



OHIO
UNIVERSITY

Board of Trustees

Ohio University

Athens, Ohio

Agenda

March 22, 23, 2018



BOARD ACTIVITIES
Ohio University, Athens, Ohio
Activity & Committee Meeting Schedule
March 22, 23, 2018

Thursday, March 22, 2018

- 8:00 a.m. Governance and Compensation Committee, Margaret M. Walter Hall, Governance Room 104
- 8:00 a.m. Audit and Risk Management Committee, Margaret M. Walter Hall, Room 125/127
- 9:00 a.m. Joint Committee (Committee of the whole), Margaret M. Walter Hall, Governance Room 104
- 1:00 p.m. Lunch with College of Engineering
- 1:45 p.m. Academics and Student Success Committee, Margaret M. Walter Hall, Governance Room 104
- 1:45 p.m. Resources, Facilities, and Affordability Committee, Margaret M. Walter Hall, Room 125/127
- 5:30 p.m. Dinner – Trustees, President, Board Secretary, Faculty Representatives – Baker Peace Conference

Friday, March 23, 2018

- 8:00 a.m. Trustee Breakfast - Executive Committee (Committee of the whole), OU Inn, Lindley Room
- 10:15 a.m. Board Meeting, Margaret M. Walter Hall, Governance Room 104
- Noon Trustee Luncheon, Margaret M. Walter Hall 125
- Noon Media Availability, Margaret M. Walter Hall 127

Committee Agendas

AGENDA
Board of Trustees Meeting
Margaret M. Walter Hall, Governance Room 104
Friday, March 22, 2018, 10:15am

Roll Call

Approval of Agenda

Tab 1 Approval of Minutes: Board of Trustees' Meeting of January 19, 2018

Comments from the Chair of the Board of Trustees

Tab 2 - Report from the President

Tab 3 – Faculty Senate Report

Tab 4 – Measuring Student Success Discussion

Committee Information Items and Resolutions

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

Consent Agenda

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

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

- Consent RESOLUTION Program Name Change
- Consent RESOLUTION Program Reviews
- Consent RESOLUTION Capital Projects

Unfinished Business

New Business

Communications, Petitions, and Memorials

Announcement of Next Stated Meeting Date

Adjournment

AGENDA
Joint Committee
Margaret M. Walter Hall, Athens OH, Governance Room 104
Thursday, March 22, 2018 – 9:00 a.m.

Budget and Financial Update & Fees Approval
Career and Experiential Learning Fee Update
Housing Development Plan Update
Park Place Planning Strategy Update
Beavercreek Update

AGENDA
Academics and Student Success Committee
Margaret M. Walter Hall, Athens OH, Governance Room 104
Thursday, March 22, 2018 – 1:45pm

Academic Quality - Dashboard

Graduate College

Standing Reports and Updates

Enrollment Update

AQIP - Strategy Forum Debrief

Academic Quality – Initiatives

Academic Quality Highlight – Science Café

Commercialization Pathways

Consent RESOLUTION: Program Name Change

Consent RESOLUTION: Program Reviews

AGENDA
Resources, Facilities, and Affordability Committee
Margaret M. Walter Hall, Athens OH, Room 125/127
Thursday, March 22, 2018 – 1:45pm

RESOLUTION FY19 Other Tuition and Fees Approval
RESOLUTION OHIO Guarantee - RHE
NACUBO Endowment Update
Consent **RESOLUTION** Capital Projects

Information Items

Financial Update
Facility Project and Planning Update

AGENDA
Audit and Risk Management Committee
Margaret M. Walter Hall, Athens OH, Governance Room 104
Thursday, March 22, 2018 8:00am

Plante Moran - 2018 Audit Planning Meeting
Chief Audit Executive Report
Construction Audit Update
EU General Data Protection Regulation
Cash Handling Update
PCard Update

AGENDA
Governance and Compensation Committee Meeting
Margaret M. Walter Hall, Room 125/127

Thursday, March 22, 2018, 8:00am

Committee Chair Cooper Report
Board official evaluations
Style of Minutes

Annual HR Report
Affiliated Entities Annual Report

Role of Faculty Representative

RESOLUTION: Chair Election
RESOLUTION: Vice Chair Election

AGENDA
Executive Committee
OU Inn, Athens OH, Lindley Room
Friday, March 23, 2018 – 8:00 a.m.

EXECUTIVE SESSION

Bylaws of the Ohio University Board of Trustees

Revised August 22, 2017

Revised March 17, 2017

Revised August 27, 2015

Revised August 28, 2014

Revised April 19, 2013

Revised September 6, 2012

Revised April 24, 2011

Revised February 10, 2010

Revised January 23, 2009

Revised February 8, 2008

Revised December 17, 2004

Revised September 20, 2002

Revised June 23, 1990

Revised July 14, 1989

Article I. Corporate Authority and Bylaws

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

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

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

Section 4. The nine Trustees appointed by the Governor shall hold voting privileges. The two student trustees, the two national trustees and the chair of the Ohio University Alumni

Association Board of Directors may not vote on Board matters but their opinions and advice will be actively solicited and welcomed in Board deliberations.

Article II. Officers of the Board

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

(a) Chair

(b) Vice-Chair

(c) Secretary

(d) Treasurer

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

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

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

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

Article III. Election of Officers

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

Section 2. The Chair and Vice-Chair shall each serve for one year and shall be eligible for re-election to their respective offices. The Secretary and the Treasurer shall be eligible for annual election to these offices without a yearly limitation.

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

Article IV. The President and Presidential Duties

Section 1. On the basis of mutual good faith and any contractual relationship pointing to continuous service, the President of the University shall be elected from year to year subject to the terms of his or her employment agreement.

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

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

Article V. Meetings

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

Section 2.

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

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

Section 4. Attendance. It shall be the policy of the Board to require full attendance at all meetings of the Board and committees in accordance with Revised Code Section 3.17.

Excuses for absence from meetings shall be communicated to the Secretary at least two (2) days before meetings. Persistent unreasonable absences in violation of Ohio law shall be cause, at the pleasure of the Chair, for reporting such delinquency to the appropriate authority of the State of Ohio.

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

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

Article VI. Standing and Special Committees

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

- 1) Academics and Student Success
 - a. Responsibilities will include the academic plan; enrollment management; student affairs and life; intercollegiate athletics; diversity; research and technology transfer policies and activities; information technology; communications and marketing; academic appointments; promotion and tenure policies and procedures; academic program reviews; and awarding of degrees. Responsibilities also include providing oversight for educational quality and engagement, student success by reviewing programs, accreditation, and efforts to create a culture of continuous improvement in student outcomes. The Committee will also review metrics for and evidence of quality, success, and affordability to inform Board decisions regarding governance, policy and strategy.
- 2) Audit and Risk Management
 - a. Responsibilities will include the oversight of the internal audit functions, annual or other periodic audits of financial operations, the recommendation of the appointment of an external audit firm to the Board of Trustees, the receipt of the reports of the internal auditor and the external audit firm, and the university’s accountability and compliance

procedures. Responsibilities also include assessing and reporting to the Board of Trustees respecting enterprise risks relating to the long-term fulfillment of the University's teaching, research, and service mission, including but not limited to risks regarding safety, preservation of property, University and Board policies, fiscal integrity, strategic plans, and the necessary and proper conduct of the University's business and affairs.

3) Governance and Compensation

- a. Responsibilities will include the recommendation of general governance policies and procedures, the nomination of Board officers and recommendation of candidates for future trustees and national trustees. At the last meeting in each fiscal year, the Committee shall review these Bylaws to determine whether any changes are appropriate and shall recommend any such changes to the Board of Trustees. Responsibilities also include assisting and making recommendations to the Board of Trustees respecting human resources and executive compensation programs and strategy for senior leadership positions. The Committee will also report to the Board respecting the effectiveness of executive compensation, benefits, performance management; and the Committee may further report to the Board on these issues as they relate to other University compensation and human resources plans. The Committee is also responsible for the oversight of Affiliated Entities.

4) Resources, Facilities and Affordability

- a. Responsibilities will include financial operations; business, organization and practices; university advancement; relations with local, state, and federal legislative and administrative agencies; recommending of the schedule of tuition and fees; borrowing of funds (internal and external); naming, location, planning, construction, and maintenance and renovation of University facilities and grounds; the purchase, sale and lease of lands and buildings; reviewing and monitoring of all investments including the endowment; contract oversight on public utilities and other large contracts; and recommending of investment policy, advising the Board on investments and appointment of investment advisors to ensure compliance with Revised Code Section 3345.05. Responsibilities also include monitoring tuition, state appropriations, endowments, and annual giving; and overseeing efforts to maintain the University's fiscal strength in order to improve student affordability and the quality of education.

Section 2. The Executive Committee shall be made up of the Chair and Vice Chair of the Board of Trustees and the Chairs of University Academics and Student Success, and the

University Resources, Facilities, and Affordability Committees and have broad powers to act in all matters not deemed by the Chair of the Board and the President of the University as of importance to command the immediate attention of the entire Board. All actions of the Executive Committee shall be subject to approval by the Board, except those wherein the Board has delegated to the Executive Committee or the President full power to act for the Board.

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

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

Article VII. Parliamentary Authority

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

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

Adopted by the Board of Trustees on April 24, 2009

Amended on June 22, 2012

Amended on January 23, 2015

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

1. The Role of the Board

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

2. The Role of Individual Trustees

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

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

3. The Board's Relationship with the President

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

4. The Board's Relationship with Internal Constituencies

- a. Trustees are encouraged to interact informally with administrators, faculty and students, bearing in mind that they do so as individual members of the Board. They should avoid any statements that would give rise to the perception that they speak for the entire Board.

- b. When interacting with faculty, staff and students, Trustees should not disclose matters deemed confidential by the Board in executive session, advocate for their personal position on university issues or criticize other members of the university community.
- c. Trustees should appreciate that direct requests for information from administrators, faculty or staff about institutional issues may be disruptive to efficient management of university operations. The Board Secretary works for the Board and, as such, may request information from faculty or staff on institutional issues that are not related to operational matters, public controversies affecting the University, or performance of employees. The Board Secretary will inform the President and the Board Chair of such requests and will obtain a response from the appropriate university official. The response will be channeled through the Board Secretary. The President may also respond to the inquiring Trustees as needed to ensure that issues raised are addressed in a timely, accurate and efficient manner.
- d. Consistent with the principle of shared governance, the faculty, through the Faculty Senate, plays an active advisory role to the administration and the Board of Trustees on all academic matters, including but not limited to academic standards, research, admissions, curriculum and the granting of degrees. The Faculty Senate initiates policies relating to university-wide academic matters, the rights and responsibilities of faculty and faculty grievances. The Board should respect the role of the Senate in these areas and should also consider advice from the Senate on matters of general concern to the university community.
- e. The Board should encourage the President and administrators to involve individual faculty and students in the development of institutional goals and priorities. The active participation of faculty and students in these matters will give them a broader understanding of institutional governance and will enrich the Board's understanding of faculty and student views on university issues.

5. Relationships with External Entities

- a. The Board Chair is the only Trustee authorized to make public statements on behalf of the entire Board.
- b. When asked to comment on Board actions or deliberations, Trustees may defer to the Chair or the President. If Trustees choose to speak publicly on issues relating to the university or higher education in general they should make it clear that they are stating their personal views and are not expressing the formal position of the Board or the university.
- c. When individual Trustees communicate with federal, state or local officials on issues relating to higher education, they should take care not to create the perception that they speak for the Board or the university unless they have been authorized by the Chair or the Board to do so.

- d. When individual Trustees are presented with concerns about university operations, these matters should be communicated to the President and/or the Chair.
- e. While Trustees should seek information and ask questions of others, they should refrain from publicly criticizing the President or other members of the University Community. Criticisms or concerns that Trustees may have about the President or other members of the University Community should be conveyed to the Chair who will determine the appropriate method for the Board to address the issue.

Main Board Meeting



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**Ohio University Board of Trustees
October Meeting of the Board of Trustees
Friday, January 19, 2018
Walter Hall, Athens OH**

Chair Janetta King called the October Meeting of the Ohio University Board of Trustees to order at 10:41am.

Board Secretary David Moore called roll.

Present: Chair Janetta King, Vice Chair Dave Scholl; Trustees Janelle Coleman, Cary Cooper, Victor Goodman, Diane Smullen, Peggy Viehweger; Student Trustees Brooke Mauro and Faith Voinovich, National Trustees Dave Pidwell, and Laura Brege, Alumni Representative Ron Teplitzky; President Duane Nellis, and Board Secretary David Moore.

Chair King asked to approve the agenda for the 2018 January Meeting of the Board of Trustees. Trustee Viehweger moved to approve the agenda; Trustee Goodman seconded; Chair King called for a vote; with all in favor, the agenda was approved.

Chair King asked to approve the minutes of the October 2017 meeting of the Board of Trustees; Trustee Scholl moved to approve the minutes; Trustee Coleman seconded; Chair King called for a vote; With all in favor, the minutes were approved.

Chair King welcomed everyone and made particular note to welcome our new Interim Provost, Elizabeth Sayrs, who took on the duties of the Provost as of Tuesday.

Chair King reviewed a number of activities that the Trustees engaged in. She stated:

yesterday morning we had a bus tour with City Council that gave us an opportunity to visit and see first-hand a number of town/gown projects and potential projects. I'd like to thank Chris Knisely, President of the City Council, for her assistance in setting that tour up and I'd also like to thank Shawna Bolin our Associate Vice President for University Planning for coordinating, planning, and guiding that trip. We hope we can continue to have meaningful opportunities to interact with the City Council.

Yesterday, we also had an opportunity to have lunch over in Glidden Hall with many of our faculty and students from the College of Fine Arts. We had a chance to see the theater spaces and ceramics area. And at lunch we reviewed a showcase of student work and we even had a chance to enjoy a musical performance. I want to thank Dean Shaftel for his hospitality. Our visit gave us a lot of confidence in the direction of the College of Fine Arts.

Lastly, the Trustees had dinner last night with many members of the Faculty Senate. In November, Vice Chair Scholl and I had a chance to speak to the senate at our annual Q&A and greatly benefited from the opportunity and as a result we wanted to find additional time to have more one-on-one conversations. The dinner was a great opportunity to learn from our senators.

President's Report

Chair King asked President Nellis to present his Presidential Report. President Nellis shared details of his interactions with donors and alumni, and provide updates on the University's budget planning process, as well as shared information regarding the findings of the diversity and inclusion audit.

President Nellis highlighted notable happenings including :

- Leipzig University partnership 25th Anniversary
- New York Times panel on "Reporting in the Age of Mistrust"
- OHIO Greetings and alumni events in Athens, Cleveland, Cincinnati, Washington, D.C., and Ft. Meyer's Beach
- Gloria Steinem lecture
- Breakfast for Progress
- Russ Board of Visitors
- Foundation Board of Trustees
- TechGROWTH 10th Anniversary Celebration
- Research Compliance Appreciation Luncheon
- GRATEFUL Employee Appreciation Reception
- Winter Commencement
- Bahama Bowl
- Southeast Ohio Economic Initiative
- MLK Silent March
- The Ebony Bobcat Network received the Gold Award for Best Diversity Program
- OHIO graduate student in Environmental & Plant Biology is sending 1,680 seedlings that will be grown aboard the International Space Station to examine the cellular and molecular mechanisms that govern gravity sensing and response in plants.
- Electrical Engineering alumna honored by NASA
- Marching 110 performed in the Macy's Thanksgiving Day Parade
- Photo of iconic Cutler Hall to be featured in holiday greetings from Inside Higher Ed

President Nellis introduced John Rogers, Coordinator of the Presidential Leadership Society, to present the Presidential Spotlight on the Society.

Students have attended a combined 11 events during the fall semester, including the President's Box at home football games, regional OHIO Greetings events, and Kennedy Lecture Series, among others. They have also held monthly meetings, where they receive personal and professional development, and will be completing a service project with Kids on Campus Friday, January 19th, as part of the Martin Luther King, Jr. week activities. Additional highlights will show how this program is preparing students to showcase their skills for internships and career opportunities. This summer, several students will be interning at HP, NASA, the U.S. State Department in Panama, as an example.

Retention Discussion

Chair King asked Interim Executive Vice President and Provost (EVPP) Elizabeth Sayrs to come forward and lead the Trustee in discussion on the topic of Retention. EVPP Sayrs introduced Associate Provost for Institutional Research and Effectiveness, Barbara Wharton and Laralyn Taylor, Director of Analytics for University Success Initiatives. EVPP emphasized that the discussion was on retention, persistence, and graduation to emphasize the systemic nature of the challenge.

EVPP Sayres suggested that the goal of the discussion was to help the board know what kinds of questions to ask about student success when making institutional decisions. She also stated that their ability to pull different types of data out to examine is improving and leads to entirely new sets of questions. EVPP Sayres reviewed data on first-generation and continuing generation students and identified the discrepancies between retention and other measures between these student groups and, in particular, noted that volatility in the overall student body is primarily attributable to first generation student and that is further evidence to focus on them and this appears to be an issue on the branch campuses as well as Athens.

AP Wharton introduced Pell Grant eligibility to the conversation and indicated retention for Pell students is poorer than non-Pell students and that those challenges are mostly due to financial concerns. It wasn't just tuition but other expenses that had an effect. Students who are struggling financially are leaving the institution at higher rates; but, with additional aid, those rates could be ameliorated.

AP Wharton also addressed rates of students have identified themselves as "belonging to Ohio University" and that there is a negative correlation with retention you report not feeling a sense of belonging. Those that report they are financially insecure and do not feel they belong are at high risk.

AP Wharton highlighted new initiatives including the Ohio Success Network which acts as an information and communication hub which allows us to more effectively use data and information to identify the right student at the right time for the right outreach. This system helps OHIO engage our students by giving them timely information on their progress notifying them of potential challenges.

them into actually taking action. The results have been overwhelmingly positive we've had lots of reports of students snap chatting and instagramming their kudos or emailing them to their advisers or to their family In addition we've also had students reply directly to us expressing their gratitude for our concern and for the information that they need to help get themselves back on track.

We've also been doing an in-person intervention with a cohort to talk about incorporating the same type of nudging but really focusing messages that reflect the values that research has shown that first-generation students resonate with more than others. Giving back to the community, helping family interdependence and the ability to be a role model are things that are shown to really resonate with first-generation students.

Alumni Representative Teplitzky asked if the nudges have a human being involved so that if something were to come back that said, "I'm really having trouble with food or whatever." Director Taylor replied we do utilize a vendor that has behavioral scientists that design this but they monitor all of the results and every semester we do a check-in where we go over an emergency contact list so that if something comes up that a student says, "I just can't take it anymore" they know exactly who on campus to send that to they have email and phone number information for any kind of critical incident

Trustee Cooper asked about studies regarding smaller financial difficulties that could derail students such as having their car break down or have to care for a sick relative. IEVPP Sayrs stated that there's a lot of research on the impact of socioeconomic status and how that impacts student success and obviously part of the issue is the intersectionality of low-income status and being less academically prepared; there's a lot of research showing that those circumstance put a student at very high risk whether you're meeting that financial need or not. between the way society supports higher. Director Taylor added that, there's a lot of good research that goes all the way back 20-30-40 years on how socioeconomic status impacts student success and completion what's really changed over that time is the disinvestment by the federal government and the state government and a shifting of the cost burden to the students in particular but also their families.

Trustee Cooper asked, what's your sense regarding how this information has been shared. Director Taylor stated, it is really starting to come to light. I think, starting about five years ago, there were a lot of discussions around student success in higher education. We are finally starting to see some public policies addressing these issues.

Vice Chair Scholl commended the work that was being done. He stated, you've humanized it and I really appreciate it. Vice Chair Scholl asked, I wonder if nudging can go further to reach out to parents. IEVPP stated that our in person interventions often include parents to help them to understand the system. Vice Chair Scholl also asked about alumni and the nudging system to assist with the engagement ecosystem.

Trustee Coleman asked if there was any data around survivor syndrome and the characteristics of who stay when their friends leave, and do you have plans to expand the

program. IEVPP said that it depends on whether it continues to be effective. We are part of a consortium so we are collecting extensive data.

National Trustee Brege asked about students who aren't here anymore. Is there way to get them across the finish line. We have something called Project Graduation where we review the record of everyone who has over a certain number of credits we reach out to them and we say, "you have all of your credits except you haven't finished your foreign language requirement in it for your degree; you're near this community college they have second-level French if you do that we'll help you transfer in and finish." This year we found what 17 students who had actually completed all their graduation requirements and never filed for graduation.

Chair King thanked IEVPP for the discussion.

Committee Reports and Information Items

Joint Resources & Academics Committee

Chair King asked Vice Chair Scholl to give the Joint Committee Report. Vice Chair Scholl stated that the Joint Committee had a Budget and Financial Update, a review of the Strategic Enrollment Management Plan, and update on the Housing Development Plan. We had planned on having a report of Beavercreek but to with so much on the agenda we have asked Dean Irwin to move that presentation to our March meeting.

Vice Chair Scholl reported that detailed minutes of the committee's discussions will be made available on the Board of Trustees website. Chair King thanked the committee.

Academics and Student Success Committee

Chair King asked Trustee Goodman to give the Academics and Student Success Committee Report. Trustee Goodman stated that the Academics and Student Success Committee received dashboards from the University College and Intercollegiate Athletics. Trustee Goodman also stated that the committee received the university's remediation report and updates on accreditation and enrollment. Trustee Goodman state that the committee had a presentation from the Ohio University Press.

- Resolution: Duplicative Program Report
Trustee Goodman stated that the Committee reviewed a resolution reporting duplicate programs (located at Tab 12 of the Agenda). The Ohio Revised Code requires that boards of trustees evaluate courses and programs based on enrollment and student performance and report to the Chancellor's office whether any programming in Southeast Ohio were duplicative. As a result, four associate degree and seventeen bachelor degree programs were listed as duplicative between our institutions. Further, one degree program between the co-located campuses of Ohio University-Zanesville and Zane State Community College was identified.

With this Final Action Report on Duplicate Programs no action is being taken with all four associate degrees and 14 of the 17 bachelor degree programs on the Athens campus. The athletic training programs are in progress for conversion to a Master of Science degree with the University Curriculum Council. The ceramics-based and photography fine arts degree programs had been merged into concentrations within a broader studio art degree during the quarter-to-semester transition in 2012. Lastly, Ohio University has concluded that the Liberal Arts and Sciences / Liberal Studies degree programs at OU-Z should be left in their current form.

The committee recommends the duplicative program report resolution for approval.

REPORTING DUPLICATE PROGRAMS

RESOLUTION 2018 – 3670

WHEREAS, Section 3345.35 of the Ohio Revised Code requires that boards of trustees evaluate courses and programs based on enrollment and student performance, and

WHEREAS, the Ohio Governor’s Task force on Affordability and Efficiency recommended reporting on duplicate programs within an assigned geographical region of the state and between co-located campuses, and

WHEREAS, associate and bachelor degree programs identified as duplicative within the Southeast region and co-located campuses have been assessed as not targeted or being considered for action, and

WHEREAS, the Final Action Report on Duplicate Programs was submitted to the Chancellor’s office of the Ohio Department of Higher Education in December 2017;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby affirms the Final Action Report on Duplicate Programs.

Trustee Goodman motioned to approve the Duplicate Program Resolution; Trustee Viehweger seconded the motion; Chair King called for a vote; the motion passed unanimously.

Trustee Goodman stated 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 Item: New Program – Master of Science in Business Analytics (located on Tab 15 of the agenda)
This resolution establishes a Master of Science in Business Analytics degree in the College of Business.
- Consent Agenda Item: New Program – Master of Art in Law, Justice, & Culture (located on Tab 16 of the agenda)
This resolution establishes a Master of Art in Law, Justice, & Culture in the College of Arts and Sciences
- Consent Agenda Item: Program Deletion (located on Tab 17 of the agenda)
This resolution deletes the athletic training pre-major and athletic training major in the College of Health Sciences and Professions.
- Consent Agenda Item: Bachelor Degree Name Change - (located on Tab 18 of the agenda)
This resolution changes the Name of the Bachelor of Science in Nutrition to Bachelor of Science in Nutrition Science
- Consent Agenda Item: Program Reports (located on Tab 19 of the agenda)
This resolution accepts the programs reviews for the following programs:
 - College of Arts and Sciences
 - Modern Languages
 - Philosophy
 - College of Fine Arts
 - Dance
 - Honors Tutorial College
 - Cutler Scholars

There were no further resolutions or consent agenda items to bring forward.

Trustee Goodman reported that detailed minutes of the committee's discussions will be made available on the Board of Trustees website. Chair King thanked the Committee.

Audit and Risk Management Committee

Chair King asked Trustee Viehweger to give the Audit and Risk Management Committee Report. Trustee Viehweger stated that the Audit and Risk Management Committee

received the Chief Audit Executive's Report from Jeff Davis. Additionally, the Committee had a presentation on Worker's Compensation. The committee also received the annual insurance report. The Committee went in to Executive Session to discuss information security.

There were no consent agenda items and no resolutions from the Audit and Risk Management Committee.

Detailed minutes of the committee's discussion will be made available on the Board of Trustees website. Chair King thanked the Committee.

Governance and Compensation Committee

Chair King asked Trustee Cooper to give the Governance and Compensation Committee Report. Trustee Cooper confirmed that the main board meeting discussion topics will be as follows:

March 2018 - Measuring Student Success

June 2018 - Pedagogy for Critical Thinking

August 2018 - Athletics

October 2018 - Shared Governance

Trustee Cooper stated that the committee has asked the him and Secretary Moore to come up with some guidelines for the Board minutes as well as a procedure to evaluate board officials. These guidelines will be reviewed at the March Board Meeting.

Trustee Cooper stated that the committee has tentatively approved the following dates for future board meetings.

October 18-19, 2018, Thursday and Friday: Board Meeting, Athens OH

January 17-18, 2019, Thursday and Friday: Board Meeting, Athens OH

There were no consent agenda items and no resolutions from the Governance Committee.

Detailed minutes of the committee's discussion will be made available on the Board of Trustees website.

Resources, Facilities and Affordability Committee

Chair King asked Trustee Coleman to give the Resources, Finances, and Affordability Committee Report.

Trustee Coleman reported that the Committee received a Treasury and Debt update as well as information on Financials as well as a Facility Project and Planning update.

- Resolution: FY19 Fees

Trustee Coleman reported that the Committee reviewed a resolution that recommends a tuition, fee and rate increases for Ohio University's Athens Main Campus to support quality academic programming. These increases only apply to incoming students in the fall as follows:

Athens Undergraduate Instructional and General Fee	1.3%
Athens Non-resident surcharge	0%
Athens Campus Residential Housing Rates	3.5%
Athens Campus Culinary Service Rates	2%

The committee recommends the FY19 Fees resolution for approval.

FISCAL YEAR 2018-19
OHIO UNIVERSITY
ACADEMIC YEAR 2018-19 TUITION, FEE AND RATE INCREASES

RESOLUTION 2018 -- 3671

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in recommendations for tuition, fee and rate increases for Ohio University's Athens Main Campus to support quality academic programming; and

WHEREAS, these recommendations are consistent with the 0% limitation on tuition, general fee and rate increases for students not subject to the tuition guarantee, as set forth in Am. Sub. H.B. 49, passed by the 132nd General Assembly; and

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

WHEREAS, the proposed residential housing and culinary rate increases are consistent with the legislative mandates on increases set forth in Am. Sub. H.B. 49, passed by the 132nd General Assembly; and

WHEREAS, these tuition, fee and rate increases must be authorized and consistent with legislation enacted by the General Assembly.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedule attached hereto as Exhibit A through C, effective Fall Semester 2018, unless otherwise noted.

Exhibit A

Fee	Continuing Students		OHIO Guarantee Rates							
			Cohort 2015-16		Cohort 2016-17		Cohort 2017-18		Cohort 2018-19	
	Increase Request*	Exhibit	Increase Request	Exhibit	Increase Request	Exhibit	Increase Request*	Exhibit	Increase Request*	Exhibit
Athens Undergraduate Instructional and General Fee	0.00%	--	0.00%	--	0.00%	--	0.00%	--	1.30%	B
Athens Non-resident Surcharge	0.00%	--	0.00%	--	0.00%	--	0.00%	--	0.00%	--
Athens Campus Residential Housing Rates	0.00%	--	0.00%	--	0.00%	--	0.00%	--	3.50%	C
Athens Campus Culinary Services Rates	0.00%	--	0.00%	--	0.00%	--	0.00%	--	2.00%	C

* All Increases Effective Fall 2018

Exhibit B

OHIO UNIVERSITY
FY 2019 Tuition Schedule - OHIO Guarantee Students
Athens Campus Undergraduate Tuition
Cohort 2018-19
(PER SEMESTER)

UNDERGRADUATE STUDENTS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total
1	506	64	570	466	1,036
2	1,012	128	1,140	932	2,072
3	1,518	192	1,710	1,398	3,108
4	2,024	256	2,280	1,864	4,144
5	2,530	320	2,850	2,330	5,180
6	3,036	384	3,420	2,796	6,216
7	3,542	448	3,990	3,262	7,252
8	4,048	512	4,560	3,728	8,288
9	4,554	576	5,130	4,194	9,324
10	5,060	640	5,700	4,660	10,360
11	5,060	640	5,700	4,660	10,360
12-20*	5,336	688	6,024	4,732	10,756

*Beyond 20 Hours: Resident Fee is \$282/hr. and Non-Resident Fee is \$536/hr.

Exhibit C

OHIO UNIVERSITY
**FY 2019 RESIDENCE & DINING HALL RATE
SCHEDULE**

ROOM RATES (SEMESTER)	OHIO Guarantee Cohort 2018-19
Single	4,337
Renovated Single & Single Suite	4,620
Standard Double	3,530
Renovated Double	3,763
Multi-Occupancy	3,295
Renovated Multi-Occupancy	3,511
Double and Triple Suites	4,004

RESIDENTIAL MEAL PLANS (SEMESTER)	OHIO Guarantee Cohort 2018-19
10 Meal Plan	1,929
14 Meal Plan	2,233
20 Meal Plan	2,385
14 Meal Plan - Flex	2,953
20 Meal Plan - Flex	3,293

Trustee Coleman motioned to approve the FY19 Fees Resolution; Trustee Scholl seconded the motion; Chair King called for a vote; the motion passed unanimously.

- Resolution: RHE Guarantee

Trustee Coleman stated that university leadership as part of the FY2019 budget planning process has investigated and is recommending the Board adopt the extension of the same framework of cohort-based, level-rate tuition and fees to the regional campus system, to be called The OHIO Guarantee Program for Regional Higher Education.

Trustee Coleman stated that the committee recommends the RHE Guarantee resolution for approval.

**THE OHIO GUARANTEE PROGRAM FOR REGIONAL
HIGHER EDUCATION**

RESOLUTION 2018 – 3672

WHEREAS, the Ohio General Assembly enacted Sub. H. B. No. 59, effective September 29, 2013 and codified as Revised Code Section 3345.48, providing this Board with the authority to establish The OHIO Guarantee Program; and

WHEREAS, The OHIO Guarantee Program was implemented with the 2015-16 academic year following adoption by this Board of Resolution No. 2014 – 3378 and approval of The OHIO Guarantee Program Principles by the Chancellor of the Ohio Board of Regents; and

WHEREAS, University leadership as part of the FY2019 budget planning process has investigated and is recommending the Board adopt the extension of the same framework of cohort-based, level-rate tuition and fees to the regional campus system, to be called The OHIO Guarantee Program for Regional Higher Education.

NOW THEREFORE, BE IT RESOLVED that the Board adopts The OHIO Guarantee Program for Regional Higher Education Principles attached hereto as Exhibit A for the governance of The OHIO Guarantee for Regional Higher Education Program;

BE IT FURTHER RESOLVED that the President is directed to submit these Principles to the Chancellor of the Ohio Department of Higher Education for approval in accordance with the requirements of Ohio Revised Code Section 3345.48, and the President is authorized to modify the Principles as recommended by the Chancellor;

BE IT FURTHER RESOLVED that the President is authorized to implement and make future modifications to The OHIO Guarantee Program for Regional Higher Education Principles to provide for the effective and efficient administration of the Program, subject to compliance with the requirements of Ohio Revised Code Section 3345.48.

Trustee Coleman motioned to approve the Duplicate Program Resolution; Trustee Cooper seconded the motion; Chair King called for a vote; the motion passed unanimously.

- Resolution: Career Services Fee

Trustee Coleman reviewed the resolution and stated that this resolution establishes a Career Fee (\$6/undergraduate credit hour) for Ohio University's undergraduate students attending Athens Main and Regional Higher Education campuses

The committee recommends the Career Services Fee resolution for approval.

FISCAL YEAR 2018-19
OHIO UNIVERSITY
ACADEMIC YEAR 2018-19 CAREER FEE

RESOLUTION 2018 -- 3673

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in the recommendation to establish a Career Fee for Ohio University's undergraduate students attending Athens Main and Regional Higher Education campuses; and

WHEREAS, the proposed Career Fee is consistent with the legislative mandates on the establishment of undergraduate fees set forth in Am. Sub. H.B. 49, passed by the 132nd General Assembly; and

WHEREAS, the establishment of Ohio University's Career Fee must be reviewed and approved by the Chancellor of the Ohio Department of Higher Education.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees approves the establishment of a \$6 per credit hour undergraduate Career Fee consistent with the attached Exhibit A, effective Fall Semester 2018, subject to approval by the Chancellor of the Ohio Department of Higher Education.

Trustee Coleman motioned to approve the Career Services Fee Resolution; Trustee Smullen seconded the motion; Chair King called for a vote; the motion passed unanimously.

Trustee Coleman stated 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 Item: Facility Projects – Design through Construction
This resolution authorizes the University to undertake the following projects.
 - Russ Research Opportunity Center
 - Ridges Buildings 13, 14, and 18 renovation
 - Ridges Building 20 demolition
 - Bromley Hall Infrastructure improvements
 - Library Annex Roof upgrade
 - Adams Hall waterproofing

The resolution also authorizes a number of smaller projects.

- Consent Agenda Item: Easement – Five Depot Street
This resolution approves an easement from Five Depot Street LLC to resurface a parking lot and to improved storm drainage adjacent to Ohio University land.

There were no further resolutions or further consent agenda items to bring forward.

Detailed minutes of the committee's discussions will be made available on the Board of Trustees website.

Executive Committee

Chair King stated that Executive Committee went into Executive Session to consider the purchase or sale of property for public purposes and to discuss threatened or pending litigation and to discuss the compensation of an employee.

Chair King stated that after coming out of executive session the Board reviewed two resolutions, 1) a plan for Regional Higher Education Early Retirement and, 2) for a plan for a change in investment management for retirement funds. Both of which are recommended by the Committee for full Board approval. Secretary Moore read the resolutions.

**EARLY RETIREMENT INCENTIVE PLANS FOR UNIVERSITY OUTREACH
AND REGIONAL CAMPUSES FACULTY AND ADMINISTRATIVE AND
CLASSIFIED STAFF**

RESOLUTION 2018 - 3674

WHEREAS, the University has determined its faculty and administrative and classified staff levels within the Vice President for University Outreach and Regional Campuses Planning Unit, (“the Planning Unit”), need to be reduced for budgetary purposes; and

WHEREAS, the best interests of the University will be served by offering Planning Unit employees early retirement opportunities that will minimize the need for other types of personnel reductions; and

WHEREAS, the early retirement opportunities will be offered on or about January 22, 2018, in order to provide eligible employees sufficient time to decide whether to participate.

NOW THEREFORE BE IT RESOLVED, that the President, or his designee(s), is authorized to develop and implement early retirement incentive plans (“ERIPs”), in accordance with the rules of the Internal Revenue Service, State Teachers Retirement System, and the Ohio Public Employees Retirement System as the President deems appropriate, with the objective of reducing faculty and administrative and classified staff levels within the Planning Unit.

BE IT FURTHER RESOLVED, that the President, or his designee(s), is authorized to offer Planning Unit employees incentives for retirement in accordance with the plan that may include severance on such terms as the President deems appropriate.

BE IT FURTHER RESOLVED, that the President, or his designee(s), may impose conditions for participating in the ERIPs, in accordance with the plan to attract the optimum number of participants and thereby achieve the appropriate level of benefit to the University.

BE IT FURTHER RESOLVED, that the Chief Human Resource Officer and AVP, Human Capital Management is authorized to execute the necessary agreements between Ohio University and the ERIP participants.

Chair King motioned to approve the Regional Higher Education Early Retirement Resolution; Trustee Scholl seconded the motion; Chair King called for a vote; the motion passed unanimously.

**DELEGATION OF AUTHORITY TO ADMINISTER UNIVERSITY
RETIREMENT PLANS**

RESOLUTION 2018 - 3675

WHEREAS, Ohio University sponsors and maintains the following retirement plans: Ohio University Alternative Retirement Plan (“ARP”); Ohio University 403(b) Plan (“403(b) Plan”); Ohio University Deferred Compensation Plan (“457(b) Plan”); Ohio University Deferred Compensation Plan (“457(f) Plan”); Ohio University Supplementary Qualified Retirement Plan (“SQRP”); and the Ohio University Supplemental 415(m) Retirement Plan (“415(m) Plan”), all as thereafter restated and/or amended, (collectively, the “Retirement Plans”);

WHEREAS, sponsoring and maintaining the Retirement Plans requires the exercise of discretion and the fulfillment of fiduciary responsibilities for the benefit of Retirement Plan participants and their beneficiaries; and

WHEREAS, the Board of Trustees (“Board”) desires to provide for administration of the Retirement Plans by authorizing a delegation of certain powers from the Board to Vice President for Finance and Administration, CFO and Treasurer (“VPFA”) or the VPFA’s designee as the plan administrator for all the Retirement Plans.

NOW THEREFORE, BE IT RESOLVED that pursuant to Sections 2.23 and 9.10 of the ARP, the Board designates the VPFA or the VPFA’s designee(s) as the plan administrator to fulfill the duties and have the powers of the employer under the ARP;

BE IT FURTHER RESOLVED that pursuant to Section 2.C of the Adoption Agreement of the 403(b) Plan, the Board designates the VPFA or the VPFA’s designee(s) as the plan administrator under the 403(b) Plan;

BE IT FURTHER RESOLVED that pursuant to Section 1.16 of the 457(b) Plan, the Board designates the VPFA or the VPFA’s designee(s) as the plan administrator under the 457(b) Plan;

BE IT FURTHER RESOLVED that the Board hereby terminates the 457(f) Plan;

BE IT FURTHER RESOLVED that pursuant to Section 1.26 of the SQRP, the Board designates the VPFA or the VPFA’s designee(s) as the plan administrator under the SQRP;

BE IT FURTHER RESOLVED that pursuant to Section 1.9 of the 415(m) Plan, the Board designates the VPFA or the VPFA’s designee(s) as the plan administrator under the 415(m) Plan;

BE IT FURTHER RESOLVED that the Board may revoke such delegations of authority under one or more of the Retirement Plans at any time;

BE IT FURTHER RESOLVED that the VPFA or the VPFA’s designee(s) be and are hereby authorized and empowered to appoint such additional fiduciaries, including but not limited to retirement plan investment committee members, and to take any additional

actions he or she, in his or her discretion, deems necessary or advisable to effect the purposes and intents of the foregoing resolutions, including, but not limited to, engaging persons to render advice with regard to its responsibilities under the Retirement Plans;

BE IT FURTHER RESOLVED that the VPFA or the VPFA's designee(s) will report any significant changes in the operation of any Retirement Plan periodically to the Governance and Compensation Committee of the Board; and

BE IT FURTHER RESOLVED that any actions previously taken by the officers or employees of the University that would have been authorized by the foregoing resolutions, if taken after their adoption, are hereby ratified and confirmed.

Chair King motioned to approve the Investment Management Retirement Funds Resolution; Trustee Smullen seconded the motion; Chair King called for a vote; the motion passed unanimously.

Chair King stated that no additional issues were discussed.

Consent Agenda

Chair King stated that the board has an intact consent agenda and asked for a motion to approve of the consent agenda. Trustee Coleman moved to approve the consent agenda; Trustee Goodman seconded; with all in favor, the consent agenda was approved as follows:

COLLEGE OF BUSINESS
MASTER OF SCIENCE IN BUSINESS ANALYTICS
RESOLUTION 2018 - 3676

WHEREAS, the College of Business proposes to establish the Master of Science in Business Analytics degree, and

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

WHEREAS, the proposed curricular program addresses growing demand for quantitative capabilities that are expected from employers, and

WHEREAS, the degree requires 30 credits over 5 semesters to complete, and

WHEREAS, facilities and faculty resources, with an internally appointed member program director, are sufficient to establish the Master of Science in Business Analytics.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves establishing the Master of Science in Business Analytics degree in the College of Business.

COLLEGE OF ARTS AND SCIENCES
CENTER FOR LAW, JUSTICE & CULTURE
MASTER OF ART IN LAW, JUSTICE & CULTURE
RESOLUTION 2018 - 3677

WHEREAS, the College of Arts and Sciences proposes to establish the Master of Art in Law, Justice & Culture degree, and

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

WHEREAS, the proposed curricular program focuses on critical analysis of law as it operates in relation to society, culture, politics, and power in the United States, as well as international contexts, and

WHEREAS, the degree requires 34 credits to complete and will be delivered either in residence on the Athens campus or through online coursework through eCampus, and

WHEREAS, facilities and staff resources are sufficient to establish and sustain the Master of Art in Law, Justice & Culture.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby approves establishing the Master of Art in Law, Justice & Culture degree in the College of Arts and Sciences.

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS
SCHOOL OF APPLIED HEALTH SCIENCES AND WELLNESS
PRE-ATHLETIC TRAINING AND
ATHLETIC TRAINING
RESOLUTION 2018 - 3678

WHEREAS, the School of Applied Health Sciences and Wellness in the College of Health Sciences and Professions is transitioning from athletic training bachelor programs to a professional master program, and

WHEREAS, the request for deletion of the athletic training pre-major and athletic training major has been approved by the University Curriculum Council, and

WHEREAS, these changes are based on requirements from the Commission on Accreditation of Athletic Training Education that by 2022 all professional athletic training programs will be offered at the master's level, and

WHEREAS, Fall Semester 2017-2018 is the last term for students to be admitted into pre-athletic training and Fall Semester 2018-2019 will be the last term for students to be admitted into the athletic training major, and

WHEREAS, the current faculty will be retained and teach within the master athletic training program.

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees of Ohio University hereby accepts deletion of the athletic training pre-major and athletic training major in the College of Health Sciences and Professions.

COLLEGE OF HEALTH SCIENCES AND PROFESSIONS
SCHOOL OF APPLIED HEALTH SCIENCES AND WELLNESS
NAME CHANGE FOR THE
BACHELOR OF SCIENCE IN NUTRITION
RESOLUTION 2018 – 3679

WHEREAS, the School of Applied Health Sciences and Wellness in the College of Health Sciences and Professions supports a name change for Nutrition to Nutrition Science, and

WHEREAS, the proposed name change has been approved by the University Curriculum Council, and

WHEREAS, the proposed name change will alleviate some confusion with the Applied Nutrition major program name, and

WHEREAS, the name change will not impact curricular resources or faculty staffing.

NOW THEREFORE, BE IT RESOLVED that the Bachelor of Science in Nutrition be renamed the Bachelor of Science in Nutrition Science.

MAJOR, DEGREE, AND COLLEGE PROGRAM REVIEWS

RESOLUTION 2018 – 3680

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

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

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

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

College of Arts and Sciences

- Modern Languages
- Philosophy

College of Fine Arts

- Dance

Honors Tutorial College

- Cutler Scholars

CAPITAL PROJECTS

APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION

RESOLUTION 2018 - 3681

WHEREAS, construction and renovation projects with a total project budget of \$500,000 or more require Board approval; and

WHEREAS, projects presented and recommended for Board approval have been subject to a multi-step planning process culminating in executive leadership review and approval by the Capital Funding and Priorities Committee (CF&PC); and

WHEREAS, the following projects are presented for Board approval:

Design & Construction Requests:

Capital Project Budget & Authorized Expenditures	
Project	Current
Russ Research Opportunity Center (WUSOC Renovation)	\$31,000,000
Ridges 13,14,18 Renovation & Ridges 20 Demolition	\$15,889,402
Bromley Infrastructure Improvements	\$7,500,000
Hwa Wei Lee Roof/Exterior Upgrade	\$1,100,000
Adams Hall Waterproofing	\$500,000
Total	\$55,989,402

Modification of Design & Construction Requests:

Capital Project Budget & Authorized Expenditures			
Project	Previous	Current	Total
Washington Hall Domestic Water & Restroom Upgrade	\$350,000	\$5,350,000	\$5,700,000
HCOM Utilities Phase I	\$500,000	\$3,870,000	\$4,370,000
Tiffin & Perkins Hall Roof Rehabilitation	\$304,000	\$2,496,000	\$2,800,000
Bryan Hall Restroom Upgrades	\$2,000,000	\$452,500	\$2,452,500
Bush Airport Taxiway Rehabilitation	\$204,000	\$2,066,000	\$2,270,000
Convocation Center Videoboard Install	\$160,000	\$1,819,705	\$1,979,705
East Green Domestic Hot Water Upgrade	\$250,000	\$1,450,000	\$1,700,000
Pickering Hall Restroom Upgrades	\$203,000	\$897,000	\$1,100,000
Total	\$3,971,000	\$18,401,205	\$22,372,205

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.

**RESOLUTION TO APPROVE EASEMENT REQUEST
FROM FIVE DEPOT STREET LLC**

RESOLUTION 2017 - 3682

WHEREAS, Five Depot Street LLC (Five Depot) is landlord to Snider Fuller and Stroh, Financial Advisors, whose office is located adjacent to several Ohio University parcels; and

WHEREAS, Five Depot has requested an easement as part of a project to resurface and improve drainage to their parking lot by making a storm drain connection to a catch basin on Ohio University land; and

WHEREAS, the improved parking area will create a safer environment not only for Five Depot's tenant and their clients but also for Ohio University students and staff that cross the parking lot on a daily basis; and

WHEREAS, this request has been reviewed and approved by appropriate University staff.

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees hereby approves the request for a 25-year easement for Five Depot as depicted in the attached map, upon other terms and conditions approved by the President and the Department of Administrative Services.

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

Unfinished Business

There wasn't any unfinished business.

New Business

There was no new business.

Communications, Petitions, and memorials.

Secretary Moore announced that the next meeting of the Ohio University Board of Trustees would be on March 22nd and 23rd, 2018 at the Athens OH campus.

The January 2018 Meeting of the Ohio University Board of Trustees adjourned at 12:25pm.



OHIO
UNIVERSITY

**Ohio University Board of Trustees
Joint Committee Meeting
January 18, 2018
Walter Hall, Athens OH**

Present: Chair Janetta King, Vice Chair David Scholl, Trustees Janelle Coleman, Cary Cooper, N. Victor Goodman, Diane Smullen and Peggy Viehweger, National Trustees Laura Brege and David Pidwell, Alumni Representative Ronald Teplitsky, Faculty Representatives David Thomas and Susan Williams, Student Trustees Brooke Mauro and Faith Voinovich, and President M. Duane Nellis.

Chair King called the meeting to order at 9:45 a.m. She thanked the City and University individuals who planned and conducted this morning's tour of the City. She also advised that the Beavercreek Update originally planned for today's Joint Committee has been moved to the March meeting. Trustee King introduced Vice Chair Scholl to lead the Joint meeting.

● **Budget and Financial Update and Fee Approvals**

Trustee Scholl introduced Vice President for Finance and Administration Deb Shaffer to share the Financial Update. This presentation will review the FY18 forecast results, the FY19 budget planning, and culminate in several fee approval requests for Fall 2018 to be acted upon by the Resources, Facilities and Affordability Committee. Operating results prior to transfers are forecast \$20M favorable to budget. Highlights for individual line items included:

- State Appropriations – Statewide SSI experienced 0% growth for the FY18-19 biennium. OHIO's FY18 SSI was updated for final AY2017 credit hours and degree completions resulting in an increase of \$1.4M in state appropriations.
- Net Tuition, Room and Board – Tuition increases were realized for the incoming cohort of undergraduate students. The Athens Fall 2017 freshman class is 4,045 students, which is ~260 students below Fall 2016, and 66 below the budget of 4,109 students. New transfer students are 84 lower than budget. These declines contribute to the gross tuition forecast being \$2.5M below budget and room and board \$0.7M below budget. Lower enrollments will result in an offsetting favorable variance in financial aid. Graduate net tuition and fee growth resulting in \$1.5M favorable variance is attributed to the new cohort of medical students in Dublin and Cleveland and higher than anticipated enrollments in online graduate programs.
 - The FY19 budget will include an additional 99 students attributed to a new scholarship leveraging program to be implemented for Fall 2018. OHIO has been gaining market share of Ohio students even as the number of high school graduates is declining. SVP Cornell expressed optimism that this new program will result in the planned enrollment increases.
 - The lower than budgeted transfer students is due in part to the 2-year feeder colleges experiencing up to 50% declines in enrollments. Taking into account the declining 2-

- year enrollments, OHIO is still maintaining its relative share of transfer students at both the regional and Athens campuses.
- Fall 2018 applications have exceeded 20,000 for the 6th year – the incoming class outlook is promising and in line to support the FY19 budget planning.
 - Other Revenue – The new chart of accounts work identified the need to reclassify certain Grant and Contract revenue to Other revenue accounting for a portion of the variances between these accounts.
 - Compensation – Salary forecast is favorable to budget due to actual attrition and unfilled positions versus budgeted. Benefits costs continue to be projected lower than budgeted due to a significant reduction in actual claims experience in the 6 months since the FY18 budget was put together.
 - Other Expenses – Growth is attributed to one additional year of Century Bond funding and payment on respective internal debt service; this expense is layered in each year; planned bond funding of \$10M / year for a total of \$160M toward deferred maintenance and \$90M for the EIP and Clippinger projects.
 - Operating Activity Reporting has been changed to address questions about the reserves. A report on the Strategic Opportunity Reserve (SOR) activity (Exhibit E) is included in the Resources Financial Update report each meeting.
 - Investment income across operating and non-operating activity has been buoyed by extremely favorable market experience. Based on current performance, FY18 returns are forecasted at 9.5% versus a budgeted expected return of 6.1%. Favorable investment return of 12.7% also helped drive increase in net results for FY17.
 - Non-operating Capitalized Costs are forecast less than budgeted due to timing of projects. All approved projects are underway but the timing of the use of funds may be delayed due to state and internal processes. In the event state funding is not used or drawn from the state in the approved biennium, there is a biennial request to the state to reappropriate those unexpended state capital funds.

Overall, the FY19 Fall budget planning is showing a \$2.8M reduction in revenues and \$14.4M in expenditure / investment growth. A salary increase of 1.5% is built into that growth with modest increases for other expenditures. Also included in the \$14.4M expenditure growth is the next piece of the 7%, 3-year administrative unit budget reduction at \$2.3M.

The Fall 2018 tuition and fee increases being requested at this meeting for the Athens campus OHIO Guarantee cohort, room and board should allow OHIO to maintain its same relative cost ranking among Ohio peers. OHIO's trended costs have been higher due to the implementation of the guarantee but that is now leveling out as other IUC schools are implementing their own guarantees. National trends reflect that the state of Ohio has been giving larger percentage state funding increases per student FTE, but the bulk of Ohio's recent SSI increases per student have been enjoyed by the 2-year publics due to their declining enrollments while the split in total dollars between 2-year and 4-year has remained static. Nationally, the state of Ohio is among the lowest in rate of tuition growth.

The forecasted SB6 ratio for OHIO still shows strength among state peers due to the strong balance sheet, brought down only slightly by the increased levels of debt. As a way to be more proactive with the analysis and the retroactive reporting of SB6 the State is looking to more predictive indicators of the 4-year public institution's financial health.

President Nellis commented on the good progress being made ongoing through the budget process. January 19 is the deadline for spring budget submissions from the colleges. He commended the transparency of the process, the open dialogue, and the leadership of the VPs as well as the efforts of the colleges, budget office and administrative and academic support staffs.

Guarantee Fall 2018 Cohort, Room and Board

The first resolution for approval at this meeting includes the Fall 2018 cohort OHIO Guarantee 5-year average CPI increase of 1.3%, a 3.5% increase in Housing rates and a 2% increase in Culinary rates. Vice President for Student Affairs Jason Pina discussed that the 3.5% Housing increase request is consistent with the Board approved 2011 Housing Development Plan (HDP) which requires reserve accumulation to support the HDP. A request for a 2% increase for Culinary will cover inflationary costs of food and personnel costs, financial aid contributions, and fully funding respective renovation of facilities.

Career Fee

VPSA Pina discussed the possible addition and impact of a Career Fee. The implementation of a Career Fee was specifically included as an exemption to the freeze on fees in HB 49 but mandates the fee must be for the *expansion of services* and not to replace or shore up existing services which have been reduced over time. President's Council first discussed possibilities for such a fee in November. Following discussions with Deans in December, research was conducted and an initial proposal was developed. Budget Planning Council discussed the proposal at their January 11 meeting and recommended pursuit of the fee with the expectation that more thorough vetting of an overall plan is to continue following approvals by the Board and the Ohio Department of Higher Education (ODHE).

VP Pina discussed the recent history of Career Services and assured that the conversation of how best to implement the fee will be broad and deep within the University community following DHE approval of the fee. Imants Jaunarajs, Assistant Dean of Students for the Career and Leadership Development Center (CLDC), has been charged with developing resources and opportunities for students for experiential learning and internships, working closely with embedded professionals within colleges, developing deeper leadership and career skill set offerings, and reaching out to industry to understand their needs. CLDC services are not just for the first job following graduation, but can start early in the college experience and extend throughout the graduate's career.

The requested \$6 per credit hour fee is estimated to result in new revenue of nearly \$3.5M on the main campus and \$1.1M on the regional campuses over a 4-year roll-in. Implementation of this fee would provide an opportunity to 'level the playing field' of services across the colleges, opening up opportunities to all students and across all campuses. The state will be mandating assessment and outcome reporting on student success above the measurements already conducted by the CLDC.

Trustee Scholl advised that each trustee received correspondence from Student Senate President Landen Lama expressing concern about the Career Fee. Trustee Scholl indicated that today's committee discussion, including the input of Student Trustee Mauro, has provided valuable input. Board approval of the resolution which will first be presented to the Resources, Facilities and Affordability Committee will allow the Career Fee proposal to be sent to DHE for approval.

Following the approvals, a full implementation plan will be shared with the Board at the March meeting.

Regional Higher Education Guarantee

Senior Vice Provost for Strategic Enrollment Management Craig Cornell and Executive Dean, Regional Higher Education Bill Willan presented the proposed framework for extension of the OHIO Guarantee cohort-based fee structure to the regional campus system. The extension of the guarantee to regional campus students and their families would provide many of the same benefits enjoyed by Athens campus students and families. The transition to a single rate would also significantly simplify the current regional rate structures.

The request to approve extension of the OHIO Guarantee for regional campus students will be presented at the Resources, Facilities and Affordability Committee. Following Board approval the Budget office, regional campus leadership and the DHE will continue to work through the rate development issues. One goal is to level the rate structure fairly to arrive at one comprehensive rate for all regional campuses, eliminating the lower and upper structures. OHIO and Miami University are both working through the same complex rate issues with the state. Provided ODHE grants approval for the Guarantee extension, final rate structures will come to the Board for approval in March.

● Strategic Enrollment Management Planning (SEMP)

SVP Cornell introduced Candace Boeninger and John Gilliom who have been involved with leading the SEMP development. The SEMP addresses the University's missions of access and excellence while exploiting the growth potential of eLearning, hybrid educational modalities and OHIO's expanded footprint. The colleges and academic leadership have been involved throughout the entire SEMP planning process and support the vision and findings. The goals of the SEMP are built around the different modalities and reflect more aggressive targets to continue record enrollment growth.

Trustee discussion of the plan and responses follow:

- Trustee Brege asked about the peaks and valleys in the eLearning trends.
 - The SEMP trend for eLearning includes continual and regular growth of the existing 20 online graduate programs and growing the number of programs to 40 in the next few years. Undergraduate programs such as RN to BSN have capped and enrollments are leveling out. Investments have also been made to add new online degree-completion programs and broaden the marketing for all online programs.
- Trustee Goodman challenged the pursuit of annual, record-breaking enrollments rather than answering the question 'how big do we want to be'.
 - The draft SEMP projects growth to occur in graduate and online degree-completion programs as well as on the expansion and regional campuses. The plan shows a leveling of the Athens campus undergraduates at ~17,700, developing strategies to maintain that level through scholarship leveraging, enhancing the offerings through the Honors programs, non-resident growth out-of-state and internationally, improving retention rates and getting students to degree-completion.

- Trustee Cooper asked how to follow through with our eLearning students to degree-completion rather than just have our courses ‘cherry-picked’.
 - The market for eLearning is largely non-traditional. Marketing overall completion of an OHIO program and degree to the eLearning population will need to be intelligent and strategic. Investments are being made so that recruitment efforts can occur earlier.

- National Trustee Pidcock asked if the SEMP enrollment targets were considered conservative, aggressive or realistic.
 - The targets set are viewed as ‘realistic’ or realizable. The enrollment targets are balanced with ‘conservative’ budget building so that the colleges aren’t caught with budgets built on too aggressive a revenue plan. Evaluating the SEMP versus the budget planning projections is an iterative process tying the annual plans built on freshmen targets, retention rates, etc. to the actual enrollments. Trustee Pidwell expressed concern for when targets aren’t met and the result can be painful reduction in force actions.

Agenda items Beavercreeck and Housing were moved to the March 2018 meeting to ensure the necessary time was available for their presentation.

At 12:09 pm the meeting was adjourned.

Ohio University Board of Trustees

University Academics and Student Success Committee Margaret M. Walter Hall, Athens OH, Governance Room 104 Thursday, January 18, 2018

Present: Committee Chair Victor Goodman, Trustees Janelle Coleman, Dave Scholl, Peggy Viehweger, Student Trustee Faith Voinovich, National Trustee Laura Brege, Faculty Representative David Thomas, President Duane Nellis, Interim Executive Vice President and Provost Elizabeth Sayrs

Committee Chair Victor Goodman called the meeting to order at 2:05 p.m.

Academic Quality— University College Dashboard

In her capacity as dean of University College (UC), Interim EVPP Sayrs introduced UC's dashboard to the Committee. She noted that since its founding as the first such college in the United States, UC has been central to OHIO's mission of fostering student success and to OHIO's identity as an institution that strategically balances its commitment to access and opportunity with its commitment to academic success and excellence.

IEVPP Sayrs stated that UC has evolved from focusing primarily on the first-year experience to supporting access, academic excellence, retention, persistence, and graduation for all OHIO students—from potential OHIO students still in high school to continuing students and even to graduate students. UC supports the unique needs of all of these students through a broad array of high-impact, collaborative programming and services, from College Credit Plus to graduate student training. IEVPP Sayrs added that UC is committed to growing its programs and services in an intentional way that emphasizes identifying and responding to needs with research-based initiatives.

IEVPP Sayrs noted the challenge of measuring and demonstrating the impact of such a unique unit, and she said that multiple measures are needed. For example, in addition to standard metrics such as Total Headcount and Yield Rates, UC tracks participation in Learning Communities. IEVPP said that the number of Learning Communities has risen since 2013, but even more impressive is the increase in the number of students participating in them: from 2,869 in 2013 to 3,949 in 2017.

IEVPP Sayrs said UC is also monitoring what it calls First-Year "on Track" Rates. This metric inverts the concept of the probation rate by measuring the percent of first-year students with at least a 2.0 GPA and 30 or more credit hours earned by the end of their first academic year at OHIO. It can indicate the extent to which even students who have not yet declared or been admitted to a major are on track to graduate on time. IEVPP Sayrs stated that UC tracks and reports this metric for not only all first-year students but also the subset of first-year students who are also first-generation, and she pointed out that the gap between the rates for first-

generation students and all students is narrowing. She noted that this trend is also visible in UC's measures of Satisfactory Academic Progress, which is over 91% for continuing-generation students and has been steadily rising to nearly 88% for first-generation students. Trustee Brege asked whether the First-Year "On Track" metric has been calculated for the University as a whole; IEVPP Sayrs responded that UC is also interested in that question and has asked the Institutional Research Office to look into it.

Another metric IEVPP Sayrs highlighted, to show how UC is responding flexibly and quickly to student needs, was attendance at its College Study Skills Workshop. From an initial total of 56 students in 2013, participation has grown to 2,715 students in 2017. UC has greatly expanded the reach of this workshop by promoting a "Don't cancel that class!" initiative, which supports instructors who must miss a class meeting by providing a substitute who leads a study-skills lesson during that time.

IEVPP Sayrs also stated that UC houses the University's nationally recognized Army and Air Force ROTC programs. Both programs have recently obtained approvals to offer specialized new academic minors: a Minor in Military Science and a Minor in Aerospace Studies.

IEVPP Sayrs introduced Assistant Dean for Advising and Student Services Ebony Green to talk about UC's Bachelor of Specialized Studies major. Dr. Green noted that the program has grown from an Athens enrollment of 77 in Fall 2013 to 257 in Fall 2017. She said the number of BSS degrees awarded has also steadily grown, with 295 awarded in the 2016-17 academic year. The program has a six-year graduation rate of 91%, well above the University-wide rate. Dr. Green shared profiles of two exemplary alumni of the BSS program, Vincent Briley and Travis Griffin.

IEVPP Sayrs then introduced Assistant Dean Temekia Scott to talk about initiatives of UC's Academic Achievement Center. Dr. Scott first shared information about the College Study Skills Coaching program. While the program began in 2014, the number of visits and the number of students using the service greatly increased in fall 2017, when UC began partnering with the Allen Student Advising Center and the Office for Multicultural Student Access and Retention (OMSAR) to promote it. Dr. Scott stated that services like coaching helping students complete their degree programs in a timely fashion. Committee Chair Goodman asked whether participating students take remediation in math, etc. IEVPP Sayrs responded that the program's emphasis is on study-skills coaching; any remedial coursework students might also need is provided by other units not UC.

IEVPP Sayrs then introduced UC Assistant Dean Jenny Klein, who talked about initiatives of the Allen Student Advising Center. She updated the Committee on the First Generation Student Initiatives, which includes an awareness campaign to connect first-generation students with each other and with supportive faculty and staff across the University. AD Klein noted that she had brought "First Gen? Me Too!" stickers with her, and she invited Committee members who were first-generation college students to take one after the meeting. AD Klein also talked about the Student Success Advisors Program, which has been working with students in the Russ College of Engineering and Technology to improve passing rates of students retaking difficult courses. She presented data on the passing rates of students who are attempting a course for the third time.

Compared to a passing rate of 46% before the launch of the program, the Student Success Advisors' interventions boosted the third-attempt passing rates to 59% in the program's first semester of operation and 68% for the most recent semester.

IEVPP Sayrs introduced Carey Busch, the acting dean of UC, who presented information on the College's Student Accessibility Services. She noted the Gateway to Success program, which helps high-school students with disabilities to transition successfully to postsecondary education. Now in its fourth year, the program served approximately 125 students during fall semester. AD Busch said the program currently serves high-school juniors, but they are piloting a senior experience this spring. AD Busch also shared information on a new initiative, Coaching for Students on the Autism Spectrum. This program was launched in the 2016-17 academic year to improve the retention and success of incoming students on the Autism Spectrum who choose OHIO. Participants are paired with an upper-level student for individualized goal-setting and support, not just with skills such as time management but also with social engagement and navigating campus life. AD Busch said that the program served five first-year students in its first year and is currently serving eight. National Trustee Brege asked whether students self-identify as being on the Autism Spectrum; AD Busch responded that they self-identify to the Student Accessibility Services office. Committee Chair Goodman asked whether data have been collected on matriculation rates of the students served by both the Gateway to Success and the Coaching for Students on the Autism Spectrum. AD Busch responded that they have not. Trustee Scholl attested to the positive impact of affinity and personalized attention on students' matriculation decisions, and he commended SAS's work.

IEVPP Sayrs introduced Assistant Dean Wendy Merb-Brown, who presented information on UC's Learning Community Programs. She explained that a Learning Community is a group of first-year students who take a common set of courses together or share a common experience related to their academics, either by college or by interest. LCs help these new students get connected and support them during their transition to Ohio University and Athens. She showed participation data from 1999 through 2017 and noted the tremendous growth; last year 95% of the first-year class, or 3949 students, participated in one of 226 LCs. She also said that faculty in many colleges report having a great experience interacting with the first-year students in their programs. IEVPP Sayrs noted that UC is not only applying research-based strategies in implementing LCs but is also conducting, publishing, and disseminating research on program outcomes. Trustee Scholl asked about the retention rates, including those for the small number of first-year students who do not participate in an LC. IEVPP Sayrs replied that the three-year rolling average retention rate is increasing. She also stated that initially UC was able to compare LC retention rates with a control group of non-LC students. Now that almost every student is in an LC, that type of analysis is no longer feasible; however, she said the earlier control-group comparisons indicated a strong positive impact. She added that UC is now looking for different approaches for continued research on LCs. Trustee Scholl stated that he looked forward to seeing more research findings on the LC initiative, and he commended the program.

Academic Quality— Intercollegiate Athletics Dashboard

Director of Athletics (DA) Jim Schaus introduced Senior Associate Athletic Director Randee Duffy to update the Committee on the academic progress of OHIO's student athletes. Ms. Duffy stated that for the 2016-17 academic year, OHIO's Academic Progress Rate (APR) and Single-Year Eligibility Rate both exceeded the NCAA, Division I and MAC averages. She said all of OHIO's 16 teams are estimated to post a multiyear score of 970 or higher, with the highest scoring 985 of 1000. She noted that OHIO's most-recently calculated four-year Federal Graduation Rate was 75%, ranking OHIO second in the MAC; and OHIO's six-year Graduation Success Rate of 86% was fifth in the MAC. Ms. Duffy noted that calculation of the GSR does not penalize an institution if a student leaves while still eligible.

Trustee Scholl asked how the student-athlete population compared with the full student population in terms of being academically at-risk; he suggested if student-athletes are more academically at-risk, ICA's positive outcomes look even better and should be made more widely known. Ms. Duffy responded that ICA will look for that information and possibly add it to future dashboards. DA Schaus added that because student-athletes face significant time demands including practices and games, their retention and completion metrics are especially noteworthy.

Ms. Duffy noted that OHIO's student-athletes posted a 3.176 cumulative GPA during the 2015-2016 academic year, with an average of 294 of the approximately 430 student-athletes per term earning a 3.0 term GPA or higher. She stated that the GPA data provided on the dashboard were calculated before fall grades were posted; the fall-term GPAs averaged 3.118, bringing the cumulative GPA to 3.193.

Committee Chair Goodman raised an issue with the scheduling by the MAC of midweek football games in November. He expressed concern about the impact of increasing numbers of games on the risk of player injury, as well as displeasure with the degree of control ESPN exerts over OHIO's football schedule, particularly our November dates. He said he would like to see more data from the NCAA about injury risks. He also noted that the topic of Athletics is on the upcoming meeting agenda of the Association of Governing Boards. Committee Chair Goodman also mentioned that he would like the Board of Trustees to discuss OHIO's experience to date with the selling of beer during games.

Ms. Duffy shared more-detailed information on OHIO's APRs. She said that 15 of OHIO's 16 teams posted single-year APR scores of 970 or higher, with the remaining team earning a 967. She also said that all 16 teams are estimated to post at or above a 970 multi-year APR score.

With respect to majors, minors and course selection policy and procedures, Ms. Duffy noted that OHIO's student-athletes may choose any major and/or minor they want; this policy contrasts with some other institutions' athletics programs that disallow certain majors or minors in order to prioritize students' practice and game schedules. Ms. Duffy said student-athletes are represented in majors spanning all nine OHIO colleges.

Ms. Duffy briefly described the NCAA certification process OHIO goes through each semester and how ICA tracks student-athletes' academic progress to monitor compliance with the

NCAA's continuing eligibility requirements. She said ICA has been working with various units on campus to increase awareness about OHIO's NCAA Eligibility & Student-Athlete Success Office, as well as to help strengthen inter-unit relationships to better assist student-athletes. She explained that the Eligibility & Student-Athlete Success Office works weekly with at-risk student-athletes, coordinates tutoring and required study-hall appointments, and communicates with faculty on their students' academic status. She noted, however, that the office does not take the place of OHIO's academic advisors, and they do not place holds on students' accounts.

Ms. Duffy also highlighted a few activities of ICA's 'Cats in the Community initiative. She noted that student-athletes give of their time generously even though they may not have a lot of it, especially if they participate in study halls. She said the community greatly appreciates these activities.

Committee Chair Goodman asked whether there is someone in the ICA office or with each sport who monitors student-athletes to make sure they're doing what they're supposed to academically. Ms. Duffy responded that this responsibility is handled on a team-by-team basis. She said anyone with below a 2.6 GPA has required study halls plus weekly meetings to work on study skills and track their academic progress. Trustee Scholl remarked that he has seen six ICA presentations since joining the Academics and Student Success Committee, and he is always favorably impressed by their great graduation and retention rates. He said that what makes ICA's efforts successful has a lot in common with other excellent programs around the University.

President Nellis remarked that while he was attending the recent Bahamas Bowl game, talk turned to subject of overall football-team GPAs. He said he was proud to celebrate student-athletes' success in classroom, as their combined overall football GPA was 3.0. Chair Goodman expressed approval of ICA's demonstrated commitment to providing student-athletes with a good education and keeping them safe.

Faculty Representative Thomas also noted that he appreciated ICA's presentations, which provide rich information, and that the new data points they provide are very helpful. He noted that recently OHIO's administrative as well as academic units have been faced with challenging financial times, and he asked how the budget cuts were impacting ICA. DA Schaus responded that ICA is facing similar reductions itself.

Trustee Scholl remarked that the landscape of intercollegiate athletics has changed over the last 10 years, particularly in football. He acknowledged the complicated challenge of balancing academic and athletic priorities. He said it was helpful to know how OHIO is doing in meaningful metrics, and it would be interesting to see how efficient we are in achieving our outcomes compared with other institutions.

Standing Reports and Updates

Enrollment Update

Craig Cornell, Senior Vice Provost for Strategic Enrollment Management, (SVP) provided an update on Spring 2018 enrollment data and Fall 2018 recruitment and applications to date. He reported that enrollments for spring are mirroring fall enrollment changes: graduate and HCOM are up, while Regional Higher Education is down. He noted, however, that when factoring in the delayed start dates of some courses, spring enrollments are basically flat. Trustee Scholl asked whether all colleges other than HCOM are contributing evenly to the negative numbers. SVP Cornell responded that this is the case with undergraduate programs but that graduate programs are very different; the College of Business, in particular, is up.

Committee Chair Goodman asked whether our international-student enrollments are being adversely affected by federal immigration policies. SVP Cornell responded that OHIO is seeing an effect, like institutions across the nation, in both undergraduate and graduate enrollments. But he added that he is optimistic about new OHIO initiatives such as the hiring of two recruiting staff based in China; OHIO is recruiting elsewhere too, but he said it will be interesting to see communicate our message behind the Chinese firewall. President Nellis said that international enrollments are also responsive to the environment on campuses; he said OHIO has a good reputation, but he hopes OHIO will become a national model of how to support international students. He added that it is also important to OHIO because we are enriched by the diversity of our student population. He noted that there are U.S. universities that have seen dramatic declines in international enrollment and that OHIO is not seeing nearly as much of a decline. SVP Cornell added that we are definitely not seeing the declines that other Ohio institutions are experiencing.

SVP Cornell said graduate applications for fall 2018 are down 7.5% from this point last year. International graduate applications are down 4.2%, consistent with the national trend. He added that online program applications are anticipated to be slightly lower for Athens. He noted that HCOM application trends are positive, however. With regard to undergraduate applications, SVP Cornell said this is the sixth year in a row that OHIO has received more than 20,000 applications. He noted, however, that the number was down from last year, which was the start of OHIO's participation in the Common Application. He noted that, probably because of the application-fee waiver, OHIO received about 2,500-3,000 "soft" applications last year from students who did not follow through. This year there is only a partial fee waiver, so the drop in applications was expected. In comparison to two years ago, he said, OHIO is actually in a good position.

As an example of the Admissions Office's yield efforts, SVP Cornell showed the Committee a collage of photos posted on social media of students proudly displaying the Official Bobcat stickers the Admission office sends with each acceptance letter.

SVP Cornell said that due to the diligent efforts of the Admissions staff, the admit percentage is up 3.2% over last year. He said they are providing more aid up front and providing very

personalized attention to prospective students to raise the yield rates further. He noted that housing deposits are up about 1.7% over last year, and it's still very early in the process. He added that this year's application pool is probably the most qualified yet. Trustee Scholl asked whether there is a role for alumni in this process. SVP Cornell invited Associate Vice Provost for Strategic Enrollment Management (AVP) Candace Boeninger to talk about the Volunteer Alumni Network, a collaborative initiative with the Alumni Office. She said one of the most effective initiatives matches alumni with students who may have matching interests, come from the same area, etc. She said they also engage alumni in off-site recruiting events; they may help staff OHIO's registration tables or mingle with families.

Accreditation AQIP Update

Joni Wadley, Assistant Provost for Accreditation and Assessment Support, (AP) provided an update on the AQIP reaccreditation process. She showed a chart of where OHIO is in our new eight-year accreditation cycle and noted that the next big step is a Strategy Forum in February. She said a team of eight has been selected to attend. Alongside similar teams from other AQIP institutions, they will work to develop an institutional improvement campaign focusing on a single AQIP Category in which to improve its performance. Ms. Wadley reported that the team has already been preparing for the Forum by reviewing the 2014 Systems Appraisal Feedback and 2016 Comprehensive Quality Review reports and selecting one AQIP Category improvement opportunity to work on: to further mature the General Education assessment process. The plan they develop will be vetted through the new process developed in OHIO's current AQIP project.

