



OHIO
UNIVERSITY

Board of Trustees

Ohio University

Athens, Ohio

Minutes

October 20-21, 2016

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OHIO
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**Ohio University Board of Trustees
Main Board Meeting
October 21, 2016, Friday
Margaret M. Walter Hall, Athens, Ohio**

Present: President Roderick McDavis, Chair David Wolfort, Vice Chair King, Trustees Dave Scholl, Janelle Simmons, N. Victor Goodman, Kevin B. Lake, and Peggy Viehweger, National Trustees Laura Brege and David Pidwell, Student Trustees Brooke Mauro and Patrick J. Roden, Alumni Representative Ron Teplitzky, and Secretary David Richard Moore.

Not Present: Trustee Diane Smullen and Trustee Cary Cooper

Chair David Wolfort opened the Main Meeting of the Ohio University Board of Trustees at 10:27am.

Chair Wolfort asked for a motion to approve the agenda for the October meeting of the Ohio University Board of Trustees. Vice Chair King moved. Trustee Viehweger seconded. With all in favor, the agenda was approved.

Chair Wolfort asked for a movement to approve the minutes of the August Meeting of the Ohio University Board of Trustees. Trustee Scholl moved. Trustee Simmons seconded. With all in favor, the minutes were approved.

Chair Wolfort gave an overview of the tours and meals that the Trustees had attended, including a tour of small houses on campus, dinner with City Council on Wednesday, a tour and lunch with Corrosion Center researchers and Innovation Center staff on Thursday afternoon, and a dinner with university researchers on Thursday evening. Chair Wolfort said he and Vice Chair King had attended a Faculty Senate meeting on October 10, 2016, and had dinner with Faculty Senators. He said he and Vice Chair King were glad to be able to answer faculty questions, and looked forward to doing so again.

Chair Wolfort asked attendees to keep Trustees Smullen and Cooper in their thoughts and prayers, as both were experiencing health issues of a personal nature, and unable to attend the October meeting of the Ohio University Board of Trustees.

Chair Wolfort provided an update regarding the Presidential Search Committee meetings: After interviews of three search firms on June 7th, the firm Witt-Kiefer had been chosen, on June 24, 2016, to assist the search committee. Chair Wolfort said that position was

currently being publicly advertised and stated that candidates for Ohio University's next president had not yet been identified.

Chair Wolfort asked President McDavis to present his President's Report.

President McDavis opened by reiterating Ohio University's Vision, Core Values, and Strategic Priorities, and then showed a map of the campuses that were overseen by the Board.

President's Report

#OUunity: President McDavis spoke of graffiti wall related issues that had occurred in the past months, and reported that he had met with two campus Senates to talk about ways to reduce racism and intolerance on campus. He reported that after those visits he had received a request from the five Senates to start a task force aimed at reducing racism and intolerance, which President McDavis said he agreed to.

Homecoming: President McDavis reported that Homecoming had been a big success. He noted that the parade had returned to Court Street, which proved to be a popular move.

Enrollment Update: President McDavis noted that Senior Vice Provost for Strategic Enrollment Management Craig Cornell and his admissions team had done a wonderful job in elevating enrollment. He noted that this year's freshmen class was the third-largest in history, and that their academic quality and diversity was impressive, despite the competitive environment.

Federal Government Alumni Luncheon: President McDavis reported on the Federal Government Alumni Luncheon in Washington, D.C., which had paid tribute to the late Senator George Voinovich, Ohio University alumnus and the namesake of the Voinovich School of Leadership and Public Affairs. Senator Voinovich died on June 12, 2016.

Cutler Hall Bicentennial Celebration: President McDavis invited everyone to attend the Cutler Hall Bicentennial Celebration, scheduled for later that day.

University Fundraising: President McDavis reported that Jeffery Chaddock and Mark Morrow have committed to giving 97% of their wealth charitably. Recipients of the philanthropy include Ohio University and Athens County, Ohio. President McDavis also reported that Ohio University alumnus Robert Ackley gave \$5 million to benefit the Chemistry and Physics departments. Finally, he stated that the estate of Dr. Ralph Ackerman had donated \$1.1 million to College of Education.

President McDavis presented recent university Points of Pride, which included:

- The opening of the Phil and Pat Muck Annex in the College of Business
- The launch of Ohio University's SMART Lab, a student-centered resource that focuses on evaluating and dissecting social media data.

- Ohio University School of Film Professor Rajko Grlic’s win at the Montreal World Film Festival for his film *The Constitution*
- Ohio University Professor Larry Witmer’s role in classifying a recently discovered 230 million year old species of reptile.
- Ohio University’s rank as one of the top 20 most beautiful public college campuses in the nation
- The Black Alumni Reunion, which took place September 15-18, 2016
- Recognition of the Ohio University Innovation Strategy Investment Project as a finalist at the University Economic Development Association.
- The Diversity in the Midst of Change Conference to be held October 22, 2016 at Ohio University.
- Alumni recognition at the 2016 Ohio University Alumni Awards Gala. President McDavis noted that he had been named Alumnus of the Year, an honor that humbled him, and said “Even more importantly, my better half Deborah was named Honorary Alumnus of the Year.”
- The successful restoration of the Ohio University Class Gateway. President McDavis recognized Senior Associate Vice President for Information Technology and Administration Services (SAVP) Joe Lalley for his team’s quick and thorough turnaround on the project, which had added Americans with Disability Act (ADA) accessibility ramps, and had repaired infrastructure surrounded the Gateway.
- The 2016 Faculty Newsmakers Gala
- Golf Cart Karaoke with Jenny Hall-Jones, a web series popular with Ohio University students that featured Dean of Students, Jenny Hall-Jones, singing karaoke with students.

President McDavis introduced Executive Director of Ohio University’s Office for Equity, Civil Rights Compliance, and Accessibility Sara Trower and Director of Equal Opportunity and Accessibility and ADA/504 Coordinator Dianne Bouvier, the University Spotlight presenters, who presented ACCESSIBLE OHIO: Inspiring Inclusion at Ohio University.

Ms. Trower and Dr. Bouvier said Ohio University is working to provide greater accessibility and inclusion of individuals with disabilities on campus. The guiding principles are to make sure that everyone can access and participate in university programs, services and facilities, and to move towards collective responsibility to make those things happen.

Dr. Bouvier and Ms. Trower spoke of “inclusivity liaisons,” students in campus community who are living with disability. The students had class during the Board Meeting, and were unable to attend, but made videos to talk to the Board about the importance and rise of accessibility on Ohio University’s campuses.

Mr. John Mollica , a senior at Ohio University studying systems engineering said he grew up in Athens, and is wheelchair-bound. He said he went into engineering to help provide

accessibility options for others with disabilities, and noted that Ohio University's increased accessibility in recent years was very important to him.

Ms. Kimberly Dominguez, a student who has bilateral hearing loss, said her motivation to attend Ohio University had to do with diversity and inclusion initiatives that included individuals with disability, and because Ohio University provided assistive technology and additional resources to students with disability.

Dr. Bouvier said that the liaisons were important to moving Ohio University forward, since their firsthand experience with disability and offers a unique, insightful, and helpful perspective in improving the campus. Dr. Bouvier also spoke of the importance of partnerships across University departments in order to be as effective as possible in implementation of accessibility initiatives.

Dr. Bouvier introduced the Presidential Advisory Council on Disability and Accessibility Planning (PACDAP) Committee, some of whom were in attendance at the Board of Trustees meeting, and provided a long list of many groups and individuals on campus who involved in disability and accessibility efforts.

President McDavis opened the floor to the Board for questions.

Trustee Goodman referenced recent Braille violations at the University of Miami, and asked about Ohio University's work to prevent and evaluate potential Office of Civil Rights (OCR) violations. Dr. Bouvier said that, after the announcement of the Department of Justice's case regarding Miami's violations, and three other Office of Civil Rights cases involving the same issues, Ohio University's Information and Technology department had seen "the writing on the wall," and had developed the draft plan of the policy regarding technology accessibility. She reported that Ohio University was preemptively working to make sure that it continues to effectively implement inclusivity programs correctly from a legal perspective.

Chair Wolford thanked Dr. Bouvier and Ms. Trower for their presentation. Vice Chair King asked them to pass on the Board's thanks to the students who had made videos for the Board.

College Rankings

Senior Vice President for Strategic Initiatives (SVP) Stephen Golding filled in for Executive Vice President and Provost Pam Benoit to present on College Rankings.

SVP Golding presented some slides to show how various college rankings are weighted, and noted that Presidents, Provosts, and guidance counselors were all invited to fill out the survey. He asked the Trustees to consider, of the many institutions that the survey respondents were asked to consider, how many respondents would be intimately familiar with the workings of the various universities. He questioned whether a survey instrument that is evaluating over a thousand schools can capture the nuance of a university's unique mission and quality.

SVP Golding reported that participating in the US News and World Report is elective; universities can choose not to participate.

Rankings versus Weightings

SVP Golding outlined ranking criteria used by US News and World Report:

- Academic Reputation (22.5%) – involves peer assessment, counselor assessment
 - Vice Chair King asked who the counselors were that were reporting, and asked if that made a difference. SVP Golding affirmed that high school counselors electively provided information, and that the make-up of respondents could influence the counselor assessments of reputation.
- Graduation and Retention (22.5%) – Ohio University’s retention rate has gone up from 80% to 82.5%. 6 year graduation rate
- Faculty resources – class sizes, terminal degrees, student/faculty ratio, compensation, full-time faculty percent. SVP Golding noted that BOT faculty compensation efforts had led to the increase in ranking of faculty compensation. He noted that the rates listed on the slide indicated where frustrations lay for faculty.
- Student Selectivity – SAT/ACT Scores, % Top ten percent high school class, and acceptance rate.
- Financial Resources
- Graduation Rate Performance – predicted versus actual graduation rates. Looks at expected student success based on student metrics versus actual graduation rates. OHIO is above average on actual grad rates. Shows Ohio University is providing the support students need to succeed.
- Alumni Giving
- Overall Ranking Trend

Trustee Viehweger stated that if she saw Ohio University focusing on trying to manipulate the rankings for the sake of a more impressive rank, she would feel very uncomfortable. “I think that’s not where we want to be or what we want to do,” she said.

