Board of Trustees
Ohio University
Athens, Ohio

Agenda

March 11, 2016
Thursday, March 10, 2016

9:15 a.m.  IT Microphone Training
9:30 a.m.  Joint Academics and Resources Committee, Margaret M. Walter Hall, Governance Room 104
11:30 a.m. Trustee Luncheon, Executive Committee, Margaret M. Walter Hall, Governance Room 104
1:30 p.m.  Resources Committee, Margaret M. Walter Hall, Governance Room 104
1:30 p.m.  Academics Committee, Margaret M. Walter Hall, Room 125/127
3:30 p.m.  Governance Committee, Margaret M. Walter Hall, Governance Room 104
3:30 p.m.  Audit Committee, Margaret M. Walter Hall, Room 125/127
6:30 p.m.  Reception – Trustees, President, Board Secretary, and Guests
7:00 p.m.  Dinner – Trustees, President, Board Secretary, and Guests

Friday, March 11, 2016

7:30 a.m.  Trustee Breakfast - Executive Committee, OU Inn, Lindley Room
10:00 a.m. Board Meeting, Margaret M. Walter Hall, Governance Room 104
Noon    Trustee Luncheon, Margaret M. Walter Hall 125
Noon    Media Availability, Margaret M. Walter Hall 127
AGENDA
Board of Trustees Meeting
Margaret M. Walter Hall, Governance Room 104
Friday, March 11, 2016 – 10 a.m.
Athens Campus

OPEN SESSION

Roll Call

Approval of Agenda

1. Minutes of Board of Trustees’ Meeting of January 22, 2016.
   • Comments from the Chair of the Board of Trustees

2. Report from the President

3. Innovation Strategy Discussion

Committee Reports and Information Items 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 9 - Resolution, Investment Policy Revision
Tab 12 - Resolution, Construction Projects – Schematic Design
Tab 13 - Resolution, Construction Projects – Construction
Tab 23 - Resolution, Name Change Tropical Disease Institute
Tab 24 - Resolution, Name Change Community Health Services Major
Tab 25 - Resolution, Name Change Music Performance/Pedagogy Program
Tab 26 - Resolution, Change Orchestral Instruments: Strings, Woodwinds, Brass, or Percussion major
Tab 27 - Resolution, Faculty Senate Constitution Changes

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment
AGENDA
Joint Committee: Academics and Resources
Margaret M. Walter Hall, Governance Room 104
Thursday, March 10, 2016 – 9:30 a.m.

4. FY17 Budget Update
5. Update on Affordability and Efficiency
6. AQIP Findings
7. Comprehensive Master Plan Update
8. Resolution, FY17 Other Fees Approval
9. Consent Agenda, Investment Policy Revision
10. NACUBO Endowment Update
11. Resolution, CMP Approval
12. Consent Agenda, Construction Projects – Schematic Design
13. Consent Agenda, Construction Projects – Construction
14. Summer 2016 Construction
16. Annual Human Resources Reporting
AGENDA
University Academics Committee
Margaret M. Walter Hall, Room 125/127
Thursday, March 10, 2016 - 1:30 p.m.

17. Patton College of Education Dashboard
18. IT Update
19. Enrollment Update
20. OHIO in the College Rankings
21. Persistence Plus
22. Disciplinary Accreditation Update
23. Consent Agenda, Name Change Tropical Disease Institute
24. Consent Agenda, Name Change Community Health Services Major
25. Consent Agenda, Name Change Music Performance/Pedagogy Program
26. Consent Agenda, Change Orchestral Instruments: Strings, Woodwinds, Brass, or Percussion Major
AGENDA
Governance Committee Meeting
Margaret M. Walter Hall, Governance Room 104
Thursday, March 10, 2016 – 3:30 p.m.

- Ethics Training
- Election of Chair, Vice Chair and Treasurer
- Student Trustee Selection Update
- Review of documentation
- 2016 Retreat
- Format of Board Meetings
27. Consent Agenda, Faculty Senate Constitution Changes
AGENDA
Audit Committee
Margaret M. Walter Hall, Room 125/127
Thursday, March 10, 2016 - 3:30 p.m.

28. External Audit – FY16 Pre Audit Conference
29. Chief Audit Executive FY16 Audit Update
AGENDA
Executive Committee
Margaret M. Walter Hall, Governance Room, 104
Thursday, March 10, 2016 – 11:30 a.m.

EXECUTIVE SESSION
AGENDA
Executive Committee
Lindley Room, Ohio University Inn
Friday, March 11, 2016 – 7:30 a.m.

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.
ROLL CALL ................................................................. 4
APPROVAL OF AGENDA .................................................. 4
APPROVAL OF THE MINUTES OF January 22, 2016 .................. 4
REPORTS ........................................................................ 4
  Report from the Chair ..................................................... 4
  Report from the President .............................................. 5
COMMITTEE REPORTS ................................................ 9
  Joint Resources & Academic Committee ......................... 9
  University Academics Committee ................................. 12
RESOLUTION 2016 -- 3521 .............................................. 14
RESOURCES Committee .................................................. 23
RESOLUTION 2016 -- 3522 .............................................. 23
RESOLUTION 2016 -- 3523 .............................................. 26
Audit Committee ............................................................... 27
Governance Committee ................................................... 27
Executive Committee ...................................................... 28
CONSENT AGENDA .................................................... 28
  RESOLUTION 2016 -- 3524 .......................................... 28
  RESOLUTION 2016 -- 3525 .......................................... 29
  RESOLUTION 2016 -- 3526 .......................................... 30
  RESOLUTION 2016 -- 3527 .......................................... 31
  RESOLUTION 2016 -- 3528 .......................................... 32
  RESOLUTION 2016 -- 3529 .......................................... 33
  RESOLUTION 2016 -- 3530 .......................................... 34
ANNOUNCEMENT OF NEXT STATED MEETING DATE .......... 36
APPENDIX .................................................................. 37
  Joint Committee Meeting .............................................. 37
Academics Committee Meeting .................................................................46
Resources Committee Meeting...............................................................52
Audit Committee Meeting........................................................................64
Governance Committee Meeting.............................................................65
Executive Committee Meeting...............................................................66
Executive Committee Meeting...............................................................67
ROLL CALL
Chair Anderson called the meeting to order at 10:14am. She asked Senior Associate Vice President for IT and Administrative Services Joseph Lalley for an update on whether weather might affect the meeting. SAVP Lalley provided a weather report and expected traffic delays, urging Trustees returning to the Cleveland area to use caution.

Secretary David Richard Moore called role. Present were: Chair Sandra Anderson, Vice Chair David Wolfort, Trustees Janetta King, Janelle Simmons, Peggy Viehweger, N. Victor Goodman, Dave Scholl, Kevin B. Lake, and Cary Cooper, National Trustees Laura Brege and David Pidwell, Student Trustees Sharmaine Wilcox and Patrick J. Roden, and President Roderick McDavis.

APPROVAL OF AGENDA
Chair Anderson called for the approval of the Agenda. Trustee Scholl moved. Trustee Viehweger seconded. With all in favor, the agenda was approved.

APPROVAL OF MINUTES
Chair Anderson called for the approval of the minutes of the October 2015 Board of Trustees meeting. Vice Chair Wolfort moved, Trustee King seconded. With all in favor, the minutes were approved.

REPORTS

Report from the Chair
Chair Anderson welcomed new National Trustees Laura Brege and David Pidwell, both of whom are Ohio University alumni. She provided an overview of Trustee Brege’s and Trustee Pidwell’s backgrounds. Trustees Brege and Pidwell thanked the Board and Ohio University for the opportunity to serve on the Board, and stated that they were honored and looking forward to it.

Chair Anderson thanked the individuals and groups who had provided tours of campus on Thursday. She relayed that half of the Trustees had visited University College, and half had visited the Voinovich School of Leadership and Public Affairs. Chair Anderson spoke of learning more about academic
help resources available to students, and about students living in a house for First Generation college students. She asked Trustees to provide comment on their experiences on the tours.

Trustee Scholl provided a report on the Voinovich School, and relayed learning about the history of the school. Trustee Scholl spoke fondly of Senator Voinovich, for whom the school is named. He highlighted Senator Voinovich’s commitment to innovation, entrepreneurship and economic growth. He applauded Voinovich School Dean Mark Weinberg’s commitment to fostering entrepreneurial spirit, and elevating the reputation of the Voinovich School.

**Report from the President**

Chair Anderson introduced President McDavis, who provided his President’s Report. President McDavis reported on potential outcomes of upcoming state legislation regarding the “conceal and carry” of firearms on campus. President McDavis stated that permissive language allows university boards to evaluate whether or not to permit weapons on campus. Among the points of pride that President McDavis presented were:

- OHIO Volleyball’s MAC tournament championship win
- OHIO and Honors Tutorial College alumnus John Swartz’ role as co-producer of Star Wars: The Force Awakens
- OHIO nursing students raise $100,000 for Race for the Cure
- Ohio University’s switch from coal to natural gas
- Ohio University’s ranking as a top producer of research licensing revenue
- National media coverage of the Innovation Center’s mobility device that allowed a puppy born without front legs to walk.
- Forensics students’ first place finish in a national criminalistics evaluation.

**University Spotlight**

President McDavis introduced the University Spotlight, featuring the OHIO Reach Scholars Program, which supports the unique needs of university students emancipated from foster care. Dr. Marlene Dela Cruz-Guzman, director of Office for Multicultural Student Access and Retention (OMSAR), provided an introduction of the reach of the new program, and then asked students in the program to speak about their experiences with the program.
Student Michael Outrich said that he arrived on campus with nothing except his belongings in trash bags, but was determined to succeed at university to escape poverty. He said that during breaks, he didn’t have a home to go to, and during family weekends, he did not have anyone coming to visit him. He stated that when he struggled with university, he did not know who to turn to for advice.

A letter was read from emancipated foster student Kimberly Moore, which said that Ms. Moore initially had a difficult time at college, and felt alone. She did not talk to anyone about her family situation, because she did not think anyone would understand. She said that when she got involved with OHIO Reach, it made her realize that she was not alone. She had the opportunity to go to Washington with Mr. Outrich to advocate for emancipated foster students.

Student Corey Hayes stated that he did not come from a foster care situation, but had been asked by Dr. Jacob Okumu, Coordinator for Student Outreach and Developmental Services, to serve as a mentor for the inaugural OHIO Reach Scholars program. He said that when he began mentoring, he felt awkward because he did not know if he would be able to relate. Mr. Hayes stated that he has learned much about how to better relate to students from different backgrounds, and concluded, “I have found my family.”

Chair Anderson thanked the students for their presentation, and applauded their determination. She asked the students how they found Ohio University, or how Ohio University found them. Mr. Outrich said that he had originally visited Ohio University for its meteorology program. Vice Chair Wolford asked how the OHIO Reach Program started. Dr. Okumu stated that he met Mr. Outrich three years ago and became aware that Mr. Outrich and some of his friends had nowhere to go over Ohio University’s winter break, so he invited the students to stay in his apartment while he was out of town for the holidays. The Board thanked the students for their presentation, and indicated that they felt very emotional about the presentation. Chair Anderson relayed that that they were thrilled to have the students as part of the Ohio University community, and told them that no matter what, they would always have a family in the Bobcat family.

Report from the Faculty Senate Chair

Dr. Beth Quitslund, chair of the faculty senate presented her annual report on behalf of Ohio University Faculty Senate. Her presentation focused on two main topics:
• Faculty contributions to and perspectives on affordability, efficiency, and innovation.
• Shared governance and faculty roles

She reported that faculty are collaborating to maximize the quality and affordability of student educational experience.

Regarding textbook affordability, Dr. Quitslund reported that Brad Cohen, Senior Vice Provost for Instructional Innovation, had reached out to find ways that faculty might already be using innovative ways to reduce textbook costs for students. She relayed that Vice Provost Cohen had been a “superb partner for faculty with good ideas.” She stated that seven faculty who submitted their current ways to keep costs down are saving their students a total of about $50,000 a year, while the introduction of nine new proposals would save students an additional $75,000 a year.

Additionally, said Dr. Quitslund, Ohio University Libraries are offering modest incentives to encourage faculty to use cost-efficient alternatives for course materials.

She reported that faculty are also working on streamlining curricular processes to ensure that students will receive innovative coursework more quickly. She pointed out that the University Curriculum Council (UCC) is working on efforts to fast track the review and approval process for updating courses. Additionally, Dr. Quitslund reported that Faculty Representative David Thomas was leading the charge to improve the software that is used by the UCC for the curricular process. The software updates will make it easier for programs to propose service learning and cross-listed courses.

Dr. Quitslund presented a proposal for a faculty- and instructor-focused innovation accelerator to allow faculty to pursue pilot projects in academic innovation to enhance the quality of an Ohio University education. She said the accelerator would help faculty to develop innovative ideas and provide start-up funds for a small number of promising academic innovations. The goal is to motivate faculty to imagine new ways to improve academic innovation.

Dr. Quitslund reported on faculty senate discussion surrounding student affordability, and the cost-benefit of Intercollegiate Athletics. She lauded the Intercollegiate Athletics for their support of student athlete success, but cited news questioning the benefit of collegiate athletics to both athletes and universities in the last year. She stated that while many faculty are proud of
the accomplishments of student athletes at Ohio University, there are concerns regarding financial costs that are more difficult to address because of legal, economic, and competitive constraints. She stated that Faculty Senate voted last spring to endorse USHR 275, since replaced by HR 27-31 (National Collegiate Athletics Accountability Act), a bill to mandate a set of protections for student athletes while creating a commission to examine and alleviate some of the problems that athletics can bring to higher education. She asked the Board of Trustees to look at the bill and consider supporting it.

Finally, she noted the importance of shared governance at the university, designed to better serve students, even when views differ. She noted that the faculty remain concerned about the number of Group I faculty employed at Ohio University. She stated that there has been a drop in the number of tenure-track faculty positions, despite student enrollment increases. Dr. Quitslund said these matters to shared governance, because tenured faculty often speaks out on behalf of both students and faculty without the same employment protections.

Chair Anderson thanked Dr. Quitslund for her presentation, and noted how valuable the information is to the Board. Student Trustee Wilcox mentioned that she was thankful for all of the faculty at Ohio University. President McDavis also thanked faculty for their valuable contributions during the AQIP reaccreditation process.
COMMITTEE REPORTS

Joint Academics and Resources Committee

Chair Anderson reported on the Joint Committee proceedings. She stated that there were four topics that were presented, and no new action items that came out of the Joint Committee meeting. The four topics were:

- Proposal for a rate increase for the second cohort of OHIO Guarantee students.
- A review on the Comprehensive Master Plan (CMP)
- An Update on the report for the Governor’s Task Force on Affordability and Efficiency
- Ohio University Fact Sheets

Chair Anderson reported on the budget update and the process in which rate increases are proposed, which were presented to the Board by Executive Vice President and Provost (EVPP) Pamela Benoit and Vice President of Finance and Administration (VPFA) Stephen Golding. Chair Anderson noted that the new budget process, discussion of which now starts in the fall instead of the spring, allows for consideration over a multi-year planning period. She reported that there are multiple people and groups across the university who are involved in helping to form the budget. She cited revenue growth, faculty and staff compensation, capital improvement planning and deferred maintenance strategies, and student affordability as commitments the university must consider.

She stated that, over the last three years, Ohio University has succeeded in shrinking the gap between where it is ranked, with regard to faculty compensation, compared to other Inter-University Council of Ohio (IUC) institutions in Ohio, and is moving towards its goal of becoming third in the state for faculty compensation.

Chair Anderson stated that the university continues to work to reduce the backlog of deferred maintenance. She stated that the Century Bond allows the university to spend about $10 million a year for deferred maintenance, while incurring an annual debt service of $1.7 million, and that current and future budget plans must take into account the money needed to support that carry out the deferred maintenance plan.

Chair Anderson reported that Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, had spoken about strategic enrollment,
Signature Scholarship Funds, and the individualized support that students will need to succeed. She cited that Trustees had asked questions regarding the correlation between metrics used to track the success of students and the allocation of Signature funds. She relayed that various, unique challenges exist for students that must be taken into consideration when evaluating metrics.

Chair Anderson reiterated that there is no rate increase requested for current students, and that the only rate increases that have been requested are for new, incoming freshmen, with a 1.7 percent rate increase. She cited the rich discussion among Trustees regarding how Ohio University compares to peers in tuition rates, and about Ohio University’s commitment to educating Ohio citizens, compared to other institutions that admit up to 30% non-resident students.

She reported that the Trustees discussed speculation in The Post, Ohio University’s student-run newspaper, that there was a budget shortfall. She relayed the resulting discussion and clarification that Ohio University would never propose a non-balanced budget, and that budget planning will continue into spring.

Chair Anderson reported on the Comprehensive Master Plan update, and stated that the presentation given by Shawna Bolin, University Planner, and Kevin Peterson, Ayers Saint Gross consultant, was excellent. She outlined the five core ideas that shape the Campus Master Plan: stewardship, Ohio University’s distinctive geographic setting, a campus of greens, integration of greens, and the need for a welcoming campus; she invited the community to review the proposals in the presentation. The presentation highlighted the need to preserve the campus, the need to balance housing across the greens, and the potential to connect the West Union Street corridor with the rest of campus.

She relayed that the Campus Master Plan outlines the creation of new greens, including the Ridges Green, the West River Green, and the Union Street Green, and offers suggestions for the improvement of the campus’ riverfront. She reported on outlined plans for utilities and bicycle/pedestrian parkways. Chair Anderson reported that the gradual shift in the campus core over the years has resulted in the need for better pedestrian pathways in the Park Place corridor. She spoke about a proposed Clippinger Hall renovation that serves as an example of the ability to incrementally implement the
Campus Master Plan. She cited questions from Trustee Wolfort about energy efficiency in moving forward with the Campus Master Plan.

Chair Anderson stated that the Board will hear the final recommendations regarding the Campus Master Plan at the March Board of Trustees meeting (March 10-11, 2016), at which point they will be evaluated for vote. Additionally, the Board has requested recommendations for the possible repurposing of 29 Park Place, as well as presidential housing options.

Chair Anderson reported on the update on the Governor’s Task Force for Affordability and Efficiency, and outlined Trustee requirements for a submitted report.

Chair Anderson also reported on Senate Bill 6 Scores, which measure the financial strength of universities. She reported that Ohio University placed first among Ohio’s public universities, by a wide margin, for the third consecutive year.
University Academics Committee

University Academics Committee Chair Scholl reported on the University Academics Committee meeting. He outlined a dashboard presentation provided by Dean Dennis Irwin of the Russ College of Engineering. Enrollment, reputation and research funding have increased in the past decade, and the Russ College is witnessing strong post-graduation feedback from students, most of whom report having found employment within six months of graduation. Trustee Scholl relayed that Dean Irwin reported on the over one hundred companies that come to the engineering job fair each year, and that the four-year graduation rate had increased substantially in recent years. He said that Dean Irwin had also spoken of the research being done by engineering faculty regarding current issues, including improving the safety of hydraulic fracturing, and improving drone safety and technology.

Trustee Scholl reported that the committee heard a dashboard presentation from Director of Intercollegiate Athletics Jim Schaus, and Assistant Director NCAA Eligibility Student Athlete Success Jenny Pollack, who reported on NCAA academic eligibility and retention of student athletes. They noted that the six-year graduation rate is 71 percent, above the national average of 68 percent. Ohio University ranked third in the Mid-American Conference (MAC) for graduation rates. Trustee Scholl highlighted that the academic progress rate (APR) of Ohio University for fourteen of the sixteen teams is above 970 over multiple years, out of a high score of 1000. The NCAA has the ability to implement sanctions against universities whose teams score under 930. The APR is designed to track the academic progress and retention of student athletes who receive financial aid. Trustee Scholl also noted that eight OHIO teams had improved their APR score since last year.

Ohio University student athletes had a cumulative grade point average (GPA) of 3.19, the highest since 2009.

Trustee Scholl reported that the committee heard about OHIO, NCAA, and MAC efforts to improve academic progress and student-athlete health. He specifically mentioned the NCAA/MAC Sports Science Institute Mental Health Summit, an Ohio University initiative focused on the identification and establishment of best practices concerning student-athlete mental health.

Trustee Scholl relayed that the committee heard from EVPP Benoit regarding the recent reaccreditation visit by the Higher Learning Commission’s Academic Quality Improvement Program (AQIP). She said
the preliminary report is very positive, with no significant issues cited in the exit report. EVPP Benoit lauded Michael Williford, Associate Provost for Institutional Accreditation, who oversaw the reaccreditation efforts, and the faculty, staff and students of the university for its involvement in the reaccreditation process. Reaccreditation was recommended by accreditors to Higher Learning Commission (HLC). Ohio University expects a final decision on reaccreditation in February 2016. President McDavis reported that the university is delighted with the outcome, and was appreciative of the efforts by Ohio University students, staff and faculty to help with the visit.

Trustee Scholl reported that the committee had heard from Craig Cornell, Senior Vice Provost for Strategic Enrollment, about student enrollment rates and strategic enrollment initiatives. Enrollments at Ohio University remain robust. Trustee Scholl reported that the university continues to meet and surpass many enrollment goals, including the enrollment of Ohio residents. Ohio University maintains an 85/15 ratio of resident to non-resident students. Enrollment has increased 39.6 percent between Fall 2008 and Fall 2015, the highest of any Ohio school in that period. Trustee Goodman asked about potential negative impacts of continued growth, citing housing, dining and program capacity. Vice Provost Cornell said that he is in regular contact with colleges and programs across the university where such capacity issues may occur, and noted that much of the enrollment increase comes in the form of online enrollment, which limits some of the potential capacity issues. Future demographics of graduating high school seniors will increase slightly over the next few years, with a drop expected in 2021.

The committee also heard from EVPP Benoit regarding State Low-Enrollment Programs and Small-Class Reporting. EVPP Benoit discussed the resolution that recommended the university adopt a plan to monitor and evaluate academic courses. New Ohio Revised Code 3345.35 requires that the Board of Trustees evaluate all OHIO courses and programs based on enrollment and student performance. For courses with low enrollment as defined by the Chancellor of the Ohio Department of Higher Education, the Board is asked to consider offering the course through a regional collaboration. The first evaluation was to be completed by January 1, 2016, with subsequent reports due every five years. Ohio University completed its report, based on required elements, including:

- **Narrative defining low-enrollment, based on three measures (three-year graduation rate, productivity, and cost):** No Ohio University programs have outliers on all three measures, and only six programs
have an outlier on one of the three measures. Those six programs were rigorously evaluated, and it was decided that they should be maintained.

- **Focus on low-enrollment courses:** Thousands of courses were reviewed, with 4.6 percent of classes falling under the threshold. On regional campuses, 2,000 courses were reviewed, with 11.6 percent falling under the threshold for low-enrollment courses. The report for the Chancellor outlines the recommendations of the Board and university regarding those courses.

The resolution is based on the statute laid out in the Ohio Revised Code, and recommends that, moving forward, deans and chairs of university colleges and departments include low-enrollment evaluation as part of their annual review process.

**RESOLUTION TO ADOPT PLAN FOR MONITORING AND EVALUATING ACADEMIC COURSES AND PROGRAMS**

**RESOLUTION 2016 -- 3521**

**WHEREAS,** the University is committed to ensuring that courses and programs are scheduled and offered in ways that are pedagogically appropriate and efficiently managed; and

**WHEREAS,** Ohio Revised Code 3345.35, enacted in 2015, requires the governing boards of each state institution of higher education to evaluate courses and programs based on enrollments; and

**WHEREAS,** the legislation also requires governing boards to evaluate the benefits of delivering the course through a regional collaboration; and

**WHEREAS,** evaluation of courses and programs is a complex undertaking requiring analysis of a multitude of factors and careful formulation of an appropriate response;

**NOW THEREFORE, BE IT RESOLVED,** that the Board of Trustees hereby approves the University’s submission of a Course and Program Management Plan, consistent with the attached submission to the Department of Higher Education, and directs University administration to implement such Plan.
ATTACHMENT A

MONITORING AND EVALUATING ACADEMIC PROGRAM SIZE AND PRODUCTIVITY

OHIO UNIVERSITY 12/23/2015

Ohio University monitors program quality, efficiency, and size of academic programs through routine internal management processes (course scheduling processes, faculty teaching workload management) and formal oversight (academic program review, curricular design and approval). In addition, a University scorecard has been developed to provide central oversight of program size and efficiency. This scorecard is updated annually for review by the Provost and is used in the five year review by the Board of Trustees in compliance with Section 3345.35 of the Ohio Revised Code.

The scorecard includes three measures that monitor program size and productivity for Athens campus programs. Two of the measures allow for external, discipline specific comparison based on the National Study of Costs and Productivity (Delaware Cost Study). These three measures and the thresholds that have been set for them are as follows:

1) Degrees granted, three year average
   The purpose of this measure is to identify programs that, based on size, could have difficulty filling discipline specific requirements or upper level courses. Programs that fall below 15 students are highlighted and cross referenced to ascertain whether they teach a large proportion of interdisciplinary courses or whether the program size causes difficulty abiding by the small class guidelines.

2) Credit hours produced by faculty FTE
   This measure is based on total FTE faculty divided by the number of credit hours they produced during the academic year. This information is compared to discipline specific peer information and programs are highlighted if they are outliers within their peer group as identified by the Delaware Cost Study.
3) Cost per student FTE: Computed based on total instructional cost divided by the number of FTE students during the academic year. This information is compared to discipline specific peer information and programs are highlighted if they are outliers within their peer group as identified by the Delaware Cost Study.

The scorecard includes a single measure to monitor program size and productivity for associate degrees and regional campus programs. Given the nature of these programs, comparative information is not available through the Delaware Study. Given the shorter length of the associate degree and that often the same coursework is used for students seeking bachelor’s degrees, a lower degrees per year threshold (5) was set for these programs.

ATTACHMENT B

MONITORING AND EVALUATING LOW ENROLLMENT CLASSES

OHIO UNIVERSITY 12/23/2015

I. Policy Overview and Definitions

Section 3345.35 of the Ohio Revised Code requires that each state institution of higher education provide its trustees with a report of all courses and programs based on enrollment and student performance. This evaluation is to be performed by January 1, 2016, and the first day of January every fifth year thereafter, with reports due to the Chancellor 30 days after the evaluation.

The Chancellor has defined low enrollment courses as those class sections that fall below 120% of the minimum threshold, as defined by the University. Based on this definition, the following guidelines (Table 1) apply at Ohio University. These definitions were developed upon careful consideration of factors recognized by the Ohio Department of Education to be considered in setting class size. The resulting guidelines allow
departments and colleges reasonable flexibility to strategically manage class sizes based on issues of quality, centrality to OHIO’s mission, cost-effectiveness, and demand.

Table 1: Ohio University Guidelines for Monitoring of Small Classes

<table>
<thead>
<tr>
<th>Campus</th>
<th>Course Level</th>
<th>OHIO Minimum Threshold</th>
<th>Chancellor Minimum Threshold (120%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athens</td>
<td>1000-2000</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Athens</td>
<td>3000-4000</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Athens</td>
<td>Graduate</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Athens</td>
<td>Developmental</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Regional</td>
<td>All Undergraduate</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

II. Identification

Based on the above definitions, a central report was developed for the University by the Office of Institutional Research in consultation with the University Registrar. This report consisted of all lecture courses that fell below the guidelines, and was reviewed and cleaned to assure that independent study or other clinical and field experiences were removed. The final lists were then distributed to college offices where they were individually reviewed and colleges recommended an appropriate action and described the reason for the low enrollment of each individual class listed in the report.

The reports that were distributed listed a total of 507 classes to be reviewed, approximately half of those courses were regional campus courses and half were from the Athens campus. Overall, less than 5% of classes on Athens campus and less than 12% of classes on the regional campuses fell into the low enrollment category. Of those classes identified as low enrollment on the Athens campus, the distribution fell across the different course categories as follows: 1000-2000 (10%),
3000-4000 (35%), developmental (11%), graduate (23%), and less commonly taught languages (LCTL) (21%).

Prior to the central report being developed, class size was primarily monitored at the college level. Each college has guidelines in place and used the tools provided by the Office of the University Registrar to monitor class sizes and determine when to combine or close sections or when new sections needed to be added. This process by the colleges will remain the primary method of managing class size and the review of the central report will be a follow-up process after the term to monitor success.

III. Summary of Results

A summary of the compiled feedback is provided in Table 2 below that indicates courses at each of the levels denoted in the small class policy (1000-2000 level, 3000-4000 level, graduate, developmental, and regional). In addition, Less Commonly Taught Languages (LCTLs) were separated into their own category for Athens campus. These courses make up a significant proportion of small courses overall (21%) and are also frequently identified as candidates for sharing with other institutions. Collaborative efforts are already underway with other state institutions to share in the teaching of some of these courses.

The following methods of course reduction were available for colleges to categorize the courses:

- Candidate for Sharing: There is a possibility of designing the course to be shared with other institutions.
- Change Modality: There is a possibility of moving to online or to hybrid in order to increase enrollment.
- Course Elimination: Able to remove course from the curriculum or phase it out.
- Other: Courses falling into this category included some already in phase out, some that are temporarily small
because of facilities that are changing, or temporary courses available to accommodate semester conversion.

- Reduce Sections or Reschedule: Class sections can be combined or scheduled less frequently.
- No Action: Colleges are required to review all courses that fall below the minimum guidelines but may request a small number of exemptions (no action) based on reasons including pedagogical reasons, centrality to the mission of the program or the institution, cost-effectiveness or because cost containment efforts are already in place. Exempt courses should comprise a small percent of the overall curriculum.
Table 2: Distribution of Small Classes Fall 2014-Spring 2015

**ATHENS CAMPUS**

<table>
<thead>
<tr>
<th>Course Level</th>
<th>Total Low Enrolled</th>
<th>Candidate for Sharing</th>
<th>Change Modality</th>
<th>Course Elimination</th>
<th>Other</th>
<th>Reduce Sections</th>
<th>Reschedule</th>
<th>No Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>265</td>
<td>33</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td>65</td>
<td>147</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>12%</td>
<td>0%</td>
<td>2%</td>
<td>2%</td>
<td>25%</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>1000-2000*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>32</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>25%</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>3000-4000*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>91</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>7</td>
<td>23</td>
<td>56</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>0%</td>
<td>1%</td>
<td>4%</td>
<td>8%</td>
<td>25%</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Developmental*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>27</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>14</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>52%</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Graduate*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>61</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>8</td>
<td>18</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
<td>13%</td>
<td>30%</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>Less Commonly Taught Languages (LCTL)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>54</td>
<td>33</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>61%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>39%</td>
<td></td>
</tr>
<tr>
<td>*non-LCTL Only</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**REGIONAL CAMPUSES**

<table>
<thead>
<tr>
<th>Course Level</th>
<th>Total Small</th>
<th>Candidate for Sharing</th>
<th>Change Modality</th>
<th>Course Elimination</th>
<th>Other</th>
<th>Reduce Sections</th>
<th>Reschedule</th>
<th>No Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>242</td>
<td>14</td>
<td>15</td>
<td>16</td>
<td>17</td>
<td>65</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>6%</td>
<td>6%</td>
<td>7%</td>
<td>7%</td>
<td>27%</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Chillicothe</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>63</td>
<td>4</td>
<td>3</td>
<td>15</td>
<td>17</td>
<td>6</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>6%</td>
<td>5%</td>
<td>24%</td>
<td>27%</td>
<td>10%</td>
<td>29%</td>
<td></td>
</tr>
<tr>
<td>Eastern</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>17</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>94%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Lancaster</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>54</td>
<td>0</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>22</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>0%</td>
<td>22%</td>
<td>0%</td>
<td>0%</td>
<td>41%</td>
<td>37%</td>
<td></td>
</tr>
<tr>
<td>Southern</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>35</td>
<td>10</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Percent</td>
<td>100%</td>
<td>29%</td>
<td>0%</td>
<td>3%</td>
<td>0%</td>
<td>11%</td>
<td>57%</td>
<td></td>
</tr>
</tbody>
</table>

Zanesville
IV. Courses Identified for Sharing

Table 3: Courses Targeted for Regional Collaboration

<table>
<thead>
<tr>
<th>ATHENS CAMPUS</th>
<th>REGIONAL CAMPUSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>AKAN 1110 Elementary Twi (Akan) I</td>
<td>FR 1110 Elementary French I</td>
</tr>
<tr>
<td>AKAN 1120 Elementary Twi (Akan) II</td>
<td>FR 1120 Elementary French II</td>
</tr>
<tr>
<td>AKAN 2110 Intermediate Twi (Akan) I</td>
<td>MKT 2020 Marketing Principles</td>
</tr>
<tr>
<td>AKAN 2120 Intermediate Twi (Akan) II</td>
<td>SAM 4700 Managing Strategically</td>
</tr>
<tr>
<td>HIND 1120 Elem Hindi-Urdu II</td>
<td>GEOL 1010 Introduction to Geology</td>
</tr>
<tr>
<td>HIND 2110 Int Hindi-Urdu I</td>
<td>PHIL 2350 Business Ethics</td>
</tr>
<tr>
<td>HIND 2120 Int Hindi-Urdu II</td>
<td>PSY 3610 Ind &amp; Org Psych</td>
</tr>
<tr>
<td>HIND 5120 Elem Hindi-Urdu II</td>
<td>SOC 2600 Criminal Justice</td>
</tr>
<tr>
<td>HIND 5210 Int Hindi-Urdu I</td>
<td>SOC 3630 Juvenile Delinquency</td>
</tr>
<tr>
<td>HIND 5220 Int Hindi-Urdu II</td>
<td>EDMC 3010 Curriculum Develop Mid Child</td>
</tr>
<tr>
<td>INDO 1110 Elem Indonesian/Malay I</td>
<td>HLTH 3300 Community Health Epidemiology</td>
</tr>
<tr>
<td>INDO 1120 Elem Indonesian/Malay II</td>
<td>HLTH 4210 Health Care Finance I</td>
</tr>
<tr>
<td>INDO 1120 Elem Indonesian/Malay II</td>
<td>HLTH 4220 Health Care Finance II</td>
</tr>
<tr>
<td>INDO 2110 Int Indonesian/Malay I</td>
<td>CTCH 2900 Special Topics</td>
</tr>
<tr>
<td>INDO 2110 Int Indonesian/Malay I</td>
<td></td>
</tr>
<tr>
<td>INDO 2120 Int Indonesian/Malay II</td>
<td></td>
</tr>
<tr>
<td>INDO 2120 Int Indonesian/Malay II</td>
<td></td>
</tr>
<tr>
<td>INDO 3110 Adv Indonesian I</td>
<td></td>
</tr>
<tr>
<td>INDO 3120 Adv Indonesian II</td>
<td></td>
</tr>
<tr>
<td>INDO 5120 Elem Indonesian/Malay II</td>
<td></td>
</tr>
<tr>
<td>INDO 5210 Int Indonesian/Malay I</td>
<td></td>
</tr>
<tr>
<td>INDO 5220 Int Indonesian/Malay II</td>
<td></td>
</tr>
<tr>
<td>INDO 5310 Adv Indonesian I</td>
<td></td>
</tr>
<tr>
<td>INST 2100 Africa's Children</td>
<td></td>
</tr>
<tr>
<td>KHMR 1110 Elem Khmer I</td>
<td></td>
</tr>
<tr>
<td>KHMR 5220 Int Khmer II</td>
<td></td>
</tr>
<tr>
<td>THAI 2110 Intermediate Thai I</td>
<td></td>
</tr>
<tr>
<td>THAI 2120 Intermediate Thai II</td>
<td></td>
</tr>
<tr>
<td>THAI 3110 Advanced Thai I</td>
<td></td>
</tr>
<tr>
<td>THAI 3110 Advanced Thai I</td>
<td></td>
</tr>
<tr>
<td>WOL 1110 Elementary Wolof I</td>
<td></td>
</tr>
<tr>
<td>WOL 1120 Elementary Wolof II</td>
<td></td>
</tr>
<tr>
<td>WOL 5120 Elementary Wolof II</td>
<td></td>
</tr>
</tbody>
</table>
Trustee Scholl moved the resolution. Trustee Viehweger seconded. With all in favor, the motion passed.

Trustee Scholl spoke about a presentation provided by Dr. Elizabeth Sayrs, Interim Dean of the College of Fine Arts, and Dr. Cary Frith, Interim Dean of the Honors Tutorial College. The two deans outlined the Ohio Honors Program, a proposal that was approved at the November meeting of the University Curriculum Council (UCC). The proposed program is a university-wide honors program available to all students, and would capitalize on existing infrastructure and courses to engage highly-motivated students.

Trustee Scholl then moved on to the consent agenda, which focused on new programs, program reviews, and a program recommended for inactivation. He stated that most of the discussion surrounded program reviews. Trustee Scholl recommended that documents on program review be made available to Trustees in advance, and as soon as possible, so that the committee could conduct a diligent review of the programs prior to the Board meeting. Trustee Scholl also recommended that a more standardized document be made to more uniformly evaluate the programs. Regarding timing of document delivery, EVPP Benoit stated that the documents are provided as soon as possible, and Dr. Quitslund noted that the initial reviews, which are completed in April, cannot be evaluated by the UCC review committee until after the semester ends. Dr. Quitslund stated that since the committee comprises faculty who do not work during the summer, the review process cannot begin until September. Dr. Quitslund offered several suggestions that might help to expedite the review process in order to provide reviews to Trustees sooner.

Trustee Scholl recommended that all seven consent agenda items be moved to the full board for consideration, and relayed that there are three new programs being recommended: Masters of Education in Human and Consumer Sciences; a Doctor of Nursing Practice; and an International baccalaureate degree. Additionally, a program with no students or faculty has been recommended for inactivation.

Secretary Moore pointed out a minor typo on the resolution documents, and clarified that the Equine Studies program is offered on the Southern campus. Trustee Scholl stated that the resolution should remain on the consent agenda, with subsequent correction of the typo.
University Resources Committee

University Resources Committee Chair Janetta King reported on a presentation from Advancement that outlined gifts including the types and amounts. Trustee King noted that the Trustees discussed what was learned from the Capital Campaign, and how to take those lessons to improve future campaigns. She said that Trustees were primarily impressed with the scholarship funds, and the success of providing matching funds for donations.

Trustee King then moved on to the resolution on rate increases for second cohort of the OHIO Guarantee. She listed where background materials could be found if further review was needed.

Trustee King moved that the resolution for the OHIO Guarantee cohort fees be approved. Trustee Scholl seconded the motion. With all in favor, the motion passed.

FISCAL YEAR 2016-2017
OHIO UNIVERSITY
ACADEMIC YEAR 2016-2017 TUITION, FEE AND RATE INCREASES
RESOLUTION 2016 -- 3522

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

WHEREAS, these recommendations are consistent with the 0% limitation on tuition, fee and rate increases for students not subject to the tuition guarantee, as set forth in Am. Sub. H.B. 64, passed by the 131st General Assembly and effective on June 30, 2015; and

WHEREAS, Revised Code Section 3345.48 states that tuition, fee and rate increases for students who are subject to the tuition guarantee shall not be greater than the sum of the 60-month rate of inflation as measured by the Consumer Price Index plus the percentage amount increase authorized by the General Assembly for the applicable fiscal year; and
WHEREAS, these recommendations are consistent with the limitations set forth in Section 3345.48 for students who are subject to the tuition guarantee;

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through C, effective Fall Semester 2016 unless otherwise noted.
Exhibit A

<table>
<thead>
<tr>
<th>Fee</th>
<th>Cohort 2015-16 &amp; 16 &amp; Cohort 2016-17</th>
<th>Increase</th>
<th>Exhibit</th>
<th>Increase</th>
<th>Exhibit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athens Undergraduate Instructional and General Fee</td>
<td>0.0% --</td>
<td>1.7%</td>
<td>B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athens Non-resident Surcharge</td>
<td>0.0% --</td>
<td>5.6%</td>
<td>B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athens Campus Residential Housing Rates</td>
<td>0.0% --</td>
<td>3.5%</td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athens Campus Culinary Services Rates</td>
<td>0.0% --</td>
<td>2.0%</td>
<td>C</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*All Increased Effective Fall 2016

Trustee King said the committee recommended that resolutions on the consent agenda regarding construction schematics remain on the consent agenda.

Trustee King reported that the committee heard a report on Ohio University’s energy infrastructure, and relayed that Ohio University had been named an EPA Green Power Partner due to many of the efforts that President McDavis had spoken about in the Resources committee meeting. She stated that not a lot of institutions have that designation.

Trustee King said the committee recommended that a list of construction projects remain on the consent agenda and that the Belmont County water tower easement remain on the consent agenda.
Trustee King stated that she wanted to emphasize the discussion regarding the President Street Academic Center. She stated that the idea is that the building will be removed to introduce green space, and, ultimately, new academic space for College of Business students. Trustee King noted discussion from Trustee Wilcox, a student in the College of Business, regarding the importance of increased space for the College of Business and the current limitations the college faces. Trustee King pointed out that, in the next five years, Ohio University will be building and renovating 500,000 square feet of space, and that it is very important to remember that the Resources Committee rarely gets these sorts of resolutions requiring demolition. Trustee King reported that the committee and Board had heard from community members and the city. She stated that the Board and university want to maintain good relations with the community, but on some points, “we will simply have to agree to disagree.”

Trustee King moved that the resolution for removal of the President Street Academic Center be approved. Trustee Wolford seconded. With all in agreement, the motion passed.

APPROVAL TO PROCEED WITH CONSTRUCTION FOR PRESIDENTIAL STREET ACADEMIC CENTER SITE IMPROVEMENTS – CONSTRUCTION PHASE AND BUDGET AMENDMENT

RESOLUTION 2015 --3523

WHEREAS, for the Presidential Street Academic Center Site Improvements project, the Board of Trustees previously approved a total project budget of $1,000,000 (2015-3453) and authorized expenditures of $200,000 (2015-3453), and University administration seeks to amend the total project budget of $1,000,000 by an additional $500,000 for a new total project budget of $1,500,000 and seeks to increase the previously authorized expenditures amount of $200,000 by an additional $1,300,000 for a total authorized expenditures of $1,500,000 to undertake construction and complete the project to be funded by Internal Loans;

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 King moved that a second, related resolution concerning an easement on the President Street Academic Center be approved. Trustee Goodman seconded. With all in agreement, the motion passed.

Finally, Trustee King praised the financial update report that was given by Deb Shaffer, Senior Associate Vice President for Finance and Administration, as being very complete, very thorough, and said that the Resources Committee is very spoiled in how well the material is presented. Trustee King said that, given recent stock market fluctuations, the Board will continue to receive timely updates on Ohio University’s financial strength, and position.

**Audit Committee**

Audit Committee Chair Goodman reported on the Audit Committee. He stated that the committee heard a report from Audit Executive Jeff Davis, who provided an update on internal audits and office operations. Mr. Davis provided an outline and update on the 2016 audit plan. Trustee Goodman stated that everything appeared to be in order, and the committee had no issues with the presentation. He noted that Institute of Internal Auditors require that an institution must be externally reviewed every five years. He reported that the committee agreed to use the external auditor that Mr. Davis suggested, and that the process will begin in March.

The committee heard that Mr. Davis would like additional processes in place for presentation of his internal audits. Trustee Goodman relayed that Mr. Davis feels that this will be helpful to the departments he works with, and will provide a pathway for continuous improvement. Trustee Goodman also noted that a resolution revising the charter of the Audit Committee was presented and approved in 2011, updating a 2009 resolution introducing the charter. Trustee Goodman asked that the Board review the documents that Mr. Davis will be sending them to identify if there are any areas that the Board feels should be updated, revised, added, or eliminated.

**Governance Committee**

Governance Committee Chair Janelle Simmons reported on the activities of the Governance Committee. She stated that the committee had reviewed three issues. The first issue concerned the 2016-2017 Ohio University Board
of Trustees meeting dates. Trustee Simmons stated that the October Board of Trustees meeting dates would shift from October 13-14, 2016 to October 20-21, to avoid interfering with observation of Yom Kippur.

She stated that the Board would return to the Dublin campus for its 2016 retreat in August.

Trustee Simmons concluded that the Student Trustee Alumni Reunion will be held again this year in March.

**Executive Committee**

Chair Anderson reported that the committee voted to go into executive session on Thursday afternoon and Friday morning to discuss personnel and real estate matters. She stated that there were no action items to report from those executive committee sessions.

**Consent Agenda**

Chair Anderson then introduced the consent agenda.

**MAJOR AND DEGREE PROGRAM REVIEWS**

**RESOLUTION 2016 -- 3524**

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

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

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

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees of Ohio University hereby accepts the program reviews for the following seven programs:
WHEREAS, the Department of Human and Consumer Sciences in the Patton College of Education has developed a concentration in Family and Consumer Sciences Education with Teaching Licensure, and

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

WHEREAS, in the area of family and consumer sciences, demand for qualified educators in Ohio currently is greater than can be served by existing programs and is expected to continue to increase; and
WHEREAS, the proposed clinical program, which can be completed in four academic terms, will

- Permit students to receive a master’s degree;
- Provide teacher licensure at the graduate level; and
- Prepare students to work in an educational or business setting.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Master of Education in Human and Consumer Sciences in the Department of Human and Consumer Sciences in the Patton College of Education.

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS  
SCHOOL OF NURSING  
DOCTORATE OF NURSING PRACTICE  
RESOLUTION 2016 -- 3526

WHEREAS, the School of Nursing in the College of Health Sciences and Professions has proposed offering a Doctorate of Nursing Practice, and

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

WHEREAS, the Doctor of Nursing Practice is a clinical professional doctorate that prepares post-baccalaureate and post-master’s students to assume advance practice registered nursing or leadership roles; and

WHEREAS, the post-baccalaureate students will be prepared in direct care roles such as nurse practitioner, or indirect care roles, such as nurse administrator; and

WHEREAS, the program holds potential for interdisciplinary educational links with current programs in Interdisciplinary Health Studies, Physician Assistant Practice, and Nursing.
NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves offering the Doctorate of Nursing Practice by the School of Nursing in the College of Health Sciences and Professions.

INTERNATIONAL BACCALAUREATE COURSE CREDIT

RESOLUTION 2016 -- 3527

WHEREAS, the International Baccalaureate is an international educational foundation founded in 1968 that offers educational programs for a worldwide community; and

WHEREAS, the International Baccalaureate mission statement is “The International Baccalaureate aims to develop inquiring, knowledgeable and caring young people who help to create a better and more peaceful world through intercultural understanding and respect. To this end the organization works with schools, governments and international organizations to develop challenging programs of international education and rigorous assessment. These programs encourage students across the world to become active, compassionate and lifelong learners who understand that other people, with their differences, can also be right”; and

WHEREAS, the International Baccalaureate diploma program curriculum core covers theory of knowledge, the extended essay, and creativity activity and service through the following subject areas: language and literature, language acquisition, individuals and societies; sciences, mathematics, and the arts; and

WHEREAS, Ohio Revised Code Section 3345.38, enacted in 2015, requires the board of trustees of each state institution of higher education to adopt and implement a policy to grant undergraduate course credit to a student who has successfully completed an international baccalaureate diploma program; and

WHEREAS, such policy must establish conditions for granting course credit, including minimum scores required on examinations constituting the International Baccalaureate diploma program in order to receive credit;
WHEREAS, the policy also must identify specific course credit or other academic requirements, including the number of credit hours or other course credit that the institution will grant to a student who completes the diploma program; and

WHEREAS, Ohio University’s current practice is to award up to nine semester hours of undergraduate course credit for certain international baccalaureate examinations graded five or above;

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees hereby adopts the attached policy entitled International Baccalaureate Course Credit, which complies with the requirements of the Ohio Revised Code, and directs that this policy be implemented by appropriate University offices.

BE IT FURTHER RESOLVED that periodic revisions to the policy necessary for establishing conditions for granting course credit and identifying specific course credit or other academic requirements may be implemented by appropriate University offices.

COLLEGE OF FINE ARTS & SCHOOL OF DANCE, FILM, AND THEATER
MASTER OF ARTS IN THEATER HISTORY AND CRITICISM

RESOLUTION 2016 -- 3528

WHEREAS, the Division of Film in the School of Dance, Film, and Theater in College of Fine Arts has requested the Master of Arts degree in Theater History and Criticism be placed on inactive status, and

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

WHEREAS, the inactive status is based on insufficient faculty in the last five years to offer the degree, and

WHEREAS, the last students admitted to the degree program were in academic year 2008-2009 and have been awarded the degree;
NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts placing the Master of Arts degree in Theater History and Criticism on inactive status.

APPROVAL TO PROCEED WITH DESIGN FOR
SEIGFRED HALL ROOF AND WINDOW REPLACEMENT -
CONCEPTUAL DESIGN THROUGH DESIGN DEVELOPMENT
PHASES (COMBINE PROJECTS),
AND SOUTH GREEN COMPREHENSIVE SITE DESIGN SWEEP
PHASE B – BUDGET AND SCOPE AMENDMENT

RESOLUTION 2016 -- 3529

WHEREAS, for Seigfred Hall Roof And Window Replacement project, the Board of Trustees previously authorized expenditures of $180,000 and a total project budget of $1,800,000 for the Seigfred Hall Roof project (2015-3517) and also authorized expenditures of $90,000 and a total project budget of $800,000 for Seigfred Hall Window Replacement project (2015-3517), and University administration seeks approval to combine the two projects resulting in authorized expenditures of $270,000 and a total project budget of $2,600,000 to undertake conceptual design through design development to be funded by Century Bonds 2016 ($329,000) and State Appropriations ($2,271,000);

WHEREAS, for the South Green Comprehensive Site Design Sweep Phase B project, the Board of Trustees previously approved a total project budget of $1,061,000 (2015-3505) and authorized expenditures of $150,000 (2015-3505), and University administration seeks to increase the authorized expenditures amount by $65,000 for total authorized expenditures of $215,000 to undertake design with the total project to be funded by Residential Housing;

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 2016 STEAM DISTRIBUTION SYSTEM REPAIRS – DESIGN AND CONSTRUCTION PHASES,
BOYD HALL FLAT ROOF – DESIGN AND CONSTRUCTION PHASES,
COLLEGE GREEN EXTERIOR PAINT AND WINDOW REPAIR – BUDGET AMENDMENT,
FACTORY STREET SUBSTATION SINKHOLE PHASE I - SOIL STABILIZATION,
GROVER CENTER E-112 EXPANSION – CONSTRUCTION PHASE,
OUL BRASEE HALL FITNESS CENTER – CONSTRUCTION PHASE AND BUDGET AMENDMENT,
AND VAN VORHES DRIVE IMPROVEMENTS AND UNIVERSITY TERRACE REPAIRS – CONSTRUCTION PHASE AND BUDGET AMENDMENT

RESOLUTION 2016 -- 3530

WHEREAS, for the 2016 Steam Distribution System Repairs project, University administration requests approval for the total project budget of $1,500,000 and seeks authorized expenditures of $1,500,000 to undertake design, construction and complete the project to be funded by Energy Infrastructure Project Debt;

WHEREAS, for the Boyd Hall Flat Roof project, University administration requests approval for the total project budget of $573,000 and seeks authorized expenditures of $573,000 to undertake design, construction and complete the project to be funded by Departmental Culinary Services;

WHEREAS, for the College Green Exterior Paint and Window Repair project, the Board of Trustees previously approved a total project budget of $860,500 (2015-3486) and authorized expenditures of $860,500 (2015-3486), and University administration seeks to amend the total project budget of $860,500 by an additional $289,500 for a new total project budget of $1,150,000 and seeks to increase the previously authorized expenditures amount of $860,500 by an additional $289,500 for a total authorized expenditures of $1,150,00 to undertake construction and complete the project to be funded by State Appropriations;
WHEREAS, for the Factory Street Substation Sinkhole Phase I - Soil Stabilization project, University administration requests approval for the total project budget of $1,000,000 and seeks authorized expenditures of $1,000,000 to undertake design, construction and complete the project to be funded by Emergency Projects – Century Bond;

WHEREAS, for the Grover Center E-112 Expansion project, the Board of Trustees previously approved a total project budget of $11,000,000 (2015-3467) and authorized expenditures of $550,000 (2015-3467), and University administration seeks to increase the authorized expenditure amount by $10,450,000 for a total authorized expenditures of $11,000,000 to undertake construction and complete the project to be funded by Departmental Funds;

WHEREAS, for the OUL Brasee Hall Fitness Center project, University administration requests approval for the total project budget of $589,000 and seeks authorized expenditures of $589,000 to undertake design, construction and complete the project to be funded by State Appropriations ($235,545) and Regional Higher Education ($353,455);

WHEREAS, for the Van Vorhes Drive Improvements and University Terrace Repairs project, the Board of Trustees previously approved a total project budget of $1,302,000 (2015-3453) and authorized expenditures of $132,000 (2015-3453), and University administration seeks to reduce the authorized project budget amount by $452,000 for a new total project budget of $850,000 and seeks to increase the previously authorized expenditures amount of $132,000 by an additional $718,000 for a total authorized expenditures of $850,000 to undertake construction and complete the project to be funded by 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. Trustee King moved to approve the consent agenda. Vice Chair Wolfort seconded the motion. With all in agreement, the motion carried. There was no unfinished business.

There was no new business.
Memorials

President McDavis paid tribute to Wilfred Konneker, an alumnus and friend of Ohio University, who recently passed away. He was a successful businessman and scientist. He was the father of the Innovation Center, and served on both the Foundation Board of Trustees and the Ohio University Board of Trustees. He was the recipient of Alumni Medal of Merit, Alumnus of the Year award, and an honorary degree, among many other accolades, all from Ohio University. He also helped to establish the Cutler Scholars program. President McDavis stated that he was a blessing to Ohio University, and keeping it in his heart and mind throughout his life. President McDavis stated that it was an honor to know him, and he will never be forgotten.

Trustee Scholl spoke of his friendship with Wilfred Konneker, which began when Trustee Scholl was a student at Ohio University. He spoke fondly of his mentorship, and getting to work for and with Konneker. He was a thinker, a doer, honest, and authentic. His philanthropy is everywhere on campus. He was about people, and I will miss him. I am very grateful to have known him. Trustee Scholl thanked President McDavis for helping Dr. Konneker’s initiatives succeed. He spoke of how much he missed him.

