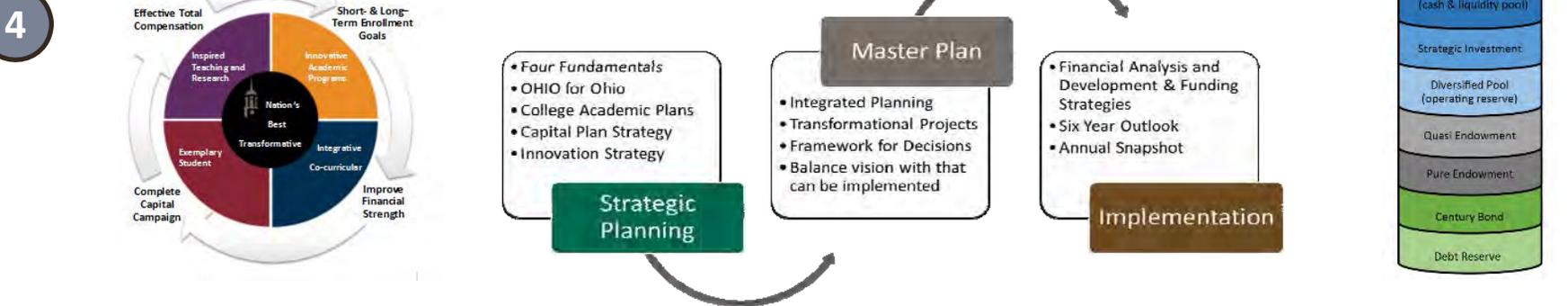
## Prioritized Capital Improvement Plan

1 “Building on the OHIO culture of inter-disciplinary collaboration, this CIP integrates the complex planning efforts and input of faculty, staff, students, and alumni from all disciplines and functions across the University. Guided by the University’s strategic and master planning efforts, we are presenting an integrated capital improvement plan that balances programmatic and deferred maintenance priorities and supports growth; while respecting and considering our institutions financial capacity and affordability.”

2 -Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer

3

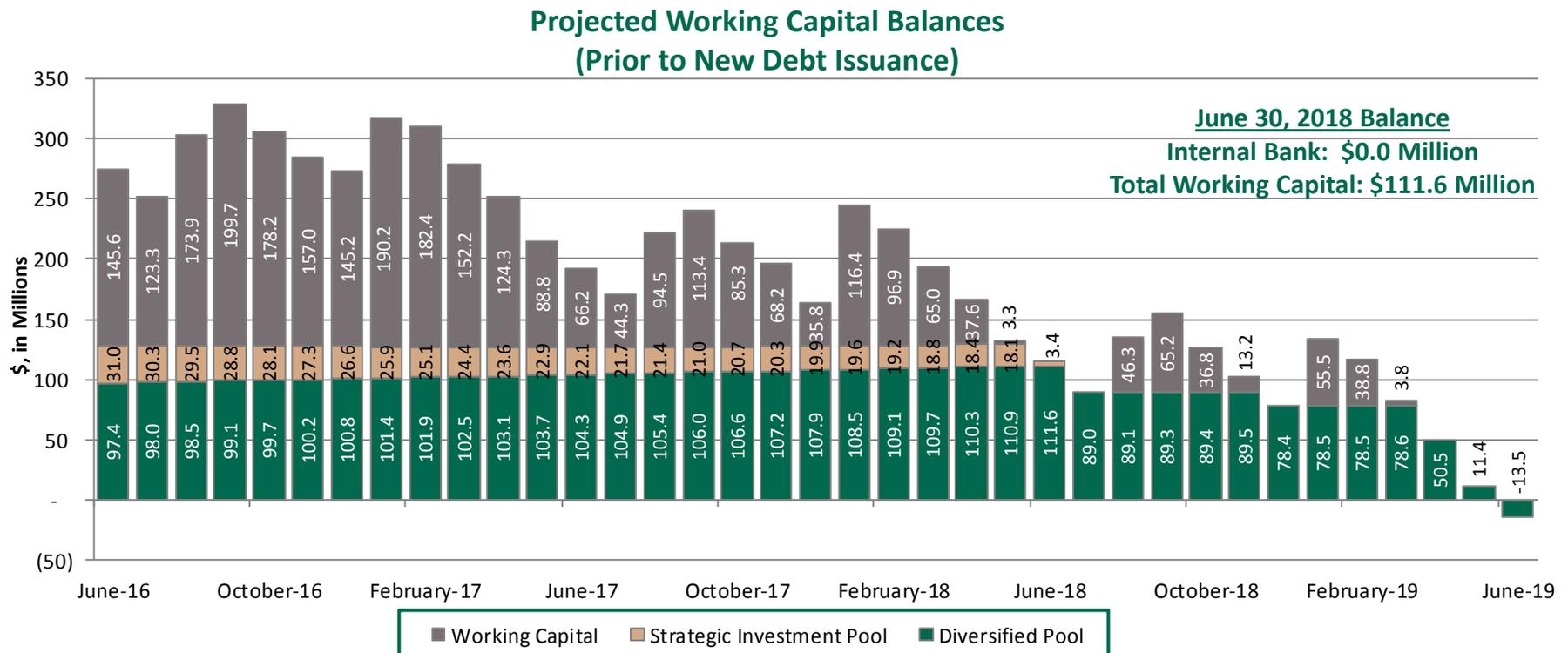
FY17 - FY22 6 Year Capital Improvement Plan Classification & Project	Six Year Total *Numbers in Millions	Deferred Maintenance Back-log Addressed	Funding Sources						Capital Expenditure Forecast						
			Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/ FY16	FY17	FY18	FY19	FY20	FY21	FY22
Academic/Programmatic Renewal	279.86	88.45	23.24	3.60	44.90	185.15	18.07	5.00	-	17.69	92.19	66.79	61.12	15.22	26.85
Deferred Maintenance <i>(Additional \$'s applied to projects above)</i>	62.51	61.01	44.57	-	14.94	-	-	3.00	-	4.03	8.57	8.81	13.95	9.28	17.87
University Initiatives	22.50	9.50	1.50	-	1.50	10.50	-	9.00	-	2.60	5.10	10.55	1.75	1.25	1.25
Utility System Upgrades	87.31	-	79.00	-	8.31	-	-	-	25.59	15.59	15.49	14.84	10.50	1.95	3.36
Regional Campuses	28.68	13.37	-	1.79	13.52	-	11.80	1.58	-	0.58	4.87	4.20	10.56	3.69	4.77
Student Affairs/Housing & Residence Life	226.22	96.85	-	-	-	95.80	-	130.42	-	44.71	15.24	18.72	23.15	20.20	104.20
Auxiliaries	41.71	31.48	-	-	-	-	5.73	36.46	-	12.54	8.94	8.76	6.34	2.13	2.99
OIT	43.14	-	-	-	-	-	-	43.14	-	5.14	7.69	10.80	8.35	6.93	4.24
<b>Six Year CIP Project Total:</b>	<b>792</b>	<b>301</b>	<b>148</b>	<b>5</b>	<b>83</b>	<b>291</b>	<b>36</b>	<b>229</b>	<b>26</b>	<b>103</b>	<b>158</b>	<b>143</b>	<b>136</b>	<b>61</b>	<b>166</b>



## Projected Working Capital Balances

Internal Bank funds and investment returns are sufficient to cover projected CIP spend through Spring 2018. The University would then need to liquidate portions of other investment pools or issue debt to fund CIP needs.

- Based on the 18-month requirements for reimbursement and the project cashflows, the Treasury Team recommended that OHIO issue debt for CIP projects no later than Summer 2017.
- A bridge financing program will allow the University to mitigate risks related to the seasonality of the University’s working capital funds and ensure the University maintains sufficient liquidity to fund CIP projects, until OHIO issues debt in 2017.



The analysis assumes CIP needs of \$91.79 million in FY 2017, \$72.05 million in FY 2018 and \$132.00 million in FY 2019. The analysis also assumes projected balances for the Strategic Investment Pool as shown in the FY 2017 Budget Book.

## Capital Improvement Plan Debt Issuance

The chart below displays how the schedule of debt issuance for the CIP has evolved since November 2013.

Fiscal Year	November 2013	June 2015	June 2016
2013	\$123,000,000	\$123,000,000	\$123,000,000
2014	\$91,000,000	-	-
2015	\$101,000,000	\$250,000,000	\$250,000,000
2016	\$155,000,000	-	-
2017	-	\$150,000,000	\$125,000,000
2018	\$117,000,000	\$100,000,000	-
2019	-	-	\$125,000,000
2020	-	\$75,000,000	-
2021	-	-	\$75,000,000
2022	-	-	-
<b>TOTAL</b>	<b>\$587,000,000</b>	<b>\$698,000,000</b>	<b>\$698,000,000</b>

## Impact of Capital Improvement Plan

The chart below displays how the 6-Year CIP debt issuance will impact the size of the University's debt portfolio, Senate Bill 6 Viability Score and Senate Bill 6 Composite Score.

- This analysis assumes net assets, revenues and expenses grow at 3.00% in order to isolate the impact of debt issuance on the University's Senate Bill 6 Composite Score.

Fiscal Year	Outstanding Debt Beginning of FY	New Issuance	Principal Payments	Outstanding Debt End of FY	Viability Ratio	Viability Score	Senate Bill 6 Composite Score
2013	229,079	173,810	(49,279)	353,611	101.20%	4.00	4.70
2014	353,611	-	(15,969)	337,642	113.90%	4.00	4.70
2015	337,642	250,000	(17,980)	569,662	63.00%	3.00	3.90
2016	569,662	-	(18,313)	551,349	67.01%	3.00	3.90
2017	551,349	125,000	(43,242)	633,106	57.50%	2.00	3.60
2018	633,106	-	(19,508)	613,598	60.98%	3.00	3.90
2019	613,598	125,000	(21,646)	716,952	53.65%	2.00	3.60
2020	716,952	-	(19,616)	697,336	56.69%	2.00	3.60
2021	697,336	75,000	(17,903)	754,434	53.87%	2.00	3.60
2022	754,434	-	(18,204)	736,229	56.76%	2.00	3.60

(1) Senate Bill 6 Ratios and Composite Score exclude impacts of GASB 68.

(2) FY 2013 New Issuance includes Series 2012 OAQDA bonds and Series 2013 bonds

(3) Principal Payments: FY 2013 includes refunding of Series 2001 and 2004 Bonds; FY 2017 includes Housing For Ohio debt defeasance with the sale of Courtyard

(4) Viability Ratio = Expendable Net Position DIVIDED BY Plant Debt. The calculation excludes Foundation debt.

(5) Viability Score accounts for 30% of Senate Bill 6 Composite Score

## External Factors: Rating Agency Views

OHIO's ratings were affirmed in October 2014 by Moody's (Aa3/stable) and December 2015 by S&P (A+/stable). Moody's and S&P cited the following strengths and challenges that drive the credit of the University.

### Key Strengths

- The University has strong governance and management enhanced by a culture of planning and analysis throughout the institution.
- Diverse academic offerings have led to a growing enrollment base at the University. As a result of growing enrollment and sound planning the University had strong operating performance over the past five years.
- ***What Could Change the Rating Up:*** *The University may see an upgrade if financial reserves grow, student demand improves and cash flow continues at solid levels.*

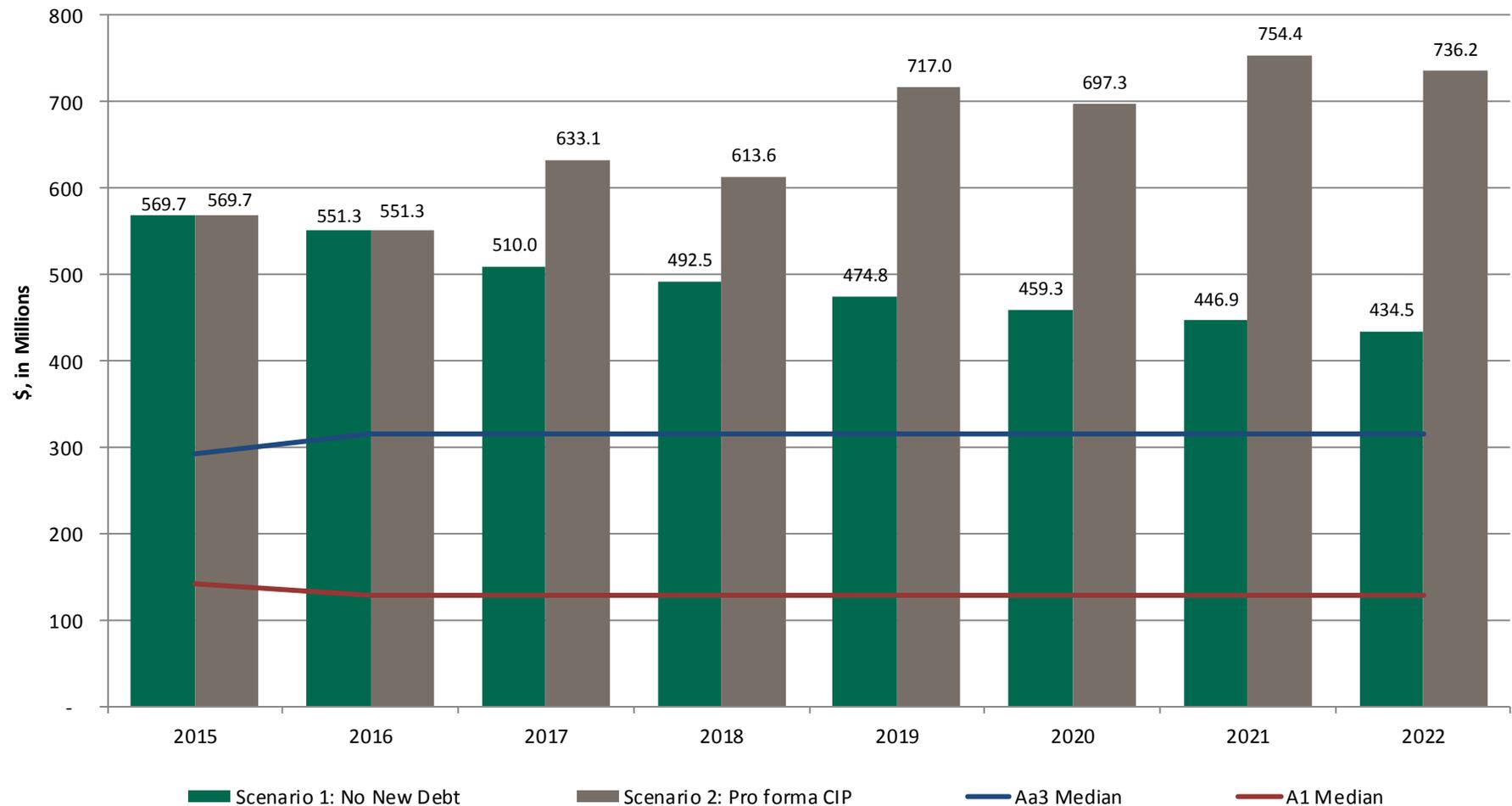
### Key Challenges

- S&P states that the University's financial profile is weakened by what they view as only adequate financial resource ratios.
- The University has high debt service burden after the Series 2014 Century Bond transaction. In order to tackle a backlog of deferred maintenance the University will need to issue an additional \$325 million of debt, which will increase leverage.
- The University relies on in-state students for 87% of its enrollment base. This is seen as a challenge due to the declining numbers of high school graduates in the State of Ohio.
- ***What Could Change the Rating Down:*** *The University may see a downgrade if operating performance declines. Lower enrollment or the lack of increases in net tuition per student may also pressure the current rating. A weakening of the financial health of the State of Ohio, a decline in state support or increase in the University's required deposits to the state pension plans will also negatively impact its rating.*

Source: Moody's Investors Service and Standard & Poor's

## Annual Pro forma Debt

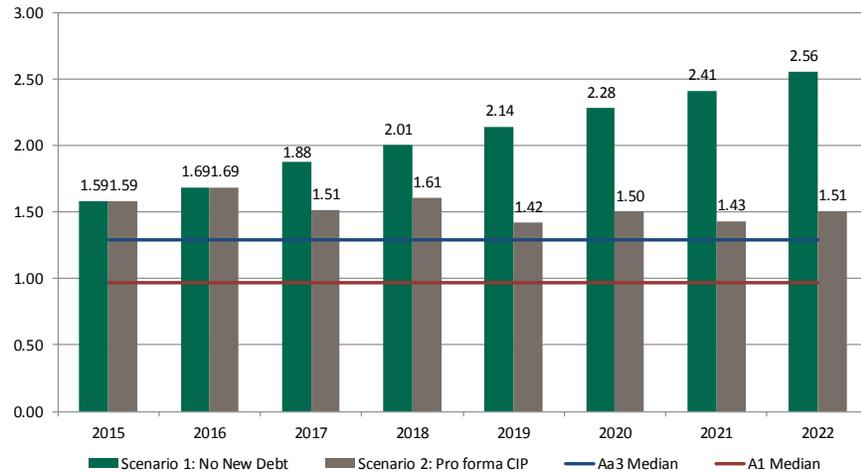
While the University's expected peak in debt outstanding (\$754 million in FY 2021) would be higher than rating medians, the amount of debt should be considered in the context of the size of operations and financial reserves.



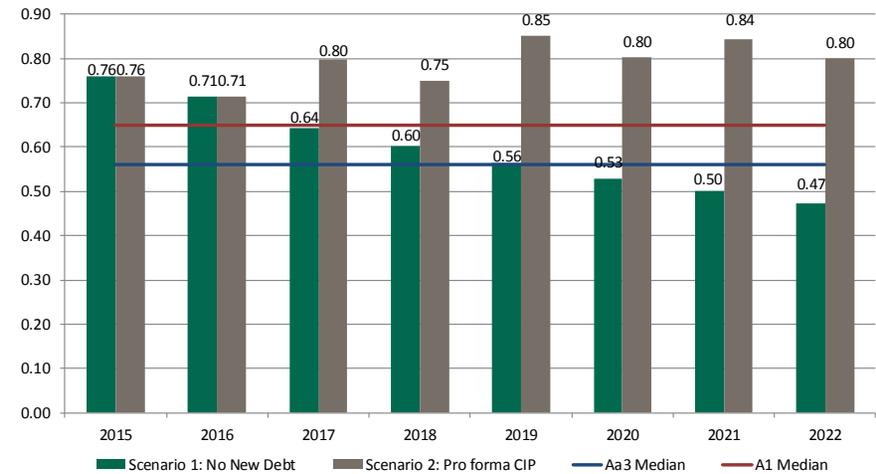
Public University Median Source: Moody's Investors Service

## Debt Capacity and Affordability Metrics

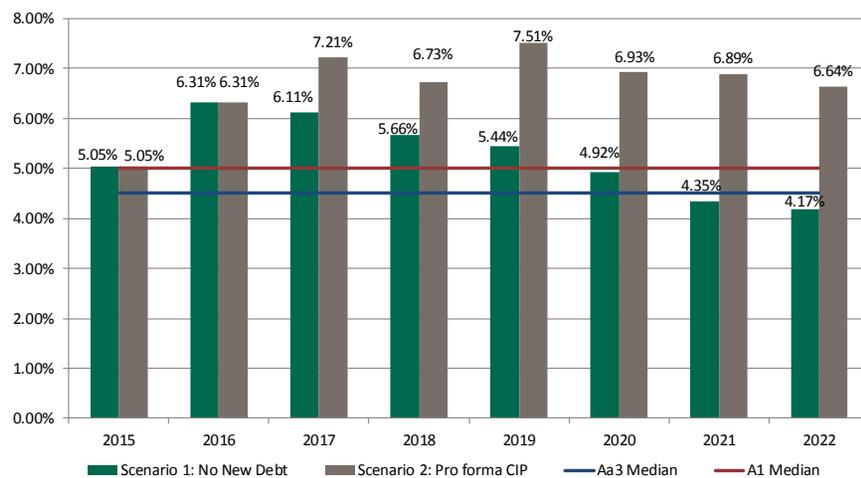
### Capacity – Spendable Cash and Inv. to Debt (Higher is Better)



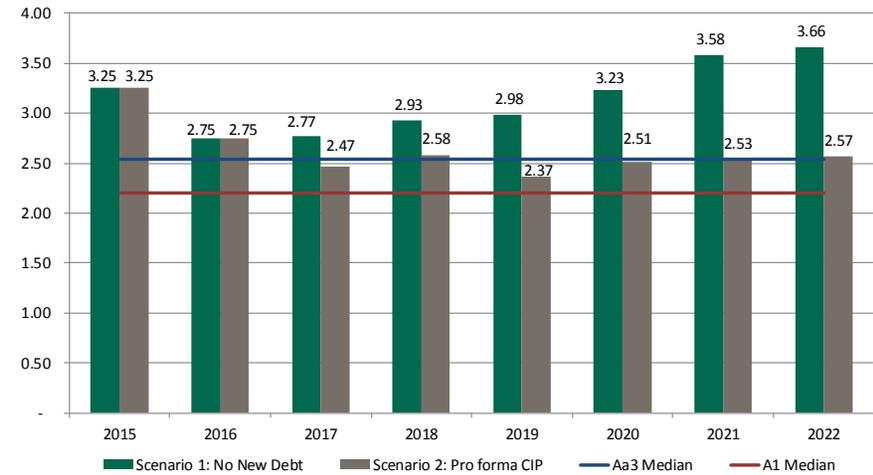
### Capacity - Debt to Revenue (Lower is Better)



### Affordability - Debt Service to Operations (Lower is Better)



### Affordability - Debt Service Coverage (Higher is Better)



Public University Median Source: Moody's Investors Service

## Debt Capacity Considerations and Conclusions

- **Credit Profile:** The University's Aa3 credit rating is based on its solid levels of financial resources, increasing enrollment and consistently positive operating performance. Challenges facing the University include its position in a competitive Ohio higher education market, uncertainty surrounding state appropriations and the University's relatively high debt service costs in relation to operating expenses.
- **Peer Comparison:** OHIO has traditionally performed as well or better than its peers in regards to operating performance and levels of financial reserves. While the Series 2014 issuance increased debt leverage and debt service burden, growth in revenues and expenses partially offset the impact on these ratios in FY 2015.
- **Quantitative Sensitivity Analysis:** The analysis highlights that from a balance sheet perspective the University maintains solid debt capacity; however, from an income statement and affordability perspective capacity is more limited. This analysis highlights the importance of prudent planning commensurate with growth in revenues and financial resources as well as repayment of existing debt in determining debt capacity.
- **Capital Improvement Plan:** The CIP as currently constructed with \$325 million in additional debt by FY 2021 is likely to pressure the University's current Aa3 rating. As the University implements the CIP the timing of each tranche of debt will be a major factor in maintaining its current rating level.