Consent Resolutions

Associate Provost for Faculty and Academic Planning (AP), Howard Dewald presented five consent resolutions for consideration and action by the Committee.

- **New Program: College of Business, Master of Science in Business Analytics**

AP Dewald stated that the CoB believes business analytics is a strong growth area and builds on existing strengths in the CoB.

Trustee Viehweger moved, and Trustee Scholl seconded, to keep this item on the consent agenda for action by the full Board of Trustees. Committee Chair Goodman called for a vote and the motion passed unanimously.

- **New Program: College of Arts and Sciences, Master of Art in Law, Justice & Culture**

AP Dewald noted that the Committee heard a presentation from this program in their fall 2017 meeting. Subsequent to that presentation, this program was approved by the University Curriculum Council. Trustee Scholl asked whether the cost analysis referred to in the program proposal had been done. AP Dewald responded that it was done but

not included in the Committee materials; however, it found the anticipated program cost to be neutral.

Trustee Scholl moved, and Trustee Viehweger seconded, to keep this item on the consent agenda for action by the full Board of Trustees. Committee Chair Goodman called for a vote; the motion passed unanimously.

- **Program Deletion: ND8142 – Pre-Athletic Training and BS8117 – Athletic Training**

AP Dewald said these programs are transitioning from a bachelor's to a professional master's degree. He said the Board of Trustees has approved the master's program and it has been forwarded for state-level approval.

Trustee Scholl moved, and Trustee Viehweger seconded, to keep this item on the consent agenda for action by the full Board of Trustees. Committee Chair Goodman called for a vote; the motion passed unanimously.

- **CHSP Program Name Change from Bachelor of Science in Nutrition to Bachelor of Science in Nutrition Science**

AP Dewald reported that this item was requested by CHSP to resolve confusion with the name of another program.

Trustee Viehweger moved, and Trustee Scholl seconded, to keep this item on the consent agenda for action by the full Board of Trustees. Committee Chair Goodman called for a vote; the motion passed unanimously.

- **Program Reviews**

AP Dewald stated that per the University's process of regular internal review for academic programs, program reviews are submitted to the Board of Trustees in batches of approximately six at a time. He said programs are reviewed by the Academic Program Review Committee of the University Curriculum Council on a regular cycle, typically seven years. A year-long review process culminated in a comprehensive report on the viability of the program. He said that all four of the programs reviewed were recommended as viable.

- College of Arts and Sciences
 - Modern Languages
 - Philosophy
- College of Fine Arts
 - Dance
- Honors Tutorial College
 - Cutler Scholars

Trustee Scholl remarked that he was impressed with the quality of the reviews and thanked all involved. Chair Goodman asked Student Trustee Voinovich for her observations about the Cutler Scholars review based on her experience with the program. Student Trustee Voinovich responded that she felt the Cutler Scholars program review was very accurate.

Trustee Scholl moved, and Trustee Viehweger seconded, to keep this item on the consent agenda for action by the full Board of Trustees. Committee Chair Goodman called for a vote; the motion passed unanimously.

Duplicate Programs Report RESOLUTION

AP Howard presented the Final Action Report on Duplicate Programs for the Committee's consideration. He noted that OHIO has been working on the duplicate-programs review process for about a year and that this is the third and final report required by the Ohio Department of Higher Education. He noted that an earlier Progress Report on the review process was shared with the Board of Trustees during its October 2017 meeting. AP Dewald added that the Final Action Report on Duplicate Programs, which was submitted December 31 to the Chancellor, indicates the decisions made for each targeted program and a timeline for action. He said this final report was presented for review and affirmation by the Board of Trustees of the programs not targeted for action and those shown as eliminated and under conversion.

Trustee Viehweger moved, and Trustee Scholl seconded, to keep this item on the consent agenda with a recommendation of approval by the full Board of Trustees. Committee Chair Goodman called for a vote; the motion passed unanimously.

Remediation Report

AP Dewald presented OHIO's Remediation Report for fiscal year 2017. He stated that Ohio law required each state university to issue an annual report on the number of students who required remedial education in the past year, as well as the cost to the University and to the students of this remediation. AP Dewald noted that the costs documented in this report are substantial.

Trustee Scholl asked whether the purpose of the new state law is to recognize the cost of remediation and attempt to help defray them. IEVPP Sayrs responded that the intent appears to be the former more than the latter. Committee Chair Goodman stated that the cost of remediation is considerable at four-year institutions and questioned whether it would be better done at the two-year level. IEVPP Sayrs added that another important question is whether remediation is even effective. Committee Chair Goodman acknowledged that remediation in some courses, such as chemistry, is understandable for students from districts that lack the advanced resources needed to teach them; he said he found less reason why

students should need remediation for less resource-intensive subjects such as English and math.

AP Dewald stated that OHIO's first Remediation Report was submitted to the chancellor by the December 31 deadline as required.

Academic Quality Highlight—Ohio University Press

AP Dewald introduced Gillian Berchowitz, Director of the Ohio University Press, to update the Committee on the work of the Press. Director Berchowitz explained that OUP, incorporated in 1947, is the oldest and largest university press in the state. She noted that it publishes, both in print and downloadable formats, books that bear the Ohio University imprimatur and enhance OHIO's national and international standing as a world-class institution of higher learning. She reported that in FY17 the OUP published 70,000 printed books; she added that OUP publishes about 25 series in addition to standalone works.

Director Berchowitz said that publishers such as OUP provide a valuable service by functioning as scholarly gatekeepers; they drive the peer-review process that ensures the quality and integrity of the research on which universities, researchers and students rely. She added that university presses are central to the tenure and promotion system, as well as to the protection of intellectual freedom.

Director Berchowitz explained that OUP seeks to align itself with and showcase OHIO's strengths and innovations. She said OUP titles, especially in the fields of African, Appalachian, and environmental history, have won major national and international awards and generate visibility for OHIO every day via reviews in journals, magazines, newspapers, and key blogs.

Committee Chair Goodman remarked at the size of the OUP catalogue and asked about the size of its staff. Director Berchowitz responded that OUP employs nine full-time and a few part-time staff and students. She said they outsource a lot of the editing as well as the physical printing of its books. She stated that OUP typically publishes 30 to 40 titles per year. Committee Chair Goodman asked how the review process is conducted. Ms. Berchowitz replied that OUP has two acquisitions editors, and each title has a minimum of two peer reviewers around world. When the peer reviewers' assessments come in, OUP compiles their evaluations and presents them to its editorial board, who are all faculty members, for final approval.

Director Berchowitz noted that another benefit of OUP is that it provides excellent work experience for its students, the majority of whom go on to great jobs in the publishing industry. She introduced Marc Blanc, a student employee, to share his experience working at OUP. He noted that in his year with OUP, the ability to interact with scholars around world, to participate in the editing process, and to learn the publishing process firsthand have been an invaluable complement to the English program for him.

AP Dewald remarked that OUP is on the ground floor of Alden Library and that Committee members are welcome to visit. President Nellis commended OUP for providing OHIO with outstanding national and int'l visibility and is a source of academic pride for the University.

There being no further business, Committee Chair Goodman adjourned the meeting at 4:13 pm.



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**Ohio University Board of Trustees
Resources, Facilities and Affordability Committee Meeting
January 18, 2018
Walter Hall, Athens OH**

Committee Chair Janelle Coleman called the meeting to order at 2:00 pm. Other board members present included Chair Janetta King, Trustee Cary Cooper, Trustee Diane Smullen, Student Trustee Brooke Mauro, National Trustee David Pidwell, Alumni Representative Ronald Teplitsky, and Faculty Representative Susan Williams.

Committee Chair Coleman introduced the three resolutions for consideration, details for which were presented during the Joint Committee meeting earlier today - FY19 Athens undergraduate fee and rate increases, the extension of the OHIO Guarantee to regional campuses, and the establishment of a Career Fee.

● **Resolution, FY19 Fees Approval**

The FY19 Fees Approval resolution includes a 1.3% 5-year average CPI increase for the Fall 2018 OHIO Guarantee cohort, a 3.5% increase in Housing rates and a 2% increase in Culinary rates. Most of the publics are moving to a guarantee this year and will be able to include the first year increase allowable by statute of 6%. OHIO may experience some market price advantage with the lower 1.3% Fall 2018 cohort increase, as well as the room and board increases which are expected to be lower than peers. Our peers have handled room, board and other fees differently in their guarantees making comparisons difficult.

Trustee King made a motion to recommend approval of the FY19 Fees Approval resolution to the full board; Trustee Cooper provided a second; the motion was unanimously approved.

● **Resolution, Regional Campus Guarantee**

This resolution allows for extension of the Guarantee to the regionals following approval by the Ohio Department of Higher Education (DHE). Following DHE approval, actual rates will be developed following their guidance. One goal is to arrive at a single rate structure for all regional campuses, eliminating the lower and upper division rate structures. The Guarantee extension will provide regional students and families the same predictability in expected costs and incentive for students to remain enrolled and graduate within four years as has been enjoyed on the Athens campus. The work which has been done to date indicates that a combined OHIO regional rate, even though some students may experience a greater than 6% increase, will still be lower than regional peers. The rate structure(s) developed will be brought to the March meeting for Board approval.

The trustees expressed a concern that the guarantee methodology and arrival at one regional guarantee rate may not be advantageous to the regional campus student population in the same

way it appealed to the traditional 4-year, main campus population of students and families. Dean Willan stated that 70% of today's regional students are 'traditional' and 81% of the regional course credits are being delivered to full time students. College Credit Plus (CC+) students make up a large portion of the balance of regional students. The current disparate rate structures for regional campuses are based on a system of state funding and incentives which no longer exists. It is believed that the change to a single-rate guarantee will appeal to, and not disenfranchise, the majority of regional students.

Trustee King made a motion to recommend approval of the Regional Campus Guarantee resolution to the full board; Trustee Cooper provided a second; the motion was unanimously approved.

- **Resolution, Career Services Fee**

This resolution allows for the establishment and implementation of a \$6 per credit hour Career Fee to be effective for new students starting Fall semester 2018. Following board approval, OHIO's proposal for establishing a Career Fee will be submitted to DHE for approval. The Career and Leadership Development Center (CLDC), colleges and the campus community will continue development of a detailed plan for implementation and usage of the fee. The investment plan for the Career Fee revenues generated in the first year as well as a projection for future years will be presented to the Board in March.

HB 49 requires reporting to DHE regarding the uses of the Career Fee as well as an assessment of the outcomes. The fee must be used for incremental enhancements to existing services and benefit all students through its accessibility and availability. The fee is not bundled in the OHIO Guarantee and the Board will have the ability to review outcomes and gauge success as they consider future fee actions.

Trustees discussed that the messaging and marketing of the fee to students and their families will be extremely important as will the follow-up assessment of the fee's effectiveness. A student bill reflecting this fee will be shared with the Trustees.

Trustee Coleman made a motion to recommend approval of the Career Services Fee resolution to the full board; Trustee King provided a second; the motion was unanimously approved.

- **Treasury and Debt Update**

VP Shaffer introduced Capital Cities' investment consultants Amanda Black, Chief Executive Officer, and Corey Waddell, Senior Consultant, to provide an overview of their oversight of the University's short-term investment portfolio since they were retained in November 2014 following an RFP process. The portfolio is comprised of working capital of the University - cash and pooled investments. The four-tiered investment structure pools funds with laddered maturities to meet daily liquidity needs (Tier I) to longer-term investments intended to maximize returns (Tier IV). The longer-term investment of working capital (Tiers III and IV) has been determined prudent based on the forecasted liquidity needs of the University. Tier IV has been delegated to the Foundation for management by Hirtle Callaghan.

Capital Cities works with the University fiduciary oversight team of VP Shaffer, Director of Treasury Management Robin Schaffer, and Chief Finance and Investment Officer for Foundation Operations Candice Casto on tier allocations, investment portfolio structure, and fund manager selection and performance. Capital Cities' analysis and recommendations are guided by the Board approved Investment Policy and the philosophy is to manage risk and then seek return.

In response to Trustee discussion, there has been little movement between the tiers. Updated cash flow projections are provided regularly and drive the laddering of maturities to meet liquidity needs. Tier I investments are held in money market funds earning fixed income returns which have been low but consistent with market returns. The Tier II & III performance to benchmarks has been strong over the past year and since inception. VP Shaffer has been extremely pleased with the service and tools provided by Capital Cities. This information is presented to the Board on an annual basis through the Treasury reporting. Since most of the liquidity structure is based on capital planning needs consideration will be given to shifting the timing of the Capital Cities report to June.

VP Shaffer presented an analysis of the impact of the Tax Reform Act, signed into law on December 17, 2017, prepared by the Treasury team, including Prager and Co., the University's financial advisors. The University's only immediate impact is an increase of 30 bps, from 1.44% to 1.74%, on the \$65,500 in drawn balances of the line of credit. The provision of taxation of endowment earnings pertains to private institutions so there is no impact to OHIO. Other provisions could have indirect impact on other University activities, such as the standard deduction changes on charitable giving.

VP Shaffer also advised that the next annual review to reaffirm the University's S&P A+ bond rating is scheduled for January 26, 2018. The 2017 Scorecard for rating is consistent with the 2016 Scorecard. Moody's reaffirms ratings prior to each debt issuance. VP Shaffer will communicate the results of the S&P review to the Trustees.

● **Consent, Capital Projects**

Associate Vice President, University Planning, Shawna Bolin provided updates on the C-Suite project and the Russ Research Opportunity Center (ROC) and Administrative Relocation Phase I: Ridges Projects.

- The C-Suite project was approved in January 2017 to renovate space in the Central Classroom Facility. During project design, requirements were redefined and, following significant vetting, the location was shifted to repurpose the Faculty Commons space on the 3rd floor of Alden Library. This change aligns well with the way Libraries are evolving around the world and is envisioned to be a hub of activity. The change will result in project cost savings and the opening is planned for Fall 2018.
- The Russ ROC and the Administrative Relocation projects are interconnected since WUSOC renovation to accommodate Russ ROC will commence following the relocation of the current administrative occupants to the Ridges and other campus locations including the space vacated by HCOM as part of their space strategy with the new building. AVP Bolin reviewed the intricacies of the space re-assignment planning and timing and brought forth the first project within the relocation plan, renovation of Ridges facilities. AVP Bolin shared the estimated costs to renovate Ridges spaces and create accessible roadways, walkways and onsite parking. Including the impact of the HCOM

relocation to new and existing space on the Union Street Green, significant financial savings can be attributed to providing the desired academic facilities through administrative relocations to existing renovated space.

The project funding requests for the Russ ROC WUSOC renovation project (\$31M) and the Administrative Relocation Phase I: Ridges Projects (\$15.9M) are included as part of the Capital Projects Approval consent resolution. The Trustees had no question on the other eleven capital projects for approval.

Trustee Coleman made a motion to recommend the Capital Projects resolution be retained on the Consent Agenda; Trustee King provided a second; Committee Chair Coleman called for a vote; the motion was unanimously approved.

● **Consent, Five Depot Street Easement**

VP Shaffer discussed the request for approval of an easement to the owners of the property at 5 Depot Street, Athens, as part of their project to perform parking lot improvements that involve connecting a drain line to a catch basin on University land.

Trustee Coleman made a motion to recommend the Five Depot Street Easement resolution be retained the Consent Agenda; Trustee Cooper provided a second; Committee Chair Coleman called for a vote; the motion was unanimously approved.

● **Information Items: No Discussion**

- Financial Update
- Facility Project & Planning Updates – the information reports for Facility Project Status and Projects in Planning have been combined into one Information Item to be shared as part of each Board agenda.

The meeting was adjourned at approximately 4:05 pm.

Ohio University Board of Trustees

Audit and Risk Management Committee Meeting Margaret M. Walter Hall, Room 125/127 January 18, 2018 – 3:45 PM

Present: Audit and Risk Management Committee Chair Peggy Viehweger, Trustees, Dave Scholl, Janelle Coleman, Diane Smullen, National Trustee David Pidwell, and Student Trustee Brooke Mauro.

Audit and Risk Management Committee Chair Viehweger called the meeting to order at 4:21 p.m.

Chief Audit Executive Report

Jeff Davis, Chief Audit Executive discussed the FY18 audit plan. Audits are currently in progress for the College of Arts and Sciences and the College of Health Sciences and Professions. Mr. Davis outlined Internal Audit's work with Plante Moran on the NCAA Agreed Upon Procedures (AUP). The AUP is part of the external audit and involves reviewing ICA's revenues and expenses. The status of current construction auditing was discussed. Final closeout audits are pending for McCracken Hall and Jefferson Hall. Two projects, HCOM and Clippenger Hall, are in the early stages of audit. Trustee Scholl asked about a summary of all current and past projects Baker Tilly projects with outcomes (recommendations). Trustee Viehweger asked that the information also include cost. Mr. Davis said he has a dashboard with that information and he will include a presentation in future meetings. Mr. Davis also reported that the audit of the Campus Involvement Center would be moved to June or July of 2018.

Workers Compensation

Deborah Shaffer, Vice-President of Finance and Administration and Larry Wines, Director of Enterprise Risk Management and Insurance provided a workers compensation update. In 2013 Ohio University applied to, and was approved by, the Ohio Bureau of Workers Compensation (OBWC) for self-insurance status. The transition to self-insured status transferred the responsibility for claims management and liability for all new claims to the university. All open (tail) claims at the point of transition continued to be administratively managed by the OBWC. Until all tail claims are closed, the university is essentially operating in a hybrid model. The presentation highlighted the benefits to the university in becoming self-insured, the ongoing role of the OBWC, and the cost impact of each on the university. The trustees, Ms. Shaffer and Mr. Wines discussed the tail claims process and the overall improvements such as reduced costs and faster return time to work since the University changed to self-insurance.

Risk & Insurance Update

Deborah Shaffer, Vice-President of Finance and Administration and Larry Wines, Director of Enterprise Risk Management and Insurance presented the FY17 Annual Insurance Report. Ohio University participates in the Inter-University Council Insurance Consortium (IUC-IC). The IUC-IC was created in 1994 and formalized in 2006 by the Board of Governors to coordinate the purchase of property and liability insurance for Ohio's four year public universities and freestanding medical colleges. Institutional membership in the IUC-IC affords the university the benefit of lower costs as well as broader coverage and services, compared to that which would be available if the university purchased insurance without being part of the consortium. The IUC-IC works with and on behalf of its members to conduct due diligence, procure insurance and risk management services, and provide program administration and advocacy. The trustees, Ms. Shaffer and Mr. Wines discussed the overall process and the recent process for reviewing of policies and the amount of coverage. Trustee Smullen asked who holds the liquor license and liability for Peden Stadium and Latitude 39. Grant Garber from Legal Affairs responded that a third party has the license for Peden Stadium.

At 5:02 p.m. Trustee Peggy Viehweger motioned to move to executive session. Trustee Dave Scholl seconded. The executive session was for the sole purpose of details relative to the security arrangements

for the university, pursuant to the provisions of Ohio Revised Code Section 121.22(G)(6). Trustees Peggy Viehweger, Janelle Coleman, Diane Smullen and Dave Scholl all voted yes. Vote was unanimous.

The executive session ended at 6:00 pm.

There was no unfinished business. Audit and Risk Management Committee Chair Viehweger adjourned the meeting at 6:01 p.m.

Ohio University Board of Trustees
Compensation and Governance Committee

Minutes

Thursday, January 18, 2018

Present were Chair Cooper, Trustees King, Brege, Goodman, and Teplitsky, Student Trustee Voinovich, President Nellis, Secretary to the Board David Moore and General Counsel John Biancamano.

The meeting was called to order at 4:36 PM.

1. Topics for discussion at future meetings

March, 2018
Measuring student success
June, 2018
Pedagogy for Critical Thinking
August, 2018
Athletics
October, 2018
Shared governance

2. Format of Board minutes

Secretary Moore shared examples of long and short form Board minutes. It was noted that in addition to the minutes, video recordings of the meetings are archived. Chair Cooper recommended that the Committee develop a set of guidelines for the content and format of the minutes for discussion at the next meeting.

3. Board Official Evaluation

The Committee discussed the evaluation of officials who report directly to the Board. The Committee Chair will work with Dr. Moore to develop a procedure and timetable for these evaluations.

4. Retreat Topics

The Committee discussed topics for the August retreat and agreed that new Board Chair for the coming year and the President should set this agenda.

5. Meeting Dates

Dr. Moore announced the following meeting schedule for the coming year:

- March 22-23, 2018; Athens
- May 14, 2018 – Board retreat in Dublin;
- June 21-22, 2018 in Chillicothe;
- August 21-22, 2018 – Board retreat in Dublin;
- October 18-19, 2018; Athens
- January 17-18, 2019; Athens.

The Committee adjourned at 5:04 PM.



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**Ohio University Board of Trustees
Executive Committee Meeting
Friday, January 19, 2018
Ohio University Inn, Athens OH**

Chair King called the meeting to order at 8:11am

Present: Chair Janetta King, Vice Chair David Scholl, Trustees Janelle Coleman, Cary Cooper, N. Victor Goodman, Diane Smullen and Peggy Viehweger, National Trustees Laura Brege and David Pidwell, Alumni Representative Ronald Teplitsky, Student Trustees Brooke Mauro and Faith Voinovich, Secretary David Moore, President M. Duane Nellis, Interim Provost Elizabeth Sayrs.

The Executive Committee went into Executive Session to consider the purchase or sale of property for public purposes and to discuss threatened or pending litigation and to discuss the compensation of an employee.

Vice Chair Scholl made the motion; Trustee Viehweger seconded; Chair King called for a roll call vote. The motion passed unanimously at 8:32am.

At 10:21am Chair King asked for a motion to go out of executive session.

Trustee Goodman made the motion; Trustee Coleman seconded; Chair King called for a roll call vote. The motion passed unanimously.

After coming out of executive session the Board reviewed two resolutions, 1) a plan for Regional Higher Education Early Retirement and, 2) for a plan for a change in investment management for retirement funds.

Vice Chair Scholl motion for the Regional Higher Education Early Retirement Resolution to be moved to the full board for a vote; Trustee Viehweger seconded; Chair King call for a vote and the motioned passed.

Vice Chair Scholl motion for the Change in Investment Management Resolution to be moved to the full board for a vote; Trustee Coleman seconded; Chair King call for a vote and the motioned passed.

Chair King adjourned the meeting at 11:07am.



Date: March 8, 2018

To: The Board of Trustees

From: M. Duane Nellis, President

Re: President's Report to the Board of Trustees

In my March 23rd report to the Board of Trustees, I will share details of my interactions with donors and alumni, provide updates on executive searches and the University's budget planning process, and share advocacy efforts related to the PROSPER Act and DACA.

I will also highlight some of our most notable happenings since the previous Board meeting, including:

- The hiring of a new Vice President for University Advancement and President & CEO of The Ohio University Foundation
- Search committee named for the Vice President of Diversity & Inclusion search
- Monday Lunch 20th Anniversary Celebration
- Founder's Day and notable OHIO women library exhibit
- Honors Taskforce Kick-Off
- AQIP Pathway Strategy Forum in Chicago
- Jefferson Marketplace being approved as a federal Supplemental Nutrition Assistance Program retailer
- The OhioCorps Pilot Project – a college initiative to combat the opioid epidemic
- OHIO Greetings
- Shabbat Dinner
- OHIO Up Close and Admissions efforts
- Women of Appalachia Art Gallery exhibit
- Interlink Alliance Meeting at Virginia Commonwealth University
- Baker Peace Conference Dinner

Additionally, I will highlight a few Bobcat Beacons of Excellence from our students, faculty, staff and alumni that include:

- A CHSP professor helping to develop the strobe glasses being used by Olympians like Lindsey Vonn
- The Women's Swimming and Diving team being chosen as a Scholar All-American Team
- Ohio University alumna being nominated for an Oscar
- OHIO Hockey, in its 60th anniversary year, advancing to the ACHA national hockey championship
- Ohio University alumnus and syndicated columnist receiving a prestigious national journalism award
- OHIO's online MBA program being ranked 15th best in the nation
- Ohio University's Army ROTC becomes just one of eight units nationwide to be recognized with the prestigious MacArthur Award
- Ohio University being named the eighth most military-friendly school in the country
- Two alumni and entrepreneurs awarded the Konneker Medal for Commercialization and Entrepreneurship

The Presidential Spotlight presentation will focus on the video project of two students in the new Master of Fine Arts program in Communication Media Arts, Neketa Forde and Josh Crook. The video highlights the work of Ohio University professor and Director of the Tropical Disease Institute Mario Grijalva and his team in Ecuador addressing Chagas disease. The video will also be shown to the delegation from the Pontificia Universidad Católica del Ecuador (PUCE), our partner in the region, when they are in Athens for the International Street Fair Opening on April 7th.

Faculty Senate Presentation

Joe McLaughlin, Chair

March 23, 2018

The best student-centered learning experience in America



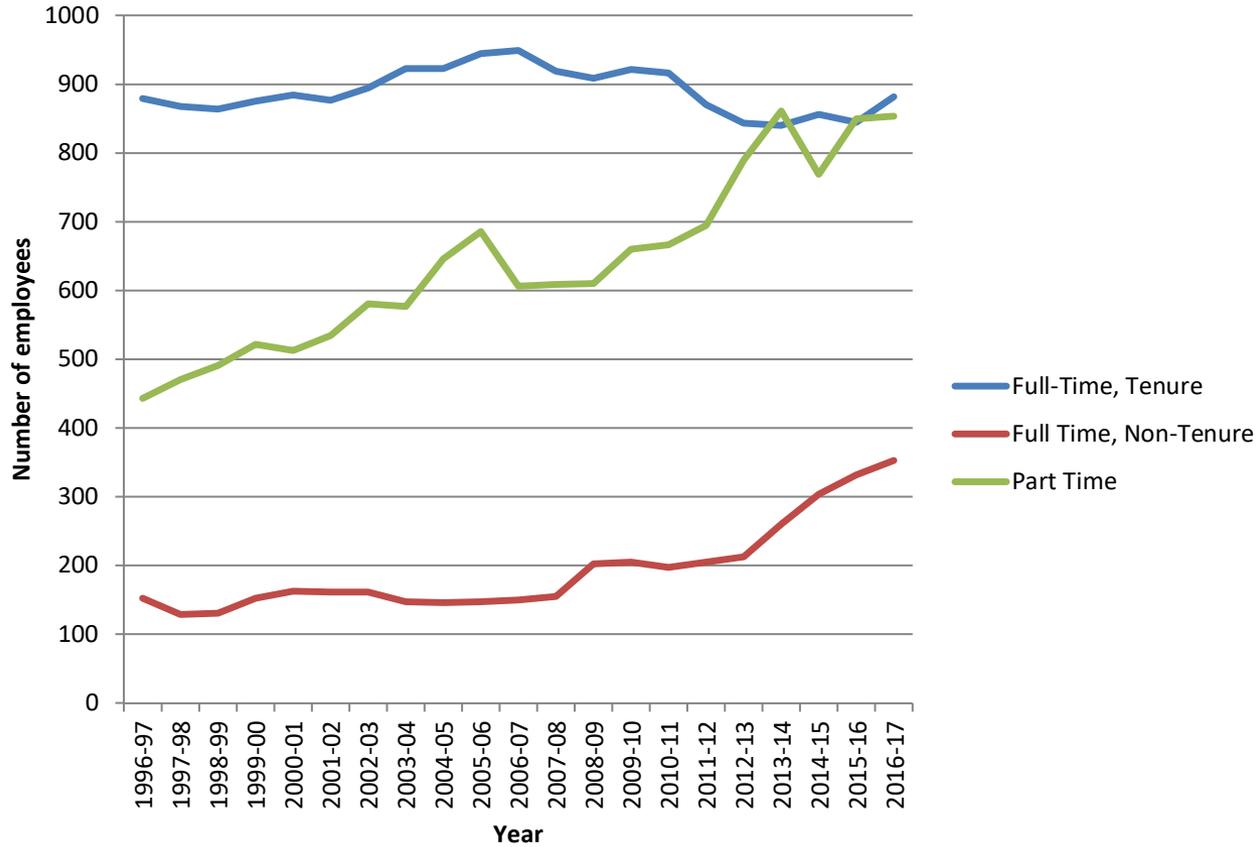
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- Tenure-Track Faculty
- Why is this Important?
- Proposed Remedies
- Freedom of Expression

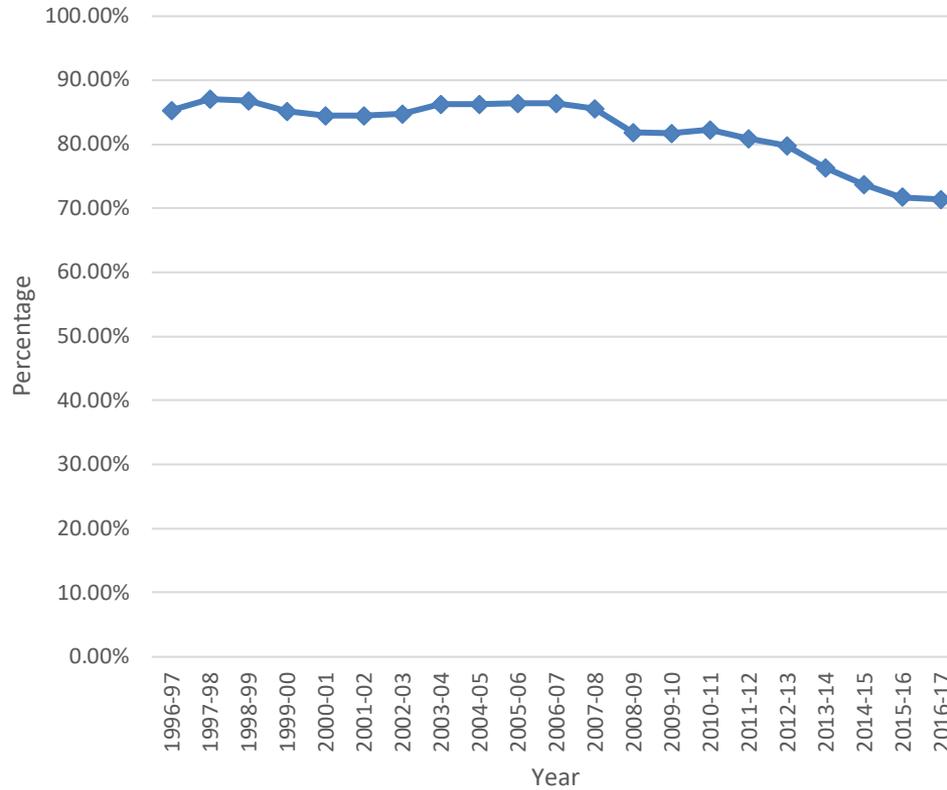


Year	Full-Time, Tenure	Full Time, Non-Tenure	Part Time	Full Time or Part Time, Non-Tenure	Percent of G1 Faculty compared to G2 and G4	Percent of Faculty Tenured compared to all faculty
1996-97	879	152	443	595	85.25%	59.63%
1997-98	868	129	470	599	87.06%	59.17%
1998-99	864	131	491	622	86.83%	58.14%
1999-00	875	152	522	674	85.19%	56.49%
2000-01	884	163	513	676	84.43%	56.67%
2001-02	877	161	535	696	84.48%	55.75%
2002-03	895	161	581	742	84.75%	54.67%
2003-04	923	147	577	724	86.26%	56.04%
2004-05	923	146	646	792	86.34%	53.82%
2005-06	944	148	686	834	86.44%	53.09%
2006-07	949	150	606	756	86.35%	55.66%
2007-08	919	155	609	764	85.56%	54.60%
2008-09	909	202	610	812	81.81%	52.82%
2009-10	921	205	660	865	81.79%	51.57%
2010-11	916	197	666	863	82.30%	51.49%
2011-12	870	205	695	900	80.93%	49.15%
2012-13	843	213	789	1002	79.82%	45.69%
2013-14	840	260	861	1121	76.36%	42.84%
2014-15	856	304	769	1073	73.79%	44.38%
2015-16	844	332	850	1182	71.76%	41.66%
2016-17	882	353	854	1207	71.41%	42.22%

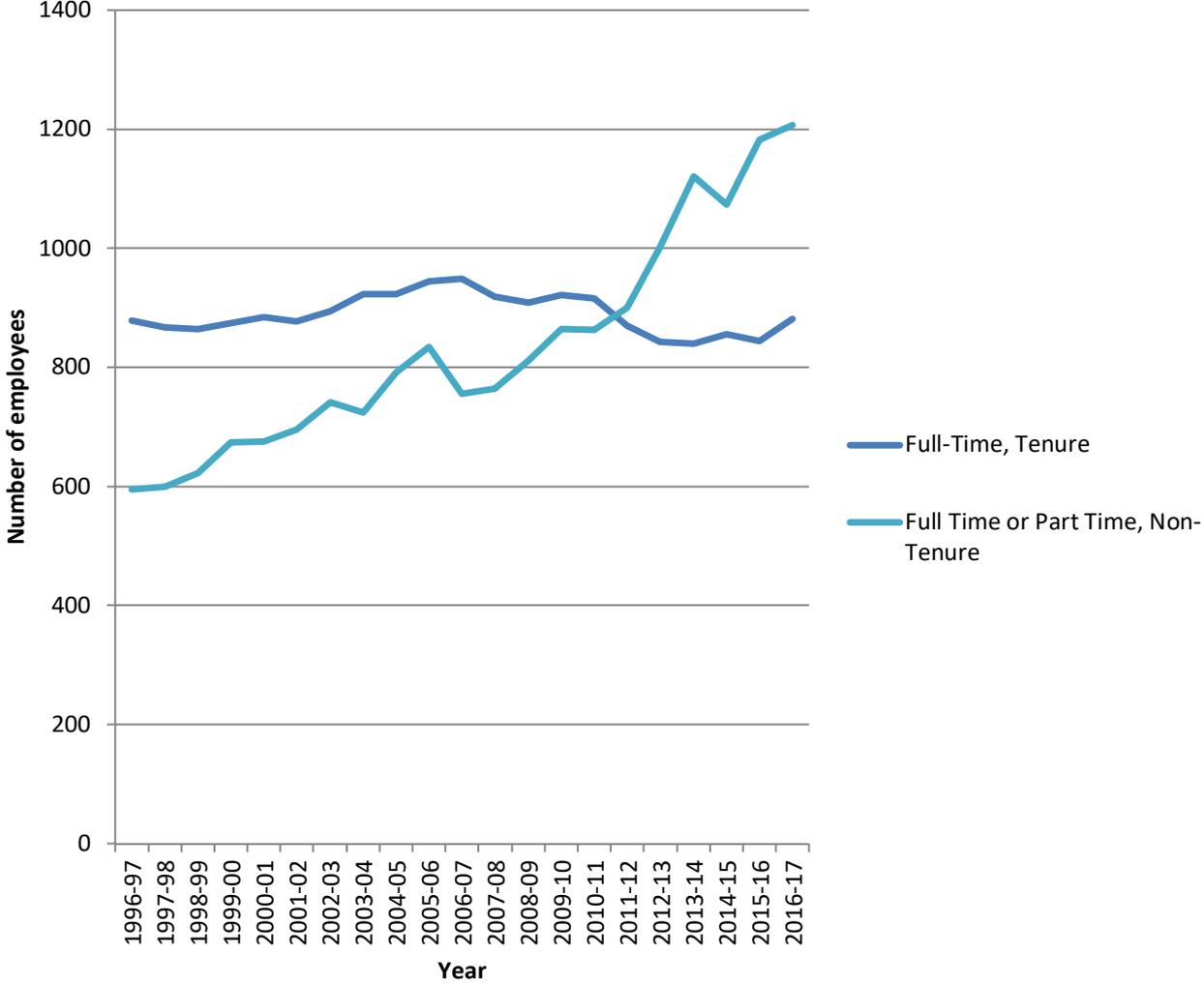
Ohio University Faculty: Headcount



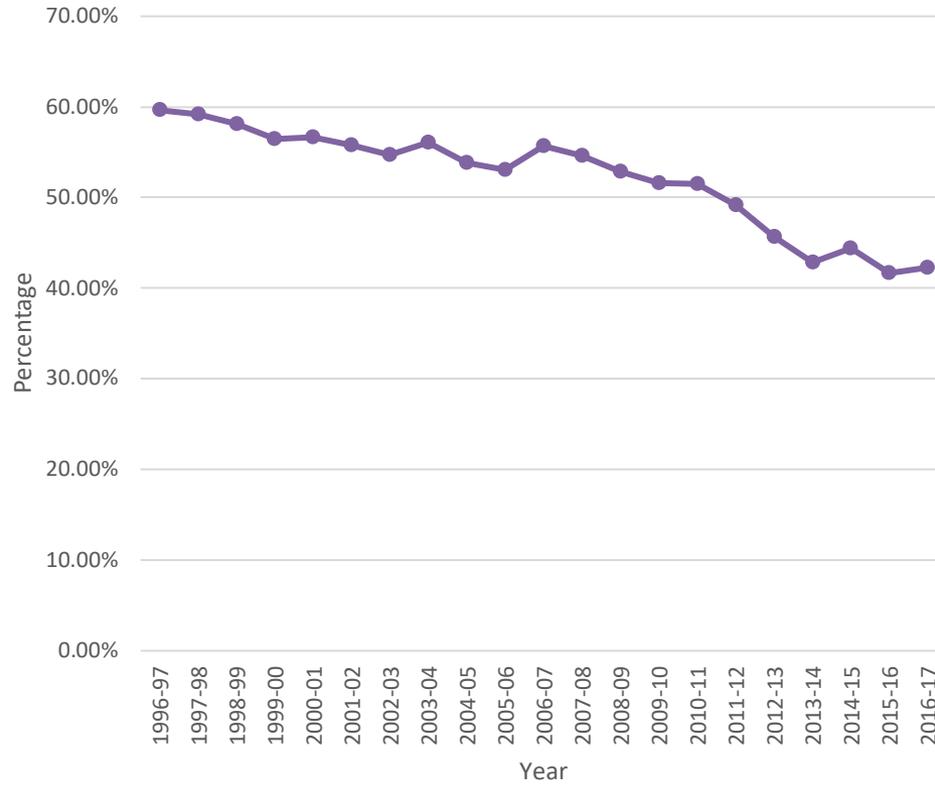
Percent of G 1 Faculty compared to Full Time G2 and G4 Faculty



Ohio University Faculty: Headcount – Tenure (G1) vs. all other Faculty (G2, G3 & G4)



Percent of G 1 Faculty compared to all other Faculty (Full- and Part Time)



Why is this important?

- Research
- Academic Freedom
- Governance
- Academic Quality



A beginning step...

- Sense-of-the-Senate Resolution on the Erosion of Tenure (Passed March 5, 2018)
- Key recommendations
 - Departments & Schools Prioritize Hiring on the Tenure Track
 - The University Strive to Hire no more than 25% of Faculty Outside the Tenure Track

- The University Use its Ability to Hire Faculty on Variable Workloads
- Departments, Schools, and Colleges should consider...
 - “Teaching-Intensive” Tenured Faculty Lines
 - Promotion & Tenure criteria that reflect the actual workload distribution
 - The possibility of converting current non-tenure track positions to tenure-track positions

Freedom of Expression Policies

Faculty Senate Comment on Interim Policies (October 16, 2018)

- There will be no blanket prohibitions of political speech and assembly, like the first sentence in Interim Policy C.4 (“Demonstrations, rallies, public speech-making, picketing, sit-ins, marches, protests, and similar assemblies are not permitted in the **interior spaces** of university buildings.”)
- There will be provisions to accommodate **spontaneous demonstrations** outdoors and indoors.
- There will be **clear definitions** describing when an activity is “disruptive”, not the overly broad language in the interim policy.
- We need procedures detailing which **University officials** will respond to future protests and that require the University to make a good faith effort to negotiate and **de-escalate situations of conflict**.

March 23, 2018

Measuring Student Success

Tab #; pg

Impact of a College Degree

Career and Financial Security

- Lifetime earnings
- Retirement savings
- Unemployment rates
- Career trajectory
- Job satisfaction
- Debt
- Opportunity cost

Intellectual and Personal Growth

- Disciplinary knowledge
- Transferrable skills: e.g., critical thinking, numeracy, writing, problem solving, ethical reasoning
- Soft skills

Citizenship and Community

- Civic Engagement
- Public service
- Volunteering
- Charitable giving
- Political engagement

Health and Wellness

- Life span
- Smoking rates
- Obesity
- Exercise
- Mental illness
- Family ripple effect

Impact of a College Degree

Career and Financial Security: Given the national dialogue about student debt, does a college education still matter financially? What factors should be considered?

Intellectual and Personal Growth: How do we know a student gains in intellectual and interpersonal skills as a result of a college education? In addition to disciplinary knowledge, how do we know a student's ability to think critically, write clearly, evaluate information from multiple perspectives, reason through numbers, work collaboratively, and so on, has improved?

Career and Financial Security

“College graduates earn \$1 million more over a life time”

“College grads earn \$32,000 higher per year”*

Other factors to consider:

- cost of tuition, room, and board
- opportunity cost
- cost of debt
- income depends on institution quality
- starting incomes vary
- must complete college to receive benefits

Career and Financial Security

STEM and professional degrees vs liberal and fine arts

Academic major is large factor in initial job offers and salary

BUT

- Liberal arts majors catch up with their career-major peers mid career (NCES, American Academy of Arts & Sciences)
- High achievers and institutions are key factors regardless of major

Career and Financial Security

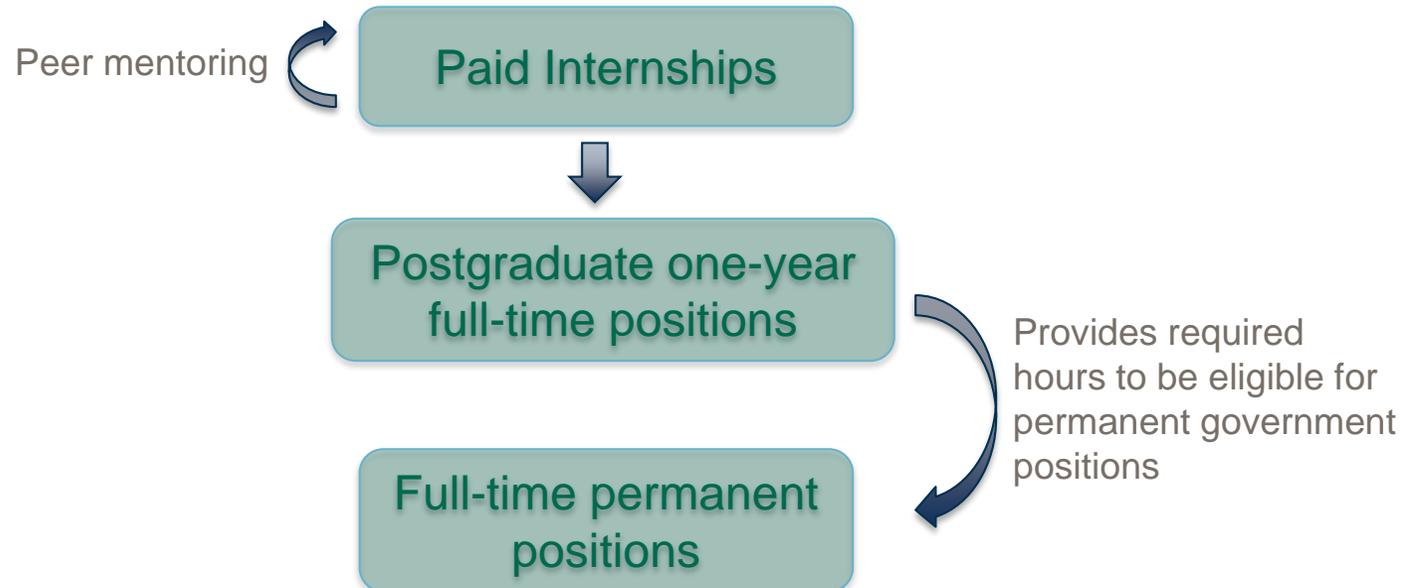
Focus on starting salary obscures other measures of financial success for college graduates:

- Poverty is 3.5 times lower
- Retirement income is 2.4 times higher
- More fringe benefits, including health insurance (47% higher)
- Owning a home is 16 percentage points higher
- Unemployment rate is half the rate
- Job and life satisfaction is higher

Career and Financial Security

Key challenge: build career ladders for majors not in professional fields to get internship experience, prepare for first job, and understand the value of their transferrable skills

College of Arts and Sciences new partnership with Wayne National Forest/National Forest Service



Intellectual and Personal Growth

Common bachelors outcomes

Standardized Tests

- Collegiate Learning Assessment (CLA), CLA+
- ETS Proficiency Profile
- Collegiate Assessment of Academic Proficiency

Surveys, rubrics, artifacts, etc.

- NSSE
- VALUE Rubrics
- Surveys
- Lumina Foundation DQP
- Artifacts
- Portfolios

Disciplinary Assessment

- Accreditation
- Program review
- National and international rankings
- Informal indicators, such as placement in graduate programs

Soft Skills Assessment

- VALUE rubrics
- CLDC
- Disciplinary assessments

Standardized Tests

Benefits and challenges

- Motivation of student matters
- Unclear at which points to administer testing
- Challenges with curricular alignment
- Requires pre and post-testing
- Sampling challenges
- Cross-institutional benchmarking
- More reliable for evaluation at an institutional level and less at the individual student development level

Authentic Assessment

Benefits and challenges

- Can be aligned with the curriculum
- Provides specific student development information
- Uses tools such as rubrics, direct observation of student performance and artifacts
- Supports evaluation of soft skills
- Labor intensive
- Challenges with standardization and peer benchmarking

Example Critical Thinking Rubric

	Capstone	Milestones		Benchmark
	4	3	2	1
Explanation of issues	Issue/problem to be considered critically is stated clearly and described comprehensively, delivering all relevant information necessary for full understanding.	Issue/problem to be considered critically is stated, described, and clarified so that understanding is not seriously impeded by omissions.	Issue/problem to be considered critically is stated but description leaves some terms undefined, ambiguities unexplored, boundaries undetermined, and/or backgrounds unknown.	Issue/problem to be considered critically is stated without clarification or description.
Evidence <i>Selecting and using information to investigate a point of view or conclusion</i>	Information is taken from source(s) with enough interpretation/evaluation to develop a comprehensive analysis or synthesis. Viewpoints of experts are questioned thoroughly.	Information is taken from source(s) with enough interpretation/evaluation to develop a coherent analysis or synthesis. Viewpoints of experts are subject to questioning.	Information is taken from source(s) with some interpretation/evaluation, but not enough to develop a coherent analysis or synthesis. Viewpoints of experts are taken as mostly fact, with little questioning.	Information is taken from source(s) without any interpretation/evaluation. Viewpoints of experts are taken as fact, without question.
Influence of context and assumptions	Thoroughly (systematically and methodically) analyzes own and others' assumptions and carefully evaluates the relevance of contexts when presenting a position.	Identifies own and others' assumptions and several relevant contexts when presenting a position.	Questions some assumptions. Identifies several relevant contexts when presenting a position. May be more aware of others' assumptions than one's own (or vice versa).	Shows an emerging awareness of present assumptions (sometimes labels assertions as assumptions). Begins to identify some contexts when presenting a position.
Student's position (perspective, thesis/hypothesis)	Specific position (perspective, thesis/hypothesis) is imaginative, taking into account the complexities of an issue. Limits of position (perspective, thesis/hypothesis) are acknowledged. Others' points of view are synthesized within position (perspective, thesis/hypothesis).	Specific position (perspective, thesis/hypothesis) takes into account the complexities of an issue. Others' points of view are acknowledged within position (perspective, thesis/hypothesis).	Specific position (perspective, thesis/hypothesis) acknowledges different sides of an issue.	Specific position (perspective, thesis/hypothesis) is stated, but is simplistic and obvious.
Conclusions and related outcomes (implications and consequences)	Conclusions and related outcomes (consequences and implications) are logical and reflect student's informed evaluation and ability to place evidence and perspectives discussed in priority order.	Conclusion is logically tied to a range of information, including opposing viewpoints; related outcomes (consequences and implications) are identified clearly.	Conclusion is logically tied to information (because information is chosen to fit the desired conclusion); some related outcomes (consequences and implications) are identified clearly.	Conclusion is inconsistently tied to some of the information discussed; related outcomes (consequences and implications) are oversimplified.

Discussion

Joint Committee Meeting



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer

Re: Financial Update – FY18 Forecast, FY19 Budget Planning, and Tuition and Fees Approvals

At the March board meeting, we will be providing an update on FY18 forecasts as compared to FY18 Budget and respective impacts for FY19 budget planning. Discussion will also include University planning assumptions, process and timelines, to inform the request for approval of the following tuition and fee resolutions for the 2018-19 academic year:

- Heritage College of Osteopathic Medicine Tuition and Fees
- Off-Campus Graduate & eLearning Tuition & Fees
- Broad-based & Course Fees
- Undergraduate (UG) Non-Resident Fee Waiver

The OHIO Guarantee Program for Regional Higher Education Principles document was approved by the Board in January. While it remains our goal to simplify the regional rate structure, and if permitted by Ohio Department of Higher Education (ODHE), eliminate the differential rates for upper and lower division students in the creation of an OHIO Guarantee for RHE, we are still having discussions with the Chancellor's staff on this topic. We expect to bring the final RHE rate structure to the March meeting for approval.

All planning assumptions and fee recommendations have been developed in consultation with University leadership and the Budget Planning Council. The PowerPoint accompanying this memo presents the Board with additional information, which we will review during our meeting, supporting the requested proposal approvals.

March 22, 2018

Budget and Financial Update and Fee Approvals

Tab #; pg

State Appropriations

<i>(in millions)</i>	Athens Colleges & Schools			Regional Campuses			Auxiliaries			Central & Admin. Operations			Operating Unit Subtotals		
	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast
State Appropriations	137.5	137.5	137.3	27.7	24.3	24.3	-	-	-	(2.1)	3.0	4.4	163.1	164.8	166.0

State Share of Instruction and State Line

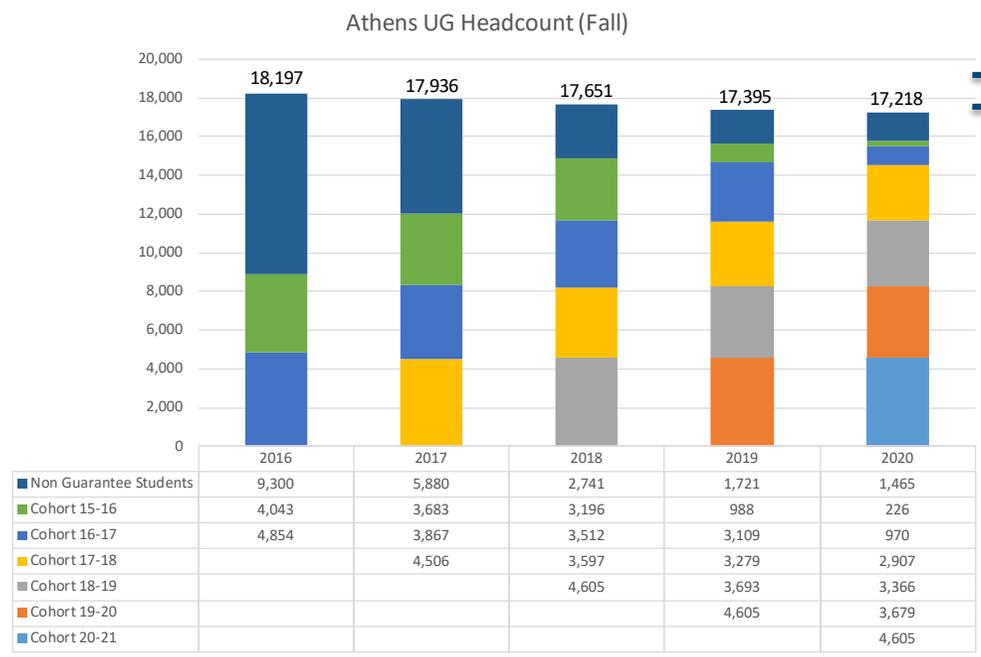
Items	FY15	FY16	FY17	FY18	FY19	Comments
Statewide SSI Total	1,398.3	1,463.8	1,523.1	1,523.1	1,523.1	0% growth in SSI for Ohio public universities
<i>Growth</i>	1.5%	4.7%	4.1%	0.0%	0.0%	
% Share - Ohio University	11.0%	10.6%	10.3%	10.6%	10.6%	Potential for annual changes in % share of Statewide Total – driven by completions, at risk, and HCOM
<i>Growth</i>	3.8%	-3.4%	-2.0%	1.3%	0.0%	
Ohio University	154.1	155.8	157.4	160.9	160.9	FY18 OU SSI growth: \$1.7M HCOM & \$1.8M Athens Main (completions and at-risk)
<i>Growth</i>	5.3%	1.1%	0.8%	2.2%	0.0%	
<i>College Allocations</i>	149.2	152.9	159.7	156.7	158.1	
<i>2% Conservatism</i>	2.9	2.9	2.9	2.8	2.8	
<i>Additional Surplus/Deficit</i>	2.0	-	-5.2	1.4	-	
<i>Subtotal</i>	154.1	155.8	157.4	160.9	160.9	
State Line Items	5.0	5.8	5.7	5.1	5.1	State Line Items provide restricted program support
Total State Appropriations	159.1	161.6	163.1	166.0	166.0	

Tuition, Room & Board

<i>(in millions)</i>	Athens Colleges & Schools			Regional Campuses			Auxiliaries			Central & Admin. Operations			Operating Unit Subtotals		
	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast
Undergraduate Tuition & Educational Fees	258.6	258.3	256.8	36.7	35.4	35.4	-	-	-	9.9	9.9	8.5	305.2	303.6	300.7
Undergraduate Financial Aid	(49.2)	(46.2)	(46.2)	(5.5)	(5.4)	(5.1)	(10.3)	(12.5)	(12.5)	4.9	1.5	3.9	(60.1)	(62.5)	(59.9)
Net Undergraduate Tuition & Fees	209.4	212.1	210.6	31.2	30.0	30.3	(10.3)	(12.5)	(12.5)	14.8	11.4	12.4	245.1	241.1	240.8
Graduate Tuition & Educational Fees	107.6	114.3	115.3	0.3	0.3	0.1	-	-	-	0.3	0.7	0.9	108.2	115.3	116.3
Graduate Financial Aid	(28.5)	(28.0)	(27.7)	(0.1)	(0.1)	-	-	-	-	(0.4)	(0.1)	(0.1)	(29.0)	(28.2)	(27.8)
Net Graduate Tuition & Fees	79.1	86.3	87.6	0.2	0.2	0.1	-	-	-	(0.1)	0.6	0.8	79.2	87.1	88.5

Athens UG Applications	2016	2017	2018
Applied – as of March 2	20,100	25,808	22,964
Admitted – As of March 2	14,272	18,288	16,850
Admit Rate	71.0%	70.9%	73.4%
Confirmed	2,000	1,834	1,839
Budgeted	4,423	4,109	4,144
Enrolled - Final	4,309	4,045	
Yield	27.9%	20.7%	

- FY19 Spring Planning Assumptions**
- Non-Guarantee: Tuition Freeze
 - UG Guarantee – CPI Increase
 - Freshman: +99 UG Enrollment - \$2.6M
 - New Scholarship Leveraging Model - \$2.1M
 - Signature SFA – Final Year of \$12M Growth
 - Auxiliary Rate Increase



Projected Reduction of 979 Students, for a total decline of 5.4% (~\$12M) between FY17 and FY21.

Compensation

<i>(in millions)</i>	Athens Colleges & Schools			Regional Campuses			Auxiliaries			Central & Admin. Operations			Operating Unit Subtotals		
	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast
Salaries, Wages & Other Payroll	203.8	206.3	205.5	33.3	32.9	39.1	30.3	31.1	31.3	94.3	99.7	93.8	361.7	370.0	369.7
Benefits	57.5	61.5	59.8	10.7	11.0	10.9	9.1	11.0	9.6	36.4	39.2	37.2	113.8	122.7	117.5

Raise Trend	AFSCME	Classified/Administrative Staff			Faculty		
	Raise Pool	Raise Pool	Equity Pool	Subtotal	Raise Pool	Equity Pool	Subtotal
2013	2.5%	2.5%	0.0%	2.5%	2.5%	0.0%	2.5%
2014	3.0%	3.0%	0.0%	3.0%	3.0%	0.0%	3.0%
2015	2.0%	2.0%	0.0%	2.0%	2.0%	2.2%	4.2%
2016	2.0%	2.0%	1.0%	3.0%	2.0%	1.4%	3.4%
2017	2.0%	2.0%	1.0%	3.0%	2.0%	1.4%	3.4%
2018	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2019 Proj	1.5%	1.5%	0.0%	1.5%	1.5%	0.0%	1.5%

FY19 Spring Planning Assumptions

- Raise Pool: 1.5%
- Faculty Equity Pool: 0%; Staff Equity Pool: 0%
- Healthcare: 2.5%
- BAC: Establishing new Three Year Plan (FY19-21)

Cost Impact of Spring FY19 Planning Assumptions (\$ in Millions)

Category	Spring Planning Assumption	Athens	RHE	Aux	Admin	Total
Raise Pool	1.5%	3.1	0.5	0.4	1.6	5.6
Healthcare	2.5%	0.7	0.1	0.1	0.5	1.4

SOR - Update

	Actual	Budget	Forecast			
	<u>FY17</u>	<u>FY18</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Beginning Balance	\$36.2	\$32.3	\$32.3	\$19.6	\$12.1	\$9.6
Funding						
Investment Income	4.5	4.5	4.5	4.5	4.5	4.5
SSI	(2.3)	2.9	4.3	2.9	3.0	3.0
Tuition	4.3	4.6	2.7	4.5	4.5	4.5
Fund Balance	0.3	0.3	0.8	0.3	0.3	0.3
Total - Funding	\$6.9	\$12.3	\$12.3	\$12.2	\$12.3	\$12.3
Investment Reserve Allocations	FY17	FY18	FY18	FY19	FY20	FY20
Infrastructure	3.2	4.7	1.6	4.7	4.9	3.9
Community and Economic Development	2.1	2.6	2.5	2.3	2.2	2.4
Student Success and Programs	2.7	6.4	3.9	4.0	1.0	1.0
Academic and Research Programs	2.7	12.8	16.6	3.2	1.3	2.6
Strategic Pathways	0.0	0.0	0.0	4.0	4.0	4.0
Presidential Priorities	0.0	1.5	0.5	1.5	1.5	1.5
Total - Reserve Allocations	\$10.7	\$27.9	\$25.1	\$19.7	\$14.9	\$15.3
Ending Balance	\$32.3	\$16.7	\$19.6	\$12.1	\$9.6	\$6.6

	Actual	Budget	Forecast			
	<u>FY17</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Investment Reserve Allocations						
Infrastructure						
Financial Systems Enhancements	2.7	2.3	1.2	1.0	2.1	2.1
Parental Leave	0.1	0.0	0.1			
IT Small Projects	0.5	0.0	0.3	0.3		
Advancement Strategy		2.4	0.0	2.6	2.8	1.8
Bridge for Admin Reductions		0.0		0.8		
Infrastructure Subtotal	\$3.2	\$4.7	\$1.6	\$4.7	\$4.9	\$3.9
Community and Ec. Development						
TechGrowth Ohio - Approved	1.6	2.0	2.0	1.8	1.3	1.1
TechGrowth Ohio - Proposed		0.0			0.5	1.0
OHIO for Ohio	0.5	0.5	0.5	0.4	0.3	0.3
Foundation for Appalachia Ohio	0.0	0.1	0.1	0.1		
Unallocated		0.0		0.1	0.1	
Community & Ec. Develop Subtotal	\$2.1	\$2.6	\$2.5	\$2.3	\$2.2	\$2.4
Student Success Programs						
Endowed Scholarships	0.7	0.8	0.8	1.0	1.0	1.0
Signature Program	2.0	4.8	2.3	2.2		
Unallocated		0.8	0.8	0.8		
Student Success Subtotal	2.7	6.4	3.9	4.0	1.0	1.0
Academic and Research Programs						
Innovation Strategy	1.5	3.7	2.2	0.9	0.1	
OBOR Research Portal	0.1					
eLearning Investment	\$0.4	1.6	\$1.6	\$0.6		
Tantrum Theater	\$0.6	0.6	\$0.6	\$0.6	\$0.6	\$0.6
RHE Investment		1.5	0.4			2.0
RHE Investment - Additional			6.4			
Engineering Start-up		1.0	1.0	0.5		
OU Press		0.1	0.1	0.1	0.1	
MAC Conference		0.0	0.0	0.0	0.0	
Funding for Budget Volatility		3.8	3.8			
International Student Recruitment		0.5	0.5	0.5	0.5	
Academic & Research Subtotal	2.7	12.8	16.6	3.2	1.3	2.6
Strategic Pathways *NEW*						
Diversity & Inclusion				\$0.8	\$0.8	\$0.8
Honors Program				\$0.5	\$0.5	\$0.5
University Engagement				\$0.3	\$0.3	\$0.3
Global Engagement Efforts				\$0.6	\$0.6	\$0.6
Graduate Student Stipends				\$1.8	\$1.8	\$1.8
Strategic Pathways Subtotal	\$0.0	\$0.0	\$0.0	\$4.0	\$4.0	\$4.0
Presidential Priorities		\$1.5	\$0.5	\$1.5	\$1.5	\$1.5

Operating Activity

Operating Unit FY18 Forecast

	Athens Colleges & Schools	Regional Campuses	Auxiliaries	Central & Admin. Operations	Operating Unit Subtotals	Operating Unit Subtotals
	FY18 Forecast					FY18 Budget
Revenues	504.5	58.4	100.1	68.6	731.6	720.2
Expenses, Allocations & Transfers	500.1	58.2	87	65.4	710.7	719.5
Excess Revenues and Expenses	4.4	0.2	13.1	3.2	20.9	0.6
Plus:						
Transfers from Reserves	-0.3	0.1	7.6	22.4	29.8	42.2
Less:						
Transfers to Quasi Endowments	0	0	0	14.9	14.9	14.9
Transfers to Capital Projects	4.1	0.3	20.7	10.7	35.8	27.8
Net Results	0.0	0.0	0.0	0.0	0.0	0.0

Operating Reserve Analysis

Item	FY18 Budget	FY18 Forecast
<u>Use of Reserves</u>		
WOUC Spectrum	18.4	18.4
SOR	15.9	12.7
Auxiliary Capital Projects	7.6	7.6
Athens Colleges	5.0	0.0
Regional Campuses	0.0	0.1
<u>Contribution to Reserves</u>		
Royalty Receivable	0.0	4.4
Benefit Surplus	0.0	5.0
Athens Colleges	0.0	0.3



Non-Operating Activity

<i>(in millions)</i>	Endowment			Capital			Century Bond			Internal Bank			Non-Operating Unit Subtotals		
	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast
State Appropriations	-	-	-	-	-	-	-	-	-	2.0	2.0	2.0	2.0	2.0	2.0
State Appropriations-Capital	-	-	-	10.5	32.5	23.9	-	-	-	-	-	-	10.5	32.5	23.9
Grants and Contracts	-	-	-	-	4.1	2.6	-	-	-	-	0.2	-	-	4.2	2.6
Facilities & Admin Costs Recovery	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gifts	12.3	10.0	10.0	0.8	-	-	-	-	-	-	-	-	13.1	10.0	10.0
Endowment Distributions	(26.8)	(28.0)	(28.0)	-	-	-	-	-	-	-	-	-	(26.8)	(28.0)	(28.0)
Investment Income	59.9	31.6	54.0	-	-	-	19.1	10.8	17.2	10.5	5.5	8.5	89.5	47.9	79.7
Other External Sales	0.1	-	-	-	-	-	-	-	-	0.2	-	0.2	0.3	-	0.2
Total Revenues	\$ 45.5	\$ 13.6	\$ 36.0	\$ 11.3	\$ 36.6	\$ 26.5	\$ 19.1	\$ 10.8	\$ 17.2	\$ 12.7	\$ 7.7	\$ 10.7	\$ 88.6	\$ 68.6	\$ 90.4
Salaries, Wages & Other Payroll	-	-	-	0.2	-	0.3	-	-	-	-	-	-	0.2	-	0.3
Benefits	-	-	-	0.1	-	0.1	-	-	-	-	-	-	0.1	-	0.1
Operating Expenses	-	-	-	7.3	-	2.0	-	-	-	1.2	0.2	0.2	8.5	0.2	2.2
Capitalized Costs	-	-	-	95.8	162.5	104.2	-	-	-	-	-	-	95.8	162.5	104.2
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal Loan - Principal & Interest	-	-	-	10.4	-	-	(10.2)	(11.5)	(11.5)	(48.0)	(39.6)	(39.6)	(47.8)	(51.1)	(51.1)
Debt Service - Principal	-	-	-	-	-	-	-	-	-	17.7	16.1	16.1	17.7	16.1	16.1
Debt Service - Interest	-	-	-	(2.0)	-	-	14.0	14.0	14.0	13.0	16.0	16.0	25.0	30.0	30.0
Internal Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Direct Expenses	\$ -	\$ -	\$ -	\$ 111.8	\$ 162.5	\$ 106.6	\$ 3.8	\$ 2.5	\$ 2.5	\$ (16.1)	\$ (7.3)	\$ (7.3)	\$ 99.5	\$ 157.6	\$ 101.8
Internal Allocations & Transfers	(0.2)	-	-	(0.1)	-	-	-	-	-	-	-	-	(0.3)	-	-
Indirect Costs Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subvention Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Allocations & Transfers	\$ (0.2)	\$ -	\$ -	\$ (0.1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0.3)	\$ -	\$ -
Total Expenses & Transfers	\$ (0.2)	\$ -	\$ -	\$ 111.7	\$ 162.5	\$ 106.6	\$ 3.8	\$ 2.5	\$ 2.5	\$ (16.1)	\$ (7.3)	\$ (7.3)	\$ 99.2	\$ 157.6	\$ 101.8
Subtotal Prior to Transfers	\$ 45.7	\$ 13.6	\$ 36.0	\$ (100.4)	\$ (125.9)	\$ (80.1)	\$ 15.3	\$ 8.3	\$ 14.7	\$ 28.8	\$ 15.0	\$ 18.0	\$ (10.6)	\$ (88.9)	\$ (11.4)
Transfers to/(from) Reserves	-	-	-	-	-	-	-	-	-	(23.9)	23.7	15.8	(23.9)	23.7	15.8
Transfers to/(from) Quasi Endowments	(9.0)	(14.9)	(14.9)	-	-	-	-	-	-	-	-	-	(9.0)	(14.9)	(14.9)
Bond Proceeds	-	-	-	-	-	-	-	-	-	(125.0)	-	-	(125.0)	-	-
Transfers to/(from) Capital Projects	-	-	-	(60.3)	(79.8)	(82.8)	27.7	10.0	10.0	17.5	42.0	37.0	(15.1)	(27.8)	(35.8)
Net Results	\$ 54.7	\$ 28.5	\$ 50.9	\$ (40.1)	\$ (46.1)	\$ 2.7	\$ (12.4)	\$ (1.7)	\$ 4.7	\$ 160.2	\$ (50.7)	\$ (34.8)	\$ 162.4	\$ (69.9)	\$ 23.5

GAAP Adjusted Totals

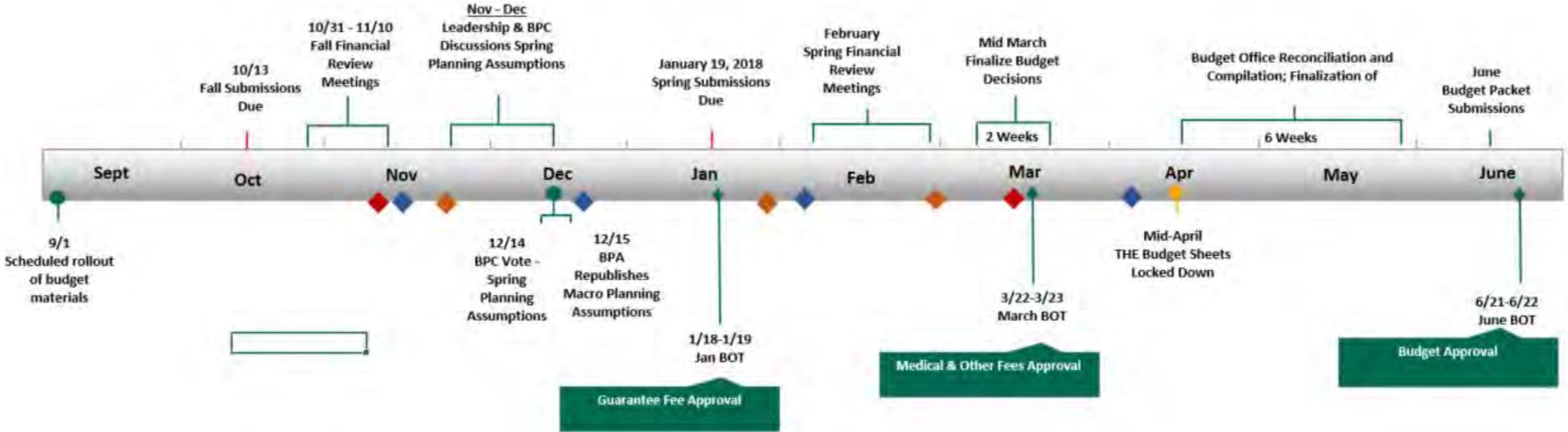
<i>(in millions)</i>	GAAP Adjusted Totals		
	FY17 Actual	FY18 Budget	FY18 Forecast
State Appropriations	165.1	166.8	168.0
State Appropriations-Capital	10.5	32.5	23.9
Undergraduate Tuition & Educational Fees	305.3	303.6	300.7
Undergraduate Financial Aid	(60.1)	(62.5)	(59.9)
Net Undergraduate Tuition & Fees	245.1	241.1	240.8
Graduate Tuition & Educational Fees	108.2	115.3	116.3
Graduate Financial Aid	(29.0)	(28.2)	(27.8)
Net Graduate Tuition & Fees	79.2	87.1	88.5
Room & Board	95.4	92.9	92.3
Grants and Contracts	43.1	49.6	43.2
Facilities & Admin Costs Recovery	7.1	6.0	6.3
Gifts	15.9	19.9	19.9
Endowment Distributions	-	-	-
Investment Income	97.2	54.3	87.0
Other External Sales	90.3	45.4	59.0
Total Revenues	\$ 849.0	\$ 795.6	\$ 828.9
Salaries, Wages & Other Payroll	361.9	370.0	370.0
Benefits	154.1	122.7	117.6
Operating Expenses	207.1	193.2	191.4
Capitalized Costs	3.2	-	2.0
Depreciation	50.0	50.1	51.3
Internal Loan - Principal & Interest	-	-	-
Debt Service - Principal	-	-	-
Debt Service - Interest	26.9	28.4	28.5
Internal Sales	(23.2)	(22.1)	(20.5)
Total Direct Expenses	\$ 780.0	\$ 742.3	\$ 740.3
Internal Allocations & Transfers	-	-	-
Indirect Costs Allocations	-	-	-
Depreciation Allocation	-	-	-
Subvention Allocation	-	-	-
Total Allocations & Transfers	\$ -	\$ -	\$ -
Total Expenses & Transfers	\$ 780.0	\$ 742.3	\$ 740.3
Subtotal Prior to Transfers	\$ 69.0	\$ 53.3	\$ 88.6
Transfers to/(from) Reserves	-	-	-
Transfers to/(from) Quasi Endowments	-	-	-
Bond Proceeds	-	-	-
Transfers to/(from) Capital Projects	-	-	-
Net Results	\$ 69.0	\$ 53.3	\$ 88.6

Growth in Investment Income:

- Endowment
- Working Capital

Improved University Operating Forecast

FY19 Budget Timeline



FY19 Campus Engagement Efforts

- Joint Dean and CFAO Meetings** ◆
 - November 16
 - December 15
 - February 5
 - April 10

- Breakfast for Progress** ◆
 - November 30
 - January 31
- Campus Budget Forums**
 - February 26
 - February 27
 - March 1

- BOT Campus Meetings** ◆
 - Faculty Senate, November 13
 - Student Senate, March 21

FY19 Budget Development

Fall Athens College Budget Submission

Central Assumptions

Revenue

- State Share of Instruction (0.0%)
- Tuition (+1.3% New Freshman, only)
- UG Enrollment (-150 Students)
- OTO Support from SOR (-\$3.8M)

Expenses

- Potential Raise Pool (+2.0%)
- Health Care Costs (+5.0%)
- Administrative Cost Reductions (-\$2.3M)

College Forecasts

- Revenues – Usually Conservative
- Expenditures – Usually Maximized

Fall Imbalance : -\$23.0M

Spring Athens College Budget Submission

Central Assumptions – Revised Assumptions (\$+5.9M)

Revenue

- State Share of Instruction (+\$3.2M Athens, -\$1.9M RHE)
- Tuition - **SAME**
- Scholarship Leveraging Investment (+2.1M Investment to Yield 99 more students; Net Tuition Impact = **+500K**)
- Enrollment Retention (-400K)
- OTO Support from SOR - **SAME**

Expenses

- Potential Raise Pool (-0.5%, +1.3M)
- Health Care Costs (-2.5%, +1.3M)
- Administrative Cost Reductions - **SAME**

College Forecasts – More Accurate Projections (+\$1.3M)

- Revenues – Additional off-campus & graduate programming
- Expenditures – Reductions to vacant lines

Spring Imbalance : -\$15.8M

SOR - Update

	Actual	Budget	Forecast			
	<u>FY17</u>	<u>FY18</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Beginning Balance	\$36.2	\$32.3	\$32.3	\$19.6	\$12.1	\$9.6
Funding						
Investment Income	4.5	4.5	4.5	4.5	4.5	4.5
SSI	(2.3)	2.9	4.3	2.9	3.0	3.0
Tuition	4.3	4.6	2.7	4.5	4.5	4.5
Fund Balance	0.3	0.3	0.8	0.3	0.3	0.3
Total - Funding	\$6.9	\$12.3	\$12.3	\$12.2	\$12.3	\$12.3
Investment Reserve Allocations	<u>FY17</u>	<u>FY18</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY20</u>
Infrastructure	3.2	4.7	1.6	4.7	4.9	3.9
Community and Economic Development	2.1	2.6	2.5	2.3	2.2	2.4
Student Success and Programs	2.7	6.4	3.9	4.0	1.0	1.0
Academic and Research Programs	2.7	12.8	16.6	3.2	1.3	2.6
Strategic Pathways	0.0	0.0	0.0	4.0	4.0	4.0
Presidential Priorities	0.0	1.5	0.5	1.5	1.5	1.5
Total - Reserve Allocations	\$10.7	\$27.9	\$25.1	\$19.7	\$14.9	\$15.3
Ending Balance	\$32.3	\$16.7	\$19.6	\$12.1	\$9.6	\$6.6

	Actual	Budget	Forecast			
	<u>FY17</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Investment Reserve Allocations						
Infrastructure						
Financial Systems Enhancements	2.7	2.3	1.2	1.0	2.1	2.1
Parental Leave	0.1	0.0	0.1			
IT Small Projects	0.5	0.0	0.3	0.3		
Advancement Strategy		2.4	0.0	2.6	2.8	1.8
Bridge for Admin Reductions		0.0		0.8		
Infrastructure Subtotal	\$3.2	\$4.7	\$1.6	\$4.7	\$4.9	\$3.9
Community and Ec. Development						
TechGrowth Ohio - Approved	1.6	2.0	2.0	1.8	1.3	1.1
TechGrowth Ohio - Proposed		0.0			0.5	1.0
OHIO for Ohio	0.5	0.5	0.5	0.4	0.3	0.3
Foundation for Appalachia Ohio	0.0	0.1	0.1	0.1		
Unallocated		0.0		0.1	0.1	
Community & Ec. Develop Subtotal	\$2.1	\$2.6	\$2.5	\$2.3	\$2.2	\$2.4
Student Success Programs						
Endowed Scholarships	0.7	0.8	0.8	1.0	1.0	1.0
Signature Program	2.0	4.8	2.3	2.2		
Unallocated		0.8	0.8	0.8		
Student Success Subtotal	2.7	6.4	3.9	4.0	1.0	1.0
Academic and Research Programs						
Innovation Strategy	1.5	3.7	2.2	0.9	0.1	
OBOR Research Portal	0.1					
eLearning Investment	\$0.4	1.6	\$1.6	\$0.6		
Tantrum Theater	\$0.6	0.6	\$0.6	\$0.6	\$0.6	\$0.6
RHE Investment		1.5	0.4			2.0
RHE Investment - Additional			6.4			
Engineering Start-up		1.0	1.0	0.5		
OU Press		0.1	0.1	0.1	0.1	
MAC Conference		0.0	0.0	0.0	0.0	
Funding for Budget Volatility		3.8	3.8			
International Student Recruitment		0.5	0.5	0.5	0.5	
Academic & Research Subtotal	2.7	12.8	16.6	3.2	1.3	2.6
Strategic Pathways *NEW*						
Diversity & Inclusion				\$0.8	\$0.8	\$0.8
Honors Program				\$0.5	\$0.5	\$0.5
University Engagement				\$0.3	\$0.3	\$0.3
Global Engagement Efforts				\$0.6	\$0.6	\$0.6
Graduate Student Stipends				\$1.8	\$1.8	\$1.8
Strategic Pathways Subtotal	\$0.0	\$0.0	\$0.0	\$4.0	\$4.0	\$4.0
Presidential Priorities		\$1.5	\$0.5	\$1.5	\$1.5	\$1.5

Budget Development – Next Steps

Continued Refinement of College Revenue/Expense Projections

Establish College Targets

- Reductions through a combination of revenue generation and expense reduction
- Strategic Reductions – Bridging strategies are being developed to ensure that any college reductions are as strategic as possible
- Reduction Proportionality – Not greater than nor over a shorter period of time compared to Administrative reductions

HCOM – FY19 Tuition & Fees

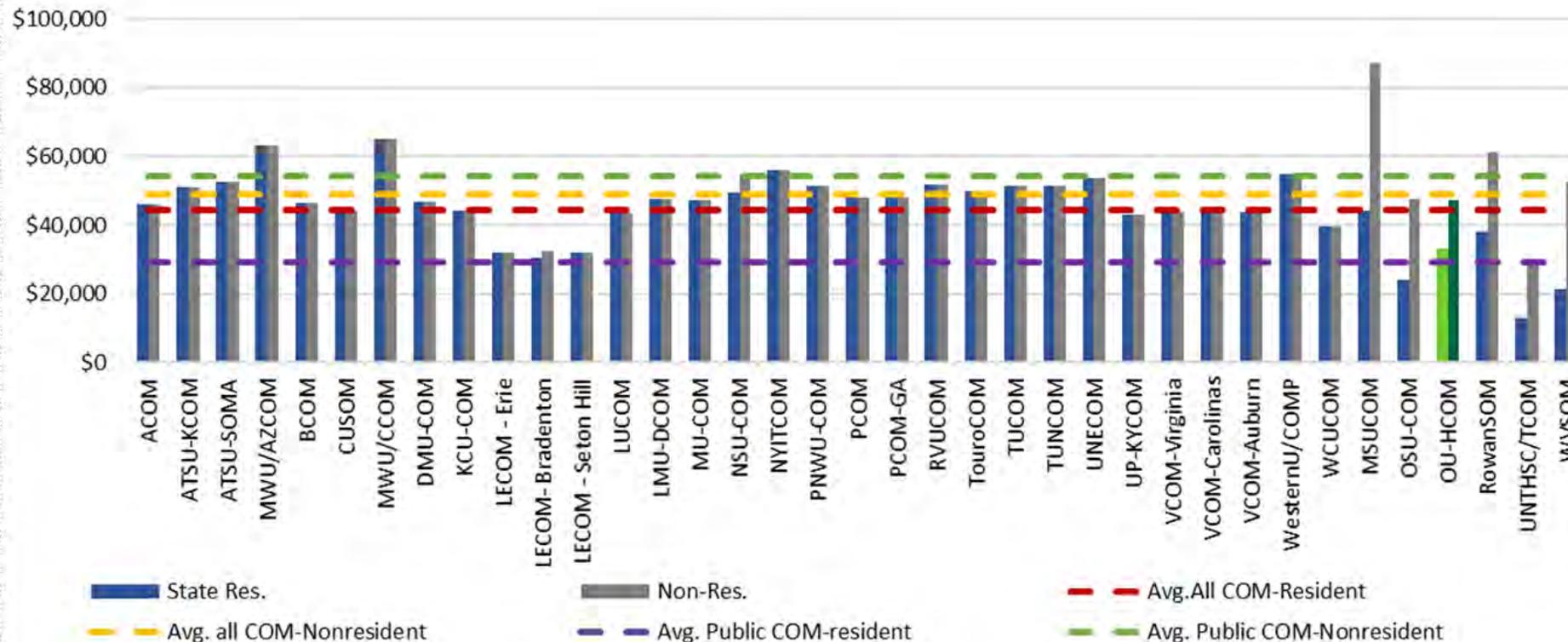
FY19 Proposed 3.25% vs. Original Financial Plan

	ACTUAL FY2015	ACTUAL FY2016	ACTUAL FY2017	PROPOSED FY2018	PROPOSED FY2019	PROPOSED FY2020	PROPOSED FY2021
Tuition Rate Increase	5.00%	5.00%	3.50%	3.50%	3.25%	3.25%	3.00%
In-state Tuition/Term	\$ 15,265	\$ 16,028	\$ 16,589	\$ 17,170	\$ 17,728	\$ 18,304	\$ 18,853
Original financial plan of In-state Tuition/Term at 5%			\$ 16,829	\$ 17,670	\$ 18,554	\$ 19,482	\$ 20,456
Student savings per term			\$ 240	\$ 500	\$ 826	\$ 1,178	\$ 1,603

HCOM – AACOM Tuition

Public Median – 4.6%; Private Median 3.0%; All COMs 3.3%

2016-2017 Tuition at All Osteopathic Schools in the U.S.