SVP Golding also provided information about how other rankings were collected and evaluated, including rankings from:

- Washington Monthly (OHIO’s Overall Rank is currently #239)
- Sierra Ranking – Sustainability efforts
- Forbes
- Wall Street Journal/Times Higher Education – Engagement, Resources, Outcomes, Environment – SVP Golding indicated that the poll is relatively new, and the metrics are still evolving, but OHIO currently in top 25%

SVP Golding said that the take-away is that universities have to decide what they want to measure, and then make sure their dashboard metrics provide effective information.

SVP Golding passed out a sheet regarding the Yuba Group's ranking methodology. He pointed out how great institutions are regularly knocked off various rankings based on what metrics are used for measurement. "You have to know what you want to measure, and understand the weightings involved in the metrics," he said.

Chair Wolfort stated that it is concerning when the metrics stay the same, but our rankings drop. "The problem is that we won't get the opportunity to talk to every family to explain how the rankings work or don't work," in order to make a case for the university, he said. "Additionally, I think that if the ranking were inverse, and showed us moving up the ladder, we would be touting it. I want to applaud the great efforts our university is making, but I am concerned that we have to answer for ratings differential," he added.

Trustee Scholl said that he felt that the most important metric in the various rankings was the one that showed that students who are considered not likely to succeed are succeeding at above expected rates at Ohio University. "The second thing that is important to me is what is our potential for recruiting, who is considering us, and, if they are not coming to Ohio University, which college is actually landing them, and why," he said. "I would like to see those numbers, and see where we can improve," he added.

Student Trustee Roden noted that the business ranking that named OHIO 15th in nation for business, ranked Ohio University graduates lower in salary, but high in employer satisfaction.

Student Trustee Mauro said that her decision to attend Ohio University had been informed by rankings that reported how OHIO was ranked by students who attended.

Committee Reports

Academics

Committee Chair Goodman reported that the Academics Committee received the Scripps College of Communication Dashboard, updates on Enrollment, the Innovation Strategy, and the Global Strategy. Additionally, he reported that the committee had a presentation on the Arts & Sciences Curricular Themes Initiative. Committee Goodman made special mention that 87% of Scripps grads are employed immediately following graduation.

Committee Goodman reported that the following consent agenda items were reviewed by the committee and are recommended for inclusion and full board approval as part of the Consent Agenda:

- Review of Centers and Institutes

This resolution resolves that the following Centers and Institutes
continue:

- Center for Law, Justice and Culture
- Ohio Center for Ecology and Evolutionary Studies
- Quantitative Biology Institute
- Child Development Center
- Academic Advancement Center

and that the following Institute be **discontinued**:

- Institute for the African Child

- New Program - Master of Global Health

This resolution approves the creation of the Master of Global Health degree. This degree will prepare post-baccalaureate students to engage with health issues transcending national and international borders.

Committee Goodman reported that there were no further resolutions and that detailed minutes of the committee's discussions will be made available on the Board of Trustees website.

Audit Committee

Committee Chair Janelle Simmons reported on the Audit Committee. She said that the Committee had received an update from external auditor Plante Moran and University auditor Jeff Davis.

Committee Chair Simmons introduced the following resolutions:

- Changes to Audit Committee Charter
- Financial Audit Statement

AUDIT COMMITTEE CHARTER

RESOLUTION 2016 - 3589

WHEREAS, the Bylaws of the Board of Trustees require the standing appointment of the Audit Committee;

WHEREAS, the Board recognizes the benefit of maintaining a charter that addresses the Audit Committee's role, authority, responsibility, scope, and accountability;

WHEREAS, establishing and periodically revising the Audit Committee charter is consistent with best practices within the audit industry;

WHEREAS, the most recent revision of the Audit Committee charter was approved by the Board in January 2009 (Resolution No. 2009-3100);

WHEREAS, the Board has completed its periodic review of the charter and wishes to adopt certain revisions.

NOW, THEREFORE, BE IT RESOLVED that the Ohio University Board of Trustees adopts the revised Audit Committee Charter attached hereto.

**OHIO UNIVERSITY BOARD OF TRUSTEES
AUDIT COMMITTEE CHARTER**

I. PURPOSE

The Audit Committee is appointed by the Board of Trustees to consider and make recommendations for action by the board related to the audit committee's oversight responsibilities. The audit committee will oversee: the university's process for the recommendation to the board for the appointment of the external audit firm; external audits of financial operations, including the receipt of related reports; the internal audit function, including receipt of its reports; the effectiveness of the university's internal control and risk management system and its process for monitoring compliance with laws and regulations; and the university's whistleblower reporting mechanism. The committee will take all actions it deems appropriate to set the university's overall tone for sound financial and risk practices, and ethical behavior.

II. COMPOSITION

- a. The Board of Trustees chairperson (chairperson) will annually appoint no fewer than three (3) audit committee members.
- b. At least one member of the audit committee should have expertise in understanding financial statements, internal controls, and audit committee functions. These qualifications shall be determined by the chairperson through a review of the committee member's resume or through an interview with the member.

III. RESPONSIBILITIES

With regards to each topic, the audit committee will:

a. External Audit

- Recommend appointment of the external auditor to the board as authorized by the Ohio Auditor of State for the annual audit of the university. A five-year contract with the external auditor is expected and can be extended, based on the standards of and approval by the Auditor of State. The audit committee will review the university's scoring of the external audit proposals, the results of which will be forwarded to the state for final approval.
- Review the external audit engagement letter that will be signed by the chairperson. Discuss with the external auditors at the last full board meeting each fiscal year, the proposed audit scope and approach, including coordination of audit effort with internal audit, as part of the annual entrance conference prior to the commencement of the audit.
- Evaluate annually, the external auditor's qualifications and performance, including a review and evaluation of the lead partner, taking into account the opinions of management and the internal auditor Chief Audit Executive (CAE), and report its conclusions to the board.

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**OHIO UNIVERSITY BOARD OF TRUSTEES
AUDIT COMMITTEE CHARTER**

- Following the completion of the annual audit, the audit committee shall review the university's draft audited financial statements, [reports on internal controls](#), [compliance and federal programs](#), and the external auditor's management letter, along with management's response [to any weaknesses or deficiencies identified in the report, as part of the annual exit conference](#).
- Review any disagreements between the external auditor and management concerning matters that could be significant to the university's financial statement or the auditor's report.
- The audit committee shall also review work performed by the external auditors.
- At least annually, the committee shall meet with the external auditors to discuss any matters that the audit committee or the external auditors believe should be discussed privately.

b. Internal Audit

- Review and authorize any proposed changes to the internal audit charter, which has been established by board resolution.
- Review all decisions regarding the budget of the internal audit function and the evaluation, compensation, appointment, or removal of the internal auditor ~~CAE~~.
- Make appropriate inquiries of management and the internal auditor ~~CAE~~ to determine whether scope or budgetary limitations impede the ability of the internal audit function to execute its responsibilities.
- Review the internal audit risk assessment [process](#) and approve the related annual audit plan at the last full board meeting each fiscal year.
- Review annually at the first full board meeting of each fiscal year, the work plan performance, activity, budget, and staffing of the internal audit function.
- Regularly receive internal audit reports including management's response as to corrective action taken for internal audit recommendations.
- As needed, receive presentations by management, related to corrective action taken for any follow-up internal audit report given an internal auditor [audit](#) opinion rating of "Needs Improvement", "Improvement Needed" or "inadequate" ~~Major Improvement Needed~~.
- On a regular basis, meet with the internal auditor ~~CAE~~ to discuss matters that the audit committee or the internal auditor ~~CAE~~ deem appropriate.

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c. Internal Controls

- Evaluate regularly, through review of external and internal audit reports and communications by management, whether management is establishing the appropriate "control culture".
- Evaluate regularly, through consideration of internal and external audit recommendations, the overall effectiveness of the university's internal control framework. Review, through internal and external audit reports, whether significant

**OHIO UNIVERSITY BOARD OF TRUSTEES
AUDIT COMMITTEE CHARTER**

findings and recommendations made by the internal and external auditors have been implemented by management.

d. Compliance

- At least annually, obtain updates from management ~~and and, as appropriate, from~~ university legal counsel regarding compliance matters that may have a material impact on the university's financial statements or compliance policies.
- Annually review the process for communicating the code of conduct to university personnel, and for monitoring compliance with it.
- Ensure that there are effective procedures for anonymous receipt and treatment of complaints regarding the university's accounting, internal controls and audit matters. Annually, review a summary of complaints that have been received.

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Resolution 2009 – 3100 (Internal Audit Charter) was approved by the Ohio University Board of Trustees January 2009

OHIO UNIVERSITY BOARD OF TRUSTEES AUDIT COMMITTEE CHARTER

I. PURPOSE

The Audit Committee is appointed by the Board of Trustees to consider and make recommendations for action by the board related to the audit committee's oversight responsibilities. The audit committee will oversee: the university's process for the recommendation to the board for the appointment of the external audit firm; external audits of financial operations, including the receipt of related reports; the internal audit function, including receipt of its reports; the effectiveness of the university's internal control and risk management system and its process for monitoring compliance with laws and regulations; and the university's whistleblower reporting mechanism. The committee will take all actions it deems appropriate to set the university's overall tone for sound financial and risk practices, and ethical behavior.

II. COMPOSITION

- a. The Board of Trustees chairperson (chairperson) will annually appoint no fewer than three (3) audit committee members.
- b. At least one member of the audit committee should have expertise in understanding financial statements, internal controls, and audit committee functions. These qualifications shall be determined by the chairperson through a review of the committee member's resume or through an interview with the member.

III. RESPONSIBILITIES

With regards to each topic, the audit committee will:

- a. External Audit
 - Recommend appointment of the external auditor to the board as authorized by the Ohio Auditor of State for the annual audit of the university. A five-year contract with the external auditor is expected and can be extended, based on the standards of and approval by the Auditor of State. The audit committee will review the university's scoring of the external audit proposals, the results of which will be forwarded to the state for final approval.
 - Review the external audit engagement letter that will be signed by the chairperson. Discuss with the external auditors the proposed audit scope

OHIO UNIVERSITY BOARD OF TRUSTEES AUDIT COMMITTEE CHARTER

and approach, including coordination of audit effort with internal audit, as part of the annual entrance conference.