- Based on these factors at this point in time Prager estimates that OHIO has the following debt capacity over the next five years assuming there is no offsetting revenue growth as part of the debt issuance.
  - Aa3-Rating Level: \$150-200 million of debt capacity
  - A1-Rating Level: \$250-300 million of debt capacity

## FY 2017 Refunding Opportunity

In June 2016, the University presented a review of its debt portfolio that included potential refunding candidates. The Series 2006A, 2006B and Series 2008A were presented as refunding candidates in the current market.

- Each potential refunding candidate is eligible for a current or advance refunding beginning in Fall 2016 as displayed below.

	2006A	2006B	2008A
Callable Maturities	\$14.95 million	\$17.92 million	\$7.24 million
Par Call Date	12/1/2016	12/1/2016	6/1/2018
Eligible for Advance Refunding	No	Yes	Yes
Earliest Timing for Refunding	9/2/2016 (90 Days Before Call Date)	Anytime	Anytime

- Based on this information and assuming no change in interest rates, December 1st is the optimal timing for a refunding issue. The key risk in waiting to issue bonds is that interest rates could rise, increasing OHIO's borrowing cost.
- While the refunding savings are compelling in the current market, the Treasury Team recommends that the University proceed with a combined refunding and new money transaction in March 2017.**
- This is driven by the fact that the University is not ready to borrow for new projects at this time and it will be inefficient from a cost of issuance perspective to issue two series of bonds approximately four months apart (December 2016 and March 2017).
- The timeline for a potential refunding and new money transaction will cover approximately three months. This will include having the refunding bonds rated and the various approvals by the University's Board of Trustees.
- At this time the University is seeking authorization from the Board of Trustees to include this refinancing opportunity in its plan of finance for the Series 2017 issuance.**

## Summary of Refunding Results (03/01/17 Issue at Time of New Borrowing)

The following refunding results are based on a tax-exempt matched-maturity refunding of maturities from Series 2006A, 2006B and 2008A. This analysis assumes current market conditions; which could change over time.

SUMMARY STATISTICS	
Dated/Delivery Date	3/1/2017
All-in TIC	2.31%
Average Life	8.14
Series Refunded	2006AB, 2008
Par Amount of Refunded Bonds	40,110,000

SOURCES AND USES	
<i>Sources</i>	
Par Amount	33,590,000
Premium	6,667,672
Contribution for Accrued Int.	472,031
<b>Total Sources</b>	<b>40,729,703</b>
<i>Uses</i>	
Cash Deposit (2006AB)	32,870,000
SLGS Purchase	7,620,697
Cost of Issuance	136,248
Underwriter's Discount	100,770
Additional Funds Generated	1,988
<b>Total Uses</b>	<b>40,729,703</b>

**Average Annual  
Cashflow Savings: \$440,356**

ANNUAL SAVINGS				
Date	Prior Debt Service	Refunding Debt Service	Cashflow Savings	Present Value
6/30/2017	472,031	419,875	52,156	51,642
6/30/2018	4,397,586	3,936,625	460,961	445,535
6/30/2019	4,251,705	3,791,625	460,080	427,471
6/30/2020	4,245,748	3,784,625	461,123	411,733
6/30/2021	4,244,091	3,781,875	462,216	396,740
6/30/2022	4,238,774	3,778,000	460,774	380,193
6/30/2023	4,241,675	3,782,500	459,175	364,208
6/30/2024	4,237,459	3,780,000	457,459	348,803
6/30/2025	4,237,818	3,775,375	462,443	338,949
6/30/2026	1,997,077	1,535,625	461,452	325,146
6/30/2027	1,995,848	1,538,125	457,723	310,044
6/30/2028	1,999,210	1,538,125	461,085	300,294
6/30/2029	1,991,930	1,530,750	461,180	288,787
6/30/2030	1,990,925	1,530,875	460,050	276,992
6/30/2031	1,990,800	1,533,125	457,675	264,959
6/30/2032	1,986,925	1,527,500	459,425	255,749
6/30/2033	1,991,788	1,533,750	458,038	245,148
6/30/2034	1,990,388	1,531,625	458,763	236,075
6/30/2035	1,336,863	877,875	458,988	227,092
6/30/2036	1,336,850	878,125	458,725	218,222
6/30/2037	1,334,363	876,375	457,988	209,482
<b>TOTAL</b>	<b>56,509,852</b>	<b>47,262,375</b>	<b>9,247,477</b>	<b>6,323,265</b>

Less Contribution for Accrued Interest:	-472,031
Plus Additional Funds Generated:	1,988
<b>Net PV Savings:</b>	<b>5,853,222</b>

Rates as of 08/02/16; subject to future market conditions. Present value savings are discounted to Dated/Delivery Date at 4.00%.

## Preliminary Timeline: March 2017 Transaction

Week of:	Description
August 22, 2016	<ul style="list-style-type: none"> <li>▪ <b>Authorization and approval of transaction by Board of Trustees (August 26<sup>th</sup> Meeting)</b></li> </ul>
Month of September/October	<ul style="list-style-type: none"> <li>▪ Develop plan of finance</li> <li>▪ Finalize list of projects to be financed</li> <li>▪ Select underwriters and other professionals</li> </ul>
Month of November/December	<ul style="list-style-type: none"> <li>▪ Complete tax diligence on projects to be financed</li> </ul>
January 9, 2017	<ul style="list-style-type: none"> <li>▪ Finalize bond documents and Appendix A (disclosure portion of offering document)</li> <li>▪ Conduct meetings/conference calls with rating agencies</li> </ul>
January 16, 2017	<ul style="list-style-type: none"> <li>▪ Submit Chancellor application</li> </ul>
January 23, 2017	<ul style="list-style-type: none"> <li>▪ Receive Ratings</li> <li>▪ Receive Chancellor approval</li> <li>▪ Due diligence call with underwriters</li> </ul>
January 30, 2017	<ul style="list-style-type: none"> <li>▪ Mail Preliminary Official Statement</li> <li>▪ Pre-Marketing Period</li> </ul>
February 6, 2017	<ul style="list-style-type: none"> <li>▪ Bond Pricing</li> <li>▪ Mail Final Official Statement</li> </ul>
March 6, 2017	<ul style="list-style-type: none"> <li>▪ Closing (actual date will be dependent upon cash flow and market considerations)</li> </ul>

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## Bridge Financing Program

- In June 2016, the University presented to the Board of Trustees an overview of bridge financing programs with a focus on its applicability to Ohio in the context of the Capital Improvement Plan (CIP).
- We provided an analysis of two bridge financing options as follows: commercial paper and bank line of credit.
- A bridge financing program provides the following to the University:
  - **Interim Funding:** The availability of ongoing short-term tax-exempt capital takes pressure off the timing of bond issues by providing a low-cost financing instrument until long-term financing is appropriate.
  - **Market Access:** The University is benefited by a financing mechanism that is flexible with respect to both the size and timing of capital needs.
  - **Low-Cost Financing:** Short-term debt typically represents the lowest cost source of ongoing capital to the University.
- The Treasury Team recommends establishing a bank line of credit to allow for bridge financing for CIP projects.

## Bridge Financing Recommendation

A bridge financing program will allow the University to mitigate risks related to the seasonality of the University's working capital funds and ensure the University maintains sufficient liquidity to fund CIP projects, until OHIO issues debt in 2017.

- At this time, the Treasury Team recommends that OHIO pursue a bank line of credit to allow for bridge financing for CIP projects.
- We are recommending a line of credit limit at \$50 million based on expected CIP cash flows.
- The Treasury Team is working with Bond Counsel to determine any additional tax or legal issues unique to the ORC.
- The line of credit will require Chancellor approval before implementation.
- The rating agencies will treat the amount outstanding on the bank line as direct debt.
- **The University is seeking authorization from the Board of Trustees to implement a \$50 million bank line of credit at its August 2016 meeting.**

## Bank Line of Credit Overview

A bank line of credit is a product wherein a bank establishes a maximum loan balance that the bank will allow OHIO to maintain. The bank line is an unsecured general obligation of the University.

- A bank line of credit is typically used to provide bridge financing for ongoing capital plans.
- Bank lines can be sized to meet institutional needs; typically the minimum size is \$25 million.
  - In order to implement a bank line, the University would issue a request for proposal (RFP) to prospective banks.
  - The RFP would outline how large of a bank line the University is seeking as well as any specific items that prospective banks should include in their term sheet.
  - Based on responses received, the University would select a bank for the bank line and execute a Credit Agreement.
- A bank line can quickly be drawn upon or paid down; allowing working capital to remain invested and bonds to be issued on a regular schedule.
  - Only the amount outstanding on the bank line will be treated as direct debt by rating agencies.
  - The University can generally pay down amounts outstanding on the bank line using bond proceeds.

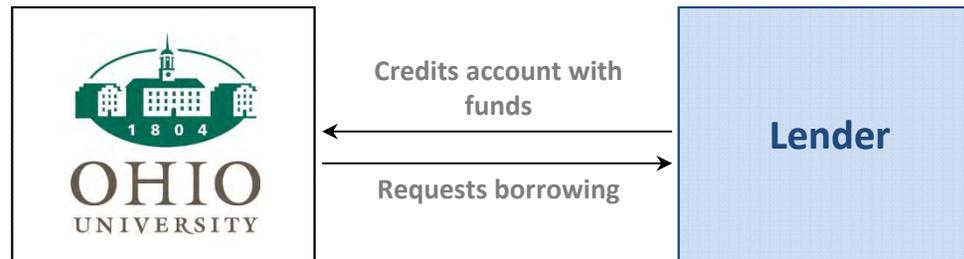
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## Bank Line of Credit Overview (continued)

A bank line of credit is not a security and is not remarketed like commercial paper. It therefore does not require liquidity support or a credit rating.

- Since a bank line of credit is a bank product (not a security) without public remarketing, it does not need to be rated and no disclosure is required.
- The University will pay an “undrawn fee” under a bank line, which typically is between 0.20% to 0.50% of the total size of the line.
- Should the University draw down on the line it will pay a “drawn fee” which is typically tied to 1-Month LIBOR plus a fixed spread.
- Banks generally offer terms of 1 to 3 years for a line of credit. After expiration of the agreement, the University may negotiate an extension or issue an RFP to replace the facility with a new bank.
- The bank may require certain covenants in its term sheet such as a liquidity ratio or debt service coverage ratio. In addition, the bank may require a specific banking relationship as a condition of the agreement.
- The bank also may require that the University pay off its balance outstanding at least once annually.
- A bank line of credit will contain provisions under which the University can term-out any amounts owed under the line based on a specific amortization outlined in the credit agreement.

## Sample Bank Line Mechanics



- The University must provide notice to the lending bank by 11:00 am on the day of its desired date for drawing on the line of credit.
- The lender will then provide funds the same day to the University by crediting the account of OHIO with the lending bank or wiring funds to a different University account.

## Process to Establish a Bank Line of Credit

The process to establish a bank line typically takes 45-60 days and includes an RFP process where a select number of banks provide term sheets on a potential bank line.

Action	Time
1) Select Bank	4 weeks (including RFP process)
2) Prepare documents	3 weeks
3) Close	1 week

### Bank Line of Credit Documentation

- Authorizing Resolution from the University and Tax Certificate
- Chancellor Approval
- Credit Agreement

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## Legal Disclaimers

1. This presentation is not contractual, not a research report nor an offer to buy or sell or a solicitation of an offer to buy or sell any security or interest. Contractual obligations will be created only by formal written agreement. Information regarding pricing, interest rates, and transaction costs is preliminary and indicative only.
2. Except as compelled by applicable law we make no warranty, express or implied of any nature as to any information or technique herein and do not guarantee satisfactory results. In no event may we be liable for any special or consequential damages that may be incurred in using the data provided. Before entering into any transaction, you must independently determine the economic risks, and your institution's ability to assume the risks. Senior management should be involved in or informed as to this process.
3. We are not lawyers, accountants or tax specialists; you should seek and rely on independent advice as to such matters from properly qualified firms or individuals.
4. This presentation contains "forward-looking statements" (within the meaning of the Securities Act of 1933 and the Securities Exchange Act of 1934, which statements can be identified by the use of terminology such as "may", "will", "should", "expect", "project", "estimate"). The assumptions underlying forward looking statements may involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. For example, inputs concerning pricing, interest rates, and transaction costs are necessarily preliminary and indicative. Long term projections are not predictions of what is going to happen. Their purpose is to develop an analytical construct that will demonstrate to decision makers the potential long term impacts of today's financial decisions. Inherent risks and uncertainties include, but are not limited to general economic, market or business conditions; the opportunities (or lack thereof) that may be presented to or pursued by you; changes in laws or regulations; and other factors, many of which will be beyond your control.

# Placeholder for Resolution from Bond Counsel

Capital Financing Strategy:  
New Money Debt and Refunding

**APPROVAL OF THE OHIO UNIVERSITY FY2017–FY2022  
SIX YEAR CAPITAL IMPROVEMENT PLAN**

**RESOLUTION 2016 -**

**WHEREAS**, the University’s Capital Planning Team has undertaken the update of the University’s six-year capital improvement plan within a comprehensive campus context, and

**WHEREAS**, this FY2017-FY2022 Six Year Capital Improvement Plan is an update to the Board of Trustees approved FY2015-FY2020 Six Year Capital Improvement Plan and embodies the concepts incorporated with in it, and

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

**WHEREAS**, the Facilities Planning Advisory Council made up of faculty, staff, and student representatives has reviewed and provided their endorsement of the plan, and

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

**WHEREAS**, the FY2017–FY2022 Six Year Capital Improvement Plan has been approved by the President.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees does hereby approve the attached FY2017–FY2022 Six Year Capital Improvement Plan.

**APPROVAL OF THE OHIO UNIVERSITY  
FY17 CAPITAL BUDGET**

**RESOLUTION 2016 -**

**WHEREAS**, the University has undertaken the development of a FY17 Capital Budget, and

**WHEREAS**, this FY17 Capital Budget has been developed in the context of the FY2017-FY2022 Six Year Capital Improvement Plan, to be approved by the Board of Trustees during their August 25, 2016 meeting, and embodies the concepts incorporated within it, and

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

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

**WHEREAS**, the FY17 Capital Budget has been approved by the President.

**NOW THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees does hereby approve the attached FY17 Capital Budget.

**Proposed FY17 Capital Budget**

FY17 - FY22 6 Year Capital Improvement Plan	Six Year Total	Deferred Maintenance	Funding Sources						Capital Expenditure Forecast						
			*Numbers in Millions	Back-log Addressed	Century Bond	State Re-appropriations	State Appropriations	Internal Bank	Gifts/Grants	Reserves/Operating	FY15/FY16	FY17	FY18	FY19	FY20
Academic/Programmatic Renewal	\$ 281.52	88.45	23.24	3.60	44.90	185.15	18.07	6.56		18.66	92.88	66.79	61.12	15.22	26.85
Deferred Maintenance <i>(Additional \$'s applied to projects above)</i>	\$ 62.51	61.01	44.57		14.94			3.00		4.03	8.57	8.81	13.95	9.28	17.87
University Initiatives	\$ 22.50	9.50	1.50		1.50	10.50		9.00		2.60	5.10	10.55	1.75	1.25	1.25
Utility System Upgrades	\$ 87.31		79.00		8.31				25.59	15.59	15.49	14.84	10.50	1.95	3.36
Regional Campuses	\$ 28.71	13.37		1.79	13.52		11.80	1.58		0.58	4.87	4.20	10.56	3.69	4.77
Student Affairs/Housing & Residence Life	\$ 226.22	122.45				95.80		130.42		44.71	15.24	18.72	23.15	20.20	104.20
Auxiliaries	\$ 41.71	37.88					5.25	36.46		12.54	8.94	8.76	6.34	2.13	2.99
OIT	\$ 45.16							45.16		5.29	7.94	10.17	8.72	7.79	5.26
<b>Six Year CIP Project Total:</b>	<b>\$ 795.64</b>	<b>333</b>	<b>148</b>	<b>5</b>	<b>83</b>	<b>291</b>	<b>35</b>	<b>232</b>	<b>26</b>	<b>104</b>	<b>159</b>	<b>143</b>	<b>136</b>	<b>62</b>	<b>167</b>

**APPROVAL TO PROCEED WITH DESIGN THROUGH CONTRACT  
ADMINISTRATION FOR THE  
CLIPPINGER HALL RENOVATION,  
EAST GREEN BUILDING BASED DOMESTIC HOT WATER,  
GAMERTSFELDER HALL LOBBY RENOVATIONS,  
JAMES HALL HEATING AND WINDOW UPGRADES,  
SCOTT QUAD WINDOW REPLACEMENTS,  
WASHINGTON HALL DOMESTIC WATER AND RESTROOM UPGRADES**

**RESOLUTION 2016 -**

**WHEREAS**, for the Clippinger Hall Renovation project, University administration requests approval for the total project budget of \$42,600,000 and seeks approval for authorized expenditures of \$4,300,000 to undertake design through contract administration to be funded by State Appropriations (\$10,000,000), Future Debt Issued (\$18,000,000), Century Bonds (\$14,600,000);

**WHEREAS**, for the East Green Building Based Hot Water project, University administration requests approval for the total project budget of \$1,600,000 and seeks approval for authorized expenditures of \$250,000 to undertake design through contract administration to be funded by Housing and Residence Life Reserves;

**WHEREAS**, for the Gamertsfelder Hall Lobby Renovations project, University administration requests approval for the total project budget of \$827,000 and seeks approval for authorized expenditures of \$101,400 to undertake design through contract administration to be funded by Housing and Residence Life Reserves;

**WHEREAS**, for the James Hall Heating and Window Upgrades project, University administration requests approval for the total project budget of \$2,000,000 and seeks approval for authorized expenditures of \$333,600 to undertake design through contract administration to be funded by Housing and Residence Life Reserves;

**WHEREAS**, for the Scott Quad Window Replacements project, University administration requests approval for the total project budget of \$900,000 and seeks approval for authorized expenditures of \$102,750 to undertake design through contract administration to be funded by Housing and Residence Life Reserves (\$675,000) and Century Bonds (\$225,000);

**WHEREAS**, for the Washington Hall Domestic Water and Restroom Upgrade project, University administration requests approval for the total project budget of \$3,200,000 and seeks approval for authorized expenditures of \$350,500 to undertake design through contract administration to be funded by Housing and Residence Life Reserves;

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



**OHIO**  
UNIVERSITY

## Interoffice Communication

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer

**Re: Request for Approval to Undertake Design**

The following projects are in excess of \$500,000 in total project cost and are presented to the Board at this time for approval of project budget and authorization for funds for design through contract administration.