Trustee Anderson noted that Konneker was an orphan who came to Ohio University, was transformed, and never stopped giving back. She mentioned that Dr. Konneker funded a full scholarship specifically for a student who came from the high school that Trustee Anderson and Dr. Konneker both attended, which was situated in a poor district. She noted that her nephew was also a recipient of the scholarship, and stated that the scholarship made a huge difference to her hometown and her family. She recommended that everyone should aspire to be like Dr. Konneker.

Secretary Moore announced that the Board of Trustees would reconvene in Athens on March 10-11, 2016.

Chair Anderson wished everyone safe travels, and adjourned the Main Board Meeting at 12:27pm.
APPENDIX

Ohio University Board of Trustees
Joint Committee Meeting
Margaret M. Walter Hall
Thursday, January 21, 2016

Present: Chair Sandra J. Anderson, Vice Chair David A. Wolfort, Trustees Janelle N. Simmons, Janetta King, Peggy Viehweger, N. Victor Goodman, Kevin B. Lake, Dave Scholl, Cary R. Cooper, National Trustees Laura A. Brege and David W. Pidwell, Student Trustees Sharmaine Wilcox and Patrick J. Roden, Alumni Representative Julie Mann Keppner, Faculty Representative Joe McLaughlin, Faculty Senate Chair Beth Quitslund (representing Faculty Representative David O. Thomas), Secretary David Richard Moore and President Roderick J. McDavis.

Chair Anderson called the meeting to order at 8:30am.

Chair Anderson introduced and welcomed new National Trustees Laura Brege and David Pidwell. She stated that Trustee Brege is a graduate of the Honors Tutorial College, and serves on the Ohio University Foundation Board. Trustee Brege stated that she was pleased to have the opportunity to serve on the Board of Trustees. Trustee Pidwell, a graduate of the Russ College of Engineering, is also a member of the Foundation Board. Trustee Pidwell stated that it is a pleasure to work with the university where he has been so active in other ways.

President McDavis welcomed Trustees Pidwell and Brege, and introduced the first presentations for the morning.

Ohio University Budget Update

Executive Vice President and Provost (EVPP) Pam Benoit and Vice President for Finance and Administration (VPFA) Stephen Golding summarized the efforts to improve the budget process, which includes engaging colleges in the planning to form a complete idea of their budget needs and priorities, and beginning the budget planning process in the fall of the previous fiscal year instead of in the spring, which allows for more time to make projections.

In overview, they confirmed the key strategic priorities that must be addressed and balanced in the budgeting process: (1) Revenue growth and innovation strategy; (2) Faculty and staff compensation; (3) Capital improvement plan and deferred maintenance; and (4) Student affordability and financial aid.
Chair Anderson asked EVPP Benoit and VPFA Golding to describe Ohio University’s Budget Planning Council (BPC). EVPP Benoit and VPFA Golding described the advisory council, composed of faculty, students, faculty senate representatives, administrative senate representative, and classified senate representatives. The council is charged with monitoring and reviewing the University budget model, reviewing and recommending approval of tuition, fees, and internal rate requests, and receiving and reviewing the General Fee Committee’s recommendations to the President.

EVPP Benoit and VPFA Golding also provided updates on the Faculty Compensation Plan. EVPP Benoit noted that the University is reviewing benefits, including healthcare, and ongoing efforts to revise healthcare benefits in order to avoid the Affordable Care Act “Cadillac” tax. She noted that some of the expense growth expected in the Financial Year 2017 (FY17) budget will be due to compensation impacts. She and VPFA Golding reiterated that Ohio University is working to achieve a ranking of third among Inter-University Council peers for faculty total compensation.

Vice Chair Wolfort asked for clarification on the distance between where Ohio University started out, and where it is now. VP Golding stated that despite pay raises at peer institutions, Ohio University has shrunk the gap between where we are in relation to the third ranked institution, largely due to Ohio University’s increased annual raise percentage and that we should achieve the goal. If not, we will need to plan for a fourth year of additional compensation.

Capital Plan

VPFA Golding provided an update on the Capital Plan, including deferred maintenance planning (particularly through the Century Bond program) and capital improvement planning. He stated that, while complex and more difficult, multi-year planning has allowed finance and budget staff to become more sophisticated in their ability to develop priorities.

He noted that as budget and finance staff evaluates plans on a multi-year scale, they look ahead at what Ohio University may need to do in terms of debt issuance. Accordingly, he presented a forecast for potential debt issuance over the next several years. It is important for planning purposes to know what longer-term financial resources are or are not available for various capital improvements.

2nd Cohort OHIO Guarantee Rate Increases

The Board is being asked to approve Tuition, Room and Board increases for incoming freshman and transfer students, as the 2nd cohort under the OHIO Guarantee program. For continuing students and the 1st cohort, no increases are requested for tuition, room or board. For incoming students, the proposed increases are 1.7% for tuition (an additional $196 annually), 5.6% for the non-resident surcharge (an additional $500 annually), 3.5% for room (an additional $223 annually), and 2.0% for board (an additional $90 annually).
Regarding the strategic priority of Student Affordability, VPFA Golding reported that Ohio University has made significant investments in financial aid, including the Signature Awards Program. Trustee Anderson asked Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, to describe the Signature Program.

Vice Provost Cornell stated that the Signature Program is designed to use scholarship dollars most effectively on a need basis, to better ensure that students who are accepted at Ohio University enroll at Ohio University, and do not go elsewhere due to lack of finances. He stated that each student with need is evaluated on an individual basis, and that the pool of available Signature funds is allocated based on individual need.

Trustee Scholl asked if Vice Provost Cornell tracks the correlation between Signature Funds and first-year student retention, which would be a marker to assess whether our need-based financial aid and award efforts are producing meaningful results. Vice Provost Cornell reported that his office does track that metric in order to ensure that aid results in better retention and student success. EVPP Benoit added that there are other unique challenges that first-generation and first-year students face that are not related to aid; for that reason, she urged caution in focusing exclusively on that metric to evaluate success.

Under the proposal, all students currently on campus will experience no increase in tuition, room and board. VPFA Golding said that the only increases will be for the 2\textsuperscript{nd} cohort coming in to Ohio University this next fall.

VPFA Golding stated that, for residential students, there will be a 1.7\% increase in tuition ($196) for FY17, and a $500 increase in non-residential students. He stated that the non-residential price increase is not expected to impact non-resident enrollment. A discussion ensued regarding the higher non-residential surcharges that are imposed by other universities in Ohio, and the different strategic priorities of OHIO versus other institutions with respect to attracting non-Ohio students.

Trustee Viehweger asked about non-residential enrollment rates. Vice Provost Cornell responded that Ohio University’s non-resident enrollment rate had been about 10 percent of the student population, and that as of this year, it had risen to 13 percent. Trustee Viehweger asked if there were plans to further increase that number, as other institutions have, as a means of improving on-campus diversity. EVPP Benoit replied that Ohio University wants to ensure that it is maintaining its commitment to providing educational access to Ohioans, and noted that the Ohio legislature has praised Ohio University for its Ohio recruitment efforts. Our mission and focus are on educating Ohio’s citizens. VPFA Golding stated that the state government is not matching the funds for out-of-state students. We need a mix of students to balance the financial aspects appropriately.

Vice Chair Wolfort stated that non-resident students seem to be getting a bargain with their rate increase, compared to other Ohio institutions, and asked if they were staying in Ohio after graduation to pursue their careers. EVPP Benoit reported that there is a growing trend of Ohio University graduates staying in Ohio upon graduation. Chair
Anderson noted that out-of-state alumni still contribute back to OHIO, as exemplified by National Trustees Brege and Pidwell.

President McDavis reported that, as Ohio State and Miami attempt to reach 33% non-resident student enrollment, Ohio University is benefitting by focusing on and attracting Ohio-resident students, who are increasingly recognizing the value of an OHIO education.

The discussion turned to the recommendation to increase room and board rates for the incoming freshman class. In response to a question from Trustee Roden, VPFA Golding noted that the 20-meal program is used as a metric, as most incoming freshmen opt for the 20-meal program. Trustee Roden noted that many students do not use their full meal plan each week and perhaps should be encouraged to opt for the 14-meal program. VPFA Golding responded that it is common for students to reduce their meal plans in their second year, and that the University is responding to the meal-plan demand from incoming freshmen and their families. He did note that BPC recommended that culinary services reevaluate the various meal plans that they offer to students, to provide more financial choice.

Trustee Anderson reported that she had an email exchange with Carl “Eddie” Smith, President of Ohio University Graduate Student Senate (GSS), who reported that he was the only dissenting vote on BPC to the rate increase ($90 per school year) for board. She promised Mr. Smith that his position and concerns would be shared during the board meeting. VPFA Golding explained that Mr. Smith had opposed the 20-meal, all-you-can-eat plan, and preferred a pay-as-you-go option. VPFA Golding indicated that only one of Ohio University’s dining halls was equipped to handle that sort of cash/credit transaction, and that it would be expensive to implement elsewhere. VPFA Golding stated that, while Mr. Smith feels very strongly about his point of view, it was not broadly supported by the students with whom culinary services regularly works. EVPP Benoit added that the BPC heard from several others, including students and faculty, who were compelling in their support for the current plan options.

Faculty Representative McLaughlin, who voted in favor of the meal plan rate increase at BPC, added that GSS President Smith was also concerned about sustainability, referring to studies on food waste and obesity in college students.

Vice Chair Wolford asked whether the proposed budget increases will allow Ohio University to remain competitive with other Ohio schools. VPFA Golding replied that a comparative analysis will have to be done on a four-year basis to see if Ohio University’s OHIO Guarantee plan is comparable to the rates of non-guarantee schools.

Trustee King inquired about reports on speculations about “budget shortfalls” that appeared in a recent issue of The Post. EVPP Benoit stated that Ohio University had not yet finished or closed the budget, and that they (Benoit and Golding) would never bring a non-balanced budget to the Board for approval. She added that Ohio University is now planning on a multi-year basis, which is beneficial when it comes to creating priorities.
EVPP Benoit stated that a consequence of that is that Ohio University is having to make projections many years in advance, and then solving for budget challenges. The Post article referring to a “shortfall” was not accurate because the budget is still in process and will be finalized as a balanced budget for presentation to the board. The fact is that Ohio University’s budget and revenue are actually growing, not shrinking. The challenge is to balance that revenue against the costs of compensation, financial aid, capital planning, programs and needs of the individual colleges, and other expenses.

Trustee Goodman noted that the story about a so-called “budget shortfall” was unsettling to the Trustees, because of questions raised by outsiders. He noted that it was inaccurate and premature to speculate about a non-balanced budget.

Trustee Scholl asked whether colleges and programs have sufficient time to engage in the budget process. EVPP Benoit responded that the process provides two sets of opportunities to engage, as we move to a cycle where they will have multiple opportunities to engage. VPFA Golding added that the budget plan used to have a much shorter timeframe. Now, the longer planning period allows Ohio University to take a comprehensive look at the budget, which is no small feat for a university. VPFA Golding noted that the Post article was issued without having had any interviews with Finance and Administration to better understand the budget planning process. Apparently, the student reporter felt that the headline and story was clear; however, the article left the mistaken impression that the university had set a deficit budget. EVPP Benoit noted that the article took into consideration only the costs to be addressed without focusing on the revenue side of the budget, which has been growing.

President McDavis said that one of the exciting things about the OHIO Guarantee is that Ohio University will be able to consider and offer a budget much earlier in the year than it has in the past. He said that it is important for Ohio University to be transparent, but it is also important for the people reporting on Ohio University to be accurate.

Mr. Golding summarized the various considerations underlying the proposed fee increases, including multi-year planning assumptions. He stated that when the Board next meets, it will have a sense of financial projections for the next five years, instead of just for the upcoming year. The Resolution to approve the modest increases in tuition, room and board for the incoming cohort will be presented in the Resources Committee later in the day.

**Comprehensive Master Plan**

University Planner Shawna Bolin and Kevin Peterson of Ayers Saint Gross provided a presentation on the Campus Master Plan. This has been several years in the making. Ms. Bolin will ask for final approval of the plan at the March 2016 meeting. This has been a collaborative project that engaged many different university and community members. Ms. Bolin outlined the five core ideas that evolved from this collaboration and that the team used as a framework:
Mr. Peterson said that the campus has been built by past generations, the topography of the area, and designed around historic buildings. The campus is shaped by past decisions and its physical environment; this plan leverages those past decisions. It is important to maintain the integrity of the past while continuing to seek the highest and best use and to build for the future. This includes improving efficiency of space usage while taking into consideration the culture of the campus, and keeping the campus pedestrian-friendly.

Space challenges include the buildings north of the Hocking River that are in the floodplain. For example, once improvements start, Clippinger’s basement would become unusable, given its location in the floodplain. He and Ms. Bolin laid out the plans for renovation of Clippinger Hall.

Ms. Bolin praised Ayers Saint Gross for being able to deliver what the university had asked for: improvements that could be implemented incrementally, over the longer period of time that the Master Plan dictates. She and Mr. Peterson presented a series of slides, maps and photos to illustrate the recommended long-term plans for OHIO’s 212 buildings and 1,800 acres on the Athens campus.

The potential plans and improvements included these:

- Preserve and enhance the campus riverfront and campus aesthetics: Access to the riverfront can be improved. The plan presents possibilities for additional connections to the riverfront, and adding more riverfront attractions.

- Balance new construction against demolition of inadequate buildings.

- Preserving and maintaining the unique historic core of the campus: This includes preserving small buildings and houses that serve as university offices and centers.

- New opportunities to partner with the City of Athens: An example is to enhance the West Union Street gateway into campus.

- Balanced Housing Strategy: This includes looking at opportunities for renovation on the West Green and new construction on the South Green. Mr. Peterson suggested that the Heritage College of Osteopathic Medicine (HCOM), (currently in Grosvenor Hall) and the Russ College of Engineering (currently in Stocker Hall) could be moved to new spaces in order to ease their respective space constraints while also freeing up space for housing on West Green.
• Clarify our Greens: This includes both existing greens (College, North, West, East, South, Ridges) and newly designated greens (West River, South River, East River, Union).

• Utility System: Once the utility system is installed, it will be very expensive to build on top of, and also very difficult to move. Therefore, effective long-term planning is essential.

• Plans for Bicycle Transport and Pedestrian Pathways: For example, building a pedestrian tunnel beneath Richland Avenue, to improve pedestrian safety and reduce accidents.

• Park Place corridor improvements: This area has experienced a significant change in pedestrian traffic with the building of the new Baker University Center and a shift of the campus’ center. The recommendation is to refocus the corridor for student activity and program space, even potentially closing the road to vehicular traffic, or reducing access to vehicles. This idea will, of course, require coordination with the City of Athens

• Move campus visitor center and improve campus signage for visitors and new students: Mr. Peterson noted that the campus can be very challenging and confusing for new visitors. He suggested that a Visitor’s Center might be located in space front of the Convocation Center.

The board asked questions about and discussed the impact of changing the Park Place corridor into a student activity and program space, particularly with respect to 29 Park Place. The street is no longer residential in character. The board asked the campus planners to investigate the board’s options with respect to future presidential housing and to report back in March on the various options the board should consider.

Vice Chair Wolfort noted the importance of thinking about HCOM’s campuses in Dublin and Cleveland, and to avoid building redundancies when thinking about a new HCOM location for the Athens campus.

The board engaged in a robust discussion with many questions for the campus planners. For example, Trustee Viehweger asked about access and traffic flow to the Ridges, particularly if academic and administrative offices relocate there. Mr. Peterson noted ongoing talks with the City of Athens to improve and ease traffic flow.

Trustees Roden and Wilcox posed questions about other student-focused uses for 29 Park Place, similar to the neighboring house used by the Honors Tutorial College. Ms. Bolin welcomed continuing input from students and community members.

Trustee Pidwell asked further questions about potentially making Park Place a pedestrian-only roadway, and suggested a tunnel under the road to accommodate traffic flow. Mr.
Peterson answered that some cities/universities limit automobile access to various areas during the day, and then open them up in the evening, as an effort to improve safety and traffic flow. Space planning and the City of Athens are looking options for various areas of the campus.

Chair Anderson noted that the opportunities for the Park Place corridor have been brewing for a long time. The discussions must include the City of Athens because it is their street. If Park Place is to be changed to a pedestrian, student-focused corridor, then the board needs to discuss and decide the future use of 29 Park Place. Trustee Wilcox commented that because it is becoming such a student focused corridor; it important to provide more access for and use by students. Chair Anderson noted that the significant changes in pedestrian traffic alone in the corridor seems to warrant a change in usage. She also noted that 29 Park Place used to be a private residence on a quiet street at what was then the edge of campus, and was acquired by Ohio University in the 1950’s. Dr. Baker (OU’s 14th president) was the first president to reside there. In other words, historically, 13 previous presidents resided elsewhere over the decades.

In response to the Board’s questions and discussion, Ms. Bolin stated a team would be assembled to investigate and plan for other options for 29 Park Place and for the Park Place corridor, which was once on the edge of campus and now is at the heart of it. Options and recommendations will then be presented at the March board meeting.

Vice Chair Wolfort noted that students were given the opportunity to come up with new ideas for usage of the space that once housed the Oasis restaurant. He said there are many good existing ideas, and urged the Campus Master Plan to incorporate suggestions from students in designing, renovating and building.

Chair Anderson praised Ms. Bolin and her team for their “amazing work” on the Campus Master Plan.

Vice Chair Wolfort asked whether the Campus Master Plan considers energy efficiency in planning new buildings and renovating spaces. Mr. Peterson replied that they do evaluate different energy-efficiency ideas, including looking at ways to improve efficiency in existing spaces, such as replacing windows with more energy-efficient options. Ms. Bolin noted that, in terms of potential energy-cost savings, just as there are dollars that will be spent, there are high savings to be had from maximizing use of space.

Trustee Scholl stated that with renovations of historic buildings, there is always a question of which buildings will stay and which buildings will go. He asked Ms. Bolin to explain how those decisions are made with respect to the President Street Academic Center (PSAC). Ms. Bolin replied that the PSAC demolition discussion began prior to the beginning of the Campus Master Plan, so the Campus Master Plan only evaluated use for the space that will occur as a result. Further discussion of plans for PSAC and the accompanying Resolutions will be taken up separately during the Resources Committee later in the day.
Trustee Cooper noted that the planning stops at the river. He asked if, before 85,000 square feet of space is destroyed, there is any concrete planning to better control or change the flow of the river to reduce the risk of flooding. Ms. Bolin replied that no plans for changing or controlling the river had been discussed in the development of the Campus Master Plan.

Chair Anderson thanked Ms. Bolin and Mr. Peterson for their presentation, stating it was very well done, and very critical for the future of the university. No board action is required at this time, and we will look forward to the proposal at the March meeting for board approval.

Governor’s Task Force

VPFA Golding and EVPP Benoit presented an update on the report that the university must prepare for the Governor’s Task Force on Affordability and Efficiency. VPFA Golding outlined the various action steps and progress that Ohio University is developing in response to the various recommendations from the Task Force, for presentation at the March Board of Trustees meeting.

Vice Chair Wolfort asked how the task force recommendations might affect Ohio University’s faculty compensation and our strategic priority to move up to third in the state rankings for faculty compensation. VPFA Golding responded that maintaining the financial pool will be essential for Ohio University to continue to shrink the gap for faculty salary, despite the growth of competitors’ salaries.

No board action is required at this time. This agenda item was for information and updates, which will continue regularly up to and after the required reports are due to the Governor’s office.

Fact Sheets

EVPP and VPFA Golding presented updated Ohio University fact sheets. The Trustees indicated that they were very pleased to have updated fact sheets, which are filled with valuable data and comparisons. President McDavis highlighted that part of the Fact Sheet that shows several years of Senate Bill 6 scores, which is a measurement of financial strength. Ohio University has ranked highest in the state for three years in a row on this metric, which is a source of pride and the result of hard work by our campus leaders.

Chair Anderson adjourned the Joint Committee meeting at 11:11am.
Ohio University Board of Trustees  
University Academics Committee Meeting  
Margaret M. Walter Hall  
Thursday, January 21, 2016  

Present were Chair Dave Scholl, Trustees Cary Cooper, N. Victor Goodman, Peggy Viehweger, and David A. Wolfort; Faculty Representative Beth Quitslund; Student Trustee Patrick J. Roden; and National Trustee Laura A. Brege.

Chair Scholl called the meeting to order at 1:50 PM.

*Academic Quality - Russ College of Engineering and Technology Dashboard*

Dennis Irwin, dean of the college, provided an overview of what engineering is and reviewed the college’s mission, strategic plan, and the college’s efforts toward both. Student enrollment has increased steadily and significantly. The college has seen increases in residential undergraduate enrollments, residential graduate students seeking Ph.D. degrees, and off-campus graduate students seeking online M.S. degrees. To meet student demand, eleven new faculty were hired for 2015. The college’s reputation has increased significantly over the past decade, so recruiting high caliber faculty has become much easier.

Research funding has also increased significantly.

Exit surveys sent to students who graduated at the close of the 2014-2015 academic year received an 86.9% response rate. 94.9% of responders had either obtained jobs within six months of graduation (77.1%) or entered a graduate program (17.8%). Top employers included: Honda, Parker Hannifin, DuPont, Dominion, Nationwide, and the U.S. Army. Career fairs held in the spring and fall provide opportunities for employers and engineering students to meet. Over 100 companies attended job fairs offered by the college.

The college has benefited from increased endowments and continues to reach out to alumni. Russ College graduates are generally found on the east coast, the Midwest, and southern California. Endowment money primarily goes to scholarships, lab equipment, and research support.

Trustee Viehweger noted that the graduation rate has increased and that the college should be proud of that. Dean Irwin responded that there have been efforts such as an increase in remediation, an increase in the consistency in mathematics instruction, etc. that have helped.
In response to other questions, Dean Irwin described the college’s primary research foci as energy, pipeline corrosion, remediation of frack water, and drone technology for rescue applications. Many students pursue minors or second degrees.

**Intercollegiate Athletics Update and Dashboard**

Jim Schaus, Director of Intercollegiate Athletics, introduced Jenny Polak, Assistant Director, NCAA Eligibility and Student-Athlete Success, who highlighted a few items on the dashboard.

Student-athletes are pursuing degrees in over 91 majors and 49 minors.

Ms. Polak noted that, for 2014-2015, the estimated Academic Progress Rate (APR) for 14 of 16 teams will post above a 970 multiyear score. The Academic Progress Rate (APR) is a multi-year measurement of academic progress and an institution’s retention of student-athletes. The APR is designed to track student-athletes who receive athletics financial aid. The maximum score that a team can receive is 1000; meaning that all students on the team remained academically eligible to compete and either remained enrolled at the university or graduated. The minimum multiyear score must be 930 or above to avoid NCAA sanctions.

OHIO’s student athletes had a cumulative GPA of 3.129 after spring of 2014-2015 (the highest since 2009) and were retained at a rate of 88.4% last year.

The department’s strategic goals include: increasing student-athletes’ academic success through giving additional focus to at-risk students, increasing communication between coaches and academic staff, and developing and implementing a new penalty structure; and expanding the current self-evaluation process.

Faculty involvement is being encouraged through initiatives such as the “Chat with the ‘Cats” event, in its third year, where faculty are invited to engage in discussion with Athletics staff, coaches, and student-athletes.

To address student-athlete mental health, the MAC and NCAA have designed the Mid-American Conference/NCAA Sports Science Institute Mental Health Summit. As a collaborative effort, a student-athlete mental health task force, comprised of administrators and student-athletes, was established here at OHIO to identify best practices.

The four and six year graduation rates have increased.

Trustees noted that the graduation rate was very good and engaged in a discussion about financial aid eligibility and continuation for injured students.

**Academic Quality Improvement program (AQIP) Accreditation Update**

Executive Vice President and Provost (EVPP) Pam Benoit announced that the accreditation visit is complete and the preliminary report is very positive. She thanked Michael Williford, Associate Provost for Institutional Accreditation, the campus community, and the Board for all of the hard work that went into the preparation and completion of the visit.
Associate Provost Williford, provided the committee with an overview of the AQIP Comprehensive Quality Review visit, noting that accreditation activities (action projects) are always ongoing. Significant numbers of documents were reviewers, including academic catalogs, policies and procedures, handbooks, minutes, brochures, program reviews, specialized accreditation reports, financial statements, and much more. The seven AQIP reviewers met with trustees, the president, the executive vice president and provost, deans, academic leaders, vice presidents, Athens leaders, students, faculty, staff, and others.

No significant issues were communicated at the exit interview with the reviewers and the preliminary report was positive. There were no issues found in the areas of federal compliance or regional campus system. Ohio University meets all criteria for accreditation (all 21 components), with no identified need for monitoring or follow-up as we enter the next cycle. Reaffirmation of accreditation was recommended to the Higher Learning Commission Institutional Actions Council which makes the final decision. This decision is expected in February of this year. The expectation is that OHIO’s next review would be in 3 years when AQIP will study Portfolio Systems.

Associate Provost Williford read two paragraphs from the report that were especially gratifying. He noted that he had never seen a report with that sort of positive language.

Chair Scholl congratulated Williford, Benoit, and the campus community.

Enrollment Update

Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, provided this update. Enrollments at OHIO remain robust, competitive, and in line with strategic enrollment objectives.

Dr. Cornell answered the question posed by Trustee Wolfort about the number of available traditional-age students, estimating that 175,000 is the approximate pool of high school graduates in Ohio. The Trustees asked Dr. Cornell how the future demographics looked over the next several years, and he indicated that the number of high school seniors over the next few years shows a slight increase with a fairly significant drop projected in 2021.

Freshman enrollment for fall 2015 increased by 1.9% over fall 2014. That includes a 1% increase in “first time, ever enrolled” students. Enrollment has increased by 39.6% between fall 2008 and fall 2015. As the university has met and surpassed many enrollment goals outlined in the Strategic Enrollment Management Plan (SEMP), we have begun to engage the next iteration of the SEMP with significant emphasis on capacities and ways to continue to shape enrollment while growing in targeted ways.

Sr. Vice Provost Cornell responded to Trustee Goodman’s question about potential negative impacts from continued growth including housing, dining, program capacities, and other concerns suggesting that there are areas for growth that would not require hiring new faculty or cause other concerns. Sr. Vice Provost Cornell communicates regularly with staff in the colleges and elsewhere regarding where growth makes sense.
Dr. Cornell pointed out that Ohio University is a real leader in the state for undergraduate online programs.

State Low Enrollment Programs and Small Class Reporting

Executive Vice President and Provost Pam Benoit discussed the resolution to adopt a plan for monitoring and evaluating academic courses.

Section 3345.35 of the Ohio Revised Code requires that the boards of trustees of each state institution of higher education evaluate all courses and programs based on enrollment and student performance. For courses with low enrollment, as defined by the chancellor, boards are asked to evaluate the benefits of delivering the course through a regional collaboration. The evaluations are to be done by January 1, 2016, and the first day of January every fifth year thereafter, with reports to the chancellor due 30 days after the evaluation. Final guidelines were delivered to institutions November 23, 2015. By January 31, 2016 each board of trustees shall submit its findings to the Chancellor.

The report included low enrollment courses and provided a list of courses that could be targeted for regional collaboration. Low enrollment courses may contribute to the institutions reputation, serve a particular group of students, or be valuable for other reasons. With input from deans, plan to use three measures: 3-year average of degrees granted; credit hours produced by faculty FTE; and instructional cost per student FTE (as compared to external discipline specific data). While the state only requires that this be done every five years, OHIO will be doing it annually.

Following discussion about comparator data and quality assessment of programs, Trustee Scholl recommended that the resolution be moved forward to the full Board for consideration.

OHIO Honors Program

Elizabeth Sayrs, Interim Dean of the College of Fine Arts, and Cary Frith, Interim Dean of the Honors Tutorial College, provided this information.

The OHIO Honors program was approved at the November, 2015 meeting of the University Curriculum Council. OHIO Honors is a university-wide honors program that will allow highly-engaged undergraduate students in all academic majors (except Honors Tutorial College) as well as undecided, transfer, and relocated students to participate.

The Program effectively combines curricular and co-curricular honors experiences that already exist. With HTC oversight, the student develops an individualized honors engagement pathway in areas such as leadership, community service, and research/creative activity. Further, the Program will employ a Contract Course Model, which means a student can turn any existing course into a qualifying “honors experience” – with the permission of the instructor – by developing a contract to do additional or more in-depth work for the course.

OHIO Honors Program extends OHIO’s focus on academic excellence by supporting the recruitment of highly engaged students, increasing retention, and increasing academic
engagement opportunities across campus. Entering the Program will ultimately be available up until the end of a student’s sophomore year, making broad access for the recruitment of transfer and relocate students and students that are “late bloomers” for an honors program.

The first year would include a learning community. Students would learn about choosing honors pathways at the end of the freshman year. The program will involve high-touch honors advising that engages with their home college advisor. A set number of honors experiences would be required each year. Students would complete a capstone course during their senior year. On and off-campus extracurricular experiences can be incorporated.

The program will start with a small pilot of 50-75 students, and grow to cohorts of 200-250, for a total population of approximately 800-1000 students when fully phased in. Including existing honors and scholars’ programs, this will bring the percentage of undergraduates involved in an honors program to about 7%, the national average for public universities.

It is not anticipated that this program will directly compete with Honors Tutorial College because it will attract a larger array of students with potentially different qualifications than HTC.

Student Trustee Roden expressed enthusiasm for this new program, suggesting it will be popular among many students. Trustee Viehweger commented that this Honors Program should significantly impact in a positive way our students’ ability to qualify for nationally competitive awards and recognition. The presenters agreed with this assessment.

Consent Agenda Items:

Program Reviews
EVPP Benoit provided this update.

Trustee Scholl initiated discussion by thanking the internal and external reviewers for their diligent effort, and commented that these 3rd party audits of Programs can provide valuable information and perspective, and reminded the Committee that a new Program Review Policy had been adopted in June 2015 under which these 7 Program Reviews were conducted.

Trustee Scholl continued by making two suggestions for future consideration regarding the Program Review process:

- first, since the board packet contained a relatively large volume of important information that committee members would be reading on relatively short notice, Trustees requested that the documentation be provided as soon as it is available for dissemination, with the idea this would enable more time for the committee to review them (in this case in late November as they were stamped then as “complete”); and
second, that effort be made to develop an additional, standardized document that perhaps would better reflect the view of senior leadership (Chairs/Deans) regarding the entire Program review findings, in terms of expectations and strategies moving forward (or not).

Trustee Scholl asked that program reviews be submitted to the Committee as soon as they are available. EVPP Benoit noted that they are presented to the board as soon as they are finished.

Faculty Senate Chair Beth Quitslund explained the program review timeline and noted that reviews completed in April cannot be reviewed by the UCC programs review committee before the end of classes. The committee is comprised of faculty who are not working during the summer, so review cannot begin until September. She went on to give an overview of what a timeline might be.

In three cases, EVPP Benoit asked deans to provide additional information regarding the action steps that are being taken in response to the program reviews. Going forward, when a program review is being submitted to the committee, the dean’s response and action plan will be included so the committee can see the response to the feedback in the program review. Trustee Scholl thanked Provost Benoit and the deans for acting swiftly to provide this added information.

Trustee Scholl moved that all seven program reviews be left on the consent agenda and moved forward to the full Board Meeting, with the caveat that the letters describing actions or resolutions to issues in the reviews become a part of the process in the future.

Trustee Scholl moved that items below remain on the consent agenda and be moved forward to the full Board for consideration:

- Masters of Education in Human and Consumer Science
- Doctor of Nursing
- International Baccalaureate Degree
- Theater Program Suspension

Trustee Scholl adjourned the meeting at 4:02 PM.
Ohio University Board of Trustees
Resources Committee Meeting
Margaret M. Walter Hall
Thursday, January 21, 2016

Committee Chair Janetta King called the meeting to order at 1:52 pm. Other board members present included Trustees Janelle Simmons, Sandy Anderson, KB Lake, National Trustee David Pidwell, Student Trustee Sharmaine Wilcox, Alumni Representative Julie Mann Keppner, Faculty Representative Joe McLaughlin, and President Roderick J. McDavis.

- Advancement Update

Vice President for University Advancement & President and CEO of the Ohio University Foundation, Bryan Benchoff, provided an update on the conclusion of the Promise Lives Campaign and the future of OHIO’s Advancement including the total attainment achieved during the Promise Lives Campaign, the impact of the support received as part of The Promise Lives Campaign and the future plans for maximizing Advancement efforts at the University.

Chair King asked how donations get divided into useful categories. Dr. Benchoff explained that it is the donor’s wish as to how donors’ gifts are spent.

Chair King asked to what extent do you feel like the excitement around scholarships and their use can be a continued throughout the years. Dr. Benchoff stated that he has every expectation that as we continue fundraising efforts, scholarships will continue to be available for use in years to come.

President Roderick McDavis stated it would be great if the state of Ohio would create a pool of money and challenge public universities to raise money so that universities could really make an impact on educational affordability.

Faculty Representative Joe McLaughlin expressed concern about the amount of money spent to execute the campaign. Mr. McLaughlin hopes a cost/benefit analysis is taking place and benchmarking is occurring. Dr. Benchoff stated that we have tools to determine our return on investment and to track our effectiveness. Dr.
Benchoff stated that we now have the tools to understand where we should be moving forward and where we should be pushing back; as each term passes we make sure we are investing wisely.

- **Resolution, OHIO Guarantee 2nd Cohort**

Vice President of Finance and Administration (VPFA), Stephen T. Golding presented the OHIO Guarantee 2nd Cohort Tuition and Fee, Room and Board Resolution to the Resource Committee for their consideration and adoption. VPFA Golding noted that if the resolution was adopted the Board would be approving an increases of 1.7 percent to the undergraduate instructional and general fee; 5.6 percent for the non-resident surcharge; 3.5 percent to the Residential Housing rates; 2 percent to the Culinary Services rates and would be locked in for four years or time to degree.

Trustee Anderson moved to recommend approval to the full board of the OHIO Guarantee 2nd Cohort resolution; Trustee Lake provided a second, unanimous approval.

Executive Vice President and Provost (EVPP) Pam Benoit and VPFA Golding walked the trustees through the planning assumptions underpinning the FY2017 budget. Central among these are key institutional priorities of programmatic/revenue growth and The Innovation Strategy; faculty and staff compensation; facilities capital plan and deferred maintenance; and student affordability and financial aid.

The wide-ranging budget discussion served to illustrate the University’s stated commitment to a multi-year budget planning process and greater transparency of potential costs and revenues. VPFA Golding stressed that the numbers are preliminary, but that beginning budget discussions earlier in the year allows for more informed and thoughtful strategic planning at the college level under Responsibility Centered Management (RCM).

Trustee Anderson moved to recommend approval to the full board of the OHIO Guarantee 2nd Cohort resolution; Trustee Lake provided a second, unanimous approval.
Consent, Construction Projects Approval – Schematic Design

Senior Associate Vice President for IT and Administrative Services, Joseph Lalley, shared brief summaries of the two projects presented for schematic design approval including projects for Seigfred Hall roof and window replacement, conceptual design through design development and South Green comprehensive site design sweep phase B, budget and scope amendment.

The Committee recommended that the Schematic Design resolution be retained on the Consent Agenda for the January 22, 2015 Board of Trustee meeting.

- Energy Infrastructure Projects (EIP) Conservation Update

SAVP Lalley then provided a project and budget update, discussed challenges and updated the committee on the 2015 energy savings from the Energy Infrastructure Project Initiative.

During the update SAVP Lalley stated that in November, 2015 Ohio University announced its intent to purchase 50 percent of its electric needs from renewable sources by December 31, 2015. This action meets the 2011 Sustainability Plan goal to have 20 percent of campus on a renewable energy source four years early. On Thanksgiving Day 2015 the last coal fire was extinguished and boilers were stowed five weeks ahead of the December 31, 2015 commitment. In December 2015 Ohio University became an EPA Green Power partner and two temporary boilers, Rufus and Manasseh, were commissioned.

Trustee Anderson commented that we should take a moment to celebrate these accomplishments. We often spend a lot of time on problems and should take a moment to recognize our victories.

Trustee Anderson asked what is an EPA Green Power partner. SAVP Lalley explained that green power partners are organizations or corporations recognized in the industry that are committed to renewable energy typically using electricity from low impact hydropower, solar and wind installations, etc. Ohio University is
being recognized for our commitment to renewable energy by purchasing renewable energy certificates.

Trustee Anderson asked if this partnership is something that our peer institutions are doing. SAVP Lalley suggested that some peer MAC institutions are participating including the University of Buffalo.

SAVP Lalley then provided an Energy Infrastructure Project Initiative budget update and discussed challenges of the initiative. In September 2015, a sinkhole appeared in the Lausche electric switch yard. Temporary repairs were made to stabilize the electric gear. We will be requesting approval from the board to make emergency repairs while we undertake design for a permanent fix which we estimate will cost about $7M. In addition, we have potential costs related to the Chilled Water distribution system that were discovered as part of the Utility Master Plan that are outside the scope of the EIP. We will be reporting back to the board at a future meeting with a strategy for addressing these concerns.

Following the budget discussion, SAVP Lalley conveyed the impact and energy savings. He stated that 14.6 million gallons of water and $139,000 was saved. In energy conservation, the University experienced a 3 percent energy reduction when adjusted for degree days and has saved $428,00 through the end of December 2015. The actual savings are higher because of unseasonably warm weather.

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

Mr. Lalley provided brief summaries of the seven projects presented for construction approval including projects for the 2016 steam distribution repairs, Boyd Hall flat roof repair, College Green exterior paint and window repair budget amendment, Factory Street substation sinkhole budget amendment, Grover Center E-112 expansion, Ohio University Lancaster Brasee Hall fitness center upgrade budget amendment and Van Vorhees Drive improvements and University Terrace repairs budget amendment.

With regard to the College Green Exterior Paint and Window Repair project, Trustee Anderson recalled a statement from Trustee Wolfort made during the Joint Session that we have to spend money to save money. Trustee Anderson asked in terms of the College Green Exterior Paint and Window Repair project if this was a case where we are spending money to save money. SAVP Lalley agreed that this is an example of
a project that will save money in the future. He stated that we are not just expecting energy cost savings, but maintenance savings as well.

In discussing the Factory Street sinkhole Trustee Anderson asked the nature of the project schedule. SAVP Lalley started the work will begin this Monday pending the Board’s approval.

SAVP Lalley then introduced Dean Randy Leite to elaborate on the Grover Center E-112 Expansion project.

Dean Leite explained that the Grover Center E-112 Expansion involves 25 percent of the building’s square footage. There has been significant growth in programming and number of students within the College of Health Science and Professions and therefore more demand for space. Dean Leite stated that when the space was created in 2001 it was considered state-of-the art and now in 2016 the space is outdated.

Trustee Anderson asked if the space the Board visited recently is the simulation lab. Dean Leite stated that it was the simulation lab and that visitors can easily see how crowded the space can be.

Chair King asked that giving the growth of the program, how long will the space be sufficient. Dean Leite answered by saying yes, because of the amount of physical space we are adding, these improvements will be sufficient for a long time. Dean Leite noted that technology will of course continue to evolve but that the College is using mobile dividers so that space can be changed day to day depending on programmatic needs.

The Committee recommended that the Construction resolution be retained on the Consent Agenda for the January 22, 2015 Board of Trustee meeting.
• Consent, Belmont Co. Water Tower Easement Renewal

SAVP Lalley conveyed that the Board of Trustees formerly approved a 25 year easement to Belmont County (Resolution 1988-1003) to allow the county to construct and maintain a water tower on University land north of existing buildings on the Eastern Campus. The easement from the University to Belmont County became effective in 1990 and includes a renewal option, which Belmont County has exercised. University leadership has concluded that the requested easement renewal is appropriate. SAVP Lalley asked the committee for approval of the renewal of a 25-year easement to Belmont County in connection with its water tower on the Eastern campus, for nominal consideration and subject to the County's obligation to maintain and repair the water tower.

The Committee recommended that the Belmont Co. Water Tower Easement Renewal resolution be retained on the Consent Agenda for the January 22, 2015 Board of Trustee meeting.

• PSAC AEP Easement

SAVP Lalley stated that the University has requested that American Electric Power relocate certain electric facilities and construct appropriate new facilities in the vicinity of West Union Street and South Congress Street. The work requested by the University will facilitate possible future work in the West Union Street, Congress Street and President Street area on campus. The proposed work will also improve the area aesthetic by relocating existing overhead utilities underground.

SAVP Lalley asked the Committee to approve the granting of an easement to American Electric Power or appropriate affiliate to allow the construction, relocation and maintenance of electric facilities in the vicinity of West Union Street and South Congress Street.

Trustee Anderson asked if the Administration is asking for expenditures of resources. SAVP Lalley answered no, but the Administration is making this recommendation regardless of decisions made about and around PSAC.

VPFA Golding added that AEP has been a willing partner throughout this process.
Chair King moved to recommend approval to the full board of the PSAC AEP Easement resolution; Trustee Anderson provided a second, unanimous approval.

- **Construction Projects – PSAC**

SAVP Lalley introduced Dean Hugh Sherman, College of Business, to discuss the requirement for additional space for the College of Business to support programmatic expansions that require additional flexible space.

SAVP Lalley expressed that the College of Business program needs require larger, flexible, multi-use spaces to support training, programs, large-group activities and events that will encourage interdisciplinary collaboration. SAVP Lalley explained that the purpose of this project is to improve the site for planned, future construction. The existing structure is not viable for the planned academic needs of the College of Business.

SAVP Lalley noted that this project is consistent with the Campus Master Plan. This area will remain designated as an academic area of campus for the College of Business.

SAVP Lalley explained that Ohio University administration was tasked by the Board of Trustees with the stewardship of the buildings and grounds of its campuses. Over the past several years, the trustees, on recommendation from the university administration, have approved the renovation and re-purposing of over 300,000 square feet of space in the Schoonover Center (formerly Baker Center), McCracken Hall, Tupper Hall and Lindley Hall. Furthermore, the administration expects to bring forward in the next one to three years recommendations to renovate over 530,000 square feet of space in Ellis Hall, Morton Hall, Seigfred Hall and Alden Library. SAVP Lalley stated that the decision to recommend to the Board of Trustees the removal of a facility from the Ohio University building inventory comes after exhausting reasonable possibilities for the re-use of the space that are consistent with the academic mission and program needs of the unit destined to occupy the space.

SAVP Lalley conveyed why PSAC, in its present state, will not work for the College of Business, in that, the program is in need of larger spaces, open floor plans and higher ceilings to meet their academic needs. SAVP Lalley stated that even if certain areas of the floor slabs could be removed to make some taller spaces, the relocation
of the load bearing main corridor walls is technically complex and prohibitively expensive.

SAVP Lalley shared the need to perform this work now. Ohio University took the PSAC building off line in 2003 and chose not to demolish the building until a new use could be found or a determination made that it should come down. During that time the university has spent approximately $15,000 per year to heat the building (approximately $180,000) and also performed minimal maintenance until a recommendation could be made. The roof membrane has delaminated on the northwest and southwest corners and has completely failed. The roof failure has allowed extensive amounts of water into the building causing significant interior water damage, plant growth and the start of mold development. The windows are in poor condition with some damage and extensive leaks. We have determined the building will not support the academic mission of the college.

The recommendation from SAVP Lalley is to document architectural features of the buildings, continue to preserve original drawings and documents related to the building, raze the facility, and restore the site to a green space for the interim while the College of Business continues fundraising efforts for a new facility.

SAVP Lalley then provided the Committee’s previous approvals regarding PSAC in which the Committee previously approved a total project budget of $1,000,000 (2015-3453) and authorized expenditures of $200,000 (2015-3453). SAVP Lalley then stated that University administration seeks to amend the total project budget of $1,000,000 by $500,000 for a new total project budget of $1,500,000 and seeks to increase previously authorized expenditures amount of $200,000 by and additional $1,300,000 for total authorized expenditures of $1,500,000 to undertake construction and to complete the project, funded by internal loans.

Trustee Anderson asked to be reminded as to why this project had been previously presented to the Board. SAVP Lalley explained that this project was approved in January 2015 for design with the intent of construction approval in March 2015. During the time between January – March 2015, the University discovered unforeseen site condition related to utilities and hazardous materials that have now been resolved. This requires an increase in the total project budget. Now that those factors are resolved, the Administration is now ready to bring this project back to the Board.

Trustee Anderson asked how long the building has been out of commission. Dean Sherman stated the building has not been in use for approximately sixteen years. VPFA Golding added that the building was taken off line in 2003.
Trustee Anderson then asked why the building was decommissioned. SAVP Lalley stated that the University experienced a lack of funding and several buildings were decommissioned during this time, including Tupper Hall, Lindley Hall and PSAC. SAVP Lalley stated the University takes the stewardship of buildings seriously and has taken the opportunity to renovate and re-commission a set of core buildings on campus over the last few years and intends to renovate buildings whenever possible.

Trustee Anderson commented that the Board has heard a number of recent voices raising questions about the future plans for the building including letters from the Athens Mayor and the Athens Historical Society.

President McDavis stated that the University has a good, ongoing relationship with these entities. He commented that the University has many historical buildings and pay a lot of money to maintain those historical buildings and that we do not come to the Board lightly with the recommendation to demolish a building. President McDavis stated that he is very appreciative and very much respects these questions and recommendations, but we are, first and foremost, an academic institution and that our buildings were built at a time that did not take into consideration how we are teaching students today and going forward.

Student Trustee Wilcox explained that Copeland Hall is not suitable as an innovative student environment that fosters creativity due to its narrow hallways and low ceilings. She stated that it is not a space for collaborative learning and programs. Ms. Wilcox also noted that due to the lack of larger, flexible spaces, College of Business events have spilled over into other spaces on campus such as Baker Center reserving highly sought after, communal space for long periods of time, making that space unavailable to the rest of campus.

Trustee Lake stated that the Board has had the opportunity to hear a number of voices concerning the project and applauded the manner and civility that has been expressed by all parties.

Dean Sherman agreed that all parties involved have been very complimentary on the Master Planning process and how we arrive at decisions.
SAVP Lalley ended by again stating that University Administration takes the stewardship of our buildings very seriously. We reached out to the City of Athens, the Athens Historical Society and other potentially concerned entities. We agreed in some areas and agreed to disagree in others.

Trustee Anderson moved to recommend approval to the full board of the PSAC Project resolution; Trustee Lake provided a second, unanimous approval.

**Financial Update**

Senior Associate Vice President for Finance and Administration, Deb Shaffer, shared with the committee the forecasted financial results for the current fiscal year ending June 30, 2016. This is the same all-funds presentation format as recent meetings.

The current FY 2016 projection for net results includes a net operating deficit of $3.6M as compared to the FY 2016 budgeted deficit of $7.1M demonstrating planning unit commitment to close the budgeted deficit.

The university is expecting less than budgeted undergraduate net tuition due to a decline in credit hour production at Regional Campuses (more part-time students) and a larger than projected decrease in the ELIP/OPIE programs in the College of Arts & Sciences. Net graduate tuitions are trending $1.6M ahead of budget as a result of program growth in Arts & Sciences, Business and HCOM Dublin. Room and board revenue is expected to be $1.5M more than budget primarily as a result of the record freshman enrollment which increased residents by 250 over the previous Fall 2014-15 term. Gifts for operations are expected to be $3.0M less than budgeted. With the closing of The Promise Lives Campaign at June 30, 2015, significant efforts were made to accelerate pledge commitments and payments. Consequently, FY 15 gifts were higher than budget and gifts for FY 16 will be less. Salary and benefit costs are under budget mainly due to vacancies for faculty and staff positions. Higher than budgeted operating expenses relate to a broad spectrum of expenses, inclusive of professional services, supplies, travel, maintenance, utilities, cost of goods sold, bad debt, insurance and communications. Although an increase over budget in FY 16, this is actually a projected decrease of $4.6M over prior year. A significant portion of operating expense variations can be attributed to the changes in revenues in Other External Sales.
Non-operating results include a forecasted reduction in Endowment Value of $17.1M after consideration for new gifts to the endowment of $9.6M, Investment Income of $0.1M, and Endowment Distributions of $26.7M. FY 16 capital spending is forecasted at $154M from multiple sources, a portion of which was funded in prior years which is why the current year projected net is negative. Century bond activity includes forecasted use of $40M of principal for EIP and deferred maintenance projects. A reduction in Working Capital is planned in the amount of $45.9M primarily as a result of expenditures against the Capital Plan. Overall, there is a forecasted increase in Net Assets of $8.9M for FY 16 on a fully consolidated, GAAP adjusted basis.

SAVP Shaffer informed the committee that investment forecasts were based on target portfolio returns for the remainder of the fiscal year after actual returns (losses) through November. The market has continued to decline in December and January to-date, -1.7% and -6.2% respectively, for an estimated $89M loss fiscal year-to-date. This will decrease the FY16 forecasted results in the report.

The balance sheets as of June 30, 2014, June 30, 2015 and September 30, 2015 was presented. SAVP Shaffer explained that the quarterly close process will continue to evolve over the next year resulting in both Forecasted Financial Results report (P&L budget-actual comparison) as well as a forecasted balance sheet. This will begin to present the total forecast picture to the Board on a regular basis and will serve as a planning tool for impact analysis of financial scenarios/decisions.

Finally, SAVP Shaffer reviewed and provided an update on the Century Bond activities through November 30, 2015 and reviewed current FY16 forecasts for the Century Bond and Internal Bank. Ms. Shaffer discussed the negative market returns over the past calendar year and the impact on the Century Bond program and University working capital which is utilized to make Century Bond interest payments in excess of earnings and internal loan payments. The University is spending slightly slower than planned against the program, although commitments are on track to be spent. All guiding principles of the program are being met, inclusive of minimum balance against debt reserve.

Trustee Lake asked – What real assets did we invest in? SAVP Shaffer stated that assets are co-mingled with our long-term pool including Commodities, real estate, private equity, and fixed income hedge funds.
Trustee Lake asked if we pay any taxes on returns. SAVP Shaffer said we do not and explained that we have to use the proceeds in Ohio for facilities, which was the intended use. As long as we are using them within this plan, our tax advisors determined that we are not required to pay any tax.

At 3:49 pm meeting was adjourned.
Ohio University Board of Trustees  
Audit Committee Minutes  
Margaret M. Walter Hall  
Thursday, January 21, 2016

Trustee N. Victor Goodman, called the meeting to order at 4:10 p.m. Other committee members present included Trustee Janetta King, Trustee Dave Scholl, Trustee Julie Mann Keppner, Trustee David Pidwell, and Student Trustee Patrick Roden. President Roderick McDavis and Trustee Sandra J. Anderson were also present.

**Internal Audit Update**
Jeffrey Davis, Chief Audit Executive, provided an update on the Internal Audit Office operations. Topics included an update on the FY16 audit plan, external assessment update, recommendation status reporting process, construction auditing, and NCAA agreed upon procedures.

There was no unfinished business.

Meeting adjourned at 4:35 p.m.
Ohio University Board of Trustees
Governance Committee Minutes
Margaret M. Walter Hall
Thursday, January 21, 2016

Present were Chair Janelle Simmons, Trustees Cary Cooper, Kevin B. Lake, Peggy Viehweger, Laura Brege and Dave Wolfort, Student Trustee Sharmaine Wilcox, Secretary to the Board David Richard Moore and General Counsel John Biancamano.

The meeting was called to order at 4:09 PM.

1. Selection of 2016 meeting dates

   Secretary Moore provided a summary of planned meeting dates for the coming year. He stated that he had discussed the proposed schedule with members of University leadership and reported that no objections were raised.

   Trustee Wolfort pointed out a possible problem with scheduling a Board meeting on October 13 and 14, 2016. The Jewish holidays end on the 12th and it may be difficult for some Board members to get to Athens for the morning of the 13th.

   After discussion, the Committee agreed to tentatively recommend a proposed schedule with the October meeting moved to the 20th and the 21st. Secretary Moore will let the Committee know if any problems arise from this change.

2. Selection of location for 2016 retreat

   After discussion, the Committee agreed to recommend that the retreat be held in Dublin, as it was last year.

3. Student Trustee Reunion Event

   The Committee discussed the possibility of holding a reunion of past student trustees, as was done in conjunction with the March meeting last year. There was general agreement that this event was very successful.

   The Committee asked Secretary Moore to investigate the possibility of holding another reunion at the coming March meeting and to work with Student Trustees Wilcox and Roden on the activities agenda for the event.

The Committee adjourned at 4:30 PM.
Ohio University Board of Trustees
Executive Committee Meeting
University Inn
Thursday, January 21, 2016

Present: Chair Sandra J. Anderson, Vice Chair David A. Wolfort, Trustees Janelle N. Simmons, Janetta King, Peggy Viehweger, N. Victor Goodman, Dave Scholl, Cary R. Cooper, National Trustees Laura A. Brege and David W. Pidwell, Student Trustees Sharmaine Wilcox and Patrick J. Roden, Alumni Representative Julie Mann Keppner, Secretary David Richard Moore, President Roderick J. McDavis.

Chair Anderson called the meeting to order at 4:40 pm.

Chair Anderson stated that the committee move into Executive Session to consider the employment, dismissal, discipline or compensation of a public employee and/or to consider the purchase or sale of property for public purposes. Vice Chair Wolfort moved to adjourn to Executive Session; Trustee Simmons provided a second, the motion was passed unanimously at 4:44pm.

At 6:34pm Trustee King motioned to adjourn out of Executive Session; Vice Chair Wolfort provided a second, the motion was passed unanimously.

Chair Anderson adjourned the Executive Committee meeting at 6:35pm.
Ohio University Board of Trustees
Executive Committee Meeting
University Inn
Friday, January 22, 2016

Present: Chair Sandra J. Anderson, Vice Chair David A. Wolfort, Trustees Janelle N. Simmons, Janetta King, Peggy Viehweger, N. Victor Goodman, Kevin B. Lake, Dave Scholl, Cary R. Cooper, National Trustees Laura A. Brege and David W. Pidwell, Student Trustees Sharmaine Wilcox and Patrick J. Roden, Alumni Representative Julie Mann Keppner, Secretary David Richard Moore, President Roderick J. McDavis.