- Evaluate annually, the external auditor's qualifications and performance, taking into account the opinions of management and the Chief Audit Executive (CAE), and report conclusions to the board.
- Following the completion of the annual audit, the audit committee shall review the university's draft audited financial statements, reports on internal controls, compliance and federal programs along with management's response to any weaknesses or deficiencies identified in the report, as part of the annual exit conference.
- Review any disagreements between the external auditor and management concerning matters that could be significant to the university's financial statement or the auditor's report.
- The audit committee shall also review work performed by the external auditors.
- At least annually, the committee shall meet with the external auditors to discuss any matters that the audit committee or the external auditors believe should be discussed privately.

b. Internal Audit

- Review and authorize any proposed changes to the internal audit charter, which has been established by board resolution.
- Review all decisions regarding the budget of the internal audit function and the evaluation, compensation, appointment, or removal of the CAE.
- Make appropriate inquiries of management and the CAE to determine whether scope or budgetary limitations impede the ability of the internal audit function to execute its responsibilities.
- Review the internal audit risk assessment process and approve the related annual audit plan at the last full board meeting each fiscal year.
- Review annually at the first full board meeting of each fiscal year, the work plan performance, activity, budget, and staffing of the internal audit function.
- Regularly receive internal audit reports including management's response as to corrective action taken for internal audit recommendations.
- As needed, receive presentations by management, related to corrective action taken for any follow-up internal audit report given an audit

OHIO UNIVERSITY BOARD OF TRUSTEES AUDIT COMMITTEE CHARTER

opinion rating of “Improvement Needed” or” Major Improvement Needed”.

- On a regular basis, meet with the CAE to discuss matters that the audit committee or the CAE deem appropriate.

c. Internal Controls

- Evaluate regularly, through review of external and internal audit reports and communications by management, whether management is establishing the appropriate “control culture”.
- Evaluate regularly, through consideration of internal and external audit recommendations, the overall effectiveness of the university’s internal control framework. Review, through internal and external audit reports, whether significant findings and recommendations made by the internal and external auditors have been implemented by management.

d. Compliance

- At least annually, obtain updates from management and, as appropriate, from university legal counsel regarding compliance matters that may have a material impact on the university’s financial statements or compliance policies.
- Annually review the process for communicating the code of conduct to university personnel, and for monitoring compliance with it.
- Ensure that there are effective procedures for anonymous receipt and treatment of complaints regarding the university’s accounting, internal controls and audit matters. Annually, review a summary of complaints that have been received.

Resolution 2009 – 3100 (Internal Audit Charter) was approved by the Ohio University Board of Trustees January 2009

Committee Chair Simmons moved, Trustee Goodman seconded. Chair Wolfort called the vote. With all in favor, the motion passed.

**OHIO UNIVERSITY AUDIT COMMITTEE
APPROVAL OF JUNE 30, 2016 FINANCIAL AUDIT STATEMENT**

RESOLUTION 2016 - 3590

BE IT RESOLVED that the recommendation of the Audit Committee on October 20, 2016, to accept the annual financial statements and footnotes as presented by management of the University, Foundation, and subsidiaries including Plante Moran's audit opinions and reports thereon as of and for the year ended June 30, 2016, be approved.

Committee Chair Simmons moved. Trustee Scholl seconded. Chair Wolfort called the vote. With all in favor, the motion passed.

Governance Committee

Trustee Goodman filled in for Committee Chair Cooper to report on the Governance Committee. He said that the President, Provost, and VPFA would be asked to review suggested changes to the bylaws with reference to new the committee descriptions.

Trustee Goodman reported that there are no consent agenda items and no resolutions from the Governance Committee and that detailed minutes of the committee's discussion will be made available on the Board of Trustees website.

Resources Committee

Committee Chair Scholl reported that the committee received a report reviewing the following information regarding financial results:

- FY16 financial results and analysis
- FY16 Senate Bill 6 Ratio Analysis
- FY17 FY18 financial forecast and analysis

Committee Chair Scholl also reported that the committee received updates on the Student Investment Program, on Utilities Planning, Campus Signage and Wayfinding, and received an update on the Park Place Planning Strategy, the Internal Bank and Capital Financing Strategy, and the Century Bond and Deferred Maintenance Program.

Committee Chair Scholl lastly reported that the committee received reports on the Annual Risk and Insurance Program as well as our Annual Fire and Police Clery reports.

Committee Chair Scholl reported that the following consent agenda items were reviewed by the committee and are recommended for inclusion and full board approval as part of the Consent Agenda:

- Consent Agenda, Establishment of University Quasi-Endowments
This resolution approves the establishment of two quasi-endowments. University quasi-endowments are invested alongside endowments of the University and The Ohio University Foundation and managed in accordance with The Ohio University Foundation's investment policy and spending policy.

The first quasi-endowment to be established is the Robert D. Ackley Fund for Chemistry: The creation of this quasi-endowment, in the amount of approximately \$3.18M, will generate a perpetual income stream to provide funding for research, scholarly activities, and other strategic initiatives within the Department of Chemistry and Biochemistry.

The second quasi-endowment to be established is the Robert D. Ackley Fund for Physics: The creation of this quasi-endowment, in the amount of approximately \$2.12M, will generate a perpetual

income stream to provide funding for research, scholarly activities, and other strategic initiatives within the Department of Physics and Astronomy.

- **Consent Agenda, Local Administration Certification**
This resolution authorizes university officials to participate in Local Administration Certification Program and agrees to the following stipulations:
 - The Board will state its intent to comply with the Ohio Revised Code associated with the selection of consultants, preparation and approval of contract documents, receipt of bids and award of contracts.
 - The University will agree to indemnify and hold harmless the OFCC, for any claims that result from the local administration of projects associated with the certification program
 - The University will agree to participate in biennial audits of the local administration of capital improvement projects.

- **Consent Agenda, Facility Projects – Construction**
This resolution requests for approval to undertake construction on the following projects:
 - Boyd Hall bathroom upgrades,
 - Mackinnon Hall bathroom rehabilitation,
 - HCOM Cleveland 3rd floor expansion,
 - Alden library renovation
 - Back south demolition
 - Campus steam system repairs
 - Copeland hall roof replacement,
 - Front room and latitude 39 upgrades,
 - Lindley Hall roof replacement,
 - Perkins Hall electrical and fire alarm upgrades,
 - RTEC roof replacement
 - South green culvert drive repair

Trustee Scholl reported that there were no further resolutions to bring forward and that detailed minutes of the committee’s discussions will be made available on the Board of Trustees website.

Joint Committee

Chair Wolfort reported that the Joint Committee had presentations on the Advancement Strategy, Title IX Review, the Small House Planning Strategy, and an update on the Housing Development Plan Strategy.

Chair Wolfort reported that the details of the presentations are in the agenda online and the details of our discussion will be in the minutes.

Executive Committee

Chair Wolfort reported that the Executive Committee went into Executive Session to consider the employment or compensation of a public employee, to consider the purchase or sale of property for public purposes, to protect the confidentiality of student information, and to discuss threatened or pending litigation.

Chair Wolfort reported that there were no additional issues were discussed.

Consent Agenda

Chair Wolfort introduced the consent agenda as follows:

REVIEW OF CENTERS AND INSTITUTES

RESOLUTION 2016 – 3591

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

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

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

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Ohio University accepts the 2015-2016 Review of Centers and Institutes, which recommends continuation of five (5) centers / institutes and the discontinuation of one (1) institute as follows:

- Center for Law, Justice and Culture - Continue
- Ohio Center for Ecology and Evolutionary Studies - Continue
- Quantitative Biology Institute - Continue
- Child Development Center - Continue
- Academic Advancement Center - Continue
- Institute for the African Child - Discontinue

**COLLEGE OF HEALTH SCIENCES AND PROFESSIONS
DEPARTMENT OF INTERDISCIPLINARY HEALTH STUDIES
MASTER OF GLOBAL HEALTH**

RESOLUTION 2016 - 3594

WHEREAS, the Department of Interdisciplinary Health Studies in the College of Health Sciences and Professions proposes to create the Master of Global Health degree, and

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

WHEREAS, the Master of Global Health degree will prepare post-baccalaureate students to engage with health issues transcending national and international borders, and

WHEREAS, the proposed curricular program will provide students with training and preparation as clinicians, researchers, managers, developers, and policy consultants, and

WHEREAS, students will complete 38 credit hours of coursework, including a field experience and scholarly project, and develop an understanding of the complexities impacting health care delivery and the necessity of working on inter-professional teams to develop community-based solutions in non-U.S. or immigrant/migrant underserved and resource-poor communities, and

WHEREAS, faculty and facilities resources needed to establish the Master of Global Health have been identified, and

WHEREAS, the proposal has broad university faculty and administrative support.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves establishing the Master of Global Health degree in the Department of Interdisciplinary Health Studies in the College of Health Sciences and Professions.

**ESTABLISHMENT OF UNIVERSITY QUASI-ENDOWMENTS
ROBERT D. ACKLEY FUND FOR CHEMISTRY
AND ROBERT D. ACKLEY FUND FOR PHYSICS**

RESOLUTION 2016 – 3593

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

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

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

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

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

Robert D. Ackley Fund for Chemistry: The creation of this quasi-endowment, in the amount of approximately \$3.18M, will generate a perpetual income stream to provide funding for research, scholarly activities, and other strategic initiatives within the Department of Chemistry and Biochemistry.

Robert D. Ackley Fund for Physics: The creation of this quasi-endowment, in the amount of approximately \$2.12M, will generate a perpetual income stream to provide funding for research, scholarly activities, and other strategic initiatives within the Department of Physics and Astronomy.

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

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

**APPROVAL OF PARTICIPATION IN THE
LOCAL ADMINISTRATION CERTIFICATION
PROGRAM FOR CAPITAL IMPROVEMENT PROJECTS**

RESOLUTION 2016 - 3592

WHEREAS, the 126th Ohio General Assembly enacted House Bill 16 which established the Local Administration Certification Program; and

WHEREAS, the Ohio University Board of Trustees granted approval of participation in the local administration certification program for capital improvement projects with Resolution 2007-3035; and

WHEREAS, oversight of the Local Administration Certification for Capital Improvement Projects program has transferred from the State of Ohio Department of Administrative Services to the Ohio Facilities Construction Commission; and

WHEREAS, in accordance with House Bill 16, pursuant to section 3345.51, Ohio University Board of Trustees assures the Board of Regents and the Ohio Facilities Construction Commission that the University will continue to comply with section 153.13 of the Ohio Revised Code and all laws that govern the selection of consultants, preparation and approval of contract documents, receipt of bids and award of contracts with respect to all locally administered projects utilizing capital improvement funds; and

WHEREAS, in accordance with House Bill 16, Section 123.17 regarding the local administration certification program, Ohio University Board of Trustees assures the Ohio Facilities Construction Commission that the University has participated in and will continue to enroll new employees in the local Administration Certification Program as necessary to compensate for employee turnover; and

WHEREAS, the University agrees to continue to participate in biennial audits of the local administration of capital facility projects.