A presentation containing background information, funding sources and the proposed schedule for each project is included with these materials as well as a resolution for board action.

<b>PROJECT</b>	<b>Previously Approved</b>	<b>Current Action</b>	<b>Future Actions</b>	<b>Total Approved Project Budget</b>	<b>Original Project Budget</b>
Clippinger Hall Renovation	\$ -	\$ 4,300,000	\$ 38,300,000	\$ 42,600,000	\$ 42,600,000
East Green Building Based Domestic Hot Water	\$ -	\$ 250,000	\$ 1,350,000	\$ 1,600,000	\$ 1,600,000
Gamertsfelder Hall Lobby Renovation	\$ -	\$ 101,400	\$ 725,600	\$ 827,000	\$ 827,000
James Hall Heating and Window Upgrades	\$ -	\$ 333,600	\$ 1,666,400	\$ 2,000,000	\$ 2,000,000
Washington Hall Domestic Water and Restroom Upgrades	\$ -	\$ 350,500	\$ 2,849,500	\$ 3,200,000	\$ 3,200,000
Scott Quad Window Replacements	\$ -	\$ 102,750	\$ 797,250	\$ 900,000	\$ 900,000

# FACILITY PROJECTS DESIGN

AUGUST, 2016

## CONSENT

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Tab



**OHIO**  
UNIVERSITY

# Requested Approvals to Undertake Design

PROJECT	Previously Approved	Current Action	Future Actions	Total Approved Project Budget	Original Project Budget
Clippinger Hall Renovation	\$ -	\$ 4,300,000	\$ 38,300,000	\$ 42,600,000	\$ 42,600,000
East Green Building Based Domestic Hot Water	\$ -	\$ 250,000	\$ 1,350,000	\$ 1,600,000	\$ 1,600,000
Gamertsfelder Hall Lobby Renovation	\$ -	\$ 101,400	\$ 725,600	\$ 827,000	\$ 827,000
James Hall Heating and Window Upgrades	\$ -	\$ 333,600	\$ 1,666,400	\$ 2,000,000	\$ 2,000,000
Washington Hall Domestic Water and Restroom Upgrades	\$ -	\$ 350,500	\$ 2,849,500	\$ 3,200,000	\$ 3,200,000
Scott Quad Window Replacements	\$ -	\$ 102,750	\$ 797,250	\$ 900,000	\$ 900,000



# CLIPPINGER HALL RENOVATION

## Background



*Above: Clippinger Construction 1966.*



*Above: Clippinger Circa 1967.*

- \$4.9M construction project completed in 1967 for 189,000 GSF
- Constructed to consolidate science programs from 4 other inadequate facilities and accommodate student growth trends
- Only \$10.3M invested in facility improvements in almost 50 years, or approximately \$206K per year
- River relocation completed in 1972, and the FEMA 100-year base flood elevation established in 1980
- Current FEMA flood regulations complicate renovation efforts



# CLIPPINGER HALL RENOVATION

## Background



- Currently houses the departments of Physics and Astronomy, Chemistry and Biochemistry, Geography and Geological Science
- Used for research and undergraduate teaching, including both classrooms and laboratories



# CLIPPINGER RENOVATION STRATEGY

## Existing Space Conditions



- Total Gross Area 189,000 GSF
- Total Assignable 104,478 ASF

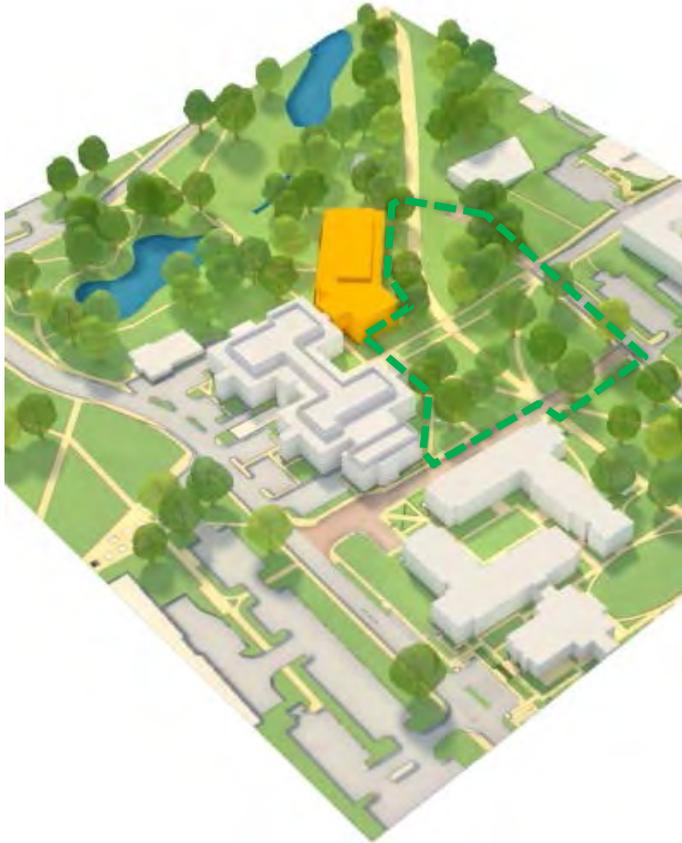
<b>College of Arts and Sciences</b>	<b>102,261 ASF</b>
Chemistry & Biochemistry	43,180
Dean Arts Sciences	1,822
Geography	7,896
Geological Sciences	15,086
Physics Astronomy	34,277
<b>Executive Vice President and Provost</b>	<b>2,217 ASF</b>
Registrar	2,217

- Ground Floor Area 48,000 GSF
- Ground Assignable 34,319 ASF



# CLIPPINGER HALL RENOVATION

## Renovation Concept: Phase One



- There was consensus with Academic Leadership (Deans) that this was the highest deferred maintenance priority (excluding those already undergoing renovations) and all agreed to help contribute towards the strategy through support of the Century Bond Funding use
- Clippinger was in the FY2015-2020 CIP and is supported as a top university strategic priority in the campus master plan
- A 4-phase renovation and funding solution reduces significant deferred maintenance issues by relocating critical intensive use spaces into new addition with modern class labs with subsequent phases renovating current facility
- The 4-phase strategy will support swing space and funding feasibility



# CLIPPINGER RENOVATION STRATEGY

## Multi-phase Funding and Funding Plan

- Funding Strategy approved at the June 2016 Board of Trustees Meeting (2015-3486)



Investments Anticipated by By Biennium	FY2017-FY2018	FY2019-FY2020	FY2021-FY2022	FY2023-FY2024
Phase One: Lab Space, New Construction	\$42,600,000			
Phase Two: Renovation		\$26,688,480		
Phase Three: Renovation			\$28,866,260	
Phase Four: Basement To Garage				\$6,782,110
<b>Total</b>	<b>\$104,936,850</b>			
<b>Funding Plan</b>				
State Capital Request	\$10,000,000	\$10,000,000	\$10,000,000	
Century Bond	\$14,600,000			
State Capital Reappropriations				
Other (Debt, Institutional Funds)	\$18,000,000	\$16,688,480	\$18,866,260	\$6,782,110
<b>Sub-Totals</b>	<b>\$42,600,000</b>	<b>\$26,688,480</b>	<b>\$28,866,260</b>	<b>\$6,782,110</b>
<b>Clippinger Strategy Project Total</b>	<b>\$104,936,850</b>			



# CLIPPINGER HALL RENOVATION

## Approval to Undertake Design through Contract Administration

	Design	Construction	Project Total
Previous Board Budget Approvals and Increases	\$0	\$0	\$0
<b>Current Board Request: Design Phase</b>	<b>\$4,300,000</b>	<b>\$0</b>	<b>\$4,300,000</b>
Next Phases	\$0	\$38,300,000	\$38,300,000
<b>Sub-Totals</b>	<b>\$4,300,000</b>	<b>\$38,300,000</b>	<b>\$42,600,000</b>
<b>Fund Sources:</b>			
State Capital Appropriations		\$10,000,000	\$10,000,000
State Capital Reappropriations			\$0
Century Bond	\$4,300,000	\$10,300,000	\$14,600,000
Other: Debt, Institutional Funds		\$18,000,000	\$18,000,000
<b>Sub-Totals</b>	<b>\$4,300,000</b>	<b>\$38,300,000</b>	<b>\$42,600,000</b>

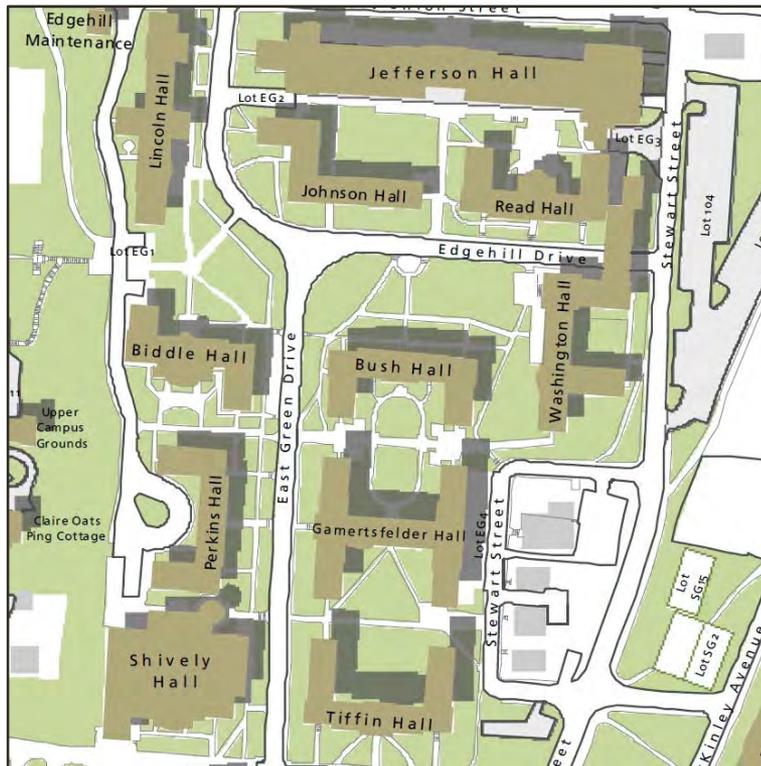
Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Schedule							
Activity		Design Jan '17-Mar '18		Construction Jun '18 - Jun '20			



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# EAST GREEN BUILDING BASED DOMESTIC HOT WATER Background and Project Outcomes



- Many of the buildings on the East Green are in need of a solution to mitigate the loss of hot water distribution
- Project will add building based hot water solutions to East Green residence halls
- With known intention of moving “off the loop,” these systems should solve the immediate hot water issues faced on East Green while being mindful of long-term campus sustainability goals



# EAST GREEN BUILDING BASED DOMESTIC HOT WATER

## Approval to Undertake Design through Contract Administration

	Design	Construction	Project Total
<b>Previous Board Budget Approvals and Increases</b>	\$0	\$0	\$0
<b>Current Board Request: Design Phase</b>	\$250,000	\$0	\$250,000
<b>Next Phases</b>	\$0	\$1,350,000	\$1,350,000
<b>Sub-Totals</b>	\$250,000	\$1,350,000	\$1,600,000
<b>Fund Sources:</b>			
<b>State Capital Appropriations</b>			\$0
<b>State Capital Reappropriations</b>			\$0
<b>Century Bond</b>			\$0
<b>Other: Housing and Residence Life</b>	\$250,000	\$1,350,000	\$1,600,000
<b>Sub-Totals</b>	\$250,000	\$1,350,000	\$1,600,000

Fiscal Year	FY17	FY18	FY19	FY19	FY20	FY21	FY22
Schedule							
Activity	Design Nov - May	Constr Aug - Dec					



# GAMERTSFELDER HALL LOBBY RENOVATIONS

## Background and Project Outcomes



- Built in 1956; 69,030 GSF
- Has the most beds out of all dorms on East Green
- Project will:
  - Upgrade the existing lobby and address ventilation issues
  - Include an aesthetic upgrade of the lounge, staff office and restroom
  - Include new furniture



# GAMERTSFELDER HALL LOBBY RENOVATIONS

## Approval to Undertake Design through Contract Administration

	Design	Construction	Project Total
Previous Board Budget Approvals and Increases	\$0	\$0	\$0
Current Board Request: Design Phase	\$101,400	\$0	\$101,400
Next Phases	\$0	\$725,600	\$725,600
<b>Sub-Totals</b>	\$101,400	\$725,600	\$827,000
<b>Fund Sources:</b>			
State Capital Appropriations			\$0
State Capital Reappropriations			\$0
Century Bond			\$0
Other: Housing and Residence Life	\$101,400	\$725,600	\$827,000
<b>Sub-Totals</b>	\$101,400	\$725,600	\$827,000

Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22
Schedule						
Activity Months	Design Sep-Dec	Constr May-Jul				



# JAMES HALL HEATING AND WINDOW UPGRADES

## Background and Project Outcomes



- Four story residence hall on West Green that houses 365 students
- Heating system in need of replacement due to age
- Existing window air conditioners were intended as a temporary solution until a permanent solution could occur
- Project will replace existing heating system with a new system that eliminates the need for window air conditioners



# JAMES HALL HEATING AND WINDOW UPGRADES

## Approval to Undertake Design through Contract Administration

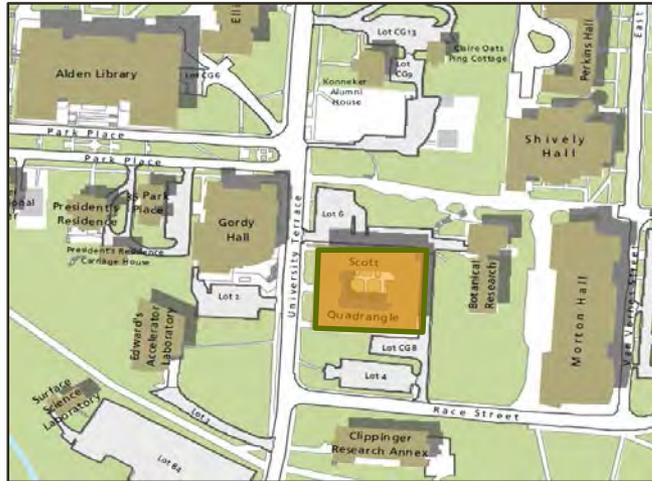
	Design	Construction	Project Total
Previous Board Budget Approvals and Increases	\$0	\$0	\$0
<b>Current Board Request: Design Phase</b>	\$333,600	\$0	\$333,600
Next Phases	\$0	\$1,666,400	\$1,666,400
<b>Sub-Totals</b>	\$333,600	\$1,666,400	\$2,000,000
<b>Fund Sources:</b>			
State Capital Appropriations			\$0
State Capital Reappropriations			\$0
Century Bond			\$0
Other: Housing and Residence Life	\$333,600	\$1,666,400	\$2,000,000
<b>Sub-Totals</b>	\$333,600	\$1,666,400	\$2,000,000

Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule							
Activity	Design Sept-Nov	Constr May-Aug					



# SCOTT QUAD WINDOW REPLACEMENT

## Background and Project Outcomes



- Central to College Green and in addition to being a residence hall Scott Quad houses offices for OUPD, University Communication and Marketing, and OPIE (Ohio Program for Intensive English)
- Cost effectiveness of painting versus replacement of windows being analyzed
- If replacement is feasible, the Housing portion could be completed over the 2016-2017 Winter Closure



# SCOTT QUAD WINDOW REPLACEMENT

## Approval to Undertake Design

	Design	Construction	Project Total
Previous Board Budget Approvals and Increases	\$0	\$0	\$0
<b>Current Board Request: Design Phase</b>	\$102,750	\$0	\$102,750
Next Phases	\$0	\$797,250	\$797,250
<b>Sub-Totals</b>	\$102,750	\$797,250	\$900,000
<b>Fund Sources:</b>			
State Capital Appropriations			\$0
State Capital Reappropriations			\$0
Century Bond	\$25,000	\$200,000	\$225,000
Other: Housing and Residence Life	\$77,750	\$597,250	\$675,000
<b>Sub-Totals</b>	\$102,750	\$797,250	\$900,000

Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule	●—●—●—●						
Activity	Design Aug-Oct	Constr Dec-Aug					



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# WASHINGTON HALL DOMESTIC WATER AND RESTROOM UPGRADE

## Background and Project Outcomes



- Built in 1954; replacement of domestic hot and cold water systems and restrooms are top priorities for Facilities Management and Housing and Residence Life
- Project will upgrade domestic hot and cold water systems, completely renovate the restrooms and replace the existing building heating loop



# WASHINGTON HALL DOMESTIC WATER AND RESTROOM UPGRADE

## Background and Project Outcomes

	Design	Construction	Project Total
Previous Board Budget Approvals and Increases	\$0	\$0	\$0
<b>Current Board Request: Design Phase</b>	\$350,500	\$0	\$350,500
Next Phases	\$0	\$2,849,500	\$2,849,500
<b>Sub-Totals</b>	\$350,500	\$2,849,500	\$3,200,000
<b>Fund Sources:</b>			
State Capital Appropriations			\$0
State Capital Reappropriations			\$0
Century Bond			\$0
Other: Housing and Residence Life	\$350,500	\$2,849,500	\$3,200,000
<b>Sub-Totals</b>	\$350,500	\$2,849,500	\$3,200,000

Fiscal Year	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule							
Activity	Design Aug-Dec	Constr May-Aug					



**APPROVAL TO PROCEED WITH CONSTRUCTION FOR THE  
OUC BENNETT HALL ELECTRICAL UPGRADE PHASE I –  
CONSTRUCTION PHASE AND BUDGET AMENDMENT,  
OUC BENNETT HALL ELECTRICAL UPGRADE PHASE II –  
DESIGN THROUGH CONSTRUCTION PHASES,  
OUHCOM DUBLIN MEB2 ROOM 100 RENOVATION/BUILDOUT –  
DESIGN THROUGH CONSTRUCTION PHASES,  
PERMANENT CAMPUS BOILERS –  
SITE PLAN APPROVAL AND CONSTRUCTION PHASE,  
RESIDENTIAL HOUSING ACCESS CONTROL PHASE IV –  
DESIGN THROUGH CONSTRUCTION PHASES**

**RESOLUTION 2016 -**

**WHEREAS**, for the OUC Bennett Hall Electrical Upgrade Phase I project, the Board of Trustees previously approved a total project budget and authorized expenditures of \$950,000 (2015-3468), and University administration seeks to amend the total project budget and authorized expenditure amount by an additional \$181,300 for a new total budget and total authorized expenditure amount of \$1,131,300 to undertake construction and complete the project to be funded by State Appropriations;

**WHEREAS**, for the OUC Bennett Hall Phase II project, University Administration requests approval for the total project budget and authorized expenditures of \$768,700 to undertake construction and complete the project to be funded by State Appropriations;

**WHEREAS**, for the OUHCOM Dublin MEB2 Room 100 Renovation/Buildout project, University Administration requests approval for the total project budget and authorized expenditures of \$650,000 to undertake construction and complete the project to be funded by OUHCOM Reserves (\$350,000) and University Advancement Reserves (\$300,000);

**WHEREAS**, for the Permanent Campus Boilers project, the Board of Trustees previously approved a total project budget of \$15,000,000 (2015-3505) and authorized expenditures of \$5,750,000 (2015-3468 & 2015-3505), and University administration seeks to increase the previously authorized expenditure amount of \$5,750,000 by an additional \$9,250,000 for total authorized expenditures of \$15,000,000 to undertake construction and complete the project to be funded by the Energy Infrastructure Project Initiative;

**WHEREAS**, for the Residential Housing Access Control Phase IV project, University administration requests approval for the total project budget and authorized expenditures of \$1,000,000 to undertake construction and complete the project to be funded by Housing and Residence Life Reserves;

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



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## Interoffice Communication

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer

**Re: Request for Approval to Undertake Construction**

The following projects are in excess of \$500,000 in total project cost and are presented to the Board at this time for approval of project budget and authorization for funds to undertake construction.

A presentation containing background information, funding sources and the proposed schedule for each project is included with these materials as well as a resolution for board action.