Chair Anderson called the meeting to order at 7:35 am.

Chair Anderson stated that the committee move into Executive Session to consider the employment, dismissal, discipline or compensation of a public employee and/or to consider the purchase or sale of property for public purposes. Trustee King moved to adjourn to Executive Session; Vice Chair Wolfort provided a second, the motion was passed unanimously at 7:38 am.

At 9:52 am Trustee Goodman motioned to adjourn out of Executive Session; Trustee King provided a second, the motion was passed unanimously.

Chair Anderson adjourned the Executive Committee meeting at 9:53 am.
PRESIDENT’S REPORT

presented to
Ohio University Board of Trustees
March 11, 2016
Overview

- Vision, Values & Priorities
- OHIO for Ohio
- OhioCheckbook.com
- Task Force Updates
- Legislative Update
- Leadership Update
- University Fundraising
- Points of Pride
- University Spotlight
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.
OHIO for Ohio
Ohio University joins Bowling Green State University, Miami University, Wright State University and Central State University to become the first public universities in the state to post their checkbook level expenditures online at OhioCheckbook.com.

In December 2014, Treasurer Josh Mandel launched OhioCheckbook.com, which sets a new national standard for government transparency and for the first time in Ohio history puts all state spending information on the Internet.
Fest Task Force

The Athens City Council/Ohio University Fest Task Force is charged with identifying key health, life and safety concerns that arise out of these large community events that cross multiple jurisdictions. The Task Force will provide long-term recommendations for the university, city and county to help ensure safe events for attendees and the nearby residents negatively impacted.

The Task Force will release its recommendations by April 30.

Photo courtesy of The Post
The Affordable Housing Task Force is another collaborative initiative between Athens City Council and Ohio University. This group is charged with reviewing best practices, investigating other working models and identifying needs and opportunities within the city limits to advance affordable housing for members of our community.

The Affordable Housing Task Force also will release its recommendations by April 30.
The Ohio House unanimously approved a bill that would give the State Auditor the authority to implement performance audits on two and four-year universities.

Current law states the Auditor must complete performance audits of at least four state agencies every two years. The bill would allow the Auditor to include any of the state’s 14 public four-year universities and 23 community colleges in those four audits every two years.

The proposed legislation would require the universities, like other state agencies, to cover the cost of the audits. For state agencies, the cost has ranged from $200,000 to $600,000 each. The size of the college or university would influence the cost of the audit.

The bill is currently in the Senate.
House Bill 48, which seeks to expand the state’s conceal carry law to include higher education campuses, had its first Senate committee hearing on January 27, 2016 with the Government Oversight and Reform Committee.

- The Ohio House of Representatives passed the bill on November 17, 2015.
- If passed by the Senate, HB 48 will allow university boards of trustees to adopt policies permitting people to carry concealed handguns on campus.
- Unlike other conceal carry bills that have been introduced, HB 48 contains permissive language. It leaves it up to each institution’s board to set the conceal carry policy for its campus or campuses.
- If a board does not adopt a conceal carry policy for its campus, the bill reduces to a minor misdemeanor the charge, if a licensed holder illegally carries a handgun on campus.
SEARCH UPDATE – Vice President for Student Affairs

The search committee reviewed a very strong pool of candidates. After much discussion, the search committee invited three candidates to campus for further consideration. The new VP for Student Affairs will be announced prior to the end of Spring Semester.

Ricardo D. Hall
Associate Vice President for Student Affairs and Dean of Students at the University of Miami

David W. Parrot
Executive Associate Vice President and Chief of Staff at Texas A&M University

Jason B. Pina
Vice President for Student Affairs and Enrollment Management at Bridgewater State University
University Fundraising

Advancement Travel

- Washington, DC
- Fort Myers, FL
- Naples, FL
- Cleveland, OH
Points of Pride

Students Win First Place in Walt Disney Imagineering’s 25th Imaginations Design Competition

Photo courtesy of Davidson & Choy Publicity
Points of Pride

Ohio University is named a national winner of the 2015 GameDay Recycling Challenge.

More than 22,000 fans attended the Oct. 17, 2015 Bobcat football game and recycled and composted 7,225 pounds of materials.
Debra Benton and delfin Bautista won the Ohio College Personnel Association’s Equity & Inclusion Award for their work on the OHIO’s Preferred Name and Pronoun Policy
Points of Pride

Both men and women’s basketball teams advance to the Mid-American Conference tournaments. The OHIO women clinched the MAC East title.
Points of Pride

For the first time, Ohio University appears as Number 14 on the U.S. Environmental Protection Agency’s (EPA’s) Top 30 College & University list of the largest green power users
Points of Pride

Members of the Senate of the 131st General Assembly of Ohio sent a state proclamation to Ohio University for being named the second most beautiful campus quad in the U.S. by CollegeRank.net.

“As Ohio University celebrates this accolade, the administration, the staff, and students, both past and present, can take pride in their contributions to the college’s distinguished heritage. Clearly, this fine institution of higher learning will thrive and flourish for many years to come.”
The Ohio University and the City of Athens Memorandum of Understanding (MOU) Work Group released its annual report where recent collaborative initiatives were highlighted:

- Joint Police Advisory Committee
- Hockhocking Adena Bikeway Improvements
- Campus Master Plan
- The Ridges Master Planning
- Transit
- Tobacco-free Campus
- Mutual Aid in Support of One Another’s Maintenance Operations
- Mutual Aid to Students Displaced Following the Union Street Fire
Points of Pride

Ohio University celebrated its 212th Birthday on Founder’s Day February 18, 2016
Two OHIO professors – an engineer and an artist – have teamed up to turn the toxic sludge released by old coal mines into beautiful, commercially sold paint, with profits directed toward stream remediation efforts.
PRESIDENT’S REPORT

presented to
Ohio University Board of Trustees
March 11, 2016
Innovation Strategy

- University needs to remain at forefront in engaging with societal challenges
- New ways to leverage internal and external resources
- Internal:
  - bring together multi-disciplinary expertise and resources to confront complex problems
  - Build capacity and experience in team-based approaches
- External: focus on partnerships with industry, non-profit, government.
Innovation Strategy

• Focus on four broad portfolios
  o Digitally Connected World
  o Energy, Environment & the Economy
  o Health & Wellness
  o Vibrant Societies & Economies

• Request for proposals; multi-stage process

• Large awards ($4M total):
  o Shale Economy
  o Immersive Media
  o Osteoporosis Diagnostic Technology
  o Academic Innovation Accelerator

• Smaller developmental awards
• First in a regular cycle
Innovation Strategy: Awards

• Preventing a Bust: Innovations for Sustainable and Enhanced Economic Outcomes from Shale
  o Team: David Bayless (PI), Kevin Crist, Srdjan Nesic, Marc Singer, and Toufiq Reza, Russ College of Engineering and Technology; Daniel Karney, College of Arts and Sciences; Scott Miller, Elissa Welch and Michael Zimmer, Voinovich School of Leadership and Public Affairs; Jack Lewnard, Chesapeake Utilities Corporation, and Boujun Bai, Missouri University of Science and Technology

• Academic Innovation Accelerator
  o Team: Brad Cohen (PI) Provost’s Office; Linda Rice, College of Arts and Sciences; Raymond Frost, College of Business; Angela Hosek, Scripps College of Communication; David Moore, Patton College of Communication; Gregory Kremer, Russ College of Engineering and Technology; William Condee, College of Fine Arts; Sally Marinellie, College of Health Sciences and Professions; and Derek Kauneckis, Voinovich School of Leadership and Public Affairs
Innovation Strategy

Questions
Interoffice Communication

Date:    February 25, 2016

To:      The President and Board of Trustees

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

Re:      FY17 Budget Update

At the March Board of Trustees meeting we will be providing a brief update on the process to develop our FY17 Budget, which we will bring forward for approval at the June Board of Trustees meeting. In addition, we will be presenting for approval rate increases for the following:

- HCOM Tuition and Fees
- Off-campus Graduate Programs
- Other Student Fees

The Resources Committee will act on the resolution.
FY17 UNIVERSITY BUDGET UPDATE
Budget and Planning Process – Update since we last met

- Dean’s Meeting discussions – Academic prioritization
- Spring forecast revisions
- Fee approvals
  - HCOM
  - Professional Graduate Programs
  - Other Student Fees (non-Guarantee)
Fee Approvals
HCOM

• Requested Tuition & Fee Increase: 3.5%
  • Advancing HCOM Strategic Plan
  • Ensuring success of Osteopathic Heritage Foundation Grant
  • Operationalizing Dublin and Cleveland campuses
  • Faculty and Staff Compensation Plans
Fee Approvals
Professional Graduate Fees

- Revision of fees for 4 existing programs
- New fees for the establishment of 4 new programs
- Market-driven fees
- Program re-development – Campus / online / hybrid
Fee Approvals

Other Student Fees

• Applicable to Non-Guarantee students – Regionals, eLearning, Graduate

• Fee proposals have been reviewed by Student Fee Committee (SFC) & Budget Planning Council (BPC)
  • SFC reviews the proposals for appropriateness of the request and sufficient documentation to support the program costs being passed through to students; presentation is then made to BPC
  • Proposals recommended for Board approval by the SFC and BPC include course fees in the following programs / areas:
    - Recreation
    - Sports Management – Leadership Training
    - Biology
    - Chemistry
    - Electronic Media
    - Equine Studies
    - Environmental Technology
    - Art
    - First Aid
    - Grad Program Application
WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in recommendations for tuition, fee, and rate increases for purposes of investment in identified strategic priorities.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through D, effective Fall Semester 2016 unless otherwise noted.

Exhibit A – Summary of Fees for Approval
Exhibit B – HCOM Tuition and Fees
Exhibit C – Off-campus Programs
Exhibit D – Student Fees
Date: February 25, 2016

To: The President and Board of Trustees

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

Re: Governor’s Task Force on Affordability and Efficiency Update

Over the past six months significant progress has been made in aligning the Governor’s Task Force on Affordability and Efficiency recommendations with OHIO’s ongoing efforts. The attached spreadsheet has been prepared to highlight the specific categories for additional study and associated recommended initiatives for further review. As you will note from the attached spreadsheet, we are now in the process of trying to organize these recommendations between those of the Governor’s Task Force, the Ohio University Task Force and the Huron Engagement. Over the course of the next several months the Ohio University Affordability and Efficiency Task Force members will be prioritizing these recommendations in order to provide a clear path forward for our June Board report and required submittal to the Chancellor by July 1st.

In addition to organizing and prioritizing these recommendations, we have also begun the process of developing the attached Ohio University Affordability and Efficiency organization chart which highlights what projects we are working on and who is the responsible team leader. The purpose of this organization chart is to provide clear communication to the campus which projects are being worked on at any one time and which category they fall into when trying to tie back to the Governor’s Task Force on Affordability and Efficiency recommendations. Over time we will try and provide a clear delineation between those projects recommended by the Governor’s Task Force and those recommended by the campus.

Our next effort will be to focus on setting revenue and expenditure targets, under the umbrella of the Ohio Task Force on Affordability and Efficiency. We will be working with the University Budget Office and others to complete the Ten Year Cost Diagnostic required by the Governor’s Task Force on Affordability and Efficiency recommendations and having it available for the Board’s review at its June meeting.

We look forward to updating you on the individual committee efforts and to addressing any questions you may have with regard to individual projects associated with each of these major categories. As you will see from the spreadsheet each category has a number of sub-recommendations and in many cases we are actually working on multiple-projects in order to effectively address the Governor’s Task Force recommendations. We believe that our June report will show significant progress in a number of areas which will be both a testament to efforts that were already underway before the Governor’s Task Force was formed, as well as demonstrating that we have taken their recommendations seriously.
AFFORDABILITY AND EFFICIENCY UPDATE
## Governor’s Task Force Recommendations

### Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommendation</th>
<th>OHIO Task Force</th>
<th>Possible Recommendations</th>
<th>Huron OHIO Affordability Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master 1</td>
<td>Students Must Benefit</td>
<td>Savings/new revenue from the recommendations must be employed to reduce student costs. Other uses must show tangible benefits for the quality of the students education.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master 2</td>
<td>Five Year Goals</td>
<td>Each institution to set a goal for efficiency savings and new resources to be generated through FY21 and a framework for investing these dollars in student affordability while maintaining/improving academic quality.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic 3A</td>
<td>Campus Contracts</td>
<td>Institutions must require that its employees use existing contracts for purchasing goods and services. Institutions must report the utilization of existing contracts annually to its board of trustees.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic 3B</td>
<td>Collaborative Contracts</td>
<td>Institutions, working through the IUC Purchasing Group must pursue new and/or strengthened joint purchasing agreements in copier/printing services, office computer hardware, travel services, outbound shipping, science supplies, and office supplies.</td>
<td>JP1 Request ’most favored nation’ clause in negotiated contracts for IUC partners</td>
<td></td>
</tr>
</tbody>
</table>
## Governor’s Task Force Recommendations
### Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommendations</th>
<th>OHIO Task Force</th>
<th>Possible Recommendations</th>
<th>Possible Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ohio Task Force</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Assets &amp; Operations</strong></td>
<td>4A Asset Review&lt;br&gt;Institutions must conduct an assessment of non-core assets to determine their market value if sold, leased or repurposed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Assets &amp; Operations</strong></td>
<td>4B Operations Review&lt;br&gt;Institutions must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private operator, or other entity e.g. dining, housing, student health insurance, child care, IT help desk, janitorial, facility maintenance, parking, landscaping).</td>
<td></td>
<td>JP2 Energy Efficiency / Conservation; PR1 Implement Shared Services; PR3 Streamlining / standardizing all forms of student hiring; RE1 Expand marketing and recruitment to non-traditional students - graduate, executive, online, seniors, etc; RE2 substitute use of consultants with existing university expertise when appropriate</td>
<td>19-Airport alternative ownership models for university airplane; 1-Renting on-campus housing during summer</td>
</tr>
<tr>
<td><strong>Assets &amp; Operations</strong></td>
<td>4C Affinity Partnerships/Sponsorships&lt;br&gt;Institutions must evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff.</td>
<td></td>
<td></td>
<td>23-Print Services alternatives for optimal printing spend; 12-Reassign physical wiring to other than IT staff</td>
</tr>
</tbody>
</table>

**OHIO Task Force Key** - JP# - Joint Purchasing; TtD# - Time to Degree; JP# - Joint Purchasing; PR# - Prior Report Ideas; LE# - Low Enrollment; RE# Revenue Enhancement
## Governor’s Task Force Recommendations

### Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommendations</th>
<th>Possible Recommendations</th>
<th>Possible Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative Cost Reforms</strong></td>
<td><strong>Cost Diagnostic</strong>&lt;br&gt;Each institution must produce a diagnostic to identify its cost drivers, along with priority areas that offer the best opportunities for efficiencies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administrative Cost Reforms</strong></td>
<td><strong>Productivity Measure</strong>&lt;br&gt;Develop a common measurement of administrative productivity for all institutions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administrative Cost Reforms</strong></td>
<td><strong>Organizational Structure</strong>&lt;br&gt;Each institution should review its organizational structure to identify opportunities to streamline and reduce costs.</td>
<td>11: Develop logistics center to optimize operations; 18: Shared administrative structure for regional campuses;</td>
<td></td>
</tr>
<tr>
<td><strong>Administrative Cost Reforms</strong></td>
<td><strong>Health Care Costs</strong>&lt;br&gt;To drive down costs and take advantage of economies of scale, a state-wide working group should identify opportunities to collaborate on health care costs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administrative Cost Reforms</strong></td>
<td><strong>Data Centers</strong>&lt;br&gt;Institutions must develop a plan to move their primary or disaster recovery data centers to the State’s Computer Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administrative Cost Reforms</strong></td>
<td><strong>Space Utilization</strong>&lt;br&gt;Each institution must study the utilization of its campus and employ a system that encourages optimization of physical spaces.</td>
<td>PR2 More efficient use of space; RE3 Increase utilization of existing facilities</td>
<td>4: Improve use of academic space through enhanced class scheduling; 22: Offer continuing education programming during classroom downtime</td>
</tr>
</tbody>
</table>

**OHIO Task Force Key** - JP# - Joint Purchasing; TtD# - Time to Degree; JP# - Joint Purchasing; PR# - Prior Report Ideas; LE# - Low Enrollment; RE# Revenue Enhancement
### Governor’s Task Force Recommendations

#### Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Ohio Task Force</th>
<th>OHIO Task Force</th>
<th>Huron OHIO Affordability Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Textbook Affordability</td>
<td>6A Negotiate Cost</td>
<td>Possible Recommendations</td>
<td>Possible Recommendations</td>
</tr>
<tr>
<td></td>
<td>Professional negotiators must be assigned to help faculty obtain the best deals for student textbooks starting with high volume, high cost courses.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Textbook Affordability</td>
<td>6B Standardize Materials for Gateway Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Institutions must encourage departments to choose common materials, including digital elements, for gateway courses that serve large volume of students</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Textbook Affordability</td>
<td>6C Develop Digital Capabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Institutions must be part of a consortium to develop digital tools and materials for reducing costs and perhaps provide revenue opportunities by offering materials to other institutions.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Governor’s Task Force Recommendations
Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommendations</th>
<th>OHIO Task Force</th>
<th>Possible Recommendations</th>
<th>Huron OHIO Affordability Initiative</th>
</tr>
</thead>
</table>
| Time to Degree    | **7A Education Campaign**  
Each Institution must develop a campaign to educate full-time undergraduate students about the course loads needed to graduate on time. |                 | TtD 1 Guided pathway to 4 year graduation provided to each freshman with a declared major |                                    |
| Time to Degree    | **7B Graduation Incentive**  
Institutions should consider establishing financial incentives that encourage full-time students to take at least 15 hours per semester. |                 |                          |                                    |
| Time to Degree    | **7C Standardize Credits for a Degree**  
Institutions should streamline graduation requirements so that most bachelor’s degree programs can be completed in four years or less, except where accreditation standards dictate otherwise. |                 | TtD 3 Research major change / student behavior and map opportunities for clustering courses and scheduling improvements |                                    |

OHIO Task Force Key - JP# - Joint Purchasing; TtD# - Time to Degree; JP# - Joint Purchasing; PR# - Prior Report Ideas; LE# - Low Enrollment; RE# Revenue Enhancement
## Governor’s Task Force Recommendations

### Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommendations</th>
<th>Possible Recommendations</th>
</tr>
</thead>
</table>
| Time to Degree | **7D Data Driven Advising**  
Institutions should enhance academic advising services so that students benefit from high-impact, personalized consultations and data systems that proactively identify risk factors. | ToD 2 Identify and redesign 'D-Withdral-Failing' Courses to improve student learning |
| Time to Degree | **7E Summer Programs**  
Each campus must develop plans to evaluate utilization rates for summer and consider opportunities to increase productivity activity. | |
| Time to Degree | **7F Pathway Agreements**  
Ohio institutions should continue to develop agreements that create seamless pathways for students who begin their education at a 2 year college and complete them at a university | |
| Time to Degree | **7G Competency Based Education**  
Institutions should consider developing or expanding programs that measure student success based on demonstrated competencies instead of the time it takes to study and complete a course. | |
# Governor’s Task Force Recommendations
## Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Ohio Task Force</th>
<th>OHIO Task Force</th>
<th>Huron OHIO Affordability Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Duplicative Programs</strong></td>
<td>8 Program Review</td>
<td>OHIO internal Low Enrollment Options</td>
<td>8-Build on regional model to share courses across campuses with synchronous video</td>
</tr>
<tr>
<td></td>
<td>Institutions should consider consolidating programs that are duplicated at other colleges and universities in their geographic area.</td>
<td>LE1 Publish low enrollment data to units for monitoring; LE2 Develop unit-specific policies on enrollment minimums; LE3 Examine course offerings that may be redundant across units-create interdisciplinary offerings</td>
<td></td>
</tr>
<tr>
<td><strong>Co-Located Campuses</strong></td>
<td>9 Joint Oversight Boards</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The state should establish joint oversight boards between co-located community colleges and regional campuses of universities in order to improve efficiency and coordination.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Governor’s Task Force Recommendations
### Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommendations</th>
<th>Possible Recommendations</th>
<th>Possible Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Policy</td>
<td><strong>10A Financial Advising</strong>&lt;br&gt;Ohio’s colleges and universities should make financial literacy a standard part of a students' education.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reforms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Policy</td>
<td><strong>10B Obstacles</strong>&lt;br&gt;The Dept. Higher Education and/or state legislature should seek to remove any roadblocks in policies, rules, or statute that inhibit the efficiencies envisioned in these recommendations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reforms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Policy</td>
<td><strong>10C Real Estate Sales</strong>&lt;br&gt;State law should be updated to streamline the process for how public institutions sell, convey, lease or enter into easements of real estate.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reforms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Policy</td>
<td><strong>10D Insurance Pools</strong>&lt;br&gt;State law should be clarified related to the IUC Insurance Consortium which buys property and casualty insurance on a group basis for most institutions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reforms</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**OHIO Task Force Key** - JP# - Joint Purchasing; TtD# - Time to Degree; JP# - Joint Purchasing; PR# - Prior Report Ideas; LE# - Low Enrollment; RE# Revenue Enhancement
## Governor’s Task Force Recommendations

### Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommendations</th>
<th>Possible Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huron Report Opportunities Outside Task Force Items</td>
<td>Operational Improvements</td>
<td>14-Enrollment Management build internal capacity to reduce scope of Royall recruitment contract</td>
</tr>
<tr>
<td></td>
<td></td>
<td>15-Communications and Marketing allocation of staff review</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16-Airport hours to match activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>17-Mail Services consolidate delivery points across campus</td>
</tr>
<tr>
<td>Revenue Generation</td>
<td></td>
<td>3-Enrollment Management increase net tuition revenue through increasing transfer and international students, headcount, and improved retention</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6-ICA review potential market and operating cost for each sport</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10-Student Affairs 3rd party billing for services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>17-Mail Services increase charges for space rental/use to external entities</td>
</tr>
<tr>
<td>Collaborations w/Higher Ed</td>
<td></td>
<td>7-Library collaborate with other institutions to develop shared catalog and reduce print copies</td>
</tr>
</tbody>
</table>

**OHIO Task Force Key** - JP# - Joint Purchasing; TtD# - Time to Degree; JP# - Joint Purchasing; PR# - Prior Report Ideas; LE# - Low Enrollment; RE# Revenue Enhancement
## Governor’s Task Force Recommendations

### Map of OHIO Task Force and Huron Strategies

<table>
<thead>
<tr>
<th>Category</th>
<th>Ohio Task Force</th>
<th>OHIO Task Force</th>
<th>Huron OHIO Affordability Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal Cost Treatment</strong></td>
<td></td>
<td></td>
<td>9- Review internal subsidy for research</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11- Advancement construction gifts to support ongoing maintenance also</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>13- HR adjust/increase employee contribution to health care to industry averages</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>20- IT evaluate a full service-based cost model</td>
</tr>
<tr>
<td><strong>Hybrid Teaching Models</strong></td>
<td></td>
<td></td>
<td>2- Build internal capacity to reduce scope of services outsourced - P/B contract</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5- Support faculty who choose hybrid models resulting in better space use;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8- Build on regional model to share courses across campuses with synchronous video;</td>
</tr>
<tr>
<td><strong>Scheduling Changes</strong></td>
<td></td>
<td>TtD4 Year long scheduling to incentivize for degree completion</td>
<td></td>
</tr>
</tbody>
</table>
Interoffice Communication

Date:    February 25, 2016

To:      The President and Board of Trustees

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

Re:      Higher Learning Commission Accreditation Reaffirmation

The Higher Learning Commission (HLC) has reaffirmed the University’s accreditation through 2025-26 with no monitoring or follow-up. This is the most positive possible outcome from the HLC’s accreditation review.

The presentation to the Joint Committee will include a brief summary of the AQIP Comprehensive Quality Review (CQR) visit and the results of the review. The CQR Report is very positive and supportive, reflects that Ohio University fully meets all of the Criteria for Accreditation, and is available online on the Provost website at the link below.

https://www.ohio.edu/provost/accreditation/upload/Ohio-University-Final-CQR-Report.pdf
AQIP UPDATE

Tab
AQIP CQR Visit

- Comprehensive Quality Review (CQR)
  - November 2-4, 2015 Visit: 40 meetings
  - Review Components:
    - All previous AQIP documents 2007 to present
    - CQR Highlights Report; Multi-Campus Visit Report
    - Student Opinion Survey
    - Opportunity for Public Comment
    - 5 Criteria for Accreditation, 21 Core Components
    - Federal Compliance, Distance Education, Multi-Campus
    - Emphasis on Teaching, Learning, and Assessment
CQR Results

“Ohio University Meets all Criteria for Accreditation”

- Clearly articulated mission that guides the University
- Integrity, responsibility, ethical practices evident
- Academic programs & enriched environment support student learning
- Program review & assessment efforts are effective; need to continue progress already made
- Integrated & systematic planning based on continuous improvement
AQIP Report Excerpts

- Clearly articulated mission that guides the University

“The mission, vision, and values, as well as the 4x4 Strategic Plan are kept current through regular processes that clearly articulate the institution’s scholarly, instructional, and service mission and priorities. The Board is apprised of progress on the 4x4 at each Board meeting as evidenced in Board Minutes that are publicly posted on the institution’s website.”


AQIP Report Excerpts

- **Integrity, responsibility, ethical practices evident**

  “The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows fair and ethical policies and process for its governing board, administration, faculty and staff.”
AQIP Report Excerpts

- **Academic programs & enriched environment support student learning**

  “Ohio University has developed innovative models for learning communities, retention strategies and targeted support for distinct student segments such as at-risk, honors, and non-traditional and international students. Ohio University’s robust learning support system includes: learning communities and first-year seminars to acclimate first-year students to the University’s academic standards and expectations for first-year students; focused advising for undeclared and undecided students and intensive advising for at-risk students; support for first-generation students; tutoring and supplemental instruction.”
AQIP Report Excerpts

- **Integrated & systematic planning based on continuous improvement**

  “As an AQIP Pathway institution, Ohio University has regularly planned and executed Action Projects, has engaged in a broad-based strategic planning process, and conducts regular assessments that demonstrate the institution learns from its operational experience and strives to improve its institutional effectiveness.”
CQR Results

- Federal Compliance—met HLC requirements
- Distance Learning—met HLC requirements
- Multi-Campus Visit—met HLC requirements

“Ohio University Meets all Criteria for Accreditation”

February 12, 2016 HLC Action

Accreditation Reaffirmation until 2025-26

Full CQR Report available at:
https://www ohio edu/provost/accreditation/upload/Ohio-University-Final-CQR-Report.pdf
Interoffice Communication

Date: February 25, 2016

To: The President and Board of Trustees

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

Re: Comprehensive Master Plan Approval, Six Year Capital Improvement Plan, and Dublin Master Plan Process Update

The planning process for the update of the Campus Master Plan culminated at the January 2016 meeting when Shawna Bolin, University Planner, along with Kevin Petersen, Principal with consulting firm Ayers Saint Gross, presented the draft Comprehensive Master Plan.

We now seek your approval to adopt the Comprehensive Master Plan 2016 as the University’s Master Plan for the Athens campus.

Throughout the Comprehensive Master Plan update process, we have received productive feedback from the Board of Trustees and the campus community. Examples of involvement and updates:

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Engagement with:</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2014</td>
<td>Board of Trustees</td>
<td>Transforming Ohio</td>
</tr>
<tr>
<td>October 2014</td>
<td>Consultant and Board</td>
<td>Consultant Selection and Process Review</td>
</tr>
<tr>
<td>January 2015</td>
<td>Campus and Board</td>
<td>Task Group Workshops &amp; Online Feedback</td>
</tr>
<tr>
<td>February 2015</td>
<td>Foundation Board</td>
<td>Master Plan Overview &amp; Feedback</td>
</tr>
<tr>
<td>March 2015</td>
<td>Board of Trustees</td>
<td>Campus Analysis Presentation</td>
</tr>
<tr>
<td>April 2015</td>
<td>Campus and Community</td>
<td>Open House Meetings</td>
</tr>
<tr>
<td>June-August 2015</td>
<td>Task Groups</td>
<td>Precinct Workshops</td>
</tr>
<tr>
<td>August 2015</td>
<td>Board of Trustees</td>
<td>½ Day Strategy and Concept Workshop</td>
</tr>
<tr>
<td>September 2015</td>
<td>Campus Community</td>
<td>Presentations and Student Open House</td>
</tr>
<tr>
<td>October 2015</td>
<td>Alumni</td>
<td>Bobcat Bash Interactive Engagement</td>
</tr>
<tr>
<td>October 2015</td>
<td>Alumni Board of Directors</td>
<td>Master Plan Overview &amp; Feedback</td>
</tr>
<tr>
<td>November 2015</td>
<td>Student Senate &amp; Campus</td>
<td>Master Plan Overview &amp; Feedback</td>
</tr>
<tr>
<td>December 2015</td>
<td>Campus and Community</td>
<td>Open House Meetings</td>
</tr>
<tr>
<td>January 2016</td>
<td>Board of Trustees</td>
<td>Draft Master Plan Presentation</td>
</tr>
</tbody>
</table>
Each interaction provided us with confirmation on the direction we were going and built on the work of each phase. The January presentation reflected a year’s worth of planning and provided the Master Plan recommendations that are reflected in the final document “Comprehensive Master Plan 2016”.

Comprehensive Master Plan 2016 is guided by the University Strategic Plan, the Four Fundamentals. It is a roadmap that provides a long-term vision balanced with what is achievable to guide day-to-day decisions for the next ten years of development on the campus. It is an update to the 2006 Campus Master Plan and reflects a comprehensive view for the campus. It integrates previous planning efforts such as the Housing Master Plan, current planning efforts such as the Utility Master Plan and Campus Wayfinding, and provides framework for future project development.

A resolution is attached to facilitate the Board of Trustees approval of Comprehensive Master Plan 2016.

CAPITAL IMPROVEMENT PLAN UPDATE

While the Master Plan provides the framework and direction for campus development, the Capital Improvement Plan (CIP) details the timing and fund sources for projects moving forward. Throughout 2015, we presented information on the Six Year Capital Improvement Plan update process. We shared goals to align the six year and annual capital processes and to utilize recommendations from the Master Plan and the Building Condition Analysis efforts to apprise the CIP plan. Included in the updated Six Year CIP will be projects within the FY2017-18 State Capital and Century Bond Project request, which you approved in October of 2015. This includes deferred maintenance projects in Clippinger Hall, Seigfred Hall, and Ellis Hall. Included in the presentation is a preview of those projects. At the June meeting, we will ask for approval to move forward with those three projects and present the entire Six Year CIP (FY17-FY22). We will gather your feedback, revise as necessary, and bring the Six Year CIP back to you in August for approval. Further, as projects within the approved CIP are developed, they will come forward to you for your approval.

DUBLIN MASTER PLAN PROCESS UPDATE

The Dublin Master Plan effort was originally outlined to be a tandem effort with the Comprehensive Master Plan Update. Throughout 2015, the University developed the Dublin vision and began reviewing strategic priorities and programmatic opportunities. The OHIO for Ohio Strategic Vision, the Dublin Vision Statement, and the Dublin Strategic Principles developed during this period will provide the foundation for which the master plan is based.

The Dublin Master Plan will guide the phased transformation of the Dublin campus into a vibrant, sustainable and integrated campus community. The objective of the Plan is to create a compelling vision, establish a framework that guides future development and near term projects.

The planning process will use a series of intense workshops to communicate, reach consensus, and synthesize many variables into a succinct plan. Each workshop will engage the Dublin Steering and Advisory Groups as well as other identified key stakeholders. The final document will be an Executive Summary Booklet that provides physical planning framework including:

a. understanding of the area, the Dublin vision and campus strategies
b. campus capacity, land use and density
c. impacts to current zoning
d. building design parameters
e. traffic/pedestrian/biking circulation  
f. parking strategy  
g. open space, water retention and public realm improvements  
h. gateway entrance treatments  
i. community and neighborhood connectivity approaches  
j. Urban Design Guidelines  

If we can be of further assistance or provide additional information regarding these matters, please let us know.
Comprehensive Master Plan 2016

The Comprehensive Master Plan Booklet with supporting graphics is forthcoming and will be posted on the Board of Trustees and University Planning and Space Management websites on March 3rd, 2016
Comprehensive Master Plan 2016 Document Chapters

**Forward-Preview included**

Importance and efforts to strategically plan for our future

**Summary of the Plan-Preview included**

Shares the summary of the Master Plan recommendations

**Campus Planning Principles**

Documents the planning principles that guide campus development moving forward

**Conceptual Framework**

Sketch before the painting, supports the planning principles, and provides the framework for the Master Plan

**Campus Green District Plans**

Key issues, major transformations, and proposed projects for each of the campuses eight greens: College, East, North, South, West, Union Street Green, Ridges Green, and the River Greens

**Campus Systems**

Includes issues and recommendations for the following systems: transportation, bicycle network, roadway network, transit, open space and natural systems

**Acknowledgements-Preview included**

Listing of those that participated in the planning process
Forward

Transforming OHIO

Throughout Ohio University’s rich history in Southeast Ohio, our Athens’ campus has developed around a fabric of traditional Georgian architecture and the lush, rolling foothills of the Appalachian Mountains. Within this traditional setting resides a vibrant community of academic excellence, creative activity, and research innovation. As a destination, Ohio University Athens’ campus is more than an institution of higher learning or a transitory waypoint, it is the keystone to a network of academic communities each contributing to Ohio’s intellectual and economic vitality. As the residential campus, Athens is a transformative community where individuals cultivate their skills and knowledge through interaction and discourse within an inspirational campus setting.

Today, public institutions including higher education face challenges related to changing demographics and critical budgetary, operational, and regulatory issues. Positioning the University to meet the challenges we face has been an ongoing concern of members of the University community and has inspired Ohio University to think strategically and to plan for ways to be more effective, affordable and sustainable.

As a result, while many of our peers have struggled through the economic downturn and recovery, Ohio University has emerged a stronger University. Today, we are increasingly sought-after as an educational partner, an economic driver, and a leading public research university. As a result, we are broadening our footprint, growing our enrollment and creating new student experiences as we seek innovative solutions to identified social problems in our region and across the state.

This success is attributed to sound strategic planning. Guided by our 4X4 strategic planning matrix and the goal of being the nation’s best transformative learning community, we strive to advance planning processes. These planning processes solidify Ohio University’s position as an educational partner within the State and across the globe through:

- Academic programming that supports our Mission and Values
- Adapting to rapidly changing needs and conditions
- Prioritization of and connections between projects and initiatives
- Leveraging partnerships
- Short and Long-term planning
- Diversification of revenue streams
- Responsible project development

Guided by the broad view of the Comprehensive Master Plan, we are able to leverage the strengths of our planning process through new programs and initiatives, diversification of revenue streams, and the promotion of greater institutional economic stability to ensure the responsible use of Ohio University’s economic and physical assets. This results in an effective and well-maintained physical infrastructure for the Athens’ campus that allows us to continue our broader mission of OHIO for Ohio.
Summary of the Plan

1.1. Guided by the Four Fundamentals
Ohio University aspires to be the nation’s best transformative learning community where students realize their promise, faculty advances knowledge, staff achieves excellence, and alumni become global leaders. The physical campus needs to support the academic mission of the University.

1.2. Planning Process
The Comprehensive Master Plan was developed through five phases of work, with regular facilitated workshops. The planning process incorporated a variety of opportunities for campus stakeholders to state their opinions regarding the future of the campus. Through a series of focus groups and open houses, University and City of Athens stakeholders shared their ideas and feedback.

The planning process was structured through the following phases:

**Define: Discovery and Data Collection**
The Discovery and Data Collection phase involved the accumulation of information necessary to generate a comprehensive understanding of the campus. This phase included on-campus data gathering and the reconciliation of base information providing a foundation for the campus analysis.

**Assess: Analysis of Existing Conditions**
The Assess phase analyzed the quantitative and qualitative aspects of the campus. This provided an overall picture of the University and identified opportunities and constraints.

**Envision: Strategies and Conceptual Framework**
The insights gained through the Assess phase were used in the development of guiding principles in the Envision phase that reflect the culture, mission and setting of the Ohio University campus. These principles, rooted in the Academic Strategic Plan, provided the foundation for conceptual planning. The Conceptual Framework diagrammatically conveyed broad planning ideas and strategies to guide the development of the campus.

**Test: Scenarios and Ideas**
The Test phase developed project scenarios and long-term vision for improvements to address the campus’ greatest challenges. Future needs were identified in the following areas: landscape improvements, building renovations, new construction, parking solutions and pedestrian and vehicular improvements. The space recommendations and Conceptual Framework Plan provided the basis for these decisions.

**Synthesize: Final Plan**
The Final Plan phase refined the ideas generated in the previous phases and provides recommendations for campus transformations. The plan provides a vision of the campus that supports the University’s mission and Academic Strategic Plan, as well as, a series of near-term projects that will be integrated into the University’s Six Year Capital Improvement Plan.

1.3. Five Core Master Plan Ideas

Five core ideas encompass the comprehensive vision of the Master Plan. These ideas were identified in the campus analysis, clarified in the planning principles and conceptual framework and applied to evaluate projects proposed in the plan. Going forward, future development should embody and reinforce these ideas.

The five core ideas include:

i. Stewardship of Assets
ii. Distinctive Setting
iii. Campus of Greens
iv. Connected and Integrated
v. Welcoming and User Friendly

1. Stewardship of Assets

The Athens campus is shaped through the investment of past generations. The campus accommodates a community of scholars including, over 23,000 students, 2,000 full and part-time faculty and over 5,000 employees. The physical footprint of the campus consists of 8.4 million gross square feet in more than 200 buildings and 1,800 acres of property. Renewing existing assets and leveraging past investments is key to supporting the campus community.

Space Needs

Strategies and key projects identified for the campus build on a legacy of creative and reasonable use of space to address programmatic needs. Analysis of 2.9 million occupiable square feet of non-residential space on campus finds that the quantity of space needed is relatively equal across academic units, with programs that require high performance or unique space more impacted. The Master Plan Space Study accompanying the Master Plan is a snapshot in time based on enrollments, existing space data and documented program needs.
The Master Plan proposes an integrated approach to space planning. Space considerations such as right sizing, aligning the right space with program need and optimizing the campus core for student oriented programs are addressed through interrelated Smart Growth strategies that include:

**Repurposing Space**
The Master Plan proposes 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 space should allow for flexible programmatic needs in existing buildings, many of which were designed for specific purposes and no longer meet the needs of current occupants. The plan includes renewing over 200,000 square feet of vacant useable space at the Ridges to help address campus space needs.

**Replacement Space**
There are two drivers impacting campus replacement space. First, more than 83% of the campus property north of the Hocking River is located in the 100-year floodplain. Many of the buildings in the floodplain are elevated to mitigate the impact of a 100-year flood. In Stocker, Clippinger and Grosvenor, however, more than 85,000 net square feet of occupiable basement space with heavily used teaching labs is vulnerable to flooding. When these buildings are renovated, this space will need to be replaced elsewhere on campus.
The second driver of replacement space is accommodating for the demolition of existing buildings. Much of the demolition proposed, such as the South Green residential buildings, were planned before the master plan process began. These buildings were deemed to not adequately meet the needs of the University. Additional selective demolition is recommended to free up key sites that are needed for a higher and better use, such as relocating the facilities buildings along the Union Street Corridor to allow for the transformation of an important campus gateway.

A Balance of New Space
New construction is recommended to accommodate replacement space, planned demolition and identified programmatic space needs. New space helps the University provide dynamic environments for teaching, research, living and recreation, as well as the flexibility to adapt to evolving needs. New Construction is strategically located to leverage synergies with programs and partnerships in existing buildings.

The total amount of newly constructed space is in relative balance with proposed demolition. Depending on the design of these facilities, there will likely be an overall reduction in operating and maintenance costs.

2. A Distinctive Setting
Ohio University is one of the most distinctive campus settings in the country. Striking green space along the Hocking River corridor, the historic campus core, a mix of living and learning environments, all within the vibrant City of Athens, contribute to a strong sense of place. The Master Plan celebrates these unique characteristics and strives to reinforce and preserve them.

Protect andEnhance the Campus Riverfront
The campus riverfront first welcomes people approaching from State Route 50 and Route 682. It affords long views across the campus and makes for a memorable experience. The Master Plan recommends activating this area with outdoor recreation and athletic uses to better connect the riverfront to the campus core through a series of new pedestrian pathways.

Preservation of the Historic Core
The campus’ historic core within the College Green contributes to the university’s distinctive setting through the varied scale and character of the buildings that surround it. Key characteristics of this historic environment include the urban qualities that interface with the City of Athens, green space, tree canopy, small houses of varied scale, and larger academic buildings with collegiate architecture. These characteristics should be preserved.
Reinforce the Campus’ relationship to the City of Athens

The success of the University and City of Athens are interrelated. It is important that the University and the city continue to partner and invest along campus and city edges. Vibrant areas that border the campus should maintain a pedestrian oriented public realm with active ground floor uses along Court and Union Streets in particular. Partnership opportunities to enhance underdeveloped areas, such as West Union Street, should continue to be explored to spur infill development, enhance pedestrian connectivity and improve major gateways.

Balance Student Housing Across Campus

Incorporating student housing throughout the campus helps activate each part of the campus. In the mid-70’s, West and South Green were constructed to accommodate anticipated campus growth and to balance housing across the campus. Following their construction, residential beds were converted to academic space on West Green, shifting the majority of housing to the east. Most recently the construction of Housing Development Phase 1, a 900-bed semi-suite living learning community completed in 2015, has added additional concentration of beds on the east side of campus.

The Master Plan recommends that future housing needs be spread throughout campus to balance activity. On West Green this can be accomplished through renovating buildings currently accommodating the Heritage College of Osteopathic Medicine. On South Green, new student residential housing is proposed within close proximity to the existing buildings to maximize green space for student recreation.

3. A Campus of Greens

Campus greens are the formative building blocks of the Ohio University campus, each a neighborhood that shapes community and identity. Following the founding of the university at College Green, East Green was conceived as a cohesive collection of buildings that began a tradition of forming greens with distinct centers rather than expanding from a single center at the historic core.

Today some greens have a coherent identity such as College, East and West Greens, while others like North and South Green have less definition. The Master Plan seeks to reinforce or “strengthen the bones” of greens with a coherent identity and formulate strategies to clarify the identity of less recognizable greens. In the tradition of forming greens, the Master Plan also seeks to conceptualize and seed new greens at Union Street and the Ridges.

Strengthen the Bones of Existing Greens

College Green: Continue investment, preservation and renewal of the historic core. Encourage vitality and community at College Green by enhancing student activity space.
**South Green:** Consolidate and refocus South Green through renewal and demolition. Extend the Sweep though and beyond South Green as a continuous multi-modal open space corridor.

**North Green:** Refine open space to form a cohesive green promoting excellence in performance venues and collaboration between the Arts and Education. Reinforce connections to both the City and the University.

**West Green:** Repurpose buildings in West Green to achieve a campus-wide balance of housing uses. Address floodplain vulnerabilities, deferred maintenance, and improve multi-modal connectivity.

**East Green:** Continue the renewal of East Green to support living learning communities. Enhance connections to surrounding greens and major pedestrian corridors.

**Conceptualize and Seed New Greens**

**Union Street Green:** Seed a new green anchored by the Heritage College of Osteopathic Medicine. Integrate engineering research through renovation to define a gateway to the University at West Union Street and improve connections to the campus core. Facilitate medicine and engineering collaboration, partnerships with OhioHealth O’Bleness Hospital and mixed-use opportunities along West Union Street.

**Ridges Green:** Strengthen connections to the campus core, identify a mix of uses compatible with existing buildings and explore partnership opportunities for development. Foster trans-institutional partnerships, applied ideas and intellectual collaboration in a community with around-the-clock activity.

4. **Connected and Integrated**

While Greens are the building blocks of the Ohio University campus, the connections between them are critical to creating a cohesive place. Today, campus systems including pedestrian paths, bike infrastructure, street networks and open space are fragmented, disconnected and often conflict with each other. The Master Plan seeks to strengthen and integrate each of these campus systems to perform as a network greater than the sum of its parts.

**Open Space Network**

Achieving a diverse network of natural, passive and active green spaces is a core strategic component of the plan. The Oxbow Stream Corridor is envisioned to connect a diversity of open spaces to both engage the natural environment and bolster pedestrian, bike and road infrastructure in the built environment. The opportunity for merging human connections and the natural environment extends to the broader Hocking River Corridor and beyond.
Utility System
Under a connected network of streets, paths and open space is a broad network of utility infrastructure. Existing infrastructure locations and future utility infrastructure planning has been closely coordinated through the master planning process to align resources, avoid conflicts, and reduce future costs. The master plan has identified areas to permanently remain as open space which are opportunities for geothermal well energy.

Pedestrian Path System
A major pedestrian path along the old railroad bed is envisioned to be a pedestrian spine to connect the Ohio University Innovation Center, Union Street Green, Baker Center, andClippering extending to Stimson Avenue. Park Place is a hub of pedestrian activity at the crossroads of Baker Center, Alden Library and major pedestrian routes on campus. To leverage the strategic location and high pedestrian flows through Park Place, the master plan recommends partnering with the City of Athens to review vehicular access and envision more student activity and program space along the corridor.

Bicycle System
A series of multi-modal corridors with dedicated bicycle infrastructure and on-street bike lanes will transform a fragmented system into a robust network. Additional connecting points to the Hockhocking Adena Bikeway expands access to campus and regional recreational amenities and access to surrounding communities with bicycle commuters.

Street System
Improving pedestrian safety, pathway connectivity, and primary road network circulation are priorities outlined in the Master Plan. A primary road network emphasizes South Green Drive as a perimeter road to reduce pedestrian vehicular conflicts on secondary streets. Implementation of traffic calming and pedestrian safety measures such as high visibility crosswalks and flashing beacons are recommended on secondary streets. On some secondary streets, opportunities exist to limit vehicular access during regular class times to eliminate conflicts with major pedestrian corridors. A grade-separated crossing under Richland Avenue characterized by a wide well-lit pedestrian passageway is recommended for further study.

Parking Systems
A strategy to locate surface lots on campus edges with direct access to primary roads allows for the preservation and expansion of campus pedestrian zones and convenient access to parking. To gain additional parking within desirable areas of the campus core, the master plan recommends repurposing basement space to parking in buildings with flood risk. In the long term, measures to reduce surface lots within the campus core are advised. In the long term, strategically placed structured parking can bridge topography and satisfy parking capacity needs for venue areas.
Transit Supported
Parking, street, and pedestrian systems are supported with a robust transit system. Predictable and intuitive circulators that serve key destinations throughout campus and parking lots are recommended. For destinations not served by the circulator, convenient point-to-point routes are possible. A transit center to connect the circulator routes, point-to-point and city transit will make transfers more convenient and intuitive.

5. Welcoming and User Friendly
A more integrated campus contributes to a more welcoming campus. Improving how individuals drive, bike and walk on campus results in a more intuitive and pleasant experience for visitors, faculty and students alike. Campus signage and wayfinding is an important tool to both effectively navigate a network of streets and paths and strengthen the Ohio University brand. Shaping a welcoming first impression for visitors by establishing a new visitor’s center is identified as a priority.

Visitors Center
A visitor’s center makes an important first impression. The facility should be visible, close to parking, easily accessible, and have views that orient visitors. A low pavilion building adjacent to the Convocation Center along Richland Avenue presents an opportunity to meet key siting criteria and to address the existing ramps of the Convocation Center where reconstruction to meet ADA compliance would be very costly. The proposed building would serve as an ADA entrance point, improve the Richland Avenue streetscape as a major gateway to campus, and provide easy access to Baker Center if a tunnel under Richland Avenue is realized.

Signage and Wayfinding
While a proposed visitor’s center welcomes people to a single point, the master plan identifies a need to improve wayfinding throughout the campus. New signage standards and placement is recommended. New signage and wayfinding will:

I. Improve the visitor experience and support the Ohio University brand.
II. Be extensible and flexible to accommodate a growing population and diverse needs for current and planned improvements.
III. Accommodate incremental implementation phasing and work with the existing signs.
IV. Complement the campus character and traditions and celebrate its best features.
V. Be effective and efficient with a thoughtful economy of information in strategic locations.
1.4. Flexible Implementation

The Comprehensive Master Plan balances visionary goals with what can realistically be achieved, funded, and implemented. The plan serves as a strategic roadmap for University-wide renewal and growth. As with all roadmaps, many routes can lead to the same destination. If project implementation adheres to the Five Core Ideas, they will advance a unified vision for the campus and respond to the University’s evolving needs.

The Comprehensive Master Plan provides a framework for the stewardship of University assets that can be realized through flexible implementation strategies:

- Address Near-term Priorities – as part of Ohio University’s continual assessment of campus, identify and address near-term programmatic and deferred maintenance needs.
- Incremental Achievement – to relieve budgetary pressures and time constraints, envision projects that can be incrementally achieved while addressing adjacent priorities when feasible.
- Identify Partnership Opportunities – as part of addressing programmatic and deferred maintenance needs, develop partnership opportunities to ensure University funds are leveraged to their maximum level.
- Maintain future flexibility – to maximize the use of limited campus land to the University’s highest level, provide for future building sites, maximize space and capitalize on programmatic synergies.

Planning Integration

The Master Plan is shaped by the recommendations of past studies. Throughout the five phases of the Master Plan process, recommendations were coordinated with ongoing studies and, in turn, the plan will guide future studies. Past studies considered include the 2006 Comprehensive Master Plan, the Ridges Framework Plan and the 2012 Housing Master Plan Update. Ongoing studies include the Utility Master Plan and the Wayfinding Master Plan.

Concurrent studies are integrated within the Master Plan and contain in-depth analysis which complement the comprehensive recommendations outlined in the Plan. Concurrent studies integrated include a Space Study which provides analysis of existing space and space needs. The Recreation Plan documents the existing condition of recreation facilities, needs, and implementation strategies.
Capital Improvement Plan

The Master Plan and the Capital Improvement Plan (CIP) are interrelated. The Master Plan is a long-term vision for physical development and a framework for decision making that embodies the university’s strategic planning initiatives. The CIP is a six-year projection detailing the timing and fund sources for projects moving forward based on the long-term framework outlined in the Master Plan. Together, the visionary framework of the Master Plan and the financial analysis and funding strategies outlined in the six-year CIP bridge together to balance a clear vision with what can be realistically implemented.
COMPREHENSIVE MASTER PLAN 2016 ACKNOWLEDGEMENTS

Ohio University Board of Trustees
Sandra J. Anderson, Chair
Cary Cooper
Julie Mann Keppner, Alumni Representative
Kevin B. Lake
Janelle Simmons
Peggy Viehweger

David A. Wolfort, Vice Chair
N. Victor Goodman
Janetta King
Patrick Roden, Student Trustee
David Scholl
Sharmaine Wilcox, Student Trustee

Ohio University President
Roderick J. McDavis

Master Plan Steering Committee
Pamela J. Benoit, Executive Vice President & Provost
Stephen Golding, Vice President for Finance & Administration
Jennifer L. Hall-Jones, Interim Vice President, Student Affairs
Deborah J. Shaffer, Senior Associate Vice President for Finance & Administration
Joseph M. Lalley, Senior Associate Vice President of Technologies & Administrative Services

Facilities Planning & Advisory Council (FPAC)
John Day, Chair
Josh Bodnar
Annie Laurie Cadmus
Mark Ferguson
Jacob Jakuszeit
Beth Maxon
Joe McLaughlin
Beth Quitslund
Elizabeth Sayers
Joe Shields
Carl Smith

Shawna Bolin, University Planner
Michael Butterworth
Craig Cornell
Jennifer Horner
Paul Logue, City of Athens
Duane McDiarmid
David Moore
Adam Riehl
Christine Sheets
Richard Shultz
Jason Trembly

Feedback and Engagement
Students, Faculty, & Staff
Ohio University Alumni
Physical Planning Task Groups
Ohio University Foundation Board

City of Athens
Athens Community Members
Athens City Council

Planning Team
Ayers Saint Gross, Consultant
OHIO-University Planning & Space Management

Kevin Petersen, Principal & Project Director
Shawna Bolin, Director & University Planner
Agenda

Process
Master Plan
Implementation
Approval Request
CIP Update
Dublin MP Update
Planning Process

Assess
Existing Conditions

Test
Scenarios and Ideas

Envision
Strategies and Conceptual Framework

Synthesize
Draft Plan

Final Plan
March 2016

Final Documentation
Capital Plan Integration
Board of Trustees Engagement

Transforming Ohio

Approval to Update & Consultant Selection

Campus Analysis Workshop

1/2 Day Workshop: Strategies & Concepts

Draft Master Plan Presentation
The Athens campus is shaped through the investment of past generations. The physical footprint of the campus consists of 8.4 million gross square feet in more than 200 buildings and 1,800 acres of property. Renewing existing assets and leveraging past investments is key to supporting the campus community.
Ohio University is one of the most distinctive campus settings in the country. Striking green space along the Hocking River corridor, the historic campus core, a mix of living and learning environments, all within the vibrant City of Athens, contribute to a strong sense of place. The Master Plan celebrates these unique characteristics and strives to reinforce and preserve them.
Campus greens are the formative building blocks of the Ohio University campus, each a neighborhood that shapes community and identity. Following the founding of the university at College Green, East Green was conceived as a cohesive collection of buildings that began a tradition of forming greens with distinct centers rather than expanding from a single center at the historic core.
While Greens are the building blocks of the Ohio University campus, the connections between them are critical to creating a cohesive place. Today, campus systems including pedestrian paths, bike infrastructure, street networks and open space are fragmented, disconnected and often conflict with each other. The Master Plan seeks to strengthen and integrate each of these campus systems to perform as a network greater than the sum of its parts.
A more integrated campus contributes to a more welcoming campus. Improving how individuals drive, bike and walk on campus results in a more intuitive and pleasant experience for visitors, faculty and students alike. Campus signage and wayfinding is an important tool to both effectively navigate a network of streets and paths and strengthen the Ohio University brand. Shaping a welcoming first impression for visitors by establishing a new visitor’s center is identified as a priority.
Comprehensive Master Plan 2016

Document includes the following chapters:

Forward
Summary of the Plan
Campus Planning Principles
Conceptual Framework
Campus Green Precinct Plans
Campus Systems
Implementation

The Comprehensive Master Plan balances visionary goals with what can realistically be achieved, funded, and implemented. It is a framework for the stewardship of University assets that can be realized through flexible implementation strategies:

Near-term Priorities
Incremental Achievement
Partnership Opportunities
Maintain Future Flexibility
STEP ONE
The FY16 CIP process was step one of a multi-step effort to prioritize capital expenditures for the campus. It was prepared with a view to the immediate one-year requirements/ capital needs reflecting our planned projects over the next year. The FY16 CIP includes all fund sources.