THEREFORE BE IT RESOLVED, that the University will agree to indemnify and hold harmless the State of Ohio and the Ohio Facilities Construction Commission for any claims that result from the local administration of projects associated with the certification program.

BE IT FURTHER RESOLVED, that the Ohio University's Board of Trustees authorizes university officials to participate in Local Administration Certification Program and agrees to all of the stipulations outlined above.

**APPROVAL TO PROCEED WITH CONSTRUCTION FOR THE
BOYD HALL BATHROOM UPGRADES,
MACKINNON HALL BATHROOM REHABILITATION,
HCOM CLEVELAND 3RD FLOOR EXPANSION,
ALDEN LIBRARY RENOVATION PHASE I,
BACK SOUTH DEMOLITION PHASE II,
CAMPUS STEAM SYSTEM REPAIRS 2017,
COPELAND HALL ROOF REPLACEMENT,
FRONT ROOM AND LATITUDE 39 UPGRADES,
LINDLEY HALL ROOF REPLACEMENT,
PERKINS HALL ELECTRICAL AND FIRE ALARM UPGRADES,
RTEC ROOF REPLACEMENT, AND
SOUTH GREEN CULVERT DRIVE REPAIR**

RESOLUTION 2016 - 3595

WHEREAS, for the Boyd Hall Bathroom Upgrades project, the Board of Trustees previously approved a total project budget and authorized expenditures of \$1,310,000 (2015-3517, 2016-3536), and University administration seeks to amend the total project budget and authorized expenditure amount by an additional \$1,090,000 for a new total budget and total authorized expenditure amount of \$2,400,000 to undertake construction and complete the project to be funded by Housing and Residence Life Reserves;

WHEREAS, for the Mackinnon Hall Bathroom Rehabilitation project, the Board of Trustees previously approved a total project budget and authorized expenditures of \$925,000 (2015-3517, 2016-3536), and University administration seeks to amend the total project budget and authorized expenditures amount by an additional \$195,000 for a new total budget and total authorized expenditure amount of \$1,120,000 to undertake construction and complete the project to be funded by Housing and Residence Life Reserves;

WHEREAS, for the HCOM Cleveland 3rd Floor Expansion project, the Board of Trustees previously approved a total project budget and authorized expenditures of \$800,000 (2016-3572), and University administration seeks to amend the total project budget and authorized expenditure amount by an additional \$218,160 for a new total budget and total authorized expenditure amount of \$1,018,160 to undertake construction and complete the project to be funded by HCOM Reserves;

WHEREAS, for the Alden Library Renovation Phase I project, University administration requests approval for the total project budget of \$2,890,000 and seeks approval for authorized expenditures of \$2,890,000 to undertake design through construction to be funded by Internal Loan (\$1,340,000), State Appropriations (\$1,250,000), Gifts In Hand (\$200,000), and Alden Library Reserves (\$100,000);

WHEREAS, for the Back South Demolition Phase II project, University administration requests approval for the total project budget and authorized expenditures of \$3,000,000

to undertake design through construction to be funded by Housing and Residence Life Reserves;

WHEREAS, for the Campus Steam System Repairs 2017 project, University Administration requests approval for the total project budget and authorized expenditures of \$1,500,000 to undertake construction and complete the project to be funded by Century Bonds - EIP;

WHEREAS, for the Copeland Hall Roof Replacement project, University Administration requests approval for the total project budget and authorized expenditures of \$1,200,000 to undertake construction and complete the project to be funded by Century Bonds (\$750,000) and State Appropriations (\$450,000);

WHEREAS, for the Front Room and Latitude 39 Upgrades project, University Administration requests approval for the total project budget and authorized expenditures of \$1,000,000 to undertake construction and complete the project to be funded by Culinary Reserves;

WHEREAS, for the Lindley Hall Roof Replacement project, University Administration requests approval for the total project budget and authorized expenditures of \$500,000 to undertake construction and complete the project to be funded by Century Bonds (\$300,000) and State Appropriations (\$200,000);

WHEREAS, for the Perkins Hall Electrical and Fire Alarm Upgrades project, University Administration requests approval for the total project budget and authorized expenditures of \$800,000 to undertake construction and complete the project to be funded by Housing and Residence Life Reserves;

WHEREAS, for the Research and Technology Center (RTEC) Roof Replacement project, University Administration requests approval for the total project budget and authorized expenditures of \$500,000 to undertake construction and complete the project to be funded by Century Bonds (\$300,000) and State Appropriations (\$200,000);

WHEREAS, for the South Green Drive Culvert Repair project, the Board of Trustees previously approved a total project budget of \$2,000,000 and authorized expenditures of \$200,000 (2016-3535), and University administration seeks to increase the authorized expenditure amount by \$1,800,000 to undertake construction and complete the project to be funded by Century Bonds (\$436,000) and State Appropriations (\$1,564,000);

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

Chair Wolfort asked for a motion to approve the consent agenda. Trustee Lake moved. Vice Chair King seconded. With all in favor, the consent agenda was approved.

There was no old business.

There was no new business.

Secretary Moore reported that the next meeting of the Ohio University Board of Trustees would occur on January 19-20, 2016.

Chair Wolfort adjourned the meeting at 11:50am.

APPENDIX



OHIO
UNIVERSITY

**Ohio University Board of Trustees
University Academics Committee
October 20, 2016, Thursday
Margaret M. Walter Hall, Room, Athens, Ohio**

Present: Committee Chair N. Victor Goodman, Trustees Kevin B. Lake and Janelle Simmons, Student Trustee Brooke Mauro, National Trustee David Pidwell, Alumni Representative Ronald Teplitzky, and Faculty Representative David Thomas.

Committee Chair Goodman called the meeting to order at 1:59 p.m.

Dr. Laura Myers, the provost's chief of staff, substituted for Pam Benoit, Executive Vice President and Provost (EVPP), at the meeting.

Scripps College of Communication Dashboard

Scott Titsworth, Dean of the Scripps College, shared the college's innovations, priorities, opportunities, commitments to students, and its commitment to maintaining its strong national academic reputation as well as the more detailed information contained in the dashboard.

Dean Titsworth wanted to provide information so the Trustees can be informed ambassadors for the Scripps College as they are already for the University.

One of the college's goals is for students to have choices and discover who they want to be as people. Experiential learning supports this and other goals such as key priorities that include student success, leadership development, and becoming technological leaders.

The college houses five different schools. Over the last several years, integrated activities have been added to the curriculum. Students are involved in project based learning and are not siloed by their fields of study. They are rather encouraged to be involved in broader activities that the college considers a critical part of students' learning experiences.

High caliber students are attracted to the college. Students are retained at a high rate, their degree completion rate is good, and the first year retention rate of 89% is very high.

Dean Titsworth discussed the efforts that lead to this sort of student success, primarily the very integrated and coordinated strategy to promote student success through the Harris Student Support Center. Greg Moeller, Assistant Dean for Student Success, who runs the Center was introduced to the committee.

There is a very low rate of students who are on probation. When students are on probation, the college works hard to help them get off of probation. Less than 1% of students who have academic difficulty end up having to leave the University.

Pre-graduation checks are an option for students. Students can drop in at the Harris Center and have an advisor go over their transcripts with them. Since the 2015 spring semester, over 610 students have taken advantage of this intense transcript analysis. This has saved approximately 6% of students from having issues that would have caused them to not graduate on time (about 36 of the 610 students).

As a result of an initiative supported by EVPP Benoit, student success advisors are embedded in the colleges. These advisors assist students who may not be failing, but are not performing as well as they might. The advisor in the Scripps College, Paula Linscott, was introduced by Dean Titsworth. Ms. Linscott had, in spring of last year, 185 advising appointments, six advising sessions for new incoming students, and has taught two learning community courses. Faculty and students in the college are very appreciative of Ms. Linscott's efforts.

Dean Titsworth went on to describe the Critical Listening and Post Production Laboratory that is part of the new Schoonover Center. This completely acoustically isolated room designed specifically to hold a control console, that is cutting edge technology, used by students learning about digital audio. He noted that product vendors, including Yamaha, are writing stories and doing videos about Ohio University because of how the Scripps College is training students on this cutting edge equipment. Dean Titsworth acknowledged the work of Kyle Snider, Lecturer in the School of Media Arts & Studies, and Hans Kruse, Professor in the School Information and Telecommunication Systems (ITS). Dr. Kruse brought his ITS students in to help with the project.

Some exciting programs include: The Game Research and Immersive Design (GRID) Lab, using an Innovation Strategy grant, is training students to create virtual and augmented reality, one of the next big media platforms. The SMART Lab – Social Media Analytics – students learn analyze social media trends, etc. Students work with businesses that want to strategically use social media, increase use of, etc. Developing Broadcast Meteorology Program in conjunction with the College of Arts and Sciences meteorology program. Working with the College of Fine Arts to develop a masters of fine arts in communication media arts would be a nationally distinctive program. Additionally, the college hopes to work with the Heritage College of Osteopathic Medicine so the college will increase its presence on the Dublin Center through two programs: the masters of information and telecommunication systems and the masters of organizational communication which should fit the workforce in that area well.

National Trustee Pidwell commended Dean Titsworth on the activities in the college and was pleased with the college's efforts to engage its students beyond the college. He felt this would provide students with more real-world experiences as students in communication fields would learn to work with students in other disciplines.

Dean Titsworth noted that the college goes beyond the collaborations across colleges to include engaging with private sector partners, such as Scripps Company, in activities such as those in the SMART lab.

Committee Chair Goodman noted that he was pleased to see the excellent rate of employment after graduation.