PROJECT	Authorized Expenditures				Project Budget		
	Previously Approved	Current Action	Future Actions	Total Approved Authorized Expenditures	Previous Approved	Current Budget Action	Total Approved Project Budget
<i>Budget Amendment &amp; Approval to Undertake Construction</i>							
OUC Bennett Hall Electrical Upgrade Phase I	\$ 950,000	\$ 181,300	\$ -	\$ 1,131,300	\$ 950,000	\$ 181,300	\$ 1,131,300
<i>Approval to Undertake Construction</i>							
OUC Bennett Hall Electrical Upgrade Phase II	\$ -	\$ 768,700	\$ -	\$ 768,700	\$ -	\$ 768,700	\$ 768,700
OUHCOM Dublin MEB2 Room 100 Renovation / Buildout	\$ -	\$ 650,000	\$ -	\$ 650,000	\$ -	\$ 650,000	\$ 650,000
Permanent Campus Boilers	\$ 5,750,000	\$ 9,250,000	\$ -	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 15,000,000
Residential Housing Access Control Phase IV	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 1,000,000

# FACILITY PROJECTS CONSTRUCTION

AUGUST 25, 2016

## CONSENT

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Tab



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# Requested Approvals to Undertake Construction

PROJECT	Authorized Expenditures				Project Budget		
	Previously Approved	Current Action	Future Actions	Total Approved Expenditures	Previous Approved	Current Budget Action	Total Approved Project Budget
<i>Budget Amendment &amp; Approval to Undertake Construction</i>							
OUC Bennett Hall Electrical Upgrade Phase I	\$ 950,000	\$ 181,300	\$ -	\$ 1,131,300	\$ 950,000	\$ 181,300	\$ 1,131,300
<i>Approval to Undertake Construction</i>							
OUC Bennett Hall Electrical Upgrade Phase II	\$ -	\$ 768,700	\$ -	\$ 768,700	\$ -	\$ 768,700	\$ 768,700
OUCOM Dublin MEB2 Room 100 Renovation / Buildout	\$ -	\$ 650,000	\$ -	\$ 650,000	\$ -	\$ 650,000	\$ 650,000
Permanent Campus Boilers	\$ 5,750,000	\$ 9,250,000	\$ -	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 15,000,000
Residential Housing Access Control Phase IV	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 1,000,000



# OUC BENNETT HALL UPGRADES

## PHASES I - III

- The FY 2016 and the FY 2017 – FY 2022 CIP propose a \$2,850,000 three phase upgrade to Bennett Hall on the Chillicothe campus using state funding for all work
- We seek approval to shift work from Phase II to Phase I to take advantage of favorable bids

Current Plan	FY2016-FY2017	FY2017-FY2018	FY2019-FY2020	FY2021-FY2022	Phase Total
Phase I	\$950,000				\$950,000
Phase II		\$950,000			\$950,000
Phase III			\$950,000		\$950,000
<b>Total</b>	<b>\$2,850,000</b>				
Proposed Plan					
Phase I	\$950,000	\$181,300			\$1,131,300
Phase II		\$768,700			\$768,700
Phase III			\$950,000		\$950,000
<b>Sub-Totals</b>	\$950,000	\$950,000	\$950,000	\$0	\$2,850,000
<b>Project Total</b>	<b>\$2,850,000</b>				



# OUC BENNETT HALL ELECTRICAL UPGRADES PHASE I

## Background



- Bennett Hall serves as central location of all student activity for Chillicothe campus
- Houses faculty and administrative offices, classrooms, the campus auditorium, a teaching laboratory and mock nursing lab
- A 2009 renovation project added a parkway, plaza and other major renovations that revitalized the face of campus



# OUC BENNETT HALL ELECTRICAL UPGRADES PHASE I

## Project Outcomes



- Upgrade electrical service and switchgear to improve safety and reliability to the system
- Original electrical equipment has served its useful life



# OUC BENNETT HALL ELECTRICAL UPGRADES PHASE I

## Board of Trustee Updates

March 2015 BoT (2015-3468)

### 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

- In March 2015, the Board of Trustees approved programming through construction at a cost of \$950,000
- The project was bid in June 2016
- Work contemplated in Phase II was bid as an alternate
- Because of favorable pricing, we request a budget amendment to shift this work and funds from the proposed Phase II project to Phase I and have reduced the project budget for Phase II accordingly.



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# OUC BENNETT HALL ELECTRICAL UPGRADES PHASE I

## Approval to Construct and Amend the Budget

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals and Increases	\$120,000	\$830,000	\$950,000	\$950,000
Current Board Request: Design through Construction	\$0	\$181,300	\$181,300	\$181,300
Next Phases	\$0	\$0	\$0	\$0
<b>Sub-Totals</b>	\$120,000	\$1,011,300	\$1,131,300	\$1,131,300
<i>Board Actions: 2015-3468</i>				
<b>Fund Sources:</b>				
State Capital Appropriations	\$120,000	\$1,011,300	\$1,131,300	
State Capital Reappropriations			\$0	
Century Bond			\$0	
Other: Housing and Residence Life			\$0	
<b>Sub-Totals</b>	\$120,000	\$1,011,300	\$1,131,300	

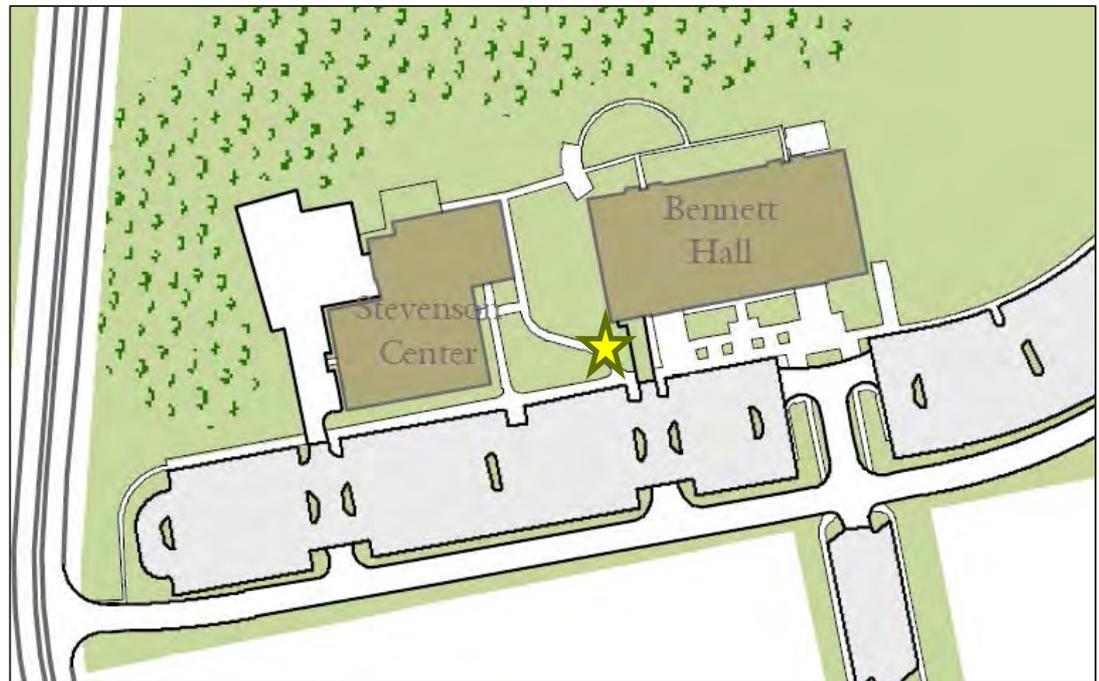
Fiscal Year	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule									
Activity		Design Apr - Jun	Construction Aug - May						



# OUC BENNETT HALL ELECTRICAL UPGRADES PHASE II

## Project Outcomes

- Phase I – upgrade electrical service and switchgear to provide safety and reliability to the system
- **Phase II - upgrade lighting, electrical panels and feeders within Bennett Hall and add a new generator for the Stevenson Center**



# OUC BENNETT HALL ELECTRICAL UPGRADES PHASE II

## Approval to Undertake Design through Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals and Increases			\$0	
<b>Current Board Request: Design through Construction</b>	\$77,000	\$691,700	\$768,700	\$768,700
Next Phases			\$0	\$0
<b>Sub-Totals</b>	\$77,000	\$691,700	\$768,700	\$768,700
<b>Fund Sources:</b>				
State Capital Appropriations	\$77,000	\$691,700	\$768,700	
State Capital Reappropriations			\$0	
Century Bond			\$0	
Other: Housing and Residence Life			\$0	
<b>Sub-Totals</b>	\$77,000	\$691,700	\$768,700	

Fiscal Year	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Schedule				 — 	 — 				
Activity				Design Sep - Dec	Construction May - Aug				



# HCOM DUBLIN MEB2 ROOM 100 RENOVATION / BUILDOUT

## Background



- In 2012 HCOM began renovations on the Dublin Campus
- The renovation modified existing buildings on the campus and left a pocket of space open for future buildout
- Open space to house a Clinical Training and Assessment Center including patient examination, emergency and operating rooms and a Skills Laboratory



# HCOM DUBLIN MEB2 ROOM 100 RENOVATION / BUILDOUT

## Project Outcomes



- Project will build out approximately 2,000 square feet of shell space for HCOM and University Advancement office space



# HCOM DUBLIN MEB2 ROOM 100 RENOVATION / BUILDOUT

## Approval to Undertake Design through Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals and Increases			\$0	
Current Board Request: Design through Construction	\$75,000	\$575,000	\$650,000	\$650,000
Next Phases			\$0	\$0
<b>Sub-Totals</b>	\$75,000	\$575,000	\$650,000	\$650,000
<b>Fund Sources:</b>				
State Capital Appropriations			\$0	
State Capital Reappropriations			\$0	
Century Bond			\$0	
Other: Institutional - HCOM	\$75,000	\$275,000	\$350,000	
Other: Institutional - Advancement		\$300,000	\$300,000	
<b>Sub-Totals</b>	\$75,000	\$575,000	\$650,000	

Fiscal Year	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Schedule								
Activity			Design: Sep - Nov Constr: Jan - May					



# PERMANENT CAMPUS BOILERS

## EIP CONTEXT

- EIP Initiative budget remains at \$79M
- Permanent Campus boilers project part of planned EIP improvements at Lausche

EIP Summary		Done / In Progress / Expected	FY16	FY17	FY18	FY19	FY20	Subtotal	
Heating (Lausche)	Gas Line	Transition from Coal to Gas- Upgrade Gas line, use existing boilers							
		Gas Line Project	\$ 3,200,000					\$ 3,200,000	
	Temp. Boilers	Convert existing Coal Boilers (2 & 3) to Gas, add alt. fuel source							
		Connect to Oil System- TBD							
		Temporary Boilers	\$ 3,800,000						
		Fuel Farm	\$ 1,280,000						
		<b>Sub-Total:</b>	\$ 5,080,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,080,000
	Permanent Boilers	Identify and Correct Critical Lausche Systems - Phase 1 (keep work to a minimum)							
		Upgrade necessary plant support systems (electric, pumps, controls, metering, fuel delivery, piping/valves, breeching, stack)- Phase 2							
		Install (2) new 100,000 - 150,000 PPH Dual Fuel Boilers (Evaluate Load growth requirements)							
		Permitting Consultant	\$ 100,000	\$ 100,000	\$ 50,000				
		Permanent Boiler- Design/Pre-Purchase		\$ 1,750,000	\$ 4,000,000				
		Permanent Boiler- Construction			\$ 5,000,000	\$ 4,250,000			
		Lausche- Security Cameras			\$ 100,000				
		Lausche- Perimeter Fence			\$ 100,000				
		Balance of Plant and Controls				\$ 550,000			
		<b>Sub-Total:</b>	\$ 100,000	\$ 1,850,000	\$ 9,250,000	\$ 4,800,000	\$ -	\$ -	\$ 16,000,000
	<b>TOTAL:</b>	\$ 8,380,000	\$ 1,850,000	\$ 9,250,000	\$ 4,800,000	\$ -	\$ -	\$ 24,280,000	
	<b>PROGRAM TOTAL:</b>	\$22,190,000	\$ 3,400,000	\$15,585,000	\$15,486,000	\$13,339,000	\$ 9,000,000	\$ 79,000,000	



# PERMANENT CAMPUS BOILERS

## Background

March 2015  
(2015-3468)

### 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



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August 2015  
(2015-3505)

### Permanent Campus Boiler - Design Phase and Budget Amendment

- We seek approval to amend the previously authorized expenditures and total project budget of \$4M by an additional \$1.75M for design for total authorized expenditures of \$5.75M and request approval for a new total project budget of \$15M.
- The purpose of this project is to replace the existing coal boilers with permanent boiler equipment. The reason for the budget amendment is to fund the remainder of the project as the first request of \$4M was for equipment purchase only.
- This project is part of the FY2015-2016 approved CIP, Infrastructure Renewal, Deferred Maintenance, Energy Infrastructure Project Initiative, Line #4.
- Project Budget: \$15M
- Previously Approved: \$4M
  - Resolution 2015-3468 (March 2015 – equipment purchase approved)
- This Request: \$1.7M
- Funding Source: EIPI Debt



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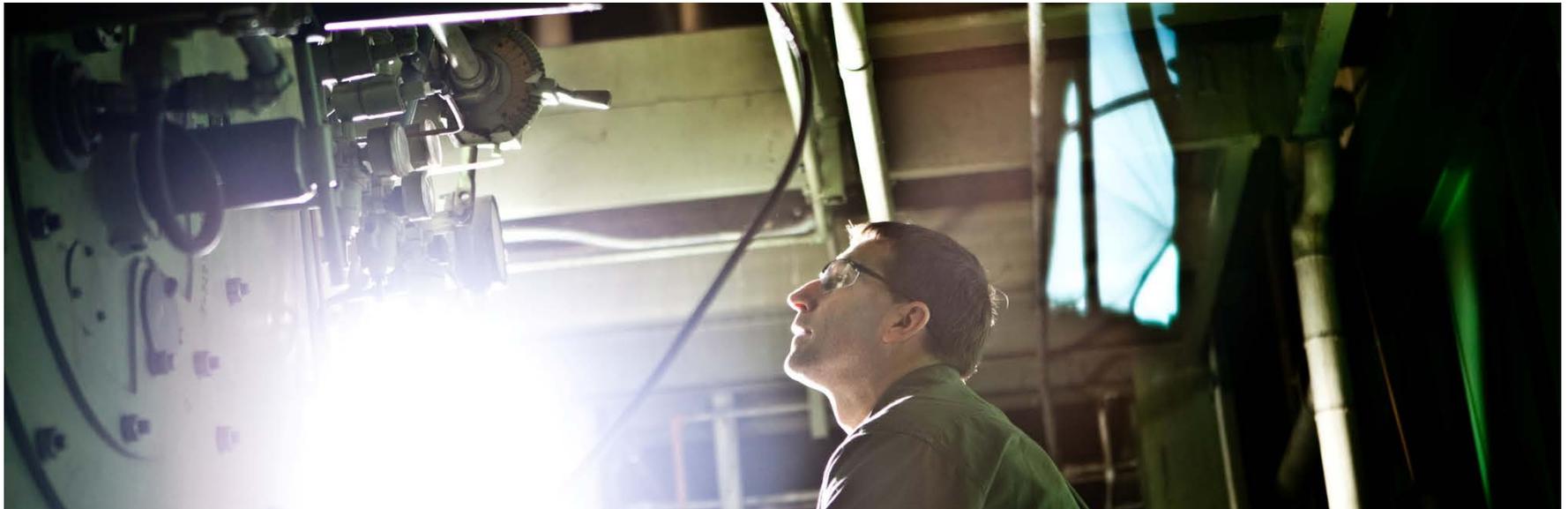
- Equipment pre-purchase approved by BoT at a cost of \$4M in March 2015
- Design Phase and Total Project Budget of \$15M approved by BoT in August 2015



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# PERMANENT BOILER PROJECT

## Request for Approval to Undertake Construction



### Background

- In Dec 2015, OU honored its commitment to decommission coal fired boilers using two temporary rented natural gas boilers.
- This project replaces rented boilers with permanent gas/fuel oil boilers.
- We are pre-purchasing the boilers to compress the schedule saving on rental fees.



# PERMANENT CAMPUS BOILERS

## Proposed Scope of Work

- Demolish existing brick main stack and related structures
  - Replace existing steel stack for boiler #4
- Remove coal boilers #2 and #3
- Install two new dual fuel boilers
  - Natural gas – primary fuel
  - Diesel fuel – secondary fuel
- Add four new steel stacks



# PERMANENT CAMPUS BOILERS

## Existing Site Conditions



# PERMANENT CAMPUS BOILERS

## Proposed Site Plan



# PERMANENT BOILER PROJECT

## Request for Approval to Undertake Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals and Increases	\$1,750,000	\$4,000,000	\$5,750,000	\$15,000,000
Current Board Request: Design through Construction	\$0	\$9,250,000	\$9,250,000	\$0
Next Phases	\$0	\$0	\$0	\$0
<b>Sub-Totals</b>	\$1,750,000	\$13,250,000	\$15,000,000	\$15,000,000
<i>Board Actions: 2015-3468; 2015-3505</i>				
<b>Fund Sources:</b>				
State Capital Appropriations			\$0	
State Capital Reappropriations			\$0	
Century Bond	\$1,750,000	\$13,250,000	\$15,000,000	
Other: Housing and Residence Life			\$0	
<b>Sub-Totals</b>	\$1,750,000	\$13,250,000	\$15,000,000	

Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule	●—●		●—●					
Activity	Design Jan - Sep	Constr Sep Start	Constr Oct End					



# RESIDENTIAL HOUSING ACCESS CONTROL PHASE IV

## Background

January 2015 BoT  
(2015-3454)

### Residential Housing Access Control Phase II & III – Design, Bid Documents and Construction

- We seek approval to undertake design, bid documents, and construction at a cost of \$2M.
- Purpose is to create card swipe access for residence hall occupants. Exterior and interior doors and frames will be replaced with electronically prepped doors and frames so card readers can be installed.
- Part of the FY2015 CIP as Residential Housing, Housing Minor Renovations, Project #3.
- Project Budget: \$2M
- Previously Approved: \$0
- This Request: \$2M
- Funding Source: Residential Housing Reserves

### Phase I

- Pickering
- Brown
- MacKinnon
- Crawford

### Phase II

- Bryan
- Tiffin
- Boyd
- James
- Convo
- Washington

### Phase III

- Gam
- Ryors
- Treudley
- Sargent
- Wilson



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# RESIDENTIAL HOUSING ACCESS CONTROL PHASE IV Project Outcomes



- Will increase security for residents
- Includes installation of card readers, monitoring doorways, electronic key banks and replacing failing doors, frames and hardware
- Buildings being considered for the upgrade include Scott Quad, Bromley, True, Smith, Atkinson, Armbruster, Weld and Voigt



# RESIDENTIAL HOUSING ACCESS CONTROL PHASE IV

## Approval to Undertake Design through Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals and Increases			\$0	
<b>Current Board Request: Design through Construction</b>	\$90,000	\$910,000	\$1,000,000	\$1,000,000
Next Phases			\$0	\$0
<i>Sub-Totals</i>	\$90,000	\$910,000	\$1,000,000	\$1,000,000
<b>Fund Sources:</b>				
State Capital Appropriations			\$0	
State Capital Reappropriations			\$0	
Century Bond			\$0	
Other: Housing and Residence Life	\$90,000	\$910,000	\$1,000,000	
<i>Sub-Totals</i>	\$90,000	\$910,000	\$1,000,000	

Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Schedule		●●●●	●●					
Activity		Design Sep - Dec	Constr May - Aug					



**RESOLUTION TO APPROVE EASEMENT FOR  
CONSTRUCTION OF ELECTRIC FACILITIES**

**RESOLUTION 2016-**

**WHEREAS**, the University's Southern campus has asked American Electric Power (AEP) to construct and upgrade electric facilities serving the Ohio Horse Park, which will accommodate new electric loads in the horse barn; and

**WHEREAS**, this construction and related improvements to the Horse Park are in the interest of the University and the surrounding community;

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees hereby approves the granting of an easement to AEP or its affiliate to allow for construction and maintenance of electric lines and related equipment in the area depicted in the attached map, 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:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Deborah J. Shaffer, Vice President for Finance and Administration, CFO and Treasurer

**Re:** **Approval of Easement to AEP for Construction of Electric Facilities**

This request seeks approval to grant an easement to American Electric Power or related operating company (“AEP”) to accommodate construction at the Ohio Horse Park, which is affiliated with the University’s Southern campus.

The Southern campus has asked AEP to construct and upgrade primary electric lines to serve the barn at the Horse Park. In the near future, the Horse Park will add new electric loads, including heated horse drinking pails, and thus will require expanded service. As part of this work, AEP will extend its overhead primary electric service and will install a new transformer. The easement area will total 0.139 acres. A supporting survey and legal description are enclosed with the resolution.

Please let me know if you have any questions regarding this matter.