STEP TWO
The FY17-FY18 State Capital Project plan represents an assessment of capital priorities based upon information provided by the building condition assessments and prioritized by the Facilities rating system utilized in step one. The FY17-FY18, currently only includes projects funded with anticipated state capital appropriations and from our Century Bond fund sources.

STEP THREE
Step three of the process will be the completion of the FY17-FY22 Six Year CIP. The Six Year CIP will reflect all fund sources available to us and layer in strategic priorities from all areas of the University. Refinement and prioritization of projects in the FY15-FY20 CIP as well as new needs that have emerged through the planning exercises are in progress and expected to finalize in Spring of 2016.

FY17-FY22 Six Year Capital Improvement Plan

- We are currently working on Step 3, preparing for a Six Year Capital Plan Update for June 2016 Board Meeting
- Consolidating 3 Capital Planning Processes into one annual update
- Prioritizing Investments that balance between Deferred Maintenance and Programmatic Improvements
What Are We Asking You to Approve?

Campus Master Plan (CMP):
A long-term view that guides the day-to-day decisions and investments on the Athens Campus. It builds on past investment, supports the University’s Strategic Priorities and directs the development of a physical learning environment with long-lasting value.

What Comes Next?

Extra Studies:
Independent studies that were coordinated with the Master Plan or begun as a product of the Master Plan effort will be separately approved.

Capital Projects:
Every project above $500,000 will come forward to the Board for approval.

Capital Improvement Program (CIP):
Details OHIO’s plan to preserve and enhance facilities through a six-year projection of new construction and renovation projects. It is realized and funded from Unit, University revenue sources, and State Capital Appropriations.
Approval Request

• Board of Trustees authorized the University to update the Campus Master Plan in June, 2015

• August of 2015, Ayers Saint Gross, Architects and Planners were selected to work with the University Planning office and campus community to update the plan

• Planning team completed all five phases of the process, working with the campus, generating consensus on the direction of the master plan

• Planning team met with the Board of Trustees several times throughout the process, presenting the draft plan at the January 2016 board meeting

• Requesting that the Board of Trustees approve and adopt Comprehensive Master Plan 2016, dated March 03rd, as the current University Master Plan

• Resources Committee will act on the resolution
Thank You

Ohio University Board of Trustees
Ohio University President
Comprehensive Master Plan Steering Committee
Facilities Planning Advisory Council
Focus Task Groups
City of Athens
Faculty, staff, students, alumni, and community members
Ayers Saint Gross and the planning team
CIP Progress and Next Steps

- June 2014, Energy Infrastructure Project (EIP) was introduced, it is a series of projects totaling approximately $79M and individual projects are approved by the Board within the context of the EIP
- June 2015, Resolution 2015-3472, the Board approved the FY16 Annual CIP
- October 2015, Resolution 2015-3511, the Board approved the State Capital and Century Bond projects for FY17/FY18
- Today we are previewing the Clippinger, Seigfred, and Ellis projects from the FY17/FY18 approved CIP and will ask for their approval in June

Six Year CIP Capital Plan Project Prioritization

- Step three is the FY17-FY22 Six Year CIP
- Comprehensive Master Plan work will finalize project details
- University will prioritize projects based upon three categories:
  - Mission Impact of the Project
  - Facility Characteristics
  - Project Funding Plan

Slide from October 2015, BoT Meeting
Clippinger Renovation Strategy

Phase 1

- Implement on aspects of the Innovation study
- Create new opportunities for interdisciplinary study, collaboration, and partnerships
- Provide a multi-phase approach that allows for funding feasibility
- Provide major cross discipline academic space for the campus
- Reduce significant deferred maintenance issues
- Phase 1 provides modern class labs, intensive use spaces and swing space for the rest of the project
### Clippinger Renovation Strategy

#### Phasing Plan

<table>
<thead>
<tr>
<th>Phase</th>
<th>FY2017-FY2018</th>
<th>TBD</th>
<th>TBD</th>
<th>TBD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase One</td>
<td>$42,600,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase Two</td>
<td>$26,688,480</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase Three</td>
<td>$28,866,260</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase Four</td>
<td>$6,782,110</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$104,936,850</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Funding Plan

<table>
<thead>
<tr>
<th>Source</th>
<th>FY2017-FY2018</th>
<th>TBD</th>
<th>TBD</th>
<th>TBD</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Capital Request</td>
<td>$10,000,000</td>
<td>$10,000,000</td>
<td>$10,000,000</td>
<td></td>
</tr>
<tr>
<td>Other (Debt, Institutional Funds, TBD)</td>
<td>$32,600,000</td>
<td>$16,688,480</td>
<td>$18,866,260</td>
<td>$6,782,110</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>$42,600,000</strong></td>
<td><strong>$26,688,480</strong></td>
<td><strong>$28,866,260</strong></td>
<td><strong>$6,782,110</strong></td>
</tr>
<tr>
<td>Clipinger Strategy Project Total</td>
<td><strong>$104,936,850</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FY2017-FY2018**

- **Phase 1**: New Construction
  - Addition: 80,000 GSF

**Future Phases**

- **Phase 2**: Renovate ½ Existing Building
  - 70,500 GSF

- **Phase 3**: Renovate ½ Existing Building
  - 70,500 GSF

- **Phase 4**: Convert Basement to garage, demolish buildings
  - 48,000 GSF

**Total Area** 269,000 GSF
Seigfred Hall Programmatic Renovations and Mechanical

- Center of activity in the visual arts at Ohio University, housing the studios, classrooms, and offices of the School of Art
- FY16 Annual CIP project will replace roof and windows
- FY17-FY18 State Capital Request project will:
  - Upgrade mechanical system and secondary electric system
  - Tuck pointing of the exterior
  - Interior upgrades including painting and lighting
  - Relocation of Interior Architecture from Grover to vacant space in Seigfred
Ellis Hall Infrastructure Renewal

- Ellis Hall, designed by noted Midwest architect Frank L. Packard, houses classrooms, faculty offices, seminar rooms, and laboratories.
- One of OHIO’s oldest and largest classroom facilities
- FY17-FY18 State Capital Request project will:
  - Renew mechanical, electric, fire safety and plumbing systems
  - Address ADA Issues
  - Update office and teaching spaces
June Agenda Items

- Seeking approval of the Clippinger, Seigfred, and Ellis Hall Projects
- We will present the Six Year CIP (FY17-FY22) at the June meeting for your review
  - We will seek approval of the Six Year CIP in August 2016
Dublin Campus Master Plan

• OHIO for Ohio Strategy seeks to insure OHIO’s competitive advantage by leveraging its statewide presence.

• Dublin Vision Statement is directly aligned with the Innovation Strategy.

• OHIO entered into an economic development agreement with the City of Dublin to acquire their publically owned property surrounding the site.

• Have acquired Subarea 1. Will acquire Subarea 2 when the Master Plan is complete. Subarea 3 will be jointly developed with the City of Dublin.

• Master Plan will provide a framework to guide future development and near term projects.

• Will guide phased transformation of the Dublin campus into a vibrant, sustainable and integrated campus community.
A 5th Workshop is included as part of the scope and will be integrated into the process as needed.
Advisory Committee
• Bill Burke, Heritage College of Osteopathic Medicine
• Brian Thompson, Heritage College of Osteopathic Medicine
• Tia Barrett, College of Health Sciences and Professions
• Michelle Ferrier, Scripps College of Communication
• Rachel Cornish, College of Fine Arts
• Phil Taylor, College of Business
• Dennis Irwin, Russ College of Engineering
• Mike Finney, Voinovich College
• Pete Mather, University College
• John Gilliom, College of Arts and Sciences
• Connie Patterson, Patton College of Education
• Jim Smith, Regional Higher Education
• Thomas Raabe, Project Manager, Dublin Campus

Stakeholders
• City of Dublin
• Partnership Opportunities

Committees and Stakeholders

Steering Committee
• Pamela J. Benoit, Executive Vice President & Provost
• Stephen Golding, Vice President Finance & Administration
• Ken Johnson, Exec Dean Heritage College of Osteopathic Medicine
• Randy Leite, Dean, College of Health Sciences and Professions
• Joe Shields, Vice President of Research & Creative Activity and Dean of the Graduate College

Planning Team
• Ayers Saint Gross, Consultant
• Shawna Bolin, Director of University Planning & Space Management
District Vision:

**Economic Advancement Zone**
- Focus on quick-to-build research with unique development character
- Range of tech related businesses from R&D startups to clean manufacturing
- Emphasis on sustainable building and design methods
- Maximize visibility from U.S. 33

**West Innovation District**
“Encourages development of technology-based companies. The nearby Town Center offers additional cultural, recreational and retail opportunities”
Dublin Guiding Principles

1. High impact initiatives and programs that are complementary to the central Ohio community, advance Ohio University interests, and cannot be accomplished in Athens

2. Advance “OHIO for Ohio” opportunities to build and strengthen regional partnerships with industry, government, and non-profit organizations to foster innovation;

3. Innovative initiatives and programs that are uniquely situated for central Ohio;

4. Selective investments must establish financial feasibility and be sustainable.

5. Initiatives and programs must align with the University and Colleges’ strategic plan and enhance smart growth.
Components of an Innovation Campus
DNA of an Innovation District or “Knowledge Community”

University + Commercial = Knowledge Community

Ideas + Practice + Integration
The Old Paradigm

Research Park

Suburban
Automotive
“Disintegrated”
Homogenous
Inflexible
Dull

The New Paradigm

Research Park

Urban
Pedestrian
“Integrated”
Diverse
Adaptable
Inspiring

Community
District
Cluster
Village
Ecosystem
Hub
A New Paradigm

Components of an Innovation District
Program Opportunities

Health and Wellness Campus

Partnership with City of Dublin

Academic Partners such as Columbus State

University programs that may be offered at Dublin to expand outreach

Emerging or new Ohio academic programs

Partnership opportunities in Central Ohio such as OhioHealth

Uses that support the above to provide for a vibrant campus
A 5th Workshop is included as part of the scope and will be integrated into the process as needed.
FISCAL YEAR 2016-2017
OHIO UNIVERSITY
ACADEMIC YEAR 2016-2017 TUITION, FEE AND RATE INCREASES

RESOLUTION 2016 --

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

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through D, effective Fall Semester 2016 unless otherwise noted.
## Exhibit A

### Summary of Fee Requests

<table>
<thead>
<tr>
<th>Fee</th>
<th>Increase Request*</th>
<th>Exhibit</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCOM Tuition &amp; Fees</td>
<td>3.5%</td>
<td>B</td>
</tr>
<tr>
<td>Off-Campus programs</td>
<td>See Exhibit</td>
<td>C</td>
</tr>
<tr>
<td>Student Fees</td>
<td>See Exhibit</td>
<td>D</td>
</tr>
</tbody>
</table>
## MEDICAL STUDENTS

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Instructional Fees</th>
<th>General Fees</th>
<th>Resident Total</th>
<th>Non-Resident Surcharge</th>
<th>Non-Resident Total</th>
<th>Technology Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>613</td>
<td>24</td>
<td>637</td>
<td>261</td>
<td>898</td>
<td>19</td>
</tr>
<tr>
<td>2</td>
<td>1,226</td>
<td>48</td>
<td>1,274</td>
<td>522</td>
<td>1,796</td>
<td>38</td>
</tr>
<tr>
<td>3</td>
<td>1,839</td>
<td>72</td>
<td>1,911</td>
<td>783</td>
<td>2,694</td>
<td>57</td>
</tr>
<tr>
<td>4</td>
<td>2,452</td>
<td>96</td>
<td>2,548</td>
<td>1,044</td>
<td>3,592</td>
<td>76</td>
</tr>
<tr>
<td>5</td>
<td>3,065</td>
<td>120</td>
<td>3,185</td>
<td>1,305</td>
<td>4,490</td>
<td>95</td>
</tr>
<tr>
<td>6</td>
<td>3,678</td>
<td>144</td>
<td>3,822</td>
<td>1,566</td>
<td>5,388</td>
<td>114</td>
</tr>
<tr>
<td>7</td>
<td>4,291</td>
<td>168</td>
<td>4,459</td>
<td>1,827</td>
<td>6,286</td>
<td>133</td>
</tr>
<tr>
<td>8</td>
<td>4,904</td>
<td>192</td>
<td>5,096</td>
<td>2,088</td>
<td>7,184</td>
<td>152</td>
</tr>
<tr>
<td>9 and above</td>
<td>16,589</td>
<td>639</td>
<td>17,228</td>
<td>7,069</td>
<td>24,297</td>
<td>531</td>
</tr>
</tbody>
</table>
## Exhibit C

**OHIO UNIVERSITY**

**OFF CAMPUS GRADUATE PROGRAMS**

Changes to FY17 STUDENT TUITION & FEE SCHEDULE

(Per Credit Hour)

<table>
<thead>
<tr>
<th>Existing Program</th>
<th>Instructional Fee</th>
<th>General Fee</th>
<th>Program Fee</th>
<th>Special Srvs/Materials Fee</th>
<th>Ohio Resident Total</th>
<th>Non-Resident Fee</th>
<th>Out-of-State Resident Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time MBA</td>
<td>505</td>
<td>78</td>
<td>43</td>
<td>0</td>
<td>626</td>
<td>496</td>
<td>1,122</td>
</tr>
<tr>
<td>Masters of Financial Economics - Athens</td>
<td>505</td>
<td>78</td>
<td>149</td>
<td>0</td>
<td>732</td>
<td>496</td>
<td>1,228</td>
</tr>
<tr>
<td>Masters of Financial Economics - Pickerington</td>
<td>505</td>
<td>3</td>
<td>99</td>
<td>120</td>
<td>727</td>
<td>19</td>
<td>746</td>
</tr>
<tr>
<td>Master of Physician Assistant Practice</td>
<td>505</td>
<td>3</td>
<td>34</td>
<td>0</td>
<td>542</td>
<td>19</td>
<td>561</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proposed Program</th>
<th>Instructional Fee</th>
<th>General Fee</th>
<th>Program Fee</th>
<th>Special Srvs/Materials Fee</th>
<th>Ohio Resident Total</th>
<th>Non-Resident Fee</th>
<th>Out-of-State Resident Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revised Full-Time MBA</td>
<td>505</td>
<td>78</td>
<td>163</td>
<td>0</td>
<td>746</td>
<td>496</td>
<td>1,242</td>
</tr>
<tr>
<td>Revised Masters of Financial Economics - Athens</td>
<td>505</td>
<td>78</td>
<td>176</td>
<td>0</td>
<td>759</td>
<td>496</td>
<td>1,255</td>
</tr>
<tr>
<td>Revised Masters of Financial Economics - Pickerington</td>
<td>505</td>
<td>3</td>
<td>116</td>
<td>128</td>
<td>752</td>
<td>19</td>
<td>771</td>
</tr>
<tr>
<td>Revised Master of Physician Assistant Practice</td>
<td>505</td>
<td>3</td>
<td>60</td>
<td>0</td>
<td>568</td>
<td>19</td>
<td>587</td>
</tr>
<tr>
<td>New Masters of Financial Economics - Online</td>
<td>505</td>
<td>3</td>
<td>287</td>
<td>0</td>
<td>795</td>
<td>19</td>
<td>814</td>
</tr>
<tr>
<td>New Doctor of Physical Therapy</td>
<td>505</td>
<td>78</td>
<td>52</td>
<td>0</td>
<td>635</td>
<td>496</td>
<td>1,131</td>
</tr>
<tr>
<td>New Dietectics Internship Masters Program</td>
<td>505</td>
<td>78</td>
<td>15</td>
<td>0</td>
<td>598</td>
<td>496</td>
<td>1,094</td>
</tr>
<tr>
<td>New Masters of Public Administration - Online</td>
<td>505</td>
<td>3</td>
<td>292</td>
<td>0</td>
<td>800</td>
<td>19</td>
<td>819</td>
</tr>
</tbody>
</table>

*Effective Summer 2016*
### Request for New or Increase of Student Course Fees

<table>
<thead>
<tr>
<th>Course ID</th>
<th>Course Title</th>
<th>Dept</th>
<th>Fee Name</th>
<th>Current Amount</th>
<th>Amount Requested</th>
<th>Amount Recommended to BPC</th>
<th>Amount Recommended to BOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ART 3230</td>
<td>Ceramics Wheel Throwing II</td>
<td>ART</td>
<td>Studio Art Material and Lab</td>
<td>$0.00</td>
<td>$225.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>MUS 2920</td>
<td>Music Therapy Second-Year Practicum</td>
<td>MUS</td>
<td>Music Therapy Practicum Class Fee</td>
<td>$23.00</td>
<td>$150.00</td>
<td>$23.00</td>
<td>$23.00</td>
</tr>
<tr>
<td>MUS 3920</td>
<td>Music Therapy Third-Year Practicum</td>
<td>MUS</td>
<td>Music Therapy Practicum Class Fee</td>
<td>$23.00</td>
<td>$150.00</td>
<td>$23.00</td>
<td>$23.00</td>
</tr>
<tr>
<td>MUS 4920</td>
<td>Music Therapy Fourth-Year Practicum</td>
<td>MUS</td>
<td>Music Therapy Practicum Class Fee</td>
<td>$23.00</td>
<td>$150.00</td>
<td>$23.00</td>
<td>$23.00</td>
</tr>
<tr>
<td>MUS 5920</td>
<td>Advanced Music Therapy Practicum</td>
<td>MUS</td>
<td>Music Therapy Practicum Class Fee</td>
<td>$23.00</td>
<td>$150.00</td>
<td>$23.00</td>
<td>$23.00</td>
</tr>
</tbody>
</table>

**College of Health Sciences and Professions**

<table>
<thead>
<tr>
<th>Course ID</th>
<th>Course Title</th>
<th>Dept</th>
<th>Fee Name</th>
<th>Current Amount</th>
<th>Amount Requested</th>
<th>Amount Recommended to BPC</th>
<th>Amount Recommended to BOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT 2102</td>
<td>Lower Extremity Examination Gross Anatomy Lab</td>
<td>AHSW</td>
<td>Cadaver Fee</td>
<td>$50.00</td>
<td>$60.00</td>
<td>$50.00</td>
<td>$50.00</td>
</tr>
<tr>
<td>AT 2152</td>
<td>Upper Extremity Examination Gross Anatomy Lab</td>
<td>AHSW</td>
<td>Cadaver Fee</td>
<td>$50.00</td>
<td>$60.00</td>
<td>$50.00</td>
<td>$50.00</td>
</tr>
<tr>
<td>AT 3100</td>
<td>Orthopedic Appliances</td>
<td>AHSW</td>
<td>Casting Lab Fee</td>
<td>$60.00</td>
<td>$95.00</td>
<td>$60.00</td>
<td>$60.00</td>
</tr>
<tr>
<td>EXPH 3180</td>
<td>First Aid and CPR II</td>
<td>AHSW</td>
<td>CPR/First Aid II Renewal Certification Fee</td>
<td>$0.00</td>
<td>$10.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

**CHILLICOTHE**

**Patton College of Education**

<table>
<thead>
<tr>
<th>Course ID</th>
<th>Course Title</th>
<th>Dept</th>
<th>Fee Name</th>
<th>Current Amount</th>
<th>Amount Requested</th>
<th>Amount Recommended to BPC</th>
<th>Amount Recommended to BOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>REC 2150</td>
<td>Outdoor Recreation and Education</td>
<td>RSP</td>
<td>REC 2150 Course Fee</td>
<td>$0.00</td>
<td>$20.00</td>
<td>$20.00</td>
<td>$20.00</td>
</tr>
</tbody>
</table>

**EASTERN**

**Patton College of Education**

<table>
<thead>
<tr>
<th>Course ID</th>
<th>Course Title</th>
<th>Dept</th>
<th>Fee Name</th>
<th>Current Amount</th>
<th>Amount Requested</th>
<th>Amount Recommended to BPC</th>
<th>Amount Recommended to BOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>REC 2150</td>
<td>Outdoor Recreation and Education</td>
<td>RSP</td>
<td>REC 2150 Course Fee</td>
<td>$0.00</td>
<td>$20.00</td>
<td>$20.00</td>
<td>$20.00</td>
</tr>
</tbody>
</table>

**ECAM**

**College of Business**

<table>
<thead>
<tr>
<th>Course ID</th>
<th>Course Title</th>
<th>Dept</th>
<th>Fee Name</th>
<th>Current Amount</th>
<th>Amount Requested</th>
<th>Amount Recommended to BPC</th>
<th>Amount Recommended to BOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>SASM 6100</td>
<td>Athletic Administration Seminar</td>
<td>SA</td>
<td>Course Manual - NIAAA Leadership Training Program</td>
<td>$0.00</td>
<td>$70.00</td>
<td>$70.00</td>
<td>$70.00</td>
</tr>
<tr>
<td>SASM 6280</td>
<td>Legal Foundations of Risk Management in Athletics</td>
<td>SA</td>
<td>Course Manual - NIAAA Leadership Training Program</td>
<td>$0.00</td>
<td>$70.00</td>
<td>$70.00</td>
<td>$70.00</td>
</tr>
<tr>
<td>SASM 6480</td>
<td>Public Assembly Facility and Event Management</td>
<td>SA</td>
<td>Course Manual - NIAAA Leadership Training Program</td>
<td>$0.00</td>
<td>$35.00</td>
<td>$35.00</td>
<td>$35.00</td>
</tr>
<tr>
<td>SASM 6550</td>
<td>Sport Marketing</td>
<td>SA</td>
<td>Course Manual - NIAAA Leadership Training Program</td>
<td>$0.00</td>
<td>$35.00</td>
<td>$35.00</td>
<td>$35.00</td>
</tr>
<tr>
<td>SASM 6670</td>
<td>Human Resource Management in Sport Organizations</td>
<td>SA</td>
<td>Course Manual - NIAAA Leadership Training Program</td>
<td>$0.00</td>
<td>$70.00</td>
<td>$70.00</td>
<td>$70.00</td>
</tr>
<tr>
<td>SASM 6700</td>
<td>Financial Management for Sport and Recreation Programs and Facilities</td>
<td>SA</td>
<td>Course Manual - NIAAA Leadership Training Program</td>
<td>$0.00</td>
<td>$35.00</td>
<td>$35.00</td>
<td>$35.00</td>
</tr>
</tbody>
</table>

**LANCASTER**

**Patton College of Education**
# Exhibit D

## Request for New or Increase of Student Course Fees

<table>
<thead>
<tr>
<th>Course ID</th>
<th>Course Title</th>
<th>Dept</th>
<th>Fee Name</th>
<th>Current Amount</th>
<th>Amount Requested</th>
<th>Amount Recommended to BPC</th>
<th>Amount Recommended to BOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>REC 2150</td>
<td>Outdoor Recreation and Education</td>
<td>RSP</td>
<td>REC 2150 Course Fee</td>
<td>$0.00</td>
<td>$20.00</td>
<td>$20.00</td>
<td>$20.00</td>
</tr>
<tr>
<td>ART 1141</td>
<td>Introduction to Digital Photography</td>
<td>ART</td>
<td>ART 1141 Digital Photo Course Fee</td>
<td>$0.00</td>
<td>$35.00</td>
<td>$35.00</td>
<td>$35.00</td>
</tr>
<tr>
<td>BIOS 1300</td>
<td>Principles of Human Anatomy and Physiology I</td>
<td>BIOS</td>
<td>Course Fee for Biology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>BIOS 1310</td>
<td>Principles of Human Anatomy and Physiology II</td>
<td>BIOS</td>
<td>Course Fee for Biology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>BIOS 1700</td>
<td>Biological Sciences I: Molecules and Cells</td>
<td>BIOS</td>
<td>Course Fee for Biology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>BIOS 1705</td>
<td>Biological Sciences I Laboratory</td>
<td>BIOS</td>
<td>Course Fee for Biology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>BIOS 1710</td>
<td>Biological Sciences II: Ecology, Evolution, Animal Body Systems</td>
<td>BIOS</td>
<td>Course Fee for Biology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>BIOS 1715</td>
<td>Biological Sciences II Laboratory</td>
<td>BIOS</td>
<td>Course Fee for Biology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>CHEM 1520</td>
<td>Fundamentals of Chemistry II</td>
<td>CHEM</td>
<td>Lab Fee</td>
<td>$20.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>EM 1220</td>
<td>Media Performance</td>
<td>OUS</td>
<td>Course Fee for Electronic Media</td>
<td>$0.00</td>
<td>$50.00</td>
<td>$50.00</td>
<td>$50.00</td>
</tr>
<tr>
<td>EM 2090</td>
<td>Special Topics in Electronic Media - Video</td>
<td>OUS</td>
<td>Course Fee for Electronic Media</td>
<td>$0.00</td>
<td>$150.00</td>
<td>$150.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>EM 2110</td>
<td>Audio Production-Direction</td>
<td>OUS</td>
<td>Course Fee for Electronic Media</td>
<td>$0.00</td>
<td>$100.00</td>
<td>$100.00</td>
<td>$100.00</td>
</tr>
<tr>
<td>EM 2120</td>
<td>Introduction to Multimedia Production</td>
<td>OUS</td>
<td>Materials Fee</td>
<td>$35.00</td>
<td>$100.00</td>
<td>$100.00</td>
<td>$100.00</td>
</tr>
<tr>
<td>EM 2140</td>
<td>Advanced Audio Production/Performance</td>
<td>OUS</td>
<td>Course Fee for Electronic Media</td>
<td>$0.00</td>
<td>$125.00</td>
<td>$125.00</td>
<td>$125.00</td>
</tr>
<tr>
<td>EM 2160</td>
<td>Introduction to Video Production</td>
<td>OUS</td>
<td>Materials Fee</td>
<td>$35.00</td>
<td>$150.00</td>
<td>$150.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>EM 2170</td>
<td>Advanced Video Production</td>
<td>OUS</td>
<td>Course Fee for Electronic Media</td>
<td>$0.00</td>
<td>$150.00</td>
<td>$150.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>EM 2180</td>
<td>Introduction to Digital Media</td>
<td>OUS</td>
<td>Course Fee for Electronic Media</td>
<td>$0.00</td>
<td>$150.00</td>
<td>$150.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>EQU 1010</td>
<td>Basic Equine Health Care</td>
<td>OUS</td>
<td>Equine Studies Fee</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EQU 1020</td>
<td>Basic Horse Handling</td>
<td>OUS</td>
<td>Equine Studies Fee</td>
<td>$188.00</td>
<td>$450.00</td>
<td>$450.00</td>
<td>$450.00</td>
</tr>
<tr>
<td>EQU 1030</td>
<td>Practical Experience in Equine Facility Management</td>
<td>OUS</td>
<td>Equine Studies Fee</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EQU 1040</td>
<td>Practical Experience in Equine Facility Management II</td>
<td>OUS</td>
<td>Equine Studies Fee</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EQU 1071</td>
<td>Equine Evaluation and Selection</td>
<td>OUS</td>
<td>Equine Evaluation &amp; Selection</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EQU 2030</td>
<td>Farm Design and Stable Management</td>
<td>OUS</td>
<td>Farm and Stable Management</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EQU 2040</td>
<td>Basic Horse Shoeing</td>
<td>OUS</td>
<td>Basic Horse Shoeing</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EQU 2041</td>
<td>Comprehensive and Competitive Horse Judging</td>
<td>OUS</td>
<td>Horse Judging</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EQU 2062</td>
<td>Equestrian Teaching Techniques Practicum</td>
<td>OUS</td>
<td>Course Fee for Equine Studies</td>
<td>$0.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EQU 2072</td>
<td>Equine Lameness and Conditioning</td>
<td>OUS</td>
<td>Equine Studies Fee</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
</tbody>
</table>

## College of Fine Arts

## SOUTHERN

### College of Arts and Sciences

### Patton College of Education

### Regional Higher Education
## Request for New or Increase of Student Course Fees

<table>
<thead>
<tr>
<th>Course ID</th>
<th>Course Title</th>
<th>Dept</th>
<th>Fee Name</th>
<th>Current Amount</th>
<th>Amount Requested</th>
<th>Amount Recommended to BPC</th>
<th>Amount Recommended to BOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>EQU 2074</td>
<td>Equine Veterinary Technology</td>
<td>OUS</td>
<td>Equine Studies Fee</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EQU 2080</td>
<td>Therapeutic Riding: Overview and Instruction</td>
<td>OUS</td>
<td>Equine Studies Fee</td>
<td>$188.00</td>
<td>$250.00</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
<tr>
<td>EVT 1100</td>
<td>Environmental Engineering Instrumentation and Computation</td>
<td>OUC</td>
<td>Course Fee for Environmental Technology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>EVT 1200</td>
<td>Introduction to Environmental Chemistry</td>
<td>OUC</td>
<td>Course Fee for Environmental Technology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>EVT 1250</td>
<td>Hazwoper</td>
<td>OUC</td>
<td>Course Fee for Environmental Technology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>EVT 2000L</td>
<td>Site Investigation, Sampling, and Monitoring Laboratory</td>
<td>OUC</td>
<td>Course Fee for Environmental Technology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>EVT 2100</td>
<td>Introduction to Health Physics</td>
<td>OUC</td>
<td>Course Fee for Environmental Technology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>EVT 2200</td>
<td>Fluid Mechanics</td>
<td>OUC</td>
<td>Course Fee for Environmental Technology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>EVT 2400L</td>
<td>Air Sampling and Analysis Laboratory</td>
<td>OUC</td>
<td>Course Fee for Environmental Technology</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>CHEM 1210</td>
<td>Principles of Chemistry I</td>
<td>CHEM</td>
<td>CHEM 1210 Lab Fee</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>CHEM 1510</td>
<td>Fundamentals of Chemistry I</td>
<td>CHEM</td>
<td>CHEM 1510 Lab Fee</td>
<td>$0.00</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>REC 2150</td>
<td>Outdoor Recreation and Education</td>
<td>RSP</td>
<td>REC 2150 Course Fee</td>
<td>$0.00</td>
<td>$20.00</td>
<td>$20.00</td>
<td>$20.00</td>
</tr>
<tr>
<td>ART 1121</td>
<td>Introduction to Drawing</td>
<td>ART</td>
<td>ART 1121 Course Fee</td>
<td>$0.00</td>
<td>$50.00</td>
<td>$47.00</td>
<td>$47.00</td>
</tr>
<tr>
<td>ART 1151</td>
<td>Introduction to Painting</td>
<td>ART</td>
<td>ART 1151 Course Fee</td>
<td>$0.00</td>
<td>$50.00</td>
<td>$50.00</td>
<td>$50.00</td>
</tr>
<tr>
<td>ART 1161</td>
<td>Introduction to Ceramics</td>
<td>ART</td>
<td>ART 1161 Course Fee</td>
<td>$0.00</td>
<td>$100.00</td>
<td>$91.00</td>
<td>$91.00</td>
</tr>
<tr>
<td>ART 1181</td>
<td>Introduction to Graphic Design</td>
<td>ART</td>
<td>ART 1181 Course Fee</td>
<td>$0.00</td>
<td>$50.00</td>
<td>$49.00</td>
<td>$49.00</td>
</tr>
<tr>
<td>ART 2210</td>
<td>Ceramics Hand Building</td>
<td>ART</td>
<td>ART 2210 Course Fee</td>
<td>$0.00</td>
<td>$50.00</td>
<td>$50.00</td>
<td>$50.00</td>
</tr>
<tr>
<td>ART 2220</td>
<td>Ceramics Wheel Throwing</td>
<td>ART</td>
<td>ART 2220 Course Fee</td>
<td>$0.00</td>
<td>$50.00</td>
<td>$50.00</td>
<td>$50.00</td>
</tr>
<tr>
<td>EXPH 2280</td>
<td>Community First Aid, and CPR/AED for the Professional Rescuer</td>
<td>AHSW</td>
<td>EXPH 2280 Course Fee</td>
<td>$0.00</td>
<td>$30.00</td>
<td>$24.00</td>
<td>$24.00</td>
</tr>
</tbody>
</table>

### ZANESVILLE

- **College of Arts and Sciences**
  - CHEM 1210 | Principles of Chemistry I | CHEM | CHEM 1210 Lab Fee | $0.00 | $40.00 | $40.00 | $40.00 |
  - CHEM 1510 | Fundamentals of Chemistry I | CHEM | CHEM 1510 Lab Fee | $0.00 | $40.00 | $40.00 | $40.00 |

- **Patton College of Education**
  - REC 2150 | Outdoor Recreation and Education | RSP  | REC 2150 Course Fee | $0.00 | $20.00 | $20.00 | $20.00 |

- **College of Fine Arts**
  - ART 1121 | Introduction to Drawing | ART  | ART 1121 Course Fee | $0.00 | $50.00 | $47.00 | $47.00 |
  - ART 1151 | Introduction to Painting | ART  | ART 1151 Course Fee | $0.00 | $50.00 | $50.00 | $50.00 |
  - ART 1161 | Introduction to Ceramics | ART  | ART 1161 Course Fee | $0.00 | $100.00 | $91.00 | $91.00 |
  - ART 1181 | Introduction to Graphic Design | ART  | ART 1181 Course Fee | $0.00 | $50.00 | $49.00 | $49.00 |
  - ART 2210 | Ceramics Hand Building | ART  | ART 2210 Course Fee | $0.00 | $50.00 | $50.00 | $50.00 |
  - ART 2220 | Ceramics Wheel Throwing | ART  | ART 2220 Course Fee | $0.00 | $50.00 | $50.00 | $50.00 |

- **College of Health Sciences and Professions**
  - EXPH 2280 | Community First Aid, and CPR/AED for the Professional Rescuer | AHSW | EXPH 2280 Course Fee | $0.00 | $30.00 | $24.00 | $24.00 |
## Exhibit D

### Request for New or Increase of Broad-Based Fees

<table>
<thead>
<tr>
<th>Office/Dept./School</th>
<th>Fee Name</th>
<th>Current Amount</th>
<th>FY17 Amount Requested</th>
<th>FY17 Amount Recommended to BPC</th>
<th>FY17 Amount Recommended to BOT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ATHENS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate College</td>
<td>Administrative Graduate Processing Fee (for non-degree second applications)</td>
<td>$35.00</td>
<td>$25.00</td>
<td>$25.00</td>
<td>$25.00</td>
</tr>
<tr>
<td>Graduate College</td>
<td>Administrative Graduate Processing Fee (for processing deferrals)</td>
<td>$0.00</td>
<td>$10.00</td>
<td>$10.00</td>
<td>$10.00</td>
</tr>
<tr>
<td><strong>CHILLCOTHE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate College</td>
<td>Administrative Graduate Processing Fee</td>
<td>$0.00</td>
<td>$10.00</td>
<td>$10.00</td>
<td>$10.00</td>
</tr>
<tr>
<td><strong>EASTERN</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate College</td>
<td>Administrative Graduate Processing Fee</td>
<td>$0.00</td>
<td>$10.00</td>
<td>$10.00</td>
<td>$10.00</td>
</tr>
<tr>
<td><strong>ECAM</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate College</td>
<td>Administrative Graduate Processing Fee</td>
<td>$0.00</td>
<td>$10.00</td>
<td>$10.00</td>
<td>$10.00</td>
</tr>
<tr>
<td><strong>LANCASTER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate College</td>
<td>Administrative Graduate Processing Fee</td>
<td>$0.00</td>
<td>$10.00</td>
<td>$10.00</td>
<td>$10.00</td>
</tr>
<tr>
<td><strong>SOUTHERN</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate College</td>
<td>Administrative Graduate Processing Fee</td>
<td>$0.00</td>
<td>$10.00</td>
<td>$10.00</td>
<td>$10.00</td>
</tr>
<tr>
<td><strong>ZANESVILLE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate College</td>
<td>Administrative Graduate Processing Fee</td>
<td>$0.00</td>
<td>$10.00</td>
<td>$10.00</td>
<td>$10.00</td>
</tr>
</tbody>
</table>
CENTURY BOND, ENDOWMENT, AND NON-ENDOWMENT
INVESTMENT POLICIES

RESOLUTION 2016 --

WHEREAS, The Board of Trustees of Ohio University is vested by Ohio Law (Section 3345.05 of the Revised Code) with certain responsibilities, as follows:

1) that title to investments made by the Board of Trustees with funds derived from tuition, fees, subsidy and other revenues be held in trust by the Board of Trustees, and
2) that the Board of Trustees adopts an investment policy that complies with certain requirements as set forth in the statute, and
3) that the Board of Trustees establishes an Investment Committee that meets at least quarterly, and

WHEREAS, the Resources Committee of the Board of Trustees has reviewed and recommended formal adoption of the Century Bond and Deferred Maintenance Program Investment Policy as adopted by the Foundation board February 12, 2016, as it applies to long-term investments associated with the University’s Century Bond and Deferred Maintenance Program, and

WHEREAS, the Resources Committee of the Board of Trustees has reviewed and recommended formal adoption of General Endowment Fund Investment Policy as adopted by the Foundation board February 12, 2016, as it applies to endowment funds, which is also covered by Ohio Law (Section 3345.16 of the Revised Code) where the endowment investments are managed by The Ohio University Foundation, and

WHEREAS, The Board of Trustees has previously adopted a non-endowment investment policy that complies with Section 3345.05 of the Revised Code, and

WHEREAS, any funds invested as diversified pool investments, pursuant to the aforementioned non-endowment investment policy, will be further governed by the aforementioned endowment funds investment policy.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees recommends adoption of Century Bond and Deferred Maintenance Program Investment Policy and the General Endowment Fund Investment Policy as adopted by the Foundation board February 12, 2016, as it applies to the University endowment funds and long-term century bond funds.

BE IT FURTHER RESOLVED, that the performance of the endowment and century bond investments, as well as any future modifications to the Century Bond and Deferred Maintenance Program Investment Policy or the General Endowment Fund Investment
Policy, will be presented to the Resources Committee for their review as necessitated by changes to the policies, and

**BE IT FURTHER RESOLVED**, that the Board of Trustees has empowered The Ohio University Foundation’s Investment Sub-Committee to act on its behalf in accordance with the aforementioned investment policies, and

**BE IT FURTHER RESOLVED**, that the aforementioned investment policies supersede all previously adopted investment related policies; and all prior resolutions concerning the aforementioned investment policies of the Board of Trustees not specifically referenced herein shall be rescinded.
Interoffice Communication

Date: February 25, 2016

To: The President and Board of Trustees

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

Re: Approval of Revised Investment Policies

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 Foundation’s General Endowment Fund Investment Policy is used to guide the investments of the long-term portfolio, which 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 and Deferred Maintenance Program’s long-term investments to the Foundation’s Investment Sub-Committee. These investments are guided by the Century Bond and Deferred Maintenance Program Investment Policy.

At its November 2015 and February 2016 meetings, the Foundation reviewed and approved minor revisions to the General Endowment Fund Investment Policy and the Century Bond and Deferred Maintenance Program Investment Policy. The most significant update involves changes to Attachments A, B and C within both policies, which replaces the U.S. Large Cap Value and U.S. Large Cap Growth references with appropriate U.S. Large Cap Index information.

At the March meeting, the University’s Board of Trustees will be asked to review and approve these changes. For your reference, redlined versions of both investment policies have been attached to this memo.
The overriding goal of The Ohio University Foundation (the “Foundation”) is to support Ohio University’s mission of teaching, research and creative activity, and benefiting mankind through commercial development of discoveries created through Ohio University related research.

Investment Objective

The long-term objective of the Foundation’s General Endowment Fund (the “Fund”) is to maximize the real return, or the nominal return less inflation, of the assets over a complete market cycle with emphasis on preserving capital and reducing volatility through prudent diversification. The Investment Sub-Committee of the Foundation (“Investment Sub-Committee”) has adopted an investment strategy which has the long-term objective of producing real growth of assets in excess of the Fund’s spending requirements and inflation. In order to achieve this objective, the Investment Sub-Committee must be cognizant of the current spending policy of the Foundation, which is approved by the Board of Trustees annually. Interim results will be reviewed with the understanding that an important priority of the assets is providing for future generations. Due to capital market volatility, the return may vary significantly over shorter periods of time. Ultimately, it is the Foundation’s position that, unless there are risk concerns related to the markets, as identified by the Managing Fiduciary, or programmatic concerns, as communicated to or identified by the Treasurer of the Foundation, then all gifts or funds directed to the Fund will be invested in accordance with the Investment Plan, identified as Attachment A.

The Investment Policy may be reviewed by a majority of the Investment Sub-Committee, as defined by the Foundation’s Code of Regulations, at any time and will be reviewed, at a minimum, on an annual basis by the Investment Sub-Committee. For the Managing Fiduciary, as defined below, to be subject to the Investment Policy terms, amendments to the Investment Policy must be approved by the Managing Fiduciary. Any required revision or amendment will be submitted to the Foundation Board of Trustees for approval.

Fiduciary Responsibilities

Oversight of the Fund’s assets will be performed by a tiered fiduciary structure. The Fund’s-Foundation’s Investment Sub-Committee, also referred to herein as the Governing Fiduciary, will have ultimate responsibility for ensuring that the long term objectives established and approved for the Fund by the Investment Sub-Committee are achieved. The Managing Fiduciary, or Chief Investment Officer,
will be authorized by the Governing Fiduciary to implement and manage investments in accordance with the written Investment Plan attached hereto as Attachment A, to achieve the long term objectives of the Fund, work with the various Operating Fiduciaries, hereinafter defined, and report regularly to the Governing Fiduciary. Notwithstanding the previous sentence, the Managing Fiduciary will not have responsibility for those assets defined as “self-directed” under the Managing Fiduciary Client Agreement. Operating Fiduciaries are defined as qualified persons or organizations that provide specialized professional services necessary to fulfill functional and administrative requirements of the Fund.

**Governing Fiduciary**

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

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

1. Recommending revisions in the Investment Policy to the Board of Trustees of the Foundation.
2. Appointing and overseeing the Managing Fiduciary who shall have responsibility and discretion for implementing investment strategies in accordance with the Investment Plan attached hereto as Attachment A.
3. Establishing one or more custody accounts with a custodian to maintain Fund assets.
4. Periodically reviewing the Fund's asset allocation.
5. Delegating to the Managing Fiduciary specific administrative and operational responsibilities dealing with the investment and reinvestment of the Fund’s assets, as outlined in the Managing Fiduciary Client Agreement.
6. Monitoring compliance with this Investment Policy.
7. Reviewing periodically the following subjects with the Managing Fiduciary:
   a. Investment performance, including comparisons to appropriate benchmarks.
   b. Current asset allocation of all assets included in the Fund.
   c. Progress toward the stated performance objectives documented in this Investment Policy.
The Ohio University Foundation’s Treasurer, or his designee, is accountable to:

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

2. Sign the appropriate investment contracts that have been approved by the Investment Sub-Committee. This includes the Managing Fiduciary Client Agreement, alternative asset contracts and the custodian agreement. Additionally, all contracts for alternative investments must be executed by an authorized signer of the Ohio University Foundation.

3. Direct the Managing Fiduciary regarding cash flows into and out of the investment accounts. The Managing Fiduciary will have no authority to distribute money outside of these investment accounts without prior written approval by an authorized signer.

4. Monitor the spending policy of the Endowment.

Managing Fiduciary

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

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

1. Investing funds, through selected investment managers, within the guidelines and asset allocation ranges as set forth in the Investment Plan attached to this Investment Policy.

2. Administrative and operational functions to support the Investment Policy dealing with the investment and reinvestment of the Fund’s assets.

3. Evaluating the asset allocation of the Fund’s portfolio consistent with the Investment Policy.

4. Periodically reviewing and recommending any changes or modifications of the Fund and the asset allocation ranges to the Governing Fiduciary for its consideration.

5. Allocating contributions and other cash flows to investment managers or to other investment accounts as established.
6. Taking all actions with respect to investment managers including hiring and terminating, monitoring and reviewing of investment manager contracts.

7. Setting investment guidelines for investment managers and monitoring their compliance and reviewing these guidelines and their compliance with the Governing Fiduciary to the extent the account assets are placed in a separately managed account.

8. Meeting with investment managers and evaluating their investment performance.

9. Meeting with the Governing Fiduciary at least quarterly or at other intervals as directed by the Governing Fiduciary.

**Asset Allocation**

To achieve the investment objective of the Fund, an asset allocation study was conducted to establish percentage ranges for each asset class eligible for investment within the portfolio. The asset allocation study analyzed the expected return, risk and correlation of several asset classes, as well as the expected return and risk of various portfolios of these asset classes. The expected return and risk of various portfolios were evaluated in terms of their ability to best meet the Fund's long-term investment objectives. Based upon this analysis, an asset allocation policy including ranges for each asset class was constructed that meets the current investment objectives of the Fund. The asset allocation policy is contained in the Investment Plan shown in Attachment A. This Investment Plan may be amended upon a recommendation from the Managing Fiduciary subject to the approval of the Governing Fiduciary.

**Rebalancing Procedures**

The Managing Fiduciary will periodically rebalance the Fund within the asset allocation ranges set forth in Attachment A. The need for rebalancing should be addressed at least quarterly, or more frequently if warranted by events. Rebalancing should be done only after considering the effect that transaction costs and market impact will have on the overall portfolio.

Although it is the policy of the Managing Fiduciary to invest assets in accordance with the maximum and minimum ranges for each asset class, as set forth in Attachment A, rapid unanticipated market movements or cash flows may cause the asset mix to temporarily fall outside those ranges.

**Investment Manager Structure**

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

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

Guidelines for Traditional Investment Managers

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

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

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

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

4. The investment managers may invest in fully collateralized derivatives (swaps or futures) to maintain market exposure, provide liquidity, and hedge currency. Notwithstanding the previous sentence, a manager may utilize derivatives as part of their strategy to gain exposure to certain markets and sectors or to maintain portfolio risk, without introducing leverage into the portfolio.

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

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

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

Alternative Investment Guidelines

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

Performance Benchmarks

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

Attachments B and C include a list of all asset class and investment manager benchmarks, respectively, to be used in evaluating performance. These benchmarks will apply until such time as amended upon recommendation by the Managing Fiduciary and approved by the Governing Fiduciary.
Investment Officer

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

Approval:

This Investment Policy for The Ohio University Foundation is hereby adopted this ___ day of ________20142016.

By:

_________________________   _________________________
Title:  President and CEO    Title:  President and CEO
The Ohio University Foundation    Hirtle, Callaghan & Co., LLC
as Managing Fiduciary

_________________________   _________________________
Title:  Treasurer    Title:  President and CEO
The Ohio University Foundation    Hirtle, Callaghan & Co., LLC
as Managing Fiduciary
### The Ohio University Foundation

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Long-Term Policy Target</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Equity</td>
<td>40%</td>
<td>1%</td>
<td>15%</td>
</tr>
<tr>
<td>US Large Cap Value</td>
<td>10%</td>
<td>7%</td>
<td>15%</td>
</tr>
<tr>
<td>US Large Cap Growth</td>
<td>10%</td>
<td>7%</td>
<td>15%</td>
</tr>
<tr>
<td>US Small Cap</td>
<td>4%</td>
<td>2%</td>
<td>10%</td>
</tr>
<tr>
<td>Int'l Equity - Developed</td>
<td>20%</td>
<td>14%</td>
<td>29%</td>
</tr>
<tr>
<td>Int'l Equity - Emerging</td>
<td>5%</td>
<td>2%</td>
<td>12%</td>
</tr>
<tr>
<td>Alternatives</td>
<td>31%</td>
<td>10%</td>
<td>38%</td>
</tr>
<tr>
<td>Private Equity (ex-Real Estate)</td>
<td>9%</td>
<td>0%</td>
<td>15%</td>
</tr>
<tr>
<td>Equity - Hedge (Total Return)</td>
<td>8%</td>
<td>0%</td>
<td>15%</td>
</tr>
<tr>
<td>Fixed Inc. - Hedge (Absolute Return)</td>
<td>3%</td>
<td>0%</td>
<td>8%</td>
</tr>
<tr>
<td>Commodities</td>
<td>5%</td>
<td>0%</td>
<td>10%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>5%</td>
<td>0%</td>
<td>10%</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>3%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>20%</td>
<td>17%</td>
<td>42%</td>
</tr>
<tr>
<td>Core Fixed Income</td>
<td>10%</td>
<td>6%</td>
<td>16%</td>
</tr>
<tr>
<td>Opportunistic Fixed Income</td>
<td>4%</td>
<td>2%</td>
<td>8%</td>
</tr>
<tr>
<td>TIPS</td>
<td>6%</td>
<td>3%</td>
<td>10%</td>
</tr>
<tr>
<td>Cash</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
</tr>
</tbody>
</table>

**Total**: 100%

---

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

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

---

J. Bryan Benchoff  
President & CEO, The Ohio University Foundation

Nicole W. Kraus  
Director, Hirtle Callaghan

Stephen T. Golding  
Treasurer & CFO, The Ohio University Foundation

Richard M. Behler  
Portfolio Manager, Hirtle Callaghan

Robert J. Zion  
Principal, Hirtle Callaghan

---
### Attachment A: Investment Plan

**The Ohio University Foundation**

<table>
<thead>
<tr>
<th>ASSET CLASS</th>
<th>(1) LONG-TERM POLICY TARGET</th>
<th>(2) RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Min</td>
<td>Max</td>
</tr>
<tr>
<td>Global Equity</td>
<td>49%</td>
<td></td>
</tr>
<tr>
<td>US Large Cap Equity</td>
<td>21%</td>
<td>15%</td>
</tr>
<tr>
<td>US Small Cap</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Intl Equity - Developed</td>
<td>20%</td>
<td>14%</td>
</tr>
<tr>
<td>Intl Equity - Emerging</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Alternatives</td>
<td>31%</td>
<td>15%</td>
</tr>
<tr>
<td>Private Equity (ex-Real Estate)</td>
<td>9%</td>
<td>0%</td>
</tr>
<tr>
<td>Equity - Hedge (Total Return)</td>
<td>8%</td>
<td>0%</td>
</tr>
<tr>
<td>Fixed Inc. - Hedge (Absolute Return)</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Commodities</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>Core Fixed Income</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Opportunistic Fixed Income</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>TIPS</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>Cash</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

(1) LONG-TERM POLICY TARGET - long-term targets for detailed asset classes (requires approval). Sub-totals subject to rounding.

(2) RANGE - minimum & maximum targets for strategic ranges (requires approval).

---

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

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

---

**J. Bryan Benchoff** Date  
President & CEO, The Ohio University Foundation

**Peter M. Holway** Date  
Director, Hirtle Callaghan

**Stephen T. Golding** Date  
Treasurer & CFO, The Ohio University Foundation

**Richard M. Behler** Date  
Portfolio Manager, Hirtle Callaghan

**Robert J. Zion** Date  
Principal, Hirtle Callaghan

---

Revised/New - Items outlined in red have been updated.
Attachment B – Benchmarks (Asset Class)

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

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

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

Approved:

Title: President & CEO
The Ohio University Foundation

Title: Treasurer
The Ohio University Foundation

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

Title: Treasurer
The Ohio University Foundation

Title: President & CEO
Hirtle, Callaghan & Co., LLC
as Managing Fiduciary
Attachment C – Benchmarks (Manager)
The performance of each investment manager will be evaluated versus the investment style benchmark for the manager and where available, to a universe of managers of similar investment style. The investment manager style benchmarks are:

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

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

Approved:

Title: President & CEO
The Ohio University Foundation

Title: Treasurer
The Ohio University Foundation

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

Title: Treasurer
Hirtle, Callaghan & Co., LLC
as Managing Fiduciary
Attachment D – Guidelines for Illiquid Investments

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

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

Purpose

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

Diversification

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

Time Horizon

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

Professional Management

The Investment Sub-Committee may select one or more “fund-of-funds” managers who research and create portfolios of illiquid investments. This fund-of-funds approach is the preferred method of implementing Private Equity investments, because they build diversified pools comprised of well-established funds in which limited partners such as the Fund purchases an interest. This method creates broad diversification, delegates the selection of partnerships to the fund-of-funds’ investment manager, and provides access to the best managers.
The Investment Sub-Committee recognizes that it is not in a position to conduct research and due-diligence reviews of individual illiquid investments. From time to time there may be exceptional circumstances when the Foundation Trustees agree that a particular partnership would offer unique strategic benefits to Ohio University. These direct investments in individual private companies in the interests of Ohio University shall be approved by the Trustees of the Foundation.

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

**Monitoring**

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

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

Investment Policy - Century Bond and Deferred Maintenance Program

as Amended November 2014 February 2016

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

Investment Objective

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

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

The Investment Policy may be reviewed by a majority of the Investment Sub-Committee, as defined by the Foundation’s Code of Regulations, at any time and will be reviewed, at a minimum, on an annual basis by the Investment Sub-Committee and specific direction will be provided to the Managing Fiduciary.

Fiduciary Responsibilities

Oversight of the Pool's assets will be performed by a tiered fiduciary structure. The Pool's Foundation’s Investment Sub-Committee, also referred to herein as the Governing Fiduciary, will have ultimate responsibility for ensuring that the long term objectives established and approved for the Pool by the Investment Sub-Committee are achieved. The Managing Fiduciary, or Chief Investment
The Ohio University Foundation – Investment Policy

Page 2

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

Governing Fiduciary

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

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

1. Recommending revisions in the Investment Policy to the Board of Trustees of the University and then informing the Managing Fiduciary of these changes.