Dean Titsworth replied that the college hoped to bring that number even higher by informing students of the various ways they can leverage their education to obtain employment.

Trustee Simmons asked if the rate of employment was because of the internship programs.

Dean Titsworth replied that he felt internships have a definite impact. Students in Journalism and some other schools are required to have an internship. Many students have more than one. All students in the college are highly encouraged to obtain internships. It is estimated that over 75% of the students in the college complete at least one internship and there is a significant number that do multiple ones. These internships augment what students do in the classrooms, in their student organizations, and so forth.

Trustee Simmons noted that as an alumna who benefitted from an internship, she wanted to thank the dean and the college for continuing that tradition.

Committee Chair Goodman asked about the college entrance requirements.

Dean Titsworth replied that the entrance requirements are the same as for the University with the exception of the School of Journalism and the School of Visual Communication have slightly elevated requirements.

Consent Agenda, Review of Centers and Institutes

Chief of Staff Myers introduced Joseph Shields, Vice President for Research and Dean of the Graduate College, who furnished information about this agenda item. Vice President Shields provided an overview of the review process.

Committee Chair Goodman asked what happens if centers' support is withdrawn by the funding sources identified in the summaries. He also asked, given the value of the centers, why they do not receive their own funding.

Vice President Shields replied that there are about forty centers and institutes. They are highly diverse in the scope and scale of what they do, so there are various levels and types of support needed. Seminar series can be supported with very modest funding. Others have very significant infrastructure. Therefore, the funding models differ. While some funding by the University is tied to the center or institute being able to bring in grants, the funding provided by the University does indicate strong support of these endeavors. This also encourages centers and institutes to pursue external funding sources. Should the funding source for a center or institute be withdrawn or reduced, they might

pursue additional funding either by requesting funds from the college dean or making a case for funding elsewhere.

Faculty Representative Thomas noted that prior to a center or institute being presented to the Board of Trustees, the funding sources are determined.

The committee agreed that the resolution regarding centers and institutes will remain on the consent agenda for review by the full Board.

Enrollment Update

Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, provided the committee with an update on enrollment.

Senior Vice Provost Cornell emphasized the word “evolving” in the strategic enrollment management language in the presentation. Multimodal, multilevel, multi-campus educational opportunities are really becoming the forte of what we do at Ohio University and how those blend in and out of our normal numbers are starting to become quite interesting. So, it’s not just about the freshman numbers, the Athens numbers, etc., it’s really the significant impact of each of these and the interplay between them.

New freshman enrollments this year gave us the 3rd highest class in our history. This is down 2.6% from last year, but still up by 425 students from our recent low point in 2011.

The transfer student profile is changing as more are students are choosing to take online courses.

College Credit Plus (CC+) students are mostly at the regional campuses. Eighty new students started at the Athens campus. There are about 1,000 students in the overall program.

Overall multicultural student enrollments are at a record high. African American student enrollments are also at a record high. We have beat our records each year for approximately the past fourteen years.

Out-of-state enrollments are down for the freshman class, possibly due to market issues. Senior Vice Provost Cornell and others will be meeting to discuss this. Ohio University is now a common application school so that should help make these applications easier as it broadens our exposure.

Freshman quality is good with students having record high school grade point averages which is a strong indicator of student success.

eLearning enrollments are up by about 2% and will increase somewhat because of Nursing enrollments that have different start dates during the year.

Graduate enrollments, especially in online programs, are up significantly, partially due to expanded OUHCOM opportunities with new campuses in Dublin and Cleveland.

At our regional campuses, student headcount vs. FTE numbers are impacted by the CC+ students who are part-time.

Our Federal Cohort Default Rate (students who, one year and one day after graduation, when they should start paying back their student loans don't do so) had the largest drop rate in the state. Defaults were among our Regional Higher Education (RHE) students predominately. Enrollment Management and Bill Willan, Executive Dean for Regional Higher Education, worked a lot to improve these numbers through various efforts.

Faculty Representative Thomas asked Executive Dean Willan a question regarding CC+. At a previous meeting, the topic of CC+ was discussed, in particular, the issue quality of CC+. Faculty Representative Thomas did not realize the number, of CC+ students, was this high. He asked Executive Dean Willan if he, his regional campus deans, or his faculty were seeing an issue with impact of CC+ in the classroom.

Executive Dean Willan responded that there is a considerable range of providers for CC+. Executive Dean Willan and others will be checking to see how the overall quality of CC+ programs across the state is maintained.

Senior Vice Provost Cornell noted that the impact of CC+ on overall enrollments here will depend on the number of credits CC+ students enrolling and how many course credits they will be bringing with them.

Committee Chair Goodman expressed a concern that remediation may be necessary for these students if the quality of CC+ courses are not up to standard.

Senior Vice Provost Cornell responded that those sorts of things are yet to be determined because we are only in the second year of this program. Ohio University is working hard to ensure that the quality of our own CC+ courses remains high. He also noted that there is a transferability guarantee in Ohio that requires an institution to accept other institutions' credits. We will be looking to see how other institutions handle this and will work with the state to address issues as the program moves forward.

National Trustee Pidwell had several questions; if we draw a trend line of our enrollment over the past few years, is it up and to the right; do we expect that this trend line will continue in that direction? Are we doing marketing and promotion, etc. to continue that trend or is the market that we are addressing shrinking in numbers and compromising our ability to maintain this increase?

Senior Vice Provost Cornell replied that we are targeting opportunities for growth with the goal of balancing things out. While we may not grow enrollment at the Athens campus, given housing and other constraints, there are ways to grow strategically through online programs, distance education, etc. The university is working to achieve the right balance and growth up and to the right will most likely be through eLearning and other online programs rather than growing on-campus enrollment in Athens by much more.

Trustee Pidwell noted that multicultural enrollment has been increasing, yet out-of-state enrollment is declining, and asked how we reached those reduced numbers.

Senior Vice Provost Cornell replied part of the reason for the reduced numbers is heavy competition for out-of-state students and many institutions marketed heavily toward those students. Another thing to consider is that international students are considered out-of-state students and are included in those numbers. The university is looking at growing its international market, too, and is targeting different populations to grow pockets of students.

National Trustee Pidwell asked if it is feasible for students to get a four-year undergraduate degree through the eLearning program or does it require some time on campus or some other additional work?

Senior Vice Provost Cornell responded that we do not market for online four-year degrees. We market for degree completion, graduate programs, etc.

National Trustee Pidwell asked if Senior Vice President Cornell could envision a time when a student could graduate from high school and obtain a bachelor's degree through an online program, considering that the market for these programs is growing considerably.

Senior Vice Provost Cornell answered that this would be an entirely new market for us and we would have to begin these programs from scratch. While this is on our radar, we won't be pursuing it anytime soon. Right now we're growing existing programs.

Committee Chair Goodman had a question for Dean Titsworth regarding what we are doing with the Roger Ailes scholarship given the name change for the newsroom and that the money has been returned.

Dean Titsworth responded that one student receives the scholarship and that faculty are discussing the issue of the scholarship. The scholarship money comes from an endowment.

Senior Vice Provost Cornell responded that the university will make sure these students don't suffer.

Global Strategy

Lorna Jean (L.J.) Edmonds, Vice Provost for Global Affairs and Director of International Studies noted that one in five jobs are tied in some way to global trade. Talent is our nation's most valuable resource and higher education is very competitive. Diversity and Inclusion is at the core. We want all of our international students to get jobs, whether here or in their home country. We do not want to differentiate them in the classroom - Ohio University is one community. We want to build the university's global profile and recognize the importance of Athens and Ohio as a part of our global strategy. We want globalization to be a part of the curriculum across the university and to be a part of every student's experience.

Trustee Pidwell noted that he has personally seen this globalization in his field and is glad that our students are learning that this is a global world and wished Vice Provost Edmonds the best of luck.

Vice Provost Edmonds outlined international relationships and the importance of having strategic partners in countries where we want to develop these relationships. We do not currently have strategic partners in Africa or the Middle East.

Innovation Strategy Update

Vice President Shields provided an update on the Innovation Strategy.

The process begins with a letter of intent. Thirty-one letters of intent were received by the deadline last week. These projects would involve 172 individuals from among a broad range of college, departments, and programs. Membership on teams must be from more than one college or program. Activities the funding supports are broad.

Total funds available is 4.4 million dollars. We do not guarantee that we will give out all of this money. There is a quality standard that must be met. There is a very large review team to ensure that the standard is met.

This program is receiving recognition on the state level and nationally. Very positive feedback has been received from the governor's staff.

Academic Quality Points of Pride – Arts & Sciences Curricular Themes Initiative

Robert Frank, Dean of the College of Arts and Sciences, gave this presentation.

Two faculty joined Dean Frank. They were Paul Patton, Professor of Anthropology, and Nukhet Sandal, Professor of Political Science.

Curricular themes are a set of courses and extracurricular activities (related courses and experiences) that allow students to explore topics beyond their majors. Affiliation Groups are small groups of faculty and students talking about various issues.

For example, "Making and Breaking the Law" breaks down what law is, how it develops, etc.

It is common for themes to join forces i.e. there are overlaps in types of things different themes are discussing. This has generated clubs, etc. that go beyond the normal classroom. Faculty from six colleges and many departments are involved. Activities include sponsored speakers, sponsored films, field trips, internships, etc.

Professor Sandal shared that international security issues are of interest to her. She works with faculty from the hard sciences, engineering, etc. on the War and Peace theme. These experiences have led to faculty collaborations and team teaching opportunities.

Professor Patton shared the impact that the themes initiative has had on students. For instance, Professor Patton became acquainted with an anthropology student who had dropped out of the university. The student's great interest was food for the community. When Professor Patton shared that themes were available on the subjects she was interested in, she ended up re-enrolling. She has graduated and is now working in her field of interest. Themes help students see the complexity of problems and solutions to problems.

Student Trustee Mauro asked if students can change themes.

Dean Frank replied that yes, they do, and do so often.

Student Trustee Mauro asked if students can receive a certificate for completing any of the themes.

Professor Sandel replied that some themes apply toward certificates or majors and some do not.

Alumni Representative Teplitzky asked if the themes involved only in Arts and Sciences.

Dean Frank replied that the themes cross many colleges and departments.

Professor Patton noted that student groups, with students from multiple colleges, have been developed around themes.