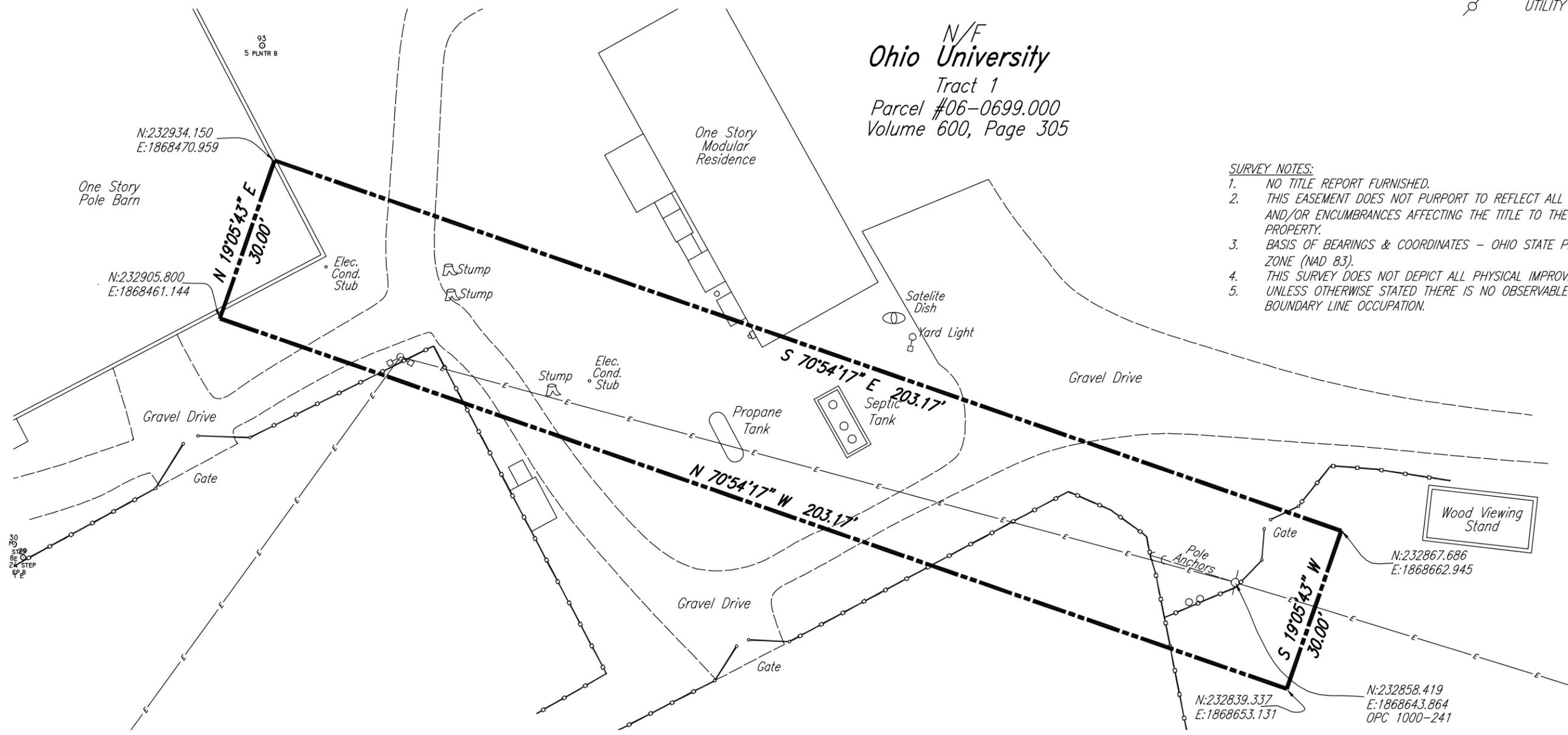
**LEGEND**

- N/F NOW OR FORMERLY
- R/W RIGHT OF WAY
- GRAVEL DRIVE
- WOOD FENCE
- E— OVERHEAD POWER
- LIGHT POLE
- UTILITY POLE



N/F  
**Ohio University**  
 Tract 1  
 Parcel #06-0699.000  
 Volume 600, Page 305

- SURVEY NOTES:
- NO TITLE REPORT FURNISHED.
  - THIS EASEMENT DOES NOT PURPORT TO REFLECT ALL EASEMENTS AND/OR ENCUMBRANCES AFFECTING THE TITLE TO THE SUBJECT PROPERTY.
  - BASIS OF BEARINGS & COORDINATES - OHIO STATE PLANE-SOUTH ZONE (NAD 83).
  - THIS SURVEY DOES NOT DEPICT ALL PHYSICAL IMPROVEMENTS.
  - UNLESS OTHERWISE STATED THERE IS NO OBSERVABLE EVIDENCE OF BOUNDARY LINE OCCUPATION.



*Loren R. Purdom*  
 LOREN R. PURDOM  
 PROFESSIONAL SURVEYOR #6067  
 STATE OF OHIO  
 DATE OF SURVEY: 11-11-2015

0	Date of Survey	11-06-2015
Rev.	Description	Date
Drawn By: L. R. Purdom		
Field: Tom Royal		
Scale: 1"=20'	Sheet Number: 1 of 1	

**EASEMENT SURVEY**  
**ON THE PROPERTY OF**  
**OHIO UNIVERSITY**  
 FRENCH GRANT LOT 19  
 Green Township, Scioto County, Ohio

1606 Dogwood Ridge Road  
 Wheelersburg, Ohio 45694  
 Telephone: (740) 574-2534  
 Telecopier: (740) 574-2535

Municipal, Industrial  
 Commercial, Residential  
 & Transportation

**Purdum & Associates, Inc.**  
 Consultants & Surveyors

**DESCRIPTION**  
**Easement Survey on the Property of**  
**Ohio University**  
**Easement Area 0.1399 Acres**

The following described real estate situated in the Township of Green, County of Scioto, State of Ohio and being more particularly described as follows:

Being a part of French Grant Lot 19 and being a part of Ohio University's parcel as recorded in volume 600 at page 305 and beginning at point designated as coordinate **North 232,867.686 feet, East 1,868,662.945 feet** on the Ohio State Plane South Zone, 1983 North American Datum System;

thence, **SOUTH 19°05'43" WEST, 30.00 feet** to a point;

thence, **NORTH 80°54'17" WEST, 203.17 feet** to a point;

thence, **NORTH 19°05'43" EAST, 30.00 feet** to a point;

thence, **SOUTH 80°54'17" EAST, 203.17 feet** to a point of beginning.

Containing 0.1399 acres and being a strip 30 feet wide by 203.17 feet in length

Subject to all legal easements.

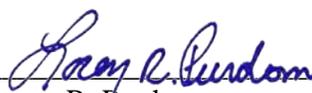
Bearings oriented to the Ohio State Plane-South Zone (NAD83) as observed from a static GPS solution and utilizing RTK GPS.

Being all of Tax Parcel #06-0699.000.

Being more particularly described and delineated on a plat attached hereto and made a part hereof and on file in the county engineer's office.

Aforesaid references recorded among the land records of Scioto County, Ohio.



  
Loren R. Purdom  
Professional Surveyor #6067  
State of Ohio  
Date of Survey- November 11, 2015



## **Interoffice Communication**

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Deborah J. Shaffer, Vice President for Finance and Administration, CFO and Treasurer

**Re:** **Approval of Amendments to East State Street Ground Leases**

In October 2014, this Board authorized the President and his designees to market and sell four University-owned properties along East State Street, including the parcels beneath Kroger and the Shoppes at Athens (*e.g.*, Petsmart, Jo-Ann Fabric, Goodwill). The University currently leases those parcels to a private developer. The Board's authorization appears at Resolution No. 2014-3438.

Since that time, the University has pursued the legally required process for selling state land. In the summer of 2015, the General Assembly authorized the sale, and the University is working with the Department of Administrative Services ("DAS") to prepare the parcels for marketing.

During this process, the University and DAS identified several terms of the existing ground leases that may be improved, including the annual base rent structure. With the help of an outside appraiser, we have determined that modifying these terms will enhance the value of the properties and make them more attractive to prospective buyers.

We expect to present you with a proposal for amended ground leases at the August meeting.

Please let me know if you have any questions regarding this matter.



## **Interoffice Communication**

**Date:** August 8, 2015

**To:** The President and Board of Trustees

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

**Re:** **University Dashboard Update**

In September of 2011, the senior leadership of Ohio University developed a university dashboard aligned with the strategic plan. The dashboard was designed to provide a brief overview of critical institutional information in an easily understood format that could be updated regularly and provide longitudinal and comparative benchmark data with peer institutions. It would be a mechanism for communicating the current state of Ohio University and the progress toward the strategic priorities outlined in the 4x4 strategic plan.

The University dashboard provides current information about high priority operations of Ohio University and indices of performance in key areas to the Board of Trustees and other stakeholders. The dashboard provides an overview of how Ohio University is accomplishing its strategic priorities to carry out its mission and vision. In addition, the dashboard measures our performance on these indicators compared to other 4-year public institutions in Ohio. For example, the vision to be the nation's best transformative learning community where students realize their promise is attained through the strategic priorities of inspired teaching and research dedicated to students' academic success and measured on the dashboard through assessments of student-faculty interaction and participation in the research and creative activity expo. Delivering on that promise is also assessed through measures of retention and graduation. The dashboard maps the performance indicators to the strategic priorities by color coding them to the relevant strategic priority in the strategic plan (e.g., Blue-Four fundamentals; Yellow-Enrollment; Pink-Total Compensation; Purple-Capital Campaign; Green-Financial Strength). And, in each case we have chosen indicators where comparative data is available for benchmarking. So, we know for example that the average first-year retention rate for four-year public institutions in the state of Ohio is 74.3% while our retention rate is 79.1% ranking us fourth in the state.

The Ohio University dashboard provides a clear snapshot to monitor our current performance tied to strategic priorities and goals (e.g., headcount, graduation rates, philanthropic gifts). The dashboard presents information in an easy to understand format. And, it can be used at all levels of the institution. While it is instrumental for the Board, the dashboard also provides institutional level data for others within the institution and serves as the framework for college and other planning unit

dashboards. These units have aligned their strategic plans with the university strategic plan and developed their dashboards to track key performance indicators in the college that reflect institutional and college level priorities.

The challenges of dashboards are that while the indicators present a snapshot, they signify more comprehensive information about data definitions, methods, data sources, and benchmarks. They do not provide information about what should be done as a result of the performance indices in key areas. Rather, they identify potential areas for discussion and opportunity (e.g., retention programs).

This presentation provides an update to the University Dashboard with indicators, trend data, and comparative data. Dr. Barbara Wharton, Associate Provost for Institutional Research and Effectiveness, and her office have compiled the information. The accompanying presentation provides analysis for a number of the indicators including explanations regarding directional changes and trend lines. As highlights, a couple of points are of particular interest:

- Ohio University has continued steady growth in undergraduate enrollment, with a 10.6% increase over the last five years (from 21,655 to 23,943) while the average enrollment for Ohio 4-year public institutions has decreased slightly during the same time period.
- Strong retention and graduation rates compared to IUC peer institutions.
- Positive quality indicators on input and output measures including ACT scores, student-faculty interaction, and expo participation.
- Ohio University has decreased the student-faculty ratio to 18:1, a decrease from 20:1 five years ago.



# OHIO UNIVERSITY

### First-Year Retention

**79.1%**

Percentage of new freshman who return for a second year

**Past Performance**

2010	2011	2012	2013	2014
80.1%	79.3%	78.8%	80.2%	79.1%

*Average for Ohio Four-year Public Institutions*

72.1%	68.8%	71.0%	74.3%	NA
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### Six-Year Graduation Rates

**67%**

Percentage of new Athens Campus freshman graduating within six years

**Past Performance**

2005	2006	2007	2008	2009
65%	64%	67%	67%	67%

*Average for Ohio Four-year Public Institutions*

46%	48%	48%	50%	NA
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### Four-Year Graduation Rates

**44%**

Percentage of new Athens Campus graduating within six years

**Past Performance (Undergraduate)**

2007	2008	2009	2010	2011
48%	49%	48%	46%	44%

*Average for Ohio Four-year Public Institutions*

25.8%	28.7%	NA	NA	NA
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### Degrees Granted

**6,970**

Number of undergraduate degrees awarded

**Past Performance**

2010/11	2011/12	2012/13	2013/14	2014/15
5,318	6,212	6,844	7,120	6,970

*Average for Ohio Four-year Public Institutions*

3,584	3,849	3,807	3,976	4,146
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### ACT Composite

**24.1**

Mean ACT score for new freshman

**Past Performance**

2011	2012	2013	2014	2015
23.6	24.0	24.0	23.9	24.1

*Average for Students in Ohio*

21.8	22.0	23.1	23.1	NA
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### Student-Faculty Interaction

**21.1 & 26.8**

**National Survey of Student Engagement (NSSE)**  
Scaled score for four survey items related to student interaction with faculty beyond required classtime

Scaled Score	2009	2012	2015
OHIO Freshmen	Scale revised in 2014		21.1
Carnegie Freshmen			19.5
OHIO Seniors			26.8
Carnegie Seniors			23.2

### Student-Faculty Ratio

**18**

Undergraduate and graduate FTE to FTE Faculty

**Past Performance (freshman)**

2011-12	2012-13	2013-14	2014-15	2015-16
20	19	18	18	18

*Average for Ohio Four-year Public Institutions*

18	19	18	18	NA
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### Group I Faculty

**72%**

Percentage of full-time tenured and tenure-track faculty as a percentage of full-time faculty

**Past Performance**

2011	2012	2013	2014	2015
80%	79%	74%	73%	72%

*Average for Ohio Four-year Public Institutions*

79.0%	78.0%	73.0%	72.4%	NA
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### Research & Creative Activity Expo

**840 Students**

Participation in research and creative activity expo

**Past Performance (number of students)**

2012	2013	2014	2015	2016
610	652	798	804	840

### Grants and Contracts

**\$46.8 million**

Amount of sponsored funding received in the form of grants and contracts from public and private sources (restated to remove external financial aid allocated directly to students based on eligibility)

**Past Performance (in \$ millions)**

FY12	FY13	FY14	FY15*	FY16*
\$57.1	\$52.1	\$45.9	\$47.8	\$46.8

\*Forecasted

### Undergraduate Headcount

**23,943**

Athens headcount enrollment, fall term, includes online

**Past Performance**

2011	2012	2013	2014	2015
21,655	22,685	23,504	23,571	23,943

*Average for Ohio Four-year Public Institutions*

17,914	17,049	17,006	16,928	NA
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### Average Faculty Compensation

**\$102.5 to \$146.2 (in thousands)**

Mean Group I faculty salary and benefits for 2015/2016

	Professor	Associate	Assistant
OU Average	\$ 146.2	\$ 113.4	\$ 102.5
Ohio Average	\$ 144.3	\$ 110.9	\$ 97.2

### Group I Faculty Retention

**91%**

Percentage of Group I Faculty Continuing their Employment

**Past Performance**

2010/11	2011/12	2012/13	2013/14	2014/15
92%	92%	93%	94%	91%

### Philanthropic Gifts

**31.2M million**

Charitable contributions of cash and property directed to the University and Foundation

**Past Performance (in \$ millions)**

2010/11	2011/12	2012/13	2013/14	2013/14
\$28.3	\$25.3	\$14.0	\$27.0	31.2M

### Senate Bill 6 Composite

**3.9**

Composite Score based on viability, net income and primary reserve ratios

FY11	FY12	FY13	FY14	FY15
4.2	4.7	4.7	4.7	3.9

*Average for Ohio Four-year Public Institutions*

3.8	4.0	3.7	3.8	3.4
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### Primary Reserve Ratio

**48.4%**

Expendable net assets as a percentage of total annual expenditures

**Past Performance**

FY11	FY12	FY13	FY14	FY15
42.3%	50.0%	51.0%	52.5%	48.4%

*Average for Ohio Four-year Public Institutions*

42.6%	43.4%	45.0%	48.8%	44.9%
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### Debt Burden Ratio

**5.6%**

Annual debt service as a percentage of total operating expenditures (University consolidated activities)

**Past Performance**

FY11	FY12	FY13	FY14	FY15
3.4%	3.7%	3.5%	4.5%	5.6%

*KPMG recommends a debt burden ratio of between 5.0% and 6.0%*

### Investment Performance

**-1.1%**

Investment return on the University's diversified pool which includes its endowments and a portion of working capital

**Past Performance**

FY11	FY12	FY13	FY14	FY15
19.0%	-0.2%	11.9%	16.7%	-1.1%

*NACUBO Endowment Study Average 2.4%*

### Dashboard Key:

**Connections to 4x4 Strategic Plan**

	Four Fundamentals
	Enrollment
	Total Compensation
	Capital Campaign
	Financial Strength

# Academic Quality: The University Dashboard

Tab



**OHIO**  
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# Why Use a Dashboard?

- Snapshot of performance indicators on priorities identified on the 4x4 strategic plan
- Thumbnail description of academic quality performance indicators
- Data on key performance indicators needed to fulfill the fiduciary responsibilities of the trustees
- Indicators directly tie to the Presidents goals including retention, graduation, and academic strength of incoming students.



# University Dashboard

## August 2016 Update

### First-Year Retention

**79.1%**

Percentage of new freshman who return for a second year

Past Performance					
2010	2011	2012	2013	2014	
80.1%	79.3%	78.8%	80.2%	79.1%	

Average for Ohio Four-year Public Institutions  
72.1% 68.8% 71.0% 74.3% NA

### Student-Faculty Interaction

**21.1 & 26.8**

National Survey of Student Engagement (NSSE)  
Scaled score for four survey items related to student interaction with faculty beyond required classtime

Scaled Score			
	2009	2012	2015
OHIO Freshmen			21.1
Carnegie Freshmen	Scale revised in 2014		
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Average for Ohio Four-year Public Institutions  
17,914 17,049 17,006 16,928 NA

### Primary Reserve Ratio

**48.4%**

Expendable net assets as a percentage of total annual expenditures

Past Performance					
FY11	FY12	FY13	FY14	FY15	
42.3%	50.0%	51.0%	52.5%	48.4%	

Average for Ohio Four-year Public Institutions  
42.6% 43.4% 45.0% 48.8% 44.9%

### Six-Year Graduation Rates

**67%**

Percentage of new Athens Campus freshman graduating within six years

Past Performance					
2005	2006	2007	2008	2009	
65%	64%	67%	67%	67%	

Average for Ohio Four-year Public Institutions  
46% 48% 48% 50% NA

### Student-Faculty Ratio

**18**

Undergraduate and graduate FTE to FTE Faculty

Past Performance (freshman)					
2011-12	2012-13	2013-14	2014-15	2015-16	
20	19	18	18	18	

Average for Ohio Four-year Public Institutions  
18 19 18 18 NA

### Average Faculty Compensation

**\$102.5 to \$146.2 (in thousands)**

Mean Group I faculty salary and benefits for 2015/2016

	Professor	Associate	Assistant
OU Average	\$ 146.2	\$ 113.4	\$ 102.5
Ohio Average	\$ 144.3	\$ 110.9	\$ 97.2

### Debt Burden Ratio

**5.6%**

Annual debt service as a percentage of total operating expenditures (University consolidated activities)

Past Performance					
FY11	FY12	FY13	FY14	FY15	
3.4%	3.7%	3.5%	4.5%	5.6%	

KPMG recommends a debt burden ratio of between 5.0% and 6.0%

### Four-Year Graduation Rates

**44%**

Percentage of new Athens Campus graduating within six years

Past Performance (Undergraduate)					
2007	2008	2009	2010	2011	
48%	49%	48%	46%	44%	

Average for Ohio Four-year Public Institutions  
25.8% 28.7% NA NA NA

### Group I Faculty

**72%**

Percentage of full-time tenured and tenure-track faculty as a percentage of full-time faculty

Past Performance					
2011	2012	2013	2014	2015	
80%	79%	74%	73%	72%	

Average for Ohio Four-year Public Institutions  
79.0% 78.0% 73.0% 72.4% NA

### Group I Faculty Retention

**91%**

Percentage of Group I Faculty Continuing their Employment

Past Performance					
2010/11	2011/12	2012/13	2013/14	2014/15	
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### Investment Performance

**-1.1%**

Investment return on the University's diversified pool which includes its endowments and a portion of working capital

Past Performance					
FY11	FY12	FY13	FY14	FY15	
19.0%	-0.2%	11.9%	16.7%	-1.1%	

NACUBO Endowment Study Average 2.4%

### Degrees Granted

**6,970**

Number of undergraduate degrees awarded

Past Performance					
2010/11	2011/12	2012/13	2013/14	2014/15	
5,318	6,212	6,844	7,120	6,970	

Average for Ohio Four-year Public Institutions  
3,584 3,849 3,807 3,976 4,146

### Research & Creative Activity Expo

**840 Students**

Participation in research and creative activity expo

Past Performance (number of students)					
2012	2013	2014	2015	2016	
610	652	798	804	840	

### Philanthropic Gifts

**31.2M million**

Charitable contributions of cash and property directed to the University and Foundation

Past Performance (in \$ millions)					
2010/11	2011/12	2012/13	2013/14	2013/14	
\$28.3	\$25.3	\$14.0	\$27.0	31.2M	

### Dashboard Key:

**Connections to 4x4 Strategic Plan**

- Four Fundamentals
- Enrollment
- Total Compensation
- Capital Campaign
- Financial Strength

### ACT Composite

**24.1**

Mean ACT score for new freshman

Past Performance				
2011	2012	2013	2014	2015
23.6	24.0	24.0	23.9	24.1

Average for Students in Ohio  
21.8 22.0 23.1 23.1 NA

### Grants and Contracts

**\$46.8 million**

Amount of sponsored funding received in the form of grants and contracts from public and private sources (restated to remove external financial aid allocated directly to students based on eligibility)

Past Performance (in \$ millions)					
FY12	FY13	FY14	FY15*	FY16*	
\$57.1	\$52.1	\$45.9	\$47.8	\$46.8	

\*Forecasted

### Senate Bill 6 Composite

**3.9**

Composite Score based on viability, net income and primary reserve ratios

FY11	FY12	FY13	FY14	FY15	
4.2	4.7	4.7	4.7	3.9	

Average for Ohio Four-year Public Institutions  
3.8 4.0 3.7 3.8 3.4



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# Monitoring Changes in the Dashboard Indicators

	Most Current OHIO	OHIO 5 year average	Most Current Ohio Public
First-Year Retention	79.1%	79.5%	74.3%
Six Year Graduation Rate	67%	66%	50%
Four Year Graduation Rate	44%	47%	28.7%
Degrees Granted	6,970	6,493	4,146
ACT Composite	24.1	23.9	23.1
Student-Faculty Ratio	18:1	19:1	18:1
Group 1 Faculty	72%	75.6%	72.4%
Research and Creative Activity Expo Participation	840 students	741 students	Not applicable
Grants and Contracts	\$46.8 M	\$49.9 M	Not available



# First-Year Retention

- Overall retention on Athens campus moved from 80.2% (2013 cohort) to 79.1% (2014 cohort), returning to rates similar to the 2012 cohort.
- The retention rate of African-American students increased by 5% (from 75% to 80%) from the 2012 to 2013 cohorts. This increase was maintained at the 80% for the 2014 cohort.
- The retention rate of first-generation students for the 2014 cohort decreased by 3%, returning to its prior rate of 76%.
- Preliminary projections look positive.