2. Appointing and overseeing the Managing Fiduciary who shall have responsibility and discretion for implementing investment strategies in accordance with the Investment Plan attached hereto as Attachment A.

3. Establishing one or more custody accounts with a custodian to maintain Pool assets.

4. Reviewing and approving the appropriate risk level and asset allocation of the Pool on a quarterly basis.

5. Reviewing the proposed distribution schedule and making any necessary changes with the University’s finance staff. The Governing Fiduciary will be responsible to communicate any changes to this schedule to the Managing Fiduciary.

6. Establishing with the Managing Fiduciary a clearly defined decision making process that will be used to implement short-term investment policies to protect the assets of the Pool should such action be deemed necessary.

7. Delegating to the Managing Fiduciary specific administrative and operational responsibilities dealing with the investment and reinvestment of the Pool’s assets, as outlined in the Managing Fiduciary Client Agreement.
8. Monitoring compliance with this Investment Policy.
9. Reviewing investment performance, including comparisons to appropriate benchmarks, periodically with the Managing Fiduciary.

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

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

Managing Fiduciary

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

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

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

5. Allocating contributions and other cash flows to investment managers or to other investment accounts as established.

6. Taking all actions with respect to investment managers including hiring and terminating, monitoring and reviewing of investment manager contracts.

7. Setting investment guidelines for investment managers and monitoring their compliance and reviewing these guidelines and their compliance with the Governing Fiduciary to the extent the account assets are placed in a separately managed account.

8. Meeting with investment managers and evaluating their investment performance.

9. Meeting with the Governing Fiduciary at least quarterly or at other intervals as directed by the Governing Fiduciary.

Asset Allocation

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

Rebalancing Procedures

The Managing Fiduciary will periodically rebalance the Pool within the asset allocation ranges set forth in Attachment A. The need for rebalancing should be addressed at least quarterly, or more frequently if warranted by events.
Rebalancing should be done only after considering the effect that transaction costs and market impact will have on the overall portfolio.

Although it is the policy of the Managing Fiduciary to invest assets in accordance with the maximum and minimum ranges for each asset class, as set forth in Attachment A, rapid unanticipated market movements, cash flows or direction from the Governing Fiduciary or Treasurer, may cause the asset mix to temporarily fall outside those ranges.

**Investment Manager Structure**

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

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

**Guidelines for Traditional Investment Managers**

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

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

2. Investment portfolios shall be diversified across managers, asset classes, and styles.
3. Investment managers shall invest the majority of their assets in securities that reflect their asset class assignment and their prospectuses.

4. The investment managers may invest in fully collateralized derivatives (swaps or futures) to maintain market exposure, provide liquidity, and hedge currency. Notwithstanding the previous sentence, a manager may utilize derivatives as part of their strategy to gain exposure to certain markets and sectors or to maintain portfolio risk, without introducing leverage into the portfolio.

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

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

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

Alternative Investment Guidelines

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

Performance Benchmarks

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

Attachments B and C include a list of all asset class and investment manager benchmarks, respectively, to be used in evaluating performance. These benchmarks will apply until such time as amended upon recommendation by the Managing Fiduciary and approved by the Governing Fiduciary.

**Investment Officer**

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

**Approval:**

This Investment Policy for The Ohio University Foundation is hereby adopted this ___day of ____________ 20142016.

By:

______________________________
Title: President and CEO
The Ohio University Foundation

______________________________
Title: Treasurer
The Ohio University Foundation
### Hirtle Callaghan Investment Plan

*Ohio University Century Bond and Deferred Maintenance Program - 128488*

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Policy</th>
<th>Strategy Target</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Equity</td>
<td>40.0%</td>
<td>23.5% - 46.0%</td>
<td></td>
</tr>
<tr>
<td>US Large Cap Value</td>
<td>4.5%</td>
<td>0.0% - 15.0%</td>
<td></td>
</tr>
<tr>
<td>US Large Cap Growth</td>
<td>4.5%</td>
<td>0.0% - 15.0%</td>
<td></td>
</tr>
<tr>
<td>US Small Cap</td>
<td>3.0%</td>
<td>0.0% - 10.0%</td>
<td></td>
</tr>
<tr>
<td>Intl Equity - Developed</td>
<td>18.0%</td>
<td>0.0% - 25.0%</td>
<td></td>
</tr>
<tr>
<td>Intl Equity - Emerging</td>
<td>4.0%</td>
<td>0.0% - 10.0%</td>
<td></td>
</tr>
<tr>
<td>Alternatives</td>
<td>43.0%</td>
<td>21.5% - 64.0%</td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>20.0%</td>
<td>0.0% - 30.0%</td>
<td></td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>0.0%</td>
<td>0.0% - 5.0%</td>
<td></td>
</tr>
<tr>
<td>Equity - Hedge</td>
<td>12.0%</td>
<td>0.0% - 20.0%</td>
<td></td>
</tr>
<tr>
<td>Fixed Income - Hedge</td>
<td>3.0%</td>
<td>0.0% - 10.0%</td>
<td></td>
</tr>
<tr>
<td>Commodities</td>
<td>4.0%</td>
<td>0.0% - 10.0%</td>
<td></td>
</tr>
<tr>
<td>Real Estate</td>
<td>4.0%</td>
<td>0.0% - 10.0%</td>
<td></td>
</tr>
<tr>
<td>Fixed Income</td>
<td>17.0%</td>
<td>12.3% - 38.4%</td>
<td></td>
</tr>
<tr>
<td>Core Fixed Income</td>
<td>6.0%</td>
<td>0.0% - 12.0%</td>
<td></td>
</tr>
<tr>
<td>Opportunistic Fixed Income</td>
<td>3.0%</td>
<td>0.0% - 6.0%</td>
<td></td>
</tr>
<tr>
<td>TIPS</td>
<td>5.0%</td>
<td>2.3% - 8.0%</td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>0.0%</td>
<td>0.0% - 20.0%</td>
<td></td>
</tr>
</tbody>
</table>

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

Market conditions may move an account outside of the approved ranges and the implementation of a change to rebalance the account will be made in an orderly manner and consistent with Hirtle Callaghan’s fiduciary responsibilities to Client and industry standards.

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

Client Signature:

Date:

Investment Officer, Hirtle Callaghan

Date:

Portfolio Manager, Hirtle Callaghan

Date:

Hirtle Callaghan

Date:
<table>
<thead>
<tr>
<th>ASSET CLASS</th>
<th>(1) LONG-TERM POLICY TARGET</th>
<th>(2) RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Min</td>
<td>Max</td>
</tr>
<tr>
<td>Global Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>US Large Cap Equity</td>
<td>17%</td>
<td>8%</td>
</tr>
<tr>
<td>US Small Cap</td>
<td>3%</td>
<td>10%</td>
</tr>
<tr>
<td>Intl Equity - Developed</td>
<td>16%</td>
<td>8%</td>
</tr>
<tr>
<td>Intl Equity - Emerging</td>
<td>4%</td>
<td>10%</td>
</tr>
<tr>
<td>Alternatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Equity</td>
<td>20%</td>
<td>30%</td>
</tr>
<tr>
<td>Equity - Hedge (Total Return)</td>
<td>12%</td>
<td>20%</td>
</tr>
<tr>
<td>Fixed Inc. - Hedge (Absolute Return)</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>Commodities</td>
<td>4%</td>
<td>10%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>4%</td>
<td>10%</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Fixed Income</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>Opportunistic Fixed Income</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>TIPS</td>
<td>5%</td>
<td>8%</td>
</tr>
<tr>
<td>Cash</td>
<td>0%</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

(1) LONG-TERM POLICY TARGET - long-term targets for detailed asset classes (requires approval). Sub-totals subject to rounding.
(2) RANGE - minimum & maximum targets for strategic ranges (requires approval).

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

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

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

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

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

Approved:

Title: President & CEO  
The Ohio University Foundation

Title: Treasurer  
The Ohio University Foundation

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

Title:  
Hirtle, Callaghan & Co., LLC as Managing Fiduciary
Attachment C – Benchmarks (Manager)
The performance of each investment manager will be evaluated versus the investment style benchmark for the manager and where available, to a universe of managers of similar investment style. The investment manager style benchmarks are:

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

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

Approved:

Title: President & CEO
The Ohio University Foundation

Title: Treasurer
The Ohio University Foundation

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

Title: Hirtle, Callaghan & Co., LLC
as Managing Fiduciary
Attachment D – Guidelines for Illiquid Investments

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

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

Purpose

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

Diversification

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

Time Horizon

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

Professional Management

The Investment Sub-Committee may select one or more “fund-of-funds” managers who research and create portfolios of illiquid investments. This fund-of-funds approach is the preferred method of implementing Private Equity investments, because they build diversified pools comprised of well-established funds in which limited partners such as the Pool purchases an interest. This
method creates broad diversification, delegates the selection of partnerships to the fund-of-funds’ investment manager, and provides access to the best managers.

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

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

**Monitoring**

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

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

Date: February 25, 2016

To: The President and Board of Trustees

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

Re: NACUBO-Commonfund Study of Endowments

Annually, OHIO participates in the NACUBO-Commonfund Study of Endowments (NCSE), a survey that analyzes the endowment management practices and portfolio performance of more than eight hundred higher education institutions and their related foundations. In March, a brief presentation covering the FY2015 NCSE results will be provided to keep the Resources Committee apprised of the relative performance of OHIO’s endowment assets.

Over the past decade the Foundation’s Investment Sub-committee has affected changes in portfolio management by diversifying the portfolio to distribute risk over various asset classes and adjusting the spending rate to more sustainable levels. Additionally, since 2009 Hirtle, Callaghan & Co. has provided advisory oversight to the Foundation’s Investment Sub-Committee in managing the endowment investment portfolio. Over time, these changes have led to improved endowment performance of the OHIO portfolio, relative to other institutions participating in the NCSE. However, for the one-, three- and five-year periods ending June 30, 2015, OHIO’s portfolio lagged the NCSE average.
**Investment Performance**
for periods ended June 30, 2015

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

---

**Average Net Return for Top Performers and All Participants**

<table>
<thead>
<tr>
<th>Category</th>
<th># Institutions</th>
<th>Five-Year</th>
<th>Three-Year</th>
<th>One-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHIO Return</td>
<td>812</td>
<td>8.9%</td>
<td>8.9%</td>
<td>-1.1%</td>
</tr>
<tr>
<td>NCSE Top Decile</td>
<td>11.1%</td>
<td>11.7%</td>
<td>7.8%</td>
<td></td>
</tr>
<tr>
<td>NCSE Top Quartile</td>
<td>10.9%</td>
<td>11.4%</td>
<td>5.8%</td>
<td></td>
</tr>
<tr>
<td>NCSE Total Institutions</td>
<td></td>
<td>9.8%</td>
<td>9.9%</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

---

**Average Net Return by Endowment Size**

<table>
<thead>
<tr>
<th>Category</th>
<th># Institutions</th>
<th>Five-Year</th>
<th>Three-Year</th>
<th>One-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHIO Return - $507 Million</td>
<td></td>
<td>8.9%</td>
<td>8.9%</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Over $1 Billion</td>
<td>94</td>
<td>10.4%</td>
<td>10.8%</td>
<td>4.3%</td>
</tr>
<tr>
<td>$501 Million - $1 Billion</td>
<td>77</td>
<td>9.9%</td>
<td>10.2%</td>
<td>2.8%</td>
</tr>
<tr>
<td>$101 - $500 Million</td>
<td>261</td>
<td>9.5%</td>
<td>9.7%</td>
<td>2.0%</td>
</tr>
<tr>
<td>$51 - $100 Million</td>
<td>167</td>
<td>9.4%</td>
<td>9.4%</td>
<td>2.0%</td>
</tr>
<tr>
<td>$25 - $50 Million</td>
<td>117</td>
<td>9.8%</td>
<td>9.9%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Under $25 Million</td>
<td>96</td>
<td>10.6%</td>
<td>9.9%</td>
<td>2.3%</td>
</tr>
</tbody>
</table>
Endowment Study

Tab
NCSE Overview

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

*Represents the average nominal rate of return, as reported in the (NCSE).
Performance vs. Peers
As of June 30, 2015

*Represents the average nominal rate of return, as reported in the NACUBO - Commonfund Study of Endowments (NCSE).
## Performance* vs. Top Performers and All Participants

* Average return net of fees

<table>
<thead>
<tr>
<th>Category</th>
<th># Institutions</th>
<th>5-Year</th>
<th>3-Year</th>
<th>1-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHIO Return</td>
<td></td>
<td>8.9%</td>
<td>8.9%</td>
<td>-1.1%</td>
</tr>
<tr>
<td>NCSE Top Decile</td>
<td></td>
<td>11.1%</td>
<td>11.7%</td>
<td>7.8%</td>
</tr>
<tr>
<td>NCSE Top Quartile</td>
<td></td>
<td>10.9%</td>
<td>11.4%</td>
<td>5.8%</td>
</tr>
<tr>
<td>NCSE Total Institutions</td>
<td>812</td>
<td>9.8%</td>
<td>9.9%</td>
<td>2.4%</td>
</tr>
</tbody>
</table>
### Performance* vs. Endowments by Size

<table>
<thead>
<tr>
<th>Category</th>
<th># Institutions</th>
<th>5-Year</th>
<th>3-Year</th>
<th>1-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHIO Return - $507 Million</td>
<td></td>
<td>6.0%</td>
<td>8.9%</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Over $1 Billion</td>
<td>94</td>
<td>10.4%</td>
<td>10.8%</td>
<td>4.3%</td>
</tr>
<tr>
<td>$501 Million - $1 Billion</td>
<td>77</td>
<td>9.9%</td>
<td>10.2%</td>
<td>2.8%</td>
</tr>
<tr>
<td>$101 - $500 Million</td>
<td>261</td>
<td>9.5%</td>
<td>9.7%</td>
<td>2.0%</td>
</tr>
<tr>
<td>$51 - $100 Million</td>
<td>167</td>
<td>9.4%</td>
<td>9.4%</td>
<td>2.0%</td>
</tr>
<tr>
<td>$25 - $50 Million</td>
<td>117</td>
<td>9.8%</td>
<td>9.9%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Under $25 Million</td>
<td>96</td>
<td>10.6%</td>
<td>9.9%</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

* Average return net of fees
APPROVAL OF THE OHIO UNIVERSITY
COMPREHENSIVE MASTER PLAN 2016

RESOLUTION 2016-

WHEREAS, the University updates its Campus Master Plan every ten years, and the current 2006 campus master plan no longer adequately reflects the University’s strategic goals; and

WHEREAS, on March 13, 2015, the University initiated a series of comprehensive planning processes that have facilitated important strategic decisions regarding future investments in and development of the University’s Athens campus; and

WHEREAS, the Board of Trustees approved the preparation of a master plan update for the Athens Campus and master plan development for the Dublin Campus by Resolution 2014-3407; and

WHEREAS, the Board of Trustees authorized the contract for master planning services by Resolution 2014-3428, which contract was awarded to Ayers Saint Gross; and

WHEREAS, the planning team presented a five-phase process and work plan; and

WHEREAS, the planning team engaged with students, faculty, staff, alumni, and local community throughout the process; and

WHEREAS, the planning team held several workshops with the Board of Trustees throughout the process to gather feedback and input, which generated consensus on the direction of the plan; and

WHEREAS, the planning team presented the draft plan at the January 2016 Board Meeting; and

WHEREAS, the planning team has submitted the Comprehensive Master Plan 2016 for the Board’s review; and

WHEREAS, the Capital Funding and Priorities Committee has recommended and the President has approved the Comprehensive Master Plan 2016;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees does hereby approve and adopt the Comprehensive Master Plan 2016 final report dated March 3, 2016, as the current Athens campus master plan.
APPROVAL TO PROCEED WITH DESIGN FOR
SOUTH GREEN DRIVE CULVERT REPAIR – DESIGN THROUGH
BIDDING PHASE

RESOLUTION 2016 -

WHEREAS, for the South Green Drive Culvert Repair project, University administration requests approval for the total project budget of $2,000,000 and seeks approval for authorized expenditures of $200,000 to undertake design through bidding to be funded by State Appropriations;

NOW THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees approves the request 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 budget identified.
Date: February 25, 2016

To: The President and Board of Trustees

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

Re: REQUEST FOR APPROVAL TO UNDERTAKE DESIGN:
   - South Green Drive Culvert Repair – Design through Bidding Phase

The following design project is in excess of $500,000 in total project cost and is presented to the Board at this time for approval of project budget and authorization for funds for design. A resolution is provided that addresses the project.

South Green Drive Culvert Repair – Design through Bidding Phase

1. We seek approval to undertake design and bidding at a cost of $200,000.
2. The purpose of this project is to repair six existing culverts that handle storm water runoff from the Emeriti Park collection area to the pump station south of South Green Drive. The existing culverts are severely deflecting and noticeable settlement has already occurred above the culverts on South Green Drive. If the culverts are not fixed in the near future, there is a high risk of failure which could close down one or both lanes of South Green Drive for several months to perform emergency repairs.
3. This project is not included in an approved capital plan.
4. Project Budget: $2,000,000
5. Previously Approved: $ 0
6. This Request: $200,000
7. Funding Source: State Appropriations, HB497, C30128
8. Schedule:
   - April 2016 - Design Firm Selection
   - June 2016 - Hydraulic Survey
   - June 2016 - Design Start
   - November 2016 - Design Completed
   - May 2017 - Construction Start
   - May 2017 - Campus Steam Outage
   - August 2017 - Work Completed
Construction Projects – Design Consent

Tab
We seek approval to undertake design and bidding at a cost of $200,000.

The purpose of this project is to repair six existing culverts that handle storm water runoff from the Emeriti Park collection area to the pump station south of South Green Drive. The existing culverts are severely deflecting and noticeable settlement has already occurred above the culverts on South Green Drive. If the culverts are not fixed in the near future, there is a high risk of failure which could close down one or both lanes of South Green Drive for several months to perform emergency repairs.

This project is not included in an approved capital plan.

Project Budget: $2,000,000
Previously Approved: $0
This Request: $200,000
Funding Source: State Appropriations, HB497, C30128
Schedule:
April 2016 - Design Firm Selection
June 2016 - Hydraulic Survey
June 2016 - Design Start
November 2016 - Design Completed
May 2017 - Construction
May 2017 - Campus Steam Outage
August 2017 - Work Completed
APPROVAL TO PROCEED WITH CONSTRUCTION FOR
BACK SOUTH DEMOLITION (CADY, FOSTER, BROUGH) PHASE I
- CONSTRUCTION PHASE AND BUDGET AMENDMENT II,
BAKER WEST 82 RENOVATION – CONSTRUCTION PHASE AND
BUDGET AMENDMENT,
BOYD HALL BATHROOM UPGRADE SUMMER 2016 –
CONSTRUCTION PHASE AND BUDGET AMENDMENT,
COLLEGE OF BUSINESS/CSC RENOVATION – SCOPE REVISION
AND BUDGET AMENDMENT II,
COLLEGE OF COMMUNICATION PHASE II – CONSTRUCTION
PHASE AND BUDGET AMENDMENT III,
COPELAND HALL CHILLER REPLACEMENT – CONSTRUCTION
PHASE AND BUDGET AMENDMENT,
CRAWFORD HALL ELECTRICAL AND FIRE SYSTEM UPGRADE –
CONSTRUCTION PHASE,
JAMES HALL LOBBY, BATHROOM AND APARTMENT UPGRADE –
CONSTRUCTION PHASE AND BUDGET AMENDMENT,
JEFFERSON HALL RENOVATION – CONSTRUCTION PHASE AND
BUDGET AMENDMENT AND
MACKINNON HALL BATHROOM UPGRADE – CONSTRUCTION
PHASE

RESOLUTION 2016 -

WHEREAS, for the Back South Demolition (Cady, Foster, Brough) Phase I project, the Board of Trustees previously approved a total project budget of $1,460,000 (2015-3518) and authorized expenditures of $1,460,000 (2015-3518), and University administration seeks to amend the total project budget of $1,460,000 by an additional $142,000 for a new total project budget of $1,602,000 and seeks to increase the previously authorized expenditure amount of $1,460,000 by an additional $142,000 for total authorized expenditures of $1,602,000 to undertake construction and complete the project to be funded by Residence Life Reserves;

WHEREAS, for the Baker West 82 Renovation project, the Board of Trustees previously approved a total project budget of $1,800,000 (2015-3517) and authorized expenditures of $225,000 (2015-3715), and University administration seeks to amend the total project budget of $1,800,000 by an additional $200,000 for a new total project budget of $2,000,000 and seeks to increase the previously authorized expenditure amount of $225,000 by an additional $1,775,000 for total authorized expenditures of $2,000,000 to undertake construction and complete the project to be funded by Culinary Reserves;
WHEREAS, for the Boyd Hall Bathroom Upgrade Summer 2016 project, the Board of Trustees previously approved a total project budget of $925,000 (2015-3517) and authorized expenditures of $200,000 (2015-3715), and University administration seeks to amend the total project budget of $925,000 by an additional $385,000 for a new total project budget of $1,310,000 and seeks to increase the previously authorized expenditure amount of $200,000 by an additional $1,110,000 for total authorized expenditures of $1,310,000 to undertake construction and complete the project to be funded by Residence Life Reserves;

WHEREAS, for the College of Business/CSC Renovation project, the Board of Trustees previously approved a total project budget of $3,460,000 (2015-3468) and authorized expenditures of $3,460,000 (2015-3468), and University administration seeks to amend the total project budget and authorized expenditure amount of $3,460,000 by an additional $200,000 for a new total project budget and authorized expenditures of $3,660,000 to undertake construction and complete the project to be funded by Gifts ($3,460,000) and College of Business Reserves ($200,000);

WHEREAS, for the College of Communication Phase II project, the Board of Trustees previously approved a total project budget of $19,300,000 (2015-3506) and authorized expenditures of $19,300,000 (2015-3506), and University administration seeks to amend the total project budget and authorized expenditure amount of $19,300,000 by an additional $350,000 for a new total project budget and authorized expenditures of $19,650,000 to undertake construction and complete the project to be funded by Safety Reserves;

WHEREAS, for the Copeland Hall Chiller Replacement project, the Board of Trustees previously approved a total project budget and authorized expenditures of $600,000 (2015-3518), and University administration seeks to amend the total project budget and authorized expenditure amount of $600,000 by an additional $150,000 for a new total project budget and authorized expenditures of $750,000 to undertake construction and complete the project to be funded by the Energy Infrastructure Project Initiative;

WHEREAS, for the Crawford Hall Electrical and Fire System Upgrade project, the Board of Trustees previously approved a total project budget of $800,000 (2015-3517) and authorized expenditures of $200,000 (2015-3517) for design, and University administration seeks to increase the authorized expenditure amount of $200,000 by an additional $600,000 for total authorized expenditures of $800,000 to undertake construction and complete the project to be funded by Residence Life Reserves;
WHEREAS, for the James Hall Lobby, Bathroom and Apartment Upgrade project, the Board of Trustees previously approved a total project budget of $1,255,000 (2015-3517) and authorized expenditures of $350,000 (2015-3715), and University administration seeks to amend the total project budget of $1,255,000 by an additional $1,870,700 for a new total project budget of $3,125,700 and seeks to increase the previously authorized expenditure amount of $350,000 by an additional $2,775,700 for total authorized expenditures of $3,125,700 to undertake construction and complete the project to be funded by Residence Life Reserves;

WHEREAS, for the Jefferson Hall Renovation project, the Board of Trustees previously approved a total project budget of $44,000,000 (2015-3517) and authorized expenditures of $6,110,000 (2015-3715), and University administration seeks to decrease the total project budget of $44,000,000 by $4,000,000 for a new total project budget of $40,000,000 and seeks to increase the previously authorized expenditure amount of $6,110,000 by an additional $33,890,000 for total authorized expenditures of $40,000,000 to undertake construction and complete the project to be funded by Culinary Reserves ($9,300,000), Residence Life Reserves ($4,000,000) and Residence Life Internal Bank Loan ($26,700,000);

WHEREAS, for the MacKinnon Hall Bathroom Upgrade project, the Board of Trustees previously approved a total project budget of $925,000 (2015-3715) and authorized expenditures of $200,000 (2015-3715) for design, and University administration seeks to increase the previously authorized expenditure amount of $200,000 by an additional $600,000 to undertake construction and complete the project to be funded by 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.
Date: February 25, 2016

To: The President and Board of Trustees

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

Re: REQUEST FOR APPROVAL TO UNDERTAKE CONSTRUCTION:

- Back South Demolition (Cady, Foster, Brough) Phase I – Construction Phase and Budget Amendment II
- Baker West 82 Renovation – Construction Phase and Budget Amendment
- Boyd Hall Bathroom Upgrade Summer 2016 – Construction Phase and Budget Amendment
- College of Business/CSC Renovation – Scope Revision and Budget Amendment II
- College of Communication Phase II – Construction Phase and Budget Amendment III
- Copeland Hall Chiller Replacement – Construction Phase and Budget Amendment
- Crawford Hall Electrical and Fire System Upgrade – Construction Phase
- James Hall Lobby, Bathroom and Apartment Upgrade – Construction Phase and Budget Amendment
- Jefferson Hall Renovation – Construction Phase and Budget Amendment
- MacKinnon Hall Bathroom Upgrade – Construction Phase

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

**Back South Demolition (Cady, Foster, Brough) Phase I – Construction Phase and Budget Amendment II**

1. We seek approval for construction and to increase the total project budget and previously authorized expenditure amount of $1,460,000 by an additional $142,000 for a new total project budget and authorized expenditures of $1,602,000.

2. The need for this requested budget increase is due to the fact that additional, unforeseen hazardous materials were discovered during the abatement process. The cost to remove these materials is expected to completely exhaust the previously approved contingency amount and more funds are needed to cover those expenses. This requested budget increase will fund the newly discovered materials and replenish contingency to an appropriate level as the project heads into the demolition phase.

3. Part of the approved capital plan for FY2015-FY2020 identified as Residential Housing, Housing Development Phase 1 – Demolition, Line #3.
4. Project Budget: $1,602,000
5. Previously Approved: $1,460,000
   a. January 2015 – Design approved at a cost of $350,000 and a total project budget of $1,251,000 approved under resolution 2015-3453
   b. October 2015 – Construction and total project budget amendment increase of $209,000 for new total project budget of $1,460,000 approved under resolution 2015-3518
6. This Request: $142,000
7. Funding: Residence Life Reserves
8. Schedule: February 2016 – Abatement
             May 2016 – Demolition
             September 2016 – Work Complete

Baker West 82 Renovation – Construction Phase and Budget Amendment
1. We seek approval to undertake construction and to increase the previously approved total project budget of $1,800,000 by an additional $200,000 for a new total project budget of $2,000,000 and to increase the authorized expenditure amount of $225,000 by $1,775,000 for a new authorized expenditure amount of $2,000,000.
2. The need for this requested budget increase is to fulfill additional requests made during the schematic design phase. The original budget total was created during a January 2015 design study when the scope of work was preliminary. This budget increase request will cover costs for a pass through cooler, security cameras, video display boards, expedited labor costs and an additional bid package for kitchen equipment that were not in the original scope.
3. Not part of the approved capital plan.
4. Project Budget: $2,000,000
5. Previously Approved: $225,000
   a. October 2015 – Design approved at a cost of $225,000 and a total project budget of $1,800,000 approved under resolution 2015-3517
6. This Request: $1,775,000
7. Funding: Culinary Reserves
8. Schedule: January 2016 – Design Start
             April 2016 – Design Finish
             May 2016 – Phase I Construction Start
             August 2016 – Phase I Construction Complete
             December 2016 – Phase II Construction Start
             January 2017 – Phase II Construction Complete

Boyd Hall Bathroom Upgrade Summer 2016 – Construction Phase and Budget Amendment
1. We seek approval to undertake construction and to increase the total project budget of $925,000 by an additional $385,000 for a new total project budget of $1,310,000 and increase the authorized expenditure amount of $200,000 by an additional $1,100,000 for total authorized expenditures of $1,310,000.
2. The need for this requested budget increase is to solve repair unforeseen mechanical system issues and due to the discovery that the mechanical systems are not stacked as was assumed.
3. Part of the approved capital plan for FY2015-FY2020 identified as, Residential Housing, Housing Minor Renovations, Line #1.
4. Project Budget: $1,310,000
5. Previously Approved: $200,000
   a. October 2015 – Design through bidding approved at a cost of $200,000 and total project budget of $925,000 approved under resolution 2015-3517

6. This Request: $1,100,000

7. Funding: Residence Life Reserves

8. Schedule: May 2016 – Construction Start
   August – Work Complete

College of Business/CSC Renovation – Scope Revision and Budget Amendment II
1. We seek approval to change the scope and increase the previously approved total project budget and authorized expenditures of $3,460,000 by an additional $200,000 for a new total project budget and authorized expenditures of $3,660,000.
2. The purpose of this requested budget increase is due to the increase in scope of work on second floor to better accommodate the consolidation of OIT staff and security around the data center. Several private offices will be eliminated, creating an open work area. This includes demolition, reconfigure lighting and electric, reworking various ceilings into one and flooring on the raised floor. The third floor scope change includes the removal of five walls in small offices to create larger shared offices and a wide corridor wall to be brought out two feet to provide more work space. This includes changes to power, data, ceiling and storefront.
3. This project is included in the approved FY2015-2020 CIP as Academic/Research Project, College of Business Expansion, Line #17.

4. Project Budget: $3,660,000
5. Previously Approved: $3,460,000
   a. August 2014 – Design at a cost of $275,000 and a total project budget of $3,000,000 approved under resolution 2014-3434
   b. January 2015 – Construction at a cost of $2,725,000 and a total project budget of $3,000,000 re-approved and expenditures authorized in the amount of $3,000,000 under resolution 2015-3454
   c. March 2015 – Total project budget amended and authorized expenditures amended from $3,000,000 by and additional $460,000 for a new total project budget and authorized expenditure amount of $3,460,000 under resolution 2015-3468

6. This Request: $200,000
7. Funding Sources: $2,460,000 – Gifts to be Raised
   $1,000,000 – Gifts in Hand/Pledged
   $200,000 – College of Business Reserves

8. Schedule: March 2016 – Construction Start
   May 2016 – Work Complete

College of Communication Phase II – Construction Phase and Budget Amendment III
1. We seek approval to undertake construction and increase the total project budget and authorized expenditure amount of $19,300,000 by an additional $350,000 for a new total project budget and authorized expenditures of $19,650,000.
2. The purpose of the requested budget increase is to cover a portion of the Deferred Maintenance/Life Safety issues identified during Phase II construction. These deficiencies were required to be corrected by the State of Ohio department of Industrial compliance before the state would sign off on the permit for building occupancy.
4. Project Budget: $19,650,000
5. Previously Approved: $19,300,000
   a. March 2014 – Design approved at a cost of $4,400,000 and a total project budget approved at a cost of $17,400,000 under resolution 2014-3379
   b. June 2014 – Approval to construct and amend total project budget of $17,400,000 by an additional $400,000 for a new total project of $17,800,000 under resolution 2014-3415
   c. August 2015 – Approval to construct and amend the total project budget of $17,800,000 by an additional $1,500,000 for a new total project budget of $19,300,000 under resolution 2015-3506
6. This Request: $350,000
7. Funding: Safety Initiative
             March 2016 – Work Complete

Copeland Hall Chiller Replacement – Construction Phase and Budget Amendment
1. We seek approval to undertake construction and increase the previously approved project budget and authorized expenditure amount of $600,000 by an additional $150,000 for a new total project budget and authorized expenditures of $750,000.
2. The need for this requested budget increase is due to project scope estimate updates by the design firm, as well as the requirement for additional controls and pump upgrades identified during field verification.
4. Project Budget: $750,000
5. Previously Approved: $600,000
   a. October 2015 – Construction and total project budget approved at a cost of $600,000 under resolution 2015-3518
6. This Request: $150,000
7. Funding: Energy Infrastructure Project Initiative
8. Schedule: March 2016 – Construction Start
             May 2016 – Construction Finish
             June 2016 – Work Complete

Crawford Hall Electrical and Fire System Upgrade – Construction Phase
1. We seek approval to undertake construction at a cost of $600,000.
2. The purpose of this project is to upgrade the electrical, fire alarm and detection systems. This is needed because the electrical system is original to the building and the fire alarm system does not meet current Ohio University Life Safety Residence Hall standards.
3. Part of the approved capital plan for FY2015 identified as, Residential Housing, Housing Minor Renovations, Line #3.
4. Project Budget: $800,000
5. Previously Approved: $200,000
   a. October 2015 – Design at a cost of $200,000 and a total project budget of $800,000 approved under resolution 2015-3517
6. This Request: $600,000
7. Funding: Residence Life Reserves
8. Schedule: May 2016 – Construction Start
             August 2016 – Work Complete
James Hall Lobby, Bathroom and Apartment Upgrade – Construction Phase and Budget Amendment

1. We seek approval to undertake construction and increase the total project budget of $1,255,000 by an additional $1,870,700 for a new total project budget of $3,125,700 and to increase the total authorized expenditure amount of $350,000 by an additional $2,775,700 for a new total authorized expenditures of $3,125,700.

2. The need for this requested budget increase is to widen the project scope to include areas that were previously omitted and due to the discovery that the mechanical systems are not stacked as was previously assumed.

3. Part of the approved capital plan for FY2015 identified as, Residential Housing, Housing Minor Renovations, Line #3.

4. Project Budget: $3,125,700
5. Previously Approved: $350,000
   a. October 2015 – Design at a cost of $350,000 approved and a total project budget of $1,255,000 approved under resolution 2015-3517

6. This Request: $2,775,700
7. Funding: Residence Life Reserves
8. Schedule: May 2016 – Construction Start
   September 2016 – Work Complete

Jefferson Hall Renovation – Construction Phase and Budget Amendment

1. We seek approval to undertake construction at a cost of $33,890,000 and to decrease the total project budget by $4,000,000 for a new total project budget of $40,000,000.

2. This requested budget decrease is a result of the efforts of the project team, including OU staff, design professionals, and construction team to manage construction costs to a budget comparable with other institutions and still meet the requirements of Residence Life and Culinary Services.

3. Part of the FY2015-2020 CIP, as Residential Housing, Jefferson Hall Rehabilitation, 4; Auxiliary, Jefferson Hall: Culinary Renovation 2.

4. Project Budget: $40,000,000
5. Previously Approved: $6,110,000
   a. August 2014 – Pre-construction services at a cost of $750,000 and total project budget of $44,000,000 approved under resolution 2014-3433
   b. October 2014 – Design development at a cost of $350,000 and a total project budget of $44,000,000 approved under resolution 2014-3444
   c. March 2015 – Design development through construction documents at a cost of $2,160,000 and a total project budget of $44,000,000 approved under resolution 2015-3467
   d. October 2015 – Purchase of equipment at a cost of $2,850,000 and a total project budget of $44,000,000 approved under resolution 2015-3517

6. This Request: $33,890,000
7. Funding: $9,300,000 – Culinary Reserves
   $4,000,000 – Residence Life Reserves
   $26,700,000 – Residence Life Internal Bank Loan *
8. Schedule: January 2015 – Schematic Design
   April 2015 – Design Development
   July 2015 – Construction Documents
   May 2016 – Culinary Construction
   May 2016 – Housing Construction
   August 2017 – Housing Complete
   December 2017 – Culinary Complete

*Funded by Future Bond Issue
MacKinnon Hall Bathroom Upgrade – Construction Phase

1. We seek approval to undertake construction at a cost of $725,000.
2. The purpose of this project is to upgrade the existing bathrooms and associated plumbing at MacKinnon Hall. This is needed because the existing bathrooms and plumbing have become dated and are failing in some instances.
3. Part of the approved capital plan for FY2015 identified as, Residential Housing, Housing Minor Renovations, Line #3.
4. Project Budget: $925,000
5. Previously Approved: $200,000
   a. October 2015 – Design at a cost of $200,000 and total project budget of $925,000 approved under resolution 2015-3517
6. This Request: $725,000
7. Funding: Residence Life Reserves
8. Schedule: May 2016 – Construction Start
   September 2016 – Work Complete
Construction Projects – Construction Consent

Tab
Requested Approvals to Undertake Construction

- Back South Demolition (Cady, Foster, Brough) Phase I – Construction Phase and Budget Amendment II
- Baker West 82 Renovation – Construction Phase and Budget Amendment
- Boyd Hall Bathroom Upgrade Summer 2016 – Construction Phase and Budget Amendment
- College of Business/CSC Renovation – Scope Revision and Budget Amendment II
- College of Communication Phase II – Construction Phase and Budget Amendment III
Requested Approvals to Undertake Construction

- Copeland Hall Chiller Replacement – Construction Phase and Budget Amendment
- Crawford Hall Electrical and Fire System Upgrade – Construction Phase
- James Hall Lobby, Bathroom and Apartment Upgrade – Construction Phase and Budget Amendment
- Jefferson Hall Renovation – Construction Phase and Budget Amendment
- MacKinnon Hall Bathroom Upgrade – Construction Phase
Back South Demolition (Cady, Foster, Brough) Phase I – Construction Phase and Budget Amendment II

- We seek approval for construction and to increase the total project budget and previously authorized expenditure amount of $1,460,000 by an additional $142,000 for a new total project budget and authorized expenditures of $1,602,000.
- The need for this requested budget increase is due to the fact that additional, unforeseen hazardous materials were discovered during the abatement process. The cost to remove these materials is expected to completely exhaust the previously approved contingency amount and more funds are needed to cover those expenses. This requested budget increase will fund the newly discovered materials and replenish contingency to an appropriate level as the project heads into the demolition phase.
- Part of the approved capital plan for FY2015-FY2020 identified as Residential Housing, Housing Development Phase 1 – Demolition, Line #3.
- Project Budget: $1,602,000
- Previously Approved: $1,460,000
  - January 2015 – Design approved at a cost of $350,000 and a total project budget of $1,251,000 approved under resolution 2015-3453
  - October 2015 – Construction and total project budget amendment increase of $209,000 for new total project budget of $1,460,000 approved under resolution 2015-3518
- This Request: $142,000
- Funding: Residence Life Reserves
- Schedule: February 2016 – Abatement
  May 2016 – Demolition
  September 2016 – Work Complete
We seek approval to undertake construction and to increase the previously approved total project budget of $1,800,000 by an additional $200,000 for a new total project budget of $2,000,000 and to increase the authorized expenditure amount of $225,000 by $1,775,000 for a new authorized expenditure amount of $2,000,000.

The need for this requested budget increase is to fulfill additional requests made during the schematic design phase. The original budget total was created during a January 2015 design study when the scope of work was preliminary. This budget increase request will cover costs for a pass through cooler, security cameras, video display boards, expedited labor costs and an additional bid package for kitchen equipment that were not in the original scope.

Not part of the approved capital plan.

Project Budget: $2,000,000
Previoulsy Approved: $225,000
October 2015 – Design approved at a cost of $225,000 and total project budget of $1,800,000 approval under resolution 2015-3517
This Request: $1,775,000
Funding: Culinary Reserves
Schedule: January 2016 – Design Start
April 2016 – Design Finish
May 2016 – Phase I Construction Start
August 2016 – Phase I Construction Complete
December 2016 – Phase II Construction Start
January 2017 – Phase II Construction Complete
Boyd Hall Bathroom Upgrade 2016 – Construction Phase and Budget Amendment

- We seek approval to undertake construction and to increase the total project budget of $925,000 by an additional $385,000 for a new total project budget of $1,310,000 and increase the authorized expenditure amount of $200,000 by an additional $1,100,000 for total authorized expenditures of $1,310,000.
- The need for this requested budget increase is to solve repair unforeseen mechanical system issues and due to the discovery that the mechanical systems are not stacked as was assumed.
- Part of the approved capital plan for FY2015-FY2020 identified as, Residential Housing, Housing Minor Renovations, Line #1.
- Project Budget: $1,310,000
- Previously Approved: $200,000
  - October 2015 – Design through bidding approved at a cost of $200,000 and total project budget of $925,000 approved under resolution 2015-3517
- This Request: $1,100,000
- Funding: Residence Life Reserves
- Schedule: May 2016 – Construction Start
  August – Work Complete
We seek approval to change the scope and increase the previously approved total project budget and authorized expenditures of $3,460,000 by an additional $200,000 for a new total project budget and authorized expenditures of $3,660,000.

The purpose of this requested budget increase is due to the increase in scope of work on second floor to better accommodate the consolidation of OIT staff and security around the data center. Several private offices will be eliminated, creating an open work area. This includes demolition, reconfigure lighting and electric, reworking various ceilings into one and flooring on the raised floor. The third floor scope change includes the removal of five walls in small offices to create larger shared offices and a wide corridor wall to be brought out two feet to provide more work space. This includes changes to power, data, ceiling and storefront.

This project is included in the approved FY2015-2020 CIP as Academic/Research Project, College of Business Expansion, Line #17.

Project Budget: $3,660,000
Previously Approved: $3,460,000
- August 2014 – Design at a cost of $275,000 and a total project budget of $3,000,000 approved under resolution 2014-3434
- January 2015 – Construction at a cost of $2,725,000 and a total project budget of $3,000,000 re-approved and expenditures authorized in the amount of $3,000,000 under resolution 2015-3454
- March 2015 – Total project budget amended and authorized expenditures amended from $3,000,000 by and additional $460,000 for a new total project budget and authorized expenditure amount of $3,460,000 under resolution 2015-3468

This Request: $200,000
Funding Sources:
- $2,460,000 – Gifts to be Raised
- $1,000,000 – Gifts in Hand/Pledged
- $200,000 – College of Business Reserves

Schedule:
- March 2016 – Construction Start
- May 2016 – Work Complete
College of Communication Phase II – Construction Phase and Budget Amendment III

- We seek approval to undertake construction and increase the total project budget and authorized expenditure amount from $19,300,000 by an additional $350,000 for a new total project budget and authorized expenditures of $19,650,000.

- The purpose of the requested budget increase is to cover a portion of the Deferred Maintenance/Life Safety issues identified during Phase II construction. These deficiencies were required to be corrected by the State of Ohio department of Industrial compliance before the state would sign off on the permit for building occupancy.

- Part of the approved capital plan for FY2015-2020 as Academic/Research Project, Line #6.

- Project Budget: $19,650,000
- Previously Approved: $19,300,000

- March 2014 – Design approved at a cost of $4,400,000 and a total project budget approved at a cost of $17,400,000 under resolution 2014-3379
- June 2014 – Approval to construct and amend total project budget of $17,400,000 by an additional $400,000 for a new total project of $17,800,000 under resolution 2014-3415
- August 2015 – Approval to construct and amend the total project budget of $17,800,000 by and additional $1,500,000 for a new total project budget of $19,300,000 under resolution 2015-3506

- This Request: $350,000

- Funding: Safety Initiative

- Schedule: March 2016 – New Fire Alarm System Operational
  March 2016 – Work Complete
Copeland Hall Chiller Replacement – Construction Phase and Budget Amendment

- We seek approval to undertake construction and increase the previously approved project budget and authorized expenditure amount of $600,000 by an additional $150,000 for a new total project budget and authorized expenditures of $750,000.

- The need for this requested budget increase is due to project scope estimate updates by the design firm, as well the requirement for additional controls and pump upgrades identified during field verification.

- Part of the FY2014 Energy Infrastructure Project Initiative.

- Project Budget: $750,000
- Previously Approved: $600,000
  - October 2015 – Construction and total project budget approved at a cost of $600,000 under resolution 2015-3518

- This Request: $150,000

- Funding: EIPI

- Schedule: March 2016 – Construction Start
  May 2016 – Construction Finish
  June 2016 – Work Complete
Crawford Hall Electrical and Fire System Upgrade – Construction Phase

- We seek approval to undertake construction at a cost of $600,000.
- The purpose of this project is to upgrade the electrical, fire alarm and detection systems. This is needed because the electrical system is original to the building and the fire alarm system does not meet current Ohio University Life Safety Residence Hall standards.
- Part of the approved capital plan for FY2015 identified as, Residential Housing, Housing Minor Renovations, Line #3.
- Project Budget: $800,000
- Previously Approved: $200,000
  - October 2015 – Design at a cost of $200,000 and a total project budget of $800,000 approved under resolution 2015-3517
- This Request: $600,000
- Funding: Residence Life Reserves
- Schedule: May 2016 – Construction Start
  August 2016 – Work Complete
We seek approval to undertake construction and increase the total project budget of $1,255,000 by an additional $1,870,700 for a new total project budget of $3,125,700 and to increase the total authorized expenditure amount of $350,000 by an additional $2,775,700 for a new total authorized expenditures of $3,125,700.

The need for this requested budget increase is to widen the project scope to include areas that were previously omitted and due to the discovery that the mechanical systems are not stacked as was previously assumed.

Part of the approved capital plan for FY2015 identified as, Residential Housing, Housing Minor Renovations, Line #3.

Project Budget: $3,125,700
Previously Approved: $350,000

- October 2015 – Design at a cost of $350,000 approved and a total project budget of $1,255,000 approved under resolution 2015-3517

This Request: $2,775,700
Funding: Residence Life Reserves
Schedule: May 2016 – Construction Start
September 2016 – Work Complete
Jefferson Hall Renovation
Jefferson Hall Renovation
First Floor – Residence Life

- EAST GREEN OFFICES
- LIVING ROOM
- MULTIPURPOSE ROOM
- GAME ROOM
- STUDY NOOKS
- READING ROOM

RESIDENCE LIFE – TOTAL BED COUNT : 287
Jefferson Hall Renovation
First Floor - Culinary

- NEW YORK STYLE DELI
- QUICK SERVE COFFEE BAR
- TEA / COFFEEHOUSE
- MARKETPLACE
- JUICE BAR / VEGGIE BUTCHER
- DEMONSTRATION KITCHEN

CULINARY SQUARE FOOTAGE: 16,500
Jefferson Hall Renovation
Second Floor

41 DOUBLE ROOMS / 2 ADA
4 SINGLE ROOMS
1 TRIPLE ROOM
2 RD APARTMENTS / 1 ADA
2 RA ROOMS
2 STUDY / LIVING ROOMS
5 BATHROOMS / 2 ADA
2 LAUNDRY ROOMS
3 STAFF OFFICES / MAILROOM
Jefferson Hall Renovation
Third Floor

- 48 DOUBLE ROOMS / 2 ADA
- 3 SINGLE ROOMS
- 3 TRIPLE ROOM
- 4 RA ROOMS
- 2 STUDY / LIVING ROOMS
- 4 BATHROOMS / 3 ADA
- 1 LAUNDRY ROOMS
Jefferson Hall Renovation
Fourth Floor

34 DOUBLE ROOMS / 2 ADA
3 SINGLE ROOMS
3 TRIPLE ROOMS
2 RA ROOMS
3 STUDY / LIVING ROOMS
5 BATHROOMS / 3 ADA
1 LAUNDRY ROOMS
1 STAFF OFFICES / MAILROOM
1 COMMUNITY KITCHEN
Jefferson Hall Renovation
Culinary Entrance Study
Jefferson Hall Renovation
New Culinary Entrance
Jefferson Hall Renovation – Construction Phase and Budget Amendment

- We seek approval to undertake construction at a cost of $33,890,000 and to decrease the total project budget by $4,000,000 for a new total project budget of $40,000,000.
- This requested budget decrease is a result of the efforts of the project team, including OU staff, design professionals, and construction team to manage construction costs to a budget comparable with other institutions and still meet the requirements of Residence Life and Culinary Services.
- Part of the FY2015-2020 CIP, as Residential Housing, Jefferson Hall Rehabilitation, 4; Auxiliary, Jefferson Hall: Culinary Renovation 2.
- Project Budget: $40,000,000
- Previously Approved: $6,110,000
  - August 2014 – Pre-construction services at a cost of $750,000 and total project budget of $44,000,000 approved under resolution 2014-3433
  - October 2014 – Design development at a cost of $350,000 and a total project budget of $44,000,000 approved under resolution 2014-3444
  - March 2015 – Design development through construction documents at a cost of $2,160,000 and a total project budget of $44,000,000 approved under resolution 2015-3467
  - October 2015 – Purchase of equipment at a cost of $2,850,000 and a total project budget of $44,000,000 approved under resolution 2015-3517
- This Request: $33,890,000
- Funding: $9,300,000 – Culinary Reserves
  $4,000,000 – Residence Life Reserves
  $26,700,000 – Residence Life Internal Bank Loan *
- Schedule:
  - May 2016 – Culinary Construction
  - May 2016 – Residence Life Construction
  - December 2016 – Culinary Complete
  - August 2017 – Residence Life Complete

* Funded by Future Bond Issue
MacKinnon Hall Bathroom Upgrade – Construction Phase

- We seek approval to undertake construction at a cost of $725,000.
- The purpose of this project is to upgrade the existing bathrooms and associated plumbing at MacKinnon Hall. This is needed because the existing bathrooms and plumbing have become dated and are failing in some instances.
- Part of the approved capital plan for FY2015 identified as, Residential Housing, Housing Minor Renovations, Line #3.
- Project Budget: $925,000
- Previously Approved: $200,000
  - October 2015 – Design at a cost of $200,000 and total project budget of $925,000 approved under resolution 2015-3517
- This Request: $725,000
- Funding: Residence Life Reserves
- Schedule: May 2016 – Construction Start
  September 2016 – Work Complete
Interoffice Communication

Date: February 25, 2016

To: The President and Board of Trustees

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

Re: Summer 2016 Construction

This presentation will provide the Board with a snapshot of the wide array of projects that are underway or are slated for construction over the summer. There are a myriad of interior and exterior building projects planned. Campus community impacts to pedestrian and vehicular traffic patterns have been considered in the development of the summer plans.
2016 Construction Projects
A Busy Construction Season Ahead
Tab
## Total Approved Project Budgets of $49.8M

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Third Century Bonds</td>
<td>$3.6M</td>
</tr>
<tr>
<td>State Capital Funds</td>
<td>$8.5M</td>
</tr>
<tr>
<td>Culinary</td>
<td>$2.6M</td>
</tr>
<tr>
<td>EIP</td>
<td>$22.5M</td>
</tr>
<tr>
<td>Residence Life</td>
<td>$8.1M</td>
</tr>
<tr>
<td>Other Sources</td>
<td>$4.5M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$49.8M</strong></td>
</tr>
</tbody>
</table>
2016 Exterior Projects

- **ROOF/ENVELOP IMPROVEMENTS**
  - Morton Hall
  - Sing Tao
  - Chubb Hall Gutter Replacement
  - Bentley Hall
  - Stocker Hall
  - Ellis Hall Downspouts/Weatherization
  - Boyd Hall Flat Roof
  - Alden Library
  - Clippinger Laboratories
  - Seigfried Hall

- **WINDOW REPLACEMENT**
  - Wilson Hall
  - Cutler Hall
  - McGuffey Hall
  - Seigfried Hall

- **SITE IMPROVEMENT**
  - Van Vorhes Roadway
  - Airport Runway Rehab
  - Shively Service Drive
  - PSAC Demolition
  - Back South Demolition
  - Crawford Hall Front Porch
  - Class Gate/Tunnel Renovation
  - Ridges Observation

Blue = Work Extends into Fall Semester
2016 Interior Projects

- INFRASTRUCTURE
  - Ping Center Chiller
  - Crawford Hall Electrical & Fire System Upgrade
  - Copeland Hall Chiller
  - Ellis Hall Chiller
  - Chubb Hall Chiller

- HVAC IMPROVEMENTS
  - Glidden Hall HVAC
  - HWA Wei Lee HVAC/Humidity Control
  - MacKinnon AHU Upgrade
  - Ellis Hall Remediation (Stop Attic Leaks)
  - Computer Service Center AHU

- ENERGY IMPROVEMENT PROJECT
  - Permanent Boilers
  - Electric Sink hole
  - Yearly Steam Outage-FY16
  - Steam Repair-Life Science

- INTERIOR UPGRADES
  - Boyd Hall Bathroom Upgrades
  - James Hall Lobby, Bathroom & Apartment Upgrade
  - MacKinnon Hall Bathroom Upgrade
  - Schoonover Carpet Replacement
  - Galbreath Entrance Doors Painting
  - BUC West 82 Renovation

Blue = Work Extends into Fall Semester
Interoffice Communication

Date:    February 25, 2016

To:    The President and Board of Trustees

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

Re:    Financial Update

Please find attached for your review the following information regarding forecasted financial results for the current fiscal year ending June 30, 2016. Consistent with the format developed and presented in prior meetings, the financial information presented is aligned with our transition to RCM and all funds budgeting/reporting.

The current Forecast for FY16 includes:

- $2.3M Operating surplus as compared with the FY16 Budgeted Deficit of $7.1M and the $3.6M Operating deficit shared with the Board in January. The change in operating results from the prior forecast is primarily associated with a $5M projected increase to Net Undergraduate Tuition & Fees. Our revised tuition projection is partially driven by a higher summer tuition forecast. Additionally, our forecast has corrected for the impact of the College Credit Plus program (new in FY16) as the impact of the financial aid was being double-counted in our Athens and Regionals columns.
- A forecasted reduction in Endowment Value of $47.2M after consideration for new gifts to the endowment of $9.6M, Investment Income loss of ($30.1M), and Endowment Distributions of $26.7M.
- Due to slower spending on capital projects we are forecasting to spend $105.5M in Capital for FY16 which includes funding primarily from the Century Bond and Internal Bank (Debt and Working Capital), a portion of which was funded in prior years. Additional capital spend is funded from State Funding, Planning Units, and Auxiliaries. Due to our practice of funding projects at inception and the slower spend rate, Capital is projecting a net result of $30.2M for FY16 as compared to a negative balance of ($12.4M) from the prior forecast.
- A $17M advance to the Century Bond Program from working capital after consideration for $6.8M of Internal Loan payments from Operations, loss on investments of $9.8M, and external bond interest payments of $14 million. Forecasted use of $40 million of principal for EIP and deferred maintenance projects.
- A reduction in internal bank assets of $49.5M primarily associated with planned expenditures against the Capital Plan.
- A forecasted decrease in Net Assets of $24.2 million for all funds, for the fiscal year on a fully consolidated, GAAP adjusted basis. Driven by the forecasted loss on investments.
Statement of Activities

Following are the forecasted consolidated financial results for the University and Foundation with the following detail:

- Primary revenue, expenditure, and transfer categories
- Operating results detailed by:
  - Athens campus colleges and schools (HCOM has been consolidated)
  - Regional campuses
  - Auxiliaries
  - Academic Support Units
  - Investment returns for endowment and working capital reserves

This presentation includes all funds (inclusive of gifts, investment income and endowment distributions).