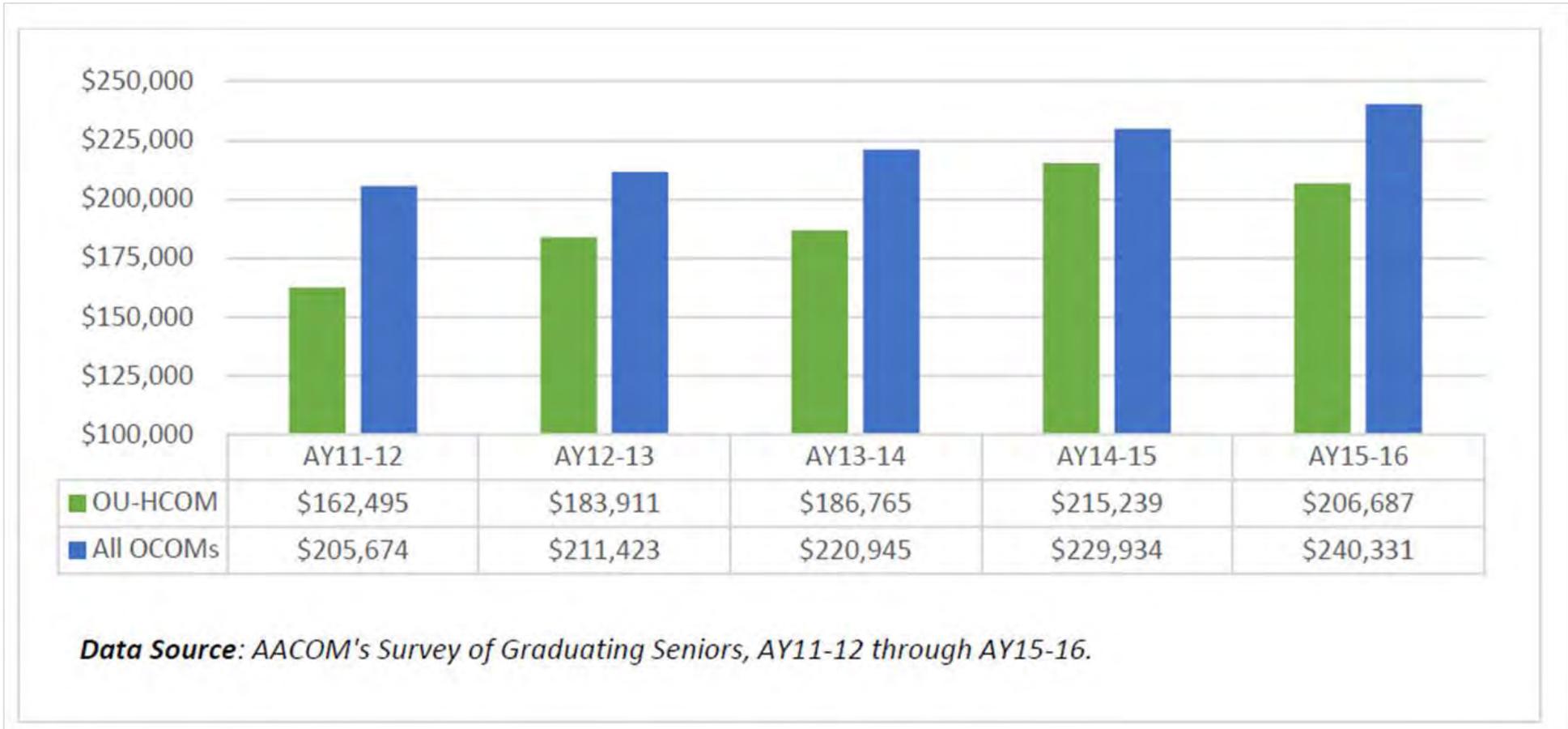


Note: Data above represents tuition only and does not include insurance or any other student fees.

Data sources: AOA Osteopathic Collefe Tuition and Fees (1st year) Report

HCOM – Medical School Debt

Mean Loan Amount for Seniors Medical School Borrowers Only



Fee Approvals

Fee	Amount	Notes
HCOM Tuition & Fees	3.25%	Supporting strategic plan, compensation and clinical education investments.
Professional Graduate Tuition & Fees	Various	Market-based tuition; Residency cost reimbursements.
Student Fees	Various	Recreation Activities and Transcript Fees
UG Non-Resident Fee	Waiver	Dual Degree Program Fee Waiver

Fee Resolution

**FISCAL YEAR 2018-19
OHIO UNIVERSITY
ACADEMIC YEAR 2018-19 TUITION, FEE AND RATE INCREASES**

RESOLUTION 2018 --

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

WHEREAS, the proposed student fees are consistent with the legislative mandates on the establishment of undergraduate fees set forth in Am. Sub. H.B. 49, passed by the 132nd General Assembly; and

WHEREAS, the proposed undergraduate, non-resident fee for students enrolled in a dual degree program through Ohio University's agreement with the University of Bayreuth will require the review and approval of the Chancellor of the Ohio Department of Higher Education; and

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through E, effective Fall Semester 2018, unless otherwise noted.

RHE Guarantee Tuition Resolution

**FISCAL YEAR 2018-19
OHIO UNIVERSITY
ACADEMIC YEAR 2018-19 TUITION, FEE AND RATE INCREASES**

RESOLUTION 2018 --

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in the recommendation for tuition and general fee rate increases for Ohio University's initial OHIO Guarantee for RHE student cohort to support quality academic programming and to encourage baccalaureate degree completion at the regional campuses; and

WHEREAS, the proposed tuition and general fee increase for the OHIO Guarantee for RHE cohort is consistent with legislative mandates set forth in Ohio Revised Code Section 3345.48; and

WHEREAS, the proposed OHIO Guarantee for RHE Principles and associated tuition and general fees will require the review and approval of the Chancellor of the Ohio Department of Higher Education; and

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedule attached hereto as Exhibit A, effective Fall Semester 2018, subject to approval of the Chancellor of the Ohio Department of Higher Education.



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Jason Pina, Vice President for Student Affairs & Interim Chief Diversity Officer

Re: **Career and Experiential Learning Fee**

The attached proposal outlines a utilization plan for the funds generated by the \$6 per credit hour career and experiential learning fee approved at the January Board meeting. This fee offers the opportunity to develop strategic initiatives that support comprehensive four-year programming to assist our students to be successful in their future careers and lives. Dean Leite, Assistant Dean Jaunarajs, and Executive Dean Willan will present a model that will reflect: 1) a “staged lifespan” model of services that will best serve students in their progression from matriculation to career entry and 2) investment in resources and services across the University.

We look forward to reviewing this information at the March meeting.

Ohio University
Career Services Fee Proposal
Athens Campus

Introduction

In response to the opportunity to institute a \$6 per credit hour career services fee, Ohio University has developed a model for additional investment in career services that will reflect: 1) a “staged lifespan” model of services to best serve students in their progression from matriculation to career entry and 2) investment in resources and services across the University. The new fee offers the opportunity to develop strategic initiatives that support comprehensive four-year programming to assist our students to be successful in their future careers and lives.

A \$6 per credit hour fee will be assessed to each incoming cohort of Athens and Regional Campus undergraduate students, starting fall 2018. Based on the tuition model, the fee would generate an incremental revenue increase of approximately:

Athens:	Year 1: \$644,526	Year 2: \$1,190,534	Year 3: \$1,704,724	Year 4: \$2,290,703
Regional:	Year 1: \$204,887	Year 2: \$331,157	Year 3: \$415,303	Year 4: \$466,980

Revenue projection is based on full-time, first-years attending the Athens campus and Regional campuses starting in 2018.

Currently, Athens campus-based undergraduate and graduate students have access to all services and resources from a centralized Career & Leadership Development Center. The career and experiential learning fee will allow significant enhancement of services and increase access for students who were not previously fully served across all campuses and modalities. Currently, eCampus students do not pay the same student fee as Athens and Regional campus students and we are not adding the fee to eCampus students at this time. However, eCampus students currently have access to career fairs, career events, a job/internship database, and career workshops, and it is critical that they have access to all services.

Described below are: 1) our broad investment goal, 2) the overarching principles that will guide our investment strategies, 3) a summary of the “staged lifespan” career services we plan to implement, and 4) information on investments we will make in our academic colleges, our student support offices, and our central administrative units so as to build a seamless set of services and supports across the University.

Investment Goal

The new career services fee will support programs and resources that will:

1. Facilitate a seamless, coordinated approach to career services across the institution.
2. Assure each Ohio University undergraduate receives individual, customized career services support across their progression toward their degree. This will include access to a menu of services, resources, and personal career coaching.
3. Expand access to customized experiential learning activities for all undergraduate students at Ohio University regardless of ability to pay

Overarching Principles:

At the broadest level, investment of resources generated by the new career services fee will reflect:

- A career services model that provides support across the entirety of a student’s undergraduate education in the areas of career exploration, experiential learning and post-college planning
- Distribution of resources across academic and student support units in a fully integrated model
- Assessment to assure best practice approaches to career development
- Connection of curricular and co-curricular elements of the student experience

Investment Model:

A planned, matrix approach to new investment in career services will be utilized to assure substantial embedding of resources in academic colleges, selected student support offices, and central University offices to support students across three stages of career development. The matrixed approach may be portrayed as:

	Stage 1: Self-Assessment/ Exploratory	Stage 2: Experiential Learning	Stage 3: Post-College Planning
University Infrastructure	<i>FY19/FY20 Investments</i>	<i>FY20/FY21 Investments</i>	<i>FY21/FY22 Investments</i>
Academic Colleges and Campuses	<i>FY19/FY20 Investments</i>	<i>FY20/FY21 Investments</i>	<i>FY21/FY22 Investments</i>
Student Support Offices	<i>FY19/FY20 Investments</i>	<i>FY20/FY21 Investments</i>	<i>FY21/FY22 Investments</i>

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This approach reflects three stages or levels of career-focused activities (Self-awareness/exploratory, experiential learning, and post-college planning) and three areas of investment (university-wide infrastructure, academic colleges, and student support offices).

Lifespan Stages of Career Work

The stages reflect a ‘traditional’ student’s engagement with career issues from entering freshman with a full range of career possibilities ahead of them to a graduate prepared for career success in their field of choice. While presented here in stage order, it is important to acknowledge that individual students may not proceed through these stages in a predictably, orderly fashion. Services must be structured so as to facilitate movement in, out, and through stages at different times. Areas of investment describe a combination of broad and focused investment that create a more complete career services ecosystem at the University. The priority here is to assure that every student may easily access services and supports that are tailored to address their individual career development needs across their academic career.

These three lifespan stages are:

Stage 1—Self-Awareness and Exploratory Activities Focus on supporting students in exploring the full range of career and major options open to them and assisting students in moving in the major and career directions that best reflect their interests, values, aptitudes, and abilities at any time appropriate to them across their undergraduate experience.

Stage 1 activities will center on exploratory assessment activities that might include curricular modules, classes, online assessments, explorations of majors, exposure to alumni and others who can share information about careers, among others. Stage 1 activities would also include introducing new students to a career coaching model that would provide coaching and support to them across their time at Ohio University. The various activities employed at this stage would be modified to assure the greatest impact for students in the various majors at Ohio University.

Investment to Support Stage 1 Activities:

- Exploration and Assessment of individual interests, values, aptitudes, and abilities
- Career coaches
- Early experiential activities and job shadowing programs to support career exploration and major choice
- Incorporating elements of career exploration and career coaching in academic advising programs in academic colleges
- Training of faculty, staff, and academic advisors to support career exploration among students
- Assessment of program outcomes and evaluation of impacts
- Coaching in portfolio development

- Connecting alumni to students for mentorship

Stage 2--Experiential Learning *Focus on providing a full panoply of experiential learning opportunities that allow students to explore and build on their career aspirations.*

Through experiential learning, students may: 1) identify and explore their career aspirations, 2) develop a portfolio of experiences that may include leadership development activities, study abroad, focused research projects, service learning/community engagement activities, internships, discussion panels, job shadowing, etc., 3) engage with alumni and other industry/occupation specialists.

The career services fee will assure that every Ohio University undergraduate will have the opportunity to extend their curricular/classroom education through an individually-tailored set of experiences that will help shape rational, well-informed professional goals.

Investment to Support Stage 2 Activities:

- Outreach to alumni and others who might oversee student experiential activities
- Training for mentors, supervisors, and preceptors in experiential placement settings
- Career coaching and pre-internship professional success training for students
- Funding to support student participation in experiential activities
- Support for paid internship opportunities in high-demand areas
- Exploration of development and implementation of co-curricular transcripts, portfolios, microcredentialing, or other means of documenting experiential learning
- Assessment of program outcomes and evaluation of impacts

Stage 3--Post College Planning *Focus on connecting students with resources that will facilitate their progression into a career or graduate school.*

Through Stage 3 activities, students will be supporting in developing the knowledge and skills necessary to move into the next stage of their career development, be it a first professional position, graduate school, or another avenue. Included here might be deliberately facilitated connections to alumni and other human capital, opportunities to develop specific job search/graduate school application skills, and exposure to employers and educational institutions through career fairs, resource clearinghouses, etc.

Investment to Support Stage 3 Activities:

- Helping students articulate their skills and experiences effectively
- Outreach to alumni and other human capital that might support students in developing the skills necessary to successfully pursue the next stage of their career progression
- Enhancing portfolios and application documents
- Teaching job search and graduate school application skills
- Career coaching
- Enhanced assessment of program outcomes and evaluation of impacts

Staffing/Resource Investments:

Investment will be made in the following resource elements to support the above staged model of career guidance and services for students:

- Staffing resources embedded in each college to facilitate the development and delivery of tailored services for students in each college. This investment should reflect those resources already in place in some of the colleges and a focus on filling gaps where such resources do not presently exist.
- Central investment in offices that may play a key role in facilitation and coordination of services, training the trainers, and assisting each college in meeting common student outcomes. These offices may also provide central co-ordination and/or support of alumni engagement/volunteers, employer outreach, marketing, and logistics for events.
- Formation of an external advisory group to offer input regarding the range of career services to be provided and to support connection to external entities such as alumni and employers.
- Selective investment of staffing resources in offices that serve special populations of interest to the University and/or populations that present unique career development needs

Outcome Measurements

Impact will be assessed by the following:

- Identifying and assessing student career development learning outcomes
 - Improvement of student career self-awareness, career knowledge and career-based decision making
 - Enhanced self-efficacy, intention to set future goals and internal locus of control
- Increase in retention of first-year students into the sophomore year
- Comprehensive and timely first-destination results
 - Primary status after graduation (e.g. employed full-time, employed part-time, seeking employment, serving in the military, etc.)
 - Employing organization, location, job title, salary
 - Continuing education information
 - Satisfaction metrics (how satisfied are you with your current post-graduation activity, how well has your program prepared you for your post-graduation activity, etc.)
 - Involvement metrics
- Developed and coordinated internship data collection infrastructure
 - # of students who participated in an internship or other experiential learning experience.
 - % of interns to full-time employment conversion
 - # of students who participated in a co-curricular experience
- Experiential education learning outcomes assessment

Athens Campus

A \$6 per credit hour fee will be assessed to each incoming cohort. Based on the tuition model, the fee would generate an incremental revenue increase of approximately:

Athens: Year 1:\$644,526 Year 2:\$1,190,534 Year 3:\$1,704,724 Year 4:\$2,290,703

Investments in Year One of Funding (FY19)

Infrastructure	Exploration and Experiential Education Support Fund	<ul style="list-style-type: none"> Provide financial assistance to students to offset career exploration and experiential education costs (e.g. housing, travel, stipend, case studies, externships with alum, employer trips, job shadowing) Facilitate development activities to create philanthropy around such a fund 	\$131,526
Infrastructure	Career Development Outcome Assessment Specialist (1.0 FTE)	<ul style="list-style-type: none"> Develop and coordinate an institution wide career development data collection infrastructure Develop an institution wide career development assessment infrastructure Develop common career development learning outcomes to be used and assessed across the institution Serve as the coordinator of career services assessment, research, and evaluation across the institution Coordinate gathering and assessment of comprehensive and timely first-destination results as well as longitudinal employment data 	\$97,000 plus with salary, benefits and support costs
Infrastructure	Coordinator to Oversee Investment of Career Services Fee Resources and Program Implementation (1.0 FTE)	<ul style="list-style-type: none"> Develop institution wide comprehensive strategic four year career development engagement model. Model will reflect nuances between college and units. Implement career exploration services and resources across the institution Train faculty and staff on career development best practices Develop and manage an external career development advisory board Develop strategy to provide access to responsive career services to students enrolled in online completion degree programs 	\$90,000 plus salary, benefits and support costs
Infrastructure	Alumni Engagement Specialist Position (1.0 FTE)	<ul style="list-style-type: none"> Develop University-wide opportunities for career-focused student engagement with alumni Collaborate with Alumni Association and college alumni officers to identify and fill gaps in career-focused alumni engagement Provide support and training for alumni who will engage students Develop and oversee an alumni mentoring platform 	\$97,000 plus salary, benefits and support costs
Infrastructure	Explore support for co-curricular credentialing	<ul style="list-style-type: none"> Explore developing an institutional platform for the gathering, documentation, and presentation of student experiential learning activities Explore a customizable University-wide microcredentialing system 	\$97,000 plus salary, benefits and support costs
Infrastructure	External Advisory Board	<ul style="list-style-type: none"> Establish and engage a Career Services External Advisory Board comprised of alumni and leaders from key employment sectors to provide input and guidance to strategies to meet the career-related needs of students across exploratory, experiential, and planning stages of their development. 	

Infrastructure	Planning for Implementation for Online Degree Program Students	<ul style="list-style-type: none"> Develop a strategy to address career exploration needs among those students participating in online degree completion programs. 	
Student Support Offices	Special Population Career Services Specialist to provide services for targeted student populations served by Office of Diversity & Inclusion (1.0 FTE)	<ul style="list-style-type: none"> Assist students seeking support through these offices in connecting with experiential learning opportunities in their academic colleges Provide career coaching that reflects the needs of special populations of students Promote increased access to career services through offices offering broad ranges of supports to special student populations 	\$97,000 plus salary, benefits and support costs
Infrastructure	Faculty/Staff Training Programs	<ul style="list-style-type: none"> Develop and deliver training for University faculty and staff regarding how to incorporate career development concepts and strategies into their work with students. 	\$35,000
		Year One Total: \$644,526	\$644,526

Investments in Year Two of Funding (FY20)

Investment Area	Investment Strategy	Activities/Outcomes	Approx. FY20 Cost
Infrastructure	Purchase and Implement a Portfolio/Credentialing Platform	<ul style="list-style-type: none"> Establish a technology platform for the creation of a co-curricular transcript, electronic portfolio, or other means of summarizing each student's experiential learning activities 	\$150,000
Infrastructure	Experiential Education Support Fund	<ul style="list-style-type: none"> Provide financial assistance to students to offset experiential education costs (e.g. housing, travel, stipend, case studies, externships with alum, employer trips, job shadowing) Facilitate development activities to create philanthropy around such a fund 	\$152,000
Infrastructure	Career Services Innovation Fund	<ul style="list-style-type: none"> Establish a fund to support grants to units to develop innovative approaches to Stage 1, Stage 2, and Stage 3 activities and goals 	\$50,008
Student Support Offices	Community Engagement Specialist Position (1.0 FTE)	<ul style="list-style-type: none"> Embed a staff member in the Center for Campus and Community Engagement to develop and/or promote community relationships focused on experiential learning for students. Develop internship hubs in cities/regions beyond southeast Ohio that are of interest to various colleges 	\$97,000 plus salary, benefits and support costs
Student Support Offices	Special Population Career Services Specialists to provide services for targeted student populations served by the Office of Veterans & Military Student Services, Center for International Studies, Office of Student Accessibility Services (1.0 FTE)	<ul style="list-style-type: none"> Provide Stage 1 Self-Awareness and Exploratory Support to students seeking services through these offices Assist students seeking support through these offices in connecting with experiential learning opportunities in their academic colleges Provide career coaching that reflects the needs of special populations of students Promote increased access to career services through offices offering broad ranges of supports to special student populations 	\$97,000 plus salary, benefits and support costs
		Year Two Total: \$546,008	\$546,008

Investments in Year Three of Funding (FY21)

Investment Area	Investment Strategy	Activities/Outcomes	Approx. FY21 Cost
Multiple	Enhanced Funding and Support for Experiential Learning Activities	<ul style="list-style-type: none"> Allocation of funds to support experiential learning and/or increased staffing to support experiential learning across colleges Specific investments to be determined through assessment and strategic planning processes in first year of funding 	\$223,190
Academic Colleges	Career Services Specialists (3.0 FTE)	<ul style="list-style-type: none"> Embed career services supports in the undergraduate academic colleges that do not currently have such positions (College of Fine Arts, Patton College of Education, Scripps College of Communication, Honors Tutorial College, University College, Center for International Studies) Provide college-embedded support for career development activities across the three stages described above. 	\$291,000 x3 (FTE) plus salary, benefits and support costs
Year Three Total: \$514,190			\$514,190

Investments in Year Four of Funding (FY22)

Investment Area	Investment Strategy	Activities/Outcomes	Approx. FY22 Cost
Multiple	Enhanced Funding and Support for Students in Stage 3 (Post-College Planning) phase of career development	<ul style="list-style-type: none"> Allocation of funds to support student progression toward their career goals following graduation including career fairs, professional success programs, job search training programs, guidance on graduate school application processes, etc. Specific investments to be determined through assessment and strategic planning processes in first year of funding 	\$585,979
Year Four Total: \$585,979			\$585,979

FY 19 = \$644,526
 FY 20 = \$546,008
 FY 21 = \$514,190
 FY 22 = \$585,979
 Total = \$2,290,703

Ohio University
Career Services Fee Proposal
Regional Campuses

In response to the opportunity to institute a \$6 per credit hour career services fee to regional campus students, Ohio University has identified strategic investments to support comprehensive career development staffing and programming specifically to students at Chillicothe, Eastern, Lancaster, Southern, and Zanesville campuses.

Investment Goal

The new career services fee will support staffing and resources that will:

- Embed a career services professional in each regional campus
- Facilitate a seamless, coordinated approach to career services across the regional campuses
- Provide regional campus students with individual, customized career services support across their progression toward their degree.
- Expand access to customized experiential learning activities, many in local communities, for all undergraduate students at Ohio University regardless of ability to pay

Overarching Principles:

At the broadest level, investment of resources generated by the new career services fee will reflect:

- A regional career services model that provides support across the entirety of a student's undergraduate education in the areas of career exploration, experiential learning and post-college planning
- A career services infrastructure at each regional campus
- Assessment to assure best practice approaches to career development
- Connection of curricular and co-curricular elements of the student experience

Regional Campuses

A \$6 per credit hour fee will be assessed to each incoming cohort. Based on the tuition model, the fee would generate an incremental revenue increase of approximately:

Regional: Year 1:\$204,887 Year 2:\$331,157 Year 3:\$415,303 Year 4:\$466,980

Investments in Years One of Funding (FY19)

Investment Area	Investment Strategy	Activities/Outcomes	Approx. FY19 Cost
Infrastructure	Support Associate Director to Oversee Investment of Career Services Fee Resources and Program Implementation (.20 FTE)	<ul style="list-style-type: none"> Serve as the institution's leader in regional campuses career development Enhance career development services to regional campus students Resources to establish a regional career services infrastructure at all five campuses (e.g. office space, supplies, staff training, virtual platforms and resources, marketing and outreach resources) Implement career exploration services and resources across the regional campuses Implement local employer and community engagement efforts and recruiting pathways at each regional campus 	\$20,000 (support (.20 FTE))
Student Support	Career Services Specialists Embedded across regional campuses (2.0 FTE)	<ul style="list-style-type: none"> Provide career coaching that reflects the needs of special populations of students Implement career exploration services and resources across the regional campuses Connect with employer and community organizations to source experiential education and full-time opportunities Assist students seeking support in connecting with experiential learning opportunities 	\$150,000 x2 (FTE) with salary, benefits and support costs
Infrastructure	Early Career Exploration Support Fund	<ul style="list-style-type: none"> Provide financial assistance to students to offset career exploration costs (e.g. employer trips, connections to alumni, case studies, externships with alum, job shadowing program) 	\$34,887
Total: \$204,887			\$204,887

Investments in Year Two of Funding (FY20)

Investment Area	Investment Strategy	Activities/Outcomes	Approx. FY20 Cost
Student Support	Career Services Specialists Embedded across regional campuses (1.5 FTE)	<ul style="list-style-type: none"> Provide career coaching that reflects the needs of special populations of students Resources to establish a regional career services infrastructure at all five campuses (e.g. office space, supplies, staff training, virtual platforms and resources, marketing and outreach resources) Implement career exploration services and resources across the regional campuses Connect with employer and community organizations to source experiential education and full-time opportunities Assist students seeking support in connecting with experiential learning opportunities 	\$112,500 x1.5 (FTE) with salary, benefits and support costs
Infrastructure	Purchase and Implement a Portfolio/Credentialing Platform	<ul style="list-style-type: none"> Establish a technology platform for the creation of a co-curriculum transcript, electronic portfolio, or other means of summarizing each student's experiential learning activities 	\$10,000
Infrastructure	Early Career Exploration Support Fund	<ul style="list-style-type: none"> Provide financial assistance to students to offset career exploration costs (e.g. employer trips, connections to alumni, case studies, externships with alum, job shadowing program) 	\$3,770
Total: \$126,270			\$126,270

Investments in Year Three of Funding (FY21)

Investment Area	Investment Strategy	Activities/Outcomes	Approx. FY21 Cost
Student Support	Career Services Specialist Embedded across regional campuses (0.5 FTE)	<ul style="list-style-type: none"> • Provide career coaching that reflects the needs of special populations of students • Connect with employer and community organizations to source experiential education and full-time opportunities • Assist students seeking support in connecting with experiential learning opportunities 	\$37,500 with salary, benefits and support costs
Multiple	Enhanced Funding and Support for Experiential Learning Activities	<ul style="list-style-type: none"> • Help students offset experiential education costs (e.g. housing, travel, stipend, case studies, externships with alum) 	\$46,646
		Total: \$84,146	\$84,146

Investments in Year Four of Funding (FY22)

Investment Area	Investment Strategy	Activities/Outcomes	Approx. FY22 Cost
Student Support	Career Services Specialist Embedded across regional campuses (0.5 FTE)	<ul style="list-style-type: none"> • Provide career coaching that reflects the needs of special populations of students • Connect with employer and community organizations to source experiential education and full-time opportunities • Assist students seeking support in connecting with experiential learning opportunities 	\$37,500 with salary, benefits and support costs
Multiple	Enhanced Funding and Support for Experiential Learning Activities	<ul style="list-style-type: none"> • Help students offset experiential education costs (e.g. housing, travel, stipend, case studies, externships with alum) 	\$14,177
		Total: \$51,677	\$51,677

FY 19 = \$204,887
 FY 20 = \$126,270
 FY 21 = \$84,146
 FY 22 = \$51,677
 Four Year Total = \$466,980

While the above investments for both the Athens and the regional campuses reflect our best projection of the most impactful uses of funds generated by the new career and experiential learning fee, Ohio University will continue to rigorously explore this issue, examine best practice models, and modify the above recommendations as appropriate as new understandings are developed. In this respect, we are committed to approaching these investments in a highly nimble and strategic way.

March 22, 2018

Career and Experiential Learning Fee Update

Tab #; pg

Overview

- Update since January
- Investment goals and model
- Overarching principals
- Summary of the “lifespan”
career services we plan to implement



Updates Since January

- Open forums
- Deans meetings
- Meeting with Regional Higher Education leadership
- Discussion at President's Council
- Discussion at Budget Planning Council
- Ohio Department of Higher Education approval of concept

Investment Goals and Model

The new career and experiential learning fee will support programs and resources that will:

- Facilitate a seamless, coordinated approach to career services across the institution.
- Assure each Ohio University undergraduate receives individual, customized career services support across their progression toward their degree.
- Expanded access to experiential learning activities for all undergraduate students at Ohio University regardless of ability to pay.

Overarching Principals

At the broadest level, investment of resources generated by the new career and experiential learning fee will reflect:

- A career services model that provides support across the entirety of a student's undergraduate education in the areas of career exploration, experiential learning and post-college planning.
- Distribution of resources across academic and student support units in a fully integrated lifespan model.
- Assessment to assure best practice approaches to career development.
- Connection of curricular and co-curricular elements of the student experience.

Investment Model

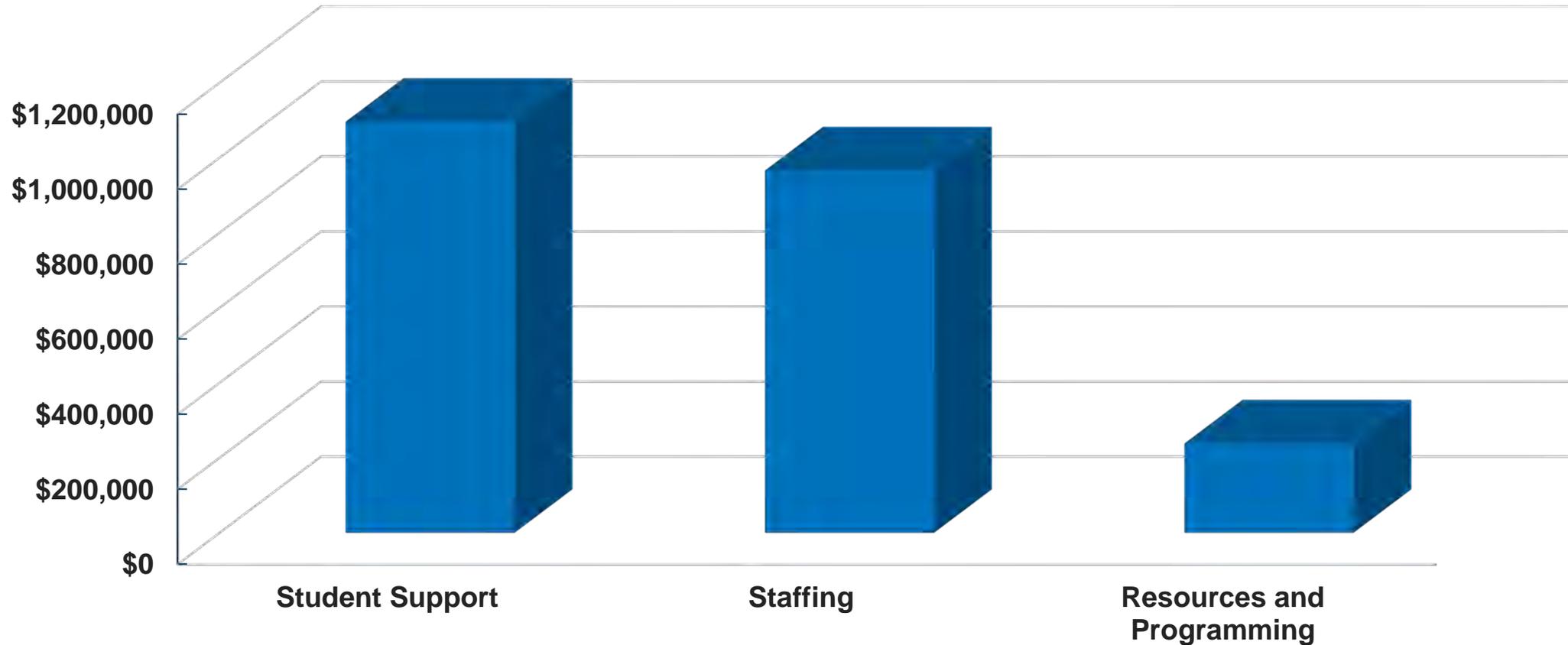
	Stage 1: Self-Assessment/ Exploratory	Stage 2: Experiential Learning	Stage 3: Post-College Planning
University Infrastructure	FY19/FY20 Investments	FY20/FY21 Investments	FY21/FY22 Investments
Academic Colleges and Campuses	FY19/FY20 Investments	FY20/FY21 Investments	FY21/FY22 Investments
Student Support Offices	FY19/FY20 Investments	FY20/FY21 Investments	FY21/FY22 Investments

Summary of the “lifespan” career services we plan to implement

- Infrastructure
 - Assessment and Outcome Measurements
 - Staffing and Resources
 - Integration of Curricular with Co-curricular
 - Access to Experiential Education
- Student Support
- Academic Colleges and Campuses



Proposed Fee Allocation - Athens



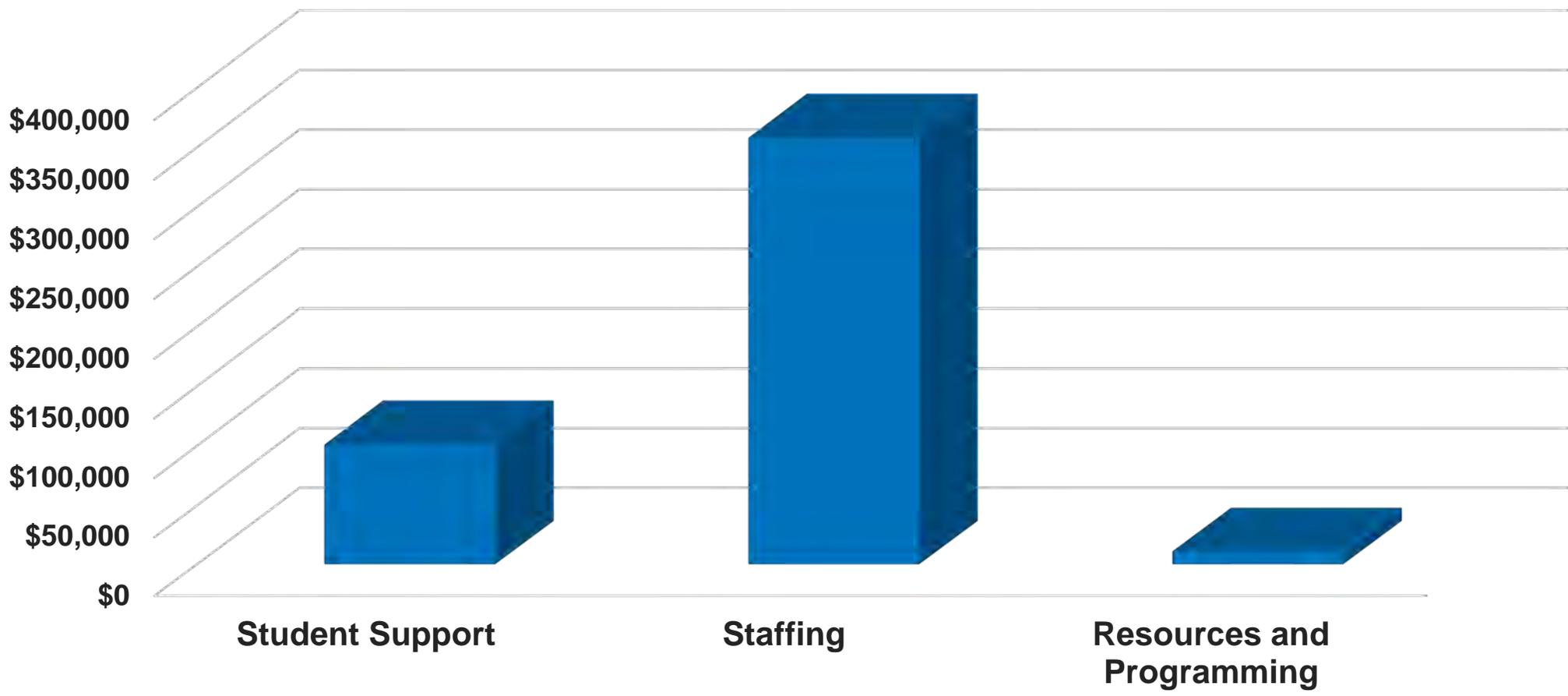
Includes proposed investments in direct student support, central and college career staff, programming, and resources.

Proposed Fee Allocation - Athens

4 Year Proposed Total Fee Allocation

Academic Colleges and Provost	\$1.73M	<p>\$1.10M Career Exploration and Experiential Education Support Fund</p> <p>\$.43M Personnel, including integrating career services into the Center for Campus and Community Engagement, support to explore co-curricular credentialing, and embedded college-based career specialists shared with central career services (~4.5 FTE)</p> <p>\$.15M Explore a pilot portfolio and/or credentialing platform</p> <p>\$.05M Career Services Innovation Fund</p>
Central Career Services	\$.46M	<p>\$.43M Personnel, including career specialists shared with Institutional Research for assessment of career initiatives, Diversity & Inclusion, Alumni Relations, and Regional Higher Education (~4.3 FTE)</p> <p>\$.03M Faculty/Staff Training Programs</p>
Diversity & Inclusion	\$.05M	\$.05M Personnel: Career Specialist shared with central Career Services
Alumni Relations	\$.05M	\$.05M Personnel: Career Specialist shared with central Career Services
Total	\$2.29M	

Proposed Fee Allocation - RHE



Proposed Fee Allocation - RHE

4 Year Total Fee Allocation

Academic Colleges and Provost	\$.44M	\$.10M Career Exploration and Experiential Education Support Fund \$.33M Personnel: 4 Career Specialists shared among regional campuses \$.01M Share of exploring and pilot of portfolio and/or credentialing platform
Central Career Services	\$.02M	\$.02M for share of central Career Services Supervisor in Athens
Total	\$.46M	

Proposed First Year Investments

Athens Academic Colleges:	\$257,026
Regional campuses:	\$204,887
Central Career Services:	\$290,500
Diversity & Inclusion:	\$ 48,500
Alumni Relations:	\$ 48,500

Total = \$849,413

Student Bill Impact



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Ohio University
Office of the Bursar
010 Chubb Hall
Athens, OH 45701
740.593.4130
bursar@ohio.edu

Account Itemization for Fall Semester 2018-19 as of 03/05/2018

Rufus Bobcat
P100001804

Detailed Account Transactions

Description	Reference Nbr	Date Posted	Charge	Payment	Refund
Athn Student Health Insurance		2018-03-05	988.00		
Athn Student Legal Service Fee		2018-03-05	12.00		
Career & Experiential Lrng Fee		2018-03-05	72.00		
Tuition Athn UG General		2018-03-05	688.00		
Tuition Athn UG Instructional		2018-03-05	5,336.00		

Term Balance: 7,096.00

- The Career and Experiential Learning Fee will be added as a line item on the student account in addition to the OHIO Guarantee required fees
- The \$6/credit hour charge (max \$72) will be flat (guaranteed) for the duration of the student's OHIO Guarantee cohort

First Year Impact on Students

- Immediately provides \$131K in available funding on the Athens Campus and \$35K to the Regional Campuses for students/student programming
- Provides staffing to support students in some of our current gap areas: Regional Campuses, online, alumni, Diversity & Inclusion, and assessment

Four Year Impact on Students

- Allocates \$1.2M annually directly to students
- Provides 4 full time career specialists on the regional campuses, where currently none exist
- Allows for a collaborative, shared costs, shared supervision model of an additional 8 career development experts on the Athens campus
- Supports micro-credentialing and assessment of the career and experiential learning

Questions





Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Jason B. Pina, Vice President for Student Affairs

Re: **Housing Development Plan Update**

In an ongoing effort to review and assess Ohio University's housing needs, the Department of Housing and Residence Life has spent the last several months working with a team to update the assumptions and feasibility of the Housing Development Plan, which was approved by the Board of Trustees in November 2011.

This presentation will provide the board with:

- A brief history of the work that has taken place to-date including a high-level overview of the planning and large-scale projects that have taken place over the past 10 years
- An overview of the current housing portfolio including project-based deferred maintenance needs and room configurations
- A better understanding of students living on campus and fluctuations in occupancy over the past 10 years
- A high-level breakdown of capital improvement investments that are projected to take place over the next 6 years

I look forward to reviewing this information with you at the board meeting, and I will be happy to answer any questions you may have prior to or during the meeting.

March 22, 2018

Housing Development Planning Strategy Update

Tab #; pg

Agenda

1. Planning Process and Assumptions
2. Housing Portfolio
3. Key Factors
4. Recommendations
5. Next Steps
6. Questions



Planning Process and Assumptions

History of Housing Planning Studies

	2006	2010	2011	2014	2015	2016	2017
Project	Housing Master Plan	Housing Master Plan	Housing Master Plan	2014 Sweep Schematic Package	Comprehensive Campus Master Plan (CMP)	Energy and Utility Master Plan	Housing Development Plan Update
Outcome	Establishes approach for planning part of CMP	Updated plan metrics	Outlines Three Phase approach to replace Back 15	Outlines plan to connect residential communities	Provides vision for the next ten years of development	Outlines utility and energy infrastructure investments	Provides Feasibility Analysis for Phase II

2011 Master Plan Assumptions

- Commitment to two-year parietal rule
- Residential living/learning environment is a core component of the OHIO experience
- Any renovations/new construction should be purposeful in enhancing the student academic experience
- Assure that Housing revenues and surplus stay within housing system to support self-sustaining operations
- "Back 15" South Green buildings should be demolished and replaced
- Annual increase of 3.5% recommended for plan

Implementation Successes

- Completed \$90 million in deferred maintenance and capital renewal since 2011
- Constructed four new suite-style residence halls allowing for the replacement of 908 Back South beds (2015)
- Demolition of six Back South buildings
- Created living & learning environments on South Green and Jefferson Hall first floor
- Bush (2014) & Jefferson (2017) Hall full renovations

Today's Assumptions

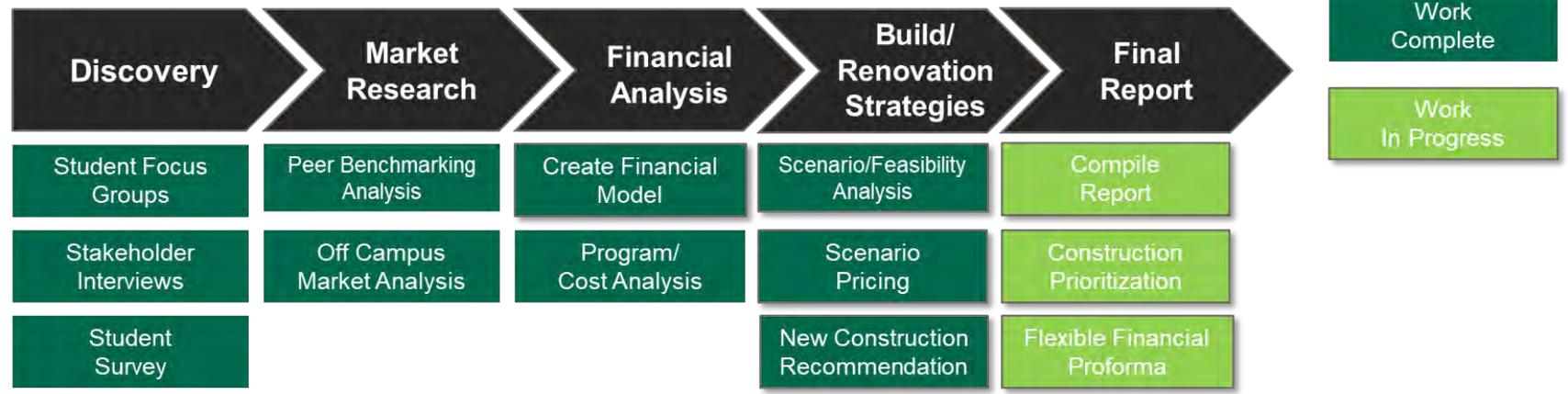
- 2011 Master Plan Assumptions
- Construction escalation
- OHIO Guarantee
- Cost sensitivity
- Enrollment/occupancy balance
- It may be possible to demolish some Back South beds without replacing
- Capitalize on what already makes OHIO's residence halls successful
- Targeted renovations & flexible planning

Planning Process and Assumptions

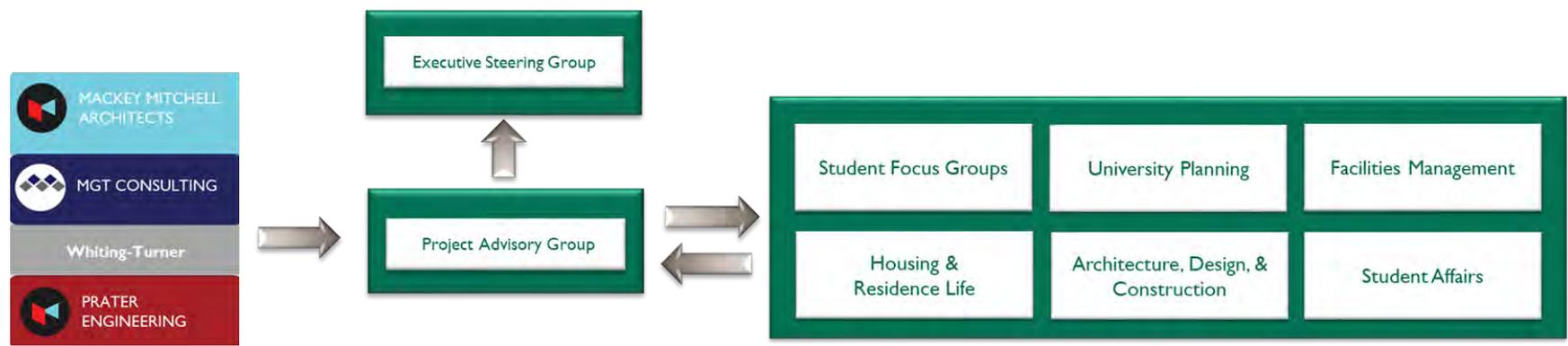
Progress and Leadership

- Housing Development Plan Goals**
- Phase II Feasibility Study
 - Retest 2011 Housing Master Plan assumptions
 - Peer comparison
 - Reevaluate current Athens student needs
 - Evaluate and refine residence hall renovation strategy
 - Align Housing Development Plan Update with 2016 Campus Master Plan

Housing Development Plan Update Progress

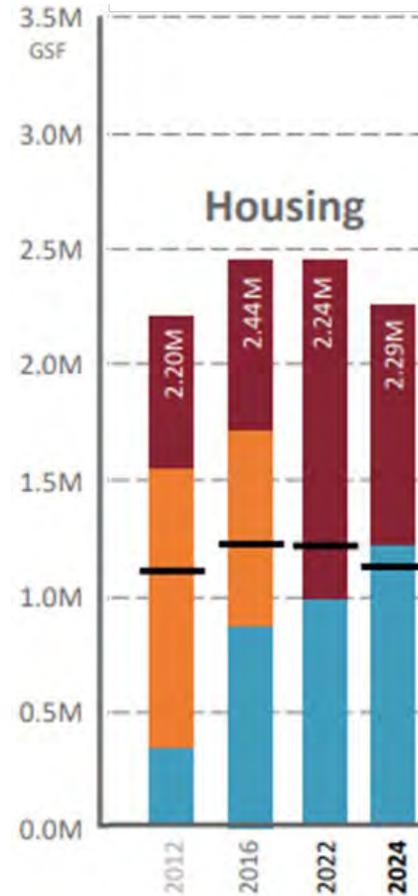


Housing Development Plan Update Leadership



Housing Portfolio

Current Statistics



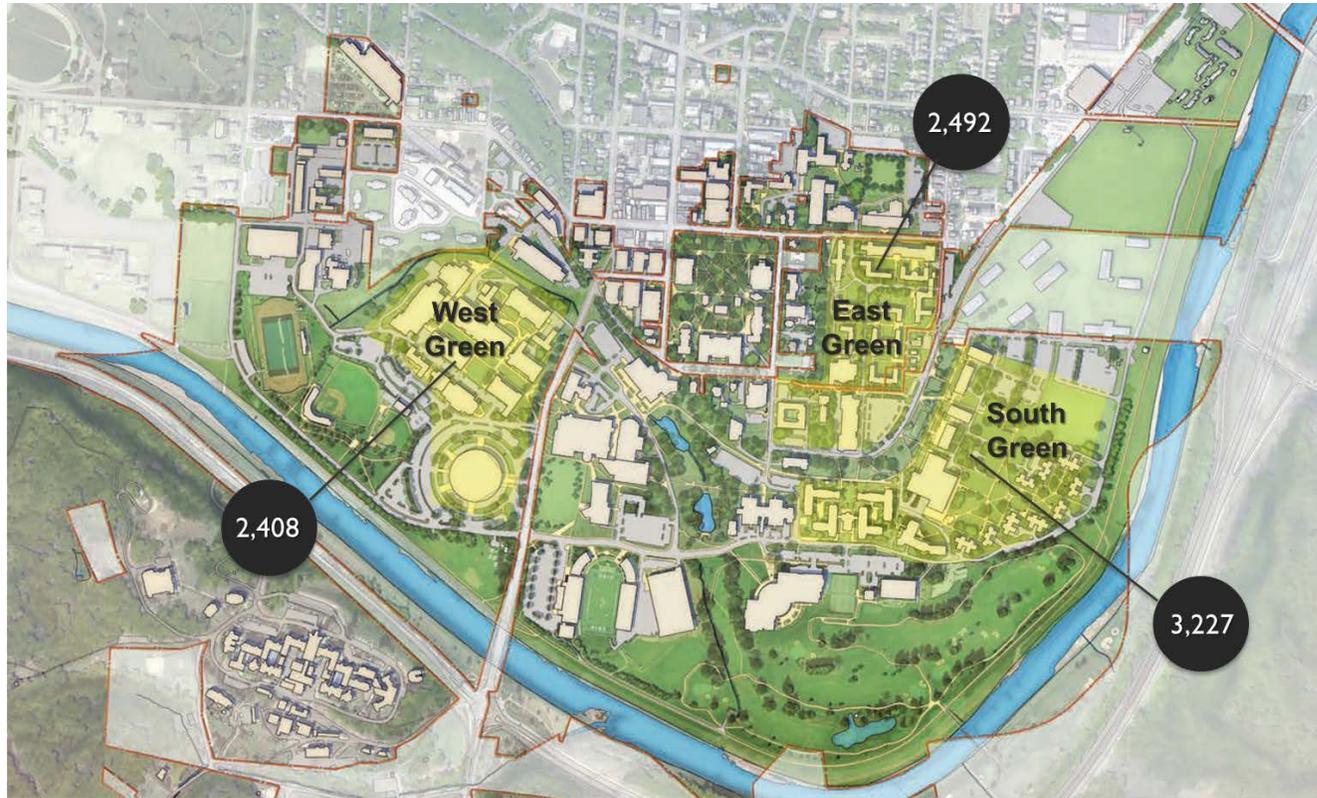
Building Renovation Age Balance

■ 25 Years or less ■ 26-50 Years ■ Over 50 Years

Total Beds / Fall Occupancy / %	8,156 / 7,607 / 93.3%
Residence Halls / GSF	40 / 2,260,907 GSF
17-18 Budget	\$54,810,623
Emergency Reserve	10% - \$5,481,062

Housing Portfolio

Residential Greens



East Green

- 14 buildings
- 2,492 beds
- Deferred maintenance= \$58,720,000

West Green

- 8 buildings
- 2,408 beds
- Deferred maintenance= \$61,390,000

South Green

- 18 buildings
- 3,227 beds
- Deferred maintenance= \$80,205,000

Housing Portfolio

Who Lives On Campus?



Breakdown of Fall 2017 OHIO on-campus residents

First Year	50%
Second Year	40%
Third Year	4%
Fourth Year	2%
Other	4%

First and second year students represent **90%** of students living on campus

Key Factors Driving HDP Update Recommendations

Compete with Peer Institutions

Student Feedback & Room Type

Financial Capacity

System Capacity

Renovation & Deferred Maintenance

Phase II Project Feasibility



What are our state and regional peers doing in relation to renovation?

What improvements will help us remain competitive and provide the greatest return on investment?

What type of housing is best from both a developmental and cost perspective?

What is our financial capacity to fund a Phase II Housing project and also take on deferred maintenance?

Considering past and forecasted occupancy, how many beds should the residence hall system maintain?

How much renovation do we need and how much can we afford?

Should we “gut renovate” or complete targeted renovations in our residence halls?

What site works best for Phase II Housing Construction?

Key Factors

Compete with Peer Institutions

Student Feedback & Room Type

Financial Capacity

System Capacity

Renovation and Deferred Maintenance

Phase II Project Feasibility

Campus	Plans for the future
Ohio University	Renovations and new construction
Miami University of Ohio	Renovations and new construction
Ohio State University	Recently completed new construction & renovations. Potential future renovations
Bowling Green University	Potential demolition and replacement, minor renovations
Kent State University	Renovations, no new construction
University of Cincinnati	Major renovations, potential new construction
University of Akron	Minor renovations



Key Factors

Compete with Peer Institutions

Student Feedback & Room Type

Financial Capacity

System Capacity

Renovation and Deferred Maintenance

Phase II Project Feasibility

2016-2017 Skyfactor National Survey

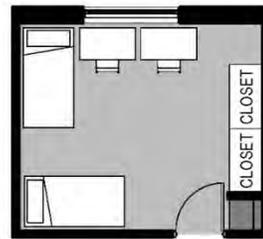
- Sustainability – Top 5%
- Personal Interactions – Top 6.5%
- Sense of Community – Top 6.5%
- Diverse Interactions – Top 8.8%
- Student Staff (RAs) – Top 11%

Focus Group & Survey Feedback

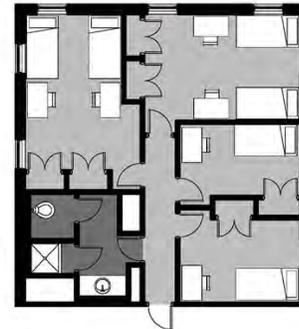
- Friendships are built through living on campus
- Residence halls connect students to Ohio University
- Preserve Historic nature and traditional feel
- Study and Social Space are valued by our students
- Outdoor spaces are highly desirable
- Students want more temperature control
- Add more community kitchens
- Cost sensitivity

Current OHIO inventory

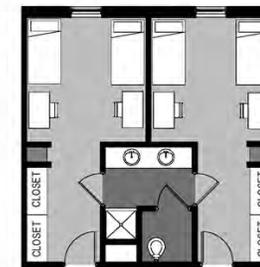
Traditional Style
65%



Mod Style
13%



Semi-Suite
22%



Consideration for new construction

Pod Style

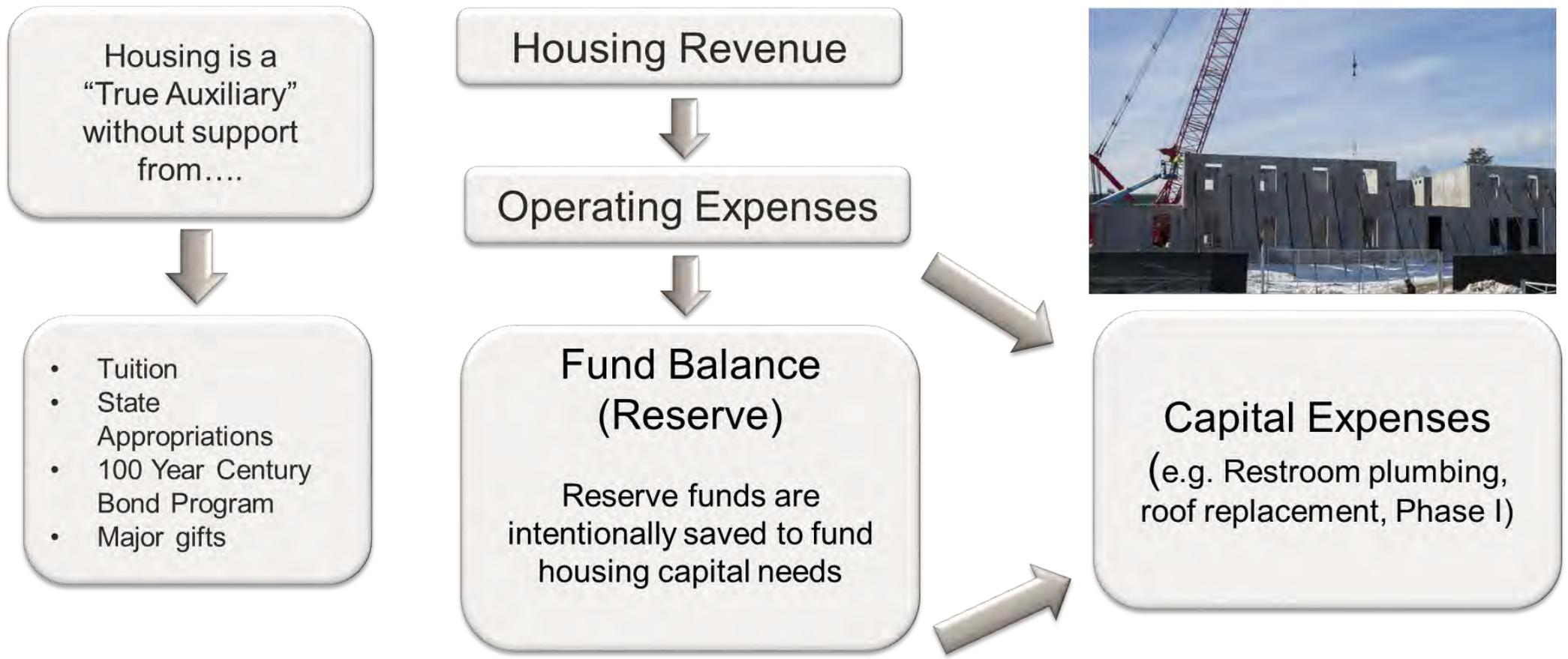


2011 Housing Master Plan sought to increase suites to 35%

Recommendation is to change to POD Style

- Pods Promotes personal interaction
- 10-12% cost savings compared to suite style
- Very positive feedback from Texas Tech reinforced by site visit

Key Factors



Key Factors

Compete with Peer Institutions

Student Feedback & Room Type

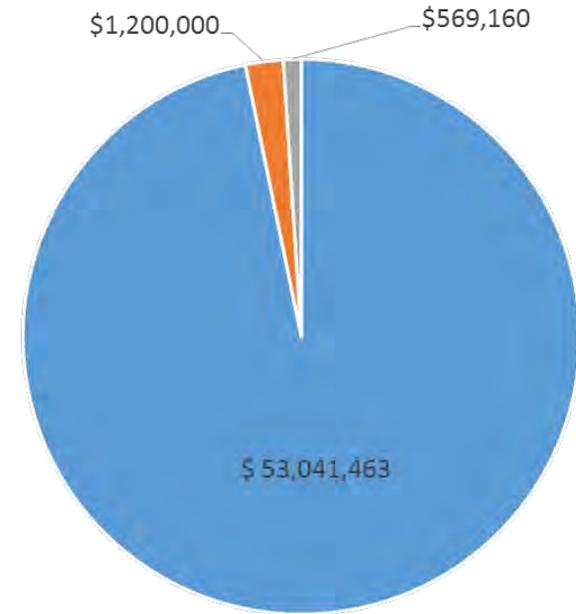
Financial Capacity

System Capacity

Renovation and Deferred Maintenance

Phase II Project Feasibility

FY18 Revenue Budget \$54,810,623



■ Room ■ External Sales ■ Internal Sales

FY18 Expenses Budget \$58,036,358



■ Salaries, Wages, & Benefits ■ Operating Expenses
 ■ Internal Loan-Principal & Interest ■ Indirect Cost Allocation
 ■ Program Support - Indirect ■ Transfers to Capital Projects

Housing rates have been set to support a long-term facility/capital plan. This includes utilization of accumulated reserves.

Key Factors

Compete with Peer Institutions

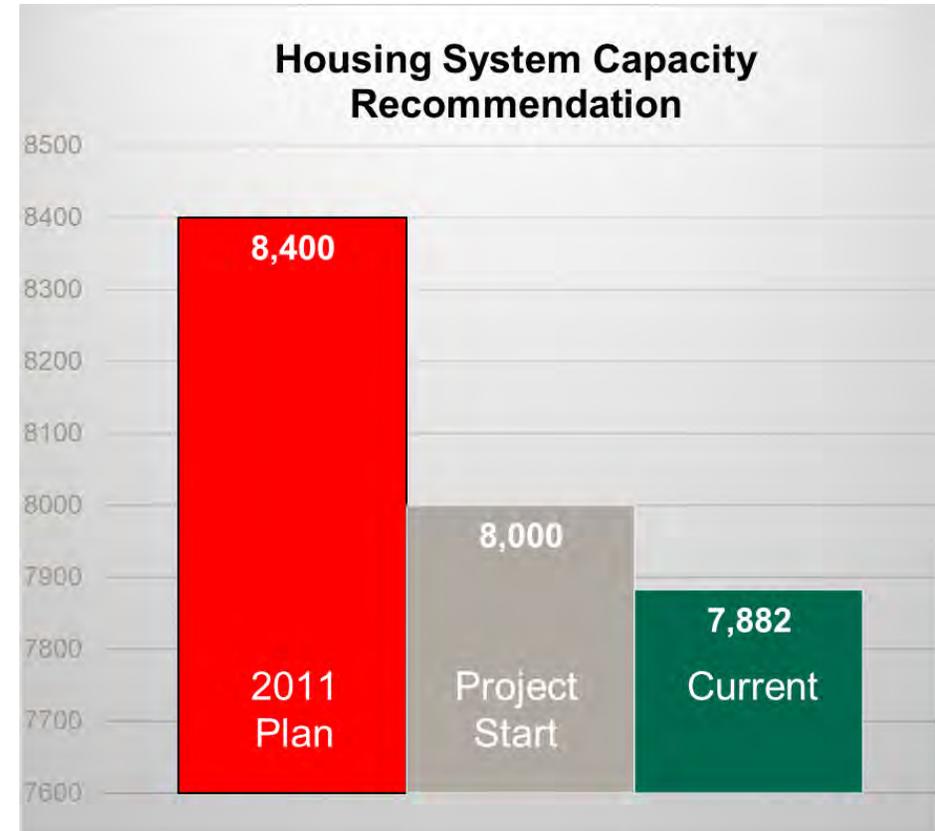
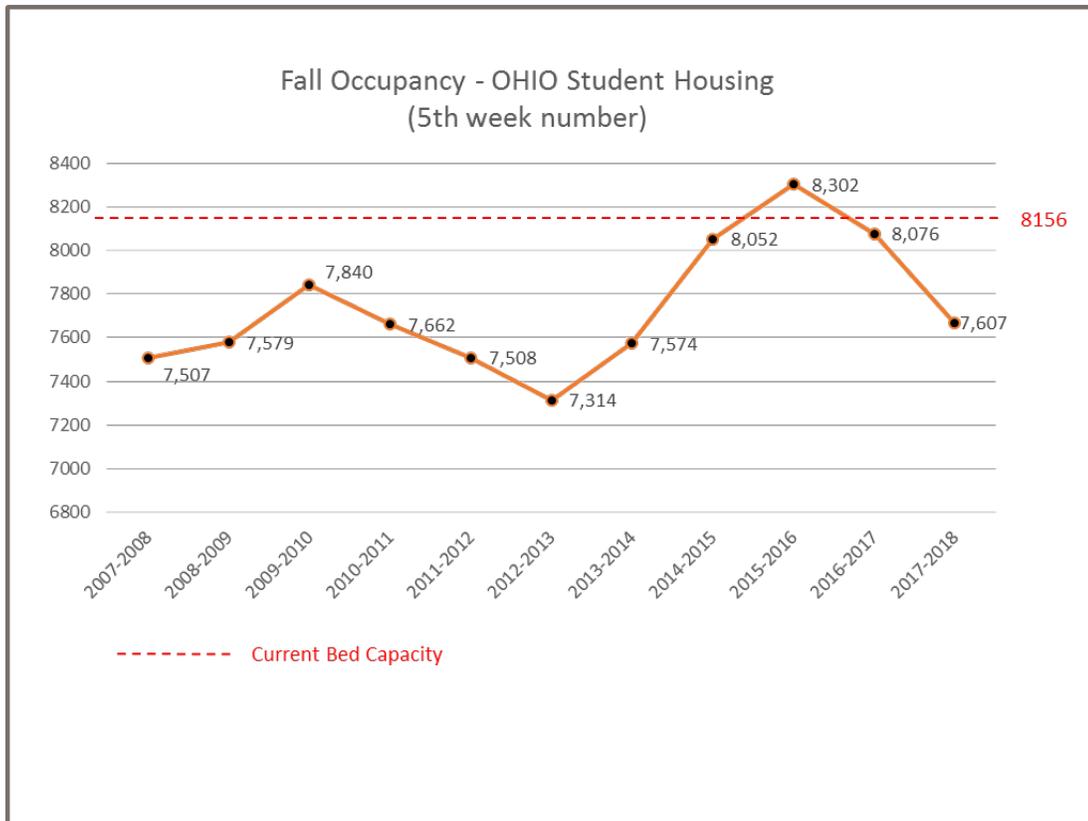
Student Feedback & Room Type

Financial Capacity

System Capacity

Renovation and Deferred Maintenance

Phase II Project Feasibility



Key Factors

Compete with Peer Institutions

Student Feedback & Room Type

Financial Capacity

System Capacity

Renovation and Deferred Maintenance

Phase II Project Feasibility

Deferred Maintenance

Location	Bldg Qty	GSF	EMG DM/GSF
West Green	8	595,120	\$89
East Green	14	695,873	\$90
South Green (Front Four)	4	225,422	\$181
South Green (Back South)	9	347,891	\$177
South Green (Side 5)	5	396,601	\$13
<i>Sub-Total</i>	40	2,260,907	\$99



Remaining "Back 9"

- Inefficient Buildings connected by catwalks
- Building shells not conducive to rehabilitation

Deferred Maintenance Backlog (EMG)
\$223,201,693

Key Factors

Compete with
Peer Institutions

Student
Feedback
& Room Type

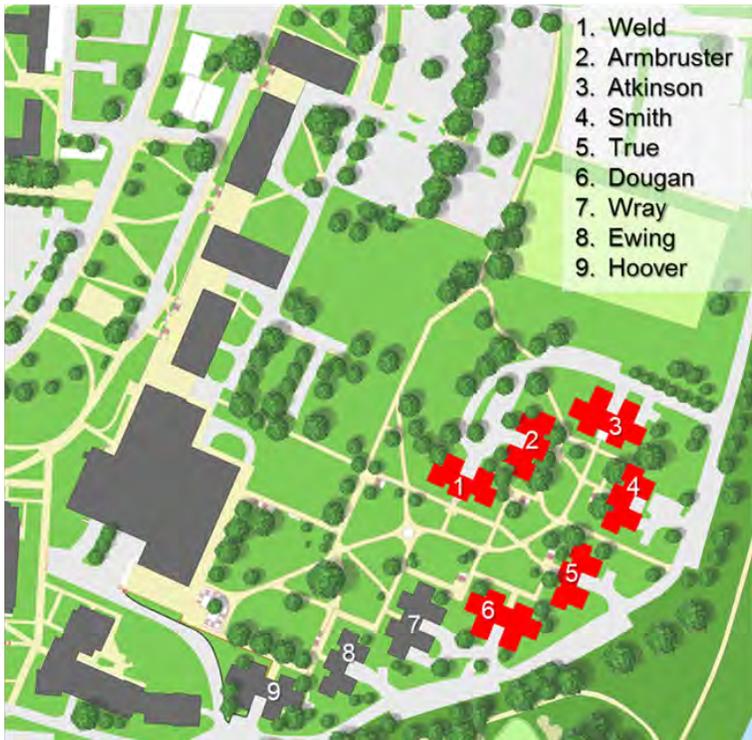
Financial
Capacity

System Capacity

Renovation and
Deferred
Maintenance

Phase II
Project
Feasibility

Phase II Recommendation Continue Back South Demolition



Given a downward trending enrollment projection/housing demand and amount of deferred maintenance in the Back South, Mackey Mitchell Architects recommends **demolishing six Back South buildings while keeping Hoover, Ewing, and Wray online as future swing space.**

- Built in 1968-70 without significant renovations
- Does not promote safe/secure image
- Highly inefficient and expensive to maintain
- Demolishing six buildings will remove **\$40,658,000 in deferred maintenance**
- Demolition will enable other desired projects
- 2016 CMP validated 2011 study to remove and replace and create a consolidated green behind Front Four
- Back South building configurations do not allow for the desired community and social space desired by students

Key Factors

Compete with
Peer Institutions

Student
Feedback
& Room Type

Financial
Capacity

System Capacity

Renovation and
Deferred
Maintenance

Phase II
Project
Feasibility

Recommendation – Continue Renovation Approach



Boyd Hall restroom renovation

Mackey Mitchell recommends HRL continue to **renovate existing residence halls as quickly as funding allows.**

- Attractive and diverse housing options for students is essential for recruitment and retention.
- Need to continue to address deferred maintenance in all housing facilities in order to maintain parity between facilities.
- HVAC upgrades and bathroom renovations should be prioritized in order to address majority of student concerns.