# First-Year Retention

- Of the 33% of students who do not graduate within six years, more than half (61%) leave before the sophomore year.
- Many investments have been made to support new students including:
  - additional college success advisers hired for the colleges
  - Starfish is being implemented to expand the prior Mapworks project to include regional and on-line students this year, upper level students
  - additional focus on analytics



# Six-Year Graduation Rates

- Six-year graduation rate remained at 67%
  - OHIO is third in the state for public four year institutions.
- Four-year graduation rate at 44%
  - OHIO is third in the state for public four year institutions.
- Historically, efforts have focused on first year students but recent investments specifically target upper class students to encourage 4-year graduation.



# Four-Year Graduation Rate

- Efforts and investments intended to specifically impact 4-year graduate rates:
  - Tuition Guarantee
  - Development of 3-year pathways
  - Implementation of College Credit Plus
  - Partnership in a national grant effort with the University of Virginia and Persistence Plus, that will research the use of nudging to support and encourage upper classmen to stay on track for graduation.



# Degrees Granted



- Consistent with enrollment increases
- Increase in eLearning bachelor's degrees
- Trend anticipated to continue consistent with the enrollment plan
- Ranking in Degrees Granted
  - Bachelor's degrees – 2<sup>nd</sup> behind OSU
  - All non-medical degrees – 3<sup>rd</sup> behind OSU and UC



# ACT Composite

- Average ACT increased slightly from 2014 to 2015 for the entering class, from 23.9 to 24.1
- Recruitment efforts
- Quality of academic programs



# Student-Faculty Interaction

- The National Survey of Student Engagement (NSSE)
- Overall, OHIO did best compared to our peers in ‘student-faculty interaction’ and ‘collaborative learning’.



# Student-Faculty Interaction

## First-Year Students

<i>Theme</i>	<i>Engagement Indicator</i>	Your first-year students compared with Peer Institutions *	Your first-year students compared with Carnegie Class	Your first-year students compared with NSSE 2013 & 2014
<i>Academic Challenge</i>	Higher-Order Learning	▲	--	--
	Reflective & Integrative Learning	▲	--	--
	Learning Strategies	▲	--	--
	Quantitative Reasoning	▼	--	--
<i>Learning with Peers</i>	Collaborative Learning	--	▲	▲
	Discussions with Diverse Others	--	▼	▼
<i>Experiences with Faculty</i>	Student-Faculty Interaction	--	▲	--
	Effective Teaching Practices	--	--	--
<i>Campus Environment</i>	Quality of Interactions	--	--	--
	Supportive Environment	--	--	▲

\* Ohio University Peers that participated in the study

- ▲ **Your students' average** was significantly higher ( $p < .05$ ) with an effect size at least .3 in magnitude.
- ▲ **Your students' average** was significantly higher ( $p < .05$ ) with an effect size less than .3 in magnitude.
- No significant difference.
- ▼ **Your students' average** was significantly lower ( $p < .05$ ) with an effect size less than .3 in magnitude.
- ▼ **Your students' average** was significantly lower ( $p < .05$ ) with an effect size at least .3 in magnitude.



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# Student-Faculty Ratio

- Student faculty ratio at 18:1
- Ratio is now at the same level as state comparison



# Group 1 Faculty

- Percentage of full-time Group 1 Faculty declined slightly from last year, consistent with other state institutions.
- Staffing to respond to college needs



# Research and Creative Activity Expo Participation



- Continued increase in participation in 2016
- Undergraduate research culture
- Current venue has reached the maximum capacity



# Grants and Contracts

- Includes private grants and contracts
- Includes capital grants and gifts



# 5 Year Enrollment Trend (Fall 2011-2015)

All areas have increased during this five year period.

- Undergraduate headcount on Athens campus has increased by 10.6% from 21,655 to 23,943.
  - eLearning increased by 37% to 5,978 students
  - Traditional increased by 3.8% to 17,965 students
- Medical enrollment increased by 45% to 712 through expansion to Dublin and Cleveland.
- Graduate enrollment increased by 23% through the growth of on-line programs.
- Regional enrollment increased by 4.2%, partly through the College Credit Plus program.



# Enrollment Trends



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## **Interoffice Communication**

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Jason B. Pina, Vice President for Student Affairs

**Re:** **Community Standards Update**

I have attached for your information the annual four-year comparison of conduct cases and a four-year comparison of conduct offenses.

Most notably you will find:

- Total number of cases decreased from 2014-15
- Continued decrease in the number of cases involving physical harm or threat of physical harm to others
- The number of cases involving alcohol and other drugs has, after years of steady increases, decreased from 2014-15
- Academic misconduct violations have increased from 2014-15

I look forward to reviewing this information with you at the August board meeting and sharing factors that may be influencing these trends.

I will be happy to answer any questions you may have about these documents prior to or during the meeting.

**OFFICE OF COMMUNITY STANDARDS AND STUDENT RESPONSIBILITY  
2015-16 COMPARISON OF CONDUCT CASES**

This summary reflects the total number of cases referred thus far to the Community Standards process for the 2015-16 academic year and their disposition\*. Data for the fall semesters of academic years 2012-13, 2013-14 and 2014-15 are included for comparison purposes. To calculate the data for 2015-16, CSSR looked at referrals received between August 20, 2015 (the day the residence halls opened for the Fall 2015-16 semester) through July 20, 2016.

	<u>2015-16</u>		<u>2014-15</u>		<u>2013-14</u>		<u>2012-13</u>	
<b>Total Cases Referred</b>	2155		2389		2486		2127	
<b>Case Disposition</b>								
<b>Reprimand</b>	136	6.3%	138	5.8%	128	5.1%	89	4.2%
<b>Probation</b>	1051	48.8%	1183	49.5%	1333	53.6%	1270	59.7%
<b>Suspension</b>	37	1.7%	47	2.0%	48	1.9%	92	4.3%
<b>Expulsion</b>	5	0.2%	1	0.0%	2	0.1%	7	0.3%
<b>Medical Emergency Assistance</b>	27	1.3%	28	1.2%	12	0.5%	15	0.7%
<b>Not In Violation</b>	720	33.4%	813	34.0%	840	33.8%	501	23.6%
<b>Pending Cases**</b>	179	8.3%	179	7.5%	123	5.0%	153	7.2%
<b>Total</b>	2155	100.0%	2389	100.0%	2486	100.0%	2127	100.0%

\*\*96 of the 179 open cases from 2015-16 are holds, where students are not currently enrolled or have indicated they are not returning. The open cases still listed for previous years are also holds for students who have not returned.

**Case Resolved by**

<b>Notification of Report</b>	76	3.5%						
<b>Sexual Misconduct Process</b>	24	1.1%	21	0.9%				
<b>Community Standards Conference</b>	1696	78.7%	1910	79.9%	2184	87.9%	1680	79.0%
<b>Administrative Hearing</b>	146	6.8%	242	10.1%	150	6.0%	227	10.7%
<b>University Hearing Board</b>	34	1.6%	37	1.6%	29	1.2%	67	3.1%
<b>Cases Still Open</b>	179	8.3%	179	7.5%	123	4.9%	153	7.2%
<b>Total</b>	2155	100.0%	2389	100.0%	2486	100.0%	2127	100.0%
<b>Appeal Boards</b>	38	1.8%	53	2.2%	43	1.7%	108	5.1%
<b>Vice Presidential Appeal</b>	14	0.6%	17	0.7%	15	0.6%	38	1.8%

\*as of July 20, 2016

## OFFICE OF COMMUNITY STANDARDS AND STUDENT RESPONSIBILITY

### 2015-16 SUMMARY OF CHARGES - COMPARISON

This summary reflects the number of times particular violations of the *Student Code of Conduct* appeared on formal complaints for academic years 2012-13, 2013-14, 2014-15 and 2015-16.\* It should be noted that this data relates to charges, not the number of cases referred to the Community Standards process (individual cases often contain multiple charges). To calculate the data for 2015-16, CSSR looked at referrals received between August 20, 2015 (the day the residence halls opened for the Fall 2015-16 semester) through July 20, 2016. As the *Student Code of Conduct* changed dramatically as of August 19, 2015, the comparison below contains only the current *Student Code of Conduct* charges that can be directly mapped to charges in the previous *Code* in order to provide for accurate comparison.

Charge	2015-16	2014-15	2013-14	2012-13
D01 Academic Misconduct - TOTAL	122	70	108	95
D02a Possessing/Providing False and Misleading Information - Furnishing False Information	34	76	39	40
D03a Alcoholic Beverages Violation - Unauthorized Use and/or Possession	1099	1326	1034	916
D03d Alcoholic Beverages Violation - Misconduct	395	327	307	367
D04a Controlled Substance and/or Drug Violation - Use and/or Possession of Marijuana	565	615	448	303
D05c Disruptive Conduct - Failure to Comply	172	220	209	124
D05e Disruptive Conduct - Safety Equipment	36	50	81	50
D06a Harmful Behavior - Harm/Threat	81	172	158	182
D06c Harmful Behavior - Discrimination	1	0	2	0
D0b Theft - TOTAL	45	27	44	33
D10a Damage to Property	46	38	42	59
D11 Possession of Weapons and/or Dangerous Materials - TOTAL	2	7	3	5
D12a Misuse of Keys and/or Access Device	16	5	9	3
D14a Misuse of University Facilities - Misuse or Authorized Use	21	15	5	9
D15a Violation of Ohio University Student Housing Handbook	405	470	431	250
D17a Violation of Law	40	95	75	114

\* as of July 20, 2016

# Office of Community Standards and Student Responsibility

## Student Sexual Misconduct, Stalking and Relationship Violence Process

Below is a summary of the matters resolved through the Student Sexual Misconduct, Stalking and Relationship Violence Process for the 2014-15 and 2015-16 academic years.

### 2014-2015

**Total Number of Cases**           **21**  
                   Cases Resolved            **21**

### 2015-2016

**Total Number of Cases**           **31**  
                   Cases Resolved                **24**  
                   Pending Cases                   **7**

### Findings by Charge (2014-15)

*One case may have multiple charges associated with it.*

	Accepted Responsibility	Hearing In Violation	Hearing Not In Violation	Pending	Total
<b>Sexual Exploitation</b>	1	0	0	0	1
<b>Sexual Harassment by Hostile Environment</b>	3	6	2	0	11
<b>Non Consensual Sexual Contact</b>	0	0	5	0	5
<b>Non Consensual Sexual Intercourse</b>	0	2	6	0	8
<b>Total</b>	4	8	13	0	25

*\*Dating Violence, Domestic Violence and Stalking were not separate charges in the 2014-15 academic year. Those cases were charged as Sexual Harassment by Hostile Environment.*

### Findings by Charge (2015-16)

*One case may have multiple charges associated with it.*

	Accepted Responsibility	Hearing In Violation	Hearing Not In Violation	Pending	Total
<b>Sexual Exploitation</b>	0	0	0	1	1
<b>Sexual Harassment by Hostile Environment</b>	3	4	5	3	15
<b>Non Consensual Sexual Contact</b>	2	7	8	5	22
<b>Non Consensual Sexual Intercourse</b>	0	5	4	4	13
<b>Dating Violence</b>	0	1	0	1	2
<b>Domestic Violence</b>	0	0	0	1	1
<b>Stalking</b>	0	0	1	0	1
<b>Total</b>	5	17	18	15	55

### Sanctions by Case

Year	No Finding On Any Charge	Probation	Suspension	Expulsion	Pending	Total
<b>2015-16</b>	10	2	6	5	7	31
<b>2014-15</b>	10	5	5	1	0	21

*\*as of July 20, 2016*

### Appeals by Case

Either party may submit an appeal of the outcome. Grounds for appeal are limited to: Inappropriate sanction, procedural defect in the original hearing, and/or presence of new evidence that was not available at the time of the hearing.

Year	No Appeal	Appeal Submitted, Result: Decision Upheld	Appeal Submitted, Result: Matter Returned for Re-Hearing	Appeal Submitted, Decision Pending
2015-16	19	3	1	1
2014-15	14	6	1	0

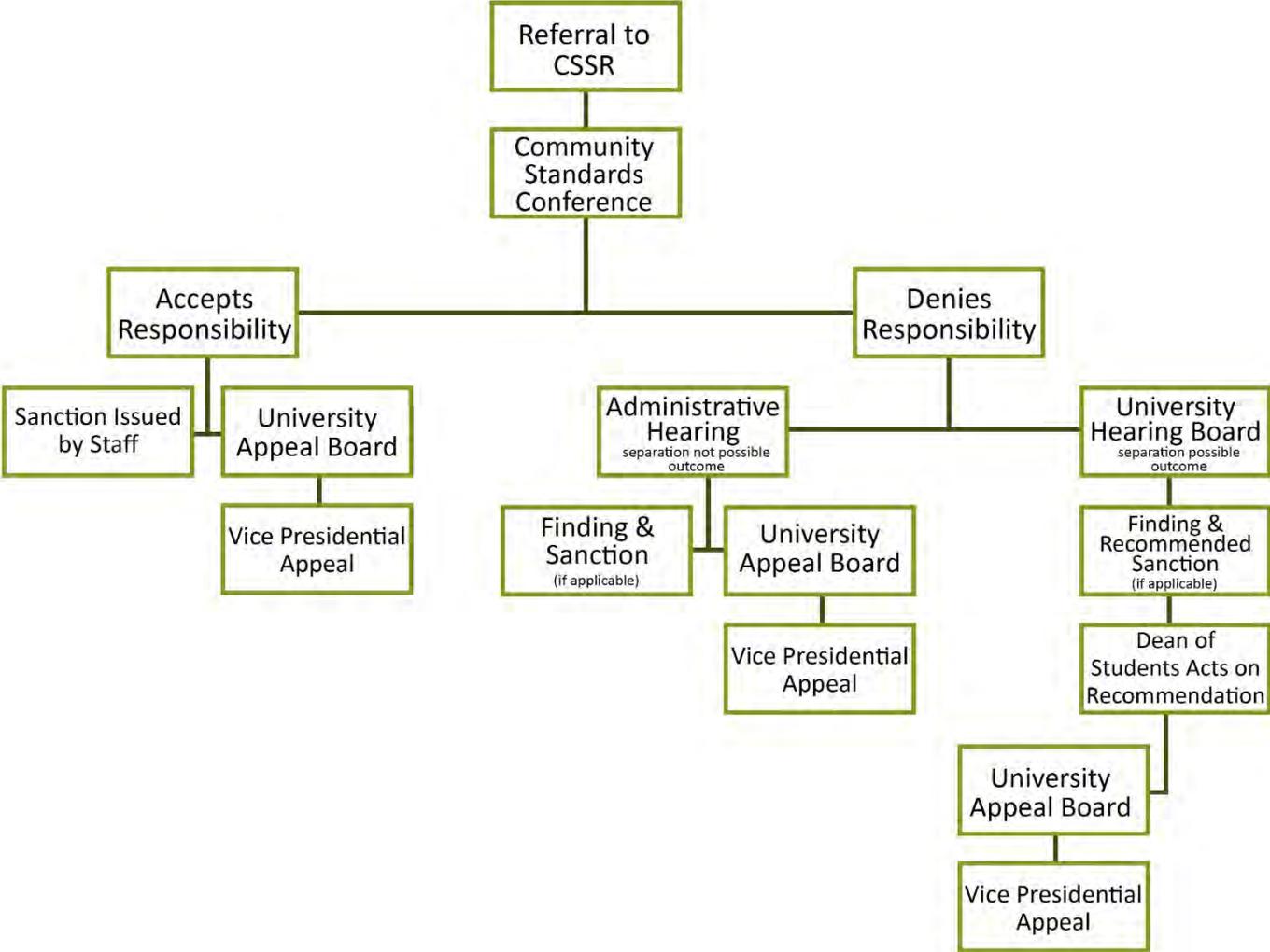
# Community Standards Update

Tab



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# Student Code of Conduct Process



# Conduct Case Comparison

- Overall cases have decreased
  - 30% decline since 2005-06
  - Complexity of cases increasing
- Proportion of case dispositions (how cases are resolved) remains consistent
- New case disposition type added in 2015-16
- Proportion of cases resulting in appeal remains consistent
  - Between 1.8% and 2.2% over last 3 years

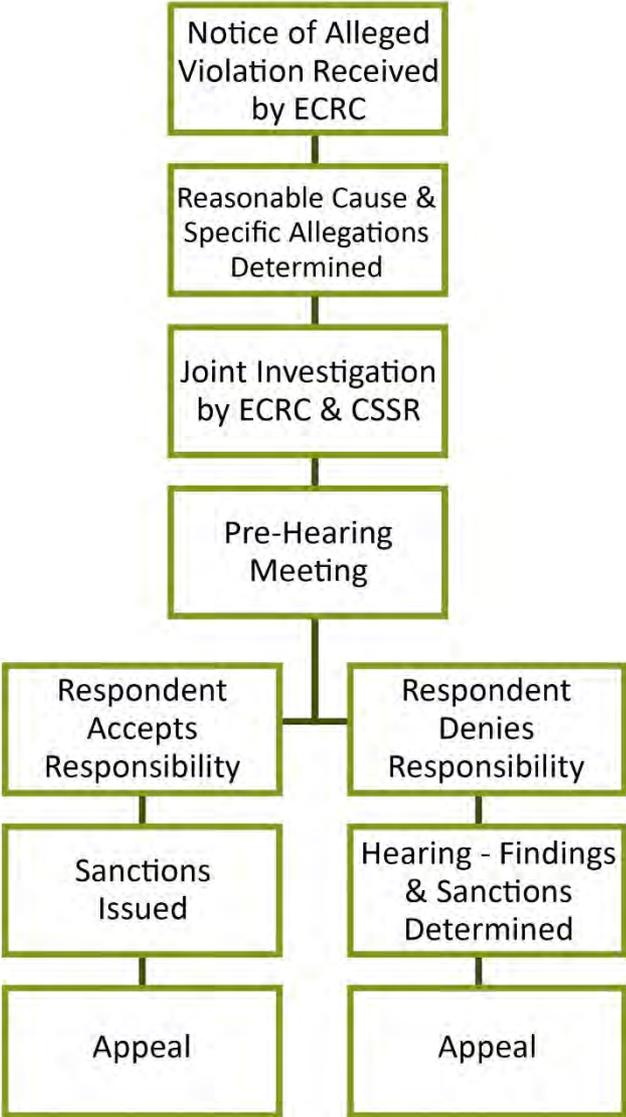


# Conduct Case Comparison

- Academic misconduct up 57%
  - Large number of referrals from a single course
- Overall alcohol violations declined
  - 10% drop, mostly low-level offenses
  - 17% increase in higher risk behaviors
- Drug related charges decreased by 8%
  - Mostly possession of marijuana and/or paraphernalia
- Shift in incoming student population
  - Healthier behavior related to drugs and alcohol
- Charges related to fighting decreased 53%
  - Possibly related to overall reduction in alcohol violations



# Student Sexual Misconduct Process



# Sexual Misconduct Process

- 2<sup>nd</sup> year using joint investigative process with Equity & Civil Rights Compliance
  - Process changed in 2014 based on best practices and recommendations from diverse team of university experts
- Total number of cases is up
- Appeal rate is low – 20%
  - While higher than percentage for general conduct cases, is on the lower end nationally for sexual misconduct cases



# Code Review

Built into the Code that the Board approved in January of 2015 is a two-year review process. We have already begun this process and want to give you an update on our timeline:

- Early Fall – Identify areas that need improvement
- Mid Fall – Gather feedback
- Late Fall – Draft code available for public comment; Meet with Undergraduate, Graduate and Faculty Senates to present any changes and solicit feedback
- Spring – Finalize community feedback; submit to Board for review, feedback, and ultimately a vote



# Questions?



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## **Interoffice Communication**

**Date:** August 8, 2016

**To:** The President and Board of Trustees

**From:** Pamela J. Benoit, Executive Vice President and Provost and  
Jason Pina, Vice President for Student Affairs

**Re:** **Update on Policies and Programs**

The University of Chicago has developed a Statement on Free Speech that has received national attention. By comparison, OHIO has an integrated approach that includes clear reference to protected speech across many policies. Some advantages of OHIO's approach:

- Focuses on academic environment
- Places emphasis on learning, principled inquiry and research, diversity of thought and civility in classroom and co-curricular activities
- Provides specific guidance for use of facilities and outdoor spaces
- Assumes all expression is lawful and protected unless regulated for specific health, safety, and wellbeing of students, faculty, staff, and visitors; or to protect university property.