Faculty Representative Thomas asked how Dean Frank was able to reach out to other colleges and departments to encourage them to become involved.

Dean Frank explained that faculty interested in developing a theme reach out to external partners, faculty in other colleges or departments, and others themselves. For example, outside partners for one theme includes local food producers and processors, Wayne National Forest (native and prehistoric foods), Rural Action (biodiversity in the region), and others.

Consent Agenda, New Programs CHSP – Master of Global Health

Dean Randy Leite provided information about this multi-disciplinary program. Medical students both here and at other institutions in the U.S. and abroad have shown interest.

The committee agreed that the resolution would remain on consent agenda for consideration by the full Board.

Committee Chair Goodman adjourned the meeting at 3:53 p.m.



**Ohio University Board of Trustees
Audit Committee Meeting
October 20, 2016, Thursday
Margaret M. Walter Hall, Athens, Ohio**

Present: Audit Committee Chair Janelle Simmons, Trustees Dave Scholl and Peggy Viehweger, National Trustee Laura Brege, Alumni Representative Ronald Teplitzky, Student Trustee Patrick Roden and President Roderick McDavis.

Audit Committee Chair Simmons called the meeting to order at 4:15 PM.

Plante Moran - FY16 Audit

Robert Shenton and Danny Sklenicka of Plante Moran were present to discuss the FY16 audit. Their presentation included: required communications; summary of audit differences; and new accounting pronouncements. Plante Moran reported that the audit report for the University and all component units was filed with the Ohio Auditor of State on October 13th.

There was one item listed in the Summary of Audit Differences which was a judgmental adjustment related to the recording of accounts payable invoices due to timing differences as of June 30, 2016. This item was not considered materially significant by Plante Moran and no adjustment was made to the financial statement.

Trustee Dave Scholl made a motion to approve a resolution accepting the annual financial statements and footnotes as presented by management of the University, Foundation, and subsidiaries including Plante Moran’s audit opinions and reports thereon as of and for the year ended June 30, 2016. The motion was seconded by Trustee Peggy Viehweger. Vote was unanimous.

FY17 Audit Plan Status

Jeff Davis, Chief Audit Executive discussed the FY17 audit plan. The NCAA Agreed Upon Procedures and audits of Campus Recreation, Parking Services, Residential Housing and IT General Controls are underway. Mr. Davis discussed the need to postpone the audit of Procure to Pay Services to a future fiscal year. Mr. Davis stated that Senior Auditor Susan Jago had been serving as the interim Accounts Payable manager and recently accepted the position full time. This has impacted productivity in the office. In addition, Procure to Pay Services is going through a reorganization and is in the process of changing internal procedures. Mr. Davis stated that both of these factors are justification for postponing the audit. Trustee Scholl asked about the significance of the audit and the impact of delaying the audit. Mr. Davis explained that he has been kept

apprised of the changes occurring in the Procure to Pay Services department and also the extent to which Internal Audit reviews transactions that are processed by the department on an ongoing basis. The committee agreed with the change to the audit plan.

Audit Committee Charter Resolution

Mr. Davis provided a summary of the proposed changes to the Audit Committee Charter. The changes were also discussed at the June 2016 and August 2016 meetings. The charter outlines the committee's responsibilities related to oversight of the external audit, the Internal Audit Office and compliance matters.

Trustee Dave Scholl made a motion to approve a resolution accepting the proposed changes to the Audit Committee Charter. The motion was seconded by Trustee Peggy Viehweger. Vote was unanimous.

Quality Assessment and Improvement Program

Mr. Davis discussed Internal Audit's Quality Assessment and Improvement Plan (QAIP). Mr. Davis will report the results of the QAIP annually with the Audit Committee and senior management.

Trustee Scholl asked if Mr. Davis was able to identify an evaluation template for the Chief Audit Executive (CAE) Evaluation. Mr. Davis stated he had and would share that evaluation template with the committee.

At 4:42 PM. Committee Chair Janelle Simmons motioned to move to executive session. Trustee Peggy Viehweger seconded. The executive session was for the sole purpose of details relative to the security arrangements for the university, pursuant to the provisions of Ohio Revised Code Section 121.22(G)(6). Trustees Janelle Simmons, Dave Scholl and Peggy Viehweger all voted yes. Vote was unanimous.

The executive session ended at 5:10 PM.

There was no unfinished business.

Audit Committee Chair Simmons adjourned the meeting at 5:11 PM.



**Ohio University Board of Trustees
Governance Committee Meeting
October 20, 2016, Thursday
Margaret M. Walter Hall, Athens OH**

Present: Acting Committee Chair Goodman, Board Chair Wolfort, Trustee Lake, National Trustee Pidwell, Student Trustee Mauro, Secretary Moore, General Counsel Biancamano, Vice President for Finance and Administration (VPFA) Shaffer

Acting Committee Chair Goodman, standing in for Committee Chair Cooper, called the meeting to order at 4:17 PM.

Bylaws and Committee Descriptions

Secretary Moore introduced the discussion with a summary of the modification to the bylaws approved by the committee in August. Board Chair Wolfort reported that he had asked Committee Chair Cooper to generate an initial draft based on the conversation at the August Board Retreat. The draft of the bylaws considered by the committee has the original modifications as well as additional changes to committee names and descriptions suggested by Trustee Cooper.

A brief conversation ensued regarding the merits, scope, and placement of a compensation committee and a risk management committee.

The Committee charged Secretary Moore to submit the draft to Executive Staff for comments and suggestions and to return in January to present findings and an updated draft for consideration.

Acting Committee Chair Goodman adjourned the meeting at 4:57PM.



**Ohio University Board of Trustees
University Resources Committee
October 20, 2016, Thursday
Margaret M. Walter Hall, Athens, Ohio**

Committee Chair Dave Scholl called the meeting to order at 2:00 pm. Other board members present included Board Chair David Wolford, Trustee Peggy Viehweger, Student Trustee Patrick Roden, National Trustee Laura Brege, Faculty Representative Susan Williams, and President Roderick J. McDavis.

Trustee Scholl opened the meeting by praising the high quality of information shared in the agenda materials for these committee meetings.

Financial Update

Vice President Finance and Administration (VPFA), Deb Shaffer, shared results and analyses from the FY16 Audited Financial Statements as well as the current FY17 financial forecast. This presentation is consistent with the move to report updated forecasts at each meeting and share developing trend data driving the budget development. VPFA Shaffer highlighted several key budget drivers comparing FY16 actuals, FY17 budget and FY17 forecast as follows:

- FY17 State Share of Instruction (SSI) reflects formula changes which reduced at-risk weightings that caused overall reduction in Ohio's expected allocation of \$5.6M which was funded from one-time reserves. This will have to be absorbed by the academic units in FY18. A formula change has been voted on to change the FY18 allocation to add an at-risk factor for First Generation students which is a priority at Ohio University.
- As the OHIO Guarantee implementation continues we are applying annual enrollments and the varying cohort tuition and retention rates to forecast tuition and fee revenues. FY17 tuition and fees are currently forecasted approximate to budget - out-of-state enrollments were lower than projected but in-state were higher. A 2017-2018 OHIO Guarantee cohort increase based on statutory rate caps and the five-year average Consumer Price Index (CPI) is being considered due to the projected increase in expenditures for FY18 and flat growth projections for other revenue sources.
- Compensation budgeting typically includes all positions for a unit, not factoring in staffing fluctuations throughout the year. The FY17 \$10M+ favorable salaries and benefits forecast is based on trending actual year-to-date expenditures and applying benefits percent to salary year-over-year trends.

Non-operating investment income forecasted to exceed the budget for FY17 forecast due to market performance in the first quarter; an update will be provided at the next meeting. The Century Bond Advisory Committee, comprised of trustees from each board as well as a faculty member in the Business school, meets regularly prior to the University board meetings to review performance of the program and adherence to the program guidelines. A two-year review of the Century Bond / Deferred Maintenance Program will be presented at the January meeting.

The FY17 GAAP Adjusted forecast approximates budget. The FY17 budgeted increase in net position is \$88.4M and the forecast is currently at \$90M, with the \$1.6M variance driven by investment income.

Student Investment Program Update

VPFA Shaffer introduced David Stowe, College of Business Assistant Professor and Faculty Advisor to the two groups which comprise the Student Investment Management Program – the Equity and the Fixed Income groups. The student groups manage a portion of University working capital valued at \$6.1M at June 30, 2016. The groups are tasked with managing the portfolios within the investment policy and are provided guidance by an Alumni Advisory Board with oversight by the Foundation and its Investment Sub-Committee. Trustee Scholl commended Professor Stowe’s involvement in the Century Bond Advisory Committee and remarked on the professionalism and insight his involvement brings to their discussions.

Professor Stowe introduced Student Dane Hudson who shared that the Fixed Income Group manages \$2.8M in investments split equally between a traditional portfolio and a sustainable investment fund. Student Travis Blair shared that the Equity Group oversees \$3.5M in investments - \$1.76M in a traditional portfolio and \$1.58M sustainable. The students described their management philosophy and the activities of their members regarding their holdings. Recruiting efforts by the student investment groups have expanded to other majors beyond the College of Business. The members enjoy access to program alumni who come back to campus, talk through opportunities, and offer them career advice and guidance.

Student group performance for these portfolios as of June 30, 2016 show positive returns which lag benchmarks. Trustee Scholl requested an addendum to this annual report to formally document the group’s oversight and governance.

Consent, Establishment of University Quasi-Endowments

VPFA Shaffer discussed the request to establish two University quasi-endowments to benefit the departments of Chemistry and Physics from the estate of Ileana Ackley. The funds came into the Foundation as unrestricted to those units. Leadership recommends the creation of two quasi-endowments for the long-term benefit of the respective departments. The Foundation board will vote on the resolution at its November meeting.

The Committee recommended that the Consent resolution for the Establishment of University Endowments be retained on the Consent Agenda for the October 21, 2016 Board of Trustee meeting.

Consent, Local Administration Certification

Senior Associate Vice President (SAVP) Joe Lalley discussed the request for board action to continue participation in the State of Ohio Local Administration Certification for Capital Improvement Projects program. Action is required to recognize the change in state agency oversight from the Department of Administrative Services (DAS) to the Ohio Facilities Construction Commission (OFCC)

Consent, Facility Projects – Construction

SAVP Lalley provided construction updates on a couple of issues for which no Board action is required.