Key Factors Review

Compete with Peer Institutions

Student Feedback & Room Type

Financial Capacity

System Capacity

Renovation & Deferred Maintenance

Phase II Project Feasibility



Most State and Regional are renovating their existing facilities and several have recently built new facilities

Our students want residence halls that build on OHIO's strengths with a focus on spaces that create engagement

Pod-Style is 10-12% less expensive than suites and is well received by students

Housing has built a significant reserve balance to fund the construction of Phase II and tackle deferred maintenance

Past and recent occupancy is supportive of a small reduction of overall residence hall beds

Targeted renovations are recommended to maximize impact and investment

Removing six Back South buildings will remove substantial deferred maintenance

Replacement Strategy

Phase II Recommendation

Build 400 Replacement Beds Behind Front Four

To replace demolished beds and maintain target capacity, Mackey Mitchell Architects recommend construction of a **new 400 bed residence hall** behind the Front Four as Phase II.

- Significantly less debt required than originally planned
- Consistent with 2011 Housing Master Plan
- Consistent with 2016 Campus Master Plan
- Location is close to existing student amenities
- Can enhance Front Four
- Provides approximately 250 additional parking spaces at 350 sf/space



Phase II Cost

Fall 2018 Capacity = 8,156 (Fall 2017 demand = 7,607)
 Fall 2022 Capacity = 7,882 (with Hoover-149, Ewing-94 and Wray-126)

Enabling Projects	Project Cost
Utility Infrastructure	\$1,600,000
Phase II Project	Project Cost
400 Bed Building + Garden Deck and site improvements	\$59,065,740
Total Project Cost	\$60,665,740

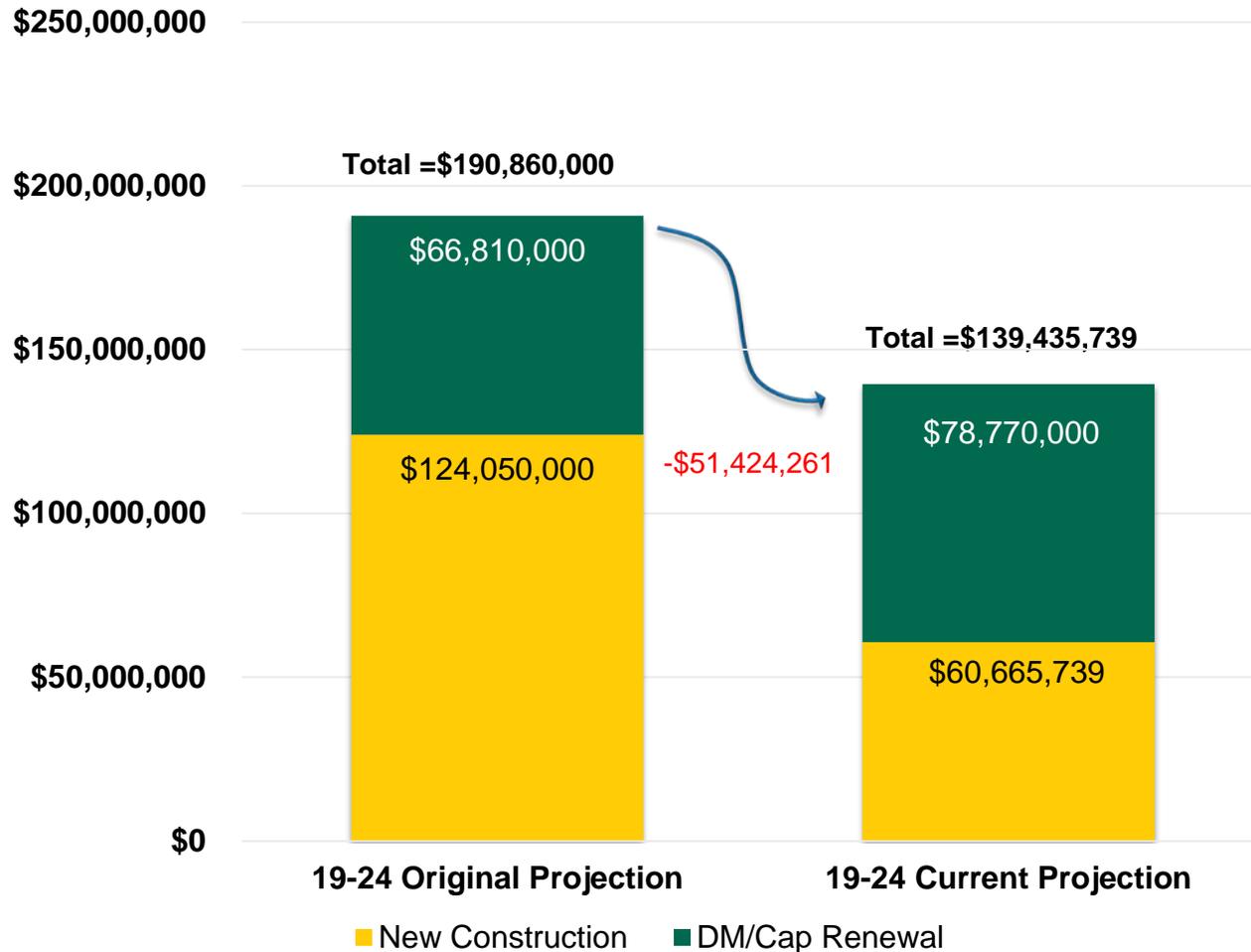


*Future rec fields are not included in above costs

*Demo cost for Back South not included in above costs

Projected Capital Improvement Project Expenditures

Original 19-24 Budget vs. Current 19-24 Budget Projection



19-24 Original Projection would have required 70 million debt service

19-24 Current Projection requires 15 million debt service

Highlighted Upcoming Planned Projects

- Bromley Hall Infrastructure (2019)
- Phase II Design (2019)
- Treudley Hall Renovations (2020)
- Phase II Construction (2020)
- Brown Hall Restrooms (2021)
- Wilson Hall Renovations (2021)
- Brown Hall Lobby (2022)
- Ryors Hall Renovations (2022)
- Mackinnon Hall Lobby (2023)
- Front Four HVAC (2023)
- East Green Windows (2024)
- Perkins Hall Renovations (2024)

History of Housing Planning Studies



Summary of Current Recommendations

- Continue to address deferred maintenance projects
- Continue focused renovations at a moderate level
- Construct a new 400 bed pod-style residence hall behind Crawford and Mackinnon
- Demolish six of nine remaining Back South buildings
- Reduce system bed capacity

Next Steps

- Review Institutional Financial Capacity
- Determine Project Timing
- Incorporate BOT Feedback & Questions





Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Elizabeth Sayrs, Interim Executive Vice President and Provost
Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer

Re: **Park Place Planning Strategy Update**

Throughout 2017, the University shared updates with the Board regarding the progress of the *Park Place Planning Strategy*, a collaboration with the City of Athens and University community to provide recommendations for the highest and best use of space along the Park Place and South Court Street Corridor.

At the March meeting, we will present the draft Park Place concept plan for feedback, including the recommendation for the repurpose of 29 Park Place, and request approval for Design through Construction for the first two supporting projects: 29 Park Place and Konneker Alumni House.

Background:

A Park Place vision was developed during the Campus Master Plan process. Past President McDavis, in response to feedback from the university and local community requesting modifications for safety, access, and programming, recommended the formation of a Planning Strategy Work Group comprised of broad representation to develop and study the established vision for feasibility and priorities.

The work group, co-chaired by Jason Pina, Vice President of Student Affairs and Shawna Bolin, Associate Vice President University Planning, was established and began work in early 2017 - engaging broadly and gathering feedback from university and community through open forums, online surveys, updates with Board of Trustees and various stakeholder groups.

The work group was put on hold for a brief period during the Presidential transition to allow time to review with President Nellis. President Nellis reviewed the past work, vision, and preliminary analysis, and how this strategy aligned with the Strategic Pathways developed through his listening tour in the first several months. After this engagement he requested additional representation on the work group from Alumnae and directed the group continue their work.

The work group charged forward in late 2017 reviewing feedback and analysis from the Planning Strategy engagement activities including:

- Community Open Forums – Community Center February 22, 2017 and 2 sessions at Baker Center February 23, 2017
- Online Survey with over 900 respondents
- Traffic data collected by students from the College of Engineering
- Faculty Senate Facilities Work Group
- FPAC (Facilities Planning Advisory Council)
- Board of Trustees workshop
- Park Place and Small House Work Group research

The following Park Place Principles were developed from the feedback and analyses. These principles guide planning recommendations to:

- **Improve the Basics:** Preserve the legacy of the space, accessibility, pedestrian oriented, bike access, intersections, lighting, signage, service areas, reduce conflict zones.
- **Allow for Convergence and Connections:** Campus amenities, resources and social spaces shape community. With the types of uses around it and the pedestrian traffic through it Park Place has the foundation to become a vibrant campus hub.
- **Create Places and Spaces Shared by Everyone:** Ohio University is a Campus of Greens. Each Green is a neighborhood that shapes community and identity. Park Place's central location flanked by communal buildings (e.g. the library and Baker Center) differentiates it from other campus areas and has the opportunity to be a place shared by the entire community.
- **Foster Engagement and Service:** Park Place's unique setting has the opportunity to facilitate campus and community engagement – reinforcing Ohio University's aim to be a model for being a positive catalyst of economic and quality of life change for Appalachian.

During this planning period, a university group has also been working to review strategies for our small houses around the college green. That group has recommended investment in the houses to protect the history of the University and city, as well as provide space to support campus programmatic needs with primary investments resolving deferred maintenance.

At the March meeting, we look forward to sharing our work and the draft recommendations for the physical and programmatic environment along the Park Place corridor and the first stage of execution through the approval of the 29 Park Place and Konneker Alumni House projects.



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Elizabeth Sayrs, Interim Executive Vice President and Provost
Dennis Irwin, Dean of the Russ College of Engineering and Technology

Re: Beavercreek Update

The presentation will provide an overview of the Beavercreek property and will detail several promising opportunities for the future.

Highlights include:

- Brief description of the Russ Research Center property
 - Current management and disposition of the facility
 - Location of the Russ Research Center in relation to other important regional research and education assets
 - Overview of the facility including current and recent users
 - Conceptual design for conference and training center

- Key and emerging regional partnerships including:
 - State and local partners
 - Federal partners
 - Industrial partners
 - Educational partners
 - An overview of Wright-Patterson Air Force Base including major commands, centers and laboratories

- Programmatic initiatives underway
 - Product lifecycle management Center of Excellence
 - Cyber-physical systems research
 - Federal research consortium
 - Key researchers engaged with industry and defense applications

Beavercreek Update

Ohio University at Beavercreek: The Russ Center for Professional Education and Research

March 22, 2018

Dennis Irwin, Dean

Scott Miller, Associate Dean

RUSS COLLEGE OF ENGINEERING AND TECHNOLOGY

Create for Good.



OHIO
UNIVERSITY

Discussion Topics

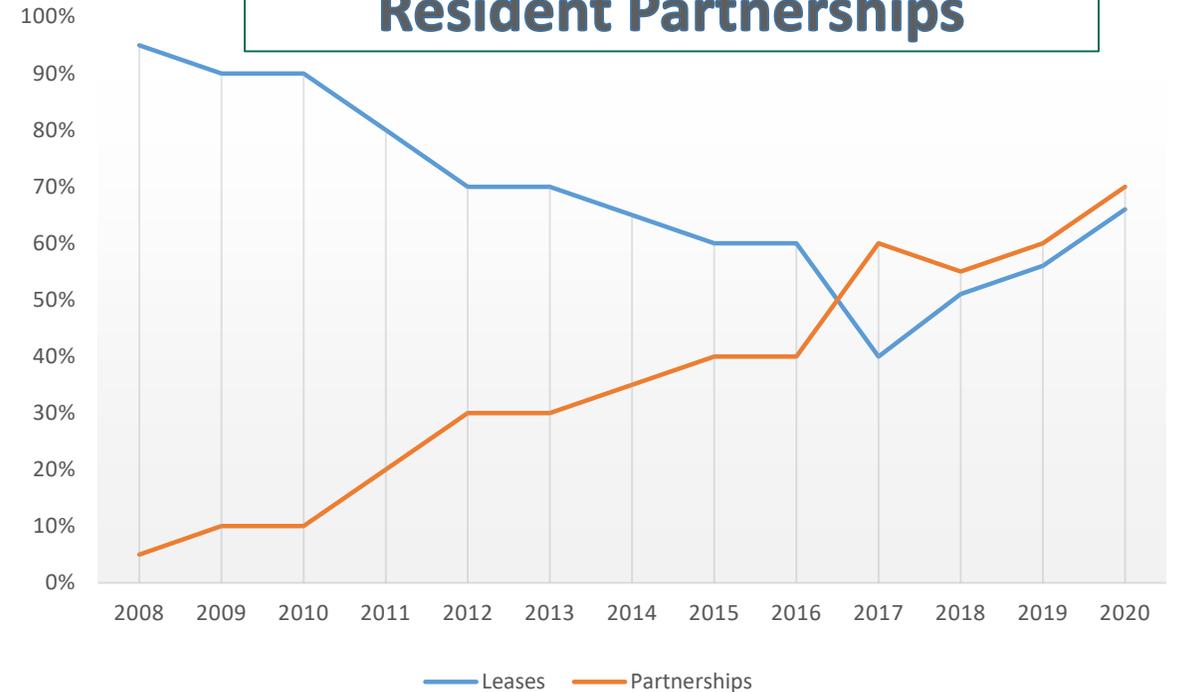
- Brief Description of the Presence
 - Current Management and Disposition
 - Conceptual Design for Conference and Training Center
- Partnerships
- Projects and Programs

Russ Research Center

(Historical Name – Inherited)

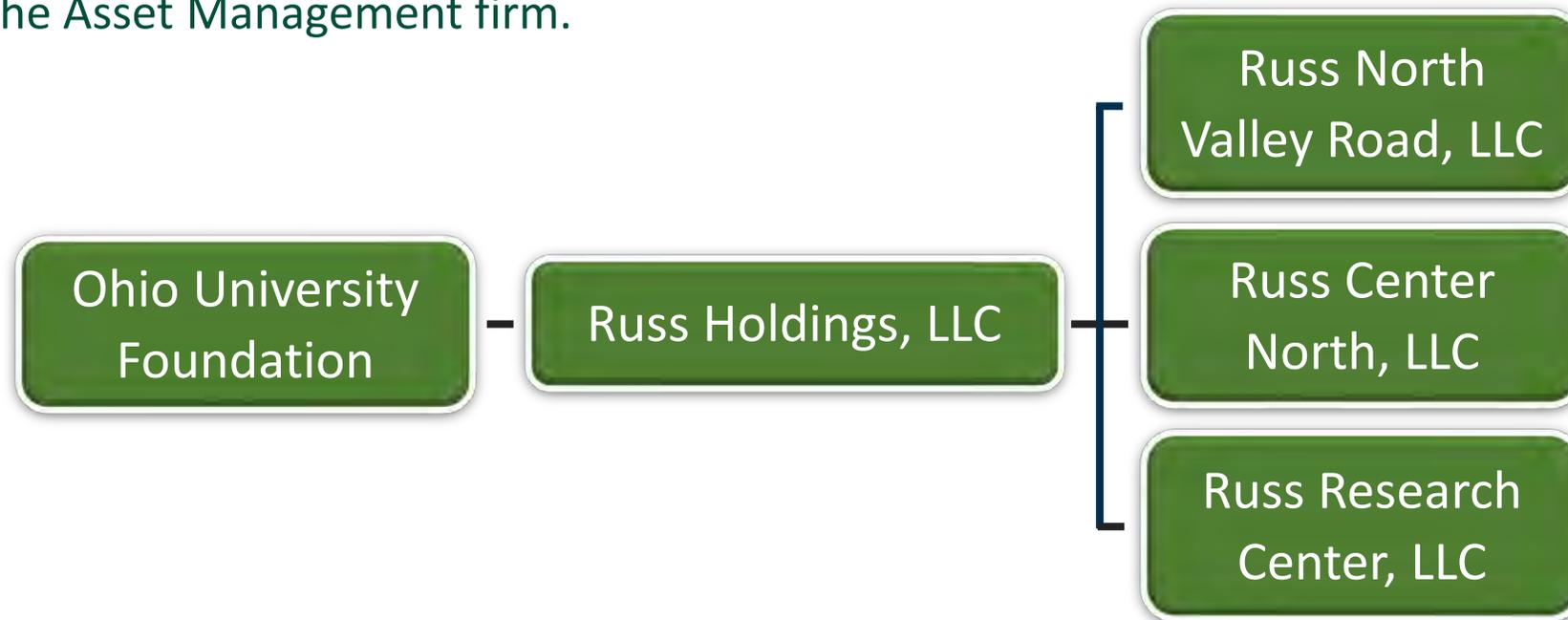
- Included in original estate bequest in 2008
- 9 buildings, 190,000 sf
- Total almost 60 acres
- Tenant transitions over the years
- Industry and academic partnerships
- Space for growth

Shift from Traditional Leases to Resident Partnerships

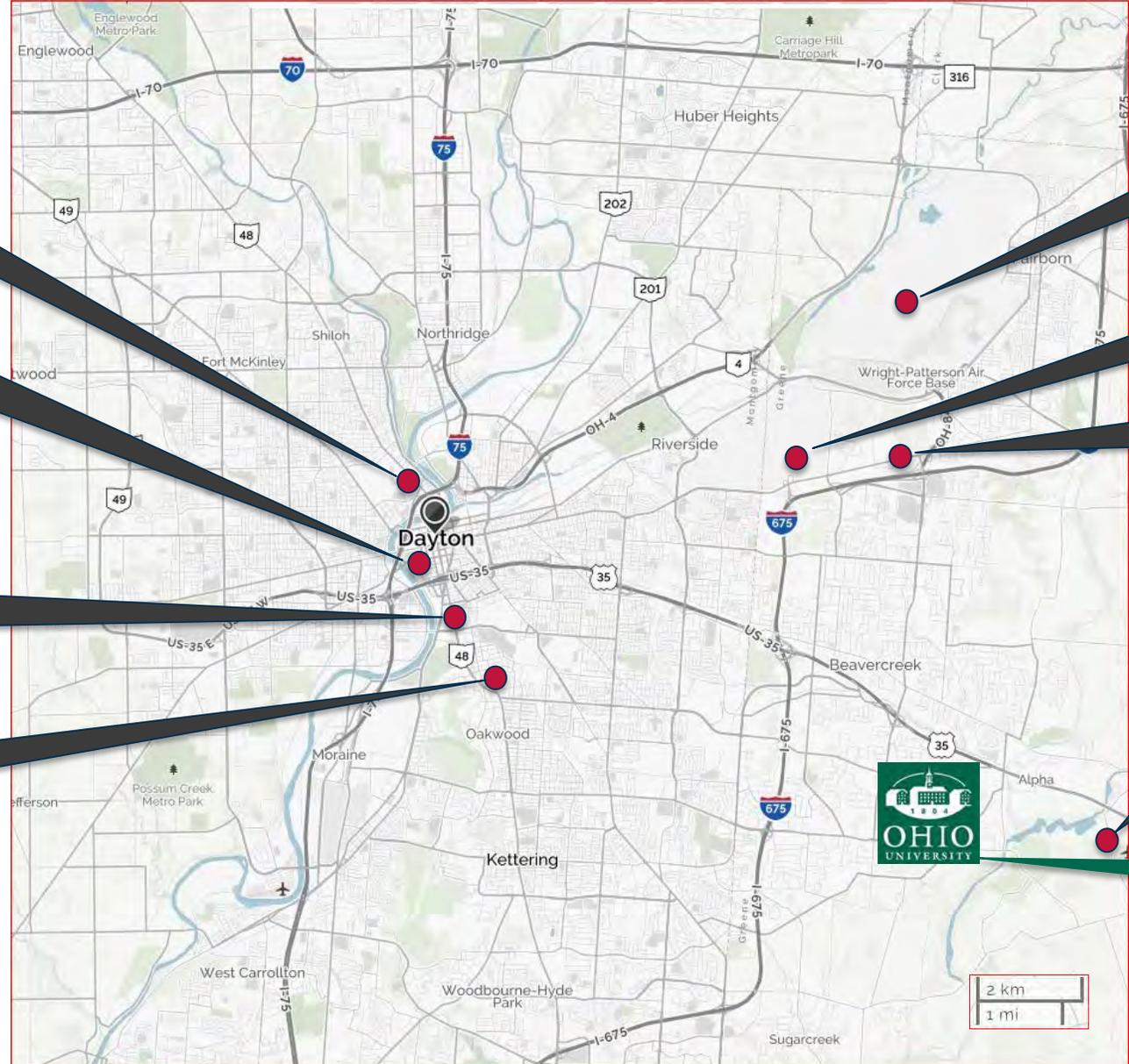


Management of the Center

- Managed by the Russ Research Center, LLC, an entity of the Ohio University Foundation.
- The Dean of the Russ College of Engineering and Technology serves as the Managing Director for day-to-day issues.
- Asset and Property Management Firm hired to operate and negotiate occupancy agreements in consultation with the Managing Director.
- Leases may be signed with approval of OHIO legal counsel and independent real estate counsel hired by the Asset Management firm.



Dayton Regional Points of Interest



Grandview Hospital

Sinclair Community College

Miami Valley Hospital

University of Dayton

Wright-Patt AFB Area A

Wright-Patt AFB Area B

Wright State University

Greene County Regional Airport

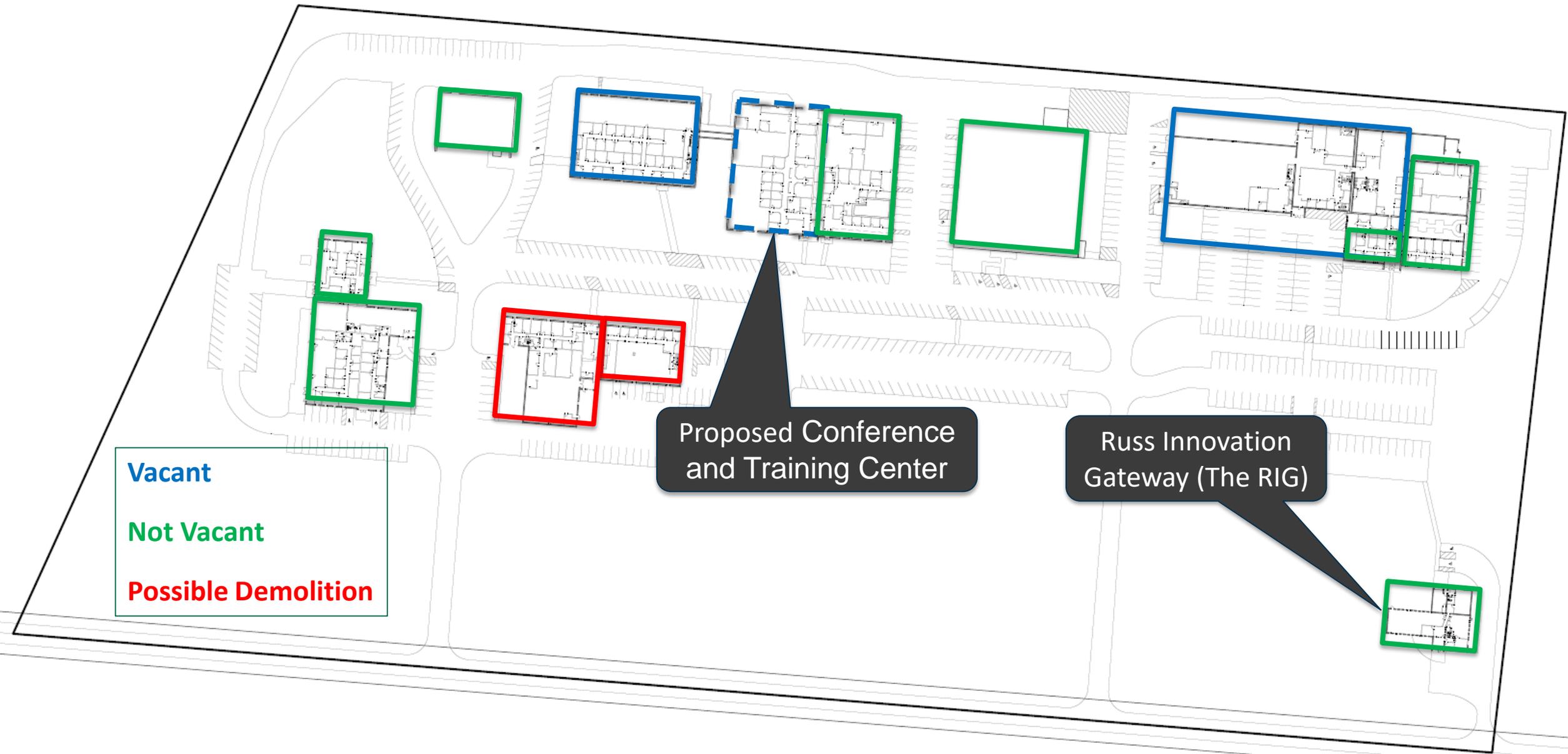
Russ Center

Athens 135 miles

Existing Site Plan (current to 3 years)



Occupancy Update



Russ Innovation Gateway Building (The RIG)

- Renovated 2013
- 50-seat Classroom
- Office Space
- 2 Conference Rooms
- Teleconference Capabilities
- Modern Aesthetics
- ~5,000 sf

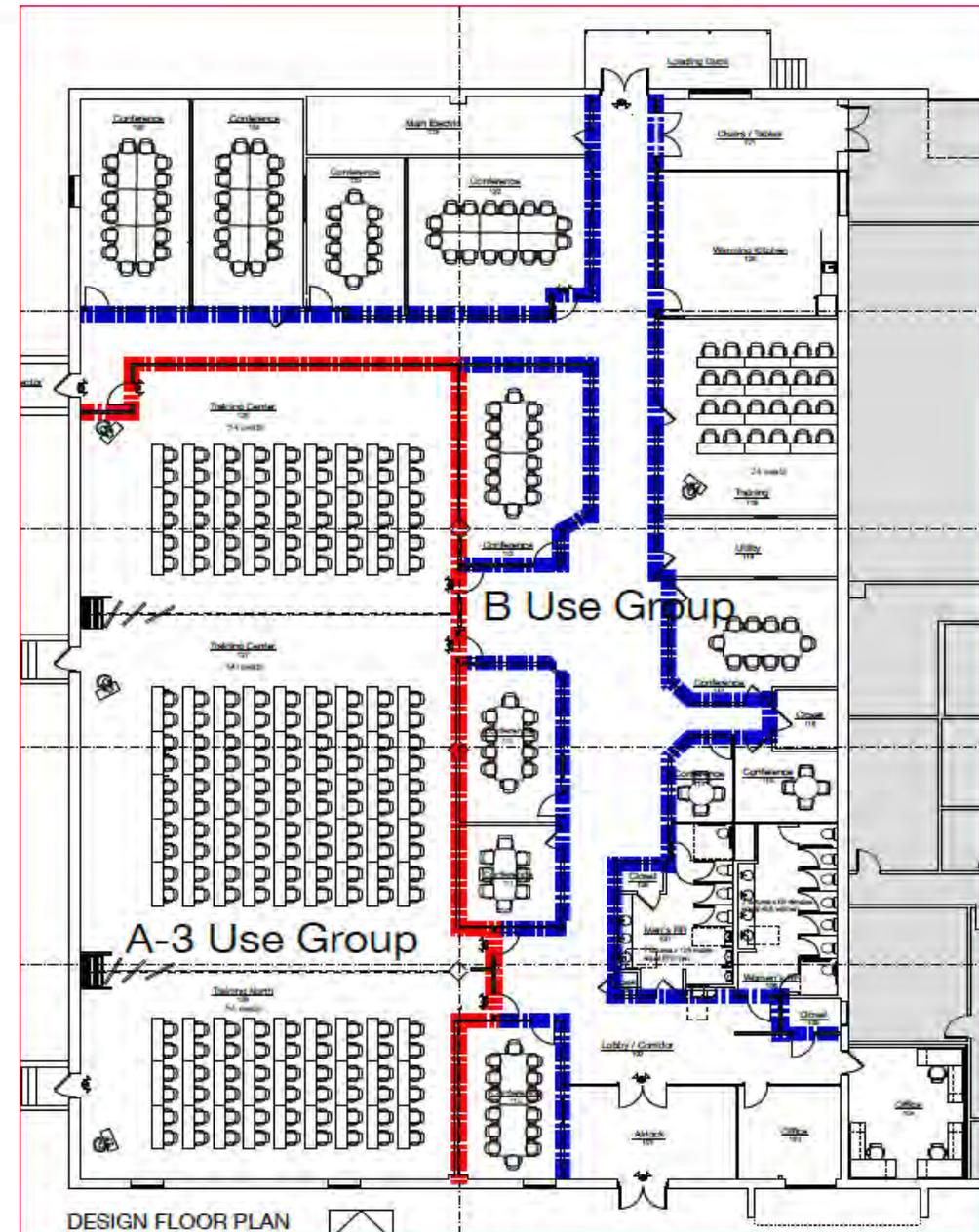


Recent RIG Users

- AFRL, Sensors Directorate (AFRL/RV)
- Boeing Business Capabilities Integration, Commercial Airplanes
- Credence Management Solutions – Center of Excellence in Product Life Cycle Management
- Workshop for Log IT Strike Team - Logistics, Engineering and Force Protection (A4) (AFMC/A4F)
- Air Force SES (Senior Executives) Executive Training Workshops (5 different sessions)
- City of Dayton Environmental Monitoring Working Group
- Greene County Community Improvement Corporation (CIC)
- MacAir Aviation - evening aviation training classes

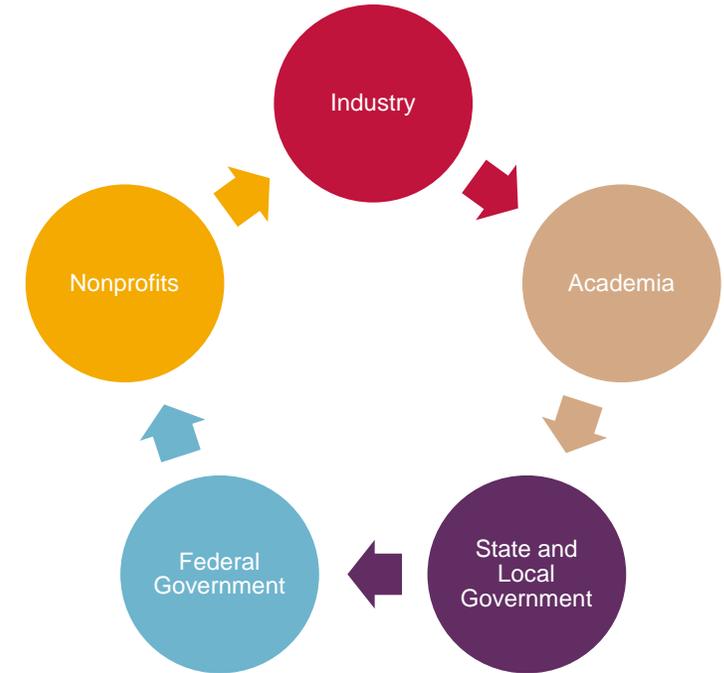
Conceptual Design for Conference Facility

- Conference and Training Facility/ Classroom Space;
- 15,500 sf could accommodate up to 350 guests daily;
- Limited office space;
- Modular and flexible;
- Will also be used as classroom space;
- Market analysis currently underway; single most commonly mentioned need by local partners



Building Relationships with Key Regional Partners

- Dayton Development Coalition (DDC)
- Southwest Ohio Center for Higher Education (SOCHE)
- Dayton Engineers Club
- Beavercreek Township; Greene County; Beavercreek City Schools
- Armed Forces Communications and Electronics Association (AFCEA)
- Dayton Area Defense Contractors Association (Dayton Defense)
- Greater Dayton Area Hospital Association (GDAHA)



Key Activities:

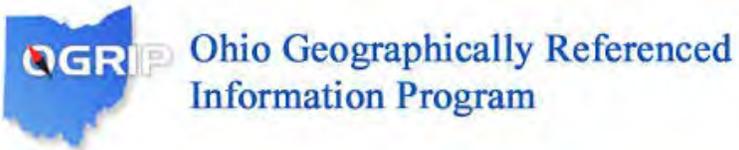
- Professional Development/ Lifelong Learning
- Research, Development and Commercialization
- Business Growth and Expansion
- Fostering Intellectual Endeavors



Sources of Revenue:

- Leases
- Course Fees
- Workshop and Conference Fees
- Lab Development and Rental
- Research Contracts

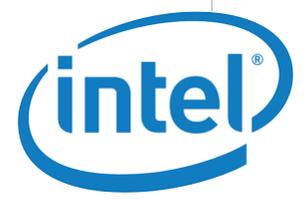
Identified State and Local Partners



Identified Federal Partners



Identified Industry Partners



Identified Academic Partners



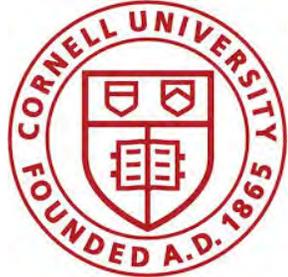
THE OHIO STATE UNIVERSITY



PURDUE UNIVERSITY



TEXAS The University of Texas at Austin



University of CINCINNATI

UNIVERSITY OF NORTH DAKOTA

SINCLAIR COLLEGE

WRIGHT STATE UNIVERSITY

THE UNIVERSITY OF TOLEDO 1872



VIRGINIA TECH

CLARK STATE COMMUNITY COLLEGE

UNIVERSITY of DAYTON



University of Colorado Boulder | Colorado Springs | Denver | Anschutz Medical Campus

PRINCETON UNIVERSITY

Wright Patterson Air Force Base - Primary Units

Air Force Materiel Command (AFMC)

- Headquarters
- Air Force Research Laboratory (AFRL)
- Air Force Life Cycle Management Center (AFLCMC)
- Air Force Nuclear Weapons Test Center (AFNWTC)
- Air Force Sustainment Center (AFSC)
- Air Force Test Center (AFTC)
- Air Force Installation and Mission Support Center (AFIMSC)

Air Force Life Cycle Management Center (AFLCMC)

- Commander/ Exec Dir
- C3I and Networks
- Presidential Aircraft Recapitalization
- Armament
- Fighters and Bombers
- Tanker
- Mobility
- Agile Combat Support
- Business and Enterprise
- Battle Management
- ISR/SOF

Air Force Research Laboratory (AFRL)

- Commander/ Exec Dir
- Aerospace Systems (RQ)
- Materials & Manufacturing (RX)
- Sensors (RY)
- 711th Human Performance Wing (711 HPW)
- Airman Systems (RH)
- AF Small Business
- Directed Energy (RD)
- Information (RI)
- Munitions (RW)
- Space Vehicles (RV)
- AF Office of Scientific Research (AFOSR)



Programmatic Initiatives in Progress

Product Lifecycle Center of Excellence

Engineering Technology and Management/ LCMC

- Work with the WPAFB Life Cycle Management Center to create a Product Lifecycle Management (PLM) Center of Excellence
- Center to be located on the Russ Research Center campus
- Our Vision: OHIO faculty teaching/ training on enterprise-level systems throughout the entire product life cycle of various weapons systems: From digital design, acquisition, maintenance and sustainment, to final disposition.



Cyber-Physical Systems

School of Electrical Engineering and Computer Science/ AFRL

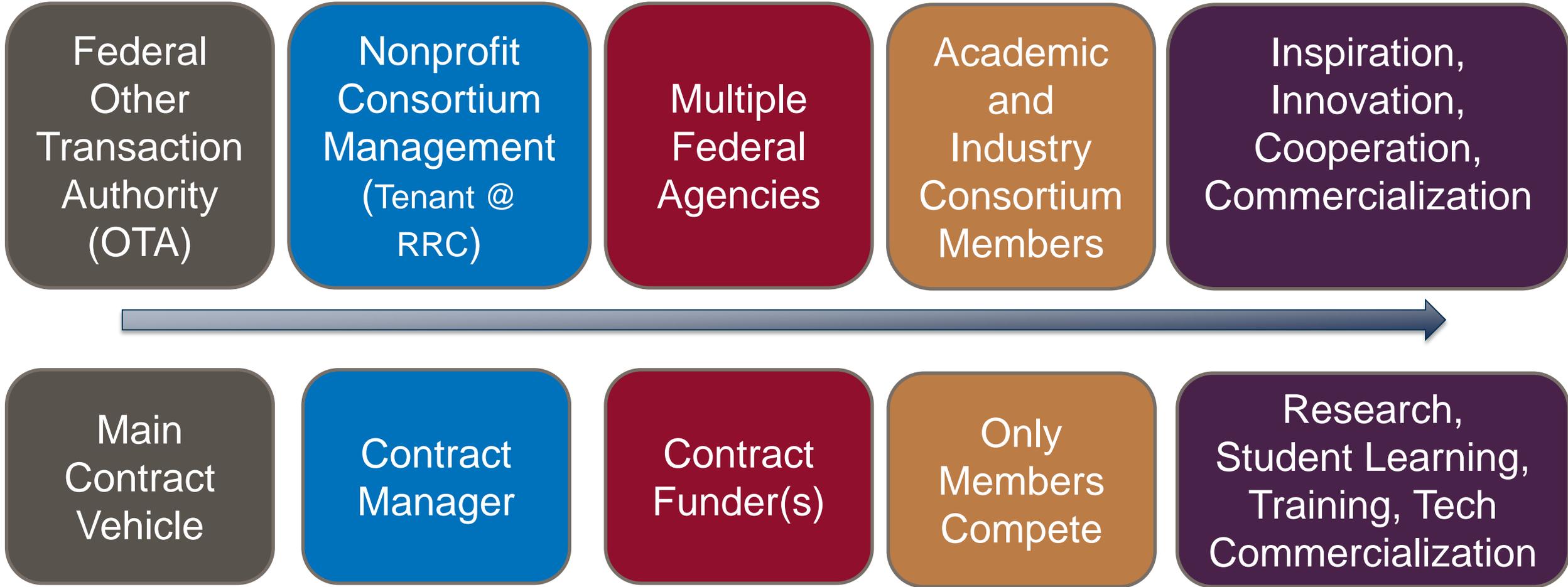
- Cyber-physical systems (software+hardware+control+autonomy) are increasingly complex, increasingly interconnected, and increasingly vulnerable
- Center to be located on the Russ Research Center campus
- Our Vision: Software, hardware, control, and autonomy systems with machine-checked certificates of correctness, connected at (formal) interface boundaries

ANDY GREENBERG SECURITY 07.21.15 06:00 AM
HACKERS REMOTELY KILL A JEEP ON THE HIGHWAY—WITH ME IN IT

- WiFi->
- Head Unit->
- V850 Controller->
- CAN Bus ->



Federal Other Transaction Authority (OTA) Consortium



Researchers engaged with Wright-Patt AFB and Industry

E
E
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C
S



Chris Bartone
Professor



Harsha Chenji
Assistant
Professor



David Juedes
Department Chair,
Professor



Savas Kaya
Professor



Avinash Kodi
Professor



Shawn Ostermann
Professor



James Gordon
Stewart
Assistant Professor



Trent Skidmore
Senior Research
Engineer



Maarten Uijt de
Haag
Edmund K. Cheng
Professor



Frank Van Graas
Fritz J. and
Dolores H. Russ
Professor

E
T
M



Neil Littell
Assistant
Professor



Jesús Pagán
Assistant
Professor

M
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Khairul Alam
Professor



Timothy Cyders
Assistant
Professor



Jay Wilhelm
Assistant
Professor

Create for Good.

www.ohio.edu/engineering



OHIO
UNIVERSITY

Academics and Student Success Committee Meeting



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Joseph C. Shields, Vice President for Research & Creativity, Dean of the Graduate College

Re: **Academic Quality Dashboard Presentation for the Graduate College**

As a public research university, Ohio University has a strong tradition of enabling students to achieve graduate-level mastery of their discipline, and to join the ranks of researchers, scholars, and creative artists who actively advance the limits of knowledge and culture. Through its masters and doctoral programs, OHIO creates experts who contribute to the state, nation, and the world through high-level careers in business, the public sector, higher education, and the arts.

The Graduate College is committed to helping students achieve success in their advanced studies and to supporting innovative programs. The College is increasingly a resource for professional development opportunities and a vehicle for fostering graduate student culture. The College is an ideal site to host interdisciplinary graduate programs that enable students to combine intellectual resources that transcend traditional department or college boundaries. The College also works with the other academic colleges to launch degree opportunities accessible to new populations of students, through outreach programs utilizing on-line and other modes of off-campus delivery. Graduate enrollment has grown significantly in recent years, with most of the growth attributable to outreach programs addressing the needs of working professionals.

Graduate students on the Athens campus continue to play a vital role in enabling the university to fulfill its educational and research missions. They are integral to the vibrant intellectual and cultural life of the institution.

Graduate College Dashboard - February, 2018

Fall Headcount

5305

Total/Final enrolled students in fall term

	2013	2014	2015	2016	2017
Masters	3804	4064	4048	4233	4334
Doctoral	998	972	976	953	971
Total Graduate Students	4802	5036	5024	5186	5305

Fall Outreach Proportion

51.8%

Students in programs off the Athens Campus

	2013	2014	2015	2016	2017
Outreach	2052	2321	2423	2602	2750
Athens	2750	2715	2601	2584	2555
% Outreach	42.7%	46.1%	48.2%	50.2%	51.8%

Apply:Admit:Enroll

Total count of academic year applicants, admissions and newly enrolled graduate students

	2013	2014	2015	2016	2017
Apply	7000	6940	7129	6621	7055
Admit	3751	3721	3806	3851	3888
Enroll	2726	2749	2755	2806	2839

Yield Rates

Percent of academic year applicants/admits who enroll for term of application

	2013	2014	2015	2016	2017
Application Yield	39%	40%	39%	42%	40%
Admit Yield	73%	74%	72%	73%	73%

Female Students

51.1%

Final fall headcount, by gender

	2013	2014	2015	2016	2017
Female	2631	2582	2517	2575	2710
Male	2171	2454	2507	2611	2595
% Female	54.8%	51.3%	50.1%	49.7%	51.1%

Underrepresented Students

15.2%

Final Fall headcount, by underrepresented groups

	2013	2014	2015	2016	2017
Under Rep.	577	631	660	744	805
% Under Rep.	12.0%	12.5%	13.1%	14.3%	15.2%

Underrepresented Students defined as students who declare a race other than: White, Unknown or Nonresident Alien

International Students

16.4%

Final Fall headcount of Nonresident Aliens

	2013	2014	2015	2016	2017
International	835	901	875	878	868
% International	17.4%	17.9%	17.4%	16.9%	16.4%

Degrees Granted

1900

Total degrees awarded in the academic year

	2013	2014	2015	2016	2017
Masters	1252	1329	1599	1769	1708
Doctoral	160	182	185	178	192
Total	1412	1511	1784	1947	1900

Graduate Writing and Research Center

91%

Fall Utilization rate - The percent of available services

	2013	2014	2015	2016	2017
	78%	77%	83%	85%	91%

Measures the percent of appointment slots across the whole semester that are booked with clients

Students on Appointments

1519

Number of students receiving a stipend or fellowship in fall semester

	2013	2014	2015	2016	2017
	1392	1542	1456	1433	1519

Excludes students receiving only a stipend with a Graduate Recruiting waiver (GRS)

SEA/GSS Awards

Proposals for Student Enhancement Awards and Graduate Student Senate awards

	2013	2014	2015	2016	2017
Student Enhancement	21	20	24	24	26
Original Work	32	33	36	35	31
Travel Awards	56	49	54	61	59

Research and Creative Activity Expo

397

Number of graduate students presenting

	2013	2014	2015	2016	2017
	314	359	347	335	397

Dashboard Key: *Connections to 4x4 Strategic Plan*

	Four Fundamentals
	Enrollment
	Compensation
	Financial Strength

March 22, 2018

Graduate College

Academic Quality - Dashboard

Tab #; pg

Graduate College

- Re-established 2008
- Mission: To support, strengthen, coordinate, and advance graduate education at Ohio University in partnership with the graduate faculty, academic colleges, and Graduate Council.

Graduate College

Major Functions

- Graduate student professional development/programming
- New student orientation (August)
- Graduate Commencement (May)
- Home for interdisciplinary graduate programs

Graduate College

Major Functions, continued

- Graduate records management
- Online graduate application
- Graduate admissions
 - Domestic and International
- Graduate appointments
- Graduate policy enforcement
- Thesis and Dissertation Services

Graduate College

Major Functions, continued

- Training for program administrators
- Communication to students/faculty/staff
- Liaison for Graduate Student Senate
- Data reporting
- Chancellor's Council on Graduate Studies (CCGS)

Graduate College

Graduate Programs and Degrees (2017)

- 229 degree codes
- 1900 total degrees awarded
 - 1708 Masters (increasing)
 - 192 Doctoral (increasing)

Graduate College

Graduate Student Statistics

- 7000 applications/yr (fluctuates)
- 5300+ students (increasing)
 - 16% international (decreasing)
 - 51% female (decreasing)
 - 15% underrepresented groups (increasing)

Graduate College

Graduate “Outreach” programs:

- On-line, Dublin/Regional campuses and other distance learning locations
 - 52% of current students
- Significant growth in past 9 years

Graduate College

Current largest graduate programs - *all outreach programs with >140 students*

- Master of Health Administration
- Master of Business Administration (Exec Management Concentration)
- M.S. in Nursing (Family Nurse Practitioner)
- M.S. in Athletic Administration
- Master of Engineering Management
- M.S. in Recreation & Sport Sciences (Coaching Education)

Graduate College

Graduate Financial Aid

- 59% of Athens students receive assistantships
- May involve teaching, research, or administrative duties
- Five named fellowships awarded annually
- Student Enhancement Awards for support of research
- Graduate Student Senate Original Work & Travel Awards
- Advising support for external fellowship/grant proposals

Graduate College

Interdisciplinary Degree Programs

- Individual Interdisciplinary Program
 - established circa 1973
 - Masters and PhD
 - Currently 20 students
- Translational Biomedical Sciences
 - established 2014
 - PhD (a third are doing DO/PhD)
 - Currently 13 students

Graduate College

Graduate Student Support

- Graduate Writing & Research Center
- Professional Development
 - Student Expo
 - Three-Minute Thesis
- Paid Parental Leave (new in 2018)
 - For students holding assistantships
 - Up to 6 weeks for primary caregiver
- Increased focus on communication
 - Newsletter, standardized emails
 - Including on-line

Graduate College

Questions?



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Elizabeth Sayrs, Interim Executive Vice President and Provost
Craig Cornell, Senior Vice Provost for Strategic Enrollment Management

Re: Enrollment Update

The March Enrollment Update presentation will highlight the following:

- Fall 2018 application, admit and financial aid activities to date,
- How Fall 2018 new undergraduate and graduate student applicants are progressing, and
- An update on cohort default rates (CDR) for OHIO compared to state of Ohio peers and the current national average CDR.

March 22, 2018

Enrollment Update

Tab #; pg

Undergraduate and Graduate Enrollments - Fall Term Progression

Fall Enrollment Progression

Entering Freshmen

- Strong applications through February
- The ~2,800 difference in applications compared to last year continues to hold steady as expected

	10/15/17	11/15/17	12/15/17	1/15/18	2/15/18	2/23/18
Total Applications	3,291	10,741	18,716	20,367	22,712	22,828
Application Difference	(1,039)	(2,275)	(2,598)	(2,843)	(2,792)	(2,794)
% Down	(31.6%)	(21.2%)	(13.8%)	(12.2%)	(10.9%)	(10.9%)

- Comprehensive financial aid packages were awarded to all admitted students on February 11th
 - \$156 million in aid to 15,680 students at all campuses!
- Awards continue on a rolling basis for newly admitted students

Fall Enrollment Progression

Entering Freshmen

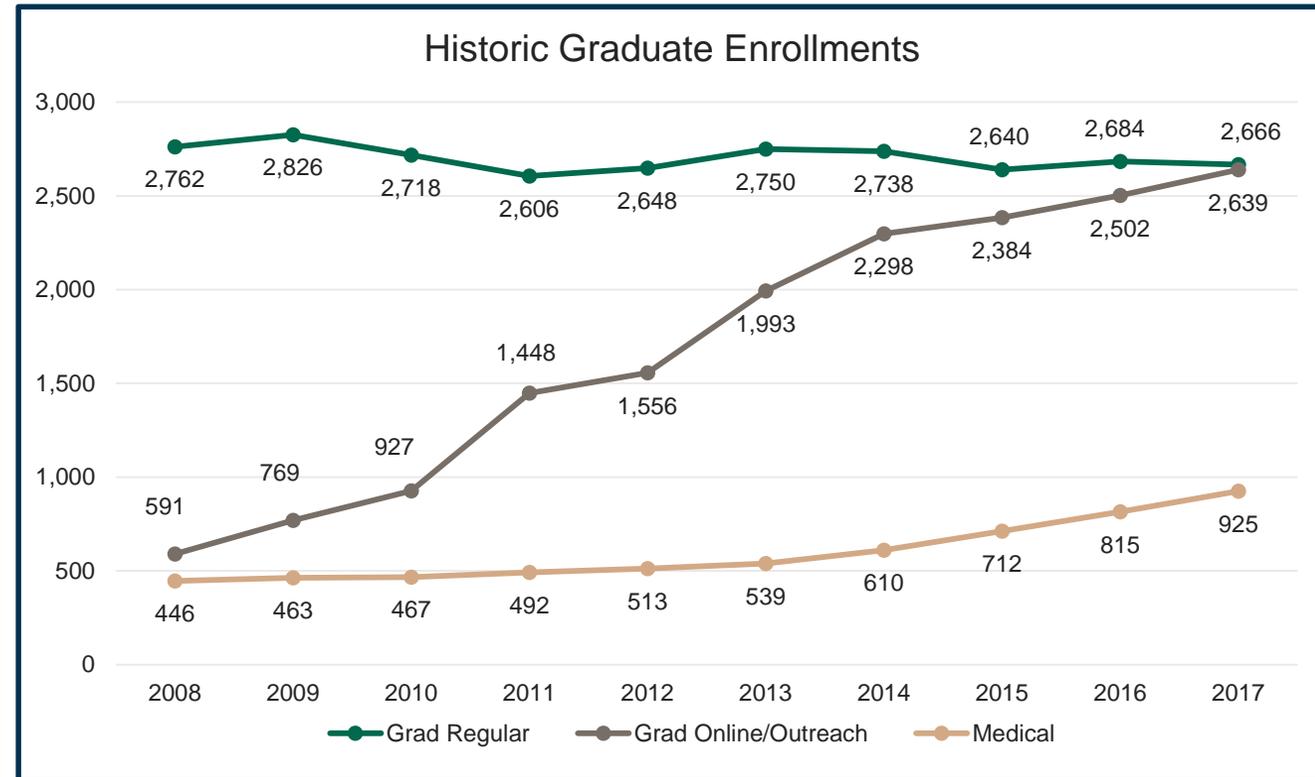
- Great interest in our Fall Up Close events for visiting families and students with our first event up approximately 85+% in attendance
 - Post event surveys (n=62) show increase in “very interested” in OHIO from 50% to 83.9%
- Almost 400 families joined our first “Understanding your Award Letter” online webinar on February 22
- Still early in the overall recruitment cycle due to other institutional decisions related to wait-list, class shaping and final decisions
 - Will continue tracking toward national May 1st day of commitment for students



Fall Enrollment Progression

Graduate Students

- Applications for Athens-based programs are down approximately 5.6%
- International applications down 4.6%, mirroring a trend we hear is occurring across Ohio and nationally
- Applications for Graduate Online / Outreach programs are also tracking down by approximately 13%
 - Decline attributed to
 - shifting start dates for some programs
 - other programs now running at full cohort enrollments
 - Many programs are currently in development
 - Anticipate program growth after leveling off slightly this year



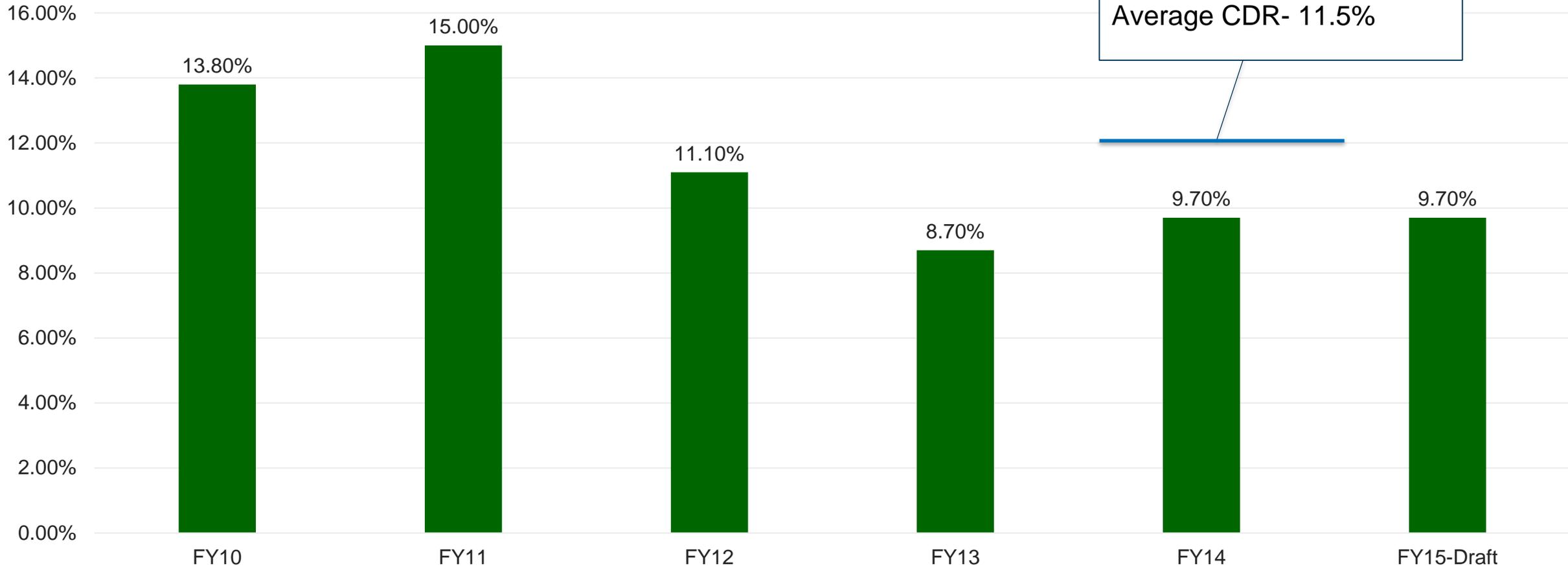
Update - Student Cohort Default Rate

Cohort Default Rate (CDR)

OHIO's Current Draft and Final Historical Rates

OHIO 3-Year Cohort Default Rate

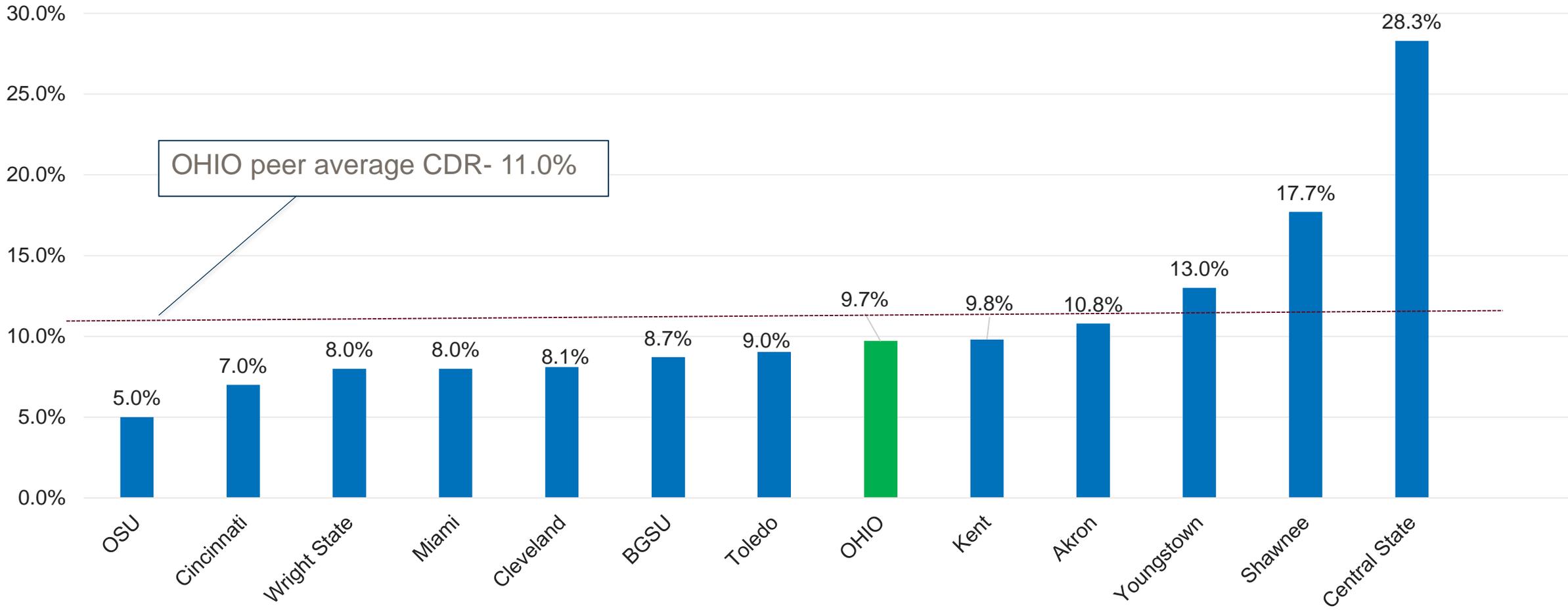
FY14 Current National Average CDR- 11.5%



DEFINITION: A **cohort default rate** is the percentage of a school's borrowers in the US who enter repayment on certain loans during a federal fiscal year (October 1 to September 30) and **default** prior to the end of the next one to two fiscal years

Cohort Default Rate (CDR)

OHIOs Peer FY15 Draft Rates



Source: Federal Student Aid Office, U.S. Department of Education, Cohort Default Rate Site: <https://www2.ed.gov/offices/OSFAP/defaultmanagement/cdr.html>



OHIO
UNIVERSITY

Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Elizabeth Sayrs, Interim Executive Vice President and Provost
Joni Wadley, Assistant Provost for Accreditation & Assessment Support

Re: **AQIP Strategy Forum Debrief**

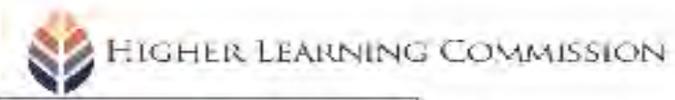
In our continued efforts to keep the Board informed of Ohio University's accreditation work with the Higher Learning Commission, you are receiving regular updates. Ohio University's eight-member Strategy Forum team attended the AQIP Strategy Forum on February 12–14, 2018.

The attached March AQIP update presentation includes examples of work from Ohio University's Strategy Forum team's successful participation in the Strategy Forum exercises, a brief summary of the resulting Action Project proposal, including project goals, a timeline, and completed milestones to date.

March 22, 2018

AQIP – Strategy Forum Debrief

Tab #; pg



Advancing the Climate of Continuous Improvement Curriculum Map

Overarching Understanding of Process and Process Management

Developing a Strong Understanding of the Challenge, the Future to Achieve, the Steps to take to get to the Future, and the Metrics that will Demonstrate you have Arrived

Clarifying Challenges and Issues for Improvement

Getting Input on the Challenge and Key Issues

Specifying the Challenges for Improvement Campaign

Visioning the Future

Process Mapping

Mapping Strategies for Change

Prioritizing Action Projects for Improvement

Chartering Action Project

Evaluating How your Institutional Culture and Infrastructure will Affect your Success and Learning From Other Institutions

Drivers and Restraints to Quality Improvement

Drivers and Restraints vs Principles High Performance

Visioning the Attainment High Performance Principles

Sharing Our Quality Improvement System

Incorporating the Feedback and Finalizing the Plan

Strategies for Quality Improvement I

Project Management

Process Evaluation Plan

Strategy Forum Team

- Duane Nellis, President
- Elizabeth Sayrs, Interim Executive Vice President & Provost
- Carissa Anderson, Assistant Dean of Regional Higher Education
- Katie Hartman, Chair of EPSA, Director of Assessment, College of Business and Associate Professor & Chair, Marketing
- Laurie Hatch, Co-Chair of Teaching, Learning & Assessment Committee and Associate Dean of Arts & Sciences
- David Ingram, Chair, UCC Program Review Committee and Professor & Chair, Physics & Astronomy
- Bob Klein, Interim Associate Dean, Lancaster Campus and Associate Professor, Mathematics
- Joni Wadley, Assistant Provost for Accreditation & Assessment Support

Strategy Forum Team



To Change Culture:

Support Faculty to own assessment

Value Rubrics
4 of 8

Critical thinking

Quant. Lit.

Written Comm.

Teamwork

TERM 0:
Spring & Summer 2018

Reinforce Dean Support

UCC adoption

Faculty Senate

Set Charge

ID the Chair for Project UCC GenEd Committee

ID Value team leads

Set BUDGET

think: who is the chair?

TERM 1:
Fall 2018

ID value team members

Common language/terminology?

Bring faculty together

ID/create a process

Develop Tools

Clarify Resources

TERM 2:
Spring 2019

Communicate the plan

Train on tools

TERM 3:
Fall 2019

Pilot w/ early adopters

REVIEW RESULTS

Communicate Results Success stories

TERM 4:
Spring 2020

Implement use

Start Next Value Group

HIGHER LEARNING COMMISSION

Term 0

Action Project/Opportunity:

Task to be Completed	Primary Inputs	Project Lead	Timeline	Status	Primary Output
Dean Support Reinforced	One page info sheet BOT update	Provost	Spring 2018	●	Dean Commitment
Vetting and communication	TLA Stakeholder info w/ AQIP Strategy group One page info sheet	Provost GenEd chairs TLA-ST	Spring 2018	●	Action Project Declaration Buy-In Commitment
UCC adoption of Value Rubrics	GenEd history Value Rubrics Matching doc.	Katie	Spring 2018	●	Yes vote
Identify team leaders for Value Rubrics	Recommendations from core groups Faculty interest Reward structure	Gen Ed TLA Elizabeth	Summer 2018 <i>invite Spring 2018</i>	●	Leaders identified: Confirmed
Identify chair for the project		AQIP Strategy Team	Now	●	Katie
Set project Budget	Review campus norms Gather input from stakeholder groups	President Provost	Spring 2018	●	Budget
Set project Charge-for each team	AAC needs Project charter: declaration Feedback from Stakeholders	AQIP Strategy Team Team leads	Summer 2018	●	Charge created and shared include structure call for participation

2015 Higher Learning Commission - AQIP Pathway

Status Code:
Red - Not in progress
Yellow - in progress
Green - Completed

Action Project: Supporting Faculty Communities to Assess OHIO's Common Learning Goals

- The project is a pilot program to assess OHIO's Common Learning Goals through faculty learning communities (FLC).
- Each FLC (four total) will focus on a single common goal
 - quantitative literacy
 - critical thinking
 - written communications
 - teamwork
- Each FLC will consist of one faculty leader and 5-7 faculty participants.
- Financial incentives will be provided.

Project goals

- Use a faculty-driven process to adopt and use AACU's VALUE rubrics to assess OHIO's Common Goals
- Develop assessment tools and resources
- Provide training that creates shared meaning
- Pilot assessment of OHIO's Common Goals

Project Timeline

Term	Milestones
Spring / Summer 2018	<u>Plan</u> the specifics for the FLCs including (but not limited to): <ul style="list-style-type: none"> • Structure • Workload • Compensation • Schedule • Deliverables • FLC leaders and participants
Fall 2018	<u>Develop</u> <ul style="list-style-type: none"> • Common language • Processes • Resources for using rubrics to assess learning outcomes
Spring / Summer 2019	<u>Collect and evaluate</u> <ul style="list-style-type: none"> • Assessment data collected from course-embedded demonstrations of student learning in participants' undergraduate courses
Fall 2019	<u>Report and communicate</u> <ul style="list-style-type: none"> • Assessment results • Suggestions for ongoing assessments of learning outcomes • Ideas for curriculum revision

Completed Project Milestones

- Katie Hartman selected as project lead
- Adoption of AAC&U's VALUE rubrics as learning outcomes for OHIO's Common Goals
- Communication to stakeholders
 - UCC, Expanded General Education Committee
 - Teaching, Learning & Assessment Committee
 - Spotlight on Learning display
 - Compass article
- Project charge
- AQIP Action Project declaration with the Higher Learning Commission

Questions?



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Elizabeth Sayrs, Interim Executive Vice President and Provost
Sarah Wyatt, Professor, Environmental and Plant Biology, & Vice President Sigma Xi
Roxanne Male'-Brune, Director, Grant Development and Projects, Research Division

Re: Science Cafés and Café Conversations

It all started in the Front Room (the coffee shop in Baker Center) with a discussion of how to enhance undergraduate research and scholarship. That conversation led to the 1804 award, “Enhancing the undergraduate research experience at Ohio University” in 2009 by Sarah Wyatt and Ann Brown (then director of ONCA). The goal was to enhance awareness of the diversity of research/scholarship on campus in an undergraduate/general public friendly atmosphere (the Science Cafés). Subsequently, the Research Division established the Undergraduate Research Fund through Annual Giving/Development to support the cafés.

Sarah Wyatt and Roxanne Male'-Brune have run the Ohio University Science Cafés Series since its inception with the help of the Faculty and Student Café Cadres. In Fall 2012, the Café Conversations were added to encourage public discourse on non-science topics. Both cafés are loosely patterned on the Sigma Xi – the scientific research honor society– Science Cafés, of which there are more than 400 active café series throughout the country and internationally. The Ohio University cafés are specifically designed to provide a venue for faculty to informally share their scholarship during a conversational exchange with the audience.

Each year, we host 11-12 Science Cafés and 4-5 Café Conversations. The cafés are held Wednesdays at 5 pm in the Front Room in Baker Center. Coffee coupons are offered to the first 50 attendees, and the audience is encouraged to ask questions and win a free t-shirt.

The Café series is now in its 9th year. Audience attendance is still increasing, with crowds averaging around 60 and often exceeding 90. The audience is extremely diverse, drawing students, faculty and staff from across campus, local middle and high school students and people from the Athens community and surrounding area.

List of FY2018 cafés: (www.ohio.edu/sciencecafe)

- Sept 20 :** [Lisa Crockett](#), Professor, Biological Sciences, *Secrets and Perils of the Southern Ocean*, [video](#)
- Sept 27:** [Colin Gabler](#), Assistant Professor, Marketing, *To Buy or Not to Buy, That is the Question*, [video](#) [**Café Conversation**]
- Oct. 11 :** [Julie Suhr](#), Professor, Psychology, *You Are Getting Sleepy*, [video](#)
- Oct. 18 :** [Paul Patton](#), Assistant Professor, Anthropology and Food Studies, *Harvest the Past, Feed the Future*, [video](#)
- Nov. 1:** [Zach Meisel](#), Assistant Professor, Physics and Astronomy, *Life after Death: Element Creation in Stellar Explosions*, [video](#)
- Nov. 15 :** [Srdjan Nesic](#), Professor, Chemical and Biomolecular Engineering; Director, *Institute for Corrosion and Multiphase Technology*, *Is Corrosion like Corruption? What's the cost? Can it Be Stopped?*, [video](#)
- Dec. 6 :** [Nancy Stevens](#), Professor, Biomedical Sciences, and Matthew Borths, NSF Postdoctoral Fellow, *Before Lions Were King: Discovering Africa's First Meat-eaters*, [video](#)
- Jan 24:** [Viorel Popescu](#), Assistant Professor, Biological Sciences, *Challenges for Conserving Biodiversity in a Changing World*, [video](#)
- Jan. 31:** [Jeff Russell](#), Assistant Professor, Applied Sciences and Wellness; Director, SHAPE Clinic, *Keeping Artists in SHAPe: Why Performers Need Specialized Health Care*, [video](#) [**Café Conversation**]
- Feb 7 :** [Kimberly Rios](#), Associate Professor, Psychology, *Perceptions of Science and Religion in the U.S. and Beyond*, [video](#)
- Feb 21:** [Jana Houser](#), Assistant Professor, Geography, *Tornadoes: Unraveling the mysteries of One of Earth's most Powerful Storms*, [video](#)
- Mar 7:** [Hans Kruse](#), Professor and Director, School of Information and Telecommunication Systems, TBD
- Mar 21:** [Ken Walsh](#), Associate Professor, Civil Engineering, TBD
- Mar 28 :** [Tania Basta](#), Professor, Social and Public Health, TBD [**Café Conversation**]
- April 4:** [Morgan Vis](#), Professor and Chair, Env. & Plant Biology, TBD

Previous years' lineups are posted at: <https://www.ohio.edu/sciencecafe/archive.cfm>

March 22, 2018

Academic Quality Highlight Science Café

Tab #; pg

About the Cafés (video)



Science Cafés/Café Conversations

Provide a venue for faculty to informally share their scholarship during a conversational exchange with students and the university and greater community.



Café Series Background

- Science Café – started Fall 2009 with an 1804 Fund grant
- Café Conversations – started Fall 2012




Science Café

Wednesday
January
24

5 PM
Front Room
Baker Center

Assistant Professor
Viorel Popescu
Biological Sciences

discusses

**Challenges for
Conserving Biodiversity in a
Changing World**

Free coffee for the first 50 people! Sponsored by the Research Division
ohio.edu/sciencecafe

Café Series Background

- Café series cadres
 - Faculty and student advisory groups

- Sponsored by
 - Research Division
 - Sigma Xi
 - College of Arts and Sciences (LiveStreaming)

Café Series Statistics

- 11-12 Science Cafés/year
- 4-5 Café Conversations/year
- Audience:
 - students, faculty, staff;
 - community members;
 - middle and high school students
- Typically 60-90 attendees/café

Café Series Statistics

- 134 cafés to date
- 41 departments
- >7,500 attendees
- 20,372 LiveStreams

Café Conversations
Wednesday
September
27
5 PM
Front Room
Baker Center

Professor
Colin Gabler
Marketing

discusses

To Buy or Not to Buy,
That is the Question

Sponsored by Research Division
ohio.com/sciencecafe
Free coffee for the
first 50 people!