We have incorporated the following:

- An all funds approach. Endowment distributions are included and then adjusted to reflect the actual respective realized and unrealized gains, dividends and income (Endowment Column);
- Spending against the University Capital Plan (Capital & Century Bond Columns);
- Adjustments required for conformance with generally accepted accounting principles (GAAP) which will allow for crosswalk to the external statements presented to the Board of Trustees each year (Financial Statement Adjustments Column). Other items included in these adjustments are:
  - Elimination of capital expenditures and addition of depreciation
  - Debt amortization costs

The supporting narrative explains forecasted variances from the operating budget approved by the Board in June 2015.

Forecast for fiscal year 2016 as compared to fiscal year 2016 budget and fiscal year 2015 actual results

Organized by respective column headers and spreadsheet format

OPERATING UNITS Detail and Subtotal – this is the results of operations of our operating units of the university detailed by our Athens Academic Units, Regional Campuses, Auxiliaries, and Academic Support activities.

Revenues (As compared with FY16 BOT approved Budget)

State Appropriations ($161.6M): -0.2%, $0.4 million less than FY16 budget:
- The Ohio Department of Higher Education (formerly known as the Ohio Board of Regents) made changes to their funding model for FY16 to address perceived inequities in the allocations. An increase of $2.9 million was budgeted for FY16 as compared with FY15 actuals. We are currently forecasting a $0.4 million decrease from budgeted SSI as a result of transitioning from forecasted to finalized model inputs (for example credit hours & degrees) for FY16. One restricted line item, related to the funding for the Heritage College of Medicine, may still fluctuate from forecast as final allocations are based on final enrollment numbers for spring term which were still being determined at the time of this report.

Net Undergraduate Tuition & Educational Fees ($246.7M): -1%, $1.4 million less than FY16 budget
- Tuitions are forecasted at $0.6 million more than budget. Record enrollments on our Athens Campus are driving slight positive surpluses to budget (recognized in the Academic Support column because of our fixed revenue allocations to Athens colleges). Declines in Regional
Campus credit hour production (3.4% decrease Fall over Fall) has created a $2M projected variance to budget. eLearning tuition is projected to be on budget, as enrollments have shifted to new programs and a more out-of-state student populations.

- UG Financial Aid is $2 million higher than budget. The budget did not account for the full impact of the second year of the Signature Financial Aid strategy, as well as an increase in financial aid at Regional Campuses due to the impact of College Credit Plus (partially offset by increased Grants).

Net Graduate Tuition & Educational Fees ($69M): -0.3%, $0.2 million less than FY16 budget
- Graduate Tuition are forecasted at $1.5 million lower than budget (and $3.4M higher than prior year) and is primarily associated with growth in the College of Arts and Sciences, College of Business and HCOM Dublin.
- Graduate Financial aid is $1.2M less than budget. HCOM is projecting a reduction in grant-funded financial aid of $.5 million. The remaining variance is a result of less awards in Arts & Sciences.

Room & Board ($95.4M): 2%, $1.6 million more than FY16 budget
- Total residential housing-room and culinary services-board revenues are forecast to be $53.9 million and $41.5 million, exceeding budget 0.6% and 3.1%, respectively.
- Due to the record freshman enrollment residential housing had 250 additional residents in Fall 2015 as compared to Fall 2014 & 236 additional residents in Spring 2016 as compared to Spring 2015. The two year Housing Residency Requirement requires students to reside on campus for two full years and carry an associated meal plan.

Grants and Contracts ($51.9M): 16%, $7.3 million more than FY16 budget
- The uncertainty of this revenue line item may have caused academic units to budget conservatively. There is a forecasted increase of $7.3 million to budget based on YTD activity, review of first time awards and pending awards. The increase is driven by an estimated $5M related to Federal awards. This increase was determined based on historical award rates and continuing Federal grants. Another $1.1M is attributed to the State of Ohio College Credit Plus grant. FY16 is the first year for this program. There is a forecasted increase of $4.3 million to prior year actuals.

Facilities and Administrative (F&A) Cost Recovery ($7.3M): 1%, $100K more than FY16 budget
- This is the indirect expense recovery on Grants and Contracts. F&A revenue was budgeted to increase as the portfolio of Grants and Contracts was expected to include a higher rate of recovery than prior year. Although our federal awards have a negotiated rate of recovery (50.5% for research) many non-federal awards do not include recovery of the full rate so despite the forecasted large increase of grant revenue over budget, the corresponding indirect cost recovery is forecasted to be just a small increase. Beginning in FY16, 18% of the F&A Cost Recovery is used to support research. While this does not change the overall impact of this revenue source it does change the presentation of this activity by moving it to the Academic Support column and out of the Athens Colleges and Schools column.

Gifts ($10.5M): -22%, $3 million less than the FY16 budget.
- This represents the portion of fundraising that is expendable (versus endowed). With the closing of The Promise Lives Campaign at June 30, 2015, significant efforts were made to accelerate pledge commitments and payments. Consequently, FY15 gifts were higher than budget and FY16 is less. The FY16 expendable gift revenue for operations is forecasted to be $5.8 million less than FY15 actuals.

Endowment Distributions ($26.7M): No Change FY16 forecast over FY16 budget.
• Endowment Distributions represent the income brought into operations derived from our endowment spending policy, or distribution. Our current spending policy is 6%, inclusive of the 2% administrative fee. Endowment distributions are calculated on the 36-month trailing average ending the December prior to the budget year; and new gifts are not eligible for distribution unless they are received by this date; consequently, actuals should consistently equal budget unless there is Board approval for additional spending. There is an 18%, or $4.1 million increase, as compared with prior year reflecting the positive investment performance over the 36 months ended December 31, 2014, the period included in the FY16 spending formula calculation.

• This category is eliminated in the Endowment column as we record actual earnings on investments versus distributions taken.

Investment Income to Operations (investment income is also in the Endowment, Century Bond, and Internal Bank columns) ($3.2M): -50%, $3.2 million decrease FY16 forecast over FY16 budget.

• A portion of the investment income on working capital is brought into operations to support the strategic priorities identified in the $100M Investment Pool. This amount is budgeted at $4.5 million. Any residual investment income from working capital is recorded in the Internal Bank column.

• Also included in this line are $1.6M of budgeted earnings on Foundation working capital which are included as a part of the all-funds view and are available for the support of Advancement operations. These funds are invested in the LT Pool and were budgeted to return 7.6% during FY16 but are now forecasted to return a negative 6% through June 30, 2016, or negative $1.3M. The forecasted return is calculated by assuming the target return of the LT Pool (7.6%) for the remaining months in the fiscal year applied against the value of the LT Pool on January 31, 2016 which included an estimated -8.8% return for the first 7 months of the fiscal year.

• Also included in this line are $0.3M of forecasted earnings on illiquid, non-pooled investments designated to benefit academic units, which are included as a part of the all-funds view and are available for the support of Russ College operations. These investments were budgeted to return $0.3M during FY16 but are now forecasted to return only $25K.

Other External Sales ($44.2M): 17%, $6.4 million more than FY16 budget:

• The primary increases to actuals over budget are from Sales & Services revenue (conference fees, retail sales, ticket sales) and Other sources of income (pouring rights, AGO finance charges, NCAA revenue).

• Royalty revenue is projected to decline $4.1M as compared to FY15 due to the expiration of the SOMAVERT patent that was monetized in FY11. Since the $27M monetization, the University has recognized offsetting royalty revenue and expense. Royalty expense will also decline $4.1M as compared to FY15.

• Revenue increases in Other External Sales are typically offset by incremental expenses, primarily in “operating expenses”; consequently units have not historically placed focus on budgeting the specific revenue/expenses as they offset. This will be a focus of future budget efforts.

Expenses & Transfers

Salaries, Wages, & Other Payroll ($347M): -1.4%, $5.1 million less than FY16 budget:

• Budgeted increases in this line are the result of faculty and staff raise pools, the Faculty Compensation initiative, and the Compensation Equity pool for staff compression/inversion. Due to uncertainties and timing related to the State Budget, Staff Equity adjustments were delayed until January 1, 2016 that resulted in $.5M of the variance. The remainder is related to faculty and staff vacancies. FY16 expenditures are forecast to exceed FY15 actuals by 5% & $16.6 million.

Benefits ($113.2M): -5%, $6.1 million less than FY16 budget:
• Overall this category was budgeted at 11.8% & $12.6 million higher than FY15 actuals. FY16 expenditures are forecast to exceed FY15 actuals by 6% & $6.5 million
• FY16 Benefits expense as a percentage of Salaries and Wages are forecasted to be 32.6% as compared to FY15 of 32.3% and FY16 budget of 33.9%.
• A portion of benefits expense correlates directly with increases in salaries/wages (retirement, unemployment, Medicare tax). For every $1 of salaries there is a corresponding $0.16 of benefit expense. Healthcare cost increases, for which we are self-insured, are the result of additional headcount and actual health experience of our insured lives. Our healthcare projection indicates a $2.7M surplus to budget, driven by an increase in the number of benefit eligible employees we internally allocate to planning units on a “per employee” basis. While our number of benefit eligible employees have increased, our total healthcare self-insured costs are projected to be in-line with our benefit pool budget, thus our FY16 projections are about breakeven.

Operating Expenses ($186.4M): 4%, $7.7 million more than FY16 budget:
• Operating expenditures are forecast to exceed budget by $7.7 million dollars. Although an increase over the budget, this is actually a decrease of $4.7 million over prior year. This includes variances across a broad spectrum of expenses, inclusive of professional services, supplies, travel and entertainment, maintenance, operations and utilities, cost of goods sold, bad debt, insurance and communications. This also includes increases for subcontract and supply expenditures on Grants.
• A significant portion of the operating expense variations can be attributed to the changes in revenues Other External Sales.
• The large decrease in Academic Support from FY15 actual to FY16 forecast is attributable to the decrease in royalty payments discussed above in the Other External Sales section.

Capitalized Costs ($8.4M): 15%, $1.1 million increase FY16 forecast over FY16 budget:
• There is no trended timing of capital purchases; consequently we are carrying the forecast at budget at this point in time except for a $1.1 million increase in forecasted equipment expenditures on grant funds.

Internal Loan – Principal & Interest ($39.3M): 1%, $.5 million increase FY16 forecast over FY16 budget:
• This category includes payments made by the operating units for debt service and was budgeted to reflect loans identified for capital projects under the Capital Improvement Plan.
• Academic Units internal loans are forecasted to be $.9M higher than budget with the addition of two loans: CSC Renovation ($.7M P&I) in COB which the department is intending to pay in full if gift money is received; and Corrosion Center Loan ($.2M P&I) in Engineering; which is offset by a $.4M decrease in Auxiliaries due to restructuring of loans with internal bank model.

Internal Sales ($20.6M): -8%, $1.7 million less than FY16 budget:
• Represents intercompany revenues from the sale of goods or services to other University departments. Examples include transportation, catering, printing, and services provided by Facilities Management not covered in general maintenance.
• Internal sales are recorded as “contra” expense, or an amount offsetting other expenses in the units that are selling the goods/services. The units buying the goods/services have the offsetting expense included in Operating expenses; consequently reductions in sales is offset by reductions in expense and is primarily budget neutral.

Internal Allocations & Transfers ($6M) - No change FY16 forecast over FY16 budget
• Represents internal funding allocations between units. The subtotal for the operating units will typically net to zero. FY15 includes the transfer of $700K from endowment corpus into operations to fulfill the respective donor obligations regarding use, as well as an offsetting $200K transfer from operations for same under different agreement.
The $6M budgeted and forecasted represents budgeted funding allocations for various initiatives (e.g. Innovation Funding) which when allocated will be spent in the appropriate planning unit (with offsetting transfer to fund), consequently this row will end the year with a zero balance.

Indirect Cost Allocations:
- Represents a series of internal indirect cost allocations to recover infrastructure and administrative costs associated with non-college expenditures (e.g., Facilities, Finance, and OIT). Allocations are made through the RCM model using various allocators (e.g., headcount, square footage, etc.). The subtotal for the operating units should always net to zero.

Subvention Allocation:
- This is the fee assessed to academic units in the RCM model based on operating revenues which is utilized to balance operating results across academic units and provide resources for strategic initiatives. The subtotal for the operating units should always net to zero. Changes of actuals relative to the budget represent investment allocations provided to academic units.

**ENDOWMENT/LOAN** – This column is eliminating the endowment distributions that are recorded as revenue in the Operating Units and adding the actual investment results for the year. New gifts to the endowment and transfers from operations to quasi endowment are also added in this column. The column totals reflect the change in the net asset balances for our endowment funds and the small amount of Loan funds that the University manages.

**Gifts ($9.6M):** -29% $3.9 million less than FY16 budget:
- This represents the portion of fundraising that is endowed (versus expendable). With the closing of The Promise Lives Campaign at June 30, 2015, significant efforts were made to accelerate pledge commitments and payments. Consequently, FY15 gifts were higher than budget and FY16 is less. The FY16 permanently restricted gifts to the endowment is forecasted to be $5.3 million less than FY15 actuals.

**Investment Income:**
- Investment income is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). In the Endowment column the investment income stems from the University and Foundation endowment assets invested in a long-term, broadly-diversified portfolio (LT Pool). This represents the appreciation (depreciation) of our asset pool. The actual return of our diversified pool through June 30, 2015 was **-1.11% and the forecasted FY16 return is -6% net of fees.** The forecasted return is calculated by assuming the target return of the LT Pool (7.6%) for the remaining months in the fiscal year applied against the value of the LT Pool on January 31, 2016 which included an estimated -8.8% return for the first 7 months of the fiscal year.
- The current forecasted investment income from the endowment in the LT Pool is **-$30.1M net of fees** for the year as compared with the budgeted amount of $38.6M which was based on the portfolio target return.

**Transfers to (from) Quasi Endowments:**
- Represents the transfer from operations for quasi endowments. The forecasted transfer of $1.2M represents the projected University match resulting from the Scholarship Matching Program.

**CAPITAL** – This column is reporting the majority of our plant activity for the fiscal year. It records the capitalized facility projects, as well as the respective operating costs for the fiscal year. Funds brought in from reserves or project period set-asides and external grant funds are included as revenues/transfers to reflect a bottom line change in net asset use/draw on bond funding for the year.
State Appropriations-Capital ($17.4M): -25% $5.9 million less than FY16 budget

• The State of Ohio's biennial Capital Budget, enacted in 2014 for fiscal years 2015 and 2016, provides appropriations for the repair, reconstruction and construction of capital assets. Revenue is recognized as funds are spent (versus when appropriated). This amount is forecasted to be $17.4 million for FY16. The decrease from budget is primarily associated with the timing of projects completed during the year. The remainder of the state projects will be completed in future years.

Capitalized Costs ($105.5M): -28% $41.4 million less than FY16 budget

• This has only been updated for the decrease in State Appropriations-Capital spending, for decreases in spending on the Century Bond funds, for energy infrastructure related projects based on year to date trends, and for decreases in spending on large projects (for example, McCracken Hall) that will be spent in subsequent years.

Transfers to/from Capital Projects - $14.3M less than budget as the funds to be utilized were actually transferred from the Century Bonds in the prior fiscal year.

CENTURY BOND – This column reflects activity associated with the Century Bond/Deferred Maintenance Program. This presentation includes:

Investment Income:

• Represents earnings on the unspent portion of the $250 million century bond proceeds. Funds were received in late November, 2014 and are invested in accordance with the Investment Policy approved by the University and Foundation Boards. From inception through June 30, the century bond long-term pool returned 1.62%. The forecasted return on the century bond long-term pool is -6.4% which is calculated by assuming the target return of the LT component of the Century Bond Pool (7.3%) for the remaining months in the fiscal year applied against the value of the LT portion of the Century Bond Pool on January 31, 2016 which included an estimated -9.1% return net of fees for the first 7 months of the fiscal year.

Internal Loan Principal & Interest:

• Reflects the principal and interest payments into the Century Bond program for outstanding loans. For FY16 this includes payments on the first and second $10 million of deferred maintenance funding and the first and second $30M loans for the Energy Infrastructure Program (EIP). The second $30M EIP installment may be reduced depending on the timing of spending the first $30M installment.

Debt Service - Interest

• Interest payments due on the $250 million century bond external debt. The annual debt service (interest only) is $14 million.

Transfers to (from) Capital Projects

• Reflects the transfer of funding from the Century Bond Pool to the respective Capital project funding. The $40 million includes the second two internal loans from the Century Bond Pool:
  o FY 16 $10M Deferred Maintenance
  o Second $30M of EIP funding (of expected $90M)
• The transfers are $14.3M less than budget as these funds were actually transferred in the prior fiscal year to Capital projects

INTERNAL BANK – With the implementation of the Internal Bank model, we are separately accounting and reporting for that portion of our net assets which represent university working capital (excludes endowment funding and bond funding). These funds include accumulated fund
balances in the operating units as well as central reserves from operations and any investment appreciation on those funds.

Investment Income:
- **Estimated investment income on the working capital funds.** A portion of these funds (approx. $100M) are invested alongside the endowment in LT Pool. As of June 30, 2015 the remainder (approx. $217M) are invested in the liquidity and cash pools. The LT Pool achieved a return of -1.11% for the fiscal year 2015. The liquidity pool achieved a return of 2.19% for the fiscal year 2015. **The FY16 forecasted investment return for the LT Pool and liquidity pools are -6.0% and 3.6%, respectively.**
- **The University’s investment income is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). Investment income stems from two primary sources.** First, the university’s endowment assets, as well as a portion of its working capital, are invested in a long-term, broadly-diversified portfolio (LT Pool). **The return on this LT Pool for FY15 was -1.11%.** **The FY16 forecasted LT pool return -6.0%.** Additionally, a portion of the university’s working capital is invested in a pool of investment-grade fixed income securities (liquidity pool). **The FY15 return on the “liquidity pool” was 2.19%, outperforming the Barclays U.S. Aggregate Bond Index, which returned 1.86% for the same period. The FY16 forecasted liquidity pool return for is 3.6%.**
- **Includes -$0.5M forecasted return on working capital which is offset by transfer to Operations of $4.5M to fund the $100M Investment Pool Strategy netting a -$5.0M forecasted return (loss) on working capital investments.**

Operating Expenses –$200K in collection fees against student loans.

Internal Loan – Principal & Interest:
- **Internal loan payments from our operating units will be collected by the Internal Bank and used to make the external debt service payments.** This includes both dollars lent to specific departments/projects from debt funded projects as well as loans of working capital dollars.
- **With the creation of the Internal Bank, we are in the process of transitioning all debt funded projects to internal loans utilizing a blended variable rate inclusive of management costs.** We will continue to build out and refine this column as we update the Comprehensive Master Plan which will inform revisions and refinements to the Six Year Capital Improvement Plan (CIP).

Debt Service – Principal / Debt Service – Interest:
- **Actual (and accrued) debt service payments, principal and interest, against university outstanding debt, exclusive of that reported in the Century Bond column.**

Transfers to (from) Capital Projects
- **Reflects the projected transfers of funding from the Internal Bank to the respective Capital project funding.**

**COMPONENT UNITS** - Techgrowth Ohio, UMA, OUF Subs - Entries recorded as a part of the required consolidation including eliminating entries.

This is a new section of the report that will discretely present the impact of our consolidated component units. Historically these were recorded at year-end and did not have separate visibility. We are moving to record these operations on a quarterly basis and will present the respective impacts in this section.
FINANCIAL STATEMENT ADJUSTMENTS - Entries recorded as a part of the required adjustment to move from fund accounting to Generally Accepted Accounting Principles (GAAP) format

Operating Expenses:
- FY 15 was the first year of required implementation of the new GASB 68 – Share of Unfunded Pension Liability accounting standard. This required Governments providing defined benefit pensions to recognize their proportionate share of the actuarially determined amount of unfunded pension benefit obligation as a liability for the first time. For Ohio University this includes our participation in the STRS (State Teachers Retirement System) and the OPERS (Ohio Public Employees Retirement System).
- The unfunded pension liability will change each year resulting from the following:
  - Changes in plan assumptions about economic and demographic factors;
  - Differences between actual and expected experience;
  - Differences between actual and expected investment earnings.
- The current year impact from these factors is forecast to be the same as the prior year a net $6.1 million (OPERS -$2M; STRS -$4M) reduction in liability and increase to net results. This is represented as a credit to pension expense in Benefits.
- The Forecast represents $900K projected bad expense on Perkins Loans

Capitalized Costs:
- Reflects the capitalization of facilities placed in service and construction in progress to assets on the balance sheet that are then brought into expense as they are depreciated over their useful life.

Depreciation:
- Recorded depreciation for all capital assets. Depreciation is forecast to increase $3.4 million from FY15 to FY16. This category will continue to increase in future years as the university executes against its Capital Improvement Plan (CIP) approved by the BOT.

Debt Service - Principal:
- Principal payments against external debt are eliminated as it is recorded as a decrease to long-term debt on the Statement of Net Position (a balance sheet entry that doesn’t really flow through the Statement of Activities).

Debt Service - Interest:
- Amortization of bond premium and discounts which were inadvertently excluded from the budget.
Statement of Net Position (Balance Sheet)

We are in the process of transitioning from an annual closing process to a quarterly closing process. This will include preparation of Financial Statements on a quarterly process. Attached you will find a forecasted Comparative Statement of Net Position (Balance Sheet) for the period ended June 30, 2016 with comparative actual data for June 30, 2015 & 2014 and also December 31, 2015 & 2014.

Following is an explanation of changes for the forecast at June 30, 2016 as compared with the last fiscal year end June 30, 2015:

**Cash and Cash Equivalents ($41.8M):** $25 million decrease FY16 forecast over FY15 actual
- Cyclically June is a low cash month. The balance in December 2014 was unusually high as a result of an early drawdown of Federal aid. Generally speaking, Federal aid will be drawn down in January of each year for the Spring term and future variances related to this process will not exist.

**Restricted Cash & Cash Equivalents ($4M):** $10.2 million decrease FY16 forecast over FY15 actual
- Residual funds from the 2012 bond series ($2.4 million decrease) & 2013 ($7.9 million decrease) bond issuances that were used for the capital plan (see capital assets below)
- Construction escrow deposits and grant restricted funds remain the same at $1 million.

**Investments ($535.3M):** $44.3 million decrease FY16 forecast over FY15 actual
- The Century Bond long term pool is forecast to decrease $9.7 million & the Century Bond short term pool is forecast to decrease $26.9 million – these are being used for the capital plan (see capital assets below).
- The Long term endowment pool is forecast to decrease $7.2 million-related to investment returns, the spending allocation, administrative fees, and transfers to Quasi endowments.
- Included in the investments is $220M of unspent Century Bond proceeds (see Net Investments in Capital section below)

**Capital Assets-net of depreciation ($982M):** $72.6 million increase FY16 forecast over FY15 actual
- Increases for buildings, infrastructure & CIP include $105.5 million and include some of the following major projects: $10.3 million for the new residence halls, a forecasted $15.4 million for McCracken Hall & a forecasted $19 million for Energy Infrastructure projects.
- There are also forecasted purchases of $8.4 million for machinery, equipment and library books.
- These are offset by accumulated depreciation increases of $41.3 million

**Accounts Receivable, Prepaids & Other Assets ($87.9M):** No change FY16 forecast over FY15 actual
- The timing of the summer semester tuition billing is expected to be the same.
- Prepaids and Inventory are also in this category and are not expected to change.

**Deferred Outflows of Resources-Deferred charge on refunding ($2.3M):** $0.4 million decrease FY16 forecast over FY15 actual
- This is the amortization of the refinancing of prior bonds.

**Accounts Payable & Accrued Liabilities & Other ($107.8M):** No change FY16 forecast over FY15 actual
• Accrued interest will remain similar
• Vendor accounts payable is expected to remain the same
• Accrued payroll, benefits & withholdings is expected to be similar
• Deposits for student health insurance as well as agency scholarship deposits are expected to be similar.

Unearned Revenue ($34.2M): No change FY16 forecast over FY15 actual
• This is Summer tuition revenue that was not earned as of 6/30/16 and will need to be deferred. This amount will be similar to the prior year.

Net Pension Liability ($349.1M): - No Change FY16 forecast over FY15 actual
• This is the amount recorded with the adoption of GASB 68 for the unfunded pension liability. Information is not available yet to forecast any changes.

Bonds and Notes Payable-net of discount and premium ($544.3M): - $18.3 million decrease FY16 forecast over FY15 actual
• The change is the principal payments made in the second quarter of FY16. The only other change in this category is the net amortization of the bond premium and discount.

Deferred Inflows of Resources – GASB 68 Unfunded Pension ($16M): No change FY16 forecast over FY15 actual
• GASB 68 requires that unfunded pension liability is reflected on the University balance sheet as shown. This represents the University’s portion of the unfunded state retirement systems. FY16 forecast is equal to FY15 actuals at this point as updated information from the retirement systems is not available to update. As soon as these are released they will be included in future forecasts.

Net Investment in Capital Assets ($661.7M): $66.7 million increase FY16 forecast over FY15 actual
• GASB 34/35 requires that Investment in Capital Assets be reflected net of any outstanding debt and depreciation. If there are significant unspent debt proceeds at yearend, the portion of the debt attributable to the unspent proceeds should not be included.
• For FY16, Net Investment in Capital Assets is calculated as the following:
  Capital Assets – net of depreciation $982.0M
  Less Bonds & Notes Payable – net of discount $(544.3M)
  And premium $220.0M
  Plus the Unspent Century Bond Proceeds $4.0M
  Plus Restricted Cash & Cash Equivalents Total $661.7M

Restricted – Nonexpendable ($22.2M): -$1M decrease FY16 forecast over FY15 actual
• The restricted– nonexpendable net asset balance represents the value of University Endowment corpus. The 12/31/15 actual values for endowment corpus were used to forecast 6/30/16.

Restricted – Expendable ($27.7M): -$4.1 decrease FY16 forecast over FY15 actual
• The restricted-expendable net asset balance includes fund balances associated with restricted funds such as externally funded grants and loans, restricted plant funds and the expendable portion of University endowments. Forecast for FY16 assumes an increase in grant and loan fund balances of $1.2M and a decrease in plant fund balances and the expendable portion of University endowments of $5.3M for a net decrease of $4.1M. Decreases reflect the impact of a difficult financial market and the downturn in investment earnings.

Unrestricted (-$109.7M): - $51.5M decrease FY16 forecast over FY15 actual
• Unrestricted net position is not subject to external restrictions; however, the University’s unrestricted net position has been internally designated for specific purposes or for contractual purchase obligations. The Unrestricted net position of -$109.7 M includes the -$365M impact of the GASB 68 implementation for the unfunded pension liability.
FINANCIAL UPDATE

Tab
## FY16 Forecasted Financial Results

<table>
<thead>
<tr>
<th>Item</th>
<th>FY15 Actual</th>
<th>FY16 Budget</th>
<th>FY16 Forecast</th>
<th>FY15 Actual</th>
<th>FY16 Budget</th>
<th>FY16 Forecast</th>
<th>FY15 Actual</th>
<th>FY16 Budget</th>
<th>FY16 Forecast</th>
<th>FY15 Actual</th>
<th>FY16 Budget</th>
<th>FY16 Forecast</th>
<th>FY15 Actual</th>
<th>FY16 Budget</th>
<th>FY16 Forecast</th>
<th>FY15 Actual</th>
<th>FY16 Budget</th>
<th>FY16 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriations</td>
<td>3.1</td>
<td>3.9</td>
<td>4.0</td>
<td>2.2</td>
<td>3.0</td>
<td>2.9</td>
<td>1.1</td>
<td>1.2</td>
<td>1.1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(0.4)</td>
<td>0.2%</td>
<td>2.5</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate Tuition &amp; Educational Fees</td>
<td>251.4</td>
<td>256.1</td>
<td>255.5</td>
<td>39.2</td>
<td>39.2</td>
<td>37.2</td>
<td>-</td>
<td>-</td>
<td>0.1</td>
<td>7.3</td>
<td>7.5</td>
<td>10.6</td>
<td>297.9</td>
<td>302.8</td>
<td>303.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate Financial Aid</td>
<td>(45.7)</td>
<td>(46.7)</td>
<td>(46.2)</td>
<td>(5.4)</td>
<td>(5.4)</td>
<td>(6.3)</td>
<td>(7.5)</td>
<td>(7.4)</td>
<td>(9.8)</td>
<td>7.2</td>
<td>6.8</td>
<td>5.6</td>
<td>(51.4)</td>
<td>(54.7)</td>
<td>(56.7)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Undergraduate Tuition &amp; Fees</td>
<td>205.7</td>
<td>209.4</td>
<td>209.3</td>
<td>33.8</td>
<td>33.8</td>
<td>30.9</td>
<td>(7.5)</td>
<td>(7.4)</td>
<td>(9.7)</td>
<td>14.5</td>
<td>14.3</td>
<td>16.2</td>
<td>246.5</td>
<td>248.1</td>
<td>246.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Tuition &amp; Educational Fees</td>
<td>92.3</td>
<td>98.0</td>
<td>97.0</td>
<td>0.5</td>
<td>0.5</td>
<td>0.4</td>
<td>-</td>
<td>-</td>
<td>1.2</td>
<td>0.4</td>
<td>0.1</td>
<td>94.0</td>
<td>98.9</td>
<td>97.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Financial Aid</td>
<td>(28.9)</td>
<td>(28.7)</td>
<td>(27.7)</td>
<td>(0.1)</td>
<td>(0.2)</td>
<td>(0.1)</td>
<td>-</td>
<td>-</td>
<td>(0.9)</td>
<td>(0.8)</td>
<td>(0.7)</td>
<td>(29.9)</td>
<td>(29.7)</td>
<td>(28.5)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Graduate Tuition &amp; Fees</td>
<td>63.4</td>
<td>69.3</td>
<td>69.3</td>
<td>0.4</td>
<td>0.3</td>
<td>0.3</td>
<td>-</td>
<td>-</td>
<td>0.3</td>
<td>(0.4)</td>
<td>(0.6)</td>
<td>64.1</td>
<td>69.2</td>
<td>69.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Room &amp; Board</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>90.0</td>
<td>93.8</td>
<td>95.4</td>
<td>-</td>
<td>-</td>
<td>90.0</td>
<td>93.8</td>
<td>95.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>42.0</td>
<td>40.6</td>
<td>45.0</td>
<td>1.1</td>
<td>1.0</td>
<td>2.2</td>
<td>0.1</td>
<td>0.1</td>
<td>4.4</td>
<td>2.9</td>
<td>4.6</td>
<td>47.6</td>
<td>44.6</td>
<td>51.9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities &amp; Admin Costs Recovery</td>
<td>6.6</td>
<td>6.1</td>
<td>5.9</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.1</td>
<td>1.1</td>
<td>1.4</td>
<td>6.7</td>
<td>7.2</td>
<td>7.3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td>6.1</td>
<td>4.5</td>
<td>5.3</td>
<td>0.4</td>
<td>0.2</td>
<td>0.2</td>
<td>3.0</td>
<td>1.7</td>
<td>1.5</td>
<td>6.8</td>
<td>7.1</td>
<td>3.5</td>
<td>16.3</td>
<td>13.5</td>
<td>10.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment Distributions</td>
<td>10.8</td>
<td>12.6</td>
<td>12.6</td>
<td>0.4</td>
<td>0.5</td>
<td>0.5</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
<td>11.3</td>
<td>13.5</td>
<td>13.5</td>
<td>22.6</td>
<td>26.7</td>
<td>26.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>0.1</td>
<td>0.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other External Sales</td>
<td>6.6</td>
<td>4.2</td>
<td>4.0</td>
<td>1.1</td>
<td>1.1</td>
<td>1.0</td>
<td>16.9</td>
<td>15.2</td>
<td>17.4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Direct Expenses</td>
<td>$308.3</td>
<td>$330.2</td>
<td>$326.6</td>
<td>$56.3</td>
<td>$54.9</td>
<td>$55.2</td>
<td>$67.1</td>
<td>$74.3</td>
<td>$76.1</td>
<td>$213.9</td>
<td>$214.5</td>
<td>$215.8</td>
<td>$645.6</td>
<td>$673.9</td>
<td>$673.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>205.7</td>
<td>209.4</td>
<td>209.3</td>
<td>33.8</td>
<td>33.8</td>
<td>30.9</td>
<td>(7.5)</td>
<td>(7.4)</td>
<td>(9.7)</td>
<td>14.5</td>
<td>14.3</td>
<td>16.2</td>
<td>246.5</td>
<td>248.1</td>
<td>246.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Income</td>
<td>61.7</td>
<td>60.8</td>
<td>60.7</td>
<td>22.5</td>
<td>22.5</td>
<td>22.5</td>
<td>6.6</td>
<td>6.6</td>
<td>6.6</td>
<td>57.4</td>
<td>57.4</td>
<td>57.4</td>
<td>210.1</td>
<td>210.1</td>
<td>210.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Direct Revenues</td>
<td>$477.4</td>
<td>$486.5</td>
<td>$491.8</td>
<td>$55.1</td>
<td>$55.1</td>
<td>$53.4</td>
<td>$102.6</td>
<td>$101.5</td>
<td>$104.8</td>
<td>$76.1</td>
<td>$66.2</td>
<td>$66.6</td>
<td>$711.2</td>
<td>$709.3</td>
<td>$715.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal Results</td>
<td>$190.0</td>
<td>$192.8</td>
<td>$192.2</td>
<td>$36.1</td>
<td>$37.9</td>
<td>$37.6</td>
<td>$63.2</td>
<td>$66.2</td>
<td>$66.6</td>
<td>$15.3</td>
<td>$16.3</td>
<td>$16.6</td>
<td>$66.1</td>
<td>$66.1</td>
<td>$66.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Results</td>
<td>$47.8</td>
<td>$48.8</td>
<td>$48.7</td>
<td>$8.9</td>
<td>$10.1</td>
<td>$10.3</td>
<td>$21.6</td>
<td>$24.1</td>
<td>$24.3</td>
<td>$8.9</td>
<td>$10.1</td>
<td>$10.3</td>
<td>$6.4</td>
<td>$6.4</td>
<td>$6.4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Variance
- **FY16 Forecast over FY15 Budget**: 3% for Actual, 3% for Budget, 2% for Forecast.
- **% Change**: 10% for Actual, 5% for Budget, 2% for Forecast.

### Subtotals
- **Total Direct Revenues**: $477.4 million.
- **Total Revenues**: $477.4 million.
- **Total Expenses & Transfers**: $458.4 million.

### Internal Allocations & Transfers
- **FY15 Actual**: 0.0%
- **FY16 Budget**: 0.0%
- **FY16 Forecast**: 0.0%

### Changes
- **Actual to FY16 Forecast**: 0.0% for % Change.
- **FY16 Budget to FY16 Forecast**: 0.0% for % Change.
- **FY15 Actual to FY16 Budget**: 0.0% for % Change.
- **FY15 Actual to FY16 Forecast**: 0.0% for % Change.
- **FY16 Budget to FY16 Forecast**: 0.0% for % Change.

### Variance
- **FY16 Forecast over FY15 Budget**: 1%.
- **% Change**: 3%.

### Summary
- **Actual to FY16 Forecast**: 3%.
- **FY16 Budget to FY16 Forecast**: 2%.
- **FY15 Actual to FY16 Budget**: 5%.
- **FY15 Actual to FY16 Forecast**: 2%.
- **FY16 Budget to FY16 Forecast**: 3%.

### Breakdown
- **Undergraduate Tuition & Educational Fees**: $251.4 million.
- **Undergraduate Financial Aid**: $45.7 million.
- **Net Undergraduate Tuition & Fees**: $92.3 million.
- **Graduate Tuition & Educational Fees**: $28.9 million.
- **Net Graduate Tuition & Fees**: $63.4 million.
- **Total Direct Expenses**: $308.3 million.
- **Total Direct Revenues**: $477.4 million.
- **Subtotal Results**: $190.0 million.
- **Net Results**: $47.8 million.

### Notes
- **Operating Expenses**: $205.7 million.
- **Operating Income**: $61.7 million.
- **Total Revenues**: $477.4 million.
- **Total Expenses & Transfers**: $458.4 million.
- ** Changes between FY15 and FY16**: % Change for Actual, Budget, and Forecast.

---

Ohio University 1804
# FY16 Forecasted Financial Results

<table>
<thead>
<tr>
<th>Endowment/Loan</th>
<th>Capital</th>
<th>Century Bond</th>
<th>Internal Bank</th>
<th>Non-Operating Unit Subtotals</th>
<th>Non-Operating Unit Subtotals</th>
<th>Non-Operating Unit Subtotals</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in millions)</td>
<td>FY15 Actual</td>
<td>FY16 Forecast</td>
<td>FY16 Budget</td>
<td>FY15 Actual</td>
<td>FY16 Forecast</td>
<td>FY16 Budget</td>
</tr>
<tr>
<td>State Appropriations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2.1</td>
<td>2.1</td>
</tr>
<tr>
<td>State Appropriations-Capital</td>
<td>-</td>
<td>-</td>
<td>11.9</td>
<td>23.3</td>
<td>17.4</td>
<td>-</td>
</tr>
<tr>
<td>Undergraduate Tuition &amp; Educational Fees</td>
<td>0.2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Undergraduate Financial Aid</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Undergraduate Tuition &amp; Fees</td>
<td>0.2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Graduate Tuition &amp; Educational Fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Graduate Financial Aid</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Graduate Tuition &amp; Fees</td>
<td>-</td>
<td>0.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Room &amp; Board</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>-</td>
<td>-</td>
<td>0.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Facilities &amp; Admin Costs Recovery</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Gifts</td>
<td>14.9</td>
<td>13.5</td>
<td>9.6</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Endowment Distributions</td>
<td>(22.6)</td>
<td>(26.7)</td>
<td>(26.7)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income</td>
<td>(6.0)</td>
<td>38.6</td>
<td>(30.1)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other External Sales</td>
<td>(0.1)</td>
<td>0.5</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$(13.6)</td>
<td>$ 25.4</td>
<td>$(47.2)</td>
<td>$ 12.7</td>
<td>$ 23.3</td>
<td>$ 17.4</td>
</tr>
<tr>
<td>Salaries, Wages &amp; Other Payroll</td>
<td>-</td>
<td>0.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Benefits</td>
<td>-</td>
<td>0.1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>-</td>
<td>7.5</td>
<td>5.0</td>
<td>5.0</td>
<td>0.5</td>
<td>-</td>
</tr>
<tr>
<td>Capitalized Costs</td>
<td>-</td>
<td>159.8</td>
<td>146.9</td>
<td>105.5</td>
<td>2.2</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Internal Loan - Principal &amp; Interest</td>
<td>-</td>
<td>1.2</td>
<td>-</td>
<td>(3.4)</td>
<td>(6.8)</td>
<td>(6.8)</td>
</tr>
<tr>
<td>Debt Service - Principal</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16.8</td>
<td>17.1</td>
<td>17.1</td>
</tr>
<tr>
<td>Debt Service - Interest</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8.8</td>
<td>14.0</td>
<td>14.0</td>
</tr>
<tr>
<td>Internal Sales</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Direct Expenses</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 168.9</td>
<td>$ 151.9</td>
<td>$ 110.5</td>
</tr>
<tr>
<td>Internal Allocations &amp; Transfers</td>
<td>0.5</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indirect Costs Allocations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation Allocation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Subvention Allocation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Allocations &amp; Transfers</td>
<td>$ 0.5</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Total Expenses &amp; Transfers</td>
<td>$(14.1)</td>
<td>$ 25.4</td>
<td>$(47.2)</td>
<td>$(156.2)</td>
<td>$(128.6)</td>
<td>$(93.1)</td>
</tr>
<tr>
<td>Subtotal Results</td>
<td>$ (14.1)</td>
<td>$ 25.4</td>
<td>$(47.2)</td>
<td>$(156.2)</td>
<td>$(128.6)</td>
<td>$(93.1)</td>
</tr>
<tr>
<td>Transfers to (from) Operations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers to (from) Quasi Endowments</td>
<td>(7.2)</td>
<td>(1.2)</td>
<td>(1.2)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers to (from) Capital Projects</td>
<td>-</td>
<td>(180.1)</td>
<td>(137.6)</td>
<td>(123.3)</td>
<td>40.0</td>
<td>54.3</td>
</tr>
<tr>
<td>Net Results</td>
<td>$(6.9)</td>
<td>$ 26.6</td>
<td>$(46.0)</td>
<td>$(30.2)</td>
<td>$(47.4)</td>
<td>$(49.5)</td>
</tr>
</tbody>
</table>
## FY16 Forecasted Financial Results

### Component Units

<table>
<thead>
<tr>
<th>Techgrowth Ohio, UMA, &amp; OUF Subs</th>
<th>FY15 Actual</th>
<th>FY16 Budget</th>
<th>FY16 Forecast</th>
</tr>
</thead>
</table>

### Financial Statement Adjustments

<table>
<thead>
<tr>
<th>OUFS</th>
<th>FY15 Actual</th>
<th>FY16 Budget</th>
<th>FY16 Forecast</th>
</tr>
</thead>
</table>

### GAAP Adjusted Totals

<table>
<thead>
<tr>
<th>FY16 Forecast over FY15 Actual</th>
<th>% Change</th>
</tr>
</thead>
</table>

### Variance

<table>
<thead>
<tr>
<th>FY16 Forecast</th>
<th>% Change</th>
</tr>
</thead>
</table>

### Total Revenues

| $ 1.1 | $ - | $ - | $ - | $ - | $ 712.1 | $ 783.7 | $ 674.2 |

### Total Direct Expenses

| $ - | $ - | $ (162.1) | $ (127.6) | $ (95.8) | $ 665.5 | $ 702.7 | $ 692.4 |

### Total Allocations & Transfers

| $ - | $ - | $ - | $ - | $ 6.0 | $ 6.0 | $ 6.0 | $ 6.0 |

### Summary

**Net Results**

| $ 1.1 | $ - | $ - | $ - | $ 162.1 | $ 127.6 | $ 95.8 | $ 46.6 | $ 73.1 | $ (24.2) | $ (97.3) | $ (70.8) | $ -133% | $ -152% |

---

**Notes:**

1. The adjustments for Financial Statement Adjustments and GAAP Adjusted Totals are applied to reflect the forecasted financial performance accurately.
2. Variance calculations are based on the comparison of FY16 forecasts against the actual FY15 results, considering the impact of various adjustments.
3. The percentage changes are calculated relative to the budgeted figures for FY16.
4. Specific variances, such as those related to Revenues, Expenses, and Transfers, are detailed in the table above.
## Statement of Net Position (Balance Sheet)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>103.7</td>
<td>140.5</td>
<td>66.8</td>
<td>34.7</td>
<td>41.8</td>
<td>(25.0)</td>
</tr>
<tr>
<td>Restricted Cash &amp; Cash Equivalents</td>
<td>100.6</td>
<td>51.0</td>
<td>14.2</td>
<td>7.2</td>
<td>4.0</td>
<td>(10.2)</td>
</tr>
<tr>
<td>Investments</td>
<td>328.9</td>
<td>328.6</td>
<td>579.6</td>
<td>553.3</td>
<td>535.3</td>
<td>(44.3)</td>
</tr>
<tr>
<td>Capital Assets-net of depreciation</td>
<td>765.8</td>
<td>804.1</td>
<td>909.4</td>
<td>930.9</td>
<td>982.0</td>
<td>72.6</td>
</tr>
<tr>
<td>Accounts Receivable, Prepaids and Other Assets</td>
<td>85.2</td>
<td>190.9</td>
<td>87.9</td>
<td>257.8</td>
<td>87.9</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$ 1,384.2</td>
<td>$ 1,515.1</td>
<td>$ 1,657.9</td>
<td>$ 1,783.9</td>
<td>$ 1,651.0</td>
<td>$ (6.9)</td>
</tr>
<tr>
<td>Deferred Outflows of Resources-Deferred charge on refunding</td>
<td>3.1</td>
<td>3.1</td>
<td>2.7</td>
<td>2.3</td>
<td>2.3</td>
<td>(0.4)</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</strong></td>
<td>$ 1,387.3</td>
<td>$ 1,518.2</td>
<td>$ 1,660.6</td>
<td>$ 1,786.2</td>
<td>$ 1,653.3</td>
<td>$ (7.3)</td>
</tr>
<tr>
<td>Accounts Payable &amp; Accrued Liabilities &amp; Other</td>
<td>107.4</td>
<td>76.2</td>
<td>107.8</td>
<td>80.2</td>
<td>107.8</td>
<td>-</td>
</tr>
<tr>
<td>Unearned Revenue</td>
<td>34.9</td>
<td>195.4</td>
<td>34.2</td>
<td>206.2</td>
<td>34.2</td>
<td>-</td>
</tr>
<tr>
<td>Net Pension Liability</td>
<td>-</td>
<td>-</td>
<td>349.1</td>
<td>349.1</td>
<td>349.1</td>
<td>-</td>
</tr>
<tr>
<td>Bonds and Notes Payable-net of discount and premium</td>
<td>332.9</td>
<td>315.4</td>
<td>562.6</td>
<td>544.9</td>
<td>544.3</td>
<td>(18.3)</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$ 475.2</td>
<td>$ 587.0</td>
<td>$ 1,053.7</td>
<td>$ 1,180.4</td>
<td>$ 1,035.4</td>
<td>$ (18.3)</td>
</tr>
<tr>
<td>Deferred Inflows of Resources-GASB 68</td>
<td>-</td>
<td>-</td>
<td>16.0</td>
<td>16.0</td>
<td>16.0</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES</strong></td>
<td>$ 475.2</td>
<td>$ 587.0</td>
<td>$ 1,069.7</td>
<td>$ 1,196.4</td>
<td>$ 1,051.4</td>
<td>$ (18.3)</td>
</tr>
<tr>
<td>Net Investment in Capital Assets</td>
<td>536.4</td>
<td>539.7</td>
<td>595.0</td>
<td>624.1</td>
<td>661.7</td>
<td>66.7</td>
</tr>
<tr>
<td>Restricted - Nonexpendable</td>
<td>22.4</td>
<td>22.4</td>
<td>22.3</td>
<td>22.2</td>
<td>22.2</td>
<td>(0.1)</td>
</tr>
<tr>
<td>Restricted - Expendable</td>
<td>39.7</td>
<td>37.2</td>
<td>31.8</td>
<td>29.7</td>
<td>27.7</td>
<td>(4.1)</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>313.6</td>
<td>331.9</td>
<td>(58.2)</td>
<td>(86.2)</td>
<td>(109.7)</td>
<td>(51.5)</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$ 912.1</td>
<td>$ 931.2</td>
<td>$ 590.9</td>
<td>$ 589.8</td>
<td>$ 601.9</td>
<td>$ 11.0</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES DEFERRED INFLOWS OF RESOURCES AND NET POSITION</strong></td>
<td>$ 1,387.3</td>
<td>$ 1,518.2</td>
<td>$ 1,660.6</td>
<td>$ 1,786.2</td>
<td>$ 1,653.3</td>
<td>$ (7.3)</td>
</tr>
</tbody>
</table>
Interoffice Communication

Date: February 25, 2016

To: The President and Board of Trustees

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

Re: University Human Resources Annual Report 2016-2017

This past year has been another busy year for University’s Human Resources Office. As the attached report indicates, the office continues to move aggressively forward with the Ohio Service Alignment Initiative, while at the same time completing several critical initiatives related to Organizational and Talent Development. The office has also taken the lead in reviewing and modifying procedures to efficiently implement the requirements of the Affordable Care Act as well as revising our benefits plans and eligibility rules to avoid paying the Cadillac Tax when it comes due in FY2022 for as long as possible.

Fiscal Year 2016-17 promises to be just as busy with new systems implementations and increased business functionality from our upgraded Oracle ERP. Additionally the office will continue its work in rolling out the pilot group for performance management in support of the University’s Comp2014 initiative and online absence management to gain efficiencies and labor savings in administrative processes. The office’s priority areas of focus in the coming year will be on continued collaboration with the colleges and department, enhancement and streamlining of administrative processes and compliance with regulatory policies most notably the new minimum salary to be exempt under the Fair Labor Standards Act (FLSA), once the final salary is announced.

The attached report also provides you with a number of key data elements that the Human Resources office monitors annually and the campus satisfaction survey for the first full year of the HR Liaison program. They are key indicators of activity, but also office performance which is an essential part of Responsibility Center Management. I would note that this section of the report continues to be developed as we strive in consultation with the colleges to develop service level agreements which will provide even greater transparency around resource allocation decisions and customer satisfaction. The focus this year will be on establishing these metrics for the HR Service Center.

I trust you will find the report of interest and look forward to addressing any questions you may have at the March Board meeting.
This has been another exciting and challenging time for University Human Resources. Many new initiatives are underway that will enable University Human Resources to continue in their role as a vital strategic partner to the University by supporting the various change initiatives that are ongoing University wide. In support of these efforts, University Human Resources (UHR) has established the following key objectives:

**FY 16 / FY 17 Key Objectives:**

**SYSTEMS & PROCESS AUTOMATION**

**Implement Self Service Benefit Enrollments** – The implementation of the core Oracle Advanced Benefits module last year laid the ground work for implementation of Oracle’s employee self-service and benefits open enrollment platforms that is scheduled to go live in the Spring/Summer of 2016. Employee self-service, including annual benefits open enrollment, will allow faculty and staff to view their benefits elections online for the first time, and will provide an online mechanism for faculty and staff to request changes to benefits at date of hire or after a qualified family status change. This will replace a paper benefit election process and the need to contact Benefits directly to inquire about enrollment status and coverage levels.

**Outsource I-9 to Equifax** – An RFP was issued and Equifax was the vendor selected for outsourcing I-9’s, employment verifications and unemployment compensation requests. Design and implementation of these outsourced yet integrated processes is expected to occur in fiscal year ended 2017. Once implemented, processes will be more streamlined, efficient and regulatory compliant.

**Change Biweekly Pay Day** – In order to align our pay practices with constructive receipt requirements, a change was made to a payroll process that resulted in employees electing to be paid via direct deposit to be paid on Friday, the scheduled pay day. Prior to this change, many employees had access to their payroll funds the Wednesday prior to the official Friday pay date. During the collective bargaining negotiations, management agreed to move the official biweekly pay date to Wednesday. This change is expected to happen by July 1, 2016 to allow ample time to modify programs and processes in Oracle and Workforce to support this change.

**Partner with Academics Experts from the Russ College of Engineering to Implement LEAN Practices to Enhance the Student Onboarding Experience** - University Human Resources received feedback through multiple channels including the HR Liaison survey results and from representatives on the Ohio Task Force on Affordability and Efficiencies that the student onboarding process was cumbersome, ineffective and prevented many students from being employed or paid timely for work performed. A team has been created with the goal of streamlining the student onboarding process to ensure onboarding is conducted in an efficient, repeatable and customer service enhancing manner.

**Roll out on-line Absence Management Campus Wide** – A pilot is currently underway utilizing an on-line absence management system via the Oracle employee and manager self-service functionality. This new automated functionality eliminates the requirement for administrators and faculty to use a paper form
to report time off taken. Once approved by management, the forms were manually recorded in Oracle to update time off balances available. This new functionality will allow for more efficient processing of time off requests and will reduce the number of errors related to the old manual processing of these forms. A campus wide rollout is expected to take place on March 1st.

COMPENSATION & BENEFITS

Fair Labor Standards Act Analysis (FLSA) – University Human Resources will continue to monitor proposed changes to the Fair Labor Standards Act. The Department of Labor (DOL) proposed to increase the standard salary level to qualify for exemption from the FLSA overtime requirements from $455 a week ($23,660 a year) to $921 a week ($47,892 a year) based on 2013 data. Compensation will continue to collect internal data as well as external market factors and analyze the salaries of exempt employees below the proposed threshold to develop a university wide compensation strategy for these employees. Final regulation changes are still pending.

Performance Management System – University Human Resources is in the initial phase of designing a new performance management approach with processes, tools and forms in collaboration with the Compensation Partner Group, a Performance Management Steering Committee and a Design Team to address current issues and pave the way for a consistent, campus-wide approach to performance management. Key components of the re-design effort will include employee and supervisor training, simplified forms and processes, and greater clarity regarding the connection between pay and performance. General performance management training will be available in June 2016, and a Pilot Group consisting of a small cross-section of Academic and Academic Support units will pilot the new program for the 2016-2017 performance cycle.

Executive Compensation Review – Ohio University has engaged Mercer to provide executive compensation consulting services to provide competitive pay practices for total compensation for approximately 50 leadership positions. The study will ensure we are well-prepared for leadership transitions in the future and similar to the staff compensation program to establish a framework with which to make appropriate compensation decisions. Activities will include confirmation of the executive compensation philosophy which is an essential component of effective practices for the governance of executive compensation, identifying the criteria used for establishing and using a peer group for benchmarking, the desired pay position and pay components.

STAFFING & SERVICE ALIGNMENT

Continue review of All UHR Policies - Continue the revisions and updates to UHR policies based on business needs. A large part of this year’s effort will focus on revising policies related to employee leaves, non-renewals and reductions in force by standardizing these policies to provide for ease of understanding, streamlining administrative operations and compliance with the ACA. The overload policy will also be reviewed and revised to better define when additional payments to faculty and staff should be provided, when they are considered pensionable earnings and how they should be processed.
Organizational Development - This team will continue to analyze our people, processes and planning to facilitate our strategic direction in the areas of leadership development, succession planning, conflict management and human resource management with a long term goal to achieve positive change in the culture, climate, productivity, performance and morale at Ohio University. Deliver the Senior Leadership Development program utilizing in-house DDI certified experts achieving cost savings of approximately $100,000.