- The University completed the Ohio EPA Voluntary Action Plan Phase 1 assessment at the Lausche Switchyard. The levels of soil contamination around what is now known to be an abandoned well remain below reportable levels. ODNR will be approached about Orphaned Well Program coverage; otherwise, plans will be made for remediation to grout the well as well as fix other issues discovered during the Lausche Electric Yard Sinkhole Repairs: Soil Stabilization Phase 1.
- In 2012 energy performance contractor Constellation New Energy (CNE) was selected for a \$28.3M project for energy improvements and to meet HB 251 goals. Missed completion dates have occurred throughout the project, but we are looking for project completion by the end of November. Measurement and verification reporting from Constellation will follow to prove performance with oversight by Internal Audit. If contract performance is not realized, then Constellation will need to provide remedy. CNE's delinquency has been mainly due to the lack of coordination with subcontractors working in campus facilities.

The request for construction approval for twelve projects includes three projects with budget amendments: bathroom renovation projects in the Boyd and MacKinnon Residence Halls to reflect increases associated with underestimating finish work; and the HCOM Cleveland 3rd Floor Expansion project where certain required elements were not adequately estimated. SAVP Lalley discussed remediation steps taken to reduce the likelihood of similar estimate errors in future contract bidding.

New projects for construction approval include Alden Library Phase I renovation, Phase II Back South Green demolition, 2017 steam system repairs, Copeland Hall, Lindley Hall and RTEC roof replacements, Front Room and Latitude 39 upgrades, Perkins Hall electric and fire system upgrades, and the South Green Drive culvert repair project. The

Back South demolition includes three Residence Halls (Martzolff and O'Bleness, with Fenzel to be bid as an alternate) scheduled for demolition next summer.

SAVP Lalley remarked that coordination with the City, OUPD, university departments, and event planning regarding contractors on campus does occur as it relates to campus safety and the impact of construction on campus residents and the city. In light of the Joint Committee Title IX discussion, SAVP Lalley will follow-up with Sara Trower on what Title IX obligations might exist as they relate to contractors or vendors.

The Committee recommended that the two facilities related Consent resolutions be retained on the Consent Agenda for the October 21, 2016 Board of Trustee meeting:

- **Local Administration Certification**
- **Facility Projects – Construction**

Utilities Planning Update

SAVP Lalley updated the board on development of the Utilities Master Plan and related projects. In 2014 the Board approved a \$79M set of projects (Energy Infrastructure Projects (EIP)) which included the development of a Utilities Master Plan to define, map, inventory, and assess the state of our energy infrastructure and recommend a plan to address deferred maintenance and meet current and planned capacity (as defined by the Comprehensive Master Plan).

Prior to the EIP Ohio University did not have a comprehensive energy study or strategy. The complicated infrastructure is comprised of miles of tunnels and piping, high voltage distribution, underground wiring, and domestic hot water / steam systems. Draft recommendations, costs estimates, and the respective plan will be presented to the Joint Committee of the Board in January, 2017, with the goal of the final plan being integrated into the FY19-24 CIP Update presented in June, 2017.

Campus Signage and Wayfinding

Michael McAvoy, Senior Planner in the Office of University Planning and Space Management, was introduced to provide an update of the ongoing signage and wayfinding project. The presentation reflects the work to improve the 30-year old signage standards as well as provide a comprehensive framework for a variety of wayfinding tools. The project, an outcome of the Comprehensive Master Plan, began in 2015 and reflects the work of the consultant, Ayers Saint Gross, with a large Advisory Committee of staff who routinely deal with first-time visitors.

The existing signage system is too small for the increased volume of University visitors, and together the consultant has worked with the Advisory Committee to improve campus signs. A set of guiding principles was developed to ensure the signs will serve the University for decades, and many of those signs have been tested to vet various design aspects such as size, color, levels of hierarchy, and message simplification. The

presentation highlighted recommendations such as leveraging the campus greens, creating pedestrian signs, improving vehicular and parking signs, and improving signs for transit and accessibility. The concepts have been tested with a variety of faculty, staff, students, and prospective students.

Board discussion occurred around providing a technology solution to accomplish wayfinding and possibly add historical notes based on OHIO GIS data. Mr. McAvoy noted that a variety of digital solutions are being investigated as part of a comprehensive system, including aids for international visitors, with implementation criteria to be included in the guidelines. He noted that estimates for an initial phase were included in the current six-year Capital Improvement Plan (CIP), and that the guidelines will be brought back to the Board for review and approval in early 2017, and that they will include project phasing and cost strategies for the FY19-24 CIP Update and University Budget Planning.

Facility Project Status Update

VPFA Shaffer briefly discussed the Facilities Project Status Report which will become a regular Resources Committee information item. The report, organized consistent with the CIP, includes active facility projects approved for expenditure and information on budget, expenditures, project timeline and progress.

Information Items: No Discussion

Informational Updates were also provided in the materials for committee members for which no specific presentation was discussed:

- Park Place Planning Strategy Update
- Treasury Report
- Annual Risk and Insurance Program Report
- Annual Clery Report – Fire
- Annual Clery Report – Police
-

At 4:04 pm Committee Chair Dave Scholl adjourned the meeting.



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**Ohio University Board of Trustees
Joint Resources and Academics Committee Meeting
October 20, 2016, Thursday
Margaret M. Walter Hall, Athens, Ohio**

Present: President Roderick McDavis, Chair David Wolfort, Trustees Dave Scholl, Janelle Simmons, N. Victor Goodman, and Peggy Viehweger, National Trustees Laura Brege and David Pidwell, Student Trustees Brooke Mauro and Patrick J. Roden, Alumni Representative Ron Teplitzky, Faculty Representatives Susan Williams and David Thomas, and Secretary David Richard Moore.

Not Present: Trustee Diane Smullen, Vice Chair Janetta King, and Trustee Cary Cooper

Chair David Wolfort called the meeting of the Joint Committee to order at 10:02am. He began the meeting by announcing that Trustee Diane Smullen would not be present due to medical issues with which she is dealing.

He thanked President McDavis and City Council President Chris Knisely for hosting a dinner between Athens City Council and the Ohio University Board of Trustees.

Advancement Strategy: AdvancingOHIO

Vice President for Advancement J. Bryan Benchoff presented on a new fundraising initiative that the Ohio University is developing. With him were:

- Ms. Jennifer Neubauer, *Assistant Vice President (AVP), Alumni Relations & Executive Director, Ohio University Alumni Association (OUAA)*
- Mr. J.R. Blackburn, *Assistant Vice President (AVP) for Development & Associate Campaign Manager*
- Mr. Joe Pauwels, *Assistant Vice President (AVP), Advancement Services*
- Ms. Deb Shaffer, *Vice President for Finance and Administration (VPFA)*
- Ms. Candice Casto, *Chief Financial and Investment Officer (CFIO) for The Ohio University Foundation*

VPA Benchoff introduced presenters, and also highlighted the contributions of EVPP Pam Benoit, who was unable to attend the meeting.

VPA Benchoff reported that Advancement collaborates with both Ohio University and the Ohio University Foundation, and is beholden to the academic mission and vision of

Ohio University. He noted that Advancement works not just at the university level, but also at the individual college levels.

Advancement's Advancement Strategy is called AdvancingOHIO. VPA Benchhoff outlined the strategy, which hopes to eventually reach a \$50million a year run-rate for Ohio University's endowment. VPA Benchhoff says he sees the new strategy as a starting point, rather than an ultimate goal. The current strategy will run through 2029, at which point Advancement will have fully realized the goal.

He said that AdvancingOHIO is separated into three timeline phases:

- Phase I, during which time Advancement hopes to raise \$35 million a year
- Phase II, during which time Advancement hopes to raise \$45 million a year
- Phase III, during which time Advancement hopes to raise \$50 million a year

VPA Benchhoff reported that AdvancingOHIO's principles were divided into three parts:

- Fundraising
- Infrastructure
- Engagement

Phase I

Phase one will inform the conversation as OHIO moves into phases II and III. VPA Benchhoff noted that reaching the goal depended on a massive volume of work required to attain the goal, and laid out the numbers needed to realize the goal:

- Fundraising: 303 new major gifts must be secured
- 8,000 calls must be made
- 2,400 visits must be made
- 500 solicitations with a 50% closure rate must be made

VPA Benchhoff introduced AVP Blackburn, who said that Advancement did not want to lose the momentum of the Promise Lives Campaign. AVP Blackburn said his team had begun to identify specific strategies to reach the goals. He introduced AVP Neubauer, who he said would outline how Advancement had changed in the past few years. AVP Neubauer reported that Alumni Relations had identified 10 different exploratory key markets on which to focus in the new fundraising efforts, including Dayton, Ohio and Washington D.C.

AVP Neubauer said that 5,000 students are engaged with Alumni services each year, and that they hope to further improve upon that engagement. Alumni Relations to engage more unique attendees at events, to eventually help Ohio University garner more gifts and greater support in the long-term.

AVP Blackburn said that Advancement is engaging with Alumni Relations. AVP Neubauer provided an example of work done in Washington, D.C. to engage people who

had not previously been engaged, and said that Alumni Relations had been able to get them to be speakers and presenters at events.

AVP Blackburn said that inclusion of the new Dublin campus represented an enormous opportunity for Advancement to increase engagement.

AVP Pauwels talked about his office's input, which involves background research on alumni for potential engagement, and hard data regarding trends in donor relations. He reported that the average first time \$10,000 donor is in his or her 60s, and has had at least a 10-year active relationship with Ohio University. AVP Pauwels talked about OHIO Today's current redesign plans, which he hopes will encourage people to keep and return to each issue as proud conversation pieces.

AVP Blackburn said that the resources of organizational giving has to be centered in the identified markets, and indicated that such an idea is laid out in their plan. He indicated that ramping up the number of gifts and the quality of gifts now will affect university success 20 years down the road.

Chair Wolfort asked if Advancement was taking into consideration that in the next 12 years, there will be approximately 60,000 new alumni, and also a drop-off rate as older alumni die. He noted that long-term Development Officers (DOs) would be needed to build long-term relationships with donors, and also to understand the various markets.