The poster features a dark grey vertical bar on the left with event details. To the right, three stylized black silhouettes of women in business attire are walking from left to right, each carrying several colorful shopping bags (yellow, green, blue, purple). The text is arranged around these silhouettes, with the speaker's name and topic at the top, the discussion topic below, and the event title at the bottom. Sponsor information and a coffee offer are located in the upper right corner.

Leveraging the Café Series

- WATH local radio shows
- NOVA Innovation Cafés
- Teen Science Cafés





Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Elizabeth Sayrs, Interim Executive Vice President and Provost

Re: **Commercialization Pathway**

In accordance with Ohio Revised Code 3345.45-C1/2, Ohio University is moving toward adoption of a university-level pathway that includes commercialization for promotion and tenure for faculty. Faculty Senate recently approved a resolution incorporating consideration of commercialization as part of the promotion and tenure process. This update is intended to inform the Board of Trustees of progress to date; this item will be brought for full consideration to the Board in June.

**PATTON COLLEGE OF EDUCATION
DEPARTMENT OF HUMAN AND CONSUMER SCIENCES
NAME CHANGE FOR THE
CUSTOMER SERVICE MAJOR PROGRAM**

RESOLUTION 2018 -

WHEREAS, the Department of Human and Consumer Sciences in the Patton College of Education supports a name change for Customer Service to Customer Service Leadership, and

WHEREAS, the proposed name change has been approved by the University Curriculum Council, and

WHEREAS, the proposed name change will clarify the target market and skills the program enhances and will aid in student recruitment, and

WHEREAS, the name change will not impact curricular resources or faculty staffing.

NOW THEREFORE, BE IT RESOLVED that the Customer Service major program be renamed Customer Service Leadership.



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Elizabeth Sayrs, Interim Executive Vice President and Provost
Howard Dewald, Associate Provost for Faculty and Academic Planning

Re: **Name Change for Customer Service Program**

A resolution is attached seeking board approval for changing the name of the Customer Service program to the Customer Service Leadership program. The University Curriculum Council has approved the request.

The Department of Human and Consumer Sciences (HCS) in the Patton College of Education offers BS 6417-Customer Services. Career opportunities associated with the Customer Service major include, but are not limited to, management of offices and establishments where employees serve customers and clients. Human service agencies, retail and hospitality establishments, rental agencies, health care offices, technology service centers, customer service call centers, law enforcement offices, and financial institutions provide opportunities for career advancement, including leadership and management positions, for baccalaureate prepared employees. The HCS requests a new name of Customer Service Leadership for the program providing a pathway to further enhance both customer service and leadership within a variety of customer service positions.

PROPOSAL FOR CHANGES IN PROGRAM

Undergraduate Masters Doctorate Certificate Minor

Today's Date: 7/19/2017

Program Code: BS6417 Customer Service

Program Name: Customer Service

Contact name and email for this proposal:

Robin Ambrozy, Coordinator and Lecturer, Customer Service ambrozy@ohio.edu

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

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

This request is simply to add the word Leadership to the Degree Name. As it stands now, the degree name is Customer Service. If approved, the new name would be Customer Service Leadership. This program seeks to attract entry level customer service employees and provide a pathway to further enhance both customer service and leadership within a variety of customer service positions.

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

The new program would be called Customer Service Leadership.

Rationale: This change helps to clarify the target market and skills that the program enhances which in turn helps recruiting. The department believes that this is an expedited change due to meeting the following guidelines:

- No impact on programs, schools, or departments outside the originating college. It is the responsibility of the college to facilitate inter-departmental communication and collaboration.
- No change in total credit hour requirements.
- No impact on student's ability for timely completion of program.
- No conflict with existing University requirements, such as residency or general education requirements.
- Needing no additional approvals due to external policy bodies such as accreditors or the Ohio Department of Higher Education.

MAJOR, DEGREE, AND COLLEGE PROGRAM REVIEWS

RESOLUTION 2018 –

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

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

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

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

College of Arts and Sciences

- Linguistics

College of Communication

- Information and Telecommunication Systems

College of Education

- Human and Consumer Sciences

College of Fine Arts

- Art + Design
- Film



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Elizabeth Sayrs, Interim Executive Vice President and Provost
Howard Dewald, Associate Provost for Faculty and Academic Planning

Re: **Academic Program Reviews**

The University has a process of internal review for academic programs which strives to ensure programs are continuously adapting and improving. Programs are reviewed by the Academic Program Review Committee of the University Curriculum Council on a regular cycle, typically seven years. A review will occur over an academic year and culminate in a comprehensive report on the viability of the program. Executive summaries of the reviews are submitted to the Academics Committee of the Board of Trustees.

The table below lists the programs reviewed and includes whether the program is recommended as viable. A resolution for board acceptance of the reviews is provided.

College	Program	Pages	Viable
A&S	Linguistics	3-9	In Jeopardy
COM	Information and Telecommunication Systems	10-14	Yes
EDU	Human and Consumer Sciences	15-27	In Jeopardy
FAR	Art + Design	28-35	Yes
FAR	Film	36-39	Yes

Linguistics (Athens)
Program-Review Executive Summary

Reviewed AY 2016-17
Previous Review: AY 2006-07

Finding and Overall Assessment: *In Jeopardy.* The Program Review Committee concluded that the program be subject to a follow-up review in AY 2020-21. The re-review will examine the viability of ELIP (the English Language Improvement Program) and OPIE (the Ohio Program of Intensive English), the stability of staffing numbers in the Linguistics program, and the department's ability to sustain the degrees and certificates it offers.

Degrees: B.A. in Linguistics; M.A. Linguistics (Applied Linguistics and Language Pedagogy); Minors in Linguistics and Japanese; TESOL Endorsement (Linguistics Track); and TESOL Endorsement (Non-Degree).

Self-Study Synopsis: Founded in 1970 and part of College of Arts and Sciences, the Department of Linguistics (LING)—currently with six Group I tenure-track faculty, five Group II lecturers, one Group III term faculty, and one Group IV visiting professor—provides undergraduate and graduate degrees in linguistics and also administers the ELIP (est. 2009) and OPIE (est. 1967) programs. The ELIP faculty consists of the director, an assistant director, six lecturers, and one assistant lecturer. OPIE has a director, an associate director, two assistant directors, one academic coordinator, one advisor, five associate lecturers, and 13 lecturers. The department's mission is to provide language training in ESL (English as a Second Language) and other languages, including Japanese and Arabic; to provide professional-level teacher training; and for students and faculty to engage in empirical research and linguistic theory. LING's B.A. and M.A. students (43 and 28, respectively, as of 2015-16) are required to complete empirically based research projects in linguistics or applied linguistics. Students are provided advising and mentoring throughout their courses of study and their learning outcomes are assessed through metrics appropriate to the discipline. Serving more than 600 undergraduate and graduate students as of AY 2015-16, ELIP focuses on helping students build academic- and professional-communication abilities in their disciplines through courses, customized instruction, tutoring, workshops, and other opportunities. OPIE, which offers three levels of English-language instruction, has seen substantial drop in enrollment (well over 50%) since 2012 due to a variety of factors, including international economic and political circumstances. OPIE is driven by such core values as the pursuit of cultural understanding and learner-centered teaching. LING also provides endorsements for TESOL (Teaching English to Speakers of Other Languages), helping prepare English speakers for work in language instruction domestically or abroad.

Site-Visit Overview: The external reviewer was Charlene Polio, Professor of Linguistics, Michigan State University. The internal reviewers were Pramod Kanwar (Mathematics) and Teruhisa Masada (Civil Engineering). The site visit was conducted April 11-12, 2017. The review team noted the program provides a curriculum in linguistics that prepares students for professional careers or further study, and it found that ELIP and OPIE faculty members and staff work hard to achieve their stated goals. However, the committee raised significant

issues that warrant a follow-up review in three years (see below under “Recommendations”). It found that faculty departures significantly threaten the viability of the graduate program. The site-visit team also expressed concern over the department’s record of research and creative activity. It noted that two of the most active scholars in the program were to leave the department at the end of the academic year during which this review took place. The reviewers observed that some remaining Group I faculty did not apparently have active research agendas. Moreover, the site-visit committee noted that the self-study lacked detailed information regarding the placement and career paths of the department’s graduates; that the self-study did not provide necessary information on Swahili and Arabic instruction; that there was a lack of clarity in terms of the responsibilities of the department’s undergraduate chair; and that the program’s self-study should have been more thoroughly reviewed (and proofread) in-house before submission.

Site-Visit Recommendations: Areas in need of immediate attention include filling important faculty positions as soon as possible (in light of recent and upcoming departures); steep downward trends in enrollment, especially in OPIE; greater emphasis on undergraduate advising; and the establishment of proficiency levels for language instruction. The committee also suggested the creation of a faculty-mentoring program. The site-visit committee recommended that a follow-up review take place in AY 2020-21.

Date: June 15th, 2017
TO: University Curriculum Council
FROM: Christopher Thompson, Chair, Department of Linguistics
RE: Seven-Year Review of Linguistics, ELIP, and OPIE

I have received the internal and external evaluators' joint review of the Department of Linguistics. I am pleased that the evaluators recognized the department as having long been recognized and respected in the region for its outstanding graduates, some of whom have gone on to attain doctoral degrees from major universities and had distinguished professional careers in the field. However, I am not satisfied with the negative findings outlined in the report. While I understand why the reviewers' perceptions of our strengths and weaknesses resulted in the rating of our M.A. and B.A. programs as "conditionally viable" (CV) at the present time, the department intends to do everything possible quickly to correct the deficiencies. Furthermore, the department looks forward to participating in an interim evaluation (in 2-3 years) so that its rating can be restored back to a "viable" as soon as possible. I think the joint review indicates that the main reason for the department's CV rating has more to do with the three faculty members leaving the program and the ability to maintain its existing level of quality than with the current quality of the program itself. The specific curricular and programmatic issues identified by the reviewers were generally very useful in helping the department to fulfill its ultimate goal of continuing to improve the program by learning from this joint review.

While the joint review commended our program in eight areas including the quality of teaching, supportive and accessible faculty, placement of graduate students during their M.A. program in positions that afford good practical learning experiences, and good collaboration among faculty in Linguistics, ELIP, and OPIE, several weaknesses were found. Though our undergraduates were perceived to generally be pleased with our B.A. Program, there was dissatisfaction with one of the two student advisors and two courses thought to overlap too much. The reviewers also felt there is a need for a culminating project or a capstone class and a regular curriculum review to make adjustments as needed was lacking. The advice to our foreign language programs, most students of whom are undergraduates, was to implement a more visible proficiency rating system based on ACTFL guidelines.

The B.A. advisor and program oversight issues can be addressed in time for fall semester by creatively reassigning advising and B.A. oversight responsibilities to our Group 2 faculty with Ph.D.'s whom the reviewers recognized as a strength in the department. The curricular deficiencies cited including needed adjustments to assessment procedures in the foreign language programs can be tackled during our year-end retreat (this year scheduled for early July) and implemented in time for classes in the fall. A replacement Group 4 position to cover the departing Arabic Group 2 instructor has been approved, and was posted on May 19th. Thus, the position is covered for the coming academic year.

In the M.A. Program, the lack of a research methods class nor a culminating requirement such as a final exam or portfolio requirement was cited, though the reviewers felt that graduate students

were getting a lot out of their studies and their TA and GA-ships, and appreciated the supportive and nurturing academic environment. No surprisingly, ELIP was deemed solid. Similarly, the reviewers thought OPIE was academically in good stead, thus questioning the Dean's desire to move the program out of the department due to enrollment issues related to recruiting (normally not the responsibility of a teaching unit like OPIE) without a clear plan for why and how to do so. In addition, the reviewers' cited departing core faculty members (including the department's only full-professor and most productive researcher), and the lack of Group I faculty research - as a threat to the long-term viability of the M.A. Program. These deficiencies are currently being addressed as follows:

a. Lack of a Research Methods Class: The best way to address this issue at the present time is to incorporate research methods into an existing class. LING 4830/5830: Assessing Language Abilities (a required class for both graduates and undergraduates) is probably the best candidate. Various other other solutions are possible, and will be discussed by faculty at the year-end departmental retreat in July.

b. No Culminating Activity or Exam: Many highly regarded Applied Linguistics M.A. programs (like ours) do not have a culminating exam. Students this academic year were encouraged (though not required) to develop a portfolio of their M.A. work to show perspective employers. Several workshop sessions were devoted to introducing this idea. The implementation of a portfolio requirement would be very possible for first-year students. A completed portfolio could be, "highly recommended" for students beginning their second year of study in the fall of 2017, but required for second-years also there-after, for example. Again, this topic will be discussed and a decision made at the departmental retreat in July.

c. Recruiting and enrollment concerns in OPIE: These issues are being dealt with in a summer partnership between the Vice Provost For Global Affairs with the director of OPIE, the Chair of the Department of Linguistics (myself), and the department's senior business manager, to consider the best place to situate OPIE within OHIO's university structure to improve the efficiency of recruiting International students and those from this pool who require OPIE. Since the review period, OPIE faculty members have made recruiting trips to China and the Middle East. The OPIE Review process is designed to produce recommendations for how to address this subject that will be presented to the Provost and possibly even the UCC.

d. Replacement of Departing Group 1 Faculty: Permission has been secured from the college to hire two Group 4 one-year replacement positions for AY 17-18. The first is to replace one of the two departing Group 1 faculty, a full professor who is a Second Language Acquisition (SLA) specialist. Three different applicants with the requisite experience and background capable of bolstering the M.A. Program in teaching, research, and funded research support have been encouraged to apply. The second Group 4 position is to replace the departing Arabic Coordinator, for which suitable candidates have also been recruited. The teaching load for the second departing Group 1 faculty member (the third faculty member leaving the department), a Computer Assisted Language Learning (CALL) specialist, can be covered by existing OPIE and ELIP Group 2 faculty. Permission to extend the current Sociolinguistics Group 4 position has also been granted by the college. This individual was renewed because of her teaching excellence, research expertise, and grant writing ability. The Group 4 SLA hire and the renewal

of the Group 4 Sociolinguist will help the M.A. Program build new momentum going forward. Hopefully, these two positions will be approved for conversion to Group 1 positions for next year. Capitalizing on the foundation that these two positions will provide in the department, faculty will be discussing the possibility of offering an online M.A. degree and online foreign language programs in the near future. The details will be discussed and a plan created to move in this direction during the annual faculty retreat in July.

e. Improving Group 1 Research Productivity: Several ideas are currently being considered. With the departure of the two most productive researchers in the department, it will be important to continue implementing the department's current Group 1 Merit Evaluation (ME) Process, which correlates teaching load to research on a three-year average. This means that at the conclusion of every 3-year ME cycle, Group 1 faculty who have not been research active will be asked to teach more, while those who have been active will become eligible to keep their existing teaching load or to have it reduced. This will enhance research capacity for for Group 1 faculty who are research active. As the program reviewers have noted, it's not as though research isn't being done in the department. We have five Group 2 faculty in ELIP, all of whom hold Ph.D.'s and have proven productivity in their specialized areas of linguistics research. It is important to recognize their contributions more visibly going forward and better articulate the benefits of their research to the department and to students. These Group 2 faculty members will be called upon from now on to participate in ongoing research projects and to work more closely with all of our students. The details of this implementation will be discussed and determined at the upcoming departmental retreat.

ERROR CORRECTION:

I would also like to second David Bell's identification of errors in the Executive Summary of the 7YR report. They occur in two places. On page 1 paragraph 4 where the Linguistics minors are misidentified: The Linguistics minors are in four tracks – TESOL (Teaching English to Speakers of Other Languages), Sociolinguistics, Theoretical Linguistics, and CALL (Computer Assisted Language Learning). Also, the TEFL Certificate (Teaching English as a Foreign Language) for undergraduates and graduates is not mentioned at all. This has been one of our most popular programs. The second error is on page 1, paragraph 5 regarding ELIP. It is Linguistics that launched the TEFL Certificate, while it is ELIP that is working on a TESP (Teaching English For Specific Purposes) Certificate.

In conclusion, using the Group 2 talent in our department in creative ways, and by attracting new talent to both the SLA and Sociolinguistics positions will contribute greatly toward addressing the department's weaknesses identified by the reviewers in their report. By making the adjustments described above and by replacing as soon as possible the SLA and Sociolinguistics Group 4 positions with Group 1 tenure track positions will put the Department of Linguistics back on track to be as viable and vibrant as it was when rated as, "viable" following the previous 7-Year Review.

Date: May 3, 2017
TO: David Ingram, Program Review Committee
FROM: Robert Frank, Dean, College of Arts and Sciences
RE: Seven year review of Linguistics

This is my response to the 2017 report submitted for the Department of Linguistics seven year program review. I congratulate the faculty of the Linguistics, OPIE and ELIP programs for the accomplishments outlined in the self-study document. A diverse set of students is served by these programs, and each program plays a significant role within the broader curricular offerings of the college and university. It is for this reason that I have serious concerns about the future of the programs within Linguistics.

I would be remiss if I did mention among my concerns the quality of the self-study document. Its poor quality creates a barrier to the sort of comprehensive understanding of the department that is essential for a thorough program review, especially for those who are not familiar with the programs. The document contains contradictions, typographical errors and factual errors that create unnecessary confusion for the reader.

The declining Ohio University enrollment of international students is creating significant problems for both OPIE and ELIP, but particularly OPIE. A strategy for better aligning university recruitment and student support services with OPIE is a current, critical need. Conversations involving OPIE staff, the Linguistics Department, Admissions, the College and the VP for Global Affairs are underway. The goal of the discussions is the crafting of an OPIE strategic plan that is academically sound, financially viable and aligned with university priorities.

The recent loss of three tenure track faculty provides an opportunity to re-evaluate the futures of both the masters and bachelors programs in Linguistics. In addition, we are at a point where the future of the language programs deserves serious discussion in the context of all the language instruction being provided by the college.

For these reasons, I support a midterm review of the Linguistics Department. This will allow the time necessary to develop and implement a plan that addresses the concerns identified by the program review process.



Interoffice Communication

Date: March 5, 2018

To: Elizabeth Sayrs, Interim Provost and Executive Vice President

From: Bob Frank, Dean, College of Arts and Sciences

Re: Update on Linguistics program review

In response to the program review, the Department of Linguistics launched a comprehensive evaluation of its academic programs and departmental processes and procedures. The results of these efforts will be submitted to the dean in April of 2018.

The report will address the identified problems in graduate and undergraduate programming while also reviewing the department governance structures.

The department is expected to put forth a plan that will advocate, among other things:

- a shorter and more pragmatically-oriented graduate program that can succeed in an environment with limited resources for new investment;
- enhanced advising and communication for the undergraduate linguistics major;
- the broader inclusion of a diverse array of faculty in departmental leadership and decision-making.

As this work is being done, the Dean's Office has limited new graduate enrollment by reducing available funding for next year so that it is more in line with the funding that will be needed for a revised graduate program. We expect to adopt a final plan for remediating deficiencies identified in the program review report in the Summer of 2018.

School of Information and Telecommunications Systems (Athens)
Program-Review Executive Summary

Reviewed AY 2016-17
Previous Review: AY 2006-07

Finding and Overall Assessment: *Viable.*

Degrees: B.S.C. in Information and Telecommunication Systems; Minor in Information and Telecommunication Systems; and Master of Information and Telecommunication Systems.

Self-Study Synopsis: Founded in 1980 as the Center for Communication Management, the J. Warren McClure School of Information and Telecommunications Systems (ITS) is a unit of the Scripps College of Communications. The school's mission is to educate undergraduate and graduate students, further knowledge, and perform university, community, regional and national service in the field of information and telecommunication systems. It strives to provide the highest educational quality education in the design and management of interactive voice/data/imaging systems that support the transfer of information by individuals, corporations/organizations, and governments. The program had six Group I faculty members, 87 undergraduates, and 22 graduate students as of Fall 2016. ITS carefully identifies and assesses learning outcomes, and, in the case of the class of 2015, 95 percent of its major graduates either found employment or were in graduate school.

Site-Visit Overview: The external reviewer was Rayford Steele, Distinguished Professor of Information and Communication Systems at Ball State University. The internal reviewers were John Cotton (Mechanical Engineering) and C. Scott Smith (Music), and Fuh-Cherng Jeng (Rehabilitation and Communication Sciences). The site visit was conducted November 1-2, 2016. The committee commended the school for its highly engaged and impressive undergraduate and graduate students and the faculty's dedication to the updating of the school's curricula. The committee found the faculty to be undertaking research and creative activity appropriate to the discipline and that faculty members also provide important service to the school, the college, the university, the community, and the profession. Moreover, the reviewers observed appropriate pedagogical practices and that learning and outcomes are assessed adequately. The school's efforts to track their graduates—and to use this information to assess its programs—is outstanding. ITS is attracting a number of majors who have succeeded in the program, and is currently making additional efforts to increase student enrollment. These efforts include working with Admissions to prepare recruiting materials and campaigns, conducting targeted high school visits, and maintaining an active social media campaign. What is more, the Master in Information and Telecommunication Systems (MITS) program attracts qualified students who are likely to succeed in the program. The number of the residential MITS program is appropriate for the size of the program; however, the number of students in the online MITS program has been low for several years. The committee's concerns included the program's accessibility to the necessary resources for its expansion to the Dublin Center; the prospect of losing a significant amount of faculty due to retirement over the next few years; and the need for greater ethnic, racial, and gender diversity in the undergraduate program.

Site-Visit Recommendations: The committee recommended adding a Group I faculty member to compensate for the retirement of faculty members. In addition, ITS maintains excellent laboratory equipment for educational purposes; however, it risks damage to its equipment due to power outages. Its lab's power needs to be connected to the Schoonover Center's emergency power generator.



OHIO
UNIVERSITY

Hans Kruse

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January 19, 2017

Dr. David Ingram
Chair, Program Review Committee

Dear David,

I have reviewed the draft of the ITS program review dated November 14, 2016, and updated by you on January 7, 2017; I appreciate the correction of the few errors we noted, and the inclusion of Dr. Steele's separate comments.

I truly appreciate the effort and time the review team put into the site visit and the final report. I also note that we had a number of very insightful and productive conversations during the site visit.

Both the "Concerns" and the "Recommendation" sections address resource and staffing issues created by the combination of our plans to utilize the Ohio Dublin location, as well as the proximity of several faculty and staff to retirement. We agree with the assessment of the reviewers and are currently developing a series of recommendations to the Scripps College leadership. It is our hope to implement proactive solutions which will avoid disruptions of our plans.

We will continue our efforts towards greater diversity in the undergraduate ITS student population, drawing on the expertise of the IT industry which is attempting to address the same problem. We will be mindful of Dr. Steele's advice to recognize especially the lack of gender diversity in ITS as a structural problem pervasive in the industry.

Sincerely

A handwritten signature in black ink, appearing to read "Hans Kruse".

Hans Kruse, Ph.D

Professor and Director,

J. Warren McClure School of Information and Telecommunication Systems

Adjunct Associate Professor of Electrical Engineering and Computer Science

Ohio University

cc: Dr. Scott Titsworth, Dean, Scripps College of Communication.



Scripps College of Communication

Dean's Office
Schoonover Center 100
Athens, OH 45701-2979

T: 740.503.4883
F: 740.593.0459

Monday, March 5, 18

Dr. David Ingram
UCC Program Review Chair

Dr. Ingram:

I have reviewed the external review document for the McClure School of Information and Telecommunication Systems. The review provided excellent information, and the School Director, Dr. Hans Kruse, and I have discussed the findings. The two most pressing issues articulated in the review were staffing and protection of lab equipment due to an omission of electrical backup during the renovation of Schoonover center. I address each by discussing strategies we have implemented to rectify those issues.

In the area of staffing, the review team correctly points out that several faculty in the school are approaching retirement. The document also points to the fact that we are exploring the possibility of ITS having some role in the Dublin facility. I believe these two issues are interrelated.

At the end of February, the Scripps College, working in collaboration with the Provost's office, contracted with an external firm to conduct research on the ways in which ITS might engage the Dublin/Central Ohio market. The firm will conduct focus group interviews with information technology and other industry leaders to determine reactions to a range of possibilities for ITS including: a full-time presence in the Dublin Facility, targeted marketing of the current online Master's degree offered by the school, a blended (part online and part face-to-face) version of the Master's degree in that market, and select undergraduate classes that could be taught in a face-to-face, blended, or fully online modality targeting that market. Results from this research will be provided to us by May of this year. In addition, the research firm will explore specific content areas in which ITS may have the most market appeal.

I believe that the research conducted by the external firm will be pivotal in strategic planning for the unit. In addition to the research, ITS faculty have developed robust connections in the Dublin/Central Ohio Market. Taken together, the external research coupled with our own intelligence will allow us to develop an outreach strategy aligned to the market. That strategy will also allow us to determine the best composition of faculty to achieve our objectives. In fact, we are already observing some benefits of those efforts. Our own intelligence suggests that the "security" option for hiring a new faculty member

may not best serve the needs of the school. In addition to the substantial expense, which could diminish flexibility for the school to hire other faculty, a “one shot” security hire would not substantially develop that area for the school. We intend to use the additional research intelligence to explore other possibilities, such as a position generally focused on the “internet of things” that might better leverage current strengths in an area that is significant in the Dublin/Central Ohio Market. In short, we have taken active steps to further augment our understanding of the issues raised in the external review focusing on staffing. We expect to begin using this information for strategic planning as the academic year draws to a close.

The infrastructure issue raised by the external review is being addressed by the School. My understanding is that the School is working with facilities to develop plans for addressing the oversight. The college office stands ready to work with the School to address the problem once appropriate solutions have been designed.

In general, the report correctly points out that the McClure School of Information and Telecommunication Systems is a high-functioning unit. The faculty are dedicated to student success, attracting greater diversity to their unit, and planning for a vibrant future. I am very pleased with the work of the school and look forward to working with the faculty as we develop new plans for the school.

If I can provide any additional thoughts, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Titsworth". The signature is fluid and cursive, with a long horizontal stroke at the end.

Scott Titsworth, Dean

Human and Consumer Sciences (Athens)

Program-Review Executive Summary

Reviewed AY 2016-17

Previous Review: AY 2004-05

Finding and Overall Assessment: *Viable* but likely to soon be *in jeopardy*. The University Curriculum Council Program Review Committee has scheduled a follow-up review for AY 2020-21.

Degrees: B.S.H.C.S. in Family and Consumer Education (Teaching); Family and Consumer Education (Community Leadership); B.S.H.C.S. in Restaurant, Hotel, and Tourism; B.S.H.C.S. in Retail Merchandising and Fashion Product Development; and B.A.H.C.S. in Consumer Service. Minors in Consumer Service and Retail Merchandising and Fashion Product Development. M.S.H.C.S. in Apparel, Textiles, and Merchandising.

Self-Study Synopsis: In the Patton College of Education, and with roots established before World War I (as Agricultural and Household Arts), the Department of Human and Consumer Sciences (HCS) took its current form in AY 2009-10 upon the division of the School of Human and Consumer Sciences among three colleges. After the reorganization, the department expanded its degree offerings. Since 2010, HCS has seen the departures of 11 faculty members, including two retirements. Concurrently, 12 new faculty members were hired; four of them resigned. With 162 majors as of 2016, the department currently has four Group I tenure-track faculty members and four Group II faculty members, and thus it relies heavily on Group II lecturers and Group III term-teaching. (Group I teaching, per credit hour, has declined 79 percent since 2010.) As of 2017, the department had not had a permanent department chair since 2012, nor did it have any tenured faculty members at the time of this review.

Site-Visit Overview: The external reviewer was Deborah Wooldridge, Professor and Director of the School of Family and Consumer Sciences, Bowling Green State University. The internal reviewers were C. Scott Smith (Music), Candice Thomas-Maddox (Communication Studies), and Kevin Uhalde (History). The site visit was conducted February 9-10, 2017. The site-visit committee concluded that the program is viable but was concerned that the program would soon be in jeopardy. The site-visit committee was troubled by HCS's inability to retain and tenure/promote Group I faculty, was concerned about the viability of its graduate program in particular, and pointed to a half-decade of instability in terms of program leadership. The committee found the department's undergraduate curricula to be strong, with energetic and committed faculty who are appropriately engaged in research and undertake significant service loads. Moreover, the department has clearly defined outcomes-assessment measures in place and provides many extra-curricular opportunities and activities for its undergraduate students. The committee expressed deep concern about the graduate program, which, as of 2015, enrolled three students and currently does not offer the necessary suite of courses that the catalog identifies, relying instead on independent-study courses and coursework from outside the department.

Site-Visit Recommendations: In light of the findings by the site-visit committee, the UCC Program Review Committee will conduct a follow-up review in AY 2020-21 to examine faculty-related issues and the viability of degrees offered by the program. The review will focus on the program's ability to maintain a stable number of Group I faculty for the delivery of multiple undergraduate degrees and a graduate component. Given concerns about the graduate program in particular, the site-visit committee recommended that the M.A. in Apparel, Textiles, and Merchandizing be suspended pending an in-house review of curricular and staffing resources. Moreover, the committee recommended that an internal or external search be conducted for a permanent department chairperson who could lead the program for multiple years.



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March 08, 2017

To: Dr. David Ingram, Chair
7-Year Program Review Committee
Of University Curriculum Committee

Dear Dr. Ingram,

I would like to thank the committee members for their time and expertise. I appreciate the committee's commendations, concerns, and recommendations. The committee's input is valuable to our department as we strive to improve and grow. I became very familiar with our faculty's teaching, research, and service assignments while I had been working on the re-accreditation self-study for the American Association of Family and Consumer Sciences.

In addressing the committee's review, I feel there is a need for clarification and explanation of some of these issues. A presentation of steps that the department as a whole has taken in addressing them in the past seven months is necessary. Therefore, the following text is oriented toward achieving these goals.

The Committee's Concerns

- 1. Excessive departmental and college service demands on untenured G1 and G2 faculty ("Review," p.1). G2 faculty are expected to teach a 4/4 course load (24 hours per academic year). Currently, all four G2 faculty serve as Program Coordinators for the various majors in the program. In addition, G2 faculty serve as the faculty advisors for student organizations within the Department, as well as serving/chairing faculty search committees and on various College committees ("Review," p. 4).**

The current service load in the department for Group I faculty is approximately 10%. Data show that each Group I faculty member serves 2 college-level committees voluntarily. Some of these committees meet once a month while others meet less frequently. Two of them serve a faculty search committee while the third Group I faculty member does not engage in any faculty search activity. A Graduate Program Committee, which includes all Group I faculty, was set up at the start of fall 2016-2017. However the committee has had two meetings only in the past seven months. Two of these faculty members receive a 3-credit hour course release while one receives a 2-credit hour course release this academic year.

The current service load in the department for Group II faculty is 20%. Each Group II faculty member has volunteered to serve 2-3 college-level committees. All of them serve on the departmental faculty search committees. The department has conducted two searches this academic year. Their roles as Program Coordinator are not part of their "20% service load"



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as required by the university. Program coordinators in the department at this moment are mainly responsible for making teaching assignment recommendations to the department chair, responding to students' issues if students need help from the program-level, and allocating human resources to recruitment events organized by the college. They are compensated with extra benefits, i.e., a course release or a stipend of \$5,000.

Each program coordinator, for both the hospitality and RFPD programs, teaches a full load (4+4) and has chosen to be compensated with a stipend for their work this academic year. The most recent statistics from the Office of the Dean show that the ratio between student and faculty for the hospitality program is 19 while that for the Retail, Fashion, and Product Development is 26. Each one of these program coordinators voluntarily advises one program-specific student organization to fulfill their service requirement.

The Group II faculty, who also serve as Program Coordinator, for Customer Service and Family and Consumer Sciences Education programs do not advise students at all. Each of them is given three-course releases this year to fulfill their service requirement, a large amount of which, as outlined in their contracts, is program growth. Currently the ratio between student and faculty for Customer Service is 19 while that for Family and Consumer Sciences is 3.

In summary, recent statistics show that currently none of the faculty are "overloaded" with service requirements. However, I do recognize that some of the service tasks are very challenging. For instance, the Family and Consumer Science program currently has three majors only. To increase the enrollment in a short time period demands an entrepreneurial spirit, lots of hard work, a sound plan, and aggressive recruitment activities. It's important to mention that since August 2016, the department has carried two major tasks almost simultaneously: the 7-year review, and re-accreditation by the American Association of Family and Consumer Sciences. All faculty members have been required to participate in these projects. They have been asked to provide personnel data, instructional assignments, syllabi, and assessment of course outcomes. Program coordinators were also asked to help answer and verify some program specific assessment questions. The 7-year review site visit was completed on Feb. 10th and the final self-study report was completed and submitted to the American Association of Family and Consumer Sciences on Feb. 24th. With these two projects put behind us, I am confident that the felt "service load" is now much lighter.

2. Prolonged, high turnover and interpersonal conflicts among G1 faculty continue to negatively affect productivity and morale among all faculty, staff, and graduate students ("Review," p. 1).

This statement is not completely accurate. My observation in the past two and half



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years, as both a faculty member and the department chair, show that factors such as autocratic leadership style, ignorance of university and college policies, lack of cultural understanding, and self-interest are the main courses for low productivity and morale.

I have been actively working to make changes since I was elected as the Interim Department Chair. For instance, at the Faculty Retreat on Feb 24, two managers from Human Resources were invited to share OU employment policies and conduct a Q & A session; several team building activities were conducted by external experts to build mutual understanding and rapport among faculty. Participating faculty, including all Group I faculty and two Group II faculty members, opened up, teamed up, and worked together happily and collegially. I am confident this was the first step to the development of a collegial workplace.

3. Insufficient communication and support for G3 faculty, especially at start of semesters (parking permits, enrollments) (“Review,” p. 1).

I have asked the Administrative Specialist to put this on the department’s new faculty orientation agenda. I’d like to point out that the department has viewed Group III faculty as valuable resources. They are invited to attend the department’s annual advisory board meeting. Their requests for teaching support such as purchasing unique stationary items and teaching materials have been honored. This year, some of them have received financial support from the department to attend and present papers at international conferences and to take students on out-of-state fieldtrips. In addition, an office in our newly renovated building has been designated for Group III faculty only.

4. Lack of effective leadership within the department and ineffective responses at the college level to resolve this apparent problem.

I was voted by both Group I and Group II faculty members in August 2016 to this position of Interim Department Chair. After the election, I set up and gained faculty consensus on seven (7) goals for the department for this academic year. Evidence shows that the department, as a whole, has successfully achieved some of these goals while steadily moving toward achieving others.



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Committee's Recommendations

- 1. Consider a G2 or an outside (OU or external) chair appointment for at least 2-3 years tasked with revising governance (including committee structures), personnel (including P&T and workload documents), and budgetary procedures (“Review,” p. 1).**

This statement does not accurately reflect what's stated in “**Governance**” (“Review,” p. 3), “...There is a widely recognized need for a tenured faculty member with a multi-year appointment to serve as chair.”

Dr. Mijeong Noh, Associate Professor of the Retail, Fashion, and Product Development program and I, Associate Professor of the Restaurant, Hotel, and Tourism Program, have applied for tenure. If we receive tenure, one of us can continue the leadership of the department.

- 2. Governance - The only other governance structure we identified were program coordinators, all of whom are currently G2 faculty members. We strongly recommend a review of governance structures and procedures. Given the unique structure of the program, notably the experience and importance of non-tenure-track faculty to the department's mission, we further recommend that revised structures and procedures be inclusive of all core faculty (“Review,” p. 3).**

In addition to program coordinators, I have set up two standing committees: the Cost Control Committee, which consists of all program coordinators; and the Graduate Program Committee, which consists of all Group I faculty and led by the committee chair. The department forms ad hoc faculty search committees when necessary. For instance, this academic year, the department has two ad hoc faculty search committees: the Group I Culinary Faculty Search Committee and the Group II Fashion, Retail, and Product Development Committee.

- 3. Curriculum - We recommend introducing governance structures, if they do not exist, to facilitate the smooth development of innovations and improvements to the curriculum.**

The department has initiated such an effort and plans to form a work team to create an internal curriculum assessment and improvement plan. The department also plans to invite experts from the American Association of Family and Consumer Sciences to conduct workshops for the faculty on development of learning outcomes and measurements this fall. These are stated in the self-study report submitted to the



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American Association of Family and Consumer Sciences.

4. Teaching - First-year faculty should be granted a course reduction for scholarship productivity however, this did not occur for Dr. Hyeyoon Choi in 2015-2016 (“Review,” p. 3)

Dr. Rebecca Choi and the Acting Department Chair in AY2015-2016, Dr. Mijeong Noh, reached an agreement in summer 2015 before Dr. Choi reported to work: Dr. Choi would receive a course release in AY2016-2017. Thus, Dr. Choi’s teaching load for AY2016-2017 is 2 + 2 (12 credit hours), not her regular load of 2+3 (15 credit hours). In addition, the “overload course,” a 1-credit hour seminar course, assigned to Dr. Choi in AY2015-2016 had only two students; the average class size for Dr. Choi in AY2015-2016 was 11 students.

5. Students - The undergraduate students are very enthusiastic. They like the flexibility and interdisciplinary of the programs. Participants in the college’s honors program were particularly enthusiastic. They have a strong desire for more practical training (e.g. Excel and industry-level software), which may also entail curricular and resource concerns (“Review,” p. 4).

The department has initiated a department-level approach to modify existing undergraduate curricula to reflect the current trends in the market. Courses such as Hospitality or Retail Technology will be added. The required business minor course, MIS2011 Management Information System, currently fulfills students’ technological needs.

6. Adequacy of Resources - We heard concern about adequate budgetary resources for the FCS Education program (“Review”, p. 4).

I do not fully understand why this is a concern. We indeed have adequate budgetary resources for the FCS Education Program. I have been assisting the program coordinator to develop a recruitment plan with a budget plan. An individual account has been set up for FCS, ready for the budget plan to be completed so a specific amount of fund will be set aside for this program. Meanwhile, I have approved all the financial requests from the program coordinator.

7. ...However, we did hear from both undergraduate and graduate students about misinformation or inadequate information that affected their course selection and/or progress toward graduation. This may be an intrinsic feature to professional advising that supports a variety of programs and departments. (“Review,” p. 4).



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We have been working on this. For instance, we invite an academic advisor to our faculty meeting every month. However, we might need to be more creative in bridging this gap. For instance, we can invite academic advisors to our unit-level meetings and get them acquainted with our program specific curriculum. I have planned to meet with the Director of the Student Affairs soon to discuss these issues.

8. There is a need for more support to improve systematic marketing and recruitment efforts within the university and at secondary schools, especially where that entails travel expenses for faculty representing the program (“Review,” p. 4)

As the Interim Department Chair, I have initiated and brainstormed the idea of forming a “Student Enrollment Management” committee in the department with some program coordinators. This will be discussed again at the faculty meeting scheduled on March 14. It’s hoped that the committee will officially be formed and start to function this coming summer. At the same time, I will be creating an integrated marketing and recruitment strategy based on program-level strategies and plans. This has been discussed at multiple meetings with the faculty and shared at the Dean’s Academic Leadership Team meetings. Currently, each program continues to ponder key questions such as program vision, mission, image, target market, value proposition, and recruitment strategies Program coordinators will present their recruitment plans at the Advisory Board meeting scheduled on March 31 before soliciting the board members’ advice and support.

Respectfully,

Sandy C. Chen, PhD
Interim Department Chair
& Associate Professor of the Restaurant/Hotel/Tourism Program
Department of Human and Consumer Sciences



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TO: Dr. David Ingram, Chair

THRU: Dr. Pam Benoit, EVPP

FR: Renée A. Middleton, Dean
The Patton College of Education

RE: 7-Year Program Review
Human and Consumer Sciences (HCS)
University Curriculum Council (UCC)

DT: March 22, 2017

Dr. Ingram, let me begin by thanking the Committee members for the time taken to engage in the Ohio University Program Review Process for the Department of Human and Consumer Sciences in the Gladys W. and David H. Patton College of Education. I am in receipt of the Committee's Report dated February 10, 2017. As well, I believe you are in receipt of the Department's response from Interim Department Chair, Dr. Sandy Chen (Report Dated: March 8, 2017).

It is important to establish the context and history relative to the establishment of the Department of Human and Consumer Sciences. The reality is that it takes time to build stability with essentially a brand new department. One must not be surprised that the faculty is seeking to understand their respective roles, understand collegiality, and determine how they will best work together to advance their programs and meet their established mission and purpose. The Department of Human and Consumer Sciences was established in The Patton College the Summer of 2010 when the University engaged in a strategy for realignment of specific academic programs from the former college identified as the College of Health and Human Services.

CONTEXTUAL HISTORY

The Department of Human and Consumer Sciences prepares individuals to advocate for consumer well-being. The department offers programs in the following areas:

HCS UNDERGRADUATE PROGRAMS:

- Customer Service Major/Minor (CS)
- Family and Consumer Sciences Education (FCS)
- Retail Merchandising and Fashion Product Development (RFPD)
- Restaurant, Hotel, and Tourism (RHT)



HCS GRADUATE PROGRAM:

- Apparel, Textiles, and Merchandising
- HCS Graduate Handbook

When the realignment occurred in July 2010, the nation, state, and university entered a period of a significant recession that prevented the hiring of new faculty. There was a hiring freeze at the university and college level. One purpose of the realignment was to provide cost-savings to the University. As such, during period of the University's history, budgets were cut and raises were non-existent. The faculty who were left in the department used this time to establish a new name, mission, vision, and planning process for their future. The College updated its mission to align with and support a now comprehensive College of Education.

The senior faculty member in this program (Dr. Ann Paulins, Professor) became the Senior Associate Dean of the College (RFPD), a second tenured faculty member retired in 2014 (RFPD), and the only other tenured faculty member departed in the year following the realignment (2011). During this time, the college and department necessarily had to rely on GRP III faculty to primarily teach courses in the undergraduate program. Yet the program and department needed continuity and stability.

In 2013, the financial health of the nation and university began to slowly recover. Subsequently, the College has sought to rebuild the faculty and support the work of the faculty. It became clear that there was a need to employ faculty who could hit the ground running in providing leadership in their content areas and who had an established record of scholarship. As such, we began to hire at the Associate Professor level with "eligibility" for tenure during the second or third year of employment at Ohio University. This provided the ability to benchmark our effectiveness in reaching goals and objectives by preparing for accreditation in 2017.

The faculty are making continual improvements to our course curriculums based on past student performance and feedback. Supervisor evaluations from student internships are also being employed as a means of strengthening and improving the program curriculum. At the graduate level we are building the foundation with pre-tenure Group I faculty. Basics, such as up-to-date information in the Graduate Handbook Guidelines, Program Plan of Study, GA responsibilities, and curriculum development (OCEAN) are being reviewed and taught to new pre-tenured faculty.

There are no tenured faculty in the Department of HCS. The faculty composition rank, content area, and date of employment. The faculty engaged in this work are listed below by:

Group I

Dr. Mijeong Noh,
Associate Professor; Employed 2013
Retail Merchandising

Dr. Sandy Chen, Interim Chair
Associate Professor; Employed 2014
Hospitality

Dr. Rebecca Choi, Employed 2015
Assistant Professor
Hospitality

Dr. Haesun Park-Popes
Associate Professor; Employed 2016

Group II

Ms. Robin Ambrozy, Customer Services
Employed 2016

Mr. Donald Brown, Hospitality
Employed 2010

Ms. Lisa Diebel, Family and Consumer Sciences
Employed 2016

Ms. Lisa Williams, Retail Merchandising
Employed prior to 2010 realignment

While as dean, I understand that it takes time for any new department to establish a working synergy, it is also not lost on the College dean that there are complex challenges that must be addressed. Some of these challenges have been identified by the review committee (interpersonal conflict, lack of effective leadership, graduate program growth and stability). I concur with the review committee that regrettably it was not possible for them to speak with me during their review process. However, the time to provide information at this time is appreciated. I will list each of the committee concerns and follow-up with my response.

DEAN'S RESPONSE TO CONCERNS

- Lack of effective leadership within the department and ineffective responses at the college level to resolve this apparent problem.

Response: There are NO tenured faculty in the department. This has presented a challenge with respect to departmental leadership. Initially, Dr. Beth VanDerveer, a tenured faculty member in Recreation and Sport Pedagogy was appointed by myself as dean to serve as Acting Department Chair from 2010 – 2015. Dr. Noh was “appointed” by the dean to serve as the Acting Chair in 2015-16. Both Dr. Chen and Noh have gone up for tenure this academic year (2016-17).

- Prolonged, high turnover and interpersonal conflicts.

Response: I disagree that there has been high turnover. The department has experienced no higher turnover than any other department in the college. However, because this is a new department and was made up of a small number of faculty, departures presented very challenging situations magnifying the departures.

With respect to interpersonal conflicts. These challenges are real and continuing. It is imperative that a culture of respect, trust, and collegiality be modeled by the Group I faculty in the department. Group I faculty seem to be the most challenged in this regard. The Group I faculty in HCS must decide what kind of work environment they want to work in and only they can work to achieve it. Group I faculty must accept personal

responsibility for building a culture of trust, respect, and collegiality. The dean has engaged the following strategies to seek to understand how best to move the department forward in a constructive manner where they can work together respectfully and collegially as follows:

- 1) Faculty took part in voting who they wanted to serve as Interim Department Chair for Academic Year 2016-17. The vote was unanimous for Dr. Sandy Chen and I supported the vote of the faculty. This was done to support the decision of the faculty with the faculty stating that conflict would be alleviated with new leadership.
 - 2) A mentor was assigned to current Interim Chair, Dr. Sandy Chen for, AY 2016-17. Dr. Holly Stadler (external to the College) is a former Department Chair (Auburn University) and former dean (Roosevelt University) and has been providing guidance to Dr. Chen to support her in her new role as department Chair.
 - 3) In January of 2017, the University Ombudsman and I met with the HCS faculty as a whole. The purpose of this meeting was to: a) Assist HCS faculty in understanding the role of the Ombudsman, and b) Clarifying the role of the College and its established processes for raising concerns with respect to department or college policy. The ombudsman and the dean were both concerned that the faculty were misusing the Office of the Ombudsman seeking to engage the ombudsman in addressing issues or disputes with respect to the role of the department chair, program coordinators and/or matters of department or college policy. At this meeting, I asked each faculty member in HCS to set up meetings with myself so that I could better understand from their perspective why interpersonal conflicts continued to challenge the department.
 - 4) February/March, 2017-- I met with each faculty member one-on-one in my office to learn: a) What they see as the strengths of the department and what is working? b) What are the challenges in the department that lead to the department's dysfunction? C) What suggestions do you have on how best to improve the environment in the department?
 - 5) Dr. Middleton meets bi-weekly with the department chair (and with all Chairs in The Patton College) to address matters of concern or issues raised by the Interim Chair.
- Excessive college and department service.
Response: This was the case early on (2010-14) in the department's establishment when there was a need to hire Group III. However, the service load has been reduced significantly with the hiring of new faculty over the last 3-4 years. Additional faculty hires for the next academic year will spread the workload even more (Group I: Culinary Services and Group II: Retail Merchandising). [Please also see Dr. Chen's response].
 - The graduate program appears to be in jeopardy.
Response: All the Group I faculty have been hired only within the last three years. Again, it takes time to build a program after realignment and loss of faculty after the realignment. Essentially, we are starting all over again. The department now has the capacity to begin growing the graduate program.
 - Insufficient communication and support of Group III.
Response: This is an area we will look into. [Please refer to Dr. Chen's response].

RECOMMENDATION

The recommendation by the Committee for how best to approach leadership within the College has already been utilized. It is not in my judgment as dean, at this point in the department's young history, that this the best way to move forward. The department must begin to work through their challenges and stand on their own two feet. There are three Group I faculty well capable of leading the department. Again, this is a matter that must be worked out by all of the Group I and Group II within the department.

With respect to putting the graduate program on hiatus, the College also has an internal Program Planning and Review Process. The RFPD program will go up for review in the coming months. The College Program Planning and Review Committee will make a determination at that time in consultation with the faculty as to whether there should be a hiatus of the graduate program. At the end of this year, there will be 5 full-time Group I and 4 full-time Group II for a total of 9 faculty. There is faculty capacity to engage in a strong and viable graduate program in Apparels, Textile, and Merchandising.

Finally, I will be meeting with the department in the coming days to review my fact-finding from my individual meetings with each faculty member and establish a plan for departmental leadership for AY 2017-18. I have also engaged the assistant of the Ombudsman Office to collaborate with the Athens Mediation Office to work with the HCS faculty in processes and strategies for working together positively and effectively. Only the faculty in the HCS department have the capacity to turn this around. They must be both willing and able. I am confident there is the will—the Office of the Ombudsman and the Athens Mediation Services can assist with assisting them with the skillset and tools for building the capacity to listen to each other and build a climate of trust.

Thank you for the opportunity to provide a response to this review.

School of Art + Design (Athens)
Program-Review Executive Summary

Reviewed AY 2016-17
Previous Review: AY 2009-10

Finding and Overall Assessment: *Viable.*

Degrees: B.A. in Art History; B.A. in Art History (HTC); B.F.A. in Studio Art; B.F.A. in Studio Art (HTC); B.A. in Studio Art; B.A. in Studio Art (HTC); B.F.A. in Graphic Design; and B.F.A. in Interior Architecture. Minors in Art History and Studio Art. M.A. in Art History; M.F.A. in Ceramics; M.F.A. in Printmaking; M.F.A. in Photography; M.F.A. in Painting and Design; M.F.A. in Sculpture; and M.F.A. in Graphic Design; Certificate in Museum Studies.

Self-Study Synopsis: With roots in the late nineteenth century at OU, the School of Art+Design (A+D), a unit of the College of Fine Arts, took on its currently name and configuration in 2013. It provides undergraduate and graduate instruction across many areas creative and scholarly areas, including studio art, art history, photography, sculpture, and ceramics. At the time of the review, A+D was ranked 33rd among fine-arts programs in the country by *U.S. News and World Report*, with ceramics (ranked third among peer graduate programs) and printmaking (ranked tenth among its peers) leading the way. Since the last review, A+D has continued to innovate and adjust its majors and programs (moving to significantly expand online offerings in art history and critical studies, for example) while maintaining class sizes at levels conducive to effective instruction and creative work in the fine arts. As of 2015-16, the school had 19 Group I tenure-track faculty members, one Group II lecturer, five Group IV visiting professors, and five early retirees. With 318 undergraduate majors (214 in Studio Art alone), A+D's undergraduate enrollment has declined overall since 2009-10, closely matching nationwide trends in the fine arts. At the same time, and notwithstanding noteworthy challenges in terms of facilities and space, the school's *U.S. News* ranking improved some 25 spots, reflecting the instructional quality and creative/scholarly/research reputations of its faculty.

Site-Visit Overview: The external reviewer was Robert Shay, Professor of Ceramics and former Dean of Fine Arts, University of Kentucky. The internal reviewers were Orianna Carter (Biological Sciences), Krisanna Machtmes (Education), and Brian Schoen (History). The site visit was conducted October 25-26, 2016. The site-visit committee commended the school for providing exceptional educations at the undergraduate and graduate levels and for its record of creative and scholarly activity. Faculty members also engage in important service to their school, the university, the community, and the profession. The school maintains outcomes-assessment metrics and rigorous methods appropriate to its degree offerings. Overall, the committee found that the school's excellence is all the more striking when considering the poor quality of A+D's facilities—a factor that likely hampers student recruitment. Much-needed improvements to Siegfried Hall are underway and will provide a more attractive and effective space. The graduate studios at the Ridges are also in need of improvement.

Site-Visit Recommendations: The committee recommended further improvement to the school's infrastructure and more effective communication between the school's leadership and its faculty, among other suggestions.

Ingram, David

From: LaPalombara, David
Sent: Monday, February 13, 2017 2:55 PM
To: Ingram, David
Cc: Sayrs, Elizabeth
Subject: Re: Review of the School of Art + Design

Hi David,

Thanks for sending the Program Review. I thought it was a balanced report, with two items I wish to bring to your attention:

- Paragraph c. on page 12 says the School will no longer have access to lab fees after the Guaranteed Tuition Policy is implemented in 2018. From what we've heard, the college will continue to receive and distribute course fee money to the school.

- Paragraph d. on page 12 lists three areas within the school that are operating with a single tenured faculty member. This is true for Sculpture and Photography, but not true for Painting. John Sabraw and Julie Dummermuth are both tenured faculty in the Painting + Drawing area.

Hope this helps.

Thanks,
David

On Feb 2, 2017, at 9:35 PM, Ingram, David <ingram@ohio.edu> wrote:

Dear Elizabeth and David

Please find attached the review of the programs of the School of Art + Design

UCC policy is that Dean and Chair have 14 days to let me know of any issues they have with the report or any comments or observations they wish to be appended to the report. If I receive nothing by 5:00 PM on Monday February 20 I will assume you have no objection to me proceeding to Graduate Council for their observations on the graduate programs and then to UCC for approval of the review. Once approved by UCC, the review is forwarded to the Provost so that it can be included as an information item for the Board of Trustees. I am told, by Howard Dewald, that the Provost is expecting deans to comment on the review of their programs, and that if the approved review reaches her without those comments she will seek them.

Let me know if you have any questions.

Thanks
David

David C. Ingram (ingram@ohio.edu)
Program Review Committee Chair, UCC
Ohio University
Athens, Ohio 45701-2979

<SubmittedProgramViewoftheSchoolofArtsandDesign-21.pdf>

David LaPalombara, Professor and Director
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March 28, 2017

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F: 740.593.0570

Dear Dr. Ingram,

Thank you for the opportunity to respond to the program review report for the School of Art + Design. I appreciate the careful attention provided by the committee in their review of the documents submitted, and in their visit with the school. I strongly concur with their assessment that the School of Art + Design is a viable program that “continues to provide exceptional graduate and undergraduate education,” with “very entrepreneurial” faculty and a “well-developed curriculum that contributes to the fostering of bright and creative [artists] who are prepared to move into the field, pursue an advanced degree, or find a job in another area.” We are very proud of the School of Art + Design’s most recent US News and World Report national ranking of #33, and with the national area rankings of our ceramics program (#3) and print-making program (#10). Below is some additional context for the recommendations that are included in the report.

a. Facilities

The report recommends that “the university should strongly consider a major renovation and expansion to the Art building [Seigfred].” Phase 1 of the Seigfred renovation is in process (the new roof is completed, and new windows will be installed over summer 2017). Phases 2 and 3 of the renovation are currently in the design process with Schooley Caldwell. Phase 2 is anticipated to begin in fall 2017. The timing and scope of phase 3 are still under discussion as the university continues to assess and prioritize its deferred maintenance needs. The design process should also reveal whether significant savings are possible by combining phases 2 and 3. The design process is also helping to clarify the need for studio spaces for each area, as well as possibilities for more shared spaces. The potential to include these spaces more efficiently in the Seigfred renovation will help determine what amount and type of space ultimately is needed at the Ridges or elsewhere. The report references an unlocked door to the studio space at the Ridges. To clarify, this door can only be reached by breaking in to a specific, unoccupied section of the building, and this door may not be locked because of fire safety issues. We are working with facilities to find a solution that is compliant with safety requirements.

b. RCM and Guaranteed Tuition

The report raises concerns about the RMC formula because of the increased space needs of fine arts, and the “loss” of course and technology fees that were wrapped into the Guarantee. It is well known that the fine arts, like engineering, need more space to support their academic programs. This is addressed in RCM through

subvention. Similarly, the equivalent of course and technology fees under the Guarantee are included in the tuition distribution to colleges; in COFA, these have been passed to each of the schools as they would have been earned before the implementation of the Guarantee. In addition, the College recently supported the purchase of new digital equipment in the Graphic Design and Painting + Drawing areas, with some matching funds coming from the School of Art + Design's technology fee carry forward funds.

It is correct that COFA, in general, does not receive as much in fees through the Guarantee distribution as we received when fees were separate, but again, that amount is made up through subvention. One challenge is that any new course under the Guarantee that would have provided consumable materials to students using a course fee under the previous tuition + fees model does not have a way to recoup new costs; there may be a need to rethink how Art + Design handles consumable supplies in general if we do see an impact in the future.

c. Faculty

In several places, the report refers to "vacant faculty lines held at the College level" or even funds for lines held in the Provost's office. This is inaccurate. Under RCM, there are no lines; there is only revenue distributed to the colleges based on enrollment and credit hours, or earned by the college through other revenue opportunities. The college then decides how to allocate those funds internally. While the School of Art + Design may prefer to have three full-time faculty in each area, regardless of enrollment, that preference has to be balanced against the needs of other areas in the College, especially those areas that have increasing enrollments. When Art + Design has faculty who retire or Group IV positions that expire (which they did not have this year), they will be able to advocate for prioritized replacement positions as part of the College staffing plan process.

d. Recruiter

The College supported the hire of a .5 FTE recruitment specialist for the School of Art + Design for the first time in academic year 16-17. Once this first year is concluded, we will evaluate the structure of the position, including reporting lines.

e. Communication at the school level

The structure of the leadership team in the School of Art + Design was changed in fall 2016, including a new assistant director and associate director. This pilot structure will be evaluated at the end of the current academic year. In addition, I and other members of the dean's office staff have met with the full faculty of Art + Design, several of their governance committees, and with individual areas several times in the past year in order to help maintain multiple channels of communication.

f. Arts as central to Ohio University

There is ample evidence of the centrality of the arts to Ohio University, from the recent investments in the Seigfred renovation and Tantrum Theater, to the longstanding inclusion of fine arts in general education and the Arts for OHIO program, which keeps almost all campus arts events free for our students. Ohio University clearly says that you are not an educated person in today's world if you have not experienced the arts in a deep and meaningful way, and I see no evidence that this will change under a new dean and president.

I also want to clarify the report's discussion about the National Association of Schools of Art + Design (NASAD) accreditation. On page 13, section g, the report writes that a "university-level policy exists that recommends (but does not require) accreditation if an appropriate accreditation agency exists." This is inaccurate; it is not a university-level policy. Rather, according to Mike Williford, at issue is the Higher Learning Commission's (HLC) accreditation criteria subcomponent 4.a.5: "The institution maintains specialized accreditation for its programs as appropriate to its educational purposes." In general, this statement means that specialized accreditation is voluntary but also comes with an expectation that it should occur if possible. In addition, in preparation for the HLC visit last fall, the university had to prepare for a Federal Compliance Review, which has its own expectations for specialized accreditation that requires a review at the time of the site visit. The pertinent language reads as follows:

An institution has a responsibility to remain in good standing with each state in which it is authorized or licensed as well as with any other institutional or programmatic accrediting agency recognized by the U.S. Department of Education by which it is accredited or pre-accredited up to the point that it voluntarily withdraws from such relationships. An institution shall fairly represent to the Commission and to the public its history or current or previous status with other institutional or programmatic accrediting bodies and with each state in which it is authorized or licensed.

The previous dean, Dean Kennedy-Dygas, wrote a letter outlining why not having NASAD accreditation was "appropriate to its educational purposes," and the voluntary withdrawal from NASAD was not raised as a concern at the time of the HLC site visit last year. I do agree that there is a potential disadvantage to lacking accreditation when Art + Design is competing for resources with other schools within the college that are accredited, simply because of the weight that accreditation requirements confer; however, this potential disadvantage can be overcome by building a compelling argument for the school's needs.

Finally, I want to note that the School of Art + Design has been responding strongly to its undergraduate enrollment challenges this year. The new recruitment specialist has served an important role, last fall's Experience the Arts Day had its largest turnout of potential art majors in recent memory, the number of incoming student scholarship applications has more than doubled over the

previous year, and faculty have engaged in positively-received recruiting events, including a portfolio review practice session for prospective students. Institutional research also compiled a report that showed that even as the total number of students across Ohio who enroll in art majors has decreased, our market share of those students has increased the last several years. I wholeheartedly agree with the report that our “superb faculty remain the program’s best asset,” and know that the more that prospective students have opportunities to interact with our faculty, the more likely they will be to attend at both the undergraduate and graduate levels.

Thank you for the constructive feedback, and I thank you, your committee, and the reviewers for the time and expertise that you all have brought to the review process.

Sincerely,

A handwritten signature in cursive script that reads "Elizabeth Sayrs". The signature is written in black ink and is positioned below the word "Sincerely,".

Elizabeth Sayrs
Interim Dean, College of Fine Arts

Division of Film (Athens)
Program-Review Executive Summary

Reviewed AY 2016-17
Previous Review: AY 2007-08

Finding and Overall Assessment: *Viable.*

Degrees: B.A. in Film (HTC); M.F.A. in Film; M.A. in Film Studies; and Minor in Film.

Self-Study Synopsis: A component of the School of Dance, Film, and Theater in the College of Fine Arts, the Division of Film (FILM) offers acclaimed and unique programs of study that attract students from across the country and from around the world. At the time of the review, the division had five Group I tenure-track faculty members (including a joint appointment), one Eminent Scholar, two Group II lecturers (also including a joint appointment), and two Group IV visiting professors (also including a joint appointment), serving 44 graduate students and eight HTC undergraduates, all of whom produce portfolios or theses. Both faculty numbers and enrollments have largely remained stable since the last review. In addition to offering a suite of rigorous courses that include online classes, the program provides advising, mentoring, and other support, including internship opportunities, for its students. To better measure effectiveness and respond to the needs of its students, FILM adopted the Academic Quality Improvement Program (AQIP) learning-and-outcomes-assessment model in 2015, formalizing some assessment methods and procedures that already had been in place. Throughout its history, FILM has focused on the study and creation of independent motion pictures, providing education and training in a wide range of areas that filmmaking entails. Its graduates have gone on to work in various aspects of filmmaking, in Hollywood, New York, and elsewhere. Decreases in the division's operating budget since the last review have been significant, but FILM's strategic planning and its move to the 31 Court Street location in 2012 have allowed it to keep pace with technological advances in filmmaking and conduct its work in facilities of adequate quality.

Site-Visit Overview: The external reviewer was Melinda Levin, Professor of Media Arts at University of North Texas. The internal reviewers were Lauren McMills (Chemistry and Biochemistry), Herta Rodina (Modern Languages), and Robert L. Williams (Mechanical Engineering). The site visit was conducted January 30-31, 2017. The site-visit committee lauded FILM for its excellent faculty, collaborative and collegial environment, and its engaged and highly motivated students. The committee found the faculty to be strongly engaged and productive in their scholarly and creative work, supported by both internal and external funding. The faculty also provides important service to the division, the school, the College of Fine Arts, the university, the community, and the profession. FILM's teaching includes specialized graduate courses (in which HTC undergraduates are also enrolled) as well as general-education offerings that attract students from across the campus. Among the committee's concerns were decreased operating budgets (down 20 percent since 2008), a loss of administrative positions that has led workload issues, and the lack of an advisory board of alumni and industry leaders.

Site-Visit Recommendations: The committee’s recommendations included an increase in funding for graduate-student recruitment, increased outreach to alumni and the building of stronger division-alumni relations, the formation of an advisory board, increased division-industry partnerships that could facilitate the infusion of new equipment, and increased contact and collaboration between FILM and the College of Communications (Media Arts and Studies).



July 1, 2017

Office of the Dean
Jennings House
1 Ohio University
Athens OH 45701-2979

T: 740.593.1808
F: 740.593.0570

Dear Dr. Ingram,

Thank you for the opportunity to respond to the program review report for the Division of Film. I appreciate the careful attention provided by the reviewers in their visit with the unit. I strongly concur with their assessment that the Division of Film is viable, reflecting its “dedicated faculty” and “a clearly collaborative and collegial environment.” The report also notes that the Division of Film prepares its “engaged and strongly motivated students” for life after graduation, writing that students “are well prepared for jobs in both the film industry and academia, and further graduate study.” Below is some additional context to recommendations that were included in the report.

The reviewers recommend increasing administrative support staff, Group I faculty, and technical staff. A workload of .5 FTE for the administrative support position the Film Division is similar to other units of the same size within the College of Fine Arts (COFA). While other units may have higher total FTE administrative support (2 FTE in general), it is important to note that student numbers are much greater in those units as well (e.g., Music has 274 students, and Art has 395, while IARTS + Film has only 89 students).

While the report states that “several lines have been lost,” the Film Division currently has six Group I faculty (one shared with Scripps), two Group IV faculty (one shared with Interdisciplinary Arts), and two Group II faculty (one shared with the Athens Film Festival). The Ohio University compendium shows six Group I faculty, one Group IV, and one Group II for AY 2009 through AY 2011, and five Group I faculty for AY 2012 through AY 2013, before returning to the current six Group I. The number and type of faculty has remained steady, parallel to student enrollment. The same is true of technical staff. We agree that there are significant concerns about faculty diversity; while we have some international faculty, there are no Group I female faculty or faculty from underrepresented groups, which can significantly affect the ability of a program to recruit effectively. This is difficult to address directly without new hires, so we will encourage the Film Division to carefully consider its approach toward visiting artists and scholars in the shorter term until faculty turnover presents more opportunities to address this issue in the long term.

The report recommends upgraded space and equipment. As noted in the self-study, the Film Division is satisfied with its space, and has not yet requested any space modifications. Any requests would have to be considered in the context of other College of Fine Arts space needs, many of which are urgent. The Film Division

recently received significant 1804 grant funds to upgrade the projection and associated equipment in their main teaching spaces.

The report recommends that funding for graduate student recruitment be increased. This spring, COFA requested a marketing proposal for the Film Division from an outside firm that that was recently selected to work with Ohio University (Carnegie); the proposal was recently received and will be evaluated. Additional one-time money was provided to film from COFA this year to help them redistribute their current graduate stipends to be used more effectively for recruiting.

The report makes several curricular as well as student, alumni, and industry engagement recommendations. The College strongly supports these thoughtful and timely suggestions to update the curriculum, engage industry partners, establish an advisory board, and build stronger connections between alumni and students. We expect the Film Division to meet regularly to address these issues, and to work with the Director of the School of Dance, Film, and Theater and appropriate COFA staff to move forward on these important suggestions as quickly as possible.

Finally, the report recommends continued discussion with the School of Media Arts and Studies (Scripps College of Communication) to explore increased collaboration. As noted in the report, this process has already begun. In addition to the current collaborations (such as some shared faculty teaching, and graduate students from Film teaching in Media Arts and Studies) a small faculty working group was charged with starting a very preliminary discussion this spring to explore a variety of options for further collaboration, including the possibility of an interdisciplinary center where courses and degrees in various time-based disciplines from COFA and Scripps (and from all over campus) could be shared, as well as some more traditional possibilities. While still in the early stages, exploring the possibility of future innovative collaboration is strongly supported by the College.

Thank you for the constructive feedback, and I thank you, your committee, and the reviewers for the time and expertise that you all have brought to the review process.

Sincerely,

A handwritten signature in cursive script, reading "Elizabeth Sayrs". The signature is written in dark ink and is positioned above the typed name.

Elizabeth Sayrs
Interim Dean, College of Fine Arts

Resources, Facilities, and Affordability Committee Meeting

**FISCAL YEAR 2018-19
OHIO UNIVERSITY
ACADEMIC YEAR 2018-19 TUITION, FEE AND RATE INCREASES**

RESOLUTION 2018 --

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

WHEREAS, the proposed student fees are consistent with the legislative mandates on the establishment of undergraduate fees set forth in Am. Sub. H.B. 49, passed by the 132nd General Assembly; and

WHEREAS, the proposed undergraduate, non-resident fee for students enrolled in a dual degree program through Ohio University's agreement with the University of Bayreuth will require the review and approval of the Chancellor of the Ohio Department of Higher Education; and

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedules attached hereto as Exhibits A through E, effective Fall Semester 2018, unless otherwise noted.

Exhibit A

Fee	Increase Request	Exhibit
HCOM Tuition & Fees	3.25%	B
Off-Campus Graduate	See Exhibit	C
Student Fees	See Exhibit	D
UG Non-Resident Fee	Partial Fee Waiver	E

Exhibit B

OHIO UNIVERSITY
ATHENS CAMPUS
COLLEGE OF OSTEOPATHIC MEDICINE
FY 2019 GRADUATE STUDENT TUITION & FEE SCHEDULE
(PER SEMESTER)

MEDICAL STUDENTS

Credit Hours	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident Total	Technology Fee
1	655	24	679	279	958	21
2	1,309	48	1,357	558	1,915	41
3	1,964	72	2,036	836	2,872	62
4	2,618	96	2,714	1,115	3,829	83
5	3,273	120	3,393	1,394	4,787	104
6	3,928	144	4,072	1,673	5,745	124
7	4,582	168	4,750	1,951	6,701	145
8	5,237	192	5,429	2,230	7,659	166
9 and above	17,728	639	18,367	7,554	25,921	568

Exhibit C

OHIO UNIVERSITY
GRADUATE OFF CAMPUS PROGRAMS
Changes to FY19 STUDENT TUITION & FEE SCHEDULE
(PER CREDIT HOUR)

College of Business - Current	Instructional Fee	General Fee	Program Fee	Spec Services / Materials Fee	Ohio Resident Total	Non-Resident Fee	Out of State Total
Professional MBA (PMBA)	505	3	413	-	921	19	940
MBA Online (OMBA)	505	3	398	98	1,004	19	1,023
Professional Masters of Sport Administration (PMSA)	505	3	208	83	799	19	818
Masters in Athletic Administration (MAA)	505	3	61	-	569	19	588
Full-time MBA (FTMBA)	505	78	163	-	746	496	1,242
Full-time Masters of Accountancy (MAcc)	505	78	50	-	633	496	1,129
Masters of Sports Administration (MSA)	505	78	43	-	626	496	1,122
Dual MBA/Masters of Sport Administration (MBA/MSA)	505	78	43	-	626	496	1,122

College of Business	Instructional Fee	General Fee	Program Fee	Special Srvs/Materials Fee	Ohio Resident Total	Non-Resident Fee	Out-of-State Resident Total
Professional MBA (PMBA)	505	3	437	-	945	19	964
MBA Online (OMBA)	505	3	410	110	1,028	19	1,047
Professional Masters of Sport Administration (PMSA)	505	3	233	83	824	19	843
Masters in Athletic Administration (MAA)	505	3	66	-	574	19	593
Full-time MBA (FTMBA)	505	78	173	-	756	496	1,252
Full-time Masters of Accountancy (MAcc)	505	78	100	-	683	496	1,179
Masters of Sports Administration (MSA)	505	78	100	-	683	496	1,179
Dual MBA/Masters of Sport Administration (MBA/MSA)	505	78	100	-	683	496	1,179

New Programs	Instructional Fee	General Fee	Program Fee	Spec Services / Materials Fee	Ohio Resident Total	Non-Resident Fee	Out of State Total
College of Business							
Online Masters in Analytics	505	3	552	115	1,175	19	1,194
Professional Masters in Management	505	3	442	-	950	19	969
Online Masters in Management	505	3	400	115	1,023	19	1,042
College of Health Sciences							
Masters of Global Health (MGH) Blended	505	3	100	-	608	496	1,104
Online Masters of Global Health (OMGH)	505	3	100	-	608	19	627

New Graduate Certificates	Instructional Fee	General Fee	Program Fee	Spec Services / Materials Fee	Ohio Resident Total	Non-Resident Fee	Out of State Total
College of Business							
All College of Businss Graduate Certificates	505	3	-	392	900	19	919
Patton College of Education							
Online Education Public Policy Leadership Certificate	505	3	-	50	558	19	577

Request for New or Increase of Broad-Based Fees

Fiscal Year: FY19

Office/Dept./School	Fee Name	Current Amount	FY19 Amount Requested	FY19 Amount Recommended to BPC	FY19 Amount Recommended to BOT	Notes
ATHENS						
Heritage College Osteopathic Medicine	Medical Learning Resource Fee	\$550.00	\$568.00	\$568.00	\$568.00	Also charged at Cleveland and Dublin Extension Campuses
University Registrar	Transcript Fee & Same Day	\$6.00	\$8.00	\$8.00	\$8.00	electronic
	Transcript Service Fee	\$6.00	\$10.00	\$10.00	\$10.00	paper/printed
			\$6.00	\$10.00	\$10.00	\$10.00

Request for New or Increase of Student Course Fees

Fiscal Year: FY19

Course ID	Course Title	Dept/School	Fee Name	Current Amount	FY19 Amount Requested	FY19 Amount Recommended to BPC	FY19 Amount Recommended to BOT
CHILLICOTHE							
Patton College of Education							
PAW 1211	Fundamentals of Snow Skiing	RSP	Snow Skiing Fee		\$50.00	\$50.00	\$50.00*
PAW 2211	Intermediate Snow Skiing	RSP	Snow Skiing Costs		\$50.00	\$50.00	\$50.00*
REC 1150	Whitewater Rafting	RSP	Whitewater Rafting Fee		\$175.00	\$175.00	\$175.00*

*Recommend only for Non-OHIO Guarantee students

Exhibit E

**OHIO UNIVERSITY
NON-RESIDENT
Changes to FY19 STUDENT TUITION & FEE SCHEDULE
(PER CREDIT HOUR)**

Ohio University	Non-Resident Fee
Undergraduate Non-Resident Fee, 2018-19 Guarantee Cohort	466

College of Business	Non-Resident Fee
University of Bayreuth - Dual Degree, B.S. Sports Management	10

**FISCAL YEAR 2018-19
OHIO UNIVERSITY
ACADEMIC YEAR 2018-19 TUITION, FEE AND RATE INCREASES**

RESOLUTION 2018 --

WHEREAS, the appropriate planning and consultations within the University have been completed, resulting in the recommendation for tuition and general fee rate increases for Ohio University's initial OHIO Guarantee for RHE student cohort to support quality academic programming and to encourage baccalaureate degree completion at the regional campuses; and

WHEREAS, the proposed tuition and general fee increase for the OHIO Guarantee for RHE cohort is consistent with legislative mandates set forth in Ohio Revised Code Section 3345.48; and

WHEREAS, the proposed OHIO Guarantee for RHE Principles and associated tuition and general fees will require the review and approval of the Chancellor of the Ohio Department of Higher Education; and

NOW THEREFORE, BE IT RESOLVED that the Board of Trustees adopts the fee schedule attached hereto as Exhibit A, effective Fall Semester 2018, subject to approval of the Chancellor of the Ohio Department of Higher Education.