Many educational opportunities to inform and encourage students are planned for Fall Semester 2016.

# Update on Policies and Programs

Tab



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# OHIO Policies that protect Freedom of Expression

“The University fully recognizes the right of all students to seek knowledge, debate and freely express their ideas. Discourse and disagreement are fundamental components of any academic endeavor, and students will not be subject to disciplinary action for their lawful expression of ideas. “

*--Student Code of Conduct Section A “Mission” (Revised January 23, 2015; Effective August 19, 2015)*



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# OHIO Policies that protect Freedom of Expression

“Liberally educated students are curious about new intellectual questions, open to alternative ways of viewing a situation or a problem, disciplined to follow intellectual methods to conclusions, capable of accepting criticism from others, tolerant of ambiguity, and respectful of others with different views. They understand and accept the imperative of academic honesty. Building such intellectual and personal capacities is the right way to warn students of the inappropriateness and dangers of indoctrination, help them see through the distortions of propaganda, and enable them to assess judiciously the persuasiveness of powerful emotional appeals. Emphasizing the quality of analysis helps students see why unwelcome views need to be heard rather than silenced.”

--*Student Handbook “Academic Freedom: Rights and Responsibilities for Faculty and Students at Ohio University* (<https://www.ohio.edu/students/handbook/policies/index.cfm>)



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# Two approaches

## University of Chicago

*Because the University is committed to free and open inquiry in all matters, it guarantees all members of the University community the broadest possible latitude to speak, write, listen, challenge, and learn.*

## OHIO

The common good depends upon the free search for truth and its free exposition.

*-Faculty Handbook Section I (A) (1)*

“A university is a dedicated social place where a variety of competing claims to truth can be explored and tested, free from political interference.”

*--Student Handbook “Academic Freedom: Rights and Responsibilities for Faculty and Students at Ohio University*

*(<https://www.ohio.edu/students/handbook/policies/index.cfm>)*



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# Two approaches

## University of Chicago

*Except insofar as limitations on that freedom are necessary to the functioning of the University, the University of Chicago fully respects and supports the freedom of all members of the University community “to discuss any problem that presents itself.”*

## OHIO

“To develop their own critical judgment, students also need the freedom to express their ideas publicly as well as repeated opportunities to explore a wide range of insights and perspectives”

--Student Handbook “Academic Freedom: Rights and Responsibilities for Faculty and Students at Ohio University  
(<https://www.ohio.edu/students/handbook/policies/index.cfm>)



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# Two approaches

## University of Chicago

*Of course, the ideas of different members of the University community will often and quite naturally conflict. But it is not the proper role of the University to attempt to shield individuals from ideas and opinions they find unwelcome, disagreeable, or even deeply offensive. Although the University greatly values civility, and although all members of the University community share in the responsibility for maintaining a climate of mutual respect, concerns about civility and mutual respect can never be used as a justification for closing off discussion of ideas, however offensive or disagreeable those ideas may be to some members of our community.*

## OHIO

“Students are more likely to develop cognitive complexity when they frequently interact with people, views, and experiences that are different from their own. In a learning context, everyone must respect those who disagree with themselves and also maintain an atmosphere of civility. Anything less creates a hostile environment that limits intellectual diversity and, therefore, the quality of learning. Students require a safe environment in order to feel free to express their own views.”

*--Student Handbook “Academic Freedom: Rights and Responsibilities for Faculty and Students at Ohio University  
(<https://www.ohio.edu/students/handbook/policies/index.cfm>)*



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# Two approaches

## University of Chicago

*The freedom to debate and discuss the merits of competing ideas does not, of course, mean that individuals may say whatever they wish, wherever they wish. The University may restrict expression that violates the law, that falsely defames a specific individual, that constitutes a genuine threat or harassment, that unjustifiably invades substantial privacy or confidentiality interests, or that is otherwise directly incompatible with the functioning of the University. In addition, the University may reasonably regulate the time, place, and manner of expression to ensure that it does not disrupt the ordinary activities of the University.*



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In a learning context, everyone must respect those who disagree with themselves and also maintain an atmosphere of civility. Anything less creates a hostile environment that limits intellectual diversity and, therefore, the quality of learning. Students require a safe environment in order to feel free to express their own views. They must have confidence that they will not be subjected to ridicule by either students or professors.

--*Student Handbook "Academic Freedom: Rights and Responsibilities for Faculty and Students at Ohio University* (<https://www.ohio.edu/students/handbook/policies/index.cfm>)

# Two approaches

University of Chicago

OHIO

However, students do not have a right to remain free from encountering unwelcome or inconvenient questions. Learning to form independent judgments requires that students demonstrate openness to the challenges their ideas may elicit and the willingness to alter their original views in light of new knowledge, evidence, and perspectives. Students do have a right to hear and examine diverse opinions, but within the frameworks that knowledgeable scholars - themselves subject to rigorous standards of peer review - have determined to be reliable and accurate. All competing ideas on a subject do not deserve to be included in a course or program, or to be regarded as equally valid simply because they have been asserted.



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--Student Handbook "Academic Freedom: Rights and Responsibilities for Faculty and Students at Ohio University  
(<https://www.ohio.edu/students/handbook/policies/index.cfm>)

# Two approaches

## University of Chicago

*Although members of the University community are free to criticize and contest the views expressed on campus, and to criticize and contest speakers who are invited to express their views on campus, they may not obstruct or otherwise interfere with the freedom of others to express views they reject or even loathe. To this end, the University has a solemn responsibility not only to promote a lively and fearless freedom of debate and deliberation, but also to protect that freedom when others attempt to restrict it.*



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## OHIO

Policy 24.016 : Ohio University will allow protest and other expression by **affiliated individuals and groups** [and unaffiliated individuals and groups] as guaranteed by the Constitution of the United States on its property so long as such protest is not disruptive to any University activity.

### Examples of disruption:

- Attempting to or actually interfering with, impairing, or impeding the institution's regularly scheduled classes, events, ceremonies, or normal and essential operations.
- Interfering with, impeding, or blocking the flow of vehicular or pedestrian traffic.
- Interfering with, impeding, or blocking the ingress or egress of any building.
- Willfully, negligently, or with reckless disregard committing any act likely to create a health or safety hazard.
- Interfering with a registered event by blocking views or making sufficient noise to hamper a speaker or performance from being heard.
- Using voice or amplification systems resulting in violations of city noise ordinances, disturbing residence hall quiet hours, or impeding the academic mission of the university.
- Willfully, negligently, or with reckless disregard engaging in destruction of university or personal property or in the physical or emotional harm to others, or in other ways disrupting classes or essential operations.

# Regulation of expression

Ohio University Policies:

40.001: Discrimination or harassment on the basis of protected class (revised September 3, 2015)

03.004: Sexual Misconduct, Relationship Violence, and Stalking (revised October 6, 2015)



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# Regulation of expression

- Policy 23.055: Chalking (drawing or writing temporary messages and/or images on campus sidewalks)
  - “This policy serves to balance individuals’ and groups’ free speech rights with the university’s property rights”
- Policy 24.016 Outdoor Space (applies to affiliated and unaffiliated individuals and groups who use outdoor space for social, political, educational, or recreational gatherings)
- Policy 41.140 Political Activity (Faculty)
- Policy 42.100 Signage (posters and banners affixed to university property or in outdoor spaces)
- Policy 91.003 Computer Use (Use of equipment and network resources)



# Advantages of OHIO's approach

- Focus on academic environment
- Places emphasis on learning, principled inquiry and research, diversity of thought, civility in classroom and co-curricular activities
- Does not rely on a single policy but is integrated throughout the policies which govern operations of the University
- Freedom of expression is highlighted within policies that protect academic activities, administrative processes, and university property interests
- Provides specific guidance (e.g. Use of Outdoor Space; Signage)
- Reduces risk for contradictory language
- Assumes all expression is lawful and protected unless regulated for specific health, safety, wellbeing, or property interest concerns



# Educational opportunities

- Campus Conversations – September 19, October 3, October 26
  - Sponsored by Deans of Students' Office and facilitated by volunteers from across campus and community members
  - Topics are pending but are traditionally chosen for relative timeliness (e.g. current events; social movements; national election, etc. )
- Constitution Day – September 16, 2016
  - Sponsored by the Center for Law, Culture, and Justice, Dean of Students, and Provost's office
  - Balanced forum leveraged to promote civil discourse
- George Washington Forum -- September 15, 2016
  - Dr. Steven Smith, Yale University
- Diversity, Justice, and Inclusion series
  - Series of 15 co-sponsored programs throughout the 2016-2017 academic year including speaker series
  - Sponsors include Scripps College of Communication School of Journalism, Housing and Residence Life, Honors Tutorial College, Faculty-in-Residence Program, LGBT Center.





## **Interoffice Communication**

**Date:** August 8, 2016

**To:** The President and Board of Trustees

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

**Re:** **Fall 2016 Enrollment Update**

Student-based revenue from tuition and subsidy are key drivers for the budget of the institution. Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, will provide preliminary, up-to-date information following the Fall Semester start date of August 22<sup>nd</sup>.

This presentation will highlight the following:

- New student preliminary enrollment challenges, achievements and milestones,
- New student targeted population (in-state, out-of-state, transfer, multi-cultural, academic quality indicators) challenges and achievements,
- Student retention (Fall 2015 students who return Fall 2016) rate in light of new initiatives like The OHIO Guarantee and focus on student advising, and
- Overall University preliminary enrollments in light of continuing record enrollments.

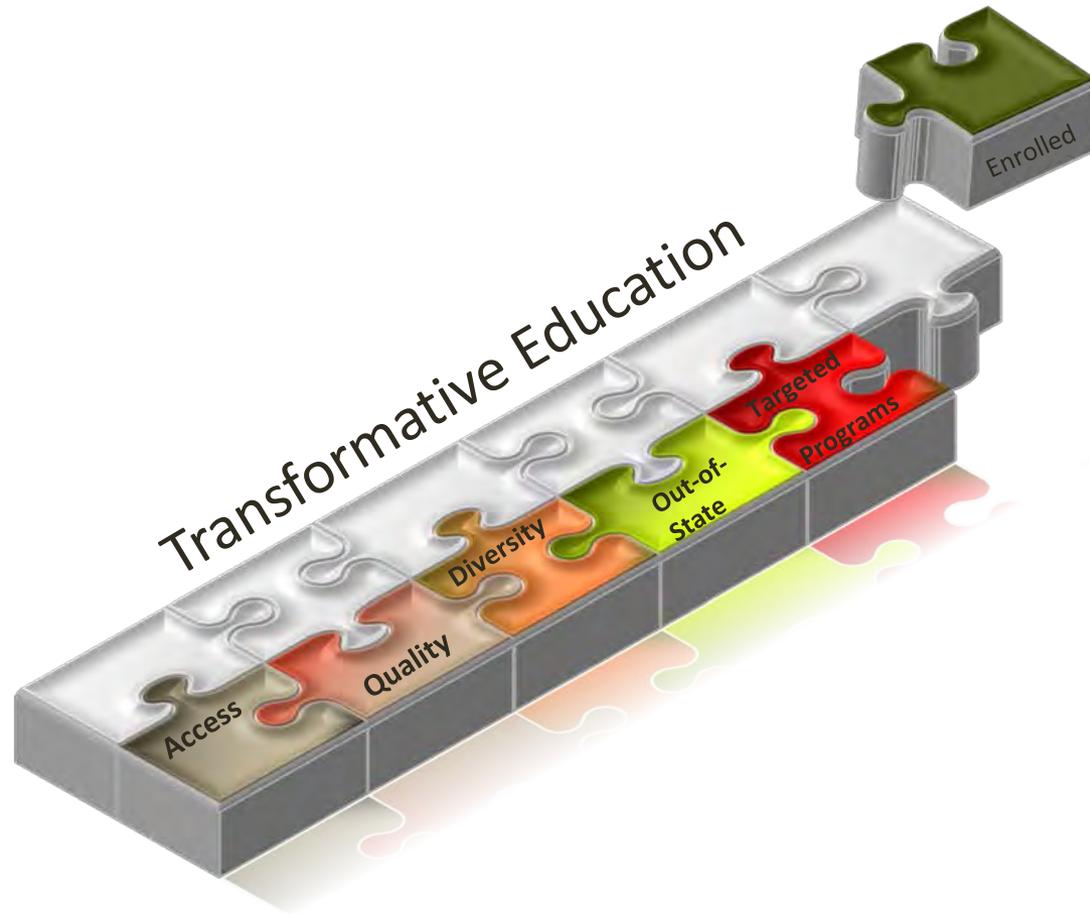
# Enrollment Update

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# New Students, Fall 2016



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# Enrollment Update, 2016 – New Students

New Student **Preliminary** enrollment analysis for overall and targeted student populations from the Strategic Enrollment Management Plan (SEMP) as of the first day of class:

- Overall Freshmen –
  - To be updated



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# Enrollment Update, 2016 – New Students

New Student **Preliminary** enrollment analysis for overall and targeted student populations from the SEMP as of the first day of class: **To be updated**

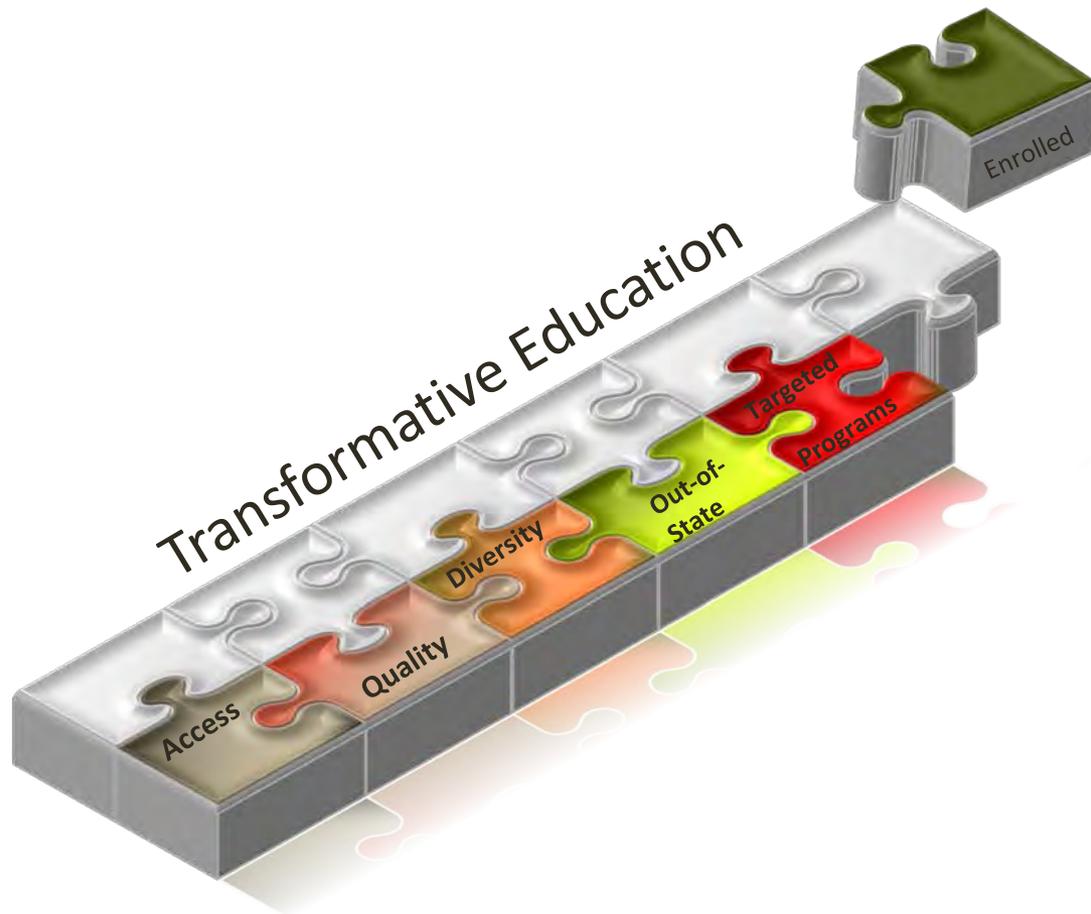
- International –
- Multicultural\* –
- Students from Appalachian Counties –
- Students Identified as First Generation –
- Student Academic Quality – Overall essentially equal to last year's record with:
  - ACT Composite
  - High School GPA
- New Transfer Students –



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\*This category includes students identified as: Hispanic, American Indian, Asian American, African American, Hawaiian/Pacific Islander, or Two or More Races

# Overall Enrollments, Fall 2016



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# Enrollment Update, 2016 – Overall

## Overall Enrollments –

- To be updated



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# Enrollment Update, 2016 – Overall

Retention rate - Fall 2015 new students returning Fall 2016

- To be updated



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# Enrollment Update, 2016 – Overall

Overall **Preliminary** enrollment analysis as of the first day of class - continued growth will occur until census date:

To be updated

- *Undergraduate Athens Enrollment* –
- *Undergraduate E-Learning Enrollment* –
- *Graduate Student Enrollment* –
- *College of Medicine Enrollment* –
- *Regional Higher Education Enrollment* –



# Enrollment Update, 2016 – Milestones

The following **Anticipated** milestones can be attributed to the Fall 2016 enrollments at Ohio University:

To be updated

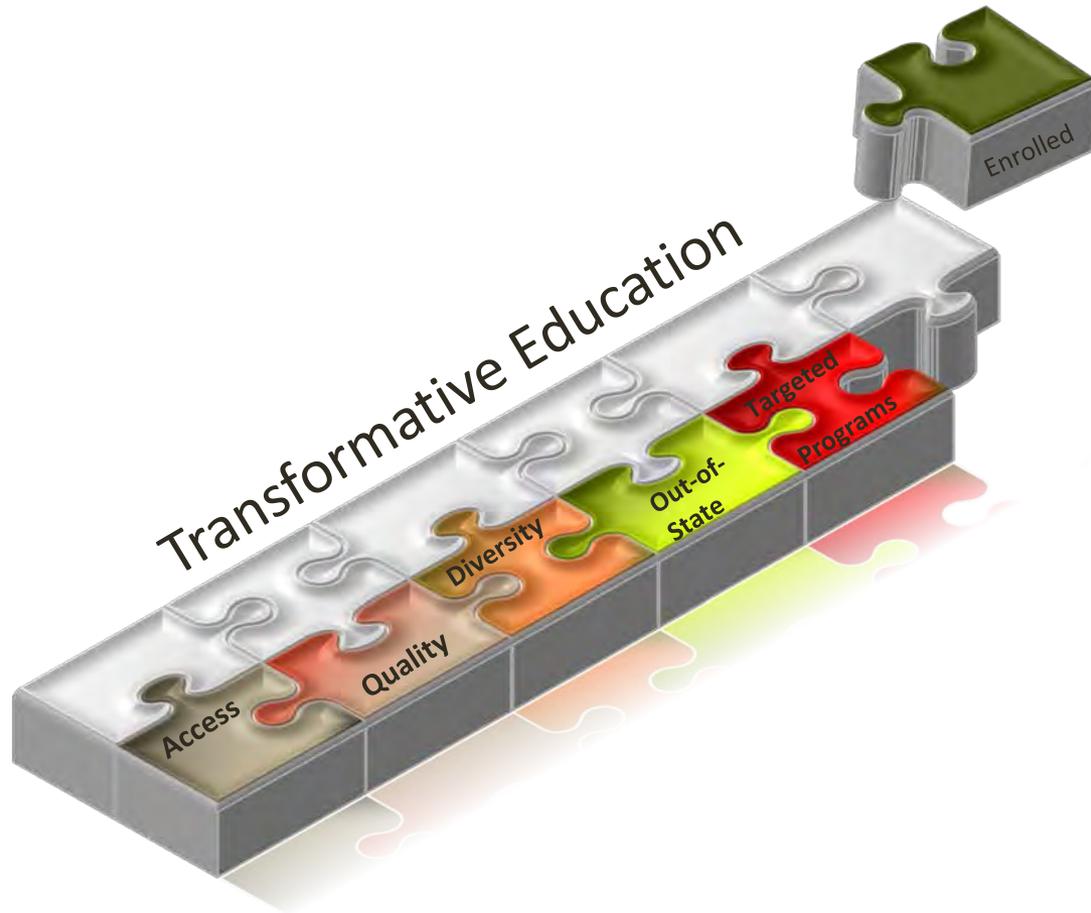
New Student Milestones:

Overall Enrollment Milestones:



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# Enrollment Initiatives for Fall 2017



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# Enrollment Initiatives - 2017+

To continue to advance our enrollment planning, following are a few high level highlights of efforts we will be undergoing this next year:

- *SEMP2* – Following the great success with our inaugural SEMP, 2010-2016, the next SEMP Advisory Committee has been established and is in the process of setting parameters and goals.
- *Common App* – OHIO will be a Common Application school for the Fall 2017 class.
- *The OHIO Guarantee* – Our first cohort under the Guarantee (Fall 2015) has advanced to the second year and did not see an increase in their costs! The 2016 class is our second cohort of students beginning the OHIO Guarantee.