VPA Benchoff introduced VPFA Shaffer, who explained the funding that would be needed to move the Advancement Strategy forward. She outlined the actual and projected costs of running the Advancement department by year:

- Financial Year 2015 (FY15): \$105 million
- FY16: \$104 million
- FY17: 109 million

VPFA Shaffer said that Finance and Administration continues to analyze the feasibility of the program.

Trustee Viehweger asked how Advancement and Finance and Administration had determined the cost of housing new staff in the new markets. VPA Benchoff and VPFA Shaffer indicated that the costs indicated hard numbers, and not estimates of the potential cost. AVP Pauwels noted that Dublin was raw space that could be developed.

Chair Wolfort asked VPA Benchoff how he envisioned intertwining past campaigns with the current plan. VPA Benchoff noted that many institutions are utilizing either mini-campaigns or perpetual campaigns, and that that was something Ohio University was considering, as well.

AVP Pauwels said that Advancement did not take into consideration the three transformational gifts that Ohio University received when evaluating whether or not the new plan was workable, as they were outliers in the previous campaign.

President McDavis reported that there may be new transformational gifts from institutions that had not yet been identified.

Trustee Goodman asked why Advancement had not utilized class gifts through class-related five-year reunions? He stated that these campaigns were very successful with his alma mater, and wondered why Ohio University was not organizing these kinds of events. AVP Neubauer said that she was seeing a trend moving away from class giving and towards affinity giving. She said that as populations of graduates get bigger, they are less connected to their classes, just due the sheer number of graduates in each class. She said that there are several class reunions they do for major milestones, but that Alumni Relations is growing its production of affinity-related events.

National Trustee Brege asked how AVP Neubauer planned to engage the growing number of online students. AVP Neubauer said they are still evaluating that. She indicated that regional campus students feel affinities for their branches, rather than with Athens, but that online students seem to be hungering for a connection that is difficult to establish remotely, so they are focusing more on engaging the online students and online graduates.

VPA Benchhoff addressed the concept of “benchmarking,” which OHIO is doing by employing Eduventures. He outlined how much various institutions can reasonably fundraise based on their living alumni base, and noted that Ohio University is getting close to reaching the top tier of number of living alumni (285,000).

VPA Benchhoff provided details of the projected plan, and outlined that the University has garnered about \$3.51, on average, for every dollar spent. He also noted the factors affecting the return on investment over time. He noted the parameters by which Advancement will measure its success in each phase, which laid out the specific amount of engagement, number of gifts, and number of new, first-time gifts. He also noted the goals for staff retention, as long-term employees would be important in establishing long-term relationships with alumni. VPA Benchhoff acknowledged that the people sitting at the table were responsible for hitting the \$500 million dollar mark in the Promise Lives Campaign, and was pleased that the team was still intact.

Trustee Pidwell asked, “When you compare the aggressive growth plan that you are developing, how does that compare to the kinds of strategies that other institutions are implementing? Are we in line with other institutions, or are we at the top end or low-end of fundraising goals?”

VPA Benchhoff responded that the fiscal reality of public education funding drives the aggression needed in Advancement departments. So more aggressive plans are being utilized.

Trustee Viehweger noted that the various benchmarks (slide 20) seemed to indicate that it would be very difficult to reach the early benchmarks, while the later benchmarks were much lower.

AVP Blackburn said they were using an aggressive growth model, and said that they were focusing, early, on the infrastructure they would need now in order to be successful later.

AVP Pauwels noted that he had seen four campaigns close at various institutions, and had never seen a President push like Dr. McDavis.

Trustee Scholl asked about cost-efficient ways to engage younger alumni sooner after their graduation to yield more early-giving.

AVP Pauwels reported that the average first time donor is 40. “We are looking at whether we want to engage four \$25 donors, or 1 \$100 donor, and which contribution is more valuable in the long-term,” he said.

Trustee Simmons asked VPA Benchhoff to outline how he is attracting top talent?

VPA Benchhoff said that the average length of time to get a staff member engaged and fully educated is 24 months, which is also the length of time for average turnover of staff. He said that the pay schedule/rates for staff limit their ability to attract and retain various staff. Staff are “starting out at Ohio University, getting good, and then going elsewhere.” VPA Benchhoff said that they are focusing on recruiting at the annual, national CASE conference that is coming up. Another mechanism employed is to reward existing staff for their involvement in various recruiting efforts.

Chair Wolfort thanked VPA Benchhoff and team for the work they are doing to engage alumni, and for their presentation.

Title IX Review and Update

Laura Myers, J.D., Chief of Staff for the Executive Vice President and Provost, and Sara Trower, J.D., Executive Director, University Equity and Civil Rights Compliance, presented an update on Title IX operations.

Myers introduced new Title IX coordinator Sara Trower, from University of Kansas, and has 27 years of experience. Ms. Trower gave a brief outline of the origins of Title IX in the 1970s, including barriers to education and employment based on gender. The federal government voted to not award funding to organizations that engaged in gender discrimination. Ms. Trower said that Title IX has been transformative for engagement of not just women, but also to gender-nonconforming students, pregnant students, minorities, etc.

She said that the principles and involvement of Title IX are embedded and obligated in recruitment, admissions, financial assistance, employment, academics, discipline, residence life, athletics, field trips ,study abroad, upward bound, etc. Ms. Trower reported that Title IX compliance applies both on and off-campus.

Ms. Trower reported that Title IX ensures recognition that sex discrimination, including sexual harassment/violence, is not a barrier to educational opportunities and programs. She noted that in 2013, the “Violence Against Women” act was renewed, and put more focus on campuses.

Ms. Trower provided an update regarding Title IX obligations:

- Must have coordinator
- Must publish and disseminate notice of non-discrimination
- Must adopt and publish grievance procedures providing for prompt, equitable resolution of student and employee sex discrimination complaints
- Must establish prompt, thorough investigations

Ms. Trower outlined OHIO’s coordinated response to sexual misconduct, involving the Provost, Legal Affairs, individual departments, Student Affairs, and Finance.

Ms. Trower outlined the process for addressing sexual misconduct complaints, from both students and faculty/staff, and how those individuals would be assisted throughout the process of investigation.

Trustee Goodman stated that in the investigations, the preponderance of evidence is the report that the complainant has brought forward. He said he worried that the respondent, who may or may not be able to respond adequately to the allegations levied against them, may waive a right to privacy at the university level of investigation that would hinder them if they move into a criminal court. “I’m suggesting that if he or she responds, he or she may be waiving privacy if the evidence on campus is then handed over to criminal jurisdiction,” Trustee Goodman added.

Ms. Trower said she disagreed with the assessment. She said it has not been her experience that respondents do not engage, and do not have the opportunity to defend themselves.

Faculty Representative Thomas said he is concerned about the process in a way different from Trustee Goodman. He said he is speaking for faculty and staff, and wonders if faculty/staff receive the same opportunities to respond, as he did not see it laid out on the faculty/staff side of the process that was outlined in Ms. Trower’s PowerPoint presentation.

Ms. Trower said that the process ends with where the interviews begin. She said that the faculty/staff are told that an investigative interview will be scheduled, and that they will have time to think about the allegations against them, and to provide their own evidence and information regarding the complaint.

Faculty Representative Thomas asked if the increase in sexual assault report statistics is in line with what is being seen on a national level.

Ms. Trower said she couldn't speak to data nationally, but that "it is, however, in line with my experience with other institutions. I have not found an easy way to pull that data across all institutions."

Chair Wolfort thanked Ms. Trower for her presentation, and stated that the President, Provost and the Board would like to lead the way on equality.

Small House Planning Strategy

Trustee Wolfort introduced University Planner (UP) Shawna Bolin, who had given the Board a tour of the "small houses" on campus that morning. VPFA Shaffer said that the tours were related to a number of things UP. Bolin was doing as part of the Campus Master Plan (CMP). UP Bolin will lead the effort in planning small-house CMP.

UP Bolin said that the university originally built small houses for faculty. In the beginning of the institution's existence, OHIO's boundaries were set at college green. She noted that the small houses were important to the character of the university and to College Green.

UP Bolin listed the small houses and their levels of utilization, ages, and state of maintenance. These included Pilcher House, Trisolini House, Jennings House, Yamada International Center, Brown House, McKee House, Konneker Center, Ping Cottage, 35 Park Place, 29 Park Place, Walter International Education Center, Sing Tao House, Crewson House, and Bingham House.

She reported that a lot of the houses are not good for business and office uses. UP Bolin stated that she wanted to establish a work group to evaluate the best investment and use of each of the houses.

Housing Development Plan Strategy Update

Vice President for Student Affairs (VPSA) Jason Pina provided a housing update, showing the implementation of the Housing Strategy so far, and where the university would like to see it end up. He stated that various setbacks and delays had affected the ability to fully implement future phases, and that much of phases II and III were on hold pending further debt analysis. VPSA Pina indicated that three dormitories had been demolished, that more suite-style housing was being planned for future projects. He highlighted past successes, modifications made to existing plans, and renovation projects that had either been completed, or were in the process of being completed.

Chair Wolfort thanked UP Bolin and VPSA Pina for their presentations, and adjourned the meeting of the Ohio University Board of Trustees Joint Committee at 12:08pm.



**Ohio University Board of Trustees
Executive Committee
October 21, 2016, Friday
University Inn, Athens, Ohio**

Present: Chair David A. Wolfort, Vice Chair Janetta King, Trustees, N. Victor Goodman, Kevin B. Lake, Dave Scholl, Janelle N. Simmons, Peggy Viehweger, National Trustees Laura Brege and David W. Pidwell, Student Trustees Brooke Mauro and Patrick J. Roden, Alumni Representative Ron Teplitzky, Secretary David Richard Moore, and President Roderick McDavis.

Chair Wolfort called the meeting to order at 8:07am.

Chair Wolfort suggested that the committee move into Executive Session to consider the employment or compensation of a public employee, to consider the purchase or sale of property for public purposes, to protect the confidentiality of student information. Trustee Scholl moved to adjourn to Executive Session; Trustee Viehweger provided a second. Chair Wolfort called asked for the role to be called. The Executive Committee adjourned into Executive Session by unanimous vote at 8:31am.

At 10:04am Chair Wolfort motioned to adjourn out of Executive Session; Vice Chair King provided a second; Chair Wolfort asked for a roll call. The motion was passed unanimously and the Executive Session was adjourned.

Chair Wolfort adjourned the Executive Committee meeting at 10:04am.