Exhibit A

Fee Table will be provided at Trustee meeting



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Candice J. Casto, Chief Finance and Investment Officer, Foundation Operations

Re: **NACUBO-Commonfund Study of Endowments**

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

Final NCSE results for the year ending June 30, 2017 were made available in late January 2018. OHIO outperformed the NCSE average for FY2017. OHIO's performance lagged the NCSE for the three-, five- and ten-year periods ending June 30, 2017.

Investment performance through December 31, 2017 continued to be strong but the markets have experienced a period of volatility for the first two months of 2018. Following this memo are several charts and tables that depict the Foundation's performance against peers who participated in the NCSE for the fiscal year ended June 30, 2017.

March 22, 2018

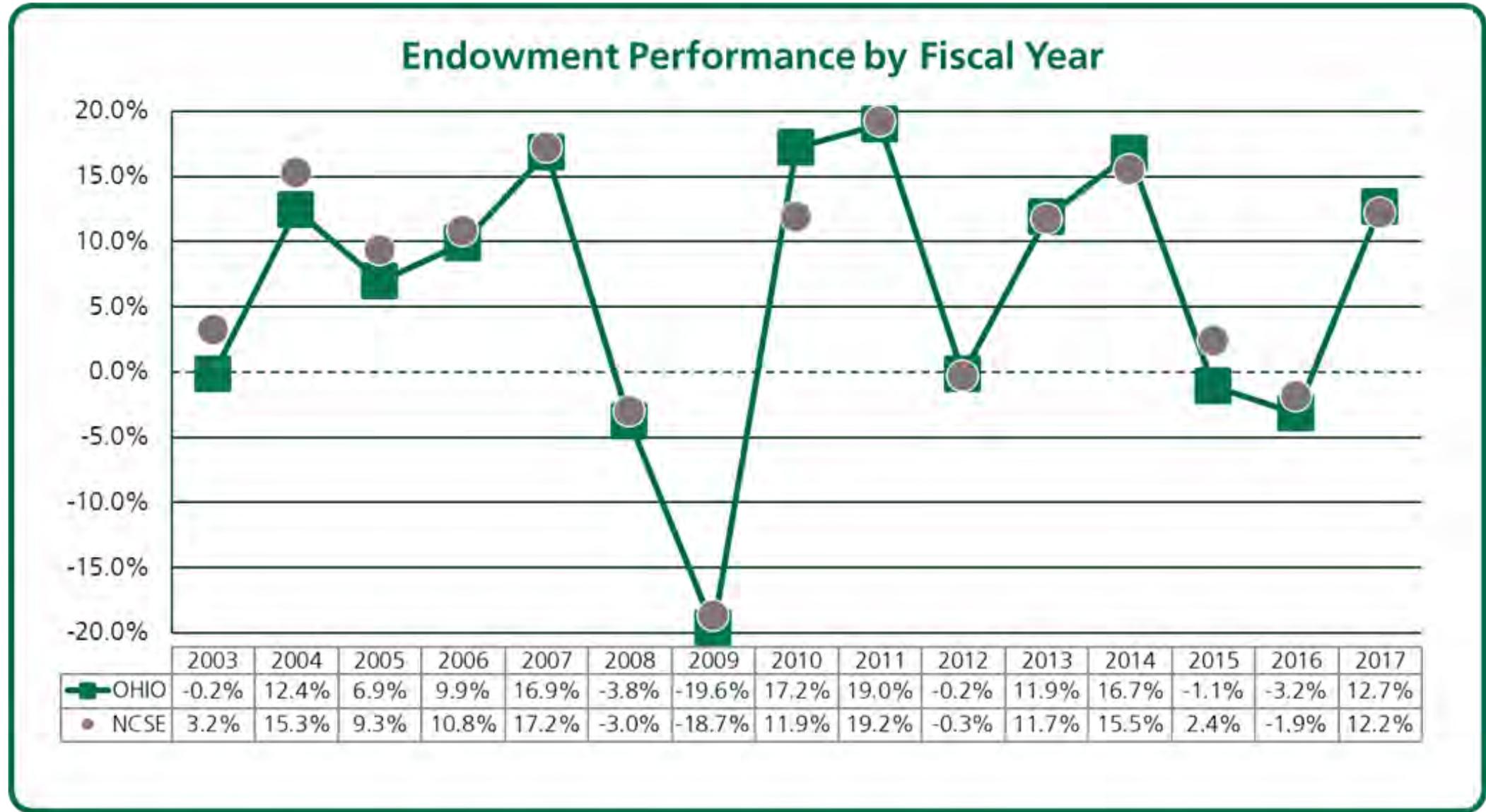
NACUBO–Commonfund Study of Endowments (NCSE)

Tab #; pg

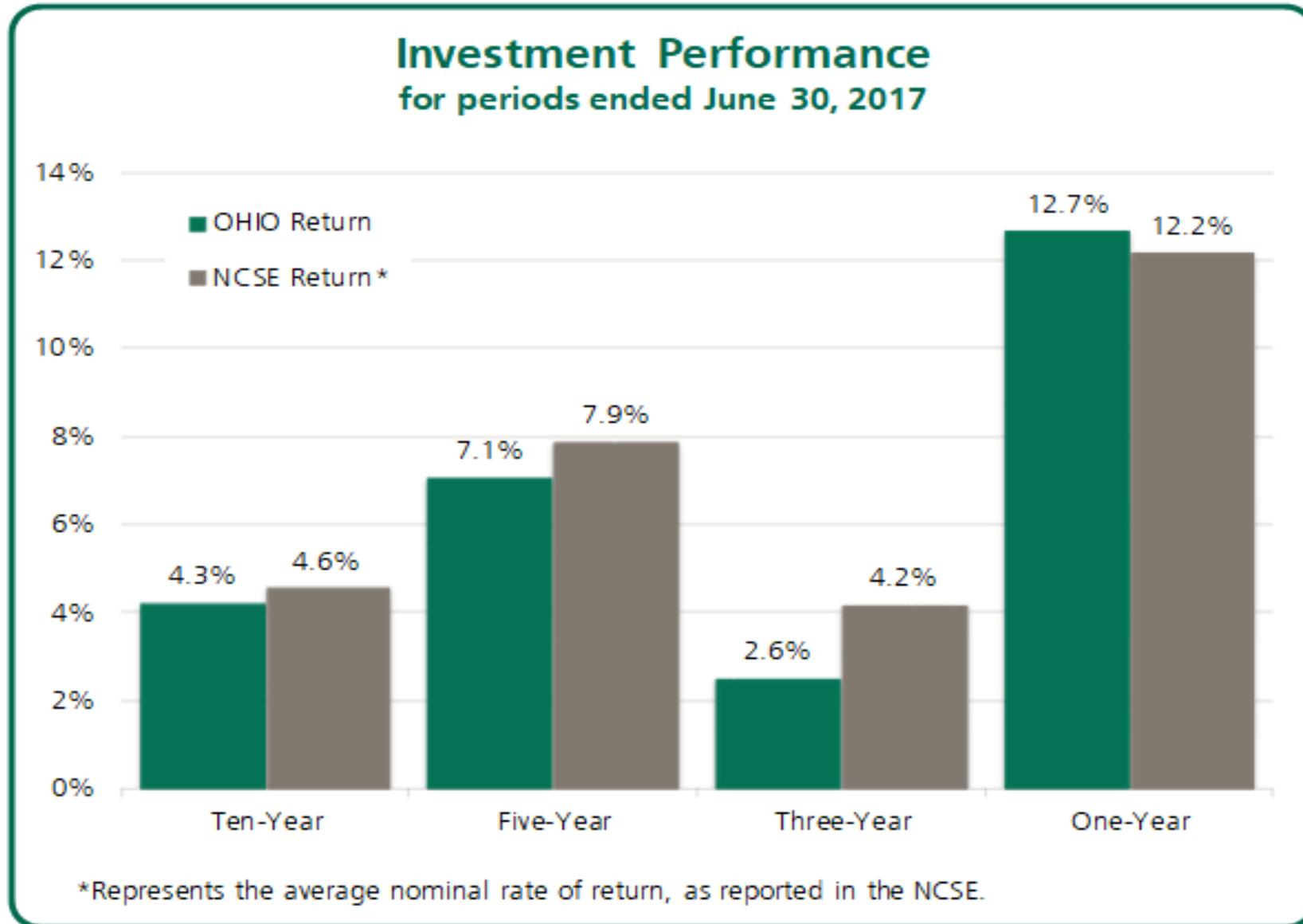
NCSE Overview

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

Performance vs. NCSE Average



Performance vs. Peers



Performance* vs. Top Performers and All Participants

Investment Performance
for periods ended June 30, 2017

Average Net Return for Top Performers and All Participants

Category	# Institutions	Five-Year	Three-Year	One-Year
OHIO Return		7.1%	2.6%	12.7%
NCSE Top Decile				15.8%
NCSE Top Quartile				14.8%
NCSE Total Institutions	809	7.9%	4.2%	12.2%

* Average return net of fees

Performance* vs. Endowments by Size

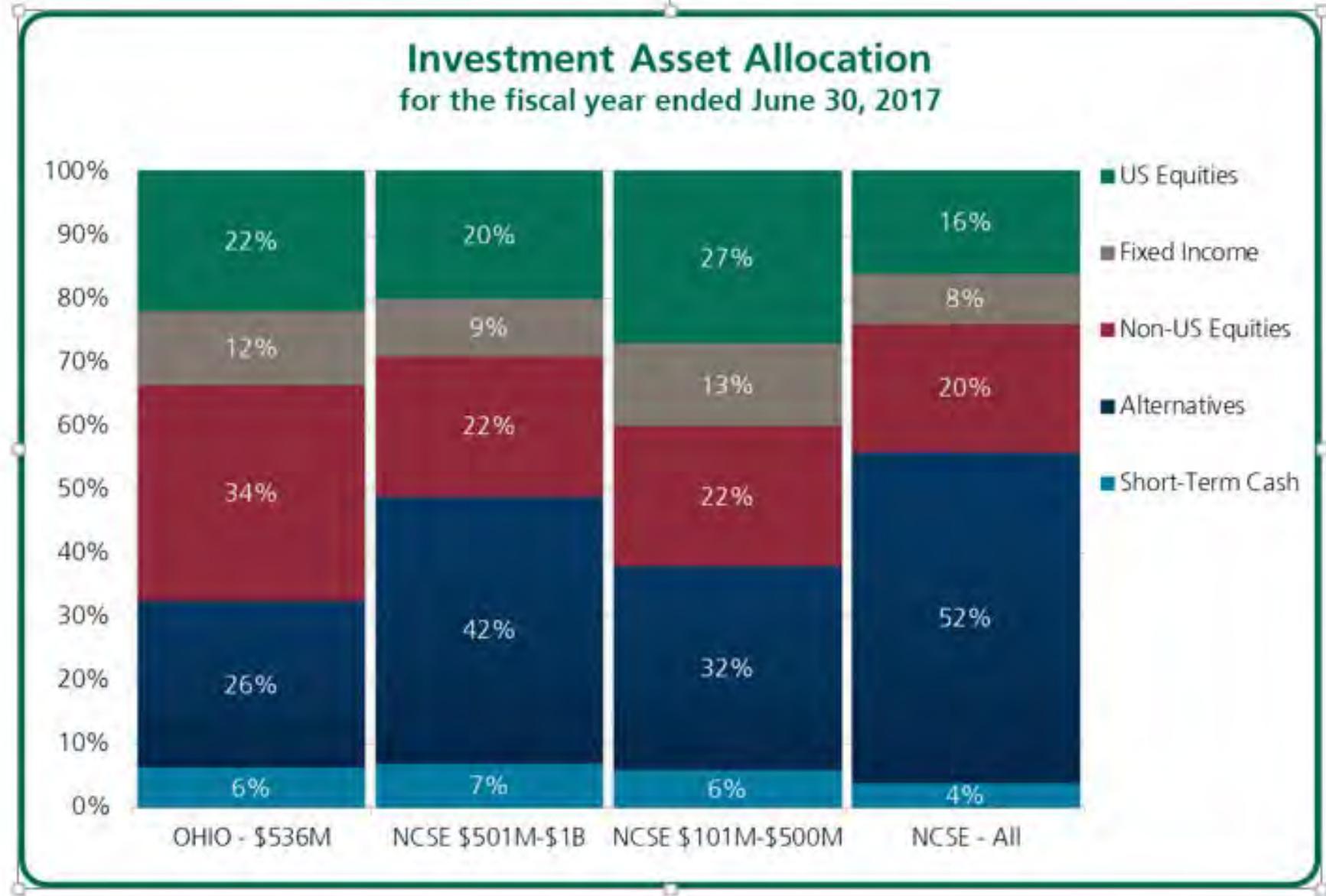
Investment Performance for periods ended June 30, 2017

Average Net Return by Endowment Size

Category	# Institutions	Five-Year	Three-Year	One-Year
OHIO Return - \$536 Million		7.1%	2.6%	12.7%
Over \$1 Billion	97	8.6%	5.0%	12.9%
\$501 Million - \$1 Billion	82	8.1%	4.2%	12.7%
\$101 - \$500 Million	275	7.8%	4.1%	12.5%
\$51 - \$100 Million	157	7.7%	3.9%	11.9%
\$25 - \$50 Million	113	7.7%	4.0%	11.7%
Under \$25 Million	85	8.1%	4.7%	11.6%

* Average return net of fees

Asset Allocation vs. Peers



CAPITAL PROJECTS
APPROVAL TO PROCEED WITH DESIGN AND CONSTRUCTION
RESOLUTION 2018 -

WHEREAS, construction and renovation projects with a total project budget of \$500,000 or more require Board approval; and

WHEREAS, projects presented and recommended for Board approval have been subject to a multi-step planning process culminating in executive leadership review and approval by the Capital Funding and Priorities Committee (CF&PC); and

WHEREAS, the following projects are presented for Board approval:

Design & Construction Requests:

Capital Project Budget & Authorized Expenditures	
Project	Current
Bob Wren Infield Artificial Turf	\$600,000
Innovation Center Roof Replacement 2018	\$900,000
OUC-Academic Success Center Stevenson Renovation	\$2,882,635
Total	\$4,382,635

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.



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
 Shawna Bolin, Associate Vice President University Planning
 Greg Robertson, Associate Vice President Architecture, Design and Construction

Re: Capital Projects Update and Request for Approval to Undertake Design through Construction

We will provide an update on the Capital Improvement Plan (CIP) and the review of priorities leading to Board approval of the FY19 Annual CIP at the June meeting.

Three projects in excess of \$500,000 will be presented for Board approval to undertake design through construction. A presentation containing background information, funding sources and the proposed schedule for each project is included with these materials as well as a resolution for board action.

PROJECT	Authorized Expenditures			Project Budget		
	Previously Approved	Current Action	Total Approved Authorized Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
<i>Approval to Undertake Design through Construction</i>						
Bob Wren Infield Artificial Turf		\$ 600,000	\$ 600,000		\$ 600,000	\$ 600,000
Innovation Center Roof Replacement 2018		\$ 900,000	\$ 900,000		\$ 900,000	\$ 900,000
OUC-Academic Success Center Stevenson Renovation		\$ 2,882,635	\$ 2,882,635		\$ 2,882,635	\$ 2,882,635

Current Project Approval Request Information

- Bob Wren Infield Artificial Turf- This project fully funded by external restricted gifts will install turf on the infield to provide a more consistent playing field than natural grass and will include relocating existing utilities and installing site drainage in the infield.
- Innovation Center Roof Replacement - This project funded with Century Bond deferred maintenance funds will replace the roof on the Innovation Center as it is beyond repair.
- OUC-Academic Success Center Stevenson Renovation - This project will centralize student services and improve the student learning and support environment in order to promote student success on the Chillicothe campus. It includes renovating the existing restrooms to meet ADA requirements, increasing technology access for students and addressing deferred maintenance items.

March 22, 2018

Capital Projects

FY19 Capital Improvement Plan Update

Tab #; pg

FY19 Annual CIP Context

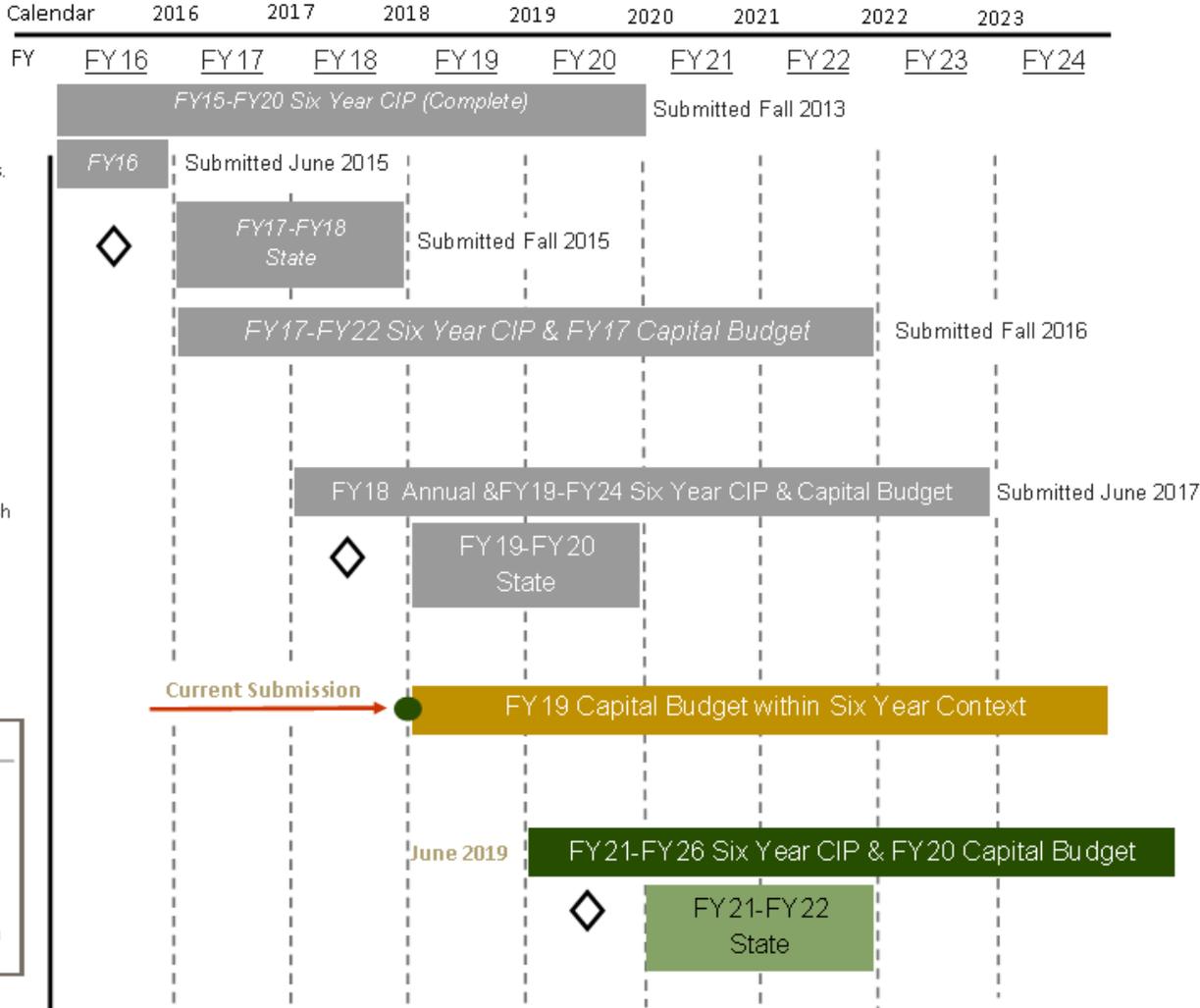
Six Year CIP Submission Schedule

While the six year plan will be updated yearly, the comprehensive plan and booklet with state biennium capital appropriation requests aligns in odd years to ensure the institution is prepared for State Capital submission request deadlines.

Process:

- This year we will be updating the six year plan to provide an FY19-FY24 six year CIP to the State
- Process begins in the Fall and culminates in the spring with a June Board submission and request for approval
- Each annual update will provide a fresh look at priorities and feasibility

SCHEDULE KEY	
	6 Year CIP Annual Update booklet with State Submission
	6 Year CIP Annual Update on a non-state submission year
	State Capital Submission



- Six Year CIP is updated **every other year**, beginning in the fall of even years
- Embedded within the current FY19-FY24 Six Year is the FY19-FY20 State Capital Submission **and the FY19 Annual**
- **8 months** since the FY19-FY24 Six Year CIP was approved by the BoT
- Priorities and project feasibility reviewed in the update process leading up to June submission

FY19 CIP Review And Draft Plan

FY19 - FY24 6 Year Capital Improvement Plan As of: June 2nd 2017	Project Totals			Deferred Maintenance	Funding Sources					Capital Expenditure Forecast							
	Projects Beginning in a Prior FY	Projects Beginning in FY18	Projects Beginning in FY19-FY24		Back-log Addressed	Internal Bank	Century Bond Bank	Grants/Gifts	State Appropriations	Working Capital	Past Expenditures	FY18	FY19	FY20	FY21	FY22	FY23
Classification & Project	<i>Shown in Millions</i>	<i>Shown in Millions</i>	<i>Shown in Millions</i>														
Academic/Programmatic Renewal	\$218.49	\$126.08	\$120.93	\$170.60	\$272.85	\$35.53	\$42.84	\$59.55	\$54.73	\$138.18	\$60.68	\$112.14	\$67.42	\$28.05	\$14.85	\$23.17	\$21.01
In Progress	\$218.49			\$49.82	\$116.60	\$25.35	\$18.46	\$35.30	\$22.79	\$138.18	\$35.75	\$41.79	\$2.78				
Capital Projects Nearing Completion	133.89			22.47	90.03	3.01	10.11	8.73	22.01	131.06	2.82						
Alden Library Renovations - Phase I	2.36			1.45	0.85		0.20	1.25	0.06	1.28	1.08						
Central Classroom C-Suite Renovation	1.00			0.40				0.60	0.40	0.15	0.85						
Clippinger Renovation Strategy Phase I	42.60				18.00	14.60		10.00		0.60	7.50	34.50					
Ellis Hall Infrastructure Renewal	13.00			12.70	5.04	1.31		6.65		0.80	10.45	1.75					
Seigfred Hall Renovations Phase I	3.80			3.80		1.53		2.27		2.10	1.70						
Seigfred Hall Renovations Phase II	10.60			9.00		4.80		5.80		0.48	1.80	5.54	2.78				
The Perry and Sandy Sook Academic Center	6.49				2.69	0.10	3.38		0.32	0.66	5.83						
WOUB/WOUC Spectrum Tower	4.76						4.76			1.04	3.72						
Future Projects		\$126.08	\$120.93	\$120.77	\$156.25	\$10.19	\$24.38	\$24.25	\$31.95		\$24.94	\$70.35	\$64.64	\$28.05	\$14.85	\$23.17	\$21.01
Alden Library Future Phase Study		0.03							0.03		0.03						
HCOM Research Phase II Study			3.00				3.00									3.00	
Academic & Student Support Relocations		4.91	4.07	5.15	5.06				3.92		3.53	2.88	2.57				
Administrative Relocations		14.42	5.44	17.57	14.86	5.00					8.94	5.49	5.44				
Clippinger Renovation Strategy Phase II			26.69	22.50	16.69			10.00					2.80	16.00	7.89		
Clippinger Renovation Strategy Phase III			28.87	22.50	18.87			10.00							2.80	16.00	10.07
Classroom Sandbox		0.25						0.25			0.25						
College of Fine Arts Space Renewal			7.00	5.00		3.00		4.00				1.48	5.52				
Clippinger Renovation Strategy Phase IV			6.78		6.78												6.78
College of Business Expansion			16.50				16.50					3.30	13.20				
HCOM Phase 1: Academic and Clinical Research		65.00			60.00				5.00		4.55	31.27	24.49	4.70			
HCOM Phase I Utilities		4.37				2.19			2.19		1.01	0.65	1.52	1.19			
Lin Hall Museum Expansion			4.80				4.80						1.20	1.20	1.20	1.20	
Facility Site Improvements - HCOM Phase I		3.00			3.00						1.50	1.50					
College of Business Programmatic Study		0.05							0.05		0.05						
Small Capital Improvement Projects		3.05	17.79	0.06			0.08		20.76		3.05	2.97	2.97	2.97	2.97	2.97	2.97
Russ Research Opportunity Center		31.00		48.00	31.00						2.03	20.82	6.15	2.00			

University is currently reviewing priorities and making adjustments where necessary for June 2018 approval submission

Example project will be listed as in Progress in FY19 Annual CIP

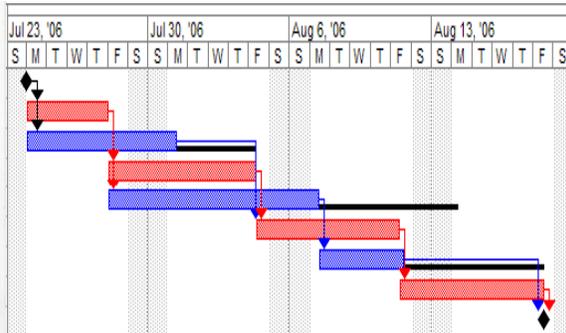
Example Project to be reviewed for timing ensuring that it will proceed as FY19 project

Factors That Influence Updated Priorities



STRATEGIC PATHWAYS FOR OHIO UNIVERSITY'S FUTURE

Since his first official day, on June 12, 2017, Dr. Nellis spent time visiting all the regional campuses, the Dublin and Cleveland campuses, and all the colleges, as well as the library. He gained insights through public forums and informal gatherings with thousands of faculty, students, staff, alumni, and friends of this great university. And through this input and his commitment to shared governance, he developed key strategic pathways that reflect the diverse voices of those who represent OHIO. These pathways and priorities will continue to redefine Ohio University as a leading-edge public research university.



	unit (sq.ft.)	unit cost	sub-total
Renovation	6,050	\$ 175	\$ 1,058,750
Addition (new construction)	0	\$ 350	-
Finishes Upgrades	0	\$ 50	-
Site Allowance	0	\$ 75,000	-
Sub-total A			\$ 1,058,750
Deferred Maintenance Items			
A. ADA Bathroom Upgrades	2	\$ 50,000	\$ 100,000
B. Lactation Room	1	\$ 25,000	\$ 25,000
C. Door Replacement	2	\$ 12,500	\$ 25,000
D. Electrical Panel Boards	6	\$ 3,000	\$ 18,000
E. Precast Panel Repairs	0	\$ 12,000	-
F. Soffit Repairs/Painting (excluding asbestos abatement)	0	\$ 9,500	-
Sub-total B			\$ 168,000
FFE (25% of Sub-total A)			\$ 264,688
Sub-total C			\$ 1,491,438
Sub-Total D			\$ 1,491,438
	% increase	item cost	
	10%	72.6%	



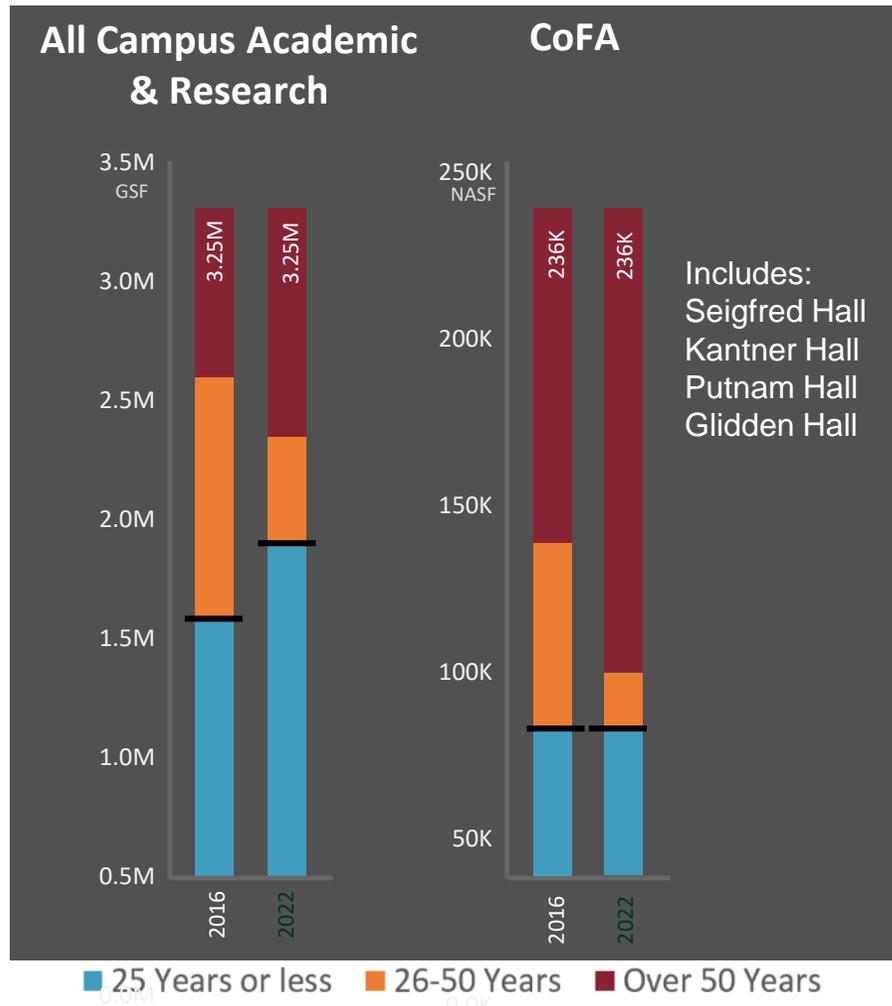
- Failures / Unprepared for Failures
- Safety Concerns
- Natural Disasters
- Emergencies
- Changes in Leadership Priority
- Scope Validation (New Information or Scope / Budget Changes)
- Programmatic Changes
- Funding Changes
- Schedule Changes

CIP: Continuously Improving Process and Data Integrity

	2010	2011	2012	2013	2014/2015	2016	2017
Strategy	Reduce Deferred Maintenance Goal	Spread Investments across portfolio	Debt Capacity Focus; First Comprehensive Six Year CIP	Debt Capacity Focus; Reduce Administrative Footprint & Reserve Swing Space	Debt Affordability Focus; Build a sustainable funding plan (CB)	Affordability Focus; Balance investments in deferred maintenance & programmatic	Affordability / Cash flow Focus; Review fund source availability and pay back strategies
Available Funding \$	Gifts and State Appropriations	Investigation of debt capacity	Board of Trustees Approval to use debt as resource		Century Bond Strategy & Internal Bank	Cash flow & Affordability Reductions	Cash flow & Affordability Reductions
DATA	Very Limited	Academic Priorities Analysis	IUC Sightlines Study	Internal Needs Assessments	Started Comprehensive Master Plan (CMP)	Finalized CMP, Utility MP Comprehensive Building Condition Assessments	Project Studies

Significant Age of CoFA Core Facilities

- Older facilities have lead to more complex building issues



Glidden Hall

- Built 1969
- 101,320 GSF
- School Of Music

Sample Key issues:

- Rehearsal, Practice, Teaching Space Deficiencies
- Acoustic Absorption & Isolation
- HVAC & Humidity Control Systems Damaging Instruments



Seigfred Hall

- Built 1962
- 87,202 GSF
- School of Art + Design

Sample Key Issues:

- Arts Specific Ventilation Deficiencies
- ADA Access
- Spatial Inadequacies
- HVAC Outdated or Incomplete
- No Air Conditioning
- Elevator Deficiencies



Kantner Hall

- Built 1951
- 41,157 GSF
- School Of Theatre

Sample Key Issues:

- Spatial Deficiencies Affecting Teaching, Rehearsing, Production
- Water Infiltration
- ADA Access
- Window/Envelope Needs
- HVAC – Comfort and Ventilation
- Electrical Systems Updates



Putnam Hall

- Built 1926
- 39,362 GSF
- School Of Dance

Summary of Issues:

- Water Infiltration
- Window Replacement
- Envelope Stabilization
- HVAC Temperature Control & System Updates
- ADA Access
- Electrical Programmatic Needs

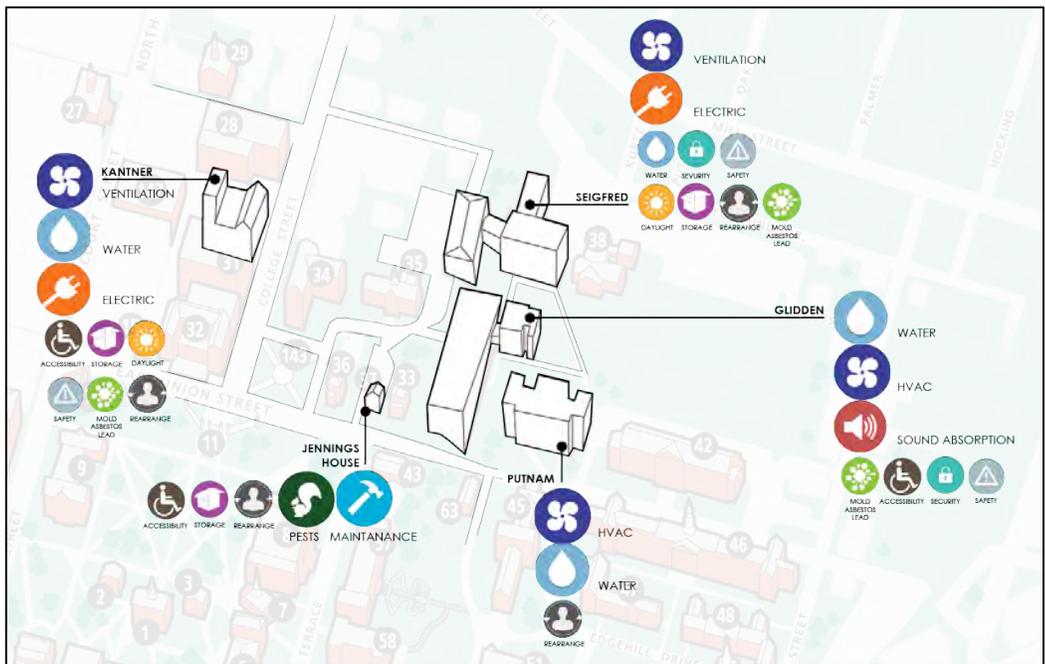
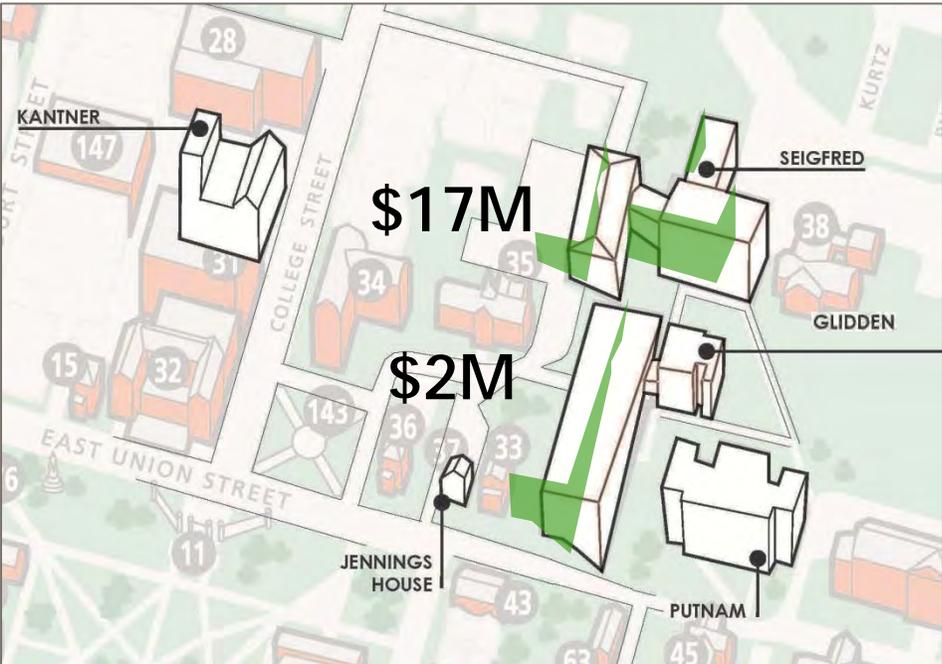
CoFA Study to Better Understand College's Need

19-24 CIP Allocation to CoFA: \$19M

- Seigfred Phase One
- Glidden HVAC
- CoFa Phase Two: Prioritized Projects

2018 CoFA Study: \$TBD

- Comprehensive Assessment
- Balance priorities and resources within context of entire University needs
- Develop Implementable Projects



CIP Update Process & Next Steps

 Deadline for Major Submission

	2016						2017							
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
	Gathering Information				Filtering, Analyzing, & Prioritizing				Vetting & Finalization					
Deferred Maintenance	Project Development (Current CIP)			Assessments			Analysis			Align all Components to Prioritize for Draft CIP	Vet Draft CIP with Various Groups Across Campus	Finalize Board Materials: Booklet, Presentation, and Spreadsheet		Board of Trustees Approval (FY19-FY24 Six Year, FY19-FY20 Biennium, & FY18 Capital Budget)
Programmatic Priorities	Clean-Up Break	Process Review & Strategy	Unit/Department Interviews & Assessments			Capital Planning Reviews	Project & Metric Analysis							
Budget Development			Budget Planning Assumptions	Budget Forecast Development	Financial Review Meetings	Planning Assumptions Revisions	Forecast Development							
Cash Flows & Internal Bank				Internal Bank & Century Bond Bank/Cash Flow Updates				Internal Bank Model/Cash Flow Updates	Internal Bank & Century Bond Bank Model/Budget & Forecast Development					

	2017						2018							
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN		
					Gathering Information				Vetting & Finalization					
State Submission				A BoT update on the State Submission may be required	Submission of FY19/FY20 to State of Ohio					Align all Components for Draft Annual CIP	Vet Draft Annual CIP with Various Groups Across Campus	Finalize Board Materials: Booklet, Presentation, and Spreadsheet		Board of Trustees Approval (FY19 Capital Budget Within Six Year Context)
Deferred Maintenance	Building Assessment Updates													
Programmatic Priorities					Annual Plan Priorities Update									
Budget Development			Budget Planning Assumptions	Budget Forecast Development	Financial Review Meetings	Planning Assumptions Revisions	Forecast Development							
Cash Flows & Internal Bank				Internal Bank & Century Bond Bank/Cash Flow Updates				Internal Bank Model/Cash Flow Updates	Internal Bank & Century Bond Bank Model/Budget & Forecast Development	Annual Debt Capacity & Affordability Analysis				

- Reviewed projects planned to begin in FY18 and FY19 from the Six Year CIP
- Updating statuses based on new information
- Reviewed funding resources and re-prioritized projects
- Vet with various stakeholder groups
- June BoT Approval

March 22, 2018

Capital Projects Update

Consent

Facility Projects Summary

Current Phase	Number of Projects	Budget		Expenditures
		Original	Current	
1 - Planning	73	\$ 10,370,522	\$ 10,370,522	\$ 1,504,929
2 - Design	59	\$ 50,542,609	\$ 51,927,579	\$ 6,632,168
3 - Construction	37	\$ 49,358,999	\$ 51,858,999	\$ 22,797,536
4 - Closeout	15	\$ 83,842,977	\$ 78,442,977	\$ 73,287,832
Total		\$ 194,115,107	\$ 192,600,077	\$ 104,222,466

Requested Approvals to Undertake Capital Projects

PROJECT	Authorized Expenditures			Project Budget		
	Previously Approved	Current Action	Total Approved Authorized Expenditures	Previously Approved	Current Budget Action	Total Approved Project Budget
<i>Approval to Undertake Design through Construction</i>						
Bob Wren Infield Artificial Turf		\$ 600,000	\$ 600,000		\$ 600,000	\$ 600,000
Innovation Center Roof Replacement 2018		\$ 900,000	\$ 900,000		\$ 900,000	\$ 900,000
OUC-Academic Success Center Stevenson Renovation		\$ 2,882,635	\$ 2,882,635		\$ 2,882,635	\$ 2,882,635

Bob Wren Infield Artificial Turf



Bob Wren Infield Artificial Turf

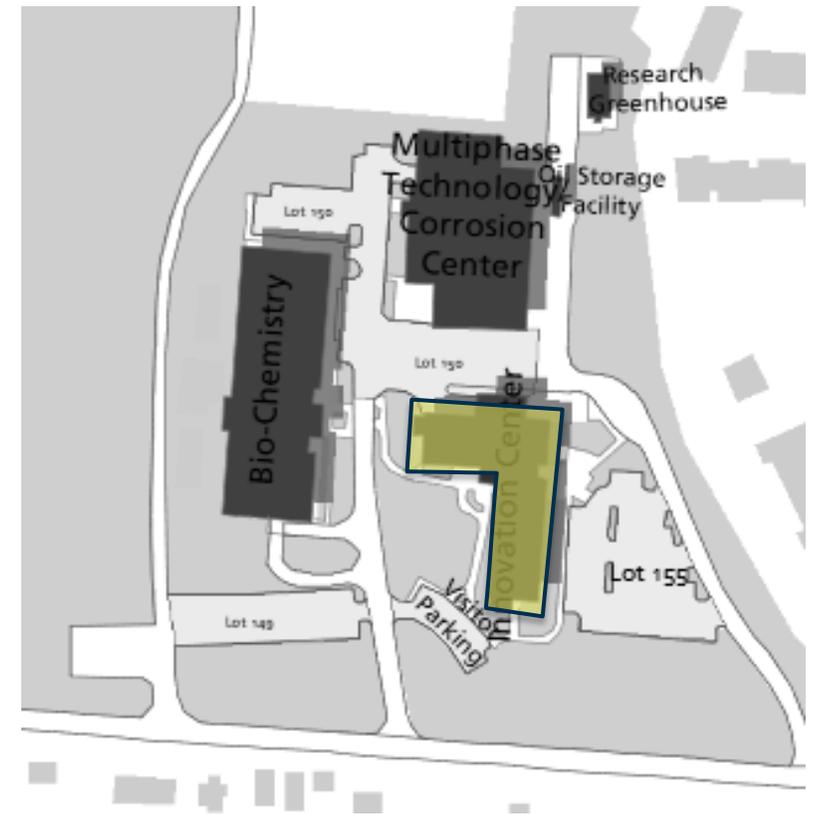
Approval for Design through Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
Current Board Request:	\$ 48,413.00	\$ 551,587.00	\$ 600,000.00	\$ 600,000.00 *
Sub-Totals	\$ 48,413.00	\$ 551,587.00	\$ 600,000.00	\$ 600,000.00
<i>Board Actions:</i>				
Fund Sources				
Private/External	\$ 48,413.00	\$ 551,587.00	\$ 600,000.00	
Sub-Totals	\$ 48,413.00	\$ 551,587.00	\$ 600,000.00	

*This project was not included in the FY19-FY24 CIP.

Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Schedule							
Activity		Design	Design	Construction			

Innovation Center Roof Replacement 2018



Innovation Center Roof Replacement 2018

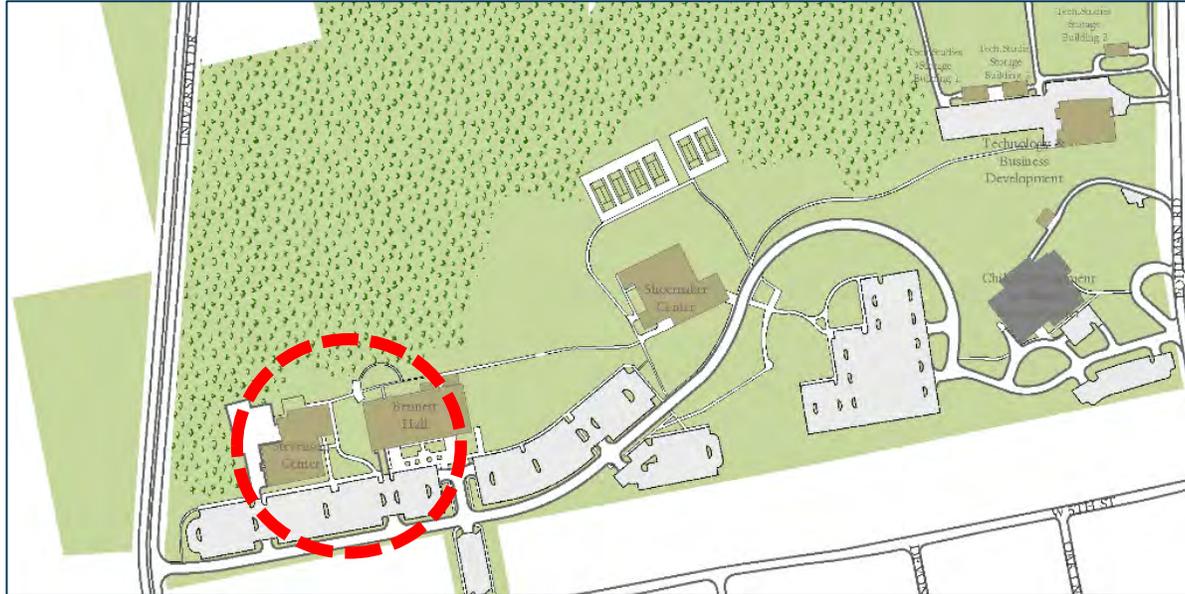
Approval for Design through Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
Current Board Request:	\$ 135,000.00	\$ 765,000.00	\$ 900,000.00	\$ 900,000.00 *
Sub-Totals	\$ 135,000.00	\$ 765,000.00	\$ 900,000.00	\$ 900,000.00
Fund Sources				
Century Bond	\$ 135,000.00	\$ 765,000.00	\$ 900,000.00	
Sub-Totals	\$ 135,000.00	\$ 765,000.00	\$ 900,000.00	

*Additional Scope and Budget revision increased total project to > \$500,000, now requiring Board approval; Original budget was estimated at \$300,000.

Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Schedule							
Activity			Design	Construction			

OUC - Academic Success Center



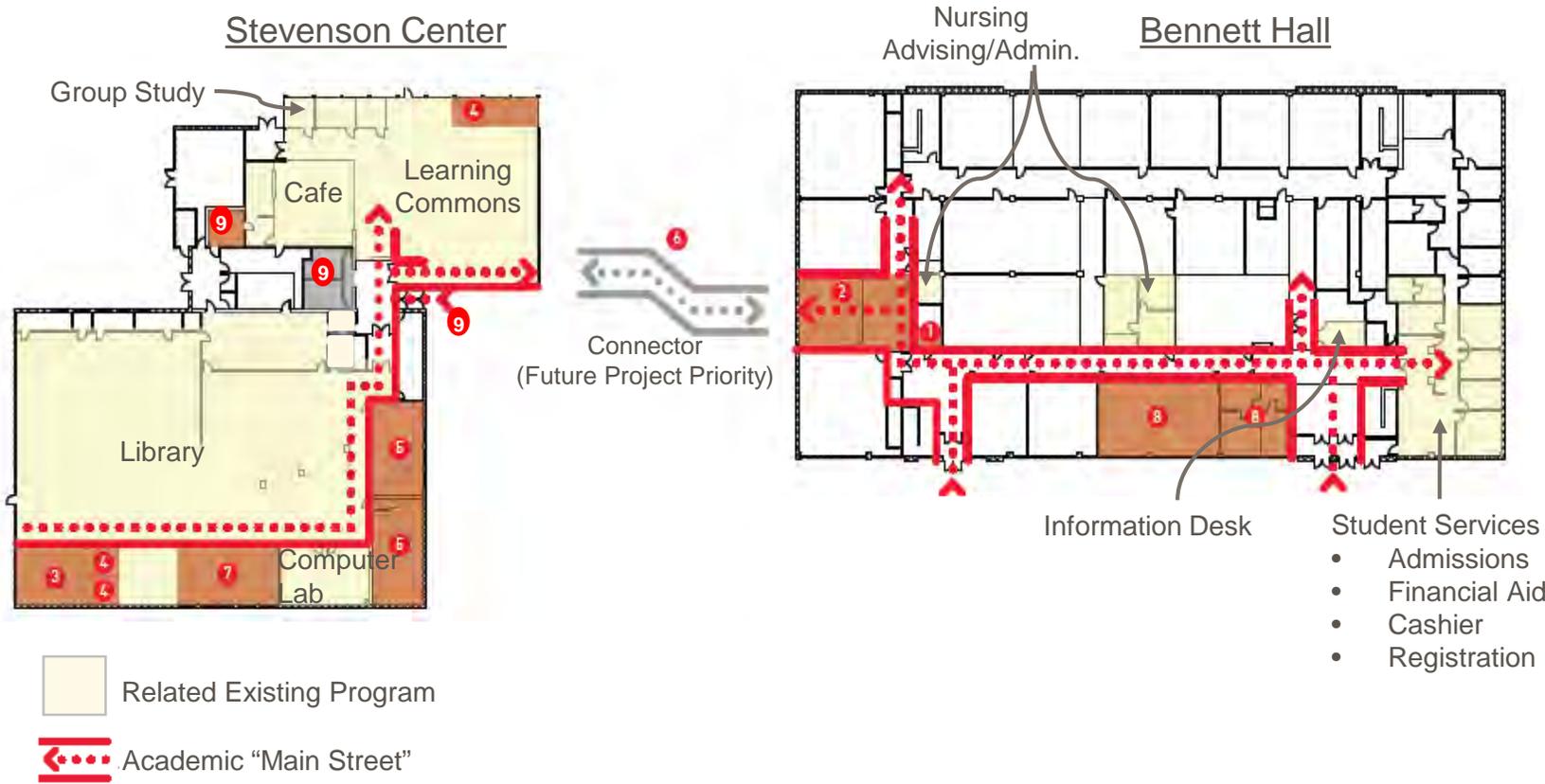
Campus Background

- Campus located in Southern Ohio
- 5 main buildings
- Bennett Hall serves as the main academic and administrative building
- Stevenson Center is the library and café/learning commons

Academic Success Center

- 2012 – originally contemplated as \$8.5M project from fundraising and accumulated State Appropriations for a new addition between Stevenson and Bennett plus renovations to those facilities
- 2016 – Regional campuses engaged in planning exercise and prioritized projects with focus on deferred maintenance and resource availability/utilization of accumulated state funding
- Needs identified:
 - Stevenson Center and Bennett Hall deferred maintenance: restrooms, lighting, electrical
 - Consolidate student services and support needs to promote student success and operational efficiency
 - Provide group study, tutoring, gathering spaces for the campus
- Engaged with a consultant to develop prioritized program

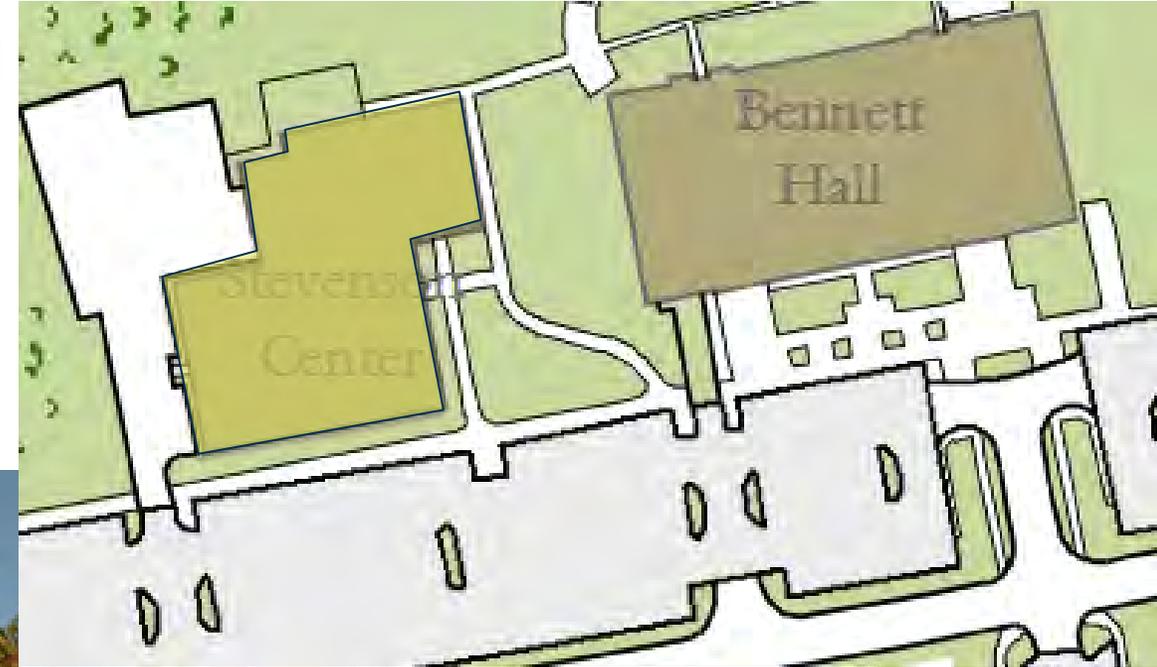
OUC - Academic Success Center Program Overview - \$2.88M



Project Work

1. Lactation Room
2. New Student Gathering Space
3. New Media Room in Library
4. New Group Study Rooms
5. Enhanced/Updated Math and Writing Tutoring Spaces
7. New Faculty Commons
8. Move Recruiting, Advising and Accessibility Coordinator to this location
9. Deferred Maintenance – ADA Restroom Upgrades, Electrical Panel Boards, Door Replacement

OUC - Academic Success Center Stevenson Renovation



OUC - Academic Success Center Stevenson Renovation

Approval for Design through Construction

	Design	Construction	Authorized Expenditures	Approved Budget
Previous Board Budget Approvals			\$ -	
Current Board Request:	\$ 340,313.00	\$ 2,542,322.00	\$ 2,882,635.00	\$ 2,882,635.00
Sub-Totals	\$ 340,313.00	\$ 2,542,322.00	\$ 2,882,635.00	\$ 2,882,635.00
Fund Sources				
State Capital Appropriations	\$ 180,671.04	\$ 1,350,269.96	\$ 1,530,941.00	
Gifts	\$ 10,262.10	\$ 76,687.90	\$ 86,950.00	
Internal Bank Financing *	\$ 149,379.86	\$ 1,115,364.14	\$ 1,264,744.00	
Sub-Totals	\$ 340,313.00	\$ 2,542,322.00	\$ 2,882,635.00	

* Regional Higher Education Reserves-OUC

Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Schedule							
Activity			Design	Construction			



OHIO
UNIVERSITY

Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Julie Allison, Assistant Vice President, Finance

Re: Financial Update

Please find attached for your review the following information regarding our financial results:

Forecasted FY18 information:

- Exhibit A – FY18 Financial Forecast – Narrative Analysis
- Exhibit B – FY18 Income Statement Forecast
- Exhibit C – FY18 Balance Sheet Forecast
- Exhibit D – FY18 Investment Return Forecast
- Exhibit E – FY18 Strategic Opportunity Reserve Forecast
- Exhibit F – FY18 Senate Bill 6 Forecast (includes FY17 results)

Our Financial Update materials will be information-only to the Resources Committee; however, relevant aspects of our FY18 financial forecast will be incorporated into the Resources Committee Operating Forecast and FY19 Budget Planning presentation.

Exhibit A – FY18 Financial Forecast – Narrative Analysis

Summary of Operating Results

	Athens Colleges & Schools	Regional Campuses	Auxiliaries	Central & Admin. Operations	Operating Unit Subtotals	Operating Unit Subtotals
	FY18 Forecast					FY18 Budget
Revenues	504.5	58.4	100.1	68.6	731.6	720.2
Expenses, Allocations & Transfers	500.1	58.2	87	65.4	710.7	719.5
Excess Revenues and Expenses	4.4	0.2	13.1	3.2	20.9	0.6
Plus:						
Transfers from Reserves	-0.3	0.1	7.6	22.4	29.8	42.2
Less:						
Transfers to Quasi Endowments	0	0	0	14.9	14.9	14.9
Transfers to Capital Projects	4.1	0.3	20.7	10.7	35.8	27.8
Net Results	0.0	0.0	0.0	0.0	0.0	0.0

Operating Reserves and Net Position

Operating Units:

- FY18 Forecast \$29.8M transfer/draw FROM reserves (as compared with budgeted \$42.2M draw FROM reserves):
 - Athens Colleges (\$0.3M transfer TO reserves after funding capital projects)
 - \$0.3M transfer TO reserves (versus \$5.0M budgeted draw)
 - \$4.1M transfer to fund capital projects (versus \$5.1 budgeted transfer)
 - Regional (\$0.1M draw FROM reserves):
 - \$0.2M transfer to operations
 - \$0.3M draw to fund capital projects (unbudgeted)
 - Auxiliaries (\$7.6M draw FROM reserves):
 - \$7.6M draw FROM Auxiliary reserves (equal to the budgeted draw of \$7.6M) to support planned facility projects
 - Central and Administrative Operations (\$22.4M net draw FROM reserves):
 - \$18.4M draw for WOUC spectrum auction which was recognized as revenue in FY17 and for which cash was received in FY18
 - \$14.1M is being transferred to Quasi endowment per BOT approval in June 2017 (budgeted)
 - \$0.8M is being utilized for equipment and the pay-off of an existing internal loan (budgeted)
 - \$3.5M transferred to a capital project for the required transition to the new spectrum space (budgeted)
 - \$12.7M draw from the Strategic Opportunity Reserve (vs Budgeted draw of \$15.9M) to fund approved uses including
 - \$4.8M of Athens Colleges one-time operating support

- Approximately \$6.0M transfer to RHE for ERIP buyout costs. These preliminary projections will be finalized once the enrollment period ends March 30, 2018.
- \$4.4M transfer TO reserves for recognition of royalty receivable (non-cash; unbudgeted)
- \$5.0M transfer TO healthcare reserves resulting from over-recovery due to positive health experience of our members (unbudgeted)

Non-operating Units:

- An **increase in Endowment Value of \$50.9M** after consideration for new gifts to the endowment of \$10.0M, increases for transfers into Quasi-endowments of \$14.9M, Investment income of \$54.0M, and Endowment Distributions of \$28.0M
- Projected **Capital Spend of \$104.2M (versus budgeted expenditures of \$162.5M)** resulting from delayed timeframes on major capital projects relative to the timeframes developed during the CIP process last spring
- A **\$4.7M increase in the Century Bond Portfolio (versus budgeted \$1.7M decrease)**, after consideration of \$11.5M of Internal Loan payments from the Operating Budget (budgeted), a gain on investments of \$17.2M (vs \$10.8M budgeted), payment of external bond interest of \$14.0M, and transfer of \$10M principal to fund deferred maintenance projects per the plan.
- A **decrease in Internal Bank assets of \$34.8M (versus budgeted \$50.7M decrease)** primarily associated with planned expenditures against the Capital Plan of \$37.0M, \$15.8M transferred into operations (explained above) offset by \$8.5M investment earnings.

GAAP Adjusted Total:

- An overall forecasted GAAP adjusted \$88.6M increase in net position, a favorable \$35.3M variance to budget.

Significant Items

Budget Impact	Item	Notes	Section (additional Details)
	State Appropriations (SSI) - Unrestricted	Budget \$159.5 Forecast \$160.9	Operating Unit-State Appropriations
	Net Undergraduate Tuition & Fees	Budget \$241.1M Forecast \$240.8M	Operating Unit-Net Undergraduate Tuition & Educational Fees
	Net Graduate Tuition & Fees	Budget \$87.1M Forecast \$88.5M	Operating Unit-Net Graduate Tuition & Fees
	Investment Income – Working Capital Pool	Budget \$11.6M Forecast \$15.4M	Operating Unit, Non-Operating Unit & Exhibit D
	Investment Income – Endowment Pool	Budget \$31.6M Forecast \$54.0M	Non-Operating Unit & Exhibit D
	Investment Income – Century Bond Pool	Budget \$10.8M Forecast \$17.2M	Non-Operating Unit & Exhibit D
	Strategic Opportunity Reserve	Budget- Contributions \$12.3M Forecast- Contributions \$12.3M Budget- Use of funds \$27.9M Forecast- Use of funds \$25.1M	Exhibit E

Income Statement Presentation (Statement of Activities)

Following are the forecasted consolidated financial results for the University and Foundation with the following structure:

Row Structure:

Primary revenue, expenditure, and transfer categories.

Column structure:

GAAP adjusted totals are inclusive of all funds (for example: gifts, investment income, endowment distributions) and are broken down into the following columns:

- Operating unit subtotals:
 - Athens campus colleges and schools (HCOM has been consolidated)
 - Regional campuses
 - Auxiliaries
 - Central and Administrative Operations
- Non-Operating unit subtotals:
 - Endowment
 - Capital
 - Century Bond
 - Internal Bank
- Component Units
- Financial Statement Adjustments

Further descriptions of each column can be found in each narrative section.

The supporting narrative explains forecasted variances from the operating budget approved by the Board in June 2017.

Forecast for fiscal year 2018 as compared to fiscal year 2018 budget and fiscal year 2017 actual results

OPERATING UNITS – this is the results of operations of our operating units of the university detailed by our Athens Colleges and Schools, Regional Campuses, Auxiliaries, and Central and Administrative Operations activities as compared with the FY18 BOT approved Budget.

Revenues

State Appropriations (\$166.0): 0.7%, \$1.2 million more than FY18 budget

- The Ohio Department of Higher Education has updated the FY18 SSI funding model to incorporate final credit hour and degree completions for the 2016-17 Academic Year. The finalized state distribution model resulted in an increase of \$1.4 million in state appropriations as compared to budget, which is presented in the Academic Support column. The increase in funding is related to Ohio University's increasing share of the statewide undergraduate and graduate credit hour and degree production.
- The final FY2018-2019 State of Ohio Operating Budget allocated \$.2M less in restricted appropriations when compared to the FY18 Budget. Planning units have adjusted programs to account for the reduced funding.

Net Undergraduate Tuition & Educational Fees (\$240.8M): -0.1%, \$0.3 million less than FY18 budget

- Athens fall freshman enrollments of 4,045 were 64 lower than the budget of 4,109 and 264 lower than the previous Fall. Athens fall transfer students of 461 were 84 lower than the budget (and previous Fall enrollment) of 545 students. The lower Athens fall enrollments were partially offset

by better-than-expected spring retention. The net impact of fall and spring enrollments has created a variance of roughly -\$1.4M of gross tuition revenue.

- Athens UG Financial Aid is forecasted as a positive \$2.8M variance to budget. This positive variance exists both because of the lower freshmen class and due to over-projections of the average aid awarded to students
- Regionals net tuition is forecasted to be \$.3 less than budget, driven by the continued decline in enrollments and FTE production
- Undergraduate online learning revenue is expected to be \$1.7M lower than budget due to lower-than-budgeted FTEs in Fall 2017.
- Program fees are forecasted to generate \$0.7M more than budgeted.

Net Graduate Tuition & Educational Fees (\$88.5M): 1.6%, \$1.4 million more than FY18 budget

- Net Graduate Tuition & Educational Fees was budgeted to grow by \$8.0M in FY18, a 10% increase from the prior year. The key drivers of the increased budget include the addition of a new cohort to the Heritage College of Osteopathic Medicine's Cleveland and Dublin campuses (\$5.0M), as well as expanded programmatic offerings through the Athens Colleges and Regional Campuses (\$3.0M).
- The FY18 forecast for these revenues is \$1.4 million over budget. Given significant process changes surrounding the assessment and transfer of Graduate online learning revenue, the FY18 budget does not incorporate the full extent of this revenue type within the Graduate Tuition section of the budget; a portion of Graduate online learning revenue was represented within the transfer section based on the prior methodology of revenue distribution. The impact of this within Graduate Tuition is \$0.9M.
- Higher-than-anticipated enrollments in online Graduate programs account for the remainder of the forecast-to-budget variance. This includes both new programs offered in FY18, as well as existing online programs.

Room & Board (\$92.3M): -1%, \$0.6 million less than FY18 budget

- Total Room (Housing and Residence Life) and Board (Culinary Services) revenues are forecast to be \$52.6M and \$39.7M, trailing budget by 0.9% and 0.3%, respectively, driven by the smaller freshman class and first year cohort.
- The FY18 budget for Room revenue assumed a decrease of 250 residents from FY17 or a 3.2% resident decrease. The decrease is now forecasted to be 429 residents or 5.5%.
- The FY18 budget for Board revenue also assumed a decrease in meal plan purchases for first year students of 250 from FY17. It now appears that it will be closer to a decrease of 305 meal plans.

Grants and Contracts (\$40.6M): -11%, \$4.8 million less than FY18 budget

- The FY18 forecast was based on FY18 year to date actuals plus remaining funds spread evenly over the remaining months on the grant and additional funding to be received based on prior year revenue and planning units forecast. The forecast had fluctuations in federal, state and private as follows:
- Athens Colleges and Schools:
 - Federal funds:
 - The College of Education Upward Bound program was not renewed for \$0.4M.
 - Federal Work Study is forecasted at \$0.5M more than budget. This line item is traditionally budgeted low.
 - The Voinovich School received \$0.3M in Substance Abuse and Mental Health Services funding through the State of Ohio which was not budgeted for this line item.
 - State funds:
 - The Ohio Development Services Agency in the Third Frontier Preseed program was budgeted lower than forecasted at \$0.4M.
 - The Ohio Development Services Agency funding for the Ohio Coal Research Office programs and Ohio Federal Research Network funding for the Wright

State University projects for the College of Engineering are forecasted at \$1.0M and were not budgeted for these line items.

- The College of Osteopathic Medicine budgets had a decrease of \$0.3M due to funds previously classified as restricted services are now unrestricted.
- The College of Health Sciences Professions had a decrease of \$0.3M in funding for nursing scholarships that were not renewed while the College of Osteopathic Medicine received \$0.3M in scholarships that were renewed from Ohio Department of Higher Education.
- Other funds have a fluctuation between budget and forecast due to funding from the Ministry of Public Works, Afghanistan that was not budgeted but forecasted at \$0.5M.
- Private funds have a fluctuation between budget and forecast due to the following:
 - Decreases of approximately \$1.4M in the College of Health Science Professions, \$1.0M in the College of Engineering, \$1.8M in the College of Osteopathic Medicine and \$0.7M in the College of Arts and Sciences due to the external reporting reclassification of the revenue in these programs from restricted services and memberships to unrestricted. These revenues are now recorded in the Other External Sales row of our Income Statement instead of Grants and Contracts
 - Budgets were low for additional private funds forecasted at \$0.5M more than budget.
- Regional Campuses:
 - The College Credit Plus (CC+) forecast is based on budget projections which are in line with prior year revenue. The average FY17 tuition reimbursement from the state was 59% with the balance of tuition waivers being subsidized by the university.
- Auxiliaries:
 - Private funds had a fluctuation between budget and forecast due to the ICA funds of \$0.1M from the NCAA were reclassified from restricted to unrestricted.
- Central and Administrative Operations:
 - Federal funds have a fluctuation between budget and forecast due to funding from the Federal Aviation Administration (FAA) budgeted at \$2.1M for Airport improvements; however, new FAA funding of \$2.0M will not be received until FY19 and is now forecasted at \$0.1M in the Capital column.
 - State funds have a fluctuation between budget and forecast due to the following:
 - The Ohio Development Services Agency funding for the Ohio Coal Research Office program was not budgeted for this line item. This is forecasted for \$1.5M.
 - The Ohio Department of Transportation was budgeted for \$0.7M for Airport projects and is now forecast at \$0.4M (in the Capital column) due to only partial funding approved.
 - The Athens Campus College Credit Plus (CC+) forecast is based on budget projections.

Facilities and Administrative (F&A) Cost Recovery (\$6.3M): 5%, \$0.3 million more than FY18 budget

- This is the indirect expense recovery on Grants and Contracts. F&A revenue was budgeted to increase as the portfolio of Grants and Contracts was expected to include a higher rate of recovery than prior year. Federal award proposals submitted in FY17 are now funded with the new negotiated rate of recovery (51% for research). However, some federal entities and many non-federal entities would not be funded using this full rate.
- The College Credit Plus program in State grants does not generate any overhead recovery.
- There is an 18% allocation that is used by the Vice President for Research office to support start-up and research investments. While this does not change the overall impact of this revenue source it does change the presentation of this activity by moving it to the Central and Administrative Operations column and out of the Athens Colleges and Schools column.

Gifts (\$9.9M): Equal to FY18 budget

- FY18 expendable gift revenue is forecasted to be down \$4.6M, or 32% from FY17 actuals. The decline in gift revenue is attributable to two factors. First, there has been a general decline in the donor pipeline following the end of the Promise Lives capital campaign, which ended on June 30, 2015. Second, due to employee attrition, Advancement staffing levels are significantly below budgeted amounts, resulting in reduced manpower devoted to soliciting donor funds. Following the end of the capital campaign, the Foundation has undertaken an initiative to significantly expand the institution's fundraising potential. The strategy includes a staffing plan which is currently being implemented and will fill the vacant positions described above. The donor pipeline is expected to be replenished, and future gifts are expected to increase as this strategy is implemented.

Endowment Distributions (\$28.0M): Equal to FY18 budget

- Endowment Distributions represent the income brought into operations derived from our endowment spending policy, or distribution. Our current spending policy is 6%, inclusive of the 2% administrative fee. Endowment distributions are calculated on the 36-month trailing average ending the December prior to the budget year, and new gifts are not eligible for distribution unless they are received by this date. Consequently, actuals should consistently equal budget unless there is Board approval for additional spending. There is a 4%, or \$1.2M increase, as compared with prior year reflecting the positive impact of new gifts added to the endowment in recent years.
- This category is eliminated in the Endowment column as we record actual earnings on investments versus distributions taken.

Investment Income to Operations (investment income is also in the Endowment, Century Bond, and Internal Bank columns) (\$6.9M): 13%, \$0.8 million more than FY18 budget.

- A portion of the investment income on working capital is brought into operations to support the strategic priorities identified in the Strategic Opportunity Reserve (See Exhibit E). This amount is budgeted at \$4.5M. Any residual investment income from working capital is recorded in the Internal Bank column.
- Also included in this line are \$1.6M of budgeted earnings on Foundation working capital which are included as a part of the all-funds view and are available for the support of Advancement operations. These funds are invested in the LT Pool and were budgeted to return 6.2% during FY2018 but are now forecasted to return 10.0% through June 30, 2018, or \$2.4M. As of January 31, 2018, the return expectation was revised from 6.2% to 5.8%. The forecasted return is calculated by assuming the expected return of the LT Pool (5.8%) for the remaining months in the fiscal year applied against the value of the LT Pool in February 2018 which included an estimated 8.0% return for the first 8 months of the fiscal year.
- Please see Exhibit D for a summary of our forecast investment returns. Exhibit D summarizes our investment pools and how they are represented in our income statement column structure.

Other External Sales (\$52.3M): 34%, \$13.4 million more than FY18 budget

- The primary increases to forecast over budget include:
 - \$7.4M from external reporting reclassification from restricted services and memberships to unrestricted revenues. These revenues are now recorded in the Other External Sales row of our Income Statement instead of Grants and Contracts.
 - The forecasted recognition of a \$4.4M royalty revenue receivable, that was not budgeted due to uncertainty of the receipt of funds but for which the University has a patent and license agreement.
 - Other increases are from prescription drug plan rebates and an estimated increase for ICA revenue based on prior year actuals.
- Revenue increases in Other External Sales are typically offset by incremental expenses, primarily in "operating expenses"; consequently units have not historically placed focus on budgeting the specific revenue/expenses as they offset. This will continue to be a focus of future budget efforts.

Expenses & Transfers

Salaries, Wages, & Other Payroll (\$369.7M): -0.1%, \$0.3 million less than FY18 budget

- The variance between FY18 forecast and FY18 budget is a result of a historical practice of budgeting for full staffing levels and not projecting the impact of position vacancies. This gap has improved in recent years but will continue to be a challenge for our units until we are able to implement a position control technology. Our Central and Administrative Operations units are projecting salary savings of \$2.2M; our FY18 budget includes the recapture of \$1.3M of Central and Administrative Operations savings, with the remainder supporting projected draws from our operating reserves.
- The 2018 forecast also includes \$6.0 million in ERIP buyout costs.
- FY18 expenditures are forecast to exceed FY17 actuals driven by the impact on salaries of equity pool distribution that occurred towards the end of FY17.

Benefits (\$117.5M): -4%, \$5.2 million less than FY18 budget

- FY18 expenditures are forecast to be less than budget by \$5.2M dollars. While employee fee waivers are forecast higher than budget, Healthcare, Retirement, Medicare, Worker's Compensation and Other Benefits forecasts are lower than budget. Our FY18 medical claims budget was a 9% increase over the prior year's budget, driven by significant cost growth during the first 9 months of FY17. Our claims experience over the last 6 months has normalized back to historic trends, and our FY18 claims are now forecasted at \$3.7M below budget.
- The table below provides Benefits as a percent of Salaries, Wages & Other Payroll for the Operating Units:

FY16 Actual	FY17 Actual	FY18 Budget	FY18 Forecast
32.8%	31.4%	33.2%	31.8%

Operating Expenses (\$185.3M): -2%, \$3.8 million less than FY18 budget

- Consistent with variances in Other External Sales and Salaries, Wages & Other Payroll, planning units historically under-budget Operating Expenses but expend them once resources become available during the year (either through revenue attainment or position vacancies). This includes variances across a broad spectrum of expenses, inclusive of professional services, supplies, travel and entertainment, maintenance, operations and utilities, cost of goods sold, bad debt, insurance and communications. This also includes subcontract and supply expenditures on Grants.