# Discussion and Q & A



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## **Interoffice Communication**

**Date:** August 8, 2016

**To:** The President and Board of Trustees

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

**Re:** **Academics Points of Pride – HCOM**

The Heritage College is pleased to share information regarding our ongoing activities to improve academic quality. Our focus of this presentation will be on our efforts to enhance our student physicians' communication skills with patients. Research demonstrates that the development of a strong doctor-patient relationship based on mutual trust relies on effective communication. Health outcomes are impacted by the physician's ability to actively listen, display empathy and explain plans of care in ways the patient and/or caregivers can comprehend. The Institute of Medicine has recommended that future healthcare providers receive training in order to deliver this type of patient-centered care.

The Heritage College, an early adopter and innovator in the use of standardized and simulated patients to train medical students, focuses on the following areas to prepare our medical students to communicate efficiently and effectively with patients:

1. Selection of candidates that demonstrate empathy for others
2. Provision of a longitudinal curriculum which focuses on cultural competency, empathetic listening and patient-centered, team-based care
3. Clinical skills training in simulation centers that utilize standardized patient actors
4. Placing medical students in clinical settings beginning in the first semester of the first year
5. Monitoring our efforts using internal and external metrics and adjusting our plans accordingly

# Academic Quality Points of Pride

## HCOM

### Doctor-Patient Communication

Tab



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# Doctor-Patient Communication

- Holistic Student selection process
- Orientation
- Primary Care Block
- Curricular components
  - Clinical skills training (Humanistic and Technical)
  - Empathetic listening
  - Early clinical exposure



# Doctor-Patient Communication from the Faculty Perspective

- Curricular components
  - Clinical skills training
    - Standardized and Simulated patients
      - Movement disorders
      - Domestic Violence
      - Cultural competency
      - ***Lifestyle Changes***
        - *Smoking cessation*
        - Chronic Pain



# Clinical Training and Assessment Center



# Doctor-Patient Communication from the Student Perspective



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# CTAC Encounter: Lifestyle Changes (Smoking Cessation)



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# Assessment Rubric

*Lifestyle Changes Lab Dr. Rhue (Smokers)*

*Warning: There is an activity for this case.*

*Warning: This case is already used in scheduling. Any changes made will affect the current scheduling setup.*

The question numbers in the actual questionnaire may not begin with 1, depending on the section order.

## Preceptor Feedback (Dr Rhue)

1. The student greeted the patient appropriately.
2. The student used open-ended questions.
3. The student listened to the patient.
4. The student acknowledged the patient's emotions.
5. The student's nonverbal behaviors (facial expression, posture, etc...) indicated warmth, acceptance, and interest.
6. The student avoided using medical jargon.
7. The student helped identify areas of lifestyle change.
8. The student summarized before leaving.
9. Comments  
(NS)

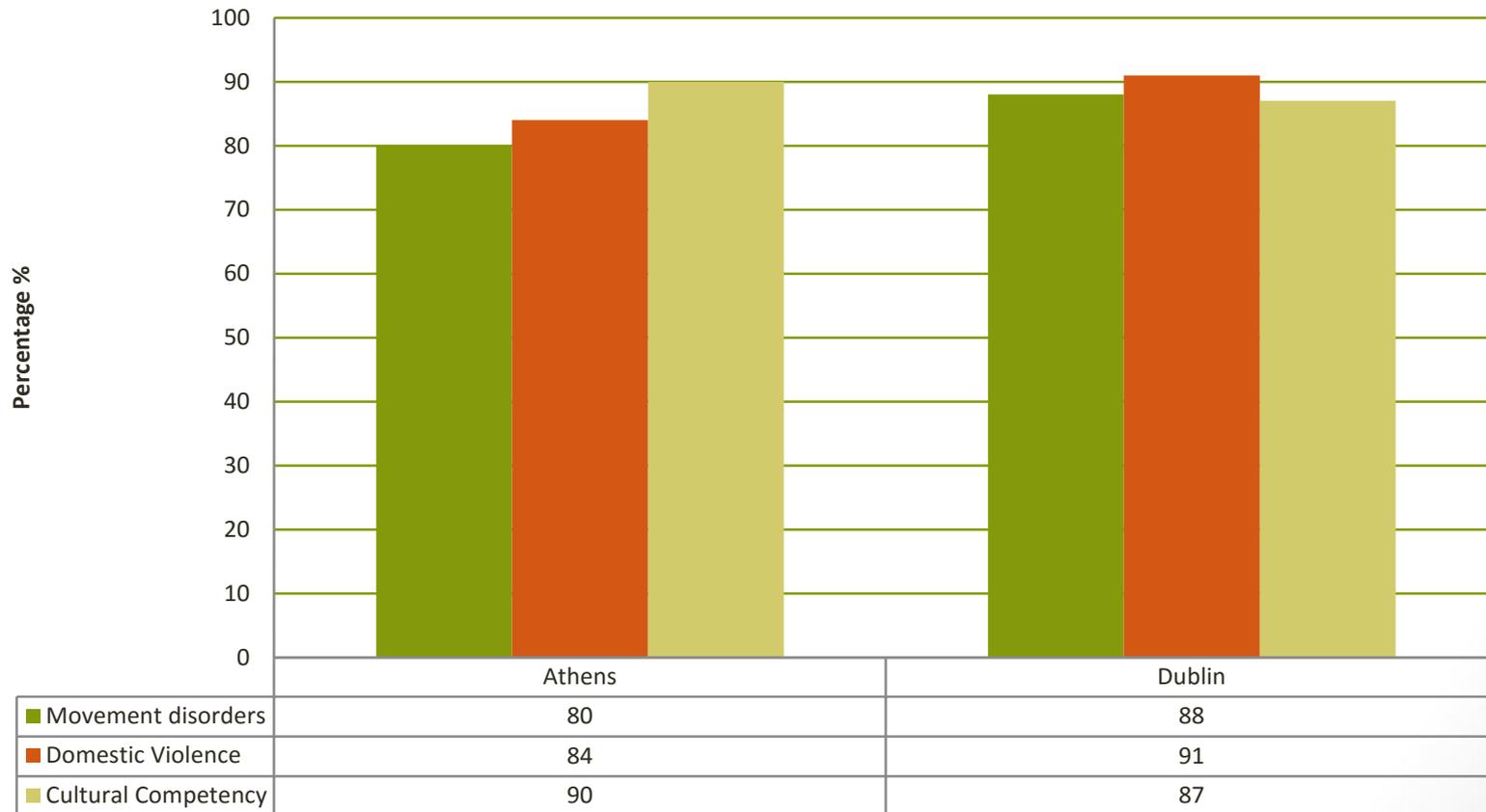
# Assessing of Efforts

- Continuous cycle of delivery, assessment, and improvement
  - Quantitative (The numbers)
  - Qualitative (The perceptions)
- Year one and two
- Objective Structured Clinical Examination (OSCE)
- COMLEX PE



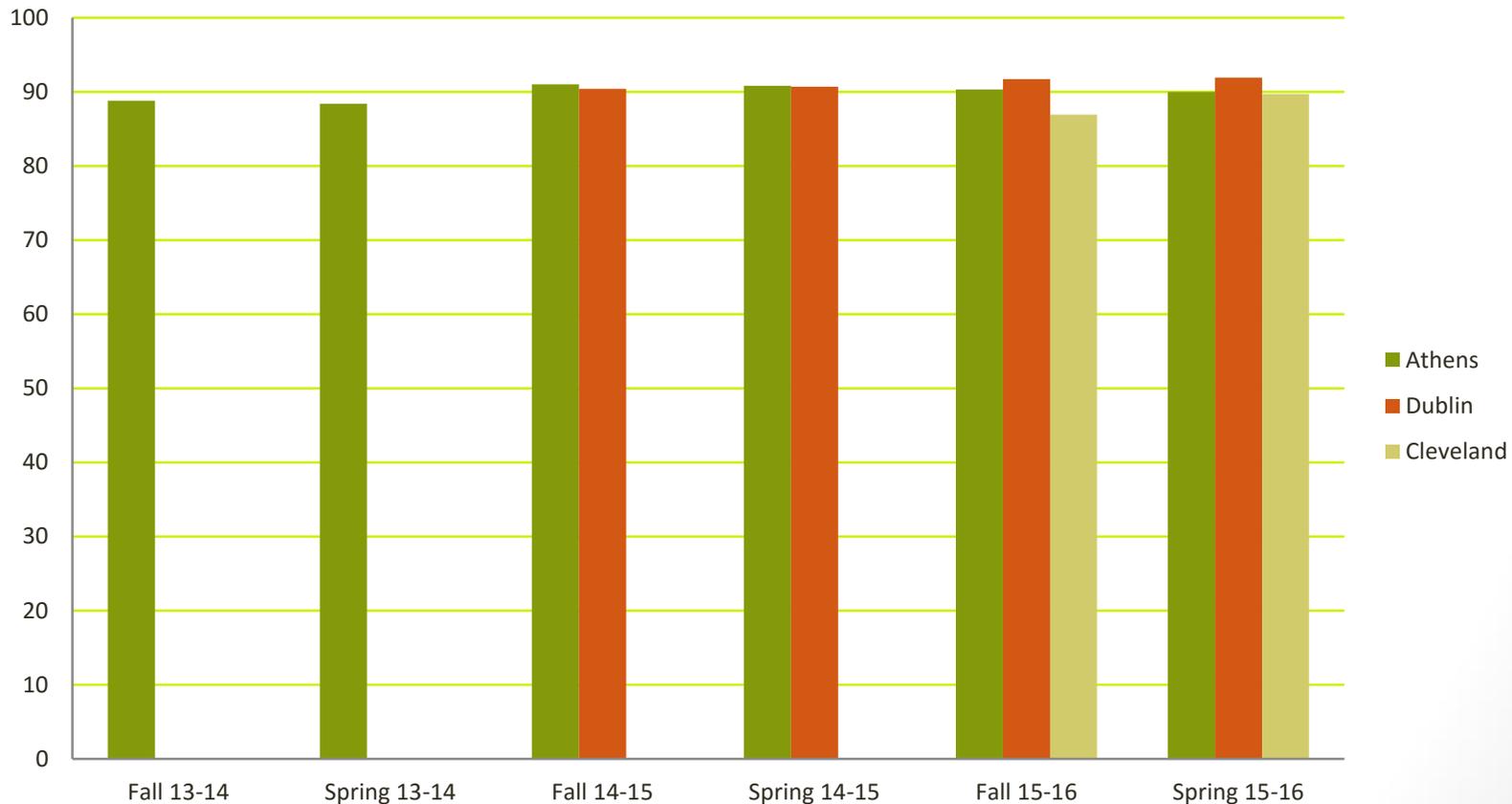
# Campus Comparisons

Class of 2018 Year 2- Communications lab



# Longitudinal Review of Performance

Year 1 Clinical Skills trends across Campus



# Thank You/Questions

- “I can tell an Ohio University student when they walk in the room”
- “They are instantly a valuable part of the health care team”
- “Are you sure that you are only a 3<sup>rd</sup> year student?!”





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**Internal Audit**

1 Ohio University  
WUSOC 166  
Athens OH 45701-2979

Date: August 8, 2016

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 August 25, 2016 Audit Committee meeting. The status of the FY17 audit plan and the Audit Committee Charter will be addressed.

The University's auditor, Plante Moran, will discuss the status of the FY16 external audit.

I will be pleased to answer any questions.

# Audit Committee

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Trustee Janelle Simmons

Audit Committee Chair

August 25, 2016

# Chief Audit Executive Report

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Jeff Davis, CPA

# Agenda

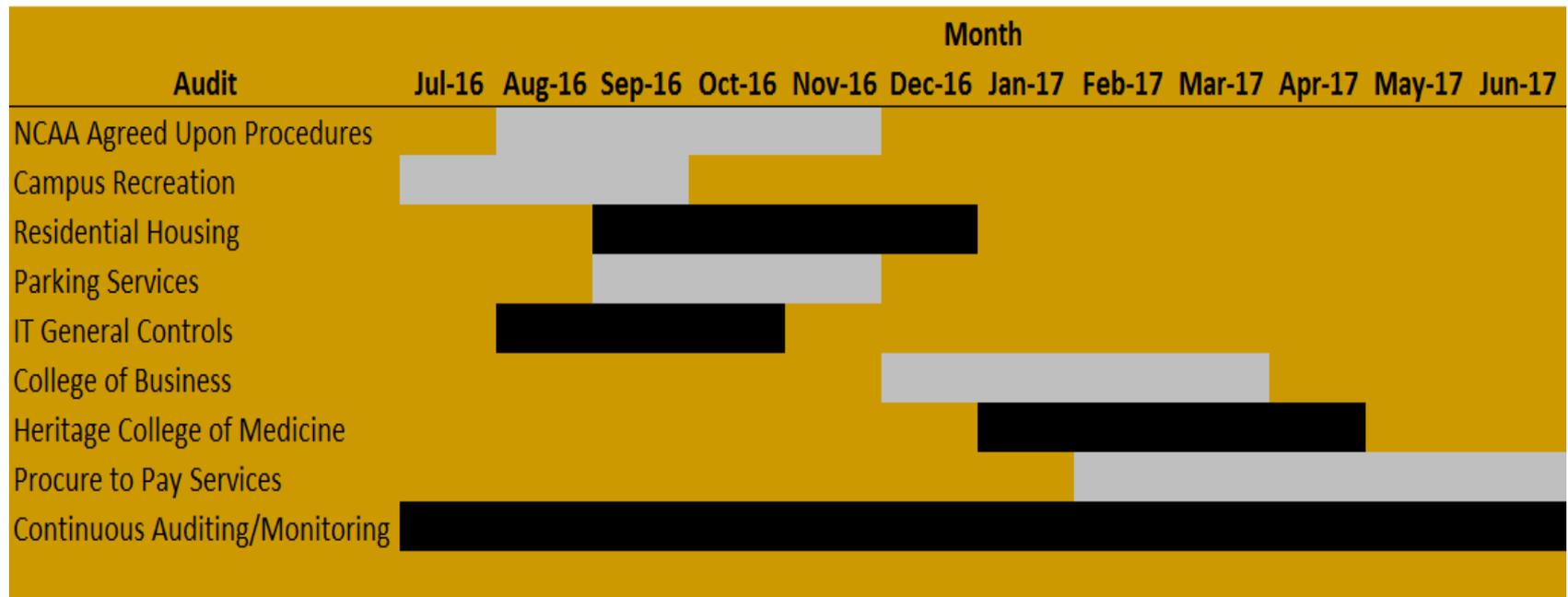
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- FY17 Audit Plan Status
- Audit Committee Charter

# FY17 Audit Plan Status

Audit	Auditor	Status	Report Date
Campus Recreation	Boyle/Ennis/Tong	In Progress	
External Audit Support – NCAA Agreed Upon Procedures	Boyle/Saunier/Ennis	In Progress	
Parking Services	Boyle/Ennis/Tong	Planned	
IT General Controls	Tong	Planned	
Residential Housing	To be Assigned	Planned	
College of Business	To be Assigned	Planned	
Heritage College of Medicine	To be Assigned	Planned	
Procure to Pay Services	To be Assigned	Planned	
Continuous Auditing/Monitoring	Jago/Saunier	In Progress	

# FY17 Audit Schedule



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# Audit Committee Charter

# Audit Committee Charter

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- The Audit Committee Charter was discussed in detail at the June meeting
- A number of potential changes have been identified
- A resolution has been proposed to adopt a revised charter making the changes identified on the remaining slides
- New text has been underlined and text removed has been stricken through

# Audit Committee Charter (con't)

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- Review the external audit engagement letter that will be signed by the chairperson. Discuss with the external auditors ~~at the last full board meeting each fiscal year~~ the proposed audit scope and approach, including coordination of audit effort with internal audit, as part of the annual entrance conference. ~~prior to the commencement of the audit.~~
- Evaluate annually, the external auditor's qualifications and performance, ~~including a review and evaluation of the lead partner~~, taking into account the opinions of management and the ~~internal auditor~~ Chief Audit Executive (CAE), and report conclusions to the board.

# Audit Committee Charter (con't)

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- Following the completion of the annual audit, the audit committee shall review the university's draft audited financial statements, reports on internal controls, compliance and federal programs ~~and the external auditor's management letter~~, along with management's response to any weaknesses or deficiencies identified in the report, as part of the annual exit conference.

# Audit Committee Charter (con't)

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- Review the internal audit risk assessment process and approve the related annual audit plan at the last full board meeting each fiscal year.
- As needed, receive presentations by management, related to corrective action taken for any follow-up internal audit report given an ~~internal auditor~~ audit opinion rating of ~~“Needs Improvement”~~ “Improvement Needed” or ~~“inadequate”~~ Major Improvement Needed”.

# Audit Committee Charter (con't)

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- At least annually, obtain updates from management ~~and university legal counsel~~ regarding compliance matters that may have a material impact on the university's financial statements or compliance policies.
- Note: Internal auditor replaced with Chief Audit Executive or CAE as appropriate throughout the Charter

# Conclusion

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- Questions?

## **AUDIT COMMITTEE CHARTER**

### **RESOLUTION 2016 -**

**WHEREAS**, the Bylaws of the Board of Trustees require the standing appointment of the Audit Committee;

**WHEREAS**, the Board recognizes the benefit of maintaining a charter that addresses the Audit Committee's role, authority, responsibility, scope, and accountability;

**WHEREAS**, establishing and periodically revising the Audit Committee charter is consistent with best practices within the audit industry;

**WHEREAS**, the most recent revision of the Audit Committee charter was approved by the Board in January 2009 (Resolution No. 2009-3100);

**WHEREAS**, the Board has completed its periodic review of the charter and wishes to adopt certain revisions.

**NOW, THEREFORE, BE IT RESOLVED** that the Ohio University Board of Trustees adopts the revised Audit Committee Charter attached hereto.