Continue to Utilize Partner Groups to Align UHR Services with Campus Needs – This past year three Partner Groups were formed in the HR area that include Payroll Services, Employee Services and Compensation Services. These groups were formed in collaboration with the RC Strategy Group. The role of the Partner Groups is to collaborate with central administrative units to effectively move forward and ensure that academic units have a voice in making policy, procedure, systems/tools and weigh in on other operational matters. Partner Groups are co-chaired by a member of the RC Strategy Group and the Director for the relevant functional area. The Partner Groups will include a maximum of 5 campus stakeholders including the co-chair from the RC Strategy Group. The Partner Groups are purposely being kept small to ensure that they remain agile and timely with topics/issues. Results of the Partner Groups will be vetted with the RC Technical Group and/or HRMG prior to being implemented.

Realignment of the Employee Service Center (ESC) and HR Partnerships and Services – A review of market data and benchmarks indicated shared service centers typically have one director who is responsible for all employee services. This structure provides for better continuity of policy and process application and an enhanced end customer experience. As a result of this review, the ESC and HR Partnerships and Services role has been combined into one Director of HR Services role. Once this director is named, a complete review of all existing business processes will be conducted with a goal to implement process improvement initiatives to ensure our processes adequately meet the needs of our constituents, are designed efficiently and service center employees are knowledgeable and trained on all processes.

Implement Campus Climate Task Force Report Recommendations - Through a collaborative effort of the Administrative, Classified and Faculty Senates and the Executive Vice President and Provost, Ohio University participated in Modern Think’s 2014 Great Colleges Survey. The results of the survey were analyzed by the Campus Climate Task Force committee who issued recommendations late last year. As a result of these recommendations, three new committees were formed focusing on areas noted below with a goal to implement the “high potential” recommendations this spring. The CHRO co-chaired the Campus Climate Task Force committee and is actively involved in working with the newly formed groups.

- University Wide Internal Communications
- Professional Development
- Senior Leadership and Strategic Direction
FY 15 / FY 16 Achievements and Major Initiatives

HR Liaison Program

The HR Liaison program continued to be overwhelmingly successful during its second year in existence. The team solidified relationships partnering with their units throughout campus and the usage of the program grew. To ensure adequate support to each unit, an additional Liaison was added to the program during the last year.

On a daily basis, Liaisons continue to partner with leaders across campus to drive the recruitment of high caliber faculty and staff, provide expertise and guidance in performance management, and effective counsel and support dealing with employee relations issues as they arise. Besides these areas of ongoing support, the Liaisons have been integral in several campus wide HR initiatives such as:

- Working with supervisors and managers to develop and process approximately 300 new job descriptions for temporary and part time staff that were recently transitioned into our newly created job framework
- Created plans for action with each planning unit to conduct annual performance appraisals for staff across campus. This was the first year that UHR was able to provide such proactive and hands on support to the campus community.

In December of 2015, campus leaders were surveyed to assess the success of the program. The results of the survey (below) indicate that the program is providing a great deal of value to our customers.

N=49. Median scores below are based on a 4 point scale:

<table>
<thead>
<tr>
<th>Your Liaison's understanding of the unit's mission and needs.</th>
<th>Your Liaison's responsiveness and timeliness in responding to requests.</th>
<th>Your Liaison's ability to professionally interact with supervisors and managers in the unit.</th>
<th>Your Liaison's ability to effectively handle sensitive personnel matters as the needs arise.</th>
<th>Your Liaison's ability to support compensation data, decisions, and equity concerns.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.16</td>
<td>3.18</td>
<td>3.35</td>
<td>3.41</td>
<td>3.18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Your Liaison's professional knowledge in terms of recruitment and selection.</th>
<th>Your Liaison's professional knowledge in terms of employee relations and performance management.</th>
<th>Your Liaison's ability to provide information and data that is useful and meaningful.</th>
<th>Your Liaison's coordination of off-boarding activities, effect on efficiency and avoidance of overpayments.</th>
<th>Your Liaison's overall level of engagement.</th>
<th>Your Liaison's contribution as a strategic partner for your business needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.12</td>
<td>3.27</td>
<td>3.12</td>
<td>3.06</td>
<td>3.22</td>
<td>3.04</td>
</tr>
</tbody>
</table>
Looking ahead, the HR Liaisons will continue to develop the service that they are able to provide to campus. As UHR is embarking on a comprehensive redesign of a campus-wide performance management program, the HR Liaisons will be heavily involved in the development and design of the new process and associated trainings. Once developed, training sessions focusing on performance management, coaching, and communication will be delivered by the Liaison team to managers and supervisors in their respective units. This model will provide a flexible and personalized opportunity for developing managers and supervisors and help drive a culture of high performance through the development of best practices in employee development, management and accountability.

Organizational and Talent Development

A Key Objective for University Human Resources for fiscal year ending June 2016 was to create an Organizational Development Program to further enhance UHR’s value as a strategic partner. In May 2015, UHR hired a Director of Organizational and Talent Development to lead the creation of that program and to develop relevant, impactful, and sustainable initiatives to achieve positive change in organizational climate, performance, and morale at Ohio University. Based on discussions with senior leadership in Academic Support Units and Colleges, a five-year roadmap for organizational development was created. The table below highlights key focus areas, desired outcomes, and required inputs associated with that roadmap.

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2015, FY2016</th>
<th>FY2016-FY2018</th>
<th>FY2017-FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Development &amp; Training</td>
<td>Performance Management</td>
<td>Organizational Effectiveness</td>
</tr>
<tr>
<td>Goal</td>
<td>Targeted, relevant, effective development aligned with individual and university needs</td>
<td>Consistent approach to performance mgt. that saves time, adds value, drives open discussion and alignment</td>
<td>Higher levels of faculty and staff engagement; more focus on building highly effective teams</td>
</tr>
</tbody>
</table>
| Desired Outcomes | • Effective leadership development  
• Enhanced management skills  
• Improved technical skills  
• Accessible career development resources and tools | • Greater understanding and positive impression of performance management  
• Framework to address issues proactively and effectively | • Effective, adaptable teams  
• Positive, culturally aligned work climate |
| Required Inputs | • Competency model  
• Structured training process  
• Leadership development program  
• Development planning process | • Systemic means of setting and communicating goals  
• Simplified tools, forms, and processes  
• Improved performance mgt. and conflict resolution skills | • Change management tool-kit  
• Teambuilding and team development tool-kit |

Leadership Development and Training

Senior Leadership Development Program (SLDP) – The initial cohort of 24 senior leaders, selected from pivotal leadership roles from both academic and academic support units, completed their SLDP experience in April, 2015. Feedback was very positive with 93% of survey respondents indicating they
had gained new knowledge and skills that would help them be a more effective leader. However, the coaching program was criticized by some, and only 64% felt that they had made progress on their individual development plan. As a result, greater emphasis was placed on the coaching and development plan creation for the second cohort (SLDP2) of 25 similarly positioned senior leaders who began the program in July, 2015. This cohort will complete their experience in April, 2016 and mid-term evaluations indicate an improvement in both the coaching experience and the completion of individual development plans. The design of SLDP for cohort three is underway.

**Creation of training function** – Throughout FY2015, UHR’s Organizational and Talent Development department partnered closely with VPF&A’s Department of Training, Communication and Documentation to create a new training function that would develop effective, relevant, and accessible learning experiences to address the shared needs of university staff. A multi-step approach (shown below) was used to guide the development of a sustainable training infrastructure prior to the development of new training content.

![Multi-step approach diagram](image)

**Training Needs Analysis** - A cross-functional training needs analysis with selected representatives from 80% of university planning units was conducted in Fall Semester 2015. Small group discussions supplemented by surveys from regional campuses were used to identify and prioritize shared training needs for university staff. As a result, four new courses are being created to improve skills in Performance Management, Customer Service, Analyzing Information with Systems, and Designing Effective On-boarding programs. New courses will start to become available in June 2016.

**Performance Management**

**Performance Management Re-design** – As shown below, employee responses to several items from Ohio University’s *Modern Think 2014 Great Colleges Survey* highlight the need to improve the performance management experience for employees and their supervisors.

<table>
<thead>
<tr>
<th>Campus Climate Survey Item (Administrative and Classified Staff)</th>
<th>% Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand how my job contributes to this institution's mission</td>
<td>87</td>
</tr>
<tr>
<td>My supervisor / department chair makes his/her expectations clear</td>
<td>64</td>
</tr>
<tr>
<td>I receive feedback from my supervisor / department chair that helps me</td>
<td>59</td>
</tr>
<tr>
<td>I am given the opportunity to develop my skills at this institution</td>
<td>62</td>
</tr>
<tr>
<td>I am regularly recognized for my contributions</td>
<td>45</td>
</tr>
<tr>
<td>Our review process accurately measures my job performance</td>
<td>43</td>
</tr>
<tr>
<td>Issues of low performance are addressed in my department</td>
<td>38</td>
</tr>
</tbody>
</table>
In a collaborative effort between the Campus Climate Survey Task Force and the Compensation Partner Group, a Performance Management Steering Committee and a Design Team were formed to design new performance management processes, tools, and forms to address current issues and pave the way for a consistent, campus-wide approach to performance management. Key components of the re-design effort will include employee and supervisor training, simplified forms and processes, and greater clarity regarding the connection between pay and performance. General performance management training will be available in June 2016, and a Pilot Group consisting of a small cross-section of Academic and Academic Support units will pilot the new program for the 2016-2017 performance cycle.

Compensation and Benefits

**Fair Labor Standards Act Analysis (FLSA)** – University Human Resources continues to monitor proposed changes to the Fair Labor Standards Act. The Department of Labor (DOL) proposed to increase the standard salary level to qualify for exemption from the FLSA overtime requirements from $455 a week ($23,660 a year) to $921 a week ($47,892 a year) based on 2013 data. Compensation analyzed our current salaries of exempt employees below the proposed threshold to determine which employees should be converted to non-exempt status or have their salary increased to above the new minimum to retain their exempt status. Final regulation changes are still pending.

**COMP 2014 Equity Follow Up** - The COMP 2014 Project, covering classified non-bargaining employees and administrative/professional employees on all campuses, was successfully implemented in 2014. One of the challenges we anticipated as a result of the project was unintentional pay compression and inversion caused by implementation of a new market based pay structure. Pay compression occurs when there is little to no difference in pay between employees regardless of their skills or experience. In addition, salary compression can occur between a subordinate and a supervisor. Pay Inversion exists when starting salaries for new employees are higher than salaries for existing employees. Compensation requested additional funding in FY2016 to be utilized for base salary increases to address issues that resulted from the salary compression and inversion. We understand that this process will not remedy all pay inversion and compression issues; however, this is a step towards addressing concerns with regard to pay position within the pay grade.

Compensation developed and the Total Compensation Committee approved a Compa Ratio based equity adjustment methodology based on the length of time an employee is in a job (job entry date). Compa Ratio represents the position of employee pay in reference to pay grade midpoint. It is a standard practice to use Compa Ratio when evaluating employee compensation. Our goal is to focus on employees with a Compa Ratio less than 1.0 and who have a lower than expected Compa Ratio based upon the number of years in their current job. This targeted our efforts towards employees who are paid below the market reference point for their job.

University Human Resources worked in conjunction with the Compensation Partner Group and Planning Unit representatives to address the identified areas of compression or inversion. Employees who were eligible for an increase were notified in January 2016 of the resulting equity increases.
Equity Increase by Planning Unit

<table>
<thead>
<tr>
<th>Planning Unit</th>
<th>Total Number of Employees excluding Faculty, FOP, AFSCME</th>
<th>Number of Employees Receiving Equity Increase</th>
<th>Percent of Employees Eligible for Increase</th>
<th>Total Amount of Equity Increase</th>
<th>Average Amount of Increase Per Eligible Employee</th>
<th>% of Equity Amount Spent by Planning Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>AR7</td>
<td>314</td>
<td>31</td>
<td>27.19%</td>
<td>$114,972</td>
<td>$3,709</td>
<td>10.13%</td>
</tr>
<tr>
<td>CBA</td>
<td>48</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00%</td>
</tr>
<tr>
<td>CCOM</td>
<td>72</td>
<td>16</td>
<td>22.22%</td>
<td>$41,078</td>
<td>$2,585</td>
<td>6.07%</td>
</tr>
<tr>
<td>EDU</td>
<td>56</td>
<td>10</td>
<td>17.60%</td>
<td>$11,828</td>
<td>$1,183</td>
<td>1.04%</td>
</tr>
<tr>
<td>ENT</td>
<td>90</td>
<td>21</td>
<td>23.31%</td>
<td>$74,246</td>
<td>$3,636</td>
<td>4.54%</td>
</tr>
<tr>
<td>FAR</td>
<td>41</td>
<td>9</td>
<td>21.95%</td>
<td>$25,330</td>
<td>$2,814</td>
<td>2.23%</td>
</tr>
<tr>
<td>GAMS</td>
<td>27</td>
<td>1</td>
<td>3.70%</td>
<td>$380</td>
<td>$380</td>
<td>0.03%</td>
</tr>
<tr>
<td>GRD</td>
<td>62</td>
<td>15</td>
<td>24.19%</td>
<td>$20,094</td>
<td>$1,289</td>
<td>2.25%</td>
</tr>
<tr>
<td>NBS</td>
<td>196</td>
<td>34</td>
<td>17.35%</td>
<td>$84,246</td>
<td>$2,487</td>
<td>7.45%</td>
</tr>
<tr>
<td>HONORS</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00%</td>
</tr>
<tr>
<td>ICA</td>
<td>96</td>
<td>10</td>
<td>10.42%</td>
<td>$19,799</td>
<td>$2,980</td>
<td>2.63%</td>
</tr>
<tr>
<td>LIB</td>
<td>35</td>
<td>9</td>
<td>26.60%</td>
<td>$16,212</td>
<td>$2,949</td>
<td>3.58%</td>
</tr>
<tr>
<td>OST</td>
<td>251</td>
<td>39</td>
<td>15.34%</td>
<td>$71,249</td>
<td>$1,827</td>
<td>2.68%</td>
</tr>
<tr>
<td>PRES</td>
<td>43</td>
<td>5</td>
<td>11.95%</td>
<td>$11,116</td>
<td>$2,223</td>
<td>0.98%</td>
</tr>
<tr>
<td>PRCV</td>
<td>195</td>
<td>29</td>
<td>14.07%</td>
<td>$47,678</td>
<td>$1,598</td>
<td>3.83%</td>
</tr>
<tr>
<td>STUDENT</td>
<td>149</td>
<td>26</td>
<td>17.45%</td>
<td>$18,893</td>
<td>$1,192</td>
<td>3.42%</td>
</tr>
<tr>
<td>UNC</td>
<td>52</td>
<td>7</td>
<td>13.48%</td>
<td>$5,608</td>
<td>$837</td>
<td>0.03%</td>
</tr>
<tr>
<td>VOIN</td>
<td>61</td>
<td>13</td>
<td>21.31%</td>
<td>$11,047</td>
<td>$2,192</td>
<td>2.54%</td>
</tr>
<tr>
<td>VPADMIN</td>
<td>209</td>
<td>122</td>
<td>59.07%</td>
<td>$201,204</td>
<td>$3,204</td>
<td>14.49%</td>
</tr>
<tr>
<td>VPADV</td>
<td>76</td>
<td>14</td>
<td>18.42%</td>
<td>$33,748</td>
<td>$2,428</td>
<td>3.00%</td>
</tr>
<tr>
<td>VPRHE</td>
<td>176</td>
<td>35</td>
<td>19.89%</td>
<td>$37,256</td>
<td>$2,207</td>
<td>6.81%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>2398</td>
<td>446</td>
<td></td>
<td>$1,534,595</td>
<td>$5,545</td>
<td></td>
</tr>
</tbody>
</table>

Job Descriptions Reviewed by Compensation:

<table>
<thead>
<tr>
<th></th>
<th>Including Group III</th>
<th>Excluding Group III</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>1006</td>
<td>436</td>
</tr>
<tr>
<td>CY15</td>
<td>1062</td>
<td>467</td>
</tr>
</tbody>
</table>

Benefits

For the past year the Benefits Office has focused its efforts on the implementation of the Oracle Advanced Benefits (OAB) feature of the Oracle Financial System, which went live July 1, 2015. OAB increases compliance via implementation of standardized structures and processes for all benefit plans and premiums and the introduction of weekly eligibility file interfaces between the university and its third party vendors.

OAB also lays the ground work for implementation of Oracle’s employee self-service and benefits open enrollment platforms, scheduled to go live in the Spring/Summer of 2016. Employee self-service, including annual benefits open enrollment, will allow faculty and staff to view their benefits elections online for the first time, and will provide an online mechanism for faculty and staff to request changes to benefits at date of hire or after a qualified family status change. This will replace a paper benefit
Benefits Advisory Council

The Benefits Advisory Council continues working on its charge of analyzing and making recommendations related to university benefit plan designs in conformance with the guiding principles and strategies set by the Total Compensation Committee under the direction of the president.

Last year, the committee made a series of recommendations including increasing employee cost sharing within the university’s health plans, aligning faculty and staff benefits eligibility to our peers and establishing goals regarding reserve levels and annual inflationary costs to the university.

As a result of the changes, the university health plan is on target to avoid the “Cadillac Plan Tax” included in the Patient Protections and Affordable Care Act (ACA) through at least the year 2022. We are currently in the process of reviewing the plans for the Eastern Campus and the President. The AFSCME union plan will be negotiated next year and ACA compliance and avoidance of the cadillac plan tax will be an integral part of that negotiation. The committee will continue to monitor plan costs and make recommendations to ensure avoidance of the tax, which is required by State of Ohio law. The university’s benefits budget is also currently on pace to maintain benefits costs to the university at no more than 5% per year as recommended by the committee.

The committee is currently discussing adding a voluntary short term disability plan for faculty and staff, and enhancing the current dental plan and vision plan offerings, which are below benchmarks. The committee is also scheduled to review paid time off including leaves of absence and the pilot sick leave donation and paid parental leave programs; wellness programs offered by the university; and educational benefits policies.

Affordable Care Act

The university continues to comply with Affordable Care Act regulations regarding minimum essential coverage, minimum value/cost, and employee eligibility. The university tracked 9,165 variable hour employees last year, with 24 qualifying for health care by averaging greater than 30 hours per week during the measurement period, as detailed below.

ACA Measurement Period Ending March 31, 2015

<table>
<thead>
<tr>
<th>Category</th>
<th># Employees Tracked</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator</td>
<td>607</td>
</tr>
<tr>
<td>Classified</td>
<td>31</td>
</tr>
<tr>
<td>Faculty</td>
<td>875</td>
</tr>
<tr>
<td>Student</td>
<td>7,652</td>
</tr>
<tr>
<td>Total</td>
<td>9,165</td>
</tr>
</tbody>
</table>
ACA Qualifiers and Dispensation:

<table>
<thead>
<tr>
<th>Employees Deemed Full Time*</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td># Offered of Coverage and remained in a part-time status</td>
<td>3</td>
</tr>
<tr>
<td># Not re-employed</td>
<td>12</td>
</tr>
<tr>
<td># Accepted full-time position</td>
<td>9</td>
</tr>
</tbody>
</table>

*Deemed full-time as defined by ACA

In the current fiscal year, the Benefits Office is tracking 11,823 variable hour employees with 39 trending towards the 30 hour per week eligibility threshold. The current measurement period ends March 31, 2015.

Benefits Costs

Total health and welfare benefits costs were relatively flat for FY2015 compared to FY2014. The main driver was less than expected medical claims costs. Despite a 5% increase in the number of insured employees, medical claims costs grew just 3.3%, which is 7% less than projected. An 8% reduction in inpatient utilization was the main driver of the slower than expected growth.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenditures</td>
<td>51,235,355</td>
<td>52,610,592</td>
<td>59,394,000</td>
</tr>
<tr>
<td>Total Employee Premiums</td>
<td>7,937,991</td>
<td>9,724,119</td>
<td>10,301,000</td>
</tr>
<tr>
<td>Net University Expenditures</td>
<td>43,297,344</td>
<td>42,886,473</td>
<td>49,093,000</td>
</tr>
<tr>
<td>$ Increase</td>
<td>3,113,161</td>
<td>(410,871)</td>
<td>6,206,527</td>
</tr>
<tr>
<td>% Increase</td>
<td>7.7%</td>
<td>(0.009%)</td>
<td>12.6%</td>
</tr>
</tbody>
</table>

*Health, vision, dental, life, disability, FSA, etc. (does not include retirement or educational benefits)
*Source: Oracle FMS year-end reports

Employee Benefits Supporting Data:

Benefits Advisory Committee PPO Plan Design Recommendations (Faculty and Staff PPO Plan)

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deductible</td>
<td>$200 / $400</td>
<td>$400 / $800</td>
<td>$450 / $900</td>
<td>$500 / $1000</td>
</tr>
<tr>
<td>Co-Insurance Max</td>
<td>$1000 / $2000</td>
<td>$1500 / $3000</td>
<td>$1750 / $3500</td>
<td>$2000 / $4000</td>
</tr>
<tr>
<td>Co-Insurance %</td>
<td>90%</td>
<td>85%</td>
<td>80%</td>
<td>no change</td>
</tr>
<tr>
<td>Office Visit Copay</td>
<td>$20</td>
<td>$25</td>
<td>no change</td>
<td>no change</td>
</tr>
<tr>
<td>Rx Retail Copay</td>
<td>$10/$20/$30</td>
<td>$20/$30/$40</td>
<td>no change</td>
<td>no change</td>
</tr>
<tr>
<td>Rx Mail Copay</td>
<td>$15/$30/$45</td>
<td>$25/$35/$45</td>
<td>no change</td>
<td>no change</td>
</tr>
<tr>
<td>Single Premium %</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Single+1 Premium %</td>
<td>15%</td>
<td>16%</td>
<td>17%</td>
<td>17.5%</td>
</tr>
<tr>
<td>Family Premium %</td>
<td>15%</td>
<td>17%</td>
<td>19%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Healthy Ohio (Wellness Program) Participation

<table>
<thead>
<tr>
<th></th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>347</td>
<td>508</td>
<td>577</td>
<td>831</td>
<td>924</td>
<td>1,261</td>
</tr>
<tr>
<td>Spouse</td>
<td>212</td>
<td>241</td>
<td>231</td>
<td>305</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>347</td>
<td>508</td>
<td>789</td>
<td>1,072</td>
<td>1,155</td>
<td>1,566</td>
</tr>
</tbody>
</table>

Parental Leave – Pilot Program Participation and Usage for Calendar Years 2013, 2014, 2015 (through 8/31/15))

<table>
<thead>
<tr>
<th>Participation and Usage Calendar Years 2013, 2014, 2015 (through 8/31/)</th>
<th>Enrolled</th>
<th>Parental Leave Weeks</th>
<th>Sick – Vacation Weeks</th>
<th>Unpaid Weeks</th>
<th>Total Weeks</th>
<th>Average Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin</td>
<td>80</td>
<td>469</td>
<td>216</td>
<td>4</td>
<td>719</td>
<td>9</td>
</tr>
<tr>
<td>Classified</td>
<td>13</td>
<td>77</td>
<td>46</td>
<td>6</td>
<td>129</td>
<td>10</td>
</tr>
<tr>
<td>Faculty</td>
<td>35</td>
<td>206</td>
<td>59</td>
<td>2</td>
<td>267</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>128</td>
<td>752</td>
<td>351</td>
<td>12</td>
<td>1,115</td>
<td>9</td>
</tr>
<tr>
<td>Yearly Avg</td>
<td>48</td>
<td>282</td>
<td>131</td>
<td>4</td>
<td>418</td>
<td>5</td>
</tr>
</tbody>
</table>

Cost of Paid Leave (Salary of Employee for Period of Leave)

<table>
<thead>
<tr>
<th>Cost of Paid Leave (Salary of Employee for Period of Leave)</th>
<th>Enrolled</th>
<th>Parental Leave</th>
<th>Sick/Vac Leave</th>
<th>Total Cost</th>
<th>Average Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin</td>
<td>80</td>
<td>$516,877</td>
<td>$244,321</td>
<td>$761,198</td>
<td>$9,515</td>
</tr>
<tr>
<td>Classified</td>
<td>13</td>
<td>$51,614</td>
<td>$31,287</td>
<td>$82,901</td>
<td>$6,377</td>
</tr>
<tr>
<td>Faculty</td>
<td>35</td>
<td>$265,073</td>
<td>$72,516</td>
<td>$337,588</td>
<td>$9,645</td>
</tr>
<tr>
<td>Total</td>
<td>128</td>
<td>$833,564</td>
<td>$348,124</td>
<td>$1,181,688</td>
<td>$9,232</td>
</tr>
<tr>
<td>Yearly Avg</td>
<td>48</td>
<td>$312,196</td>
<td>$130,184</td>
<td>$442,580</td>
<td>$9,232</td>
</tr>
</tbody>
</table>

Central Backfill Costs (Staff temporary replacement)

<table>
<thead>
<tr>
<th>Central Backfill Costs (Staff temporary replacement)</th>
<th>Total Requests</th>
<th>Funding</th>
<th>Average Requests/Year</th>
<th>Average Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14</td>
<td>$63,027</td>
<td>5.24</td>
<td>$23,606</td>
</tr>
</tbody>
</table>

Sick Leave Donation – Pilot Program Participation

<table>
<thead>
<tr>
<th>Sick Leave Donation – Pilot Program Participation</th>
<th>Pool - Days Requested</th>
<th>Pool - Days Donated</th>
<th>Pool Year End Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>20</td>
<td>182</td>
<td>162</td>
</tr>
<tr>
<td>FY15</td>
<td>60</td>
<td>80</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>262</td>
<td>182</td>
</tr>
</tbody>
</table>

Donations Directed to Individuals

<table>
<thead>
<tr>
<th>Donations Directed to Individuals</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>68</td>
<td>none</td>
</tr>
</tbody>
</table>

Employee Service Center

Conversion of Group III Administrators (Term Administrators) – Completed the conversion of all Group III Administrators into the current job and compensation structure. In order to consistently measure average hours worked to comply with the Affordable Care Act, it became necessary to map all staff positions into a consistent framework in order to ensure consistent practices. This project required job
evaluations and mapping of all Group III administrators into the current framework, impacting the majority of the university. Approximately 286 employees were converted into regular or term staff positions. Additionally, policy language was updated to clarify definitions of employment categories to have consistency in the employment types. Hiring processes were updated to include the requirement of searches for all term and temporary employment as a result of these conversions, which improves compliance with OFCCP search requirements.

Electronic submission of Paid Time Off in process (Absence Management) – Testing of the Absence Management functionality was completed. This functionality provides administrative and faculty employees with the ability to request time off utilizing Oracle delivered system functionality eliminating the need to complete and submit paper time off request forms to their supervisors for approval. Approved forms are forwarded to the employee service center for manual processing. The functionality is being piloted in the VPF&A area with an anticipated campus wide rollout on March 1, 2016.

New Hire Data FY11-15

<table>
<thead>
<tr>
<th>Group</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>Average</th>
<th>FY16 as of Jan16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group I</td>
<td>34</td>
<td>10</td>
<td>40</td>
<td>41</td>
<td>54</td>
<td>36</td>
<td>56</td>
</tr>
<tr>
<td>Group II</td>
<td>20</td>
<td>29</td>
<td>52</td>
<td>59</td>
<td>71</td>
<td>46</td>
<td>38</td>
</tr>
<tr>
<td>Group III</td>
<td>290</td>
<td>273</td>
<td>311</td>
<td>324</td>
<td>285</td>
<td>297</td>
<td>256</td>
</tr>
<tr>
<td>Group IV</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Faculty</th>
<th>CHAIR_ACAD DIRECTOR</th>
<th>1</th>
<th>2</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>OPIE INSTRUCTOR</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Group I</td>
<td>TENURE TRACK</td>
<td>34</td>
<td>10</td>
<td>40</td>
<td>41</td>
<td>54</td>
<td>36</td>
</tr>
<tr>
<td>Group II</td>
<td>NON TENURE TRACK</td>
<td>20</td>
<td>29</td>
<td>52</td>
<td>59</td>
<td>71</td>
<td>46</td>
</tr>
<tr>
<td>Group III</td>
<td>ADJUNCT</td>
<td>290</td>
<td>273</td>
<td>311</td>
<td>324</td>
<td>285</td>
<td>297</td>
</tr>
<tr>
<td>Group IV</td>
<td>VISITING FAC</td>
<td>18</td>
<td>21</td>
<td>36</td>
<td>31</td>
<td>25</td>
<td>26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Faculty</th>
<th>CHAIR_ACAD DIRECTOR</th>
<th>66</th>
<th>138</th>
<th>164</th>
<th>208</th>
<th>187</th>
<th>153</th>
<th>97</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>OPIE INSTRUCTOR</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>9</td>
<td>2</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Group I</td>
<td>TENURE TRACK</td>
<td>3</td>
<td>5</td>
<td>10</td>
<td>8</td>
<td>19</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>Group II</td>
<td>NON TENURE TRACK</td>
<td>13</td>
<td>3</td>
<td>18</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group III</td>
<td>ADJUNCT</td>
<td>83</td>
<td>17</td>
<td>67</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group IV</td>
<td>VISITING FAC</td>
<td>172</td>
<td>236</td>
<td>219</td>
<td>260</td>
<td>244</td>
<td>226</td>
<td>11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Admin</th>
<th>Full Time Regular</th>
<th>66</th>
<th>138</th>
<th>164</th>
<th>208</th>
<th>187</th>
<th>153</th>
<th>97</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full Time Term</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>9</td>
<td>2</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Part Time Regular</td>
<td>3</td>
<td>5</td>
<td>10</td>
<td>8</td>
<td>19</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Part Time Term</td>
<td>13</td>
<td>3</td>
<td>18</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Intermittent Regular</td>
<td>83</td>
<td>17</td>
<td>67</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Temporary</td>
<td>172</td>
<td>236</td>
<td>219</td>
<td>260</td>
<td>244</td>
<td>226</td>
<td>11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research</th>
<th>Full Time Regular</th>
<th>3</th>
<th>12</th>
<th>16</th>
<th>12</th>
<th>2</th>
<th>9</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full Time Term</td>
<td>9</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>9</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Part Time Regular</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Part Time Term</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Temporary</td>
<td></td>
<td>2</td>
<td>0</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Research Total | 12 | 16 | 19 | 19 | 16 | 16 | 32 |

| Classified Total | 31 | 99 | 84 | 115| 135| 93 | 100|

| GRAND TOTAL | 647 | 829 | 938 | 1068 | 1142 | 925 | 722 |

Unemployment Data

<table>
<thead>
<tr>
<th>Paid Claims</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>133</td>
<td>100</td>
<td>80</td>
<td>73</td>
<td>59</td>
</tr>
</tbody>
</table>
Interoffice Communication

Date: February 25, 2016

To: The President and Board of Trustees

From: Pamela J. Benoit, Executive Vice President and Provost
       Renee A. Middleton, Dean

Re: Patton College of Education Dashboard Update

This presentation reviews The Patton College of Education’s mission, vision, and values and the demands from different constituencies. The Patton College continues to prioritize, innovate, evolve, and articulate its value to the public amidst persistent public scrutiny and demands for quality and accountability from different constituencies (prospective students, parents, employers, accrediting bodies, benefactors, and federal and state government). The Patton College of Education is a national leader in effectively responding to these demands!

The College leads the state and the nation in the development and implementation of the Reimagined Clinical Model of Educator Preparation. The College has received national awards for our school partnerships. The programs understand the importance of leadership and advocacy as core values of the College.

Materials attached include the presentation PowerPoint slides and the College’s dashboard. The College dashboard is but one way of reporting on its outcomes. The dashboard presents key performance indicators highlighting student-centered measures addressing the four fundamentals. The dashboard also assesses progress on enrollment, diversity, employment, economic impact, and endowment value.
The Patton College of Education

Academic Quality-Dashboard

NCATE is recognized by the U.S. Department of Education as a specialized accrediting body for schools, colleges, and departments of education.
Innovative ❖ Collaborative ❖ Dedicated

Academic Quality: Dashboard

Ohio University Board of Trustees
March 10, 2016

Renée A. Middleton, Ph.D.
Dean, The Gladys W. and David H. Patton College of Education
PCOE Mission & Vision

College Mission:
The Gladys W. and David H. Patton College of Education provides transformative experiences that cultivate a passion for learning. We enhance our community through critical discourse to promote innovative scholarly collaboration for positive change.

College Vision:
The Gladys W. and David H. Patton College of Education will be a globally recognized, diverse learning community that develops leaders who bring positive change to their professions and the world.
We foster graduates who have been CALLED to Lead:

- Change Agents (i.e. Advocacy)
- Lifelong Learners
- Committed to Educational Diversity
- Leader-educators & ractitioners
The Patton College has five major constituent groups that we are accountable to, with respect to data gathering, to report our quality and impact:

- current and prospective students;
- current and prospective faculty and staff to be employed;
- the public (citizens, accrediting bodies, state and federal entities);
- employers of our graduates.
Accountability to Students
Student Satisfaction Survey Results

Four-point Likert scale 1-Very Dissatisfied, 2-Dissatisfied, 3-Satisfied, 4-Very Satisfied.

# Importance of PCOE’s Values

*Four-point Likert scale - 1=Very Unimportant, 2=Unimportant, 3=Important, 4=Very Important*

<table>
<thead>
<tr>
<th>Value</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Agent/Advocacy</td>
<td>3.44</td>
</tr>
<tr>
<td>Inquiry</td>
<td>3.44</td>
</tr>
<tr>
<td>Diversity</td>
<td>3.46</td>
</tr>
<tr>
<td>Preparation For Leadership</td>
<td>3.53</td>
</tr>
<tr>
<td>Cultivating Life-long Learning</td>
<td>3.57</td>
</tr>
</tbody>
</table>
Accountability of Faculty and Staff
Minimum Enrollment Targets

Current projections for PCOE enrollments:

**Undergraduate**

1510

*Projected to exceed target by 2016-17.*

**Graduate**

1100

*Projected to reach target by 2018-19.*

**Total:** 2610

*Projected to exceed combined target by*
## A Focus on Retention for Student Success

### Five Investment Strategies

1. **Academic advisors conduct exit interviews for each student to better understand why a student is leaving.**

2. **Use data from exit interviews and other sources to develop a predictive model for success to monitor other students early in the process.**

3. **Use student satisfaction data to see what answers emerge regarding students’ concerns as a basis for guiding appropriate intervention.**

4. **Professional academic advisors will provide services such as career planning to all PCOE students; and academic planning to RSP and HCS students similar to all other departments.**

5. **Analyze the pattern of student performance in specific PCOE courses to determine which courses are providing the most difficulty.**
Current and planned strategies to address recruitment

• Increased Doctoral Graduate Assistantship.
• Hired a full-time recruiter.
• Engaged new faculty in enrollment planning and projections, and recruiting to realize PCOE enrollment targets.

<table>
<thead>
<tr>
<th>University</th>
<th>Master's Per Term</th>
<th>Master's Per Year</th>
<th>Doctoral Per Term</th>
<th>Doctoral Per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Tennessee, Knoxville</td>
<td>$12,000</td>
<td>$24,000</td>
<td>$12,000</td>
<td>$24,000</td>
</tr>
<tr>
<td>Auburn*</td>
<td>$9,696</td>
<td>$19,392</td>
<td>$9,696</td>
<td>$19,392</td>
</tr>
<tr>
<td>Washington State University</td>
<td>$8,928</td>
<td>$17,856</td>
<td>$8,928</td>
<td>$17,856</td>
</tr>
<tr>
<td>University of Wisconsin - Milwaukee</td>
<td>$8,500</td>
<td>$17,000</td>
<td>$8,500</td>
<td>$17,000</td>
</tr>
<tr>
<td>Ohio University's Patton College of Education</td>
<td>$6,500</td>
<td>$13,000</td>
<td>$7,750</td>
<td>$15,500</td>
</tr>
<tr>
<td>University of North Carolina at Chapel Hill</td>
<td>$7,850</td>
<td>$15,200</td>
<td>$7,850</td>
<td>$15,200</td>
</tr>
<tr>
<td>Rutgers the State University of New Jersey</td>
<td>$10,500</td>
<td>$21,000</td>
<td>$7,500</td>
<td>$10,500</td>
</tr>
</tbody>
</table>

*Stipend amounts are for last academic year, 2013-14
Accountability to Public

https://www.ohio.edu/education/about/NCATE/evidence-of-teacher-quality.cfm
US New & World Reports

From 2014 to 2016, Patton College of Education ranked as follows in U.S. News & World Report's Best Grad Schools:

- 2014: #103
- 2015: #92
- 2016: #99
US New & World Reports

BEST ONLINE PROGRAMS
2015
WE WERE RANKED #68

2016
WE WERE RANKED #62
Accountability to Employers of our Graduates
Employment Data

Percentage of PCOE students who graduated and are employed in education:

- Graduate: 93%
- Undergraduate: 82%

Employment & Economic Impact

Minimum economic impact within Ohio generated by pre-service teachers

$7,004,833

2014 - 2015
Recent Awards & Recognition:

- NAPDS Exemplary Professional Development School Achievement Award
- NAPDS Spirit of the Professional Development School Award
- iNACOL Innovator Award for Innovative Research in Blended and Online Learning
The Clinical Model

Course-Based Teacher Preparation
(Candidate and college focused)

- Teacher training is the priority (candidate)
- Student teacher
- Student teacher teaches alone
- Fragmented field experiences (partial-year)
- Course-based
- Focus on applying theory to practice
- Little support for teacher mentoring
- Cooperating teacher

+ Benign neglect of advocacy and social justice
  - Passive antagonism between colleges and schools
  - Disengaged placement of candidates
  - Legislative bodies and corporations lead
  - Miscommunication and disconnects
  - Self-interest or self-preservation
  - Low confidence / Limited impact
  - College classroom-based outcomes

Clinically-Based Teacher Preparation
(P-12 learner, school, and community focused)

- P-12 learning is the priority
- Professional intern
- Co-teaching to improve student learning
- Sustained clinical experiences (year-long)
- Practice-based
- Focus on deriving theory from practice
- Significant support for teacher mentoring
- Mentor teacher

+ Advocacy and social justice
  - Collegial collaboration
  - Outreach and engagement
  - Teachers and educators lead
  - Communications and connections
  - Common good or public good
  - High confidence / High impact
  - School performance-based outcomes

Former educational model

Current educational model
The Clinical Model

What does the new Clinical Model mean for teacher candidates?

- Designed to be completed in four years
- Provides more hands-on classroom time than peers at other institutions
- Prepares better-qualified and confident teacher candidates
- Positions candidates more competitively for teaching careers
- Prepares candidates for their edTPA and Resident Educator License
- The Patton College is the fourth school to be featured in the Spotlight Series, part of an AACTE initiative to highlight universities that participate in innovative practices.

Because of the rigorous nature of Clinical Model instruction, there is a 3.0 GPA requirement for admission into Professional Education as teacher candidates transition from their freshman to sophomore years.

The Patton College of Education
Accountability to Alumni & Friends
Funds Raised (2011-2016)

Total number of visits since 2013: 291

Total number of first-time visits since 2013: 87

*as of 2/23/2016
Academic Dashboard
Thank You!
Interoffice Communication

Date: February 25, 2016

To: The President and Board of Trustees

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

Re: Information Technology update to Academics Committee

The Information Technology update will focus on the elements of IT that pertain to the academic mission, including the introduction of the new Chief Information Officer, an overview of new technology leadership strategies, an explanation of two recent technology projects, and a look at a critical future project.

Craig Bantz is the new Chief Information Officer (CIO). Craig comes most recently from the University of Minnesota, where he served as Associate CIO for the UM system as well as Assistant Dean in the College of Biological Sciences. Craig’s areas of specialization include teaching and learning technology and research support.

OHIO IT is introducing new leadership strategies that differentiate between projects where IT supports another unit in the delivery of its goal and where IT leads the effort directly. By differentiating its processes, IT can act with greater agility and better meet the University’s needs. Furthermore, when IT leads projects directly it will implement a number of industry methodologies, including Communities of Practice, Hype Cycle management, and Life Cycle management. These methodologies will increase transparency and customer engagement with IT.

In recent months, IT has undertaken two major projects that have enriched the academic computing environment at OHIO. First, an unprecedented network upgrade has been conducted, increasing both bandwidth and capacity on the network in response to growth in the number of student devices and changes in the way they are used. Second, a significant expansion of capacity in the Learning Management System is in progress which will enable OHIO to more reliably grow its online presence while providing enhanced reliability for current students.

A new project is underway to create next-generation active learning classrooms that more effectively engage students. The project will utilize consumer hardware rather than expensive custom equipment in order to realize significant cost savings. This effort, if successful, stands to differentiate OHIO from its peer institutions and increase faculty and student access to leading teaching and learning technologies.
Information Technology Update
Agenda

- New CIO introduction
- Technology leadership strategies
- What's been accomplished
- What's on the horizon
Craig Bantz

Background

- Formerly ACIO and Assistant Dean at University of Minnesota

Specialization

- Teaching and learning technology
- Research support
Technology leadership strategies

- Different strategies for different technology activities
  - Supporting vs. leading
- Based in transparent and community driven systems
What's been accomplished

- Learning Management System
  - Quadrupling capacity
  - Increasing reliability 99.9%
  - Disaster recovery from 30 days to 48 hours
What's been accomplished

- Network upgrades
  - 500% increase in number of devices supported
  - 40% increase in bandwidth
What's on the horizon

- App enabled smart classroom
  - Strategic differentiator
  - Natively digital for digital natives
  - Paradigm shift
    - Entirely wireless and portable
    - Real time software upgradable
    - Streaming video rather then physical cable
    - Based on commodity consumer technology
Questions
Interoffice Communication

Date: February 25, 2016

To: The President and Board of Trustees

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

Re: Enrollment Update

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

This presentation will highlight the following:

- the various enrollment populations’ preliminary spring numbers and how they are following our fall term records;
- how our new freshman and new multicultural student populations progressed from fall term to spring term; and
- the data points that are tracked and analyzed from year to year which point to continued strong fall enrollments.
Enrollment Update
Spring 2016 Enrollment*
Update

Following our record Fall Term, we are seeing consistent numbers following through in Spring Term:

- **Athens**
  - Undergraduates – 16,982, up 426 (2.6%)
  - Graduates – 4,929, up 22 (0.4%)
  - Medical – 704, up 98 (16.2%)
  - eLearning – 5,871, down 144 (-2.4%)

*preliminary as of 2/12/16*
Spring 2016 Enrollment*
Update

Following our record Fall Term, we are seeing consistent numbers following through in Spring Term:

- **RHE**
  - All RHE Campuses – 9,981, down 153 (-1.5%)

- **Overall OHIO**
  - 38,467, up 249 (0.65%)

Note: These numbers represent overall student enrollments and contain duplicate numbers for students attending multiple campuses and programs. Starting with Fall 2016, we will begin to also share unduplicated headcount student data.

*preliminary as of 2/12/16*
Spring 2016 Enrollment*

Update

Following our record Fall Term, we are seeing consistent numbers following through in Spring Term:

- Fall to Spring student persistence:
  - All New First Year Students – 93.6%, up 2.3% compared to last year’s new students who were at 91.3%
  - All New First Year Multicultural Students – 93.7%, up 2.4% compared to last year’s new students who were also at 91.3%

*preliminary as of 2/12/16
To continue to shape our enrollments, while also meeting the needs of Colleges, Schools and Departments in RCM, here is how the new student enrollments for 2016 are taking shape....
Fall Enrollment Progression

- Continuing Students
  - Retention rates from Fall to Spring should convert to Fall-to-Fall retention.
  - Our record Fall and Spring numbers will progress and should maintain our strong enrollments going into the Fall for graduate and undergraduate enrollments.
  - Online continuation rates have larger potential for change due to the shorter length of the programs.
  - Continued record medical enrollments will maintain their numbers in line with their enrollment plans.
Fall Enrollment Progression

- **New Students**
  - *Freshman Enrollments* – Strong early commitments and increases in housing deposits are being attributed to the combination of the OHIO Guarantee, already published tuition rates, and significant student yield efforts including admitted student communication and outreach.
    - Approximately 265 students (19%) above commitments received as of the same time last year
  - *Online Degree Enrollments* - Programs are now being marketed and to date have over 4 million impressions, offsetting some of the loss being experienced due to RN-to-BSN program graduations.
  - *RHE Enrollments* - Continually watching and tracking RHE enrollments and FTE; College Credit Plus is significantly impacting those numbers.
  - *Graduate Enrollments* – Currently applications are up about 7% which is encouraging but still too early to determine ultimate enrollments.
Interoffice Communication

Date:    February 25, 2015

To:      The President and Board of Trustees

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

Re:      College Rankings

There are numerous college rankings that contribute to how OHIO is viewed by the general public as well as by prospective students and their families. This report reviews the methodology for some of the more popular rankings. Understanding this methodology helps interpret our performance and determine how closely various rankings align with our institutional goals. The attached PowerPoint slides outline information about each ranking and where OHIO ranked.

This presentation will help to demonstrate:

- how OHIO currently performs in some of the more popular rankings including US News & World Report, Washington Monthly, Forbes, Sierra Magazine, and the International World University Ranking.
- how rankings are determined based on formulas, methodology, and data sources.
- the areas where OHIO performs well, opportunities for improvement, and the alignment of the rankings with our mission.
College Rankings
US News & World Report

Tab
US News Rankings Overview

• Universities elect to participate in the rankings through response to surveys from U.S. News.
• There is a one-year or greater lag in the data. Current (2016) rankings are based on 2014-15 or on multi-year averages.
• 280 National universities - 173 public, 100 private, 7 for-profit (not all schools are ranked).
• Ohio University ranked 135<sup>th</sup> overall and 68<sup>th</sup> among public universities.
US News Rankings Criteria

22.5% Academic reputation
   Peer assessment; high school counselor ratings

22.5% Graduation and retention rates
   Freshmen retention; 6-year graduation rate

20% Faculty resources
   Class size; faculty compensation; faculty with terminal degrees; student/faculty ratio, percent of full-time faculty

12.5% Student selectivity
   Test scores; high school ranking; acceptance rate

10% Financial resources
   Educational expenditures per student

7.5% Graduation rate performance
   Difference between predicted and actual graduation rate

5% Alumni giving
   Percent of alumni making donations
22.5% of ranking based on

**Academic Reputation**

**Peer assessment:** surveys of presidents, provosts, admissions directors (42% current response rate)

**Counselor assessment:** two-year average scores from survey of high school counselors (9% current response rate)

**Rating scale:** 5-point 1=marginal to 5= distinguished

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer Assessment</td>
<td>3.0</td>
<td>3.0</td>
<td>2.9</td>
<td>2.9</td>
<td>2.9</td>
</tr>
<tr>
<td>Counselor Assessment</td>
<td>3.6</td>
<td>3.8</td>
<td>3.7</td>
<td>3.7</td>
<td>3.6</td>
</tr>
<tr>
<td>Peer Rank</td>
<td>97</td>
<td>94</td>
<td>101</td>
<td>104</td>
<td>103</td>
</tr>
<tr>
<td>Counselor Rank</td>
<td>100</td>
<td>83</td>
<td>104</td>
<td>115</td>
<td>126</td>
</tr>
</tbody>
</table>
22.5% of ranking based on

Graduation & Retention

**Retention**: Based on a four-year average of first-year retention for full-time first-year entering cohorts.

**Graduation**: based on a four-year average of six-year graduation of new full-time, first-year entering cohorts.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Retention (4-yr avg)</td>
<td>80</td>
<td>81</td>
<td>81</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>6-year Grad Rate (4-yr avg)</td>
<td>69</td>
<td>65</td>
<td>64</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>Retention/Graduation Rank</td>
<td>110</td>
<td>124</td>
<td>132</td>
<td>135</td>
<td>133</td>
</tr>
</tbody>
</table>
20% of ranking based on Faculty Resources

- **Classes<20**: Percent of undergrad classes with fewer than 20 students
- **Classes>50**: Percent of undergrad classes with 50 or more students
- **Compensation**: Faculty average compensation (2-year average)
- **Terminal Degrees**: Percent full-time faculty with terminal degrees
- **Student/faculty ratio**: Number of students per faculty member
- **Full-time Faculty Percent**: Percent of faculty who are full time

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Classes &lt;20</td>
<td>42%</td>
<td>41%</td>
<td>37%</td>
<td>35%</td>
<td>33%</td>
</tr>
<tr>
<td>Classes&gt;50</td>
<td>11%</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Compensation (in thousands)</td>
<td>103.2</td>
<td>105.2</td>
<td>107.1</td>
<td>109.7</td>
<td>113.1</td>
</tr>
<tr>
<td>Terminal Degrees</td>
<td>85%</td>
<td>86%</td>
<td>81%</td>
<td>80%</td>
<td>78%</td>
</tr>
<tr>
<td>Student/Faculty Ratio</td>
<td>19:1</td>
<td>20:1</td>
<td>19:1</td>
<td>18:1</td>
<td>18:1</td>
</tr>
<tr>
<td>Full-time Faculty Percent</td>
<td>91%</td>
<td>90%</td>
<td>87%</td>
<td>86%</td>
<td>88%</td>
</tr>
<tr>
<td>Faculty Resource Rank</td>
<td>169</td>
<td>174</td>
<td>201</td>
<td>219</td>
<td>219</td>
</tr>
</tbody>
</table>
12.5% of ranking based on Student Selectivity

- **SAT/ACT Scores**: Middle 50% range for ACT scores of new first-time students.
- **Top 10% of HS Class**: Percent of first-time students in top 10% of high school graduating class.
- **Acceptance rate**: Percent of first-time freshmen applicants that are accepted for admission.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SAT/ACT Scores</td>
<td></td>
<td>21-26</td>
<td>21-26</td>
<td>21-26</td>
<td>22-26</td>
<td>22-26</td>
</tr>
<tr>
<td>Top 10% of HS Class</td>
<td></td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>Acceptance Rate</td>
<td></td>
<td>85%</td>
<td>86%</td>
<td>78%</td>
<td>73%</td>
<td>74%</td>
</tr>
<tr>
<td>Student Selectivity Rank</td>
<td></td>
<td>169</td>
<td>171</td>
<td>153</td>
<td>151</td>
<td>156</td>
</tr>
</tbody>
</table>
10% of ranking based on

**Financial Resources**

**Expenditures per Student:** Two-year average of educational and general expenditures per student.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures per Student (in thousands)</td>
<td>$18.7</td>
<td>$19.3</td>
<td>$19.8</td>
<td>$21.1</td>
<td>$22.5</td>
</tr>
<tr>
<td>Financial Resources Rank</td>
<td>188</td>
<td>196</td>
<td>201</td>
<td>192</td>
<td>187</td>
</tr>
</tbody>
</table>
7.5% of ranking based on Graduation Rate Performance

**Graduation Rate Performance:** The difference between the estimated graduation rate for an institution (based on incoming student characteristics) and the actual graduation rate.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Predicted Graduation Rate</td>
<td>58</td>
<td>53</td>
<td>53</td>
<td>52</td>
<td>56</td>
</tr>
<tr>
<td>Actual Graduation Rate</td>
<td>69</td>
<td>65</td>
<td>64</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>Difference</td>
<td>+11%</td>
<td>+12%</td>
<td>+11%</td>
<td>+15%</td>
<td>+11%</td>
</tr>
<tr>
<td>Graduation Performance Rank</td>
<td>16</td>
<td>8</td>
<td>12</td>
<td>5</td>
<td>15</td>
</tr>
</tbody>
</table>
5% of ranking based on Alumni Giving

Alumni Giving: A two-year average of the percent of alumni who made a donation.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni Giving</td>
<td>8%</td>
<td>8%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Alumni Giving Rank</td>
<td>167</td>
<td>168</td>
<td>173</td>
<td>178</td>
<td>167</td>
</tr>
</tbody>
</table>
## Overall Ranking Trend

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>124</td>
<td>131</td>
<td>135</td>
<td>129</td>
<td>135</td>
</tr>
<tr>
<td>Public Institutions</td>
<td>59</td>
<td>65</td>
<td>68</td>
<td>63</td>
<td>68</td>
</tr>
</tbody>
</table>
### US News Ohio Public Ranks

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>#52</td>
<td>Ohio State University</td>
</tr>
<tr>
<td>#82</td>
<td>Miami University</td>
</tr>
<tr>
<td>#135</td>
<td>Ohio University</td>
</tr>
<tr>
<td>#140</td>
<td>University of Cincinnati</td>
</tr>
<tr>
<td>#175</td>
<td>Kent State University</td>
</tr>
<tr>
<td>#185</td>
<td>Bowling Green State University</td>
</tr>
</tbody>
</table>

Not Ranked

Cleveland State University, University of Akron, University of Toledo, Wright State University
• Ranking based on three indices:
  • **Social Mobility:** Percent of Pell recipients and graduation rate.
  • **Service:** Peace Corps, ROTC, Federal work study spent on service.
  • **Research:** expenditures, bachelor’s to PhD’s awarded, faculty awards, faculty in national academies.