Capitalized Costs (\$7.6M): -12%, \$1.0 million less than FY18 budget

- There is no trended timing of capital purchases making this a difficult line item to budget. This line includes capital purchased with operating funds as well as on grant funded projects and capitalization of certain Oracle Enterprise Business systems upgrades.

Internal Loan – Principal & Interest (\$51.1M): Equal to FY18 budget

- This category includes payments made by the operating units for debt service and was budgeted to reflect loans identified for capital projects under the Capital Improvement Plan.

Internal Sales (\$20.5M): -7%, \$1.6 million less than FY18 budget

- Represents intercompany revenues from the sale of goods or services to other University departments. Examples include transportation, catering, workshops, mail, printing, and services provided by Facilities Management not covered in general maintenance.
- Internal sales are recorded as “contra” expense, or an amount offsetting other expenses in the units that are selling the goods/services. The units buying the goods/services have the offsetting expense

included in Operating expenses; consequently, increases to internal sales are offset by increases to Operating expense and is primarily budget neutral.

Internal Allocations & Transfers:

- Represents internal funding allocations between units. The budget represents ear-marked funds that will be transferred to the appropriate unit within the fiscal year. The forecasted transfers net to zero, with the unit receiving the funds forecasting the offsetting transfer, and also the forecasted associated expenditures.

Indirect Cost Allocations:

- Represents methodologies to recover administrative and capital costs (e.g., Facilities, Finance, OIT). Allocations are made through the budget model using various allocators (e.g., headcount, square footage, etc.). The subtotal for the operating units should always net to zero.

Subvention Allocation:

- This is the fee assessed to academic units in the budget model based on operating revenues which is utilized to balance operating results across academic units and provide resources for strategic initiatives. The subtotal for the operating units should always net to zero. Changes of actuals relative to the budget represent investment allocations provided to academic units.

Transfers to/(from) Reserves:

- This represents the amount that units are drawing from fund balance/reserves to cover current year operations (negative) or the amount that units are adding into fund balance/reserves (positive). The forecasted net deficit \$29.8M will be funded by a \$15.8M transfer from working capital in the Internal Bank column (for those items that impact Working Capital) and a \$14.0M transfer from our Financial Statement Adjustments column (for those items that do not impact cash/Working Capital).

Transfers to/(from) Capital Projects:

- This represents the forecasted transfers of funding from operating units to the respective Capital project funding. \$5.4M of the forecasted increase in the Central & Admin. Operations column is due to increases for unbudgeted OIT network replacement costs.

ENDOWMENT– The column totals reflect the change in the net asset balances for our endowment funds. The activity is inclusive of:

- **Eliminating the endowment distributions that are recorded as revenue in the Operating Units;**
- **Actual endowment investment results for the year;**
- **New gifts to the endowment;**
- **Transfers from operations to quasi endowments.**

Gifts (\$10.0M): Equal to FY18 budget

- FY18 endowed gift revenue is forecasted to be down \$3.1M, or 24% from FY17 actuals. Endowed gift revenue consists of outright gifts and pledge payments that are received in cash and added to the endowment during the fiscal year. The decrease in endowed gifts forecast in the current year, as compared to the prior year, reflects a decline in the gift pipeline following the end of the Promise Lives Campaign and reduced staffing levels in Advancement as described above.

Investment Income (\$54.0M): 71%, \$22.4M more than FY18 budget

- Investment income/loss is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). In the Endowment column the investment income/loss stems from the University and Foundation endowment assets invested in a long-term, broadly-diversified portfolio (LT Pool). This represents the appreciation (depreciation) of our asset pool. The actual return of our diversified pool through June 30, 2017 was 12.7% and the forecasted FY18 return is 10.0% net of

fees. The LT endowment pool was initially budgeted to return 6.2% during FY2018, and this expectation is based on our investment advisor's assessment of market circumstances. As of January 31, 2018, the return expectation was revised from 6.2% to 5.8%. The forecasted return is calculated by assuming the expected return of the LT Pool (5.8% annualized return) for the remaining months in the fiscal year applied against the value of the LT Pool in February 2018 (which included an estimated 8.0% return for the first 8 months of the fiscal year).

- The current forecasted investment income from the endowment in the LT Pool is \$54.0M net of fees for the year as compared with the budgeted amount of \$31.6M which was based on the portfolio's target return of 6.2%.
- Please see Exhibit D for a summary of our forecast investment returns. The Exhibit summarizes our investment pools and how they are represented in our income statement column structure.

Transfers to/(from) Quasi Endowments (\$14.9M): *Equal to FY18 budget*

- Represents the transfer from operations for quasi endowments. The transfer of \$14.9M is made up of \$0.8M for the projected University match resulting from the Scholarship Matching Program as well as \$14.1M in funds from the WOUB spectrum auction that was approved by the Board during FY17.
- Transfers to Quasi Endowments are included in the financial forecast only for Quasi Endowments established by the Board of Trustees. Proposed Quasi Endowments will be incorporated into the financial forecast after Board of Trustees resolution approval.

CAPITAL – This column is reporting the majority of our plant activity for the fiscal year. It records the capitalized facility projects, as well as the respective operating costs for the fiscal year. Funds brought in from reserves, project period set-asides, State Capital Appropriations or external grant funds are included as revenues/transfers to reflect a bottom line change in net asset use/draw on bond funding for the year.

State Appropriations-Capital (\$23.9M): *-26%, \$8.6 million less than FY18 budget*

- The State of Ohio's biennial Capital Budget provides appropriations for the repair, reconstruction and construction of capital assets. Revenue is recognized as funds are spent (versus when appropriated). The forecast for FY18 is lower than budget due to delays in several of the larger projects including the Clippinger Phase I Addition, Ellis Hall Renovation, and Seigfred Hall Phase II Renovations. FY18 forecast still exceeds FY17 actuals by \$13.5M.

Grants and Contracts (\$2.6M): *-36%, \$1.5 million less than FY18 budget*

- Capital Finance budgeted \$2.7M from FAA and Ohio Department of Transportation (ODOT) for Airport improvements. One of the ODOT Grants was denied, reducing the scope of work to be performed in that particular project. These funds are now forecasted at \$0.5M and the remainder for FY19 as previously noted in the Operating section under Central and Administrative Operations. The Federal Communication Commission was budgeted at \$1.3M and is now forecasted at \$1.1M due to WOUB channel reassignment delays.

Capitalized Costs (\$104.2M): *-36%, \$58.3 million less than FY18 budget*

- Based on our current project schedules, our capital expenditure forecast for FY18 (\$104.2M) will be significantly lower than the budgeted amount projected at the time of CIP development (\$162.5M). Projects with planned FY18 expenditures greater than \$5M that have experienced delays relative to our CIP include: Clippinger Phase I, Ellis Hall Rehabilitation, Administration Relocations, Chilled Water Upgrades, Sook Academic Center, Jefferson Hall Dining & Residence Renovations, and Steam Upgrades. While a majority of the projects in the CIP will move forward as planned, delays in project timing will mean the capital expenditures will be recognized in future years. As this year progresses, we will incorporate changes in project timing and adjust our capital cost forecast accordingly. Capitalized costs will be offset in the Financial Statement Adjustment column as they are put on the balance sheet so there is no effect to bottom line. However, expendable net assets is affected by capital spend and drives the SB6 ratios.

Transfers to/(from) Capital Projects:

- This represents the funding transfers from all other columns and will always cause the total to equal zero across all columns.

CENTURY BOND – This column reflects activity associated with the Century Bond/Deferred Maintenance Program. This presentation includes:

Investment Income:

- Represents earnings on the unspent portion of the \$250M century bond proceeds. Funds were received in late November, 2014 and are invested in accordance with the Investment Policy approved by the University and Foundation Boards. \$150M of the proceeds were designated to be invested in a long-term diversified strategy. \$97M of proceeds were set aside for the initial 3-4 year program needs and invested in highly liquid securities.
- The century bond long-term pool returned 12.5% and -3.7% in fiscal years 2017 and 2016, respectively. This pool's forecasted FY18 return is 10.1% net of fees. The century bond long-term pool was initially budgeted to return 6.2% during FY2018, and this expectation is based on our investment advisor's assessment of market circumstances. As of January 31, 2018, the return expectation was revised from 6.2% to 5.8%. The forecasted return is calculated by assuming the expected return of the LT Pool (5.8%) for the remaining months in the fiscal year applied against the value of the LT Pool in February 2017 which included an estimated 8.1% return for the first 8 months of the fiscal year.
- In May 2016, the unspent short-term proceeds of approximately \$77.2M were invested in Baird Ultra-Short-term and Short-term Bonds. As a result of \$17.0M in distributions during FY17 for capital spend, \$12.8M in distributions during FY18 for capital spend, and investment income of \$1.3M, this pool has a balance of approximately \$48.7M as of February 2018.
- Please see Exhibit D for a summary of our forecast investment returns. The Exhibit summarizes our investment pools and how they are represented in our income statement column structure.

Internal Loan Principal & Interest:

- Reflects the principal and interest payments into the Century Bond program for outstanding loans. For FY18 this includes payments on the four (FY15-FY18) \$10M of deferred maintenance loans, the \$11M Clippinger Phase I loan, and the first and second \$30M and third \$19M loans for the Energy Infrastructure Program (EIP).

Debt Service – Interest:

- Interest payments due on the \$250M century bond external debt. The annual debt service (interest only) is \$14M. As of June 30, 2017, the investment earnings combined with the debt service on internal loans issued has not been sufficient to cover the external interest payments, so the University has advanced funds to cover the cumulative difference of (\$15.2M) until the Century Bond Program has sufficient liquidity to repay. The \$15.2M includes a \$10.8M shortfall in the Century Bond model and \$4.4M of investment earnings payable to the University. Repayment of the model shortfall was discussed with the Century Bond Advisory Committee on May 17, 2016 with options regarding timing of repayment. The Committee approved strategy is to repay the funds in the first year that allows the model to remain in equilibrium. We discussed the timing of the \$4.4M of investment earnings at the October 2017 Committee meeting. Since there are new members on the Committee, a separate meeting was held in November 2017 to review the Century Bond model and assumptions. Further discussion about the timing for repayment of investment earnings will occur in the next Committee meeting in the spring. Based on the FY18 forecast, there should be enough internal debt service and investment earnings to cover the current year debt service.

Transfers to/(from) Capital Projects:

- Reflects the transfer of \$10M of funding from the Century Bond Bank to fund the Deferred Maintenance program. This is the 4th \$10M allocation since the establishment of the Century Bond Bank.

INTERNAL BANK – With the implementation of the Internal Bank model, we are separately accounting and reporting for that portion of our net assets which represent university working capital (excludes endowment funding and bond funding). These funds include accumulated fund balances in the operating units as well as central reserves from operations and any investment appreciation on those funds.

Investment Income:

- Estimated investment income/loss on working capital funds. The University's investment income/loss is comprised of interest, dividends, realized gains (losses), and unrealized gains (losses). A portion of working capital funds (approx. \$121.3M) are invested alongside the endowment in LT Pool. As of January 31, 2018 the remainder (approx. \$311.4M) are invested in several working capital and cash pools.
- The LT Pool achieved a return of 12.7% for the fiscal year 2017. The FY18 forecasted investment return for the LT Pool is 10.0%. The university also utilizes several new working capital pools, pursuant to the tiered investments structure outlined in a revised working capital investment policy that was approved by the board in October 2015. These pools' returns ranged from 0.8% to 11.0% during FY17. The FY18 forecasted investment return for the tiered working capital pools range from 0.8% to 10.6%.
- Includes an \$13.0M forecasted return on working capital which is offset by transfer to Operations of \$4.5M to fund the Strategic Opportunity Reserve (which was a budgeted use) netting a \$8.5M forecasted return on working capital investments remaining in the Internal Bank.
- Please see Exhibit D for a summary of our forecast investment returns. The Exhibit summarizes our investment pools and how they are represented in our income statement column structure.

Operating Expenses:

- Includes investment and financial advisory services and debt issuance costs on the new bond issue.

Internal Loan – Principal & Interest:

- Internal loan payments from our operating units will be collected by the Internal Bank and used to make the external debt service payments. This includes both dollars lent to specific departments/projects from debt funded projects as well as loans of working capital dollars.

Debt Service – Principal / Debt Service – Interest:

- Actual (and accrued) debt service payments, principal and interest, against university outstanding debt, exclusive of that reported in the Century Bond column.

Transfers to/(from) Reserves:

- This represents the draw on working capital resulting from the forecasted deficit of \$11.9M in the operating units.

Transfers to/(from) Capital Projects:

- Reflects the projected transfers of funding from the Internal Bank to the respective Capital project funding. The actual forecasted transfers are less than budget due primarily to a reduction in funding for Ellis Hall and reversal of temporary funding for WOUB Spectrum.

COMPONENT UNITS - TechGrowth Ohio Fund & OUF Subsidiaries - Entries recorded as a part of the required consolidation. This section of the report will discretely present the impact of our consolidated component units. Historically these were recorded at year-end and did not have

separate visibility. We now present these on a quarterly basis and present the respective impacts in this section.

Other External Sales:

- \$9.7M in revenue for FY18 as compared to \$11.1M for FY17. This includes revenue decreases for UMA and Housing for Ohio which had partial years represented in FY17, but were sold and are no longer represented in these forecasts.

Operating Expenses:

- There is \$7.1M in expense for FY18 as compared to \$13.0M for FY17. This includes expenditure decreases for UMA and Housing for Ohio as explained above.

FINANCIAL STATEMENT ADJUSTMENTS - Adjustments required for conformance with generally accepted accounting principles (GAAP) which will allow for crosswalk to the external statements presented to the Board of Trustees each year (Financial Statement Adjustments Column). Items included in these adjustments are:

- **Elimination of Other External Sales and Operating Expenses related to the consolidated component units;**
- **Annual adjustment to Pension expense (Benefits line item) for GASB 68 Unfunded pension liability;**
- **Elimination of capital expenditures and addition of depreciation;**
- **Elimination of principal payments on bonds;**
- **Debt premium, discount, and refunding amortizations.**

Other External Sales:

- Reflects the eliminations for the component units.

Benefits:

- FY2015 was the first year of the required implementation of the new Government Accounting Standards Board (GASB) 68 – *Accounting and Financial Reporting for Pensions*. GASB 68 requires governments providing defined benefit pensions to recognize their unfunded pension benefit obligation as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits. As a result, starting in FY15, Ohio University reports net pension liability and deferred inflows and outflows related to pension in its financial statements. The impact of net adjustments to these accounts are reported under pension expense.
- There are various factors affecting the unfunded pension liability and such will cause an increase or decrease in the net pension liability each year. These factors include:
 - Changes in plan assumptions about economic and demographic factors;
 - Differences between actual and expected experience; and
 - Differences between actual and expected investment earnings.
- The impact to pension expense for these factors in FY17 was a charge of \$40.3M. Due to the uncertainty of these factors, we forecasted FY18 results at a net \$0 change.

Operating Expenses:

- FY18 includes a credit for \$3.2M in component unit eliminations.

Capitalized Costs:

- Reflects the capitalization of facilities placed in service and construction in progress to assets on the balance sheet that are then brought into expense as they are depreciated over their useful life.

Depreciation:

- Recorded depreciation for all capital assets. Depreciation is forecasted to be slightly higher than budget.

Debt Service - Principal:

- Principal payments against external debt are eliminated as it is recorded as a decrease to long-term debt on the Balance Sheet.

Debt Service - Interest:

- Amortization of bond premium and discounts.

Transfers to/(from) Reserves:

- Activity represents draws from, or contributions to, University fund balances without a corresponding impact to Cash/Working Capital (draws from Working Capital are represented in the Internal Bank Column). The FY18 forecast net draw of \$14.0M from non-cash fund balances include:
 - \$18.4M draw from Fund Balance after the receipt of the WOUB Spectrum proceeds and the corresponding capital investments and transfers to Quasi-endowments
 - \$4.4M contribution to Fund Balance associated with the royalty receivable recognition discussed in the Operating Units-Other External Sales section

Balance Sheet-Ohio University (Statement of Net Position)

We have transitioned from an annual closing process to a quarterly closing process.

This includes preparation of All Funds Financial Statements on a quarterly basis. Attached you will find a forecasted Balance Sheet, for Ohio University only, for the period ended June 30, 2018 with comparative actual data for June 30, 2017 & 2016.

Following is an explanation of changes for the forecast at June 30, 2018 as compared with the last fiscal year end June 30, 2017:

Cash and Cash Equivalents (\$49.0M): *\$9.0 million decrease FY18 forecast over FY17 actual*

- The decrease is due primarily to capital spend.

Restricted Cash & Cash Equivalents (\$51.6M): *\$23.5 million decrease FY18 forecast over FY17 actual*

- Residual spending from the bond issuances that were used for the capital plan (see capital assets below)
- Construction escrow deposits and grant restricted funds remain the same at \$1M.

Investments (\$624.8M): *\$30.4M increase FY18 forecast over FY17 actual*

- The Century Bond long term pool is forecast to increase by \$16.5M related to investment returns, and the Century Bond short term pool is forecast to decrease by \$25M because the short-term pool is being used for the capital plan (see capital assets below).
- The Century Bond debt reserve is forecast increase by \$0.4M related to investment returns.
- The Long term endowment pool is forecast to increase by \$19.9M, and this is related to investment returns, the spending allocation, administrative fees, and transfers to quasi-endowments.
- University working capital investments are forecast to increase by \$13.0M. Tiers II and III are forecast to increase by \$1.2M, the diversified pool (Tier IV) is forecast to increase \$11.0M, and the Student Investment Pool (Tier IV) is forecast to increase by \$0.7M.
- Included in the investments is \$179.2M of forecasted unspent Century Bond proceeds as of June 30, 2018 (see Net Investments in Capital section below).
- Also included is an increase in investments for TechGrowth Ohio.

Capital Assets-net of depreciation (\$1,077.6M): *\$58.5 million increase FY18 forecast over FY17 actual*

- Spending for capitalizable buildings, infrastructure & CIP total \$104.2M and include some of the following major projects: a forecasted \$7.8M for Ellis Hall, a forecasted \$4.3M for Jefferson Hall

Market Place Renovations, a forecasted \$4.1M for Clippinger Renovation Strategy Phase I, a forecasted \$4.7M for the Sook Academic Center, a forecasted \$4.1M for the HCOM Phase I project, & a forecasted \$9.6M for Permanent Campus Boilers.

- There are also forecasted purchases of \$7.6M for machinery, equipment, library books and capitalizable Oracle Enterprise System projects.
- These are offset by depreciation expense of \$51.3M.

Accounts Receivable, Prepaids & Other Assets (\$87.5M): *\$14.0M decrease FY18 forecast over FY17 actual*

- Accounts Receivable had a one-time increase of \$18.4M for the FCC auction for the WOUC spectrum in FY17. Offsetting that decrease is the Royalty receivable forecasted to increase by \$4.4M
- Prepaids and Inventory are also in this category and are not expected to change.

Deferred Outflows of Resources-Deferred charge on bond refunding & Pension (\$139.4M): *\$0.5 million decrease FY18 forecast over FY17 actual*

- The change is the continuing amortization of the refunding of prior bonds.

Accounts Payable & Accrued Liabilities & Other (\$108.4M): *No change FY18 forecast over FY17 actual*

- Vendor accounts payable is expected to increase due to increased capital spend and increased royalties payable but will be offset by decreases to the Worker's Compensation liability.
- Accrued payroll, benefits & withholdings is expected to be similar
- Deposits for student health insurance as well as agency scholarship deposits are expected to be similar.

Unearned Revenue (\$33.6M): *No change FY18 forecast over FY17 actual*

- This is Summer tuition revenue that is not earned as of 6/30 and is deferred. This amount may fluctuate with the timing of the start of the summer sessions and with the total amount of Summer tuition.

Net Pension Liability (\$545.8M): *No change FY18 forecast over FY17 actual*

- Information is not yet available to forecast any changes.

Bonds & Notes Payable-net of premium & capital leases (\$635.7M): *\$18.1 million decrease FY18 forecast over FY17 actual*

- The change includes \$16.1M principal payments made Dec 1, 2016, and amortization of \$1.9M bond premium.
- \$0.1M decrease for payments on Capital leases and a forecast of no new capital leases.

Deferred Inflows of Resources-Deferred gain on bond refunding & Pension (\$4.6M): *No change FY18 forecast over FY17 actual*

- GASB 68 requires that unfunded pension liability is reflected on the University balance sheet as shown. The changes for the University's portion of the unfunded state retirement systems are amortized over a prescribed number of years. FY18 forecast is equal to FY17 actuals at this point as updated information from the retirement systems is not available. As soon as these are released they will be included in future forecasts.

Net Investment in Capital Assets (\$670.8M): *\$26.7 million increase FY18 forecast over FY17 actual*

- GASB 34/35 requires that Investment in Capital Assets be reflected net of any outstanding debt and depreciation. If there are significant unspent debt proceeds at year end, the portion of the debt attributable to the unspent proceeds should not be included.

- For FY18, Net Investment in Capital Assets is calculated as follows:

Capital Assets – net of depreciation	\$1,077.6M
Less Bonds & Notes Payable – net of discount & premium	(\$635.7M)
Plus the Unspent Century Bond Proceeds	\$179.2M
Plus the Unspent proceeds from prior Bonds	<u>\$ 49.7M</u>
Total	\$670.8M

Restricted – Nonexpendable (\$22.5M): *No change FY18 forecast over FY17 actual*

- The restricted-nonexpendable net asset balance represents the value of the University Endowment corpus. There are relatively few new donations to the University endowment.

Restricted – Expendable (\$31.3M): *No change FY18 forecast over FY17 actual*

- The restricted-expendable net asset balance includes fund balances associated with restricted funds such as externally funded grants and loans, restricted capital funds and the expendable portion of University endowments.

Unrestricted (-\$22.8M): *\$33.3M increase FY18 forecast over FY17 actual*

- The forecasted unrestricted net position includes the -\$412.1M impact of the GASB 68 requirement for booking the unfunded pension liability net with \$389.3M of unrestricted net position, the majority of which has been internally designated for planning units, reserves or commitments. Capital asset addition forecast changes for non-bond funded projects causes the Unrestricted and Net Investment in Capital Assets Net Position balances to fluctuate but does not effect total Net Position.

Exhibit B - FY18 Income Statement Forecast

(in millions)	Athens Colleges & Schools			Regional Campuses			Auxiliaries			Central & Admin. Operations			Operating Unit Subtotals			Variance FY18 Forecast over FY18 Budget	% Change	Variance FY18 Forecast over FY17 Actual	% Change	
	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast					
State Appropriations	137.5	137.5	137.3	27.7	24.3	24.3	-	-	-	(2.1)	3.0	4.4	163.1	164.8	166.0	1.2	0.7%	2.9	2%	
State Appropriations-Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Undergraduate Tuition & Educational Fees	258.6	258.3	256.8	36.7	35.4	35.4	-	-	-	9.9	9.9	8.5	305.2	303.6	300.7	(2.9)	-1%	(4.5)	-1%	
Undergraduate Financial Aid	(49.2)	(46.2)	(46.2)	(5.5)	(5.4)	(5.1)	(10.3)	(12.5)	(12.5)	4.9	1.5	3.9	(60.1)	(62.5)	(59.9)	2.6	-4%	0.2	-0.3%	
Net Undergraduate Tuition & Fees	209.4	212.1	210.6	31.2	30.0	30.3	(10.3)	(12.5)	(12.5)	14.8	11.4	12.4	245.1	241.1	240.8	(0.3)	0%	(4.3)	-2%	
Graduate Tuition & Educational Fees	107.6	114.3	115.3	0.3	0.3	0.1	-	-	-	0.3	0.7	0.9	108.2	115.3	116.3	1.0	1%	8.1	7%	
Graduate Financial Aid	(28.5)	(28.0)	(27.7)	(0.1)	(0.1)	-	-	-	-	(0.4)	(0.1)	(0.1)	(29.0)	(28.2)	(27.8)	0.4	-1%	1.2	-4%	
Net Graduate Tuition & Fees	79.1	86.3	87.6	0.2	0.2	0.1	-	-	-	(0.1)	0.6	0.8	79.2	87.1	88.5	1.4	2%	9.3	12%	
Room & Board	-	-	-	-	-	-	95.4	92.9	92.3	-	-	-	95.4	92.9	92.3	(0.6)	-1%	(3.1)	-3%	
Grants and Contracts	33.9	36.4	33.3	2.0	2.1	1.9	-	0.1	-	7.2	6.8	5.4	43.1	45.4	40.6	(4.8)	-11%	(2.5)	-6%	
Facilities & Admin Costs Recovery	5.9	4.9	5.0	-	-	-	-	-	-	1.2	1.1	1.3	7.1	6.0	6.3	0.3	5%	(0.8)	-11%	
Gifts	9.9	4.9	4.9	0.4	0.3	0.3	2.1	2.4	2.4	2.1	2.3	2.3	14.5	9.9	9.9	-	-	(4.6)	-32%	
Endowment Distributions	12.4	13.1	13.1	0.5	0.7	0.7	0.2	0.2	0.2	13.7	14.0	14.0	26.8	28.0	28.0	-	-	1.2	4%	
Investment Income	-	-	-	-	-	-	-	-	-	7.1	6.1	6.9	7.1	6.1	6.9	0.8	13%	(0.2)	-3%	
Other External Sales	13.3	5.2	12.7	1.2	0.8	0.8	20.4	17.1	17.7	43.7	15.8	21.1	78.6	38.9	52.3	13.4	34%	(26.3)	-33%	
Total Revenues	\$ 501.4	\$ 500.4	\$ 504.5	\$ 63.2	\$ 58.5	\$ 58.4	\$ 107.8	\$ 100.2	\$ 100.1	\$ 87.6	\$ 61.1	\$ 68.6	\$ 760.0	\$ 720.2	\$ 731.6	\$ 11.4	1.6%	\$ (28.4)	-4%	
Salaries, Wages & Other Payroll	203.8	206.3	205.5	33.3	32.9	39.1	30.3	31.1	31.3	94.3	99.7	93.8	361.7	370.0	369.7	(0.3)	-0.1%	8.0	2%	
Benefits	57.5	61.5	59.8	10.7	11.0	10.9	9.1	11.0	9.6	36.4	39.2	37.2	113.8	122.7	117.5	(5.2)	-4%	3.7	3%	
Operating Expenses	66.4	65.8	67.7	8.2	6.8	6.6	34.9	35.2	35.2	74.9	81.4	75.8	184.4	189.1	185.3	(3.8)	-2%	0.9	0%	
Capitalized Costs	3.1	2.3	1.9	0.4	-	0.3	1.4	1.6	1.9	4.0	4.7	3.5	8.9	8.6	7.6	(1.0)	-12%	(1.3)	-15%	
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Internal Loan - Principal & Interest	5.0	5.4	5.4	0.3	0.3	0.3	12.6	13.8	13.8	29.9	31.7	31.6	47.8	51.1	51.1	-	-	3.3	7%	
Debt Service - Principal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Debt Service - Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Internal Sales	(2.4)	(2.0)	(0.8)	-	-	-	(7.1)	(7.0)	(6.7)	(13.7)	(13.1)	(13.0)	(23.2)	(22.1)	(20.5)	1.6	-7%	2.7	-12%	
Total Direct Expenses	\$ 333.4	\$ 339.3	\$ 339.5	\$ 52.9	\$ 51.0	\$ 57.2	\$ 81.2	\$ 85.7	\$ 85.1	\$ 225.8	\$ 243.6	\$ 228.9	\$ 693.3	\$ 719.5	\$ 710.7	\$ (8.8)	-1.2%	\$ 17.4	3%	
Internal Allocations & Transfers	(6.7)	(7.7)	(8.1)	0.5	(0.7)	(6.7)	1.0	2.4	2.4	5.5	6.0	12.4	0.3	-	-	-	-	(0.3)	-100%	
Indirect Costs Allocations	148.9	149.2	149.2	16.5	15.4	15.4	(1.7)	(2.1)	(2.1)	(163.7)	(162.5)	(162.5)	-	-	-	-	-	-	-	
Depreciation Allocation	10.6	11.5	11.5	-	-	-	0.8	1.6	1.6	(11.4)	(13.1)	(13.1)	-	-	-	-	-	-	-	
Subvention Allocation	6.1	8.0	8.0	(7.7)	(7.7)	(7.7)	-	-	-	1.6	(0.3)	(0.3)	-	-	-	-	-	-	-	
Total Allocations & Transfers	\$ 158.9	\$ 161.0	\$ 160.6	\$ 9.3	\$ 7.0	\$ 1.0	\$ 0.1	\$ 1.9	\$ 1.9	\$ (168.0)	\$ (169.9)	\$ (163.5)	\$ 0.3	\$ -	\$ -	\$ (0.3)	-	\$ (0.3)	-100%	
Total Expenses & Transfers	\$ 492.3	\$ 500.3	\$ 500.1	\$ 62.2	\$ 58.0	\$ 58.2	\$ 81.3	\$ 87.7	\$ 87.0	\$ 57.8	\$ 73.7	\$ 65.4	\$ 693.6	\$ 719.5	\$ 710.7	\$ (8.8)	-1%	\$ 17.1	2%	
Subtotal Prior to Transfers	\$ 9.1	\$ 0.1	\$ 4.4	\$ 1.0	\$ 0.5	\$ 0.2	\$ 26.5	\$ 12.5	\$ 13.1	\$ 29.8	\$ (12.6)	\$ 3.2	\$ 66.4	\$ 0.6	\$ 20.9	\$ 20.3	3364%	\$ (45.5)	-69%	
Transfers to/(from) Reserves	(5.4)	(5.0)	0.3	3.1	0.5	(0.1)	14.8	(7.6)	(7.6)	11.4	(30.1)	(22.4)	23.9	(42.2)	(29.8)	12.4	-29%	(53.7)	-225%	
Transfers to/(from) Quasi Endowments	8.3	-	-	-	-	-	-	-	-	0.7	14.9	14.9	9.0	14.9	14.9	-	-	5.9	66%	
Bond Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers to/(from) Capital Projects	6.2	5.1	4.1	(2.1)	-	0.3	11.7	20.1	20.7	(0.7)	2.6	10.7	15.1	27.8	35.8	8.0	29%	20.7	137%	
Net Results	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18.4	\$ -	\$ -	\$ 18.4	\$ -	\$ -	\$ -	\$ -	\$ (18.4)	-100%

Exhibit B - FY18 Income Statement Forecast

(in millions)	Endowment			Capital			Century Bond			Internal Bank			Non-Operating Unit Subtotals			Variance FY18 Forecast over FY18 Budget	% Change	Variance FY18 Forecast over FY17 Actual	% Change
	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast				
State Appropriations	-	-	-	-	-	-	-	-	-	2.0	2.0	2.0	2.0	2.0	2.0	-	-	-	-
State Appropriations-Capital	-	-	-	10.5	32.5	23.9	-	-	-	-	-	-	10.5	32.5	23.9	(8.6)	-26%	13.4	128%
Undergraduate Tuition & Educational Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Undergraduate Financial Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Undergraduate Tuition & Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Graduate Tuition & Educational Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Graduate Financial Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Graduate Tuition & Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Room & Board	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Contracts	-	-	-	-	4.1	2.6	-	-	-	-	0.2	-	-	4.2	2.6	(1.6)	-38%	2.6	-
Facilities & Admin Costs Recovery	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gifts	12.3	10.0	10.0	0.8	-	-	-	-	-	-	-	-	13.1	10.0	10.0	-	-	(3.1)	-24%
Endowment Distributions	(26.8)	(28.0)	(28.0)	-	-	-	-	-	-	-	-	-	(26.8)	(28.0)	(28.0)	-	-	(1.2)	4%
Investment Income	59.9	31.6	54.0	-	-	-	19.1	10.8	17.2	10.5	5.5	8.5	89.5	47.9	79.7	31.8	66%	(9.8)	-11%
Other External Sales	0.1	-	-	-	-	-	-	-	-	0.2	-	0.2	0.3	-	0.2	0.2	-	(0.1)	-33%
Total Revenues	\$ 45.5	\$ 13.6	\$ 36.0	\$ 11.3	\$ 36.6	\$ 26.5	\$ 19.1	\$ 10.8	\$ 17.2	\$ 12.7	\$ 7.7	\$ 10.7	\$ 88.6	\$ 68.6	\$ 90.4	\$ 21.8	32%	\$ 1.8	2%
Salaries, Wages & Other Payroll	-	-	-	0.2	-	0.3	-	-	-	-	-	-	0.2	-	0.3	0.3	-	0.1	50%
Benefits	-	-	-	0.1	-	0.1	-	-	-	-	-	-	0.1	-	0.1	0.1	-	-	-
Operating Expenses	-	-	-	7.3	-	2.0	-	-	-	1.2	0.2	0.2	8.5	0.2	2.2	2.0	1000%	(6.3)	-74%
Capitalized Costs	-	-	-	95.8	162.5	104.2	-	-	-	-	-	-	95.8	162.5	104.2	(58.3)	-36%	8.4	9%
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal Loan - Principal & Interest	-	-	-	10.4	-	-	(10.2)	(11.5)	(11.5)	(48.0)	(39.6)	(39.6)	(47.8)	(51.1)	(51.1)	-	-	(3.3)	7%
Debt Service - Principal	-	-	-	-	-	-	-	-	-	17.7	16.1	16.1	17.7	16.1	16.1	-	-	(1.6)	-9%
Debt Service - Interest	-	-	-	(2.0)	-	-	14.0	14.0	14.0	13.0	16.0	16.0	25.0	30.0	30.0	-	-	5.0	20%
Internal Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Direct Expenses	\$ -	\$ -	\$ -	\$ 111.8	\$ 162.5	\$ 106.6	\$ 3.8	\$ 2.5	\$ 2.5	\$ (16.1)	\$ (7.3)	\$ (7.3)	\$ 99.5	\$ 157.6	\$ 101.8	\$ (55.9)	-35%	\$ 2.3	2%
Internal Allocations & Transfers	(0.2)	-	-	(0.1)	-	-	-	-	-	-	-	-	(0.3)	-	-	-	-	0.3	-100%
Indirect Costs Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subvention Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Allocations & Transfers	\$ (0.2)	\$ -	\$ -	\$ (0.1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0.3)	\$ -	\$ -	\$ -	-	\$ 0.3	-100%
Total Expenses & Transfers	\$ (0.2)	\$ -	\$ -	\$ 111.7	\$ 162.5	\$ 106.6	\$ 3.8	\$ 2.5	\$ 2.5	\$ (16.1)	\$ (7.3)	\$ (7.3)	\$ 99.2	\$ 157.6	\$ 101.8	\$ (55.9)	-35%	\$ 2.6	3%
Subtotal Prior to Transfers	\$ 45.7	\$ 13.6	\$ 36.0	\$ (100.4)	\$ (125.9)	\$ (80.1)	\$ 15.3	\$ 8.3	\$ 14.7	\$ 28.8	\$ 15.0	\$ 18.0	\$ (10.6)	\$ (88.9)	\$ (11.4)	\$ 77.7	-87%	\$ (0.8)	8%
Transfers to/(from) Reserves	-	-	-	-	-	-	-	-	-	(23.9)	23.7	15.8	(23.9)	23.7	15.8	(7.9)	-33%	39.7	-
Transfers to/(from) Quasi Endowments	(9.0)	(14.9)	(14.9)	-	-	-	-	-	-	-	-	-	(9.0)	(14.9)	(14.9)	-	-	(5.9)	66%
Bond Proceeds	-	-	-	-	-	-	-	-	-	(125.0)	-	-	(125.0)	-	-	-	-	125.0	-
Transfers to/(from) Capital Projects	-	-	-	(60.3)	(79.8)	(82.8)	27.7	10.0	10.0	17.5	42.0	37.0	(15.1)	(27.8)	(35.8)	(8.0)	29%	(20.7)	137%
Net Results	\$ 54.7	\$ 28.5	\$ 50.9	\$ (40.1)	\$ (46.1)	\$ 2.7	\$ (12.4)	\$ (1.7)	\$ 4.7	\$ 160.2	\$ (50.7)	\$ (34.8)	\$ 162.4	\$ (69.9)	\$ 23.5	\$ 93.6	-134%	\$ (138.9)	-86%

Exhibit B - FY18 Income Statement Forecast

(in millions)	Component Units Techgrowth Ohio, UMA (FY17), & OUF Subs			Financial Statement Adjustments			GAAP Adjusted Totals			Variance FY18 Forecast over FY18 Budget	%	Variance FY18 Forecast over FY17 Actual	%
	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast	FY17 Actual	FY18 Budget	FY18 Forecast				
State Appropriations	-	-	-	-	-	-	165.1	166.8	168.0	1.2	0.7%	2.9	2%
State Appropriations-Capital	-	-	-	-	-	-	10.5	32.5	23.9	(8.6)	-26%	13.4	128%
Undergraduate Tuition & Educational Fees	-	-	-	0.1	-	-	305.3	303.6	300.7	(2.9)	-1%	(4.6)	-2%
Undergraduate Financial Aid	-	-	-	-	-	-	(60.1)	(62.5)	(59.9)	2.6	-4%	0.2	-0.3%
Net Undergraduate Tuition & Fees	-	-	-	-	-	-	245.1	241.1	240.8	(0.3)	0%	(4.3)	-2%
Graduate Tuition & Educational Fees	-	-	-	-	-	-	108.2	115.3	116.3	1.0	1%	8.1	7%
Graduate Financial Aid	-	-	-	-	-	-	(29.0)	(28.2)	(27.8)	0.4	-1%	1.2	-4%
Net Graduate Tuition & Fees	-	-	-	-	-	-	79.2	87.1	88.5	1.4	2%	9.3	12%
Room & Board	-	-	-	-	-	-	95.4	92.9	92.3	(0.6)	-1%	(3.1)	-3%
Grants and Contracts	-	-	-	-	-	-	43.1	49.6	43.2	(6.4)	-13%	0.1	0%
Facilities & Admin Costs Recovery	-	-	-	-	-	-	7.1	6.0	6.3	0.3	5%	(0.8)	-11%
Gifts	-	-	-	(11.7)	-	-	15.9	19.9	19.9	-	-	4.0	25%
Endowment Distributions	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Income	0.6	0.3	0.4	-	-	-	97.2	54.3	87.0	32.7	60%	(10.2)	-10%
Other External Sales	11.1	9.7	9.7	0.3	(3.2)	(3.2)	90.3	45.4	59.0	13.6	30%	(31.3)	-35%
Total Revenues	\$ 11.7	\$ 10.0	\$ 10.1	\$ (11.3)	\$ (3.2)	\$ (3.2)	\$ 849.0	\$ 795.6	\$ 828.9	\$ 33.3	4%	\$ (20.1)	-2%
Salaries, Wages & Other Payroll	-	-	-	-	-	-	361.9	370.0	370.0	(0.0)	0.0%	8.1	2%
Benefits	-	-	-	40.3	-	-	154.1	122.7	117.6	(5.1)	-4%	(36.5)	-24%
Operating Expenses	13.0	7.1	7.1	1.2	(3.2)	(3.2)	207.1	193.2	191.4	(1.8)	-1%	(15.7)	-8%
Capitalized Costs	-	-	-	(101.5)	(171.1)	(109.8)	3.2	-	2.0	2.0	-	(1.2)	-37%
Depreciation	1.1	-	0.3	48.9	50.1	51.0	50.0	50.1	51.3	1.2	2%	1.3	3%
Internal Loan - Principal & Interest	-	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	(17.7)	(16.1)	(16.1)	-	-	-	-	-	-	-
Debt Service - Interest	0.5	-	-	1.4	(1.5)	(1.5)	26.9	28.4	28.5	0.1	0%	1.6	6%
Internal Sales	-	-	-	-	-	-	(23.2)	(22.1)	(20.5)	1.6	-7%	2.7	-12%
Total Direct Expenses	\$ 14.6	\$ 7.1	\$ 7.4	\$ (27.4)	\$ (141.8)	\$ (79.6)	\$ 780.0	\$ 742.3	\$ 740.3	\$ (2.0)	-0.3%	\$ (39.7)	-5%
Internal Allocations & Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Indirect Costs Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-
Subvention Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Allocations & Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -	-
Total Expenses & Transfers	\$ 14.6	\$ 7.1	\$ 7.4	\$ (27.4)	\$ (141.8)	\$ (79.6)	\$ 780.0	\$ 742.3	\$ 740.3	\$ (2.0)	-0.3%	\$ (39.7)	-5%
Subtotal Prior to Transfers	\$ (2.9)	\$ 2.9	\$ 2.7	\$ 16.1	\$ 138.6	\$ 76.4	\$ 69.0	\$ 53.3	\$ 88.6	\$ 35.3	66%	\$ 19.6	28%
Transfers to/(from) Reserves	-	-	-	-	18.4	14.0	-	-	-	-	-	-	-
Transfers to/(from) Quasi Endowments	-	-	-	-	-	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	125.0	-	-	-	-	-	-	-	-	-
Transfers to/(from) Capital Projects	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Results	\$ (2.9)	\$ 2.9	\$ 2.7	\$ (108.9)	\$ 120.2	\$ 62.4	\$ 69.0	\$ 53.3	\$ 88.6	\$ 35.3	66%	\$ 19.6	28%

Exhibit C - FY18 Balance Sheet Forecast

Statement of Net Position (Balance Sheet)

(in millions \$)	Ohio University			Variance June 30, 2018 Forecast over June 30, 2017 Actual
	Actual		Forecast	
	June 30, 2016	June 30, 2017	June 30, 2018	
Cash & Cash Equivalents	36.6	58.0	49.0	(9.0)
Restricted Cash & Cash Equivalents	7.1	75.1	51.6	(23.5)
Investments	567.8	594.4	624.8	30.4
Capital Assets-net of depreciation & Assets Held for Sale	968.0	1,019.1	1,077.6	58.5
Accounts Receivable, Prepaids & Other Assets	84.3	101.5	87.5	(14.0)
Total Assets	\$ 1,663.8	\$ 1,848.1	\$ 1,890.5	\$ 42.4
Deferred Outflows of Resources-Deferred charge on bond refunding & Pension	87.9	139.9	139.4	(0.5)
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$ 1,751.7	\$ 1,988.0	\$ 2,029.9	\$ 41.9
Accounts Payable & Accrued Liabilities & Other	104.8	108.4	108.4	-
Unearned Revenue	34.1	33.6	33.6	-
Net Pension Liability	432.9	545.8	545.8	-
Bonds & Notes Payable-net of premium & capital leases	544.8	653.8	635.7	(18.1)
Total Liabilities	\$ 1,116.6	\$ 1,341.6	\$ 1,323.5	\$ (18.1)
Deferred Inflows of Resources-Deferred gain on bond refunding & Pension	24.5	4.6	4.6	-
Total Deferred Inflows Of Resources	\$ 24.5	\$ 4.6	\$ 4.6	\$ -
Net Investment in Capital Assets	651.0	644.1	670.8	26.7
Restricted - Nonexpendable	22.2	22.5	22.5	-
Restricted - Expendable	32.1	31.3	31.3	-
Unrestricted	(94.7)	(56.1)	(22.8)	33.3
Total Net Position	\$ 610.6	\$ 641.8	\$ 701.8	\$ 60.0
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION	\$ 1,751.7	\$ 1,988.0	\$ 2,029.9	\$ 41.9
GASB 68 balances:				
Deferred Outflows of Resources-Pension	85.6	137.7	137.7	-
Net Pension Liability	(432.9)	(545.8)	(545.8)	-
Deferred Inflows of Resources-Pension	(24.5)	(4.0)	(4.0)	-
Net effect of GASB 68 on Unrestricted Net Position	\$ (371.8)	\$ (412.1)	\$ (412.1)	\$ -
Unrestricted Net Position WO GASB 68	277.1	356.0	389.3	33.3
Total Net Position WO GASB 68	982.4	1,053.9	1,113.9	60.0
Expendable Net Assets for SB6 WO GASB 68 (Unrestricted & Restricted Expendable)	309.2	387.3	420.6	33.3

Exhibit D - FY18 Investment Return Forecast

Summary by Investment Pool

(in millions \$)

Investment Pool	Academic		Century Bond	Internal Bank	Component Units	FY Forecasted Total	Expected Annual Return ¹	FYTD Return ²	Forecasted Return through FYE ³
	Support	Endowment							
OU Tier II Working Capital				0.9		0.9	1.5%	0.3%	0.8%
OU Tier III Working Capital				0.3		0.3	2.9%	-0.2%	0.8%
OU Tier IV Working Capital - Student				0.7		0.7	5.8%	8.6%	10.6%
OU Tier IV Working Capital - Div Pool	4.5			6.5		11.0	5.8%	8.0%	10.0%
OUF Diversified Pool	2.4					2.4	5.8%	8.0%	10.0%
Subtotal - Working Capital	6.9	-	-	8.5	-	15.3			
OU Endowment		9.6				9.6	5.8%	8.0%	10.0%
OUF Endowment		44.4				44.4	5.8%	8.0%	10.0%
Subtotal - Endowment	-	54.0	-	-	-	54.0			
Century Bond Diversified Pool			0.4			0.4	5.8%	8.0%	10.0%
Century Bond Conservative Pool			(0.0)			(0.0)	2.5%	-1.0%	-0.2%
Century Bond Long-Term Pool			16.5			16.5	5.8%	8.1%	10.1%
Century Bond Short-Term Pool			0.3			0.3	1.0%	0.3%	0.6%
Subtotal - Century Bond	-	-	17.2	-	-	17.2			
Component Units					0.4	0.4			
Total	6.9	54.0	17.2	8.5	0.4	87.0			

¹ The Expected Annual Return is based on our investment advisors' assessment of market circumstances. These expectations are revised periodically and used to forecast investment income.

² The FYTD Return represents the actual return on our investment portfolios for the fiscal year to date through February 28, 2018.

³ The Forecasted Return through FYE represents the actual return on our investment portfolios through February 28, 2018 plus the expected return for the remaining months of the fiscal year.

Exhibit E - FY18 Strategic Opportunity Reserve Forecast

As of February 13, 2018

(in millions)

Strategic Reserve Balance				
	FY17	FY18	FY18	
	Actual	Budget	Forecast	
Beginning Balance	\$ 36.2	\$ 32.3	\$ 32.3	
Funding				
Investment Income	\$ 4.5	\$ 4.5	\$ 4.5	
SSI	\$ (2.3)	\$ 2.9	\$ 4.3	
Tuition	\$ 4.3	\$ 4.6	\$ 2.7	
Fund Balance	\$ 0.3	\$ 0.3	\$ 0.8	
Subtotal	\$ 6.9	\$ 12.3	\$ 12.3	
Investments				
Infrastructure	\$ 3.2	\$ 4.7	\$ 1.6	
Community and Economic Development	\$ 2.1	\$ 2.6	\$ 2.5	
Student Success and Programs	\$ 2.7	\$ 6.4	\$ 3.9	
Academic and Research Programs	\$ 2.7	\$ 12.8	\$ 16.6	
Presidential Priorities		\$ 1.5	\$ 0.5	
Subtotal	\$ 10.7	\$ 27.9	\$ 25.1	
Ending Balance	\$ 32.3	\$ 16.7	\$ 19.6	

Investment Summary				
	FY17	FY18	FY18	
	Actual	Budget	Forecast	
Infrastructure				
OSAI	\$ 2.7	\$ 2.3	\$ 1.2	
Parental Leave	\$ 0.1	\$ -	\$ 0.1	
Advancement Strategy	\$ -	\$ 2.4	\$ -	
IT Small Projects	\$ 0.5	\$ -	\$ 0.3	
Subtotal	\$ 3.2	\$ 4.7	\$ 1.6	
Community and Econ. Development				
TechGrowth	\$ 1.6	\$ 2.0	\$ 2.0	
OHIO for Ohio	\$ 0.5	\$ 0.5	\$ 0.5	
FAO Support	\$ -	\$ 0.1	\$ 0.1	
Subtotal	\$ 2.1	\$ 2.6	\$ 2.5	
Student Success and Programs				
Endowed Scholarships	\$ 0.7	\$ 0.8	\$ 0.8	
Signature Program	\$ 2.0	\$ 4.8	\$ 2.3	
BSO	\$ -	\$ -	\$ 0.3	
Unallocated	\$ -	\$ 0.8	\$ 0.5	
Subtotal	\$ 2.7	\$ 6.4	\$ 3.9	
Academic and Research Programs				
Innovation Strategy	\$ 1.5	\$ 3.7	\$ 2.2	
OBOR Research Portal	\$ 0.1	\$ -	\$ -	
Online Learning Investment	\$ 0.4	\$ 1.6	\$ 1.6	
Endowed Professorships	\$ -	\$ -	\$ -	
Tantrum Theater	\$ 0.6	\$ 0.6	\$ 0.6	
RHE Investment	\$ -	\$ 1.5	\$ 6.8	
Engineering Start-up	\$ -	\$ 1.0	\$ 1.0	
OU Press	\$ -	\$ 0.1	\$ 0.1	
MAC Conference	\$ -	\$ 0.0	\$ 0.0	
Funding for Budget Volatility	\$ -	\$ 3.8	\$ 3.8	
International Student Recruitment	\$ -	\$ 0.5	\$ 0.5	
Subtotal	\$ 2.7	\$ 12.8	\$ 16.6	
Presidential Priorities Subtotal	\$ -	\$ 1.5	\$ 0.5	
Total Investment Summary	\$ 10.7	\$ 27.9	\$ 25.1	

Exhibit F - FY18 Senate Bill 6 Forecast

Quarterly Report to the Ohio Department of Higher Education Ohio University as of June 30, 2018, Forecasted			
Schedule QF-1: Statement of Revenues, Expenditures, and Other Changes Projection of Year-end SB 6 Ratios and Composite Scores (in millions \$)			
	Forecast FY2018	Actual FY2017	Actual FY2016
Expendable net assets (A)	420.6	387.3	309.2
Plant debt (B)	608.9	625.2	526.7
Revenues, operating + nonoperating (C)	817.4	827.8	754.4
Operating expenses (including interest expense) (D)	757.4	756.3	727.3
Increase (decrease) in total net assets (E)	60.0	71.5	22.8
<u>Ratios:</u>			
Viability Ratio (A/B)	0.691	0.619	0.587
Primary Reserve Ratio (A/D)	0.555	0.512	0.425
Net Income Ratio (E/C)	0.073	0.086	0.030
<u>Scores (out of 5):</u>			
Viability Ratio	3.0	3.0	2.0
Primary Reserve Ratio	5.0	5.0	4.0
Net Income Ratio	5.0	5.0	4.0
<u>Composite Score:</u>			
Viability Ratio (30%)	0.9	0.9	0.6
Primary Reserve Ratio (50%)	2.5	2.5	2.0
Net Income Ratio (20%)	1.0	1.0	0.8
SB 6 Composite Score (Excluding GASB 68)	4.4	4.4	3.4



OHIO
UNIVERSITY

Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Greg Robertson, Associate Vice President Architecture, Design and Construction
Shawna Bolin, Associate Vice President University Planning

Re: **Facility & Planning Projects Updates**

Enclosed for your reference are the Facility and Planning Projects Reports.

The Facility Projects Report provides an update on all active projects approved for expenditure.

The report has been sorted by project budget, with the most expensive projects appearing first. The budget column is limited to the amount authorized on the project (for example, the HCOM Phase I Academic Replacement Space has a budget of \$8,997,939 for design, while the total project budget of \$65M has not been authorized and does not show in the report).

A summary of active projects by phase is shown in the table below:

Current Phase	Number of Projects	Budget		Expenditures
		Original	Current	
1 - Planning	73	\$ 10,370,522	\$ 10,370,522	\$ 1,504,929
2 - Design	59	\$ 50,542,609	\$ 51,927,579	\$ 6,632,168
3 - Construction	37	\$ 49,358,999	\$ 51,858,999	\$ 22,797,536
4 - Closeout	15	\$ 83,842,977	\$ 78,442,977	\$ 73,287,832
Total		\$ 194,115,107	\$ 192,600,077	\$ 104,222,466

Highlights since the January Board of Trustees meeting include;

- Construction of the Perry and Sandy Sook Academic Success Center has progressed to steel erection and is projected to complete in early September.
- The Ellis Hall Renovation project has progressed into buildout and remains on schedule to complete in October.
- The Permanent Boiler project achieved another important milestone with the return of rental boilers last month.

The Planning Projects Report provides an update on University Planning's studies and projects in process, as well as those on the horizon. Two projects added since the January report are:

- Athletics and Recreation Deferred Maintenance Plan: Identify and review life cycle and deferred needs and priorities for both units
- College of Fine Arts Prioritization Study: Comprehensive Assessment of 5 core CoFA facilities to balance priorities and resources within context of entire University needs and develop implementable projects

Ohio University Facility Projects Report

Project Name	Current Phase	Funding Sources							Budget		Expenditures	Schedule	
		Internal Bank Financing	Central University Funding Request	Departmental Funding	Gifts / Pledges	Grants	Private / External Funding	State Capital	Original	Current		Start Date	Finish Date
Jefferson Hall Renovations	4 - Closeout	X		X					\$ 44,000,000	\$ 38,600,000	\$ 35,892,019	01.24.2015	08.01.2017
McCracken Hall Renovation & Expansion	4 - Closeout	X		X					\$ 32,798,000	\$ 32,798,000	\$ 32,327,710	01.02.2014	11.04.2016
EIP - Permanent Campus Boilers	3 - Construction	X							\$ 15,000,000	\$ 17,500,000	\$ 13,619,819	07.04.2016	09.12.2018
Ellis Hall Renovation	3 - Construction	X						X	\$ 13,000,000	\$ 13,000,000	\$ 2,052,936	09.12.2016	02.05.2019
HCOM Phase I Academic Replacement Space	2 - Design	X		X					\$ 8,997,939	\$ 8,997,939	\$ 157,056	08.10.2017	06.09.2021
Clippinger Renovation Phase I	2 - Design	X						X	\$ 8,009,782	\$ 8,009,782	\$ 1,768,993	08.10.2017	12.05.2019
Sook Academic Center	2 - Design	X		X					\$ 6,165,180	\$ 7,097,650	\$ 1,819,279	07.07.2017	11.01.2019
Washington Water/Bathroom Upgrades	2 - Design			X					\$ 5,700,000	\$ 5,700,000	\$ 159,261	07.12.2017	04.24.2019
WOUC Spectrum Conversion	3 - Construction	X							\$ 2,959,400	\$ 2,959,400	\$ 12,930	01.24.2018	11.14.2020
OUC Academic Success Center Stevenson Renovation	1 - Planning			X					\$ 2,880,000	\$ 2,880,000	\$ 27,892	01.12.2018	01.17.2020
Tiffin and Perkins Hall Roof Rehabilitation	3 - Construction			X					\$ 2,800,000	\$ 2,800,000	\$ 162,737	02.02.2018	08.13.2019
Bryan Hall Restroom Upgrades 2018	2 - Design			X					\$ 2,000,000	\$ 2,452,500	\$ 159,284	04.13.2017	12.15.2017
Tiffin Hall Bathroom Upgrades	4 - Closeout			X					\$ 2,192,000	\$ 2,192,000	\$ 1,773,816	02.21.2018	03.19.2018
Chilled Water Plant 3 - Plant	2 - Design	X						X	\$ 2,000,000	\$ 2,000,000	\$ 595,008	08.14.2017	12.09.2020
Convocation Center Videoboard Installation	2 - Design	X		X					\$ 1,979,705	\$ 1,979,705	\$ 116,563	07.06.2017	10.05.2018
Shively Dining Hall Refresh.	2 - Design			X					\$ 1,835,000	\$ 1,835,000	\$ 125,746	08.05.2017	08.11.2018
WOUB Spectrum Conversion	3 - Construction								\$ 1,801,275	\$ 1,801,275	\$ -	01.24.2018	11.02.2018
Athens Campus Utility Metering	3 - Construction	X						X	\$ 1,800,000	\$ 1,800,000	\$ 1,157,451	11.04.2015	01.24.2018
OUC Herrold Rehab 2nd Floor Nurse	3 - Construction							X	\$ 1,740,493	\$ 1,740,493	\$ 210,182	02.25.2017	08.15.2018
East Green Building Based Domestic Hot Water	3 - Construction			X					\$ 1,700,000	\$ 1,700,000	\$ 118,868	02.08.2018	03.26.2020
Front Four Transformer Replacement	4 - Closeout			X					\$ 1,600,000	\$ 1,600,000	\$ 932,182	10.03.2016	09.27.2017
Chilled Water Plant 3 - Utility Distribution	2 - Design	X						X	\$ 1,600,000	\$ 1,600,000	\$ -	08.07.2017	06.30.2020
Campus Steam System Repairs 2018	2 - Design	X							\$ 1,500,000	\$ 1,500,000	\$ 89,289	07.11.2017	04.01.2019
Ping Center Chilled Water Connection	3 - Construction	X							\$ 1,400,000	\$ 1,400,000	\$ 922,021	07.06.2015	05.23.2018
Bromley Infrastructure Improvements	1 - Planning			X					\$ 1,340,000	\$ 1,340,000	\$ -	02.08.2017	01.08.2019
EIP - Utility Master Plan	3 - Construction	X							\$ 1,100,000	\$ 1,100,000	\$ 1,021,289	11.03.2014	04.21.2017
Pickering Bathroom Upgrades	1 - Planning			X					\$ 1,100,000	\$ 1,100,000	\$ 57,090	07.12.2017	02.01.2019
Seigfred Hall Renovation Phase II	1 - Planning	X							\$ 1,060,000	\$ 1,060,000	\$ 329,271	07.10.2017	11.04.2019
James Hall Masonry Repairs	2 - Design			X					\$ 1,000,000	\$ 1,000,000	\$ 34,250	08.17.2017	10.26.2018
South Pole Conversion to Lounge/Hub	2 - Design			X					\$ 1,000,000	\$ 1,000,000	\$ 43,342	07.07.2017	05.22.2019
West Green CW Pump System Repairs	2 - Design	X							\$ 1,000,000	\$ 1,000,000	\$ 85,547	01.24.2018	06.18.2020
Baker Front Room & Latitude 39	4 - Closeout			X					\$ 987,959	\$ 987,959	\$ 987,959	02.27.2016	08.11.2017
HCOM Utilities Phase I - EIP/HCOM	2 - Design	X		X					\$ 935,000	\$ 935,000	\$ 184,135	07.11.2017	11.06.2019
Seigfred Chilled Water Connection	1 - Planning	X							\$ 850,000	\$ 850,000	\$ -	07.03.2017	11.21.2019
OUC Bennett Hall Electrical	3 - Construction							X	\$ 827,808	\$ 827,808	\$ 547,444	09.16.2015	4.22.2018
Perkins Hall Electrical & Fire Alarm Upgrade	1 - Planning			X					\$ 800,000	\$ 800,000	\$ 490,077	01.02.2017	01.11.2019
Fault Locators & Distribution Re-Fusing	1 - Planning	X							\$ 750,000	\$ 750,000	\$ -	01.24.2018	04.23.2021
Brasee Hall Exterior Repairs	2 - Design			X					\$ 610,000	\$ 610,000	\$ 14,250	07.26.2017	05.08.2019
Lausche Switchyard Storm Sewer Remediation	2 - Design	X							\$ 600,000	\$ 600,000	\$ 93,691	01.11.2018	09.16.2019
Peden Stadium Scoreboard Replacement	4 - Closeout	X		X					\$ 575,000	\$ 575,000	\$ 68,667	11.23.2016	02.28.2018
Copeland Hall Roof Replacement	3 - Construction	X						X	\$ 554,552	\$ 554,552	\$ 554,552	02.25.2017	03.15.2018
Adams Hall Waterproofing	2 - Design			X					\$ 500,000	\$ 500,000	\$ 31,527	04.28.2017	09.13.2018
Glidden 400 Recital Hall HVAC	3 - Construction	X	X					X	\$ 481,684	\$ 481,684	\$ 330,593	02.14.2015	03.25.208
RTEC Roof Replacement	2 - Design	X						X	\$ 465,000	\$ 465,000	\$ 32,123	01.24.2018	08.13.2019
OUC Site Upgrade Walking Path	3 - Construction			X		X		X	\$ 446,088	\$ 446,088	\$ 408,112	07.25.2014	10.30.2017
4 University Terrace Upgrades	3 - Construction			X					\$ 430,000	\$ 430,000	\$ 130,836	01.25.2018	03.01.2019
OUL Brasee Hall Gym Roof Renovation	3 - Construction							X	\$ 422,498	\$ 422,498	\$ 316,228	07.25.2017	05.07.2019
Botanical Research Greenhouse Upgrade	3 - Construction			X					\$ 401,940	\$ 401,940	\$ 37,630	11.21.2017	04.15.2019

Ohio University Facility Projects Report

Project Name	Current Phase	Funding Sources							Budget		Expenditures	Schedule	
		Internal Bank Financing	Central University Funding Request	Departmental Funding	Gifts / Pledges	Grants	Private / External Funding	State Capital	Original	Current		Start Date	Finish Date
Residential Housing Fire Panel Replacement	2 - Design			X					\$ 400,000	\$ 400,000	\$ 8,000	12.10.2017	05.15.2020
Scott Quad/Botanical Research Standby Generator Replacement	2 - Design	X							\$ 400,000	\$ 400,000	\$ 381,981	02.15.2018	11.27.2018
EIP - Boiler Permit Consultant	2 - Design	X							\$ 400,000	\$ 400,000	\$ 231,267	01.24.2018	05.20.2021
Fire Panel Replacements Phase I	2 - Design	X							\$ 400,000	\$ 400,000	\$ 78,814	01.24.2018	01.24.2018
West Green Chilled Water Plant Chillers 3 Conversion	1 - Planning	X							\$ 400,000	\$ 400,000	\$ -	01.02.2017	07.24.2019
Shannon Hall HVAC Improvements	1 - Planning							X	\$ 394,110	\$ 394,110	\$ 329,239	08.22.2017	12.28.2018
HPEC Parking Improvements	3 - Construction			X				X	\$ 354,900	\$ 354,900	\$ 333,715	08.02.2017	11.13.2019
Peden Speaker Replacement	4 - Closeout			X					\$ 315,500	\$ 315,500	\$ 179,884	04.03.2017	02.19.2018
OUL Herrold Hall Roof	3 - Construction							X	\$ 305,800	\$ 305,800	\$ 28,450	01.14.2017	12.31.2017
MacKinnon AHU Upgrade	4 - Closeout			X					\$ 305,000	\$ 305,000	\$ 237,962	09.11.2017	01.24.2018
EIP - Campus Electric Load Balancing Circuit	1 - Planning	X							\$ 300,000	\$ 300,000	\$ -		
C-Suite (Student Innovation Hub)	2 - Design							X	\$ 280,060	\$ 280,060	\$ 21,809	07.06.2017	04.18.2019
Gamertsfelder Bathroom Upgrades	2 - Design			X					\$ 270,000	\$ 270,000	\$ 15,180	07.11.2017	02.17.2020
Voigt Hall Column Repair	2 - Design			X					\$ 250,500	\$ 250,500	\$ 23,886	08.17.2017	07.24.2018
OUS Energy Efficiency Phase II	3 - Construction			X				X	\$ 237,483	\$ 237,483	\$ 173,422	05.15.2017	09.11.2018
RD Apartment Upgrade	4 - Closeout			X					\$ 229,267	\$ 229,267	\$ 229,267	10.22.2016	08.15.2017
Sanitary/Storm Water Pump Replacement	3 - Construction		X						\$ 225,000	\$ 225,000	\$ 125,471	05.10.2016	03.30.2018
Chilled Water Refrigerant Monitoring Upgrades	4 - Closeout	X	X						\$ 209,000	\$ 209,000	\$ 184,057	08.15.2016	03.02.2018
Chubb Hall East Entry Stairs Replacement	2 - Design	X							\$ 205,000	\$ 205,000	\$ 10,565	08.10.2017	05.23.2019
Bush Airport Taxiway Rehabilitation	2 - Design	X							\$ 204,000	\$ 204,000	\$ 117,650	01.24.2018	12.11.2018
Shively Hall Dining HVAC Upgrades	4 - Closeout			X					\$ 200,000	\$ 200,000	\$ 181,476	12.12.2016	07.31.2017
Sprinkler Valve Replacement	4 - Closeout			X					\$ 200,000	\$ 200,000	\$ 162,319	08.11.2016	02.12.2018
Aquatic Center Sun Deck Roof Replacement	3 - Construction	X	X						\$ 195,000	\$ 195,000	\$ 112,710	08.11.2016	03.29.2018
OUS Safety Security System Improvements	3 - Construction							X	\$ 194,000	\$ 194,000	\$ 149,983	07.11.2017	01.24.2018
Campus Heat Exchanger Replacement	3 - Construction							X	\$ 193,875	\$ 193,875	\$ 2,900	12.21.2017	05.07.2018
Athena Theater Backstage Renovation	2 - Design			X					\$ 192,838	\$ 192,838	\$ 14,014	10.03.2017	07.16.2019
Lot 20 Retaining Wall Repair	2 - Design	X		X					\$ 191,000	\$ 191,000	\$ 39,265	08.17.2017	09.04.2018
RTV Theater Counterweight Replacement	2 - Design			X					\$ 170,000	\$ 170,000	\$ 1,275	11.15.2017	3.31.2018
Lausche Plant Compressed Air Replacement 2018	2 - Design	X							\$ 150,000	\$ 150,000	\$ -	01.22.2018	08.13.2018
Special Studies	3 - Construction	X							\$ 134,910	\$ 134,910	\$ 33,390	10.15.2017	10.11.2018
Richland Bridge Steam System Access	4 - Closeout		X						\$ 120,000	\$ 120,000	\$ 19,262	03.02.2016	02.20.2018
Ping Center Cardio/Weight Room Flooring Upgrade	2 - Design			X					\$ 112,650	\$ 112,650	\$ -	07.26.2017	10.29.2018
Peden Carin Center Renovation	1 - Planning			X					\$ 111,813	\$ 111,813	\$ 111,813		
ADA Building Entrance Upgrades-Variou Buildings	3 - Construction	X							\$ 100,000	\$ 100,000	\$ 11,176	10.11.2017	04.22.2018
ADA Plumbing Fixture/RR Upgrades-Variou Buildings	3 - Construction	X							\$ 100,000	\$ 100,000	\$ 15,802	01.31.2017	08.02.2018
Bennett Hall Cooling Tower Structural Repair	2 - Design			X					\$ 99,000	\$ 99,000	\$ 5,460	04.03.2017	02.23.2018
Lausche Perimeter Fence	3 - Construction	X							\$ 98,500	\$ 98,500	\$ 48,847	01.24.2018	08.23.2019
OUS Hanging Rock CDC Sanitary Sewer	2 - Design			X				X	\$ 98,000	\$ 98,000	\$ 51,700	07.01.2015	08.23.2018
Stocker 264 Renovation	2 - Design			X					\$ 97,861	\$ 97,861	\$ -	07.11.2017	04.25.2018
Ridges 25 Ground Water Infiltration Study	1 - Planning	X							\$ 90,590	\$ 90,590	\$ 25,273	01.01.2018	03.16.2018
HRL RD Apartment Renovations (Crawford)	2 - Design			X					\$ 90,000	\$ 90,000	\$ -	01.11.2018	12.05.2019
Ryors Hall Rec Room Conversion	1 - Planning			X					\$ 90,000	\$ 90,000	\$ 45,664		
Bryan Hall/Ping Center Exterior Lighting Installation	3 - Construction		X						\$ 87,390	\$ 87,390	\$ -	10.02.2017	01.12.2018
Alden Library 1st Floor OU Press	3 - Construction	X							\$ 86,520	\$ 86,520	\$ 37,721	10.11.2017	04.22.2018
Bush Airport Obstruction Removal	2 - Design								\$ 71,600	\$ 71,600	\$ -	03.15.2017	07.30.2018
Mill Street Round Park Reclaim	3 - Construction			X					\$ 71,168	\$ 71,168	\$ 58,177	02.25.2017	3.11.2018
Copeland Elevator Cab Refinish	2 - Design			X					\$ 65,725	\$ 65,725	\$ -	07.10.2017	04.22.2019
Baker Bobcat Lounge Stage Removal	4 - Closeout			X					\$ 63,783	\$ 63,783	\$ 63,783	02.27.2017	07.15.2017

Ohio University Facility Projects Report

Project Name	Current Phase	Funding Sources							Budget		Expenditures	Schedule	
		Internal Bank Financing	Central University Funding Request	Departmental Funding	Gifts / Pledges	Grants	Private / External Funding	State Capital	Original	Current		Start Date	Finish Date
Johnson Hall Scrape and Paint Ceiling	2 - Design			X					\$ 61,373	\$ 61,373	\$ -	05.07.2018	03.11.2019
Emeriti Park Kiosk	2 - Design								\$ 59,000	\$ 59,000	\$ 11,912	01.11.2018	08.29.2018
Old Heating Plant Parapet Wall	2 - Design	X							\$ 58,800	\$ 58,800	\$ 2,100	12.11.2017	04.11.2018
Residential Housing Evacuation Signage	3 - Construction			X					\$ 58,700	\$ 58,700	\$ 38,282	01.24.2018	05.15.2019
Hwa Wei Lee Roof/Exterior Upgrade	2 - Design							X	\$ 51,381	\$ 51,381	\$ 3,465	01.24.2018	05.09.2019
OUS Horse Park Outdoor Arena	1 - Planning								\$ 50,000	\$ 50,000	\$ 1,200		
Aquatic Center Roof Repair 2018	1 - Planning		X						\$ 48,000	\$ 48,000	\$ -	02.02.2018	07.04.2018
Bromley RD 140 Upgrades	4 - Closeout			X					\$ 47,468	\$ 47,468	\$ 47,468	10.22.2016	02.27.2018
Walter Hall Coil Conversion	2 - Design							X	\$ 39,850	\$ 39,850	\$ 23,620	08.17.2017	04.18.2019
Ping Center Cardio/Weight Room Electrical Upgrades	2 - Design			X					\$ 39,500	\$ 39,500	\$ 39,500	07.26.2017	10.04.2018
OUPD/USC Fire Alarm Communication Network Relocation	2 - Design	X							\$ 35,000	\$ 35,000	\$ -	07.11.2017	07.11.2017
Cutler High Voltage Upgrade	2 - Design							X	\$ 33,140	\$ 33,140	\$ 20,286	07.15.2017	08.23.2018
Kennedy Museum Reception Lighting	2 - Design								\$ 28,949	\$ 28,949	\$ 21,076	01.24.2018	05.25.2018
Morton Hall 423 & 415 Carpet Replacement	1 - Planning			X					\$ 23,828	\$ 23,828	\$ 23,828		
Kantner Hall Structural Masonry Work	2 - Design	X							\$ 23,430	\$ 23,430	\$ -	01.11.2018	01.11.2018
Grover Center Water Fountains	2 - Design			X					\$ 20,000	\$ 20,000	\$ -	02.12.2018	03.29.2018
Ridges Building 7 Exterior Wall Stabilization 2018	2 - Design	X							\$ 20,000	\$ 20,000	\$ -	01.24.2018	11.14.2018
Scott Quad Window Replacement	1 - Planning	X		X					\$ 19,839	\$ 19,839	\$ 19,839		
Innovation Center Clean Rooms 211 & 215	3 - Construction								\$ 19,168	\$ 19,168	\$ 11,551	09.21.2017	01.24.2018
Bromley Hall Emergency Doors	1 - Planning		X						\$ 18,900	\$ 18,900	\$ 8,897		
Konneker AC Basement Carpet Replacement	3 - Construction								\$ 17,655	\$ 17,655	\$ 12,310	01.24.2018	03.31.2018
OUL Brasee Gallery/Faculty Offices	1 - Planning			X		X			\$ 16,352	\$ 16,352	\$ 16,352		
Lindley Hall Roof Replacement	1 - Planning	X							\$ 13,015	\$ 13,015	\$ 13,015		
Bird Arena Netting Replacement	3 - Construction			X					\$ 12,500	\$ 12,500	\$ -	01.29.2018	01.29.2018
Grover W313 Update	2 - Design			X					\$ 12,160	\$ 12,160	\$ -	11.11.2017	07.28.2018
Ridges Building 20 Study	1 - Planning		X						\$ 8,595	\$ 8,595	\$ -		
Copeland Hall Corridor Walls & Signage	2 - Design			X					\$ 7,633	\$ 7,633	\$ -	07.14.2017	04.26.2019
Bob Wren Infield Artificial Turf	1 - Planning								\$ 5,480	\$ 5,480	\$ 5,480		
ADA Interior Signage Upgrades-Variou Buildings	2 - Design	X							\$ 2,473	\$ 2,473	\$ -	10.22.2017	3.14.2018
Ridges #33 Install New Circuit	2 - Design			X					\$ 2,207	\$ 2,207	\$ -	01.24.2018	12.26.2018
Ridges #37 Printing Services Voltage Upgrade	2 - Design			X					\$ 1,874	\$ 1,874	\$ -	01.24.2018	09.17.2018
Baker Atrium Restroom Signage 2018	3 - Construction			X					\$ 692	\$ 692	\$ -	01.24.2018	3.31.2018
Glidden Concrete Work	1 - Planning								\$ -	\$ -	\$ -	11.13.2017	09.24.2018
Nelson Kitchen Drain Repairs	3 - Construction			X					\$ -	\$ -	\$ -	10.14.2017	03.31.2018
Campus Beautification Tree Trimming	1 - Planning	X							\$ -	\$ -	\$ -	08.10.2017	05.23.2019
Grover Center W115 Renovation	2 - Design			X					\$ -	\$ -	\$ -	07.07.2017	04.19.2019
Alden Library 7th Floor Student Study Space	2 - Design								\$ -	\$ -	\$ -	07.07.2017	04.19.2019
Glidden Hall Compressor Replacement 2018	1 - Planning								\$ -	\$ -	\$ -	02.27.2018	09.11.2019
Konneker Research Ridges 25 HVAC and Boiler System Upgrade 2018	1 - Planning								\$ -	\$ -	\$ -	02.12.2018	11.22.2018
Perkins Hall Lobby Renovation 2018	2 - Design								\$ -	\$ -	\$ -	02.12.2018	02.12.2018
Athens Campus Parking Lot 127 and 128 Maintenance 2018	1 - Planning								\$ -	\$ -	\$ -	02.07.2018	05.31.2019
Athens Campus IT Network Jacks and Patch Panel Re-work 2018	1 - Planning								\$ -	\$ -	\$ -	02.07.2018	11.19.2018
WUSOC Engineering Repurpose Renovation	1 - Planning								\$ -	\$ -	\$ -	01.24.2018	01.21.2022
Athens Campus IT Closets Fiber Cable Installation 2018	1 - Planning								\$ -	\$ -	\$ -	01.24.2018	11.20.2018
Alden Main Equipment Room UPS Units	1 - Planning								\$ -	\$ -	\$ -	01.24.2018	05.11.2018
Airport Security Improvements	1 - Planning								\$ -	\$ -	\$ -	01.24.2018	06.26.2018
Porter Hall Heating Line Replacement	1 - Planning								\$ -	\$ -	\$ -	01.24.2018	10.30.2018
ARC 2nd & 3rd Floor Kitchenettes	1 - Planning			X					\$ -	\$ -	\$ -		

Ohio University Facility Projects Report

Project Name	Current Phase	Funding Sources							Budget		Expenditures	Schedule	
		Internal Bank Financing	Central University Funding Request	Departmental Funding	Gifts / Pledges	Grants	Private / External Funding	State Capital	Original	Current		Start Date	Finish Date
Ping Security Door System Reconfiguration	1 - Planning			X					\$ -	\$ -	\$ -		
Lancaster Campus Brasee Hall Roof Replacement 2018	1 - Planning								\$ -	\$ -	\$ -		
Lancaster Pickerington Center Buildings 1 and 2 Roof Replacement 2018	1 - Planning								\$ -	\$ -	\$ -		
Business Annex 2nd Floor Renovation 2018	1 - Planning								\$ -	\$ -	\$ -		
Schoonover Center Lobby Podcast Studio Addition 2018	1 - Planning								\$ -	\$ -	\$ -		
Irvine 159 Update 2018	1 - Planning								\$ -	\$ -	\$ -		
Dublin Integrated Education Center 107/106J Remodel	1 - Planning								\$ -	\$ -	\$ -		
Grosvenor West042A and 012 Remodel 2018	1 - Planning								\$ -	\$ -	\$ -		
Convocation Center 3rd Floor Residential Restrooms Renovation 2018	1 - Planning								\$ -	\$ -	\$ -		
Aquatic Center Roof Replacement 2018	1 - Planning								\$ -	\$ -	\$ -		
Ridges Building 20 Underground Storage Tank Removal 2018	1 - Planning								\$ -	\$ -	\$ -		
Memorial Auditorium Balcony Lighting Replacement 2018	1 - Planning								\$ -	\$ -	\$ -		
Bicentennial Park Improvements 2018	1 - Planning								\$ -	\$ -	\$ -		
Ridges 13, 14 and 18 Renovation	1 - Planning								\$ -	\$ -	\$ -		
RTVC Drinking Fountain Replacements	1 - Planning								\$ -	\$ -	\$ -		
Grover Center W320 Faculty Office Conversion	1 - Planning								\$ -	\$ -	\$ -		
Elson Roadway & Parking Improvements Phase I	1 - Planning								\$ -	\$ -	\$ -		
Elson Hall Cooling Tower Replacement	1 - Planning								\$ -	\$ -	\$ -		
Boyd Hall Switchgear DigTrip Reconfiguration	1 - Planning								\$ -	\$ -	\$ -		
Stocker Center 029 Fume Hood	1 - Planning								\$ -	\$ -	\$ -		
Innovation Center Roof	1 - Planning								\$ -	\$ -	\$ -		
Copeland Hall Entry/Lobby Upgrade	1 - Planning								\$ -	\$ -	\$ -		
Shannon Hall Loading Dock & Exterior Stairs Replacement	1 - Planning								\$ -	\$ -	\$ -		
Brasee Hall HVAC Improvements	1 - Planning								\$ -	\$ -	\$ -		
Seigfred 203 and 201 Outlet Install	1 - Planning								\$ -	\$ -	\$ -		
Convo W119 Restroom Improvements-Estimate	1 - Planning								\$ -	\$ -	\$ -		
Chubb 115B Noise Dampening Estimate	1 - Planning								\$ -	\$ -	\$ -		
Transportation & Parking Services Upgrades	1 - Planning								\$ -	\$ -	\$ -		
Lancaster Campus Brasee and Herrold Hall HVAC Study 2018	1 - Planning								\$ -	\$ -	\$ -		
Eastern Campus Shannon Hall Electrical Upgrade 2018	1 - Planning								\$ -	\$ -	\$ -		
Morton Hall 320 Conference Room	1 - Planning			X					\$ -	\$ -	\$ -		
Treudley 040 West Green Grounds Garage Secondary Egress Pathway Installation	2 - Design								\$ -	\$ -	\$ -		
Clippinger 301 Electrical Outlets	1 - Planning			X					\$ -	\$ -	\$ -		
Copeland Window Upgrades	1 - Planning								\$ -	\$ -	\$ -		
Innovation Center Staircase Carpet Replacement	1 - Planning								\$ -	\$ -	\$ -		
Alden Library Emergency Exit Signage	1 - Planning								\$ -	\$ -	\$ -		
Alden Library 1st FL Stairwell Landing	1 - Planning								\$ -	\$ -	\$ -		
Porter 503 and 505 Vinyl Floor Replacement	1 - Planning								\$ -	\$ -	\$ -		
Grover Center E303 Conference Room Renovation	1 - Planning								\$ -	\$ -	\$ -		
Alden Center Stairwell Strip Installation	1 - Planning								\$ -	\$ -	\$ -		

Ohio University Planning Projects Report

Project Name	Current Status	Projected Completion Date	Resources
<i>Ohio University Comprehensive Master Plan</i>	<i>Completed</i>	<i>March 2016</i>	Internal with Consultant
<i>The Ridges Framework Plan</i>	<i>Completed</i>	<i>October 2016</i>	Internal with Consultant
<i>Wayfinding and Signage Guidelines, Athens Campus</i>	<i>Completed</i>	<i>June 2017</i>	Internal with Consultant
<i>2016 Dublin Framework Plan</i>	<i>Completed</i>	<i>March 2016</i>	Internal with Consultant
<i>HCOM Programming Study</i>	<i>Completed</i>	<i>February 2017</i>	Consultant
<i>Russ Research Opportunity Center Programming Study</i>	<i>Completed</i>	<i>August 2017</i>	Consultant
Park Place Planning Strategy	Active	2018	Consultant
Small House Planning Strategy	Active	May 2018	Internal with consultant for booklet compilation
Parking Master Plan	Active	August 2018	Consultant
Housing Development Plan	Active	Spring 2018	
Administrative Relocation Strategy	Active	2018	Internal
ADA Transition Plan	Active	Summer 2019	Consultant
College of Fine Arts Prioritization Study	Active	Spring 2018	Consultant
OUC Academic Success Center Study	Active	Spring 2018	Consultant
Facilities Management Space Relocations	Active		Internal
Learning Spaces Master Plan	Emerging	TBD	Consultant
Athletics and Recreation Deferred Maintenance Plan	Emerging		
Ridges Planning Studies	Emerging	Ongoing	Internal
HCOM Phase 2 Planning	Emerging	Summer 2018	Internal
College of Business Space Study	Future	2018	
Campus Lighting Study	Future	TBD	
Baker University Center Space Study	Future	TBD	Internal
University Libraries-Preservation Office Relocation Study	Future	TBD	Internal
Alden Library Space Study	On Hold	TBD	Consultant

Audit and Risk Management Committee Meeting



OHIO
UNIVERSITY

Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Jeffrey Davis, Chief Audit Executive

Re: **Audit and Risk Management Committee Meeting**

Internal Audit will present an update on office activities at the March 22, 2018 Audit and Risk Management Committee meeting. The status of the FY18 audit plan, construction auditing, Internal Audit staffing, University cash handling procedures, and University purchasing card will be discussed. Also, representatives from the University's external auditor, Plante Moran, will be present to discuss the upcoming FY18 audit.