• OHIO Ranked #239 of #279 National Universities
Washington Monthly

Social Mobility
- #123 on social mobility

Service
- #100 ROTC rank
- #137 Peace Corps
- #172 community service
- #174 federal work-study funds spent on service
- #186 service staff, courses, and financial aid support

Research
- #111 faculty receiving significant awards
- #154 on research expenditures
- #157 bachelors to PhD
- #159 science and engineering PhDs awarded
- #159 faculty in national academies
Sierra Magazine

• Based on sustainability measures and OHIOs participation in the Sustainability Tracking, Assessment & Rating System (STARS).
  • #94 of 152 schools overall
  • Received a higher proportion of available points in the areas of co-curricular, waste, and innovation
  • Received a lower proportion of available points in Purchasing, water, and transportation
  • Other Ohio Schools Include: Miami #123, Kent State #144
Forbes

Based on:

- Student Satisfaction (25%) using ratemyprofessor.com (7.5%) and the transfer out rate (17.5%).
- Post-Graduate Success (32.5%) using payscale.com (10%), and the Forbes compiled America’s Leaders List (22.5%).
- Student Debt (25%) based on average debt (10%), default rate (12.5%), and percent taking loans (2.5%).
- Graduation Rate (7.5%) based on both actual (5%) and predicted vs. actual (2.5%).
- Academic Success (10%) based on nationally competitive awards (7.5%) and alumni receiving PhDs (2.5%)
- OHIO ranked #407 out of 650, and #4 in Ohio public institutions
World University Overall Rankings

Overall Methodology

- 40% Academic Reputation
  - Based on 76,800 survey responses
- 10% Employer Reputation
  - Based on 44,200 survey responses
- 20% Student-to-Faculty Ratio
- 20% Citations per Faculty
  - Based on Scopus database
- 5% International Faculty Ratio
- 5% International Student Ratio
World University Overall Rankings

OHIO Ranked in 701+ Category out of 4,319 Universities.

Other Ohio School Rankings:
• 16 Ohio State University
• 501-550 University of Cincinnati
• 701+ Kent State University
• 701+ Miami University
World University Subject Rankings

OHIO Communication & Media Studies
Ranked 101-150

Subject Rankings Methodology:

- **Academic Reputation**
  - Based on 85,062 survey responses

- **Employer Reputation**
  - Based on 41,910 survey responses

- **Research Citations Per Paper**
  - Citations per paper and h-index
# World University Subject Rankings

Comparison of Media and Communication Subject Rankings Formula Measures

<table>
<thead>
<tr>
<th>Subject Measure</th>
<th>OHIO 101-150</th>
<th>#49</th>
<th>#25</th>
<th>#1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Reputation</td>
<td>44.9</td>
<td>63.4</td>
<td>78.4</td>
<td>99</td>
</tr>
<tr>
<td>Employer Reputation</td>
<td>33.5</td>
<td>82.1</td>
<td>83.2</td>
<td>77.7</td>
</tr>
<tr>
<td>Citations per Paper</td>
<td>90.7</td>
<td>83.5</td>
<td>83.3</td>
<td>95.1</td>
</tr>
<tr>
<td>H-index citations</td>
<td>79.1</td>
<td>77.4</td>
<td>73.6</td>
<td>99.2</td>
</tr>
</tbody>
</table>

#49 University of Copenhagen, #25 Queensland University of Technology; #1 University of Southern California
Interoffice Communication

Date: February 25, 2016

To: The President and Board of Trustees

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

Re: Supporting University Student Success & Completion Initiatives

The network to support student success relies on a broad collaboration across the University. This network requires accurate and timely data, information, and communication in order to provide the best services and advice to our students. To support this network, the Office of Institutional Research is directing efforts toward increasing analytic capabilities with a focus on providing actionable data to our constituents. Our work in this area relies strongly on our internal partnerships with Enrollment Management and Information Technology.

This presentation will help to:

- describe how the Office of Institutional Research is structuring its work to expand its ability to provide analytic support in both assessment and student success.
- provide samples of some analytic reports being provided to academic decision makers and advisors.
- describe how this work resulted in our participation in the Institute of Education Sciences Grant to work with Persistence Plus in a research project to study the role of nudging in supporting students in achieving timely degree completion.
Supporting University Student Success & Completion Initiatives

Institutional Research
Student Success Analytics

Tab
IR Strategic Goals:
1. Timely and Accurate External Reporting
2. Research, Reporting and Assessment to Support the University Mission
3. Increase Accessibility of Information
4. Assure Data Quality and Integrity
5. Support the Evolving Mission of IR, Outreach, and Professional Development
Institutional Research

Supporting:
1. University Accreditation
   a) The Assessment Clearinghouse
2. The Teaching, Learning, and Assessment Committee
   a) Consult on Assessment Initiatives
3. Academic Program 7-year Review
   a) Student Learning Outcomes Assessment
   b) Data & Analysis
4. The Academic Support Improvement Committee
Institutional Research

Supporting:

1. University Student Success Initiatives
   a) Academic Programs
   b) Student Support Programs

2. Lead MapWorks Replacement Implementation and IES grant
   a) Integrate Student Data Streams
   b) Automate Identification and Prioritization of and Outreach to At Risk Students

3. Student Success Analytics
   a) Increase Accessibility of information
      i. Student Pathways to Graduation
      ii. Student Success Metrics and KPI
The Goal of Analytics:

“…more and better information into the hands of a greater number of people, enabling informed decision-making.”

http://www.educause.edu/ero/article/academic-analytics-new-tool-new-era
Supporting Student Success: Analytics & Actionable Information

Integrated Data & Information Flow Model

Data Collection

Data Analysis

Outreach

Assessment & Improvement
Internal Partnerships

• Shared or Embedded Staff and Partnerships
  • Office of Institutional Equity
  • College of Fine Arts
  • Office of Information Technology
  • Arts & Sciences
  • The Allen Advising Center
  • Admissions

• Committee Service
  • Serving as Internal Consultants
Interactive Student Success Analytics

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>244</td>
<td>204</td>
<td>218</td>
</tr>
<tr>
<td>Retained to CoFA</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>%Grad (CoFA)</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>%Success (CoFA)</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>%Success (OHIo)</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

- 2006: Retained to CoFA 52%, %Grad (CoFA) 0%, %Success (CoFA) 52%, %Success (OHIo) 79%
- 2007: Retained to CoFA 57%, %Grad (CoFA) 0%, %Success (CoFA) 57%, %Success (OHIo) 80%
- 2008: Retained to CoFA 63%, %Grad (CoFA) 0%, %Success (CoFA) 63%, %Success (OHIo) 82%

College of Fine Arts | Enrollment and Graduation Rates 2006-2014
Measures represent enrollment in and graduation from the College of Fine Arts by incoming cohort.
Interactive Student Success Analytics

2nd Year Retention to College (including Major) by Gender

<table>
<thead>
<tr>
<th>Year</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
<th>F</th>
<th>M</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>52.7%</td>
<td>50.0%</td>
<td>61.5%</td>
<td>68.1%</td>
<td>61.5%</td>
<td>67.7%</td>
<td>69.8%</td>
<td>71.3%</td>
<td>71.8%</td>
<td>69.1%</td>
<td>75.8%</td>
<td>74.1%</td>
<td>76.0%</td>
<td>73.2%</td>
<td>73.3%</td>
<td>77.6%</td>
</tr>
</tbody>
</table>

Cohort Size: 170, 74, 141, 63, 148, 70, 148, 85, 146, 55, 129, 67, 118, 56, 128, 57, 122, 49

# Attritted: 80, 37, 66, 21, 58, 23, 59, 24, 50, 15, 40, 16, 30, 12, 37, 16, 32, 11
Interactive Student Success Analytics

MUS 1010 Fall 2012-2014 Results with Retention to Fall

Choose Course
1010

Result
Retention to Fall

Filter Course Grade
(All)

Grade Bins
Grouped

Select Term
(All)

Legend
A or B
C
C/D
DFW
Retained Major
Retained College
Retained University
Not Enrolled

<table>
<thead>
<tr>
<th>Grade - Class</th>
<th>Total Students</th>
<th>Retained Major</th>
<th>Retained College</th>
<th>Retained University</th>
<th>Not Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>A or B</td>
<td>87</td>
<td>87.4% (75)</td>
<td>1.1% (1)</td>
<td>6.9% (6)</td>
<td>4.3% (4)</td>
</tr>
<tr>
<td>C</td>
<td>21</td>
<td>61.9% (13)</td>
<td>9.5% (2)</td>
<td>19.0% (4)</td>
<td>9.5% (2)</td>
</tr>
<tr>
<td>C/D</td>
<td>19</td>
<td>73.7% (14)</td>
<td>5.3% (1)</td>
<td>5.3% (1)</td>
<td>15.8% (3)</td>
</tr>
<tr>
<td>DFW</td>
<td>30</td>
<td>50.0% (15)</td>
<td>3.3% (1)</td>
<td>6.7% (2)</td>
<td>40.0% (12)</td>
</tr>
</tbody>
</table>

Proportions of Next Semester's Results
Y-axis is grade in class, X-axis is next semester outcome

A or B
C
C/D
DFW
Analytics

Diagram showing the progression from Descriptive Analytics (What happened?) to Diagnostic Analytics (Why did it happen?), Predictive Analytics (What will happen?), and finally Prescriptive Analytics (How can we make it happen?). The diagram is oriented along a value axis and a difficulty axis, with the value increasing from left to right and the difficulty increasing from bottom to top. The journey from React to Act is represented by the upward trajectory from Hindsight to Insight to Foresight.
MapWorks Retention Management Software Replacement

Fall 2010

• Originally started to support First Generation Students and has expanded to include all First Year and some new Transfer students on Athens Campus

• Provide immediate and actionable information
  • Three surveys during first year Fall Transition—Fall Check In—Spring Check In
  • Assigned Risk and Intent to Leave Indicators
  • Triggers student outreach and provides talking points for student interventions

• Expansion of program required review of software and requirements
  • Desire to support all Athens, regional, and on-line students
  • Need to better integrate data from Student Information System, Learning Management System and other sources
  • Enhanced real-time information (automated daily updates) vs. manual, infrequent updates

• RFP Committee
  • Final recommendations have been made for new system; first phase of implementation to begin in fall 2016
Degree Completion Support

January 21, 2016 $4M IES grant will nudge Ohio University students to graduation

- As part of a $4 million grant from the Institute of Education Sciences, Ohio University will use personalized behavioral nudges to help students complete their last steps to graduation.
- The five-year grant, awarded to University of Virginia, will enable researchers to conduct an experimental study on a behavioral nudging model.
- As part of the grant, OHIO will receive $45,000 in addition to student services from Persistence Plus.
Institute of Education Sciences (IES) Grant

Nudges to the Finish Line: Experimental Interventions to Prevent Late College Departure

- Awarded to the University of Virginia:
  - **Leading Researcher:** Dr. Benjamin Castleman, Assistant Professor of Education and Public Policy at the University of Virginia, a leading scholar on the effect of behavioral and text messaging strategies in education.
  - **Institutional Partners:** Ohio University, City University of New York (CUNY), The Texas Higher Education Coordinating Board, the Virginia Community College System and the University of Washington-Tacoma
  - **Award:** $4 Million over 5 years—OHIO $45,000 plus student services
Behavioral Economics

Nudge
Improving Decisions About Health, Wealth, and Happiness
Richard H. Thaler and Cass R. Sunstein
Revised and Expanded Edition
Nudges to the Finish Line: Experimental Interventions to Prevent Late College Departure

- Focus on Near Completer students (>50% of credits completed)
- Behavioral Nudges:
  - Based on behavioral economics, decision science, data analytics and mobile technologies
  - Identify near completer students at-risk of dropping out and “nudge” them to complete by providing research-based behavioral messages designed to help them develop the mindsets and behaviors for college success and take the critical steps on the path to degree completion
- More than 40% of college students who leave college, leave after their second year of college.
- Most colleges focus student success efforts on first year students.
Persistence Plus (P+)

NUDGING STUDENTS

Persistence Plus nudges engage students in assessing their motivation and confidence levels.
Persistence Plus (P+)

**RESULTS FROM CAMPUS PARTNERS**

<table>
<thead>
<tr>
<th>MIDDLESEX COMMUNITY COLLEGE (CT)</th>
<th>UNIVERSITY OF WASHINGTON-TACOMA</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Students on our platform persisted at a rate 7 percentage points higher than the average institutional rate.</td>
<td>+ Students on P+ platform earn higher GPAs, passing courses at higher rate</td>
</tr>
<tr>
<td>+ First-generation college students on P+ platform had persistence rate two times the average rate for this group.</td>
<td>+ Students on P+ platform earn more credits than past cohorts.</td>
</tr>
</tbody>
</table>

“When you are feeling bad, it motivates you. It helps you to see how you are doing and how others are doing and how you can get through challenges.” – student comment

“With this service, it’s like you can’t really fail, or if you’re thinking about failing, it helps you to change your thoughts.” – student comment
Interoffice Communication

Date:    February 25, 2016

To:      The President and Board of Trustees

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

Re:       Discipline Specific Accreditation Update

Accreditation for institutions is provided by six regional accrediting associations. Ohio University is accredited by the Higher Learning Commission and the Academic Quality Improvement Program (AQIP) is one of the HLC’s pathways to accreditation. In addition to institutional accreditation, some disciplines and/or programs within disciplines are accredited by specialized accreditors. Ohio University has over 60 programs with disciplinary accreditations. This update provides a summary of disciplinary accreditation actions that occurred during 2015 at Ohio University.

This presentation will help to:
- Provide an overview of disciplinary specific accreditation in terms of its value, process, and usefulness to academic programs.
- Provide a brief update and sample results from specific programs that have recently undergone the accreditation process.
Disciplinary Accreditation 2015
Accreditation Overview

Institutional Accreditation
- Six regional accrediting agencies in the United States
- Ohio schools served by the Higher Learning Commission (HLC)
- Within the HLC, OHIO participates in the Academic Quality Improvement Program (AQIP)
- Required to participate in Federal Financial Aid (Title IV gatekeepers)

Disciplinary Accreditation
- OHIO has over 60 programs with disciplinary specific accreditation
- Some disciplines have multiple accreditation bodies
- Importance varies from a distinction of quality to a requirement.
- Disciplines vary in terms of cost, effort, and frequency.
- Length of review cycles vary widely.
Disciplinary Accreditation Process

- Accreditation process typically begins with a self-study, common contents of a self study include:
  - Presentation of a strategic plan
  - Overview of programs and policies
  - Demonstration of academic program assessment and rigor
  - Demonstration of sufficient student services
  - Review of facilities
  - Review of staff credentials
  - Demonstration of financial management, planning, and stability
  - Enrollment statistics, retention rates, graduation rates
  - Student outcomes such as exam passage rates and job placement rates
Disciplinary Accreditation Process

• The accrediting agency will typically review the self study and may request additional information before the campus visit.
• Campus visit that may include:
  • interviews with department students, faculty, and staff
  • Interviews with university deans, provost, president, CFO
  • Facilities reviews
  • Requests to view or audit relevant documents
  • Any concerns identified in the self-study will be closely reviewed
• Follow-up reports might be required specific to findings.
• Standard annual reports might be required to maintain accreditation.
Disciplinary Accreditation Value

- There are many advantages to participating in disciplinary specific accreditation.
  - Provides a mark of quality that potential students can recognize.
  - Peer review process provides valuable advice.
  - Accrediting agencies sometimes compile data to allow for standardized peer comparisons.
  - The process requires time for reflection and strategic planning.
  - Prompts review and updating of standard processes and recordkeeping.
  - May be required for graduates to practice in their profession or obtain licensure.
Recent Results

Reports Received 2014/15

• **NASM** National Association of Schools of Music
• **NAST** National Association of Schools of Theater
• **APS** American Psychological Association
• **ACEND** Accreditation Council for Education in Nutrition and Dietetics
• **CACREP** Council for Accreditation of Counseling and Related Educational Programs
National Association of Schools of Theater (NAST)

Reviewers Noted Highlights:

• “Observation of classes revealed a focused and committed student body receiving and responding to clear methodologies and instruction.”
• “Students spoke highly of the training they were receiving and the nurturing yet rigorous atmosphere created by the faculty.”

Reviewers Noted Opportunities:

• “The creation of a professional theatre in Dublin Ohio is a major undertaking for the institution. It is vital to the students in the BA and BFA degree programs to have an opportunity to connect with the profession. Creating a professional theatre from the ground up is an ambitious undertaking and will involve support and commitment from the institution and Dublin community.”
American Psychological Association (APS)

Reviewers Highlights:

- “Ohio University fosters a climate of ongoing assessment and the clinical program evaluates students according to program goals.”
- Faculty members and the department chair were viewed by students as “accessible to students and willing to discuss a range of issues, including course work, research, clinical issues, teaching, and personal and professional development”
- “The Clinical Program appears committed to a respect for and understanding of cultural and individual diversity.”

Opportunities:

- While students expressed satisfaction with the current variety of clinical training experiences offered in the program, it was noted that they felt their training would benefit from additional health psychology placements.
The Patton College of Education applied and were approved to convert the Clinical Rehabilitation Counseling (M.Ed. degree) program to a program holding joint accreditation by CACREP and the Council on Rehabilitation Education (CORE) under the respective Clinical Mental Health Counseling and Clinical Rehabilitation Counseling Standards.

This program joins a small number of other programs in holding the distinction of becoming one of the earliest programs in the country to do so.

Program graduates will now be eligible for hiring in key federal programs, including the U.S. Department of Veterans Affairs and TRIACARE, which have stipulated graduation from an accredited program as an employment criterion.
Upcoming Disciplinary Accreditations

- **Forensic Chemistry**: Forensic Science Education Programs Accreditation Commission (FEPAC)
- **Family and Consumer Science**: American Association of Family & Consumer Sciences (AAFCS)
- **Environmental Health**: Bachelors, National Environmental Health Science & Protection Accreditation Council (EHAC)
- **Public Health**: Masters, Council on Education for Public Health (CEPH)
- **Athletic Training**: Commission on Accreditation of Athletic Training Education (CAATE)
- **Three regional campus Nursing Programs**: Ohio Board of Nursing (OBN)
HERITAGE COLLEGE OF OSTEOPATHIC MEDICINE
NAME CHANGE FOR THE
TROPICAL DISEASE INSTITUTE

RESOLUTION 2016 –

WHEREAS, the Tropical Disease Institute in the Heritage College of Osteopathic Medicine has proposed a name change to the Infectious and Tropical Disease Institute, and

WHEREAS, the proposed name change has the support of the Executive Dean of the Heritage College of Osteopathic Medicine and the Vice President for Research and Creative Activity, and

WHEREAS, the proposed name change:

- reflects the broader focus of the Institute on the impact of infection and immunity on the health of local, national and international populations;
- reflects faculty member interests in disease, immunology and public health issues that are present world-wide;
- should facilitate the building and recruitment of an effective and diverse faculty cluster, promote collaborations, and increase the likelihood of securing extramural funding;
- aligns well with the Heritage College of Osteopathic Medicine’s future direction in promoting primary health care research; and
- should foster inter-professional training and collaborative research programs across the university.

NOW THEREFORE, BE IT RESOLVED that the Tropical Disease Institute be renamed the Infectious and Tropical Disease Institute.
Interoffice Communication

Date:    February 25, 2016

To:      The President and Board of Trustees

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

Re:       Resolution for Name Change for the Tropical Disease Institute

The Tropical Disease Institute in the Heritage College of Osteopathic Medicine has proposed a name change to the Infectious and Tropical Disease Institute. Attached are the letter from the Institute director requesting the name change and the resolution for the name change.

The requested name change reflects the broader focus of the Institute on disease, immunology and public health issues that are present in the tropics and world-wide. The name change aligns well with the Heritage College of Osteopathic Medicine’s future direction in promoting primary health care research and should foster inter-professional training and collaborative research programs across the university.
Wednesday, January 20, 2016

Dr. Joseph Shields
Vice President for Research & Creative Activity
Dean of the Graduate College
120 Research and Technology Center
Ohio University

Re: Name Change from Tropical Disease Institute (TDI) to Infectious and Tropical Disease Institute (ITDI)

Dear Dr. Shields,

We are requesting a name change for the Tropical Disease Institute. The new name requested is **Infectious and Tropical Disease Institute (ITDI)**. The requested name change better brands our institute to reflect our broader focus on the impact of infection and immunity on the health of local, national and international populations. Changing the name of our institute to reflect our broad interests will facilitate the building and recruitment of an effective faculty cluster that will in turn promote collaborations and increase the likelihood of securing extramural funding.

The current initiatives of the Tropical Disease Institute include international activities as well as activities on the campuses of Ohio University. Our projects include bench and field research that range from cellular and molecular biology to social and epidemiological population-based studies. We have established a successful and externally funded record of accomplishments in these areas. Current faculty members associated with the Institute study diseases, immunology and public health issues that are present world-wide. Some of these, such as Chagas disease and malaria are prevalent in developing countries located in tropical regions. However, others such as bacterial meningitis, sexually transmitted diseases, salmonellosis and West-Nile virus are present locally and across the United States of America and other developed countries located in temperate regions.

Given that infectious diseases, immunology and public health are critical to informing primary health care management and delivery, this proposed name change aligns the Institute well with the Heritage College of Osteopathic Medicine’s future direction in promoting primary
health care research. In addition, this name change will foster interprofessional training and collaborative research programs with the College of Health Sciences and Professions and other health-related units in campus.

Best regards,

Mario J. Grijalva, Ph.D.
Director Tropical Disease Institute

Kenneth H. Johnson, D.O.
Executive Dean

Ohio University Heritage College of Osteopathic Medicine
COLLEGE OF HEALTH SCIENCES AND PROFESSIONS
NAME CHANGE FOR THE COMMUNITY HEALTH SERVICES MAJOR

RESOLUTION 2016 –

WHEREAS, the Community Health Services major in the Department of Social and Public Health in the College of Health Sciences and Professions has proposed a name change to Community and Public Health, and

WHEREAS, the proposed name change has been approved by the University Curriculum Council,

WHEREAS, the proposed name change:

- describes the major more accurately; and
- provides better undergraduate student recruitment opportunities; and
- will not impact resources or faculty.

NOW THEREFORE, BE IT RESOLVED that the Community Health Services major be renamed Community and Public Health.
Interoffice Communication

Date:  February 25, 2016

To:    The President and Board of Trustees

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

Re:    Name Change for the Community Health Service Major

A resolution is attached seeking board approval for changing the name of the Community Health Services major to Community and Public Health. The University Curriculum Council has approved the request.

Community Health Services is offered in the Department of Social and Public Health in the College of Health Sciences and Professions. Community Health Services prepares health professionals for positions in community/public health. “A community health educator may be employed at a health department, service organization, volunteer health agency, state or federal agency, hospital or work place. The goal is to improve the health of their clients/employees and lower health care costs/expenditures. The health educator is responsible for assessment, planning, implementation, and evaluation of programs. In addition to these responsibilities, the health educator is expected to coordinate health programs as they communicate effectively and serve as a resource in the community.”

The rationale for the name change is that it better describes the major and is anticipated to improve student recruitment. The department feels that many undergraduates looking for a major in public health would not realize the connection to the current major. Students may not make the connection until the third or fourth year at the university. The name change will better reflect the program and earlier program entry would help students in their degree progression.
DATE: February 23, 2016

TO: Ohio University Board of Trustees

FROM: Randy Leite, Dean, College of Health Sciences and Professions

SUBJECT: Community Health Services Program Name Change

The proposal to change the name of our Community Health Services baccalaureate degree program reflects a move to a name that is more consistent with the public health content that is central to the program. The proposed name of Community and Public Health also offers benefits in terms of student recruitment to the major. The term “public health” carries a greater degree of broad recognition in society and among students seeking health careers. It is also more recognized among many agencies that have traditionally hired students from this program. Finally, the proposed name brings the undergraduate program more closely in line with the Master of Public Health program that is taught by the same faculty.

I fully support this name change that has been approved by both the college and university-level curriculum committees.
WHEREAS, the in the School of Music in the College of Fine Arts has proposed a name change to Master of Music – Performance: Emphasis in Performance/Pedagogy, and

WHEREAS, the proposed name change has been approved by the University Curriculum Council, and

WHEREAS, the proposed name change:

- reflects emphasis given to pedagogy and pedagogical techniques; and
- provides opportunities to consistently list the degree in all university publications; and
- will not impact curricular resources or faculty.

NOW THEREFORE, BE IT RESOLVED that the Master of Music – Music Performance/Pedagogy be renamed Master of Music – Performance: Emphasis in Performance/Pedagogy.
Interoffice Communication

Date:      February 25, 2016

To:        The President and Board of Trustees

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

Re:        Name Change for the Music Performance/Pedagogy program

A resolution is attached seeking board approval for changing the name of the Master of Music – Music: Performance/Pedagogy program to Master of Music – Performance: Emphasis in Performance/Pedagogy. The University Curriculum Council has approved the request.

“Areas of concentration available in the Master of Music – Performance: Emphasis in Performance/Pedagogy program are brass, piano, voice, woodwinds, and strings. The goal of the program is to prepare students for teaching in colleges, public schools, and private studios. A greater emphasis is given to pedagogy and pedagogical techniques, including teaching methods and materials, than in the traditional performance curriculum. Students in piano also receive group and private piano instruction. An audition is required on the major instrument for admission to this program. It is advantageous to have previous experience on at least one other family instrument for students pursuing the degree in brass, woodwinds, and strings.”

Further, the National Association of Schools of Music (NASM) accrediting body noted in a visitors’ report that the degree is listed in numerous ways in various School of Music and university publications. It is the intent to list the program consistently in all publications.
DATE: February 22, 2016

TO: Ohio University Board of Trustees

FROM: Elizabeth Sayrs, Interim Dean, College of Fine Arts

RE: Name Change for Master of Music—Music: Performance/Pedagogy program to Master of Music—Performance: Emphasis in Performance/Pedagogy

The proposed name change more clearly indicates that the primary degree is in performance, but with an emphasis in pedagogy, which better reflects that the goal of the program is to prepare students for teaching performance in colleges, public schools, and private studios. In addition, a clearer name will provide the opportunity to make sure all references to the degree name are consistent. The newly proposed name would better reflect the program of study already offered within the degree, and thus will not impact resource needs.

I fully support this name change, and it has been approved by both the college- and university-level curriculum committees.
COLLEGE OF FINE ARTS
SCHOOL OF MUSIC
NAME CHANGE FOR THE
ORCHESTRAL INSTRUMENTS: STRINGS, WOODWINDS, BRASS, OR PERCUSSION MAJOR

RESOLUTION 2016 –

WHEREAS, the Orchestral Instruments: Strings, Woodwinds, Brass, or Percussion major in the School of Music in the College of Fine Arts has proposed a name change to Instrumental Performance, and

WHEREAS, the proposed name change has been approved by the University Curriculum Council, and

WHEREAS, the proposed name change:

• reflects current instruction; and
• provides study for traditions not typically found within the orchestral realm (e.g., non-Western percussion, saxophone, or Euphonium); and
• will not impact curricular resources or faculty.

NOW THEREFORE, BE IT RESOLVED that the Orchestral Instruments: Strings, Woodwinds, Brass, or Percussion major be renamed Instrumental Performance.
Interoffice Communication

Date: February 25, 2016

To: The President and Board of Trustees

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

Re: Name Change for the Orchestral Instruments: Strings, Woodwinds, Brass, or Percussion major

A resolution is attached seeking board approval for changing the name of the Orchestral Instruments: Strings, Woodwinds, Brass, or Percussion major to Instrumental Performance. The University Curriculum Council has approved the request.

“This updated title more accurately reflects the current instruction occurring within the School of Music, which includes students who study instruments and performance traditions not typically found within the orchestral realm (i.e. non-Western percussion, saxophone, Euphonium). This updated degree title may be more attractive to prospective students seeking the broader experience that is already being offered in our School: this not only includes Western orchestral repertoire and classical performance studies, but also embraces other styles and music from all over the world.”
DATE: February 22, 2016

TO: Ohio University Board of Trustees

FROM: Elizabeth Sayrs, Interim Dean, College of Fine Arts

RE: Name Change for the Orchestral Instruments: Strings, Woodwinds, Brass, or Percussion major to Instrumental Performance

The proposed name change reflects the growth of the field, as it has moved away from an exclusively orchestral instrument degree toward a degree that reflects the broad array of instruments used outside the orchestra (e.g., band instruments), instruments used worldwide, and newly invented instruments. Additionally, the newly proposed name would better reflect the breadth of study already offered within the program, and will not impact resource needs.

I fully support this name change, and it has been approved by both the college- and university-level curriculum committees.
Date: February 23, 2015
To: The Board of Trustees
From: Beth Quitslund, Faculty Senate, Chair
Re: Approval of Faculty Senate Constitution change

At the February 1 meeting, the Faculty Senate passed a resolution (attached) to change the Senate Constitution in order to provide additional representation for professional non-tenure-track faculty. The resolution makes four basic changes:

1. increase the total number of non-tenure-track senators from 2 to 10;
2. provide for the election of at least one Clinical faculty member;
3. provide for the election of non-tenure-track senators by college/campus or by combination of college campuses, rather than at-large across the whole university; and
4. set a minimum FTE level of 0.80 for non-tenure-track faculty to be eligible to vote in Senate elections or to serve on the Faculty Senate.

Changes to the Senate Constitution require a multi-stage approval: a two-thirds vote of the Senate, a referendum submitted to the faculty as a whole, and Board approval (see Faculty Handbook VI.A.Article 3.9). The resolution passed in the Senate by a vote of 38 to 1 in favor. On February 15, 1292 Group I and II faculty members received electronic ballots to vote on these Constitutional changes. According to the Handbook, "a simple majority of those voting shall constitute an affirmative vote." At the close of voting on February 22, a total of 387 ballots had been cast, with 327 in favor, 57 opposed, and 3 abstaining.

I ask that the Board give final approval to the new Constitutional language so that we may seat the first set of new Group II and Clinical faculty representatives this May with other newly-elected senators.
APPROVAL OF CHANGES TO THE FACULTY SENATE
CONSTITUTION
EXPANDING NON-TENURE-TRACK FACULTY REPRESENTATION

RESOLUTION 2016 --

WHEREAS, more than two-thirds of the Faculty Senate has approved an
Amendment to the Faculty Senate Constitution to Increase the Numbers of Faculty
Senators Representing Group II and Clinical Faculty; and

WHEREAS, a vote of faculty eligible to participate in Faculty Senate elections
has also approved the Amendment by a majority of those voting; and

WHEREAS, Section VI (A), Article 3.9 of the Faculty Senate Constitution states
that Amendments to the Constitution require the approval of the Board of Trustees;

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees approves
the Amendment to the Faculty Senate Constitution attached hereto as Exhibit A.
Resolution to Increase the Numbers of Faculty Senators representing Group II and Clinical Faculty
Faculty Senate
Professional Relations Committee
Approved February 1, 2016

Whereas the current number of faculty senators representing Group II and Clinical faculty does not adequately represent those constituencies; and

Whereas Group II and Clinical faculty are eligible for full-time and long term contracts; and

Whereas Group II and Clinical Faculty are eligible for service; and

Whereas all faculty, regardless of tenure status, enjoy the protections of academic freedom for their shared governance activities

In the spirit of shared governance, be it resolved that the Faculty Senate Constitution be amended to

II.C.3.b.x. Group II faculty (with a FTE of 0.80 or above) have the right to stand for election and to vote to elect up to nine senators from the Group II faculty to serve on Faculty Senate.

II.C.3.e.xii. Clinical faculty (with a FTE of 0.80 or above) have the right to stand for election and to vote to elect at least one at-large senator to Faculty Senate to represent the Clinical faculty in HCOM and CHSP.

VI. A. Article 1 Composition and Election
1. The Faculty Senate shall be composed of faculty members with faculty status, with or without tenure.

   b. By 2018 and thereafter, ten Senators shall be elected by the non-tenure track faculty members (Group II and Clinical faculty) of the degree-granting colleges with deans or academic units with a dean’s equivalent of the Athens campus and Group II faculty of each of the regional campuses. Representation shall be in proportion to the numbers of such faculties eligible to serve on the Faculty Senate, with the following
provisions: Each Athens campus college with a minimum of 20 eligible Group II faculty members will elect one or more senators to represent that college; all colleges on the Athens campus with fewer than 20 Group II faculty shall be combined to elect at-large senator(s) from those colleges to serve on Faculty senate; all Group II faculty on regional campuses shall combine to elect at-large Group II senators from regional campuses to represent those faculties. Clinical faculty from HCOM and CHSP shall elect at least one at-large senator from among their ranks to represent those faculty.

c. The election shall be conducted in accordance with the Rules of Election stated in the Senate Bylaws
d. The allocations and election of Group II and Clinical Faculty senators will reflect the proportion of Group II and Clinical faculty at the annual faculty census prior to elections.

Be it further resolved that increasing the number of non-tenure track senators from two to ten shall be accomplished over three years, to stagger the terms for these seats. Seats will be added in the following way (so long as this allocation reflects the appropriate proportional representation):

In 2016, the number of non-tenure-track faculty senators shall be increased with four additional senators (one at-large Group II Senator from regional campuses, one from CHSP, one from COB and one at-large Clinical Faculty member from HCOM and CHSP). In 2017, three additional senators shall be elected (one from A&S, one from Education, and one at large senator from regionals). In 2018, one additional senator shall be elected (an at-large senator from other colleges on the Athens campus that have fewer than 20 Group II faculty), for a total of ten non-tenure track Senators who are Group II or Clinical faculty elected by the Group II and Clinical faculty of Ohio University. If any new senators for Group II or the Clinical faculty seats unexpectedly vacate their seats before 2018, these will also be elected during the next regular election.
Date: February 25, 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 March 10, 2016 Audit Committee meeting. The status of the FY16 audit plan, management compliance initiatives, the external assessment of the Internal Audit office and construction auditing will be addressed.

Representatives from Plante Moran will also be present to discuss the upcoming FY16 external audit.

I will be pleased to answer any questions.
Ohio University
Audit Planning Agenda

• The Ohio University Audit Team
• Reporting and Responsibilities
• Audit Approach
• Timing and Key Dates
• Peer Review Report and GAO Auditor Responsibilities
• New Pronouncements
• Upcoming Pronouncement
• GASB Projects
• Appendix - Definitions
Ohio University
Audit Team

Robert Shenton, Partner
Robert.Shenton@plantemoran.com
614.222.9064

Keith Martinez, Partner
Keith.Martinez@plantemoran.com
614.222.9086

Danny Sklenicka, Manager
Danny.Sklenicka@plantemoran.com
614.222.9133

Jessi McKinnon, In-charge
Jessi.McKinnon@plantemoran.com
614.222.9032
Ohio University
Reporting and Responsibilities

• **Plante Moran Deliverables**
  • Opining on FY 2016 University financial statements and the University’s federal programs
  • Opining on FY 2016 for the Foundation, Inn-Ohio of Athens, Inc., Housing for Ohio, Inc., Russ Research Center LLC, and WOUB’s financial statements
  • Procedures related to compliance with NCAA Bylaws
  • Letter for state “Special Purpose” report

• **Plante Moran Responsibilities**
  • To express an opinion on the University’s and the Foundation’s financial statements
  • To express an opinion on the major federal programs of the University
  • To express an opinion on the Inn-Ohio of Athens, Inc., Housing for Ohio, Inc. and Russ Research Center LLC’s financial statements
  • To express an opinion on WOUB’s financial statements
  • To provide reasonable, not absolute, assurance of detecting material misstatements
  • To gain an understanding of internal controls, policies, and procedures to design an effective audit

• **Plante Moran will issue the following Reports and Letters for 2016:**
  • **Planning Stage**
    • Engagement letter for the Ohio University audit (includes the federal awards audit and WOUB)
    • Engagement letter for procedures to be performed in accordance with NCAA Bylaws
Ohio University
Reporting and Responsibilities (continued)

• Plante Moran will issue the following Reports and Letters for 2016 (continued):
  • At completion of work:
    • An opinion on the financial statements of the University, the Foundation, the subsidiaries of the Foundation, and for WOUB
    • Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with *Government Auditing Standards* (GAGAS report) for the University, the Foundation, the subsidiaries of the Foundation, and for WOUB
    • Report on the Conduct of the Audit (AU 260)
    • Federal programs audit reports and schedules
      ➢ Report on Compliance For Each Major Program and on Internal Control Over Compliance in Accordance with Uniform Guidance
      ➢ A Schedule of Findings and Questioned Costs
    • A Management Recommendation Letter, if applicable
    • Letter regarding procedures performed for state “Special Purpose” report
    • A Report on Agreed-Upon Procedures related to Intercollegiate Athletics in accordance with NCAA Bylaws
Ohio University
Audit Approach

• **Financial Statement Audits (includes the Foundation and its subsidiaries)**
  • General Controls Assessment and Paperless System testing (i.e., registration, tuition, and endowments)
  • Risk-Based Approach – More time will be spent on those areas considered higher risk
    • Valuation of accounts receivable
    • Valuation of alternative investments
    • Any contingent liabilities
    • Liability for self-insurance
    • Net pension liability
  • In response to the above risks, we will perform the following:
    • Review the allowance for accounts receivable and also, review the assumptions used to determine collectibility,
    • Review significant assumptions and estimates for alternative investments in accordance with the most recent AICPA Practice Aid,
    • Discuss pending litigation with Ohio University legal counsel,
    • Review key assumptions and data submitted to the actuary for self-insurance,
    • Review the calculations surrounding the liability and incorporated into the financial statements, test the census data used in the calculations, and review audited pension plan reports.
Ohio University
Audit Approach (continued)

• Financial Statement Audits (includes the Foundation and its subsidiaries)
  • Documentation and testing of key accounting processes and internal controls by major cycles – purchasing, expenditures and accounts payable, payroll and related year-end liabilities, revenue, receipts and accounts receivable, investments and related income, financial reporting
  • Group Audit Standards – Plante Moran will be serving as the “Group Auditor” for all components of this audit (the University and the Foundation)
  • Report letter
    • Emphasis-of-matter paragraphs will be in the report letter for 2016 due to the significant balance of alternative investments on the University’s statements of net position and for the change in accounting for the adoption of GASB Statement No. 72, *Fair Value Measurement and Application*
  • PM to engage Haran Watson & Company as minority subcontractor
Ohio University
Audit Approach (continued)

• Federal Programs Audit Reports
  • Audit is performed in compliance with federal regulations and includes compliance and internal control categories as defined by OMB
    • Programs expected to be tested in 2016
      • Student Financial Assistance Cluster
      • Research and Development Cluster
      • Other programs will also be tested if required based on Uniform Guidance

• NCAA Agreed-Upon Procedures
  • Suggested procedures for line items determined by NCAA
  • Items will be tested based on specific guidance provided by the NCAA (0.5 percent or greater of any revenue or expense category)

• WOUB Center for Public Media
  • Accounting process and internal control procedures incorporated into University systems testing
  • Significant asset, liability, revenue, and expense financial statement balances tested for WOUB
  • Review and submission of online financial reporting in accordance with Corporation for Public Broadcasting requirements
Ohio University
Audit Approach (continued)

• **Plante Moran has been advised:**
  • The University is in compliance with all regulatory, governmental, and grant requirements
  • There have been no material acts of fraud or embezzlement
  • There have been no significant acts of fraud related to federal programs
  • The University is not aware of any accounting entries made which are not in the normal course of business
  • The University is not aware of any material illegal or improper acts

• **Internal Audit Assistance**
  • Incorporate and review internal audit reports into our audit approach in certain areas
  • Assistance with NCAA agreed-upon procedures
Ohio University
Audit Approach (continued)

• **Materiality**
  • The concept of materiality is inherent in the audit
    • We place greater emphasis on those items that have, on a relative basis, more importance to the financial statements and greater possibilities of material error than with those items of lesser importance or those in which the possibility of material error is remote

• **Communications with the Audit Committee:**
  • Required fraud inquiries during planning process
  • All services provided by Plante Moran to Ohio University
  • Independence, in compliance with GAO requirements
  • Passed adjustments schedules
  • Changes in report presentation (if applicable)
# Ohio University
## Timing and Key Dates

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Audit Scope Presentation to Audit Committee</strong></td>
<td>March 10, 2016</td>
</tr>
<tr>
<td>Preliminary fieldwork begins</td>
<td>April 2016</td>
</tr>
<tr>
<td>WOUB and NCAA procedures fieldwork begins</td>
<td>April 2016 (on limited basis)</td>
</tr>
<tr>
<td>Preliminary fieldwork ends</td>
<td>April 2016</td>
</tr>
<tr>
<td>Year-end fieldwork – Housing for Ohio, Inc.</td>
<td>July 25-29</td>
</tr>
<tr>
<td>Year-end fieldwork – Russ Research Center LLC</td>
<td>August 1 – August 5</td>
</tr>
<tr>
<td>Year-end fieldwork – Inn-Ohio of Athens, Inc.</td>
<td>August 1 – August 5</td>
</tr>
<tr>
<td>Year-end fieldwork begins – University including federal programs audit and Foundation</td>
<td>August 15</td>
</tr>
<tr>
<td>Draft financial statements to Plante Moran</td>
<td>No later than Sept. 12</td>
</tr>
<tr>
<td>Draft WOUB and NCAA reports to be issued to the University</td>
<td>September 19</td>
</tr>
<tr>
<td>Year-end fieldwork ends – University including federal programs audit and Foundation</td>
<td>September 23</td>
</tr>
<tr>
<td>Closing meeting with management &amp; final draft of financial statements</td>
<td>September 23</td>
</tr>
<tr>
<td>Meeting with audit committee to review financial statements</td>
<td>TBD – Prior to 10/15</td>
</tr>
</tbody>
</table>
*The timeline of the financial statement preparation and review will be as follows:

| Submission of Draft Management Letter to Executive Management, if applicable | October 14 |
| Submission of final University financial statements to State Auditor | October 14 |
| Submission of final Foundation financial statements to State Auditor | October 14 |
| Submission of final Russ Research Center LLC financial statements to State Auditor | October 14 |
| Submission of final Inn-Ohio of Athens, Inc. financial statements to State Auditor | October 14 |
| Submission of final Housing for Ohio, Inc. financial statements to State Auditor | October 14 |
| Submission of final WOUB and NCAA reports to State Auditor | October 14 |
| Submission of final management letter to State Auditor | October 14 |
| Certification of Corporation of Public Broadcasting online reports for WOUB | October 31 |
Ohio University
Peer Review Report and GAO Auditor Responsibilities

• Under the Government Accounting Office (GAO) requirements, if an audit is completed in accordance with *Government Auditing Standards*, the Audit Committee and/or Board of Trustees are required to receive from the audit firm the following document:
  • Peer Review Report (this is performed every three years)

• In addition, we are required to communicate the following items (if applicable):
  • Noncompliance with laws, regulations, contracts or grants that have material effect on the financial statements
  • Any instances of abuse identified that could be material to the financial statements
Ohio University
New Pronouncements

• GASB 72 – Fair Value Measurement and Application
  • Effective for the fiscal year ending June 30, 2016
  • Provides guidance for determining a fair value measurement for financial reporting purposes
  • Establishes a hierarchy for determining fair value based on observable or unobservable inputs, similar to the FASB fair value disclosure (Level 1, Level 2, Level 3)
  • The University’s investment footnote will more closely mirror the Foundation’s footnote

• Single Audit (formerly A-133) Uniform Guidance
  • Audit requirements for the fiscal year ending June 30, 2016
  • Uniform Guidance combines several cost circulars (including A-133) into one section of the Code of Federal Regulations
  • Increases to Type A and Type B program thresholds (floors of $750,000 and $187,500, respectively)
  • Raises questioned costs threshold from $10,000 to $25,000
  • Includes additional requirements for organizational policies and procedures, procurement, and subrecipient monitoring
  • Should not have a significant effect on student financial aid, but could affect other programs tested
Ohio University
Upcoming Pronouncement

• GASB 75 – Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions
  • Effective for the fiscal year ending June 30, 2018
  • Addresses reporting by governments that provide postemployment benefits other than pensions (OPEB) to their employees and for governments that finance OPEB for employees of other governments
  • Will require the University to recognize on the face of the financial statements its proportionate share of the net OPEB liability related to its participation in the OPERS and STRS plans
  • Will include additional footnote disclosures and required supplementary information (RSI) within the financial statements
The GASB is also working on major projects for:

- Blending requirements for certain component units:
  - Would require blending of component units incorporated as not-for-profit corporations when the primary government is the sole corporate member of the corporation.
  - GASB believes the proposed approach would enhance consistency of application among governments reporting these types of component units.

- Lease accounting:
  - The Financial Accounting Standards Board (FASB) and the International Accounting Standards Board (IASB) have current projects that propose to replace private sector guidance.
  - This project undertaken by the GASB is being performed in concert with the similar FASB/IASB project to maximize efficiency and timeliness.
  - The current work plan for this project is to issue an exposure draft in the first quarter of 2016.
Ohio University
Appendix - Definitions

• Deficiency
  • A “deficiency” exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that even if the control operates as designed, the control objective is not always met. A deficiency in operation exists when a properly designed control does not operate as designed or when the person performing the control does not possess the necessary authority or qualifications to perform the control effectively. Deficiencies may involve one or more of the five interrelated components of internal control.

• Significant Deficiency
  • A “significant deficiency” is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

• Material Weakness
  • A “material weakness” is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and correct on a timely basis.

• Fraud
  • The term “fraud” includes “misstatements” arising from fraudulent financial reporting and misstatements arising from misappropriation of assets.
  • “Misstatements” arising from “fraudulent financial reporting” are intentional misstatements, or omissions of amounts or disclosures in financial statements intended to deceive financial statement users.
• **Fraud (continued)**
  - “Misstatements” arising from “misappropriation of assets” involve the theft of assets where the effect of the theft causes the financial statements not to be presented in conformity with GAAP.
  - The University is responsible for the design and implementation of programs and controls to prevent and detect fraud.

• **GAAP**
  - Generally Accepted Accounting Principles. Used by almost all entities in the USA to prepare periodic financial statements.

• **Allowance**
  - An estimate determined by management based on past history of the amount of student and contribution receivables at June 30 that are not expected to be received.

• **NCAA Agreed-Upon Procedures**
  - National Collegiate Athletic Association requires procedures to be performed in accordance with their bylaws. These procedures relate to the classification of revenues and expenses by athletic program and the content within the respective line items of revenues and expenses.

• **Federal Programs Audit**
  - Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* sets forth standards for obtaining consistency and uniformity among Federal agencies for the audit of states, local governments, and non-profit organizations expending federal awards. This is also known as “Single Audit” and is focused on programs funded with federal dollars. At Ohio University, this primarily consists of student financial aid and research and development grants.
Ohio University
Appendix - Definitions

• **990-T**
  - Corporate income tax form for exempt organization unrelated income. This primarily relates to income earned on limited partnerships that is considered taxable by the IRS (real estate and natural resources), and non-educational use of institutional property.

• **Nonexchange Transaction**
  - Revenues received by the University that are deemed not related to the University providing a service. They consist primarily of gifts, investment income, federal Pell grant revenue and state operating appropriations. State appropriations are subject to annual approval by state legislature and are reported based on the state operating budget that funds the appropriation to the University.

• **FASB**
  - Financial Accounting Standards Board is the governing accounting body that issues reporting pronouncements for private sector organizations. The Foundation prepares its financial statements in accordance with these pronouncements and guidance.

• **GAAS**
  - Generally Accepted Auditing Standards. The standards that govern the conduct of independent audits of non-public companies, as determined by the Auditing Standards Board (ASB) of the AICPA.

• **GAGAS**
  - Generally Accepted Governmental Auditing Standards. Informally known as “Yellow Book”, these standards guide all audits of governmental units.

• **GASB**
  - Governmental Accounting Standards Board is the governing accounting body that issues reporting pronouncements. Ohio University prepares their financial statements in accordance with these pronouncements and guidance.
Ohio University
Appendix - Definitions

- **Unmodified Opinion**
  - A signed representation by an auditor as to the reliability and fairness of a set of financial statements. The opinion could be qualified, unmodified, or adverse.

- **Auditor Opinion Date**
  - The date the audit is completed and the auditor can provide the opinion. This is defined as the date the audit fieldwork and reviews are completed and the date management has reviewed the financial statements and provided a signed representation letter to the auditors.

- **Material Misstatement**
  - To present accidental or intentional untrue financial statement information that influences a company’s value.

- **Significant Adjustments**
  - A material error in financial reporting discovered by the auditor during performance of their audit fieldwork which was large enough that it was required to be booked to the financial statements and disclosed to the audit committee or board.

- **Passed Adjustments**
  - A summary of proposed account adjustments not recorded by management and reviewed by auditors and determined, individually or in the aggregate, not to have a significant effect on the financial reporting process and therefore they are not recorded in the financial statements.
Thank You!

We look forward to continue serving Ohio University.

Higher Education Group

Robert Shenton
614.222.9064
Robert.Shenton@plantemoran.com

Keith Martinez
614.222.9086
Keith.Martinez@plantemoran.com

Danny Sklenicka
614.222.9133
Danny.Sklenicka@plantemoran.com
Agenda

- FY16 Audit Plan Status
- Management Compliance Initiatives
- External Assessment Update
- Construction Auditing Update
# FY16 Audit Plan Status

<table>
<thead>
<tr>
<th>Audit</th>
<th>Auditor</th>
<th>Status</th>
<th>Report Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Audit Support – NCAA Agreed Upon Procedures</td>
<td>Boyle/Saunier/Ennis</td>
<td>Completed</td>
<td>12/21/15</td>
</tr>
<tr>
<td>One Card Office</td>
<td>Boyle/Tong</td>
<td>Completed</td>
<td>02/08/16</td>
</tr>
<tr>
<td>Student Affairs - The Post Business Operations</td>
<td>Ennis</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>Russ College of Engineering and Technology</td>
<td>Boyle/Tong</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>College of Fine Arts</td>
<td>Ennis/Tong</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>Capital Assets (Equipment)</td>
<td>All</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>Kids on Campus</td>
<td>Jago/Saunier</td>
<td>Planned</td>
<td></td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Boyle</td>
<td>Planned</td>
<td></td>
</tr>
<tr>
<td>Continuous Auditing/Monitoring</td>
<td>Jago/Saunier</td>
<td>In Progress</td>
<td></td>
</tr>
</tbody>
</table>
## FY16 Audit Plan Status (con’t)

<table>
<thead>
<tr>
<th>Follow-Up Audit</th>
<th>Auditor</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registrar</td>
<td>Boyle</td>
<td>In Progress</td>
</tr>
<tr>
<td>Regional Campuses</td>
<td>Ennis/Tong</td>
<td>In Progress</td>
</tr>
<tr>
<td>Culinary Services</td>
<td>Ennis/Boyle</td>
<td>In Progress</td>
</tr>
<tr>
<td>OIT – Network Infrastructure</td>
<td>Tong</td>
<td>In Progress</td>
</tr>
<tr>
<td>OIT – Student Information System</td>
<td>Tong</td>
<td>In Progress</td>
</tr>
</tbody>
</table>
## FY16 Audit Schedule

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NCAA Agreed Upon Procedures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One Card Office</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Post Business Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kids on Campus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russ College of Engineering</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College of Fine Arts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous Auditing/Monitoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Follow-Up Audits:

- Registrar
- Regional Campuses
- Culinary Services
- OIT - Network Infrastructure
- OIT Student Information System
Management Compliance Initiatives
Compliance Initiatives

- There are two significant management compliance initiatives underway
  - PCI - Payment Card Industry Data Security Standard (PCI DSS)
  - HIPAA - Health Care Insurance Portability and Accountability Act

- Internal Audit has had involvement in both projects
Compliance Initiatives (con’t)

- **PCI**
  - A set of business and IT requirements designed to ensure that all organizations that process, store or transmit credit card information maintain a secure environment
  - Ohio University has approximately 60 different areas that accept credit card payments
  - There are four merchant levels – Ohio University is a level 3 merchant because we process between 20 thousand to 1 million transactions annually
Compliance Initiatives (con’t)

- PCI (con’t)
  - Depending on the merchant level, certain steps must be followed to satisfy the PCI requirements
  - This project is being led by the Office of the University Bursar
  - Ohio University has also contracted with an outside firm to assist with ensuring compliance – RSM (formerly know as McGladrey)
  - RSM was selected through a RFP process – Internal Audit was involved with the evaluation of the proposals
Compliance Initiatives (con’t)

PCI (con’t)

• RSM will assist with the following:
  • Guidance in successfully completing self assessment questionnaires required by PCI DSS
  • Assistance with the development of policies and other documents required to be in compliance
  • Annual GAP analysis
• Non compliance with PCI DSS can result in significant fines and penalties
Compliance Initiatives (con’t)

▪ HIPAA
  • Health Insurance Portability and Accountability Act - 1996
  • Two Objectives
    • Ensure individuals could maintain health insurance between jobs (Portability)
    • Ensure security and confidentiality of patient information and data (Accountability)
Compliance Initiatives (con’t)

• HIPAA (con’t)
  • Covered entities
    • Health Plans
    • Healthcare Clearing Houses
    • Certain Healthcare Providers
  • OHIO is a hybrid entity - certain components are HIPAA covered entities but not all.
Compliance Initiatives (con’t)

• HIPAA (con’t)
  ▪ The Legal Affairs Office is leading this project
  ▪ Outside counsel has been engaged to perform a HIPAA assessment and has begun meeting with University departments with HIPAA responsibilities
  • Meetings are frequently held to discuss the status of the project – Internal Audit attends meetings
  • Non compliance with HIPAA regulations can result in significant fines and penalties
External Assessment Update
External Assessment

Engagement Deliverables:

- The external assessment is underway. Mr. George Shemo, the IIA assessor will be on campus March 10th, 11th and 14th
- Self Assessment with Independent Validation
- Final Report expected by April 20, 2016
- Fee for the review is $11,000 plus travel expenses
External Assessment (con’t)

The Assessment will include the following:

- Review of policies and procedures and departmental processes for implementation of IIA standards
- Assessment of the structure and characteristics of IA activity
- Evaluation of the risk analysis and engagement planning processes
- Evaluation of staff professional proficiency
External Assessment (con’t)

▪ Evaluation of the adequacy of information technology auditing and consulting services provided by IA, and the use of technology within the IA activity itself

▪ Review of a sample of individual engagements including a detailed review of the engagement management, working papers, reports, and implementation follow-up for a representative sample of audit and consulting engagements
External Assessment (con’t)

- Determine the perception of internal auditing through IA client surveys and staff surveys
- Review the self-assessment for completeness and coverage
- Conduct on-site interviews
- Conclude by providing an opinion as to whether the IA activity complies
Construction Auditing Update
Construction Auditing Update

- Final closeout audit of Phase I Housing is in progress (Baker Tilly)
- McCracken Hall construction audit has been approved and is underway (Baker Tilly)
- Jefferson Hall construction audit has been approved (Baker Tilly)
- Performance Contract audit ongoing (CBIZ)
Conclusion

- Questions?