I will be pleased to answer any questions.

March 22, 2018

Audit and Risk Management Committee

Peggy Viehweger Chair

Ohio University

Board of Trustees

Audit Committee

2018 Audit Planning Meeting

Ohio University

Audit Planning Agenda

- The Ohio University Audit Team
- Reporting and Responsibilities
- Audit Approach
- Timing and Key Dates
- Peer Review Report and GAO Auditor Responsibilities
- Upcoming Pronouncements
- Appendix - Definitions

Ohio University

Audit Team

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Ohio University

Reporting and Responsibilities

- **Plante Moran Deliverables**
 - Opining on FY 2018 University financial statements and the University's federal programs
 - Opining on FY 2018 for the Foundation, Inn-Ohio of Athens, Inc., Russ Research Center LLC, and WOUB's financial statements
 - Procedures related to compliance with NCAA Bylaws
 - Letter for state "Special Purpose" report
- **Plante Moran Responsibilities**
 - To express an opinion on the University's and the Foundation's financial statements
 - To express an opinion on the major federal programs of the University
 - To express an opinion on the Inn-Ohio of Athens, Inc. and Russ Research Center LLC's financial statements
 - To express an opinion on WOUB's financial statements
 - To provide reasonable, not absolute, assurance of detecting material misstatements
 - To gain an understanding of internal controls, policies, and procedures to design an effective audit
- **Plante Moran will issue the following Reports and Letters for 2018:**
 - **Planning Stage**
 - Engagement letter for the Ohio University audit (includes the federal awards audit and WOUB)
 - Engagement letter for procedures to be performed in accordance with NCAA Bylaws

Ohio University

Reporting and Responsibilities (continued)

Plante Moran will issue the following Reports and Letters for 2018 (continued):

- **At completion of work:**
 - An opinion on the financial statements of the University, the Foundation, the component units of the Foundation, and for WOUB
 - Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with *Government Auditing Standards* (GAGAS report) for the University, the Foundation, the component units of the Foundation, and for WOUB
 - Report on the Conduct of the Audit (AU 260)
 - Federal programs audit reports and schedules
 - Report on Compliance For Each Major Program and on Internal Control Over Compliance in Accordance with Uniform Guidance
 - A Schedule of Findings and Questioned Costs
 - A Management Recommendation Letter, if applicable
 - Letter regarding procedures performed for state “Special Purpose” report
 - A Report on Agreed-Upon Procedures related to Intercollegiate Athletics in accordance with NCAA Bylaws

Ohio University

Audit Approach

Financial Statement Audits (includes the Foundation and its component units)

- General Controls Assessment and Paperless System testing (i.e., registration, tuition, and endowments)
- Risk-Based Approach – More time will be spent on those areas considered higher risk
 - Valuation of accounts receivable
 - Valuation of alternative investments
 - Any contingent liabilities
 - Liability for self-insurance
 - Net pension and OPEB liability
- In response to the above risks, we will perform the following:
 - Review the allowance for accounts receivable and also, review the assumptions used to determine collectibility,
 - Review significant assumptions and estimates for alternative investments in accordance with the AICPA Practice Aid,
 - Discuss pending litigation with Ohio University legal counsel,
 - Review key assumptions and data submitted to the actuary for self-insurance,
 - Review the calculations surrounding the pension and OPEB liability and incorporated into the financial statements, test the census data used in the calculations, and review audited pension plan reports.

Ohio University

Audit Approach (continued)

Financial Statement Audits (includes the Foundation and its component units)

- Documentation and testing of key accounting processes and internal controls by major cycles – purchasing, expenditures and accounts payable, payroll and related year-end liabilities, revenue, receipts and accounts receivable, investments and related income, financial reporting
- Group Audit Standards – Plante Moran will be serving as the “Group Auditor” for all components of this audit (the University and the Foundation)
- Report letter
 - Emphasis-of-matter paragraphs will be in the report letter due to the significant balance of alternative investments on the University’s statements of net position, as well as the adoption of GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*
- PM to engage Haran Watson & Company as minority subcontractor

Ohio University

Audit Approach (continued)

Federal Programs Audit Reports

- Audit is performed in compliance with federal regulations and includes compliance and internal control categories as defined by OMB
 - Programs expected to be tested in 2018
 - Student Financial Assistance Cluster
 - Other programs will also be tested if required based on Uniform Guidance

NCAA Agreed-Upon Procedures

- Suggested procedures for line items determined by NCAA
- Items will be tested based on specific guidance provided by the NCAA (4 percent or greater of any revenue or expense category)

WOUB Center for Public Media

- Accounting process and internal control procedures incorporated into University systems testing
- Significant asset, liability, revenue, and expense financial statement balances tested for WOUB
- Review and submission of online financial reporting in accordance with Corporation for Public Broadcasting requirements

Ohio University

Audit Approach (continued)

Plante Moran has been advised:

- The University is in compliance with all regulatory, governmental, and grant requirements
- There have been no material acts of fraud or embezzlement
- There have been no significant acts of fraud related to federal programs
- The University is not aware of any accounting entries made which are not in the normal course of business
- The University is not aware of any material illegal or improper acts

•Internal Audit Assistance

- Incorporate and review internal audit reports into our audit approach in certain areas
- Assistance with NCAA agreed-upon procedures

Ohio University

Audit Approach (continued)

•Materiality

- The concept of materiality is inherent in the audit
 - We place greater emphasis on those items that have, on a relative basis, more importance to the financial statements and greater possibilities of material error than with those items of lesser importance or those in which the possibility of material error is remote

•Communications with the Audit Committee:

- Required fraud inquiries during planning process
- All services provided by Plante Moran to Ohio University
- Independence, in compliance with GAO requirements
- Passed adjustments schedules
- Changes in report presentation (if applicable)

Ohio University

Timing and Key Dates

Audit Scope Presentation to Audit Committee	March 22, 2018
Preliminary fieldwork begins	April 2018
WOUB and NCAA procedures fieldwork begins	August 2018
Preliminary fieldwork ends	April 2018
Year-end fieldwork – Russ Research Center LLC	August 2018
Year-end fieldwork – Inn-Ohio of Athens, Inc.	July 2018
Year-end fieldwork begins – University including federal programs audit and Foundation	August 13
Draft financial statements to Plante Moran	No later than Sept. 10
Draft WOUB and NCAA reports to be provided by the University	September 17
Year-end fieldwork ends – University including federal programs audit and Foundation	September 21
Closing meeting with management & final draft of financial statements	September 21
Meeting with audit committee to review financial statements	TBD – Prior to 10/15

Ohio University

Timing and Key Dates (continued)

*The timeline of the financial statement preparation and review will be as follows:

Submission of Draft Management Letter to Executive Management, if applicable	October 15
Submission of final University financial statements to State Auditor	October 15
Submission of final Foundation financial statements to State Auditor	October 15
Submission of final Russ Research Center LLC financial statements to State Auditor	October 15
Submission of final Inn-Ohio of Athens, Inc. financial statements to State Auditor	October 15
Submission of final WOUB and NCAA reports to State Auditor	October 15
Submission of final management letter to State Auditor	October 15
Certification of Corporation of Public Broadcasting online reports for WOUB	October 31

Ohio University

Peer Review Report and GAO Auditor Responsibilities

Under the Government Accounting Office (GAO) requirements, if an audit is completed in accordance with *Government Auditing Standards*, the Audit Committee and/or Board of Trustees are required to receive from the audit firm the following document:

- Peer Review Report (this is performed every three years)

In addition, we are required to communicate the following items (if applicable):

- Noncompliance with laws, regulations, contracts or grants that have material effect on the financial statements
- Any instances of abuse identified that could be material to the financial statements

Ohio University

Upcoming Pronouncements

GASB 75 – Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions

- Effective for the fiscal year ending June 30, 2018
- Addresses reporting by governments that provide postemployment benefits other than pensions (OPEB) to their employees and for governments that finance OPEB for employees of other governments
- Will require the University to recognize on the face of the financial statements its proportionate share of the net OPEB liability related to its participation in the OPERS and STRS plans
- Will include additional footnote disclosures and required supplementary information (RSI) within the financial statements

GASB 83 – Certain Asset Retirement Obligations

- Effective for the fiscal year ending June 30, 2019
- Provides requirements on recognition and measurement for asset retirement obligations (ARO), other than landfills
- Defines an ARO as a legally enforceable liability associated with the retirement of a tangible capital asset
- Common examples include the removal of wind turbines and disposal of X-ray machines

Ohio University

Upcoming Pronouncements (continued)

GASB 84 – Fiduciary Activities

- Effective for the fiscal year ending June 30, 2020
- Establishes criteria for identifying fiduciary activities
- For public institutions, examples that may meet these criteria include 1) endowment assets of other institutions that are managed in the reporting institution's investment pool and 2) alumni or student club accounts that are managed with the reporting institution's cash or investments

GASB 87 – Leases

- Effective for the fiscal year ending June 30, 2021
- Requires recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contracts
- Lessee would be required to recognize a lease liability and an intangible right-to-use lease asset
- Lessor would be required to recognize a lease receivable and a deferred inflow of resources

Ohio University

Appendix - Definitions

•Deficiency

- A “deficiency” exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that even if the control operates as designed, the control objective is not always met. A deficiency in operation exists when a properly designed control does not operate as designed or when the person performing the control does not possess the necessary authority or qualifications to perform the control effectively. Deficiencies may involve one or more of the five interrelated components of internal control.

•Significant Deficiency

- A “significant deficiency” is a deficiency, or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

•Material Weakness

- A “material weakness” is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and correct on a timely basis.

•Fraud

- The term “fraud” includes “misstatements” arising from fraudulent financial reporting and misstatements arising from misappropriation of assets.
- “Misstatements” arising from “fraudulent financial reporting” are intentional misstatements, or omissions of amounts or disclosures in financial statements intended to deceive financial statement users.

Ohio University

Appendix - Definitions

•**Fraud (continued)**

- “Misstatements” arising from “misappropriation of assets” involve the theft of assets where the effect of the theft causes the financial statements not to be presented in conformity with GAAP.
- The University is responsible for the design and implementation of programs and controls to prevent and detect fraud.

•**GAAP**

- Generally Accepted Accounting Principles. Used by almost all entities in the USA to prepare periodic financial statements.

Allowance

- An estimate determined by management based on past history of the amount of student and contribution receivables at June 30 that are not expected to be received.

NCAA Agreed-Upon Procedures

- National Collegiate Athletic Association requires procedures to be performed in accordance with their bylaws. These procedures relate to the classification of revenues and expenses by athletic program and the content within the respective line items of revenues and expenses.

Federal Programs Audit

- Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* sets forth standards for obtaining consistency and uniformity among Federal agencies for the audit of states, local governments, and non-profit organizations expending federal awards. This is also known as “Single Audit” and is focused on programs funded with federal dollars. At Ohio University, this primarily consists of student financial aid and research and development grants.

Ohio University

Appendix - Definitions

990-T

- Corporate income tax form for exempt organization unrelated income. This primarily relates to income earned on limited partnerships that is considered taxable by the IRS (real estate and natural resources), and non-educational use of institutional property.

Nonexchange Transaction

- Revenues received by the University that are deemed not related to the University providing a service. They consist primarily of gifts, investment income, federal Pell grant revenue and state operating appropriations. State appropriations are subject to annual approval by state legislature and are reported based on the state operating budget that funds the appropriation to the University.

FASB

- Financial Accounting Standards Board is the governing accounting body that issues reporting pronouncements for private sector organizations. The Foundation prepares its financial statements in accordance with these pronouncements and guidance.

•GAAS

- Generally Accepted Auditing Standards. The standards that govern the conduct of independent audits of non-public companies, as determined by the Auditing Standards Board (ASB) of the AICPA.

•GAGAS

- Generally Accepted Governmental Auditing Standards. Informally known as “Yellow Book”, these standards guide all audits of governmental units.

•GASB

- Governmental Accounting Standards Board is the governing accounting body that issues reporting pronouncements. Ohio University prepares their financial statements in accordance with these pronouncements and guidance.

Ohio University

Appendix - Definitions

•Unmodified Opinion

- A signed representation by an auditor as to the reliability and fairness of a set of financial statements. The opinion could be qualified, unmodified, or adverse.

•Auditor Opinion Date

- The date the audit is completed and the auditor can provide their opinion. This is defined as the date the audit fieldwork and reviews are completed and the date management has reviewed the financial statements and provided a signed representation letter to the auditors.

•Material Misstatement

- To present accidental or intentional untrue financial statement information that influences a company's value.

•Significant Adjustments

- A material error in financial reporting discovered by the auditor during performance of their audit fieldwork which was large enough that it was required to be booked to the financial statements and disclosed to the audit committee or board.

•Passed Adjustments

- A summary of proposed account adjustments not recorded by management and reviewed by auditors and determined, individually or in the aggregate, not to have a significant effect on the financial reporting process and therefore they are not recorded in the financial statements.

Thank You!

*We look forward to continue serving
Ohio University!*

Higher Education Group

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March 22, 2018

Chief Audit Executive Report

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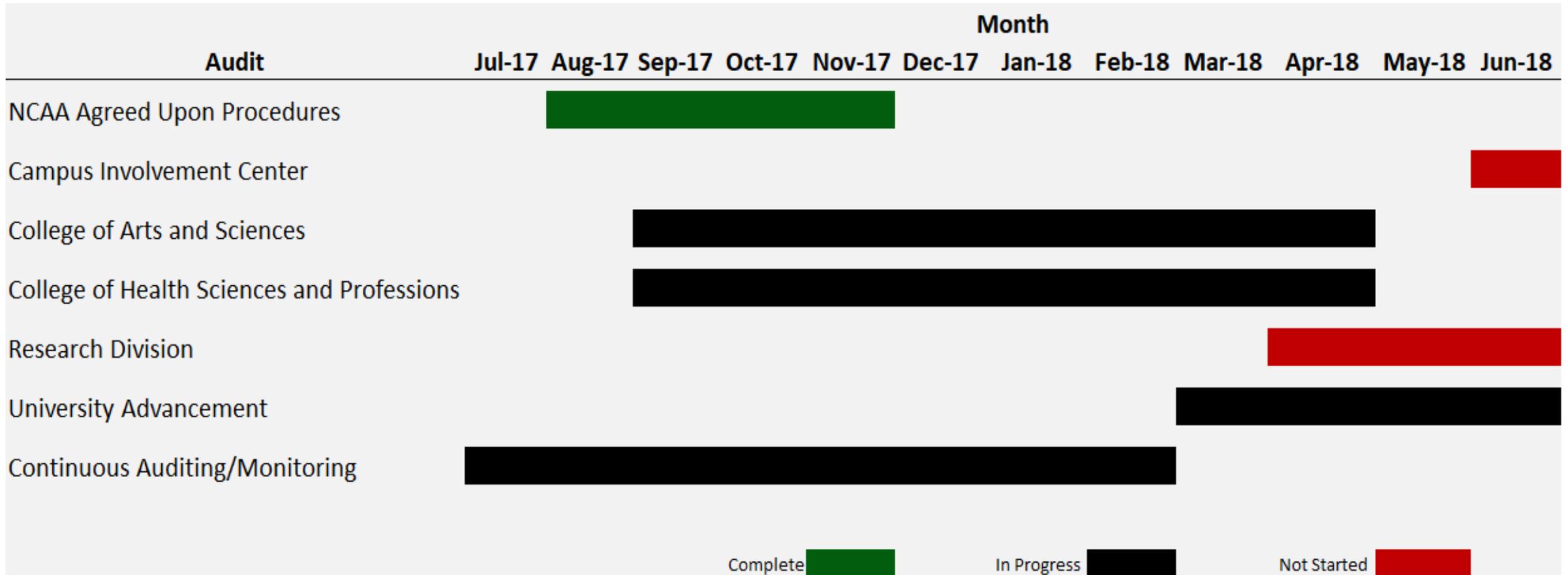
Audit and Risk Management Committee

FY18 Audit Plan Status:

Audit	Auditor	Status	Report Date
External Audit Support – NCAA Agreed Upon Procedures	Bevan, Boyle	Completed	12/8/17
College of Arts and Sciences	Ennis, Bevan, Tong	In Progress	
College of Health Sciences and Professions	Ennis, Bevan, Tong	In Progress	
University Advancement	To Be Assigned	In Progress	
Research	To Be Assigned	Planned	
Campus Involvement Center	To Be Assigned	Planned	
Continuous Auditing/Monitoring	All	In Progress	

Audit and Risk Management Committee

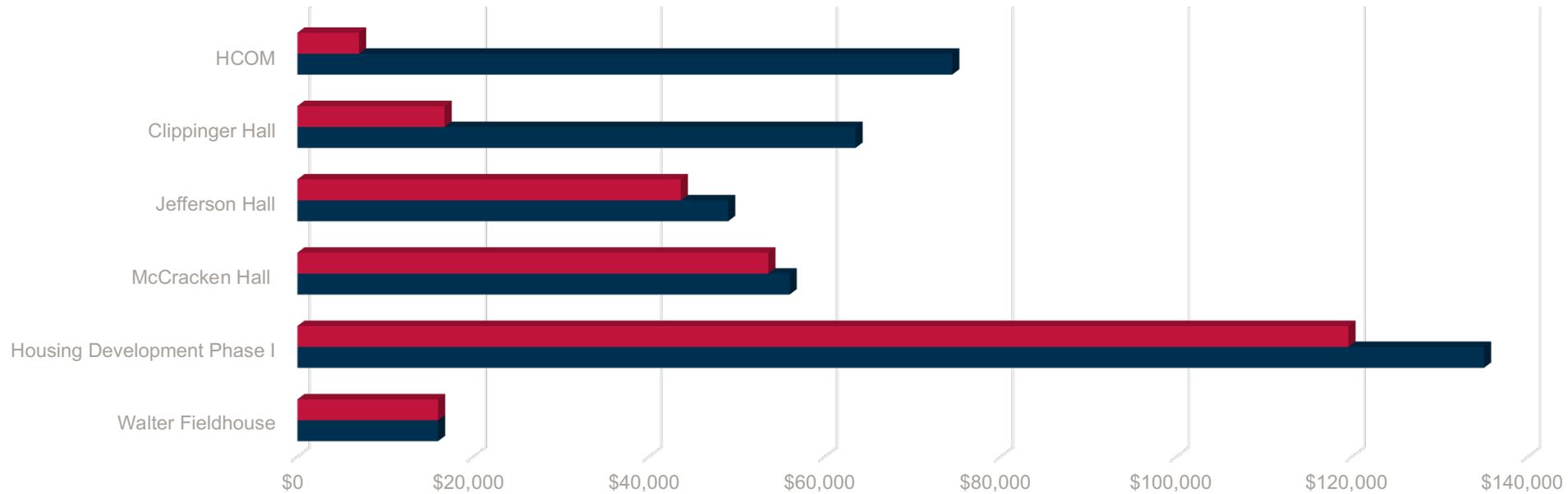
FY18 Audit Schedule:



Construction Auditing Update

Audit and Risk Management Committee

Construction Auditing Update: Project Budget/Cost



	Walter Fieldhouse	Housing Development Phase I	McCracken Hall	Jefferson Hall	Clippinger Hall	HCOM
■ Charged to date:	\$16,000	\$119,576	\$53,572	\$43,617	\$16,742	\$7,000
■ Budget	\$16,000	\$135,000	\$56,000	\$49,000	\$63,500	\$74,500

Audit and Risk Management Committee

Current Construction Auditing Projects:

- McCracken Hall and Jefferson Hall – Final Closeout audits pending for these projects
- Clippinger Hall and HCOM – Baker Tilly has been engaged to audit the RFQ/RFP process for the architect and construction manager, review architect invoices, analyze general conditions and perform one interim audit of the project and a final closeout audit. Both projects are in the early stage of audit

Internal Audit Staffing Update

Audit and Risk Management Committee

Staffing Update:

- Internal Audit completed the process to hire a new staff auditor.
- Ms. Tiffany Duncan was hired and began working with the office on March 7th
- The office is now fully staffed with 6 auditors (including CAE)
- Student interns are also utilized in the audit process

New Compliance Regulation

General Data Protection Regulation (GDPR)

Audit and Risk Management Committee

General Data Protection Regulation (GDPR):

The European Union has established a new data protection regulation effective May 2018 that will likely impact OHIO

Scope:

- Persons Located Within the EU
 - Applicants, US Students Studying Abroad, Alumni
 - European Suppliers (Sole Proprietorships)
- Persons Provided Online Services
 - Online/Distance Learning

Audit and Risk Management Committee

General Data Protection Regulation (GDPR):

Types of Personally Identifiable Information that may need to be considered:

- Academic
 - No Public “Directory” Data
- Financial
- Healthcare
- Other
 - IP Addresses, Photographs, and more

Audit and Risk Management Committee

General Data Protection Regulation (GDPR):

Requirements are still vague:

- Encryption
- De-identification
- Data Protection Officer
- Breach Disclosure within 72 Hours
- Right to be Forgotten / Right to Erasure

Audit and Risk Management Committee

General Data Protection Regulation (GDPR):

What the University is doing related to the regulation:

- Legal Affairs and OIT are considering the potential impact
- Outside experts will be consulted through the Attorney General's Office
- Future updates to the committee will be provided

Cash Collections Update

Finance/Internal Audit

Audit and Risk Management Committee

Cash Collections Update:

- A cash committee has been established by the VP for Finance & Administration
- Composed of one representative from each planning unit (15)
- Also included are the Assistant Vice President for Finance, the University Bursar and the Chief Audit Executive
- Charge: to reduce and/or eliminate cash collection points from business operations

Audit and Risk Management Committee

Cash Collections Update:

Specifically, the committee will do the following:

- Review all cash collection points at Ohio University and consider:
 - Locations and business need for cash collection
 - Opportunities to reduce cash collection points
 - Timing and cost of cash activity
 - Impact on operation if cash collection is terminated

Audit and Risk Management Committee

Cash Collections Update:

- Determine strategies/solutions to eliminate cash handling where possible
- Review and draft changes/recommendations to cash handling procedures
- Present a review of all cash collection points and recommendations regarding elimination/reduction of cash handling activities
- Make recommendations related to cash handling training content and delivery mechanisms

Audit and Risk Management Committee

Cash Collections Update:

The committee met in January, February, and March 2018 to:

- January - Finalize charge of the committee and define deliverables
- February - Review each cash collection point and discuss options to document business need and discuss options for elimination of cash collection point
- March - Begin work with departments to centralize cash collection with Bursar Office and establish eMarkets to replace cash collection points

University Purchasing Card (PCARD) Update

Finance/Internal Audit

Audit and Risk Management Committee

Pcard Update:

<i>Category</i>	<i>March 2017</i>	<i>July 2017</i>	<i>February 2018</i>
Regional Campuses	289	273	268
Academic Units	1,503	1,427	1,440
Academic Support Units	123	123	125
Non-Academic Units	791	606	627
Total	2,706	2,429	2,460

- Approximately 11% reduction in PCards University wide
 - Regional Campuses
 - Information Technology
 - Provost
 - College of Business
 - President
 - VPFA

Audit and Risk Management Committee

PCard Update:

- Total PCards – 2,460
 - Total CY 2017 Spend \$18.2M
 - Travel/Travel Related Cards approximately 700
 - Working to Close Inactive Cards with no activity within last 12 months (~150)
 - Average Non-Travel Transaction Amount Less Than \$200
 - Central Travel Card – Airfare
- Credit Limit Review
 - Closing cards for inactivity (last 12 months)
 - Annual credit limit audit with recommendations to Planning Units for reduction
 - Cards not activated within 30 days will be closed as a fraud prevention control
- Audit Program
- Financial Approvers

Audit and Risk Management Committee

PCard Update:

Challenges and Ways We Are Addressing:

- Travel
 - Request for Proposal est. early April 2018
- Affordability & Efficiency
 - Eliminate need to purchase via PCard → preferred vendors via purchase order
- Review Credit Limits
 - Reduce spending limits to meet actual need based on historical trends
- Departmental Cards
- Policy
 - Includes penalties for non-compliance

Audit and Risk Management Committee

Conclusion

- Questions?

Governance and Compensation Committee Meeting



Interoffice Communication

Date: March 5, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Colleen Bendl, Chief Human Resources Officer

Re: **University Human Resources Annual Report 2017-2018**

This past year was a very productive year for the University's Human Resources Office. As the attached report will show, the office continues to move aggressively forward with a series of service and software initiatives, while at the same time continuing several critical projects related to Performance Management, the required DOE biennial equity review, creation of the Early Retirement Incentive Program for Regional Higher Education, and responding to operational changes required as a result of the Tax Reform Act of 2017. The office also partners collaboratively with the Benefits Advisory Committee to effectively manage healthcare costs and benefit offering for the university.

Fiscal Year 2018-19 promises to be just as productive with a focus on new systems implementations and development of strategic plans for employee professional development. Additionally the office will continue its work with performance management and employee benefits administration in order to support the University's total compensation philosophy. The office's priorities in the coming year include:

- ongoing collaboration with colleges and planning units through Partner Groups
- continued partnerships with the academic community on business issues such as redesigning the salary and benefit expense codes in support of the Financial Statement Enhancement project.
- ongoing compliance with regulatory policies
- introduction of a Competency Training Framework to support our long-term goal of having a robust, sustainable professional development and certification program

I trust you will find the report of interest and look forward to presenting key accomplishments at the March Board meeting.

University Human Resources

Annual Report 2017-2018

This has been another exciting and challenging time for University Human Resources. Many planned initiatives have been accomplished and several new endeavors are underway that will enable University Human Resources to continue in its role as a vital strategic partner to the University by supporting the various change initiatives that are ongoing University-wide. In support of these efforts, University Human Resources (UHR) has established the following key objectives:

FY 18 Accomplishments and FY 19 Strategic Initiatives

COMPENSATION & BENEFITS

Compensation

FY18 and FY19 Merit Pool & Reappointment

Given our current budget environment, the University did not provide a raise pool for FY18. The exception was the second year of the compensation plan for Medical faculty, which lagged the faculty compensation plan by two years. \$245,000 was provided to Medical faculty for FY18. This follows multiple years of supplemental salary increases to support our compensation investments (3 years of Faculty Comp Plan; 2 years of Staff Comp Plan). Budget planning assumptions for FY19 include a 1.5% raise pool.

Biennial Equity Review 2017

In accordance with the August 29, 2011, Resolution Agreement the University signed with the U.S. Department of Education, Office of Civil Rights (OCR), the University engaged Mercer to conduct a biennial equity review of our compensation practices. As you may recall, the OCR Resolution Agreement required a biennial review of administrative and non-bargaining unit classified employees' compensation to confirm that compensation had been determined on a non-discriminatory basis as defined by Title IX of the Education Amendments Act of 1972 and to promptly remedy any risks identified. Thus, the objective of the review was to enable Ohio University to manage pay differences of administrative and classified non-bargaining employees through a process that is accurate, proactive, and defensible and to build the foundation for a sustainable process for ongoing pay equity management. The project allows Ohio University to address compliance requirements, minimize potential exposure, efficiently identify and rectify potential pay equity situations, and to effectively respond to potential allegations of pay inequity.

Our compensation philosophy includes a due diligence process that includes a regular look at differences in pay across the University leveraging a rigorous statistical approach to ensure that compensation is determined on a non-discriminatory basis.

This past spring, Compensation concluded its biennial equity review in accordance with the Department of Education’s resolution agreement. As part of our commitment to fair, competitive, and equitable pay, in June of 2017 the university invested \$443,715 across 62 administrative and classified non-bargaining unit employees. These adjustments reflect our regular biennial internal equity review that is a critical component of the university’s overall compensation philosophy. Pay equity will continue to be reviewed, and adjusted as warranted, on a biennial basis with the assistance of a third party expert.

Biennial Equity Review 2019

In the coming months, Compensation will issue an RFP for the next biennial review, with expected analysis completed in early 2019.

Compa Ratio Trends

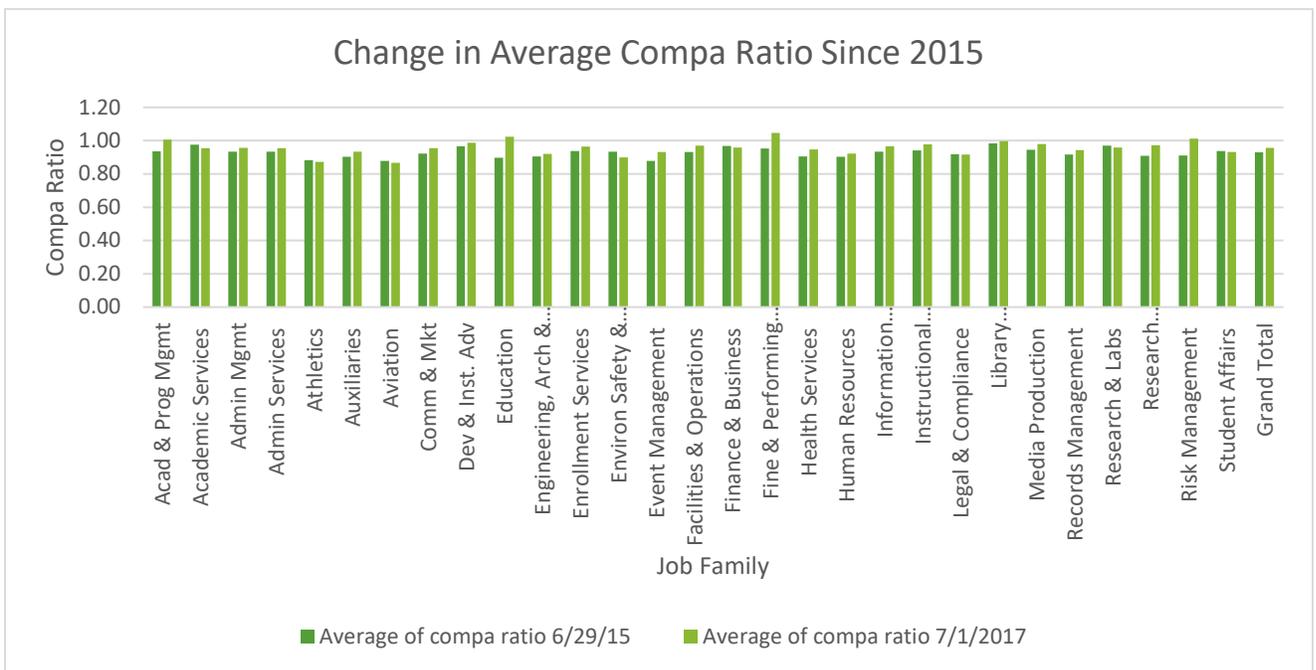
Compa ratio is the formula commonly used by compensation professionals to assess the competitiveness of an employee’s pay level, i.e., placement in a pay range. Midpoint of a pay grade is considered market rate and an employee’s compa ratio is their current salary divided by the midpoint.

Compa Ratio Examples:		
Compa Ratio	Relation to Industry Average	Relation to Mid Point of Pay Grade
1.00	Pay is comparable to the industry average	Pay is at the pay grade mid point
0.75	Pay is 25% below the industry average	Pay is below the pay grade mid point
1.15	Pay is 15% above the industry average	Pay is above the pay grade mid point

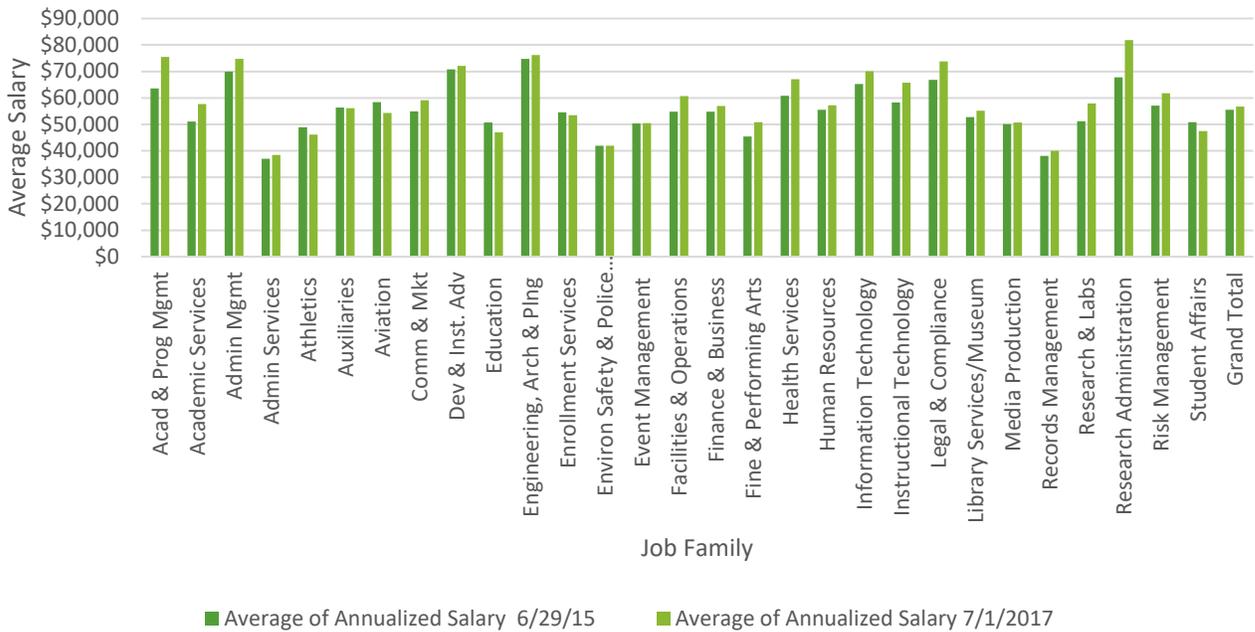
After three rounds of equity increases across the University, the average compa ratio among employees has increased from 0.93 to 0.96. Average salaries increased in 22 out of the 29 job families, for an average increase of 2.28%.

Average Compa Ratio/Average Salary Progression 2015-2017											
Job Family	Before any equity adjustments		After first round of equity adjustments		After second round of equity adjustments		After third round of equity adjustments		Difference since 2015		
	Average of compa ratio 6/29/15	Average of Annualized Salary 6/29/15	Average of compa ratio 2/29/2016	Average of Annualized Salary 2/29/2016	Average of compa ratio 7/1/2016	Average of Annualized Salary 7/1/2016	Average of compa ratio 7/1/2017	Average of Annualized Salary 7/1/2017	+/- average compa ratio	+/- average annualized salary	+/- percentage change
Academic & Program Management	0.93	\$63,522	1.00	\$69,036	1.02	\$72,222	1.01	\$75,522	0.07	\$12,001	18.89%
Academic Services	0.98	\$51,012	0.96	\$50,072	0.96	\$57,321	0.95	\$57,723	-0.02	\$6,711	13.16%
Administrative Management	0.93	\$69,904	0.97	\$72,215	0.97	\$75,107	0.96	\$74,772	0.02	\$4,867	6.96%
Administrative Services	0.93	\$37,033	0.94	\$37,447	0.95	\$38,272	0.96	\$38,381	0.02	\$1,348	3.64%
Athletics	0.88	\$48,904	0.87	\$42,283	0.87	\$41,761	0.87	\$46,146	-0.01	-\$2,758	-5.64%
Auxiliaries	0.90	\$56,381	0.92	\$56,297	0.93	\$58,168	0.93	\$56,142	0.03	-\$239	-0.42%
Aviation	#N/A	#N/A	0.88	\$58,359	0.89	\$59,559	0.87	\$54,349	-0.01	-\$4,011	-6.87%
Communications & Marketing	0.92	\$54,903	0.95	\$54,555	0.97	\$58,753	0.95	\$59,078	0.03	\$4,175	7.60%
Development & Inst. Advancement	0.97	\$70,744	1.01	\$72,193	1.02	\$72,902	0.99	\$72,056	0.02	\$1,312	1.85%
Education	0.90	\$50,724	0.95	\$43,292	1.04	\$48,738	1.02	\$47,009	0.13	-\$3,714	-7.32%
Engineering, Architecture & Plng	0.91	\$74,703	0.91	\$75,891	0.93	\$77,816	0.92	\$76,205	0.01	\$1,502	2.01%
Enrollment Services	0.94	\$54,603	0.96	\$51,417	0.97	\$55,940	0.96	\$53,444	0.03	-\$1,159	-2.12%
Environmental Safety & Police Services	0.93	\$41,924	0.91	\$39,586	0.91	\$40,293	0.90	\$41,924	-0.03	\$0	0.00%
Event Management	0.88	\$50,300	0.91	\$47,934	0.91	\$49,153	0.93	\$50,407	0.05	\$107	0.21%
Facilities & Operations	0.93	\$54,853	0.96	\$57,164	0.97	\$60,042	0.97	\$60,640	0.04	\$5,787	10.55%
Finance & Business	0.97	\$54,792	0.98	\$56,207	0.98	\$57,339	0.96	\$57,010	-0.01	\$2,218	4.05%
Fine & Performing Arts	0.95	\$45,362	1.04	\$49,464	1.02	\$52,516	1.05	\$50,768	0.10	\$5,406	11.92%
Health Services	0.91	\$60,817	1.01	\$69,643	0.95	\$67,528	0.95	\$67,051	0.04	\$6,234	10.25%
Human Resources	0.90	\$55,517	0.92	\$57,228	0.91	\$57,407	0.92	\$57,166	0.02	\$1,649	2.97%
Information Technology	0.93	\$65,257	0.96	\$67,075	0.97	\$69,370	0.97	\$70,050	0.03	\$4,792	7.34%
Instructional Technology	0.94	\$58,312	1.02	\$65,111	1.01	\$64,838	0.98	\$65,743	0.04	\$7,431	12.74%
Legal & Compliance	0.92	\$66,832	0.94	\$69,336	0.93	\$73,230	0.92	\$73,783	0.00	\$6,952	10.40%
Library Services/Museum	0.98	\$52,771	1.00	\$54,458	1.01	\$56,531	1.00	\$55,183	0.01	\$2,412	4.57%
Media Production	0.95	\$50,057	1.01	\$52,206	1.00	\$51,948	0.98	\$50,715	0.03	\$658	1.31%
Records Management	0.92	\$38,071	0.94	\$39,178	0.96	\$40,298	0.94	\$40,053	0.03	\$1,982	5.21%
Research & Labs	0.97	\$51,126	0.95	\$54,558	0.97	\$57,244	0.96	\$57,882	-0.01	\$6,755	13.21%
Research Administration	0.91	\$67,790	0.97	\$75,621	0.98	\$79,978	0.97	\$81,872	0.06	\$14,083	20.77%
Risk Management	0.91	\$57,107	1.00	\$59,820	1.02	\$62,935	1.01	\$61,722	0.10	\$4,615	8.08%
Student Affairs	0.94	\$50,877	0.92	\$45,487	0.93	\$45,856	0.93	\$47,447	-0.01	-\$3,429	-6.74%
Grand Total	0.93	\$55,507	0.96	\$56,660	0.97	\$58,726	0.96	\$56,772	0.03	\$1,265	2.28%

Source: Oracle Business Intelligence on the above noted dates



Change in Average Annual Salary Since 2015

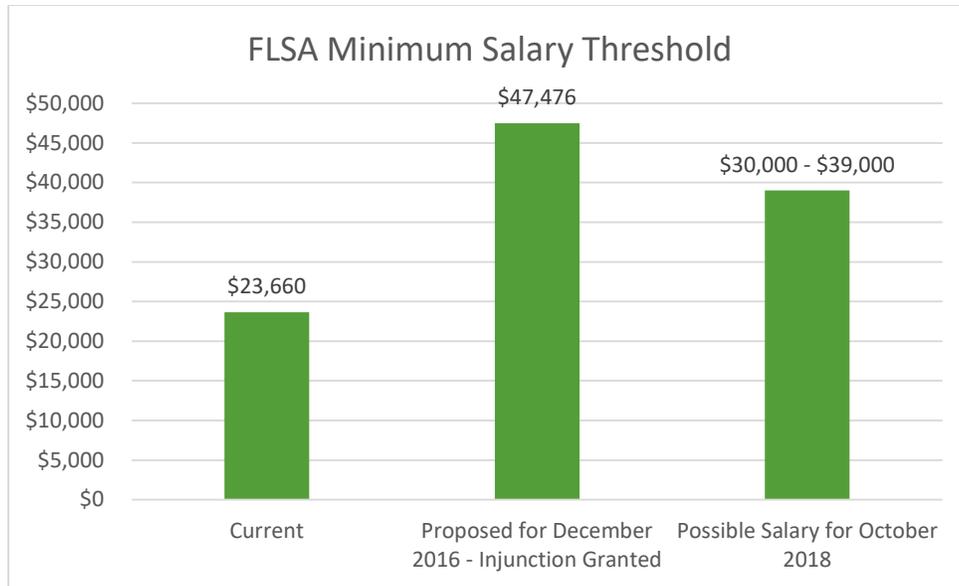


Fair Labor Standards Act Regulatory Changes

On May 18th 2016, the Department of Labor (DOL) released its final regulations to increase the standard salary level to qualify for exemption from the FLSA overtime requirements from \$455 a week (\$23,660/year) to \$913 a week (\$47,476/year). The regulation also had an automatic threshold increase every three years to maintain the level at the 40th percentile of the lowest wage census region. The standard “duties test” remained unchanged. These regulations were to become effective on December 1, 2016.

On November 22, 2016, Judge Amos L. Mazzant II, of the United States District Court for the Eastern District of Texas, Sherman Division, in the matter titled State of Nevada, et al. v. United States Department of Labor, et al., Case No. 4:16-CV-00731, granted an injunction that blocked the implementation of the Department of Labor’s new FLSA rule amendments. Based on this judicial order, along with analyzing the financial impact of each implementation option, Ohio University joined many other public and private institutions and agencies in suspending implementation or taking any action based on the new FLSA amendments.

A new proposed rule is currently being considered, with reports of a suggested salary threshold between the low and upper \$30,000’s. This new rule may also include some sort of automatic update and regional pay differentials. The anticipated implementation date is expected to be October 2018. If we were to assume the new threshold is increased to \$35,000, approximately 32 employees would no longer be exempt, unless we increase their salaries at a cost of \$95,900 total.



Source: Department of Labor & SHRM

Individual Compensation Distribution

As part of the Financial Systems Enhancement (FSE) project, Compensation and Payroll implemented a new Oracle module, Individual Compensation Distribution (ICD), in December 2017. This new module replaces contract functions that were previously entered in the Employee Management System (EMS). The EMS module was retired coincident with the cutover to the new Chart of Accounts. ICD allowed many departments to discontinue many of the paper processes they previously used in exchange for the new automated approval workflow functionality provided by the ICD module. The ICD module also enables transparency between departments, supervisors, and UHR services. Along with the new Oracle module, additional policy changes were made to clarify the types of additional compensation available to employees and defined reasons for their use. Additional improvements to ICD are expected to be rolled out in spring 2018.

Complete Market Study 2019

In the effort to maintain competitive compensation levels based on comparisons to appropriate external labor markets, Compensation will issue an RFP within the coming months to engage a partner to conduct a complete market study by mid to late 2019. Our existing benchmarks will be reviewed, new benchmarks may be identified, and current market rates against our pay grades will be analyzed. Assigned pay grades for particular jobs on campus may be adjusted during this time, but it is not assumed that pay increases will be warranted unless an individual is below the minimum of a new pay grade.

Salaries and Wages

Total Salaries by Job Category

The following salary summary table provides comparative salary information by employee categories for FY10 - FY17, as well as the forecasted salaries for FY17 and budgeted salaries for FY18.

Faculty: Teaching staff - Includes Group I, Group II, and Group IV faculty

Administrative: All positions that are non-teaching related and non-classified, including part-time employees, counselors, coaches, executives, and deans.

Classified: AFSCME, FOP, and classified non-bargaining Unit employees

Graduate Assistant: Payment to graduate students for work at the University

Student: Payment to undergraduate students for work at the University

Other Payroll: Cash awards and allowances such as auto, cell phone, uniform and housing

<i>Represented in \$ Millions</i>	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	% Change
Faculty	\$111.5	\$113.1	\$114.6	\$124.6	\$124.7	\$133.7	\$136.4	\$145.0	\$144.4	\$146.6	1.52%
Administrative	86.0	87.6	89.1	94.1	101.7	108.2	111.1	124.6	119.2	126.7	6.29%
Classified	45.4	44.1	43.5	43.7	45.8	48.7	54.9	54.5	54.4	54.3	-0.18%
Graduate Assistant	19.2	19.4	19.1	21.0	20.0	21.1	21.5	21.9	21.8	21.3	-2.29%
Student	14.3	14.6	15.3	16.0	16.1	17.7	18.4	16.9	17.6	18.0	2.27%
Other Payroll*	0.7	1.0	1.6	3.3	1.0	1.1	1.1	0.9	0.7	0.7	0.00%
Grand Total	\$277.1	\$279.8	\$283.2	\$302.7	\$309.3	\$330.5	\$343.4	\$363.8	\$358.1	\$367.6	2.65%

*Other Payroll includes: Employee cash awards, allowances, including auto, broadband, cell phone, uniform, and housing

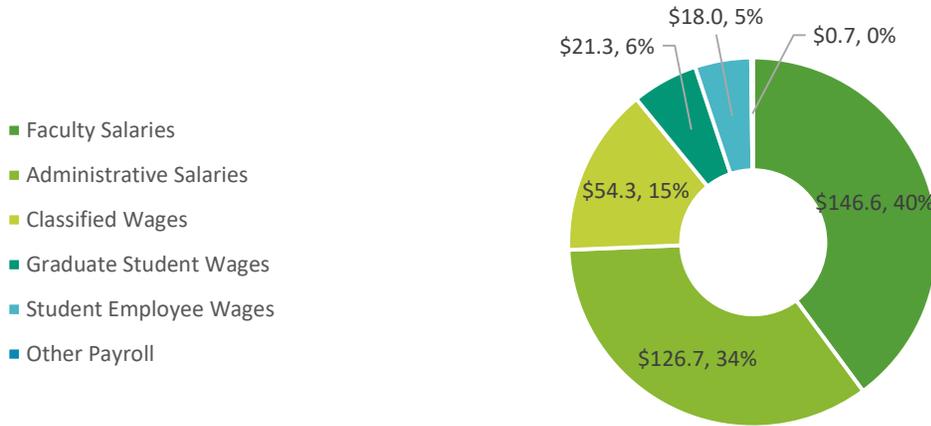
Source: Budget Book FY2017

The \$126.7M reported for 2018 for Administrators now includes part-time administrative staff positions converted from Group III in 2016. Salary for these positions were not included in previous years' data. Group III Faculty salaries are not included in Faculty salary data.

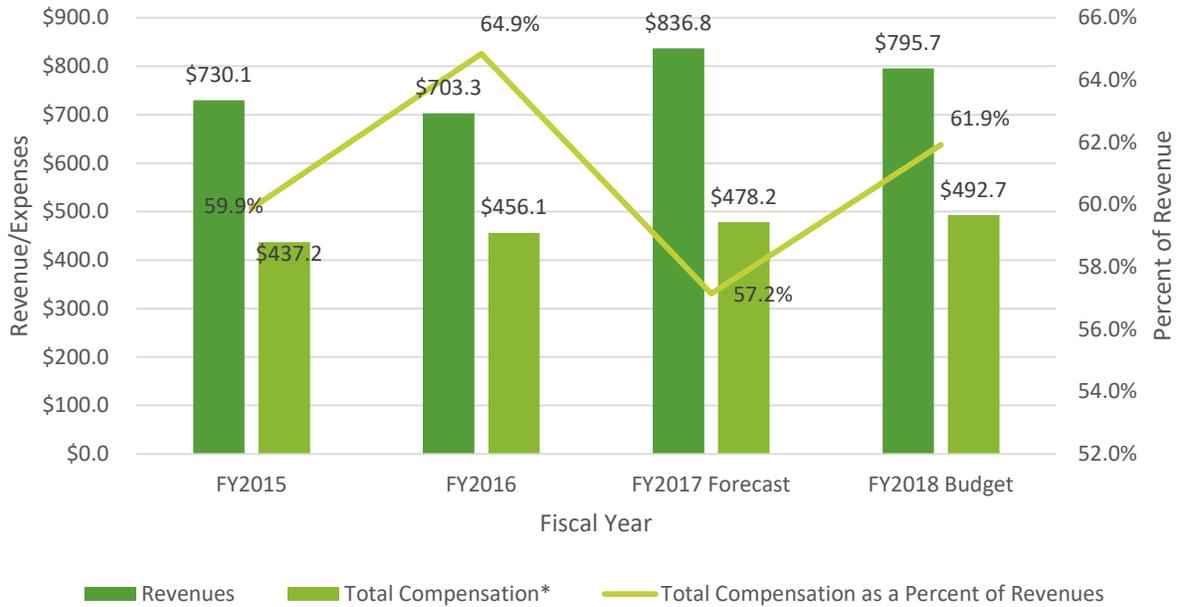
FY18 Budget - Total Salaries and Wages - Excluding Benefits

(in millions)

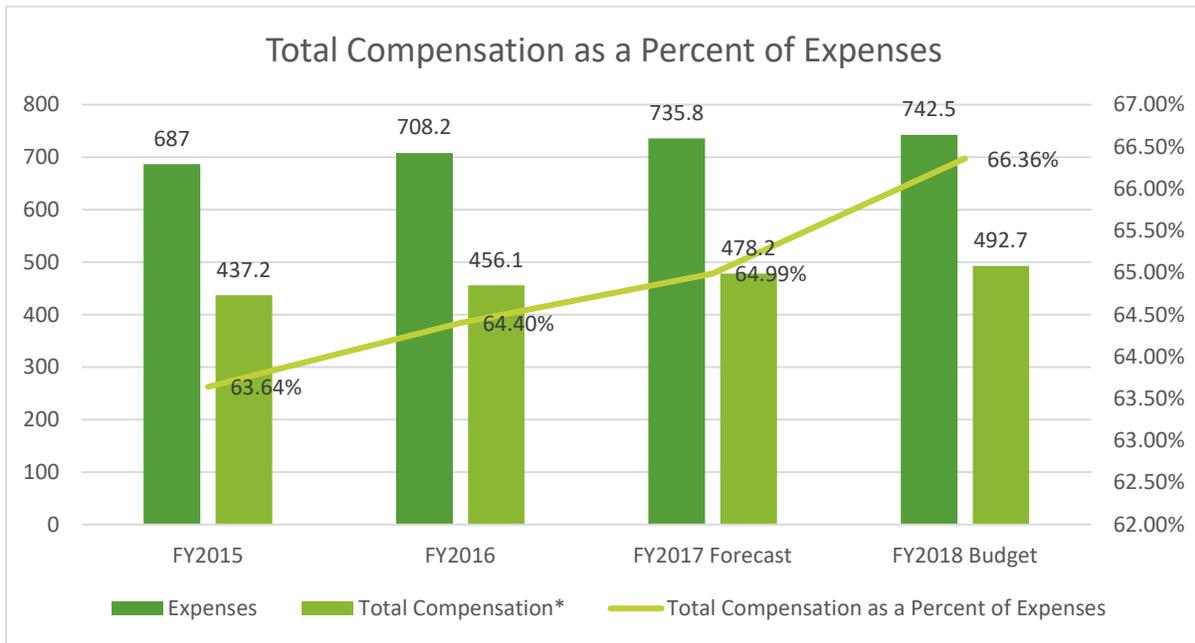
Source: Budget Book FY2017



Total Compensation as a Percent of Revenues



Salaries and Wages are budgeted at \$367.6M, which is approximately a 1.0% increase over the FY17 Budget. Benefits are budgeted at \$125.1M, which is a 3.9% increase from the FY17 forecast.



Salaries and Wages are budgeted at \$367.6M, which is approximately a 1.0% increase over the FY17 Budget. Benefits are budgeted at \$125.1M, which is a 3.9% increase from the FY17 forecast.

Benefits

The Benefits Office has focused its recent efforts on assisting the Benefits Advisory Council in meeting its mission, including implementing and communicating benefit plan changes to improve the efficacy of benefits, working with the Inter-University Council of Ohio (IUC) in reviewing options regarding retirement plan offerings under the Alternative Retirement Plan and voluntary 403(b) retirement plan, is currently administering the University Outreach and Regional Higher Education Early Retirement Program, and is currently working on revamping the new hire orientation process.

University Outreach and Regional Higher Education Early Retirement Plan

The Benefits Office assisted in the design of, and is currently administering, the Early Retirement Incentive Plan (ERIP) for the University Outreach and Regional Higher Education (RHE) ERIP. Over 100 faculty and staff are eligible for the ERIP. The goal is to encourage faculty and staff to voluntarily retire from the university in order to alleviate RHE budget pressures. There are separate plans for Faculty and Staff. Employees must declare their desire to participate by March 30, 2018 and retire no later than June 30, 2018. The Faculty plan includes an incentive of 100% of salary up to \$70,000 and an additional \$10,000 health insurance incentive for individuals enrolled in the university's health plan. The Staff plan includes a \$10,000 incentive and an additional \$10,000 health insurance incentive for individuals enrolled in the university's health plan.

Benefits Costs

After experiencing a larger than expected increase in FY2016, Health and Welfare benefits costs increased by 3.7% in FY2017, which was within the university's goal of maintaining the annual increase in health and welfare costs at no more than 5% annually.

A re-projection of the FY18 budget was conducted in fall 2017. Due to better than expected FY17 costs, an increase in expected rebates from our pharmacy benefit manager Express Scripts, and the impact of plan changes enacted by the Benefits Advisory Council, the new FY18 projection resulted in health and welfare costs for FY18 to be relatively similar to FY17.

The Benefits Advisory Council is currently creating a new three year strategic plan (for FY19, FY20, FY21) to maintain university costs at no more than 5% per year.

Health and Welfare Benefits Cost – All Plans

	FY15	FY16	FY17	FY18 Budget	FY18 Projection	FY19 Projection
Total Expenditures	52,610,592	59,567,560	63,059,102	68,335,490	64,655	68,953,000
Total Employee Premiums	(9,724,119)	(10,868,973)	(12,566,615)	(13,006,000)	(13,189,000)	(13,908,000)
Net University Expenditures	42,886,473	48,698,587	50,492,487	55,329,490	51,466,000	55,044,000
\$ Increase	(410,871)	6,206,527	1,793,900	4,837,003	973,513	(285,490)
% Increase	-0.90%	13.60%	3.70%	9.60%	1.90%	7.00%

Benefits Advisory Council

The Benefits Advisory Council continues working on its charge of analyzing and making recommendations related to university benefit plan designs in conformance with the guiding principles and strategies set by the Total Compensation Committee under the direction of the President.

In recent years, the committee made a series of recommendations including increasing employee cost sharing within the university's health plans, tightening faculty and staff benefits eligibility, and establishing goals regarding reserve levels and annual inflationary costs to the university.

As a result the changes, the university has reduced its costs by approximately \$2.4 million over fiscal years 2016, 2017, and 2018, and its health plans are on target to avoid the "Cadillac Plan Tax" included in the Patient Protections and Affordable Care Act (ACA) through at least the year 2022.

The BAC recommended a benefits dependent eligibility verification program be conducted in order to ensure compliance with plan documents and Federal law regarding dependents who can be enrolled in pre-tax benefit plans. The university contracted with a third party firm to conduct the program. Under the program, 2,550 faculty and staff were required to verify the eligibility of 5,502 dependents. As of March 1, 2018, 44 dependents were voluntarily removed from the plan and another 21 are scheduled to be removed due to insufficient documentation. In addition to improving compliance the removal of dependents from the plan is scheduled to reduce costs by \$491K annually.

However, the university's health plan now meets or exceeds benchmarks in many categories, making future changes more difficult in terms of competitiveness. (See Benchmark chart below) The committee will continue to monitor plan costs and make recommendations to ensure benefits costs to the university increase at no more than 5% per year as recommended by the committee.

Retirement Plan Review

The types of retirement plans and number of vendors offered under each plan are governed by the Ohio Revised Code (ORC). Legislative changes in 2012 and 2014 provided opportunities for the university to selectively reduce the number of retirement plan vendors for the Alternative Retirement Plan (ARP) and for the 403(b) Tax Sheltered Annuity plan. Prior to legislative changes, the university was required to contract with all ARP vendors certified by the Ohio Department of Higher Education, and was required to contract with any 403(b) vendor who could enroll 1% of full time employees. This resulted in the university having as many as 9 different ARP vendors and 9 different 403(b) vendors.

The university has participated in an IUC project to review and rank current ARP vendors and 403(b) vendors. Through that process, the university can now reduce the number of ARP vendors to a minimum of 4, and reduce the number of 403(b) vendors to a minimum of 4. No final decisions regarding whether to reduce vendors have been made at this time; however, 2 ARP vendors were eliminated as a result of the IUC project.

New Hire Orientation Reconfiguration

The Benefits Office is partnering with the Finance and Administration Change Management and Communication Office to reconfigure the university's new hire orientation process. Currently the process is focused on a one-full-day orientation session that is heavily geared towards completion of State, Federal, and university required paperwork and review of university benefits (retirement, health and welfare, etc.) and policies.

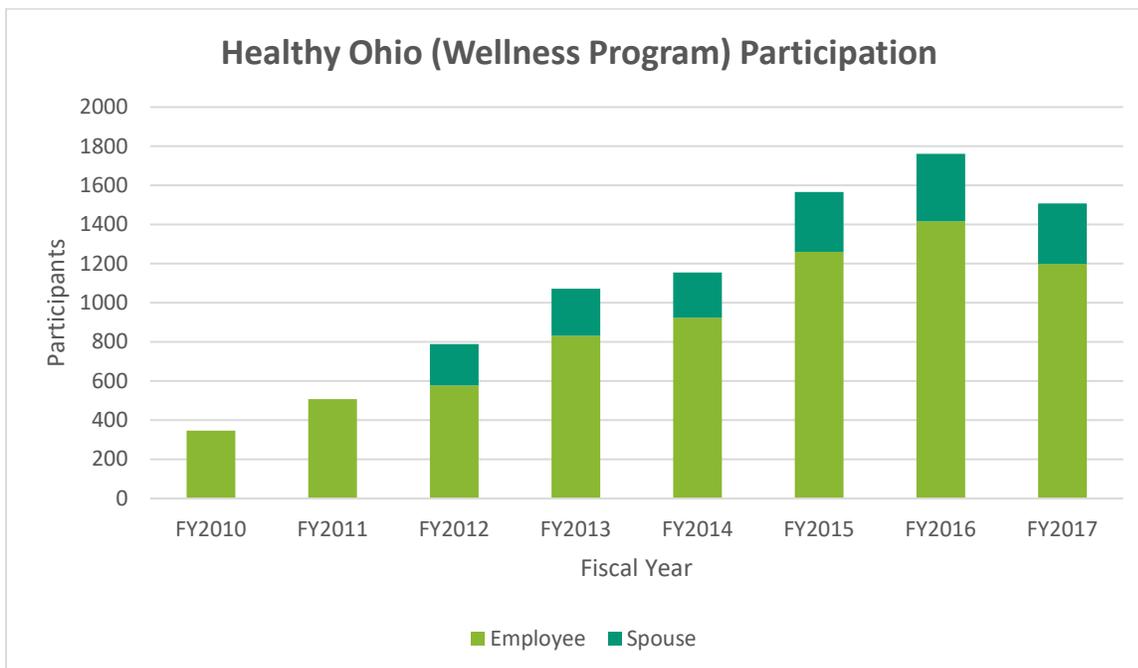
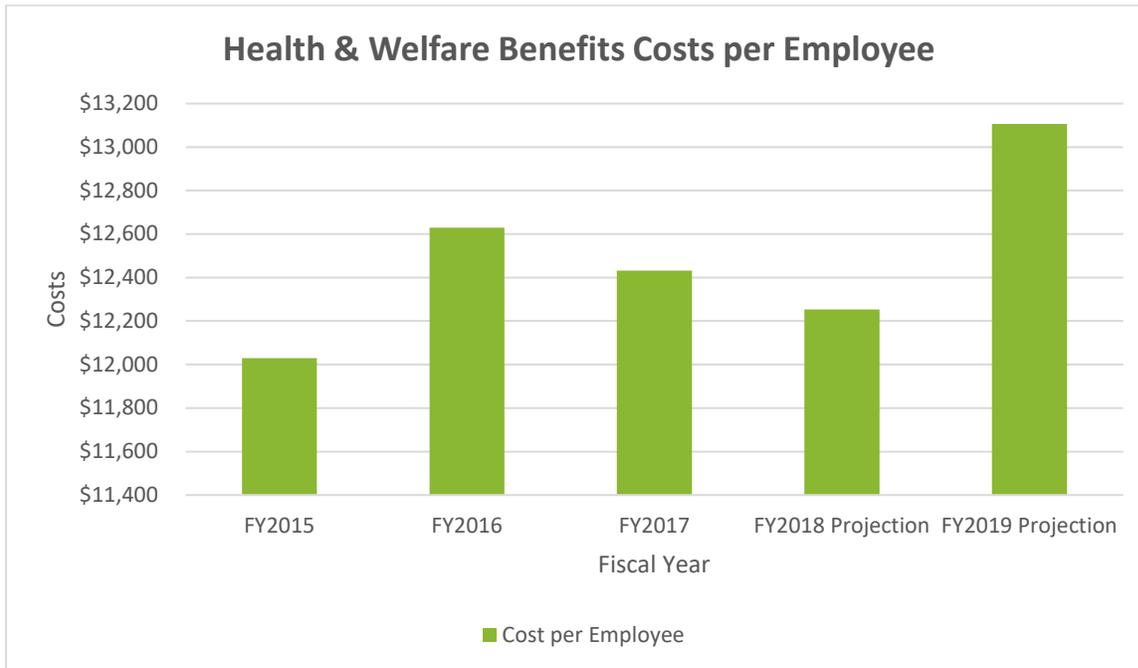
The goal of the reconfiguration is to create and track participation in online learning/training modules for university benefits, policies, and required training materials that new hires can complete on their own, and create a new hire orientation that is more focused on introduction to the university's strategic mission, goals, and culture.

Affordable Care Act

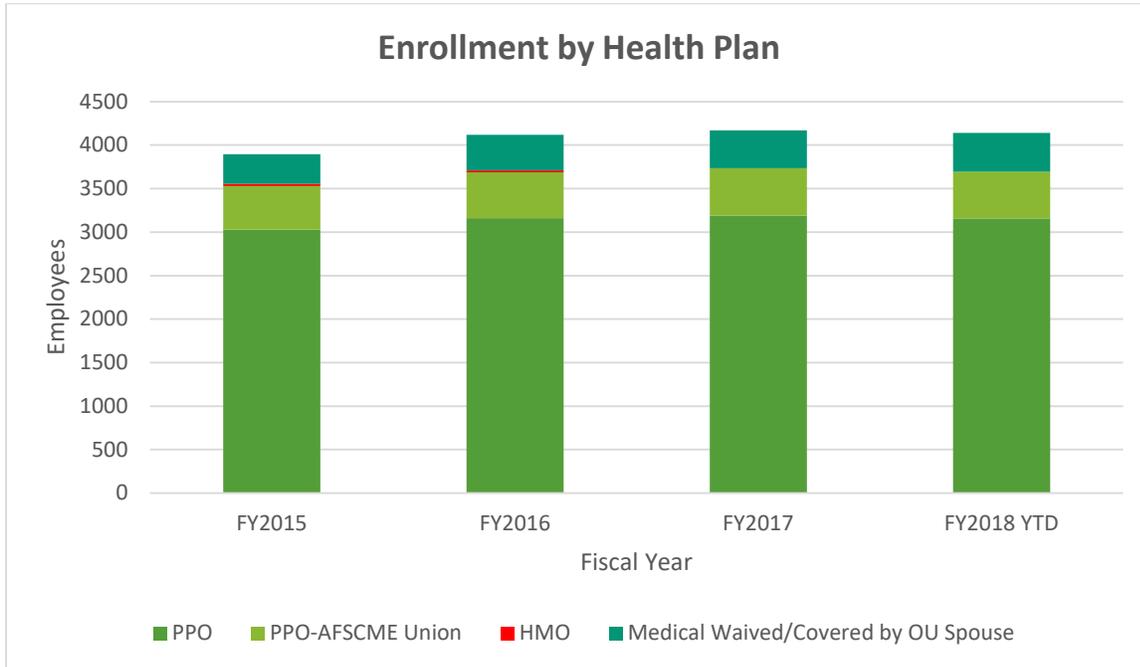
The Benefits office continues to closely monitor the status of the Affordable Care Act, and strives to comply with Affordable Care Act regulations regarding minimum essential coverage, minimum value/cost, employee eligibility, and annual reporting requirements. Regarding benefits eligibility, the university currently uses in-house reporting to monitor the workload of approximately 9,000 variable hour faculty, staff, and students and comply with regulations regarding offering benefits to any employee with a workload greater than or equal to thirty hours per week over our 12-month standard measurement period. The university also uses in-house Oracle functionality to distribute required 1095-C documents to faculty and staff enrolled in benefits and submission of such data to the IRS. The university distributed over 4,500 such forms to faculty and staff in 2017.

Employee Benefits Supporting Data:

As depicted below, the per employee costs of health and welfare benefits increased by 5% from FY2015 to FY2016, decreased by -1.6% from FY2016 to FY2017, and is projected to decrease by 1.4% from FY2017 to FY2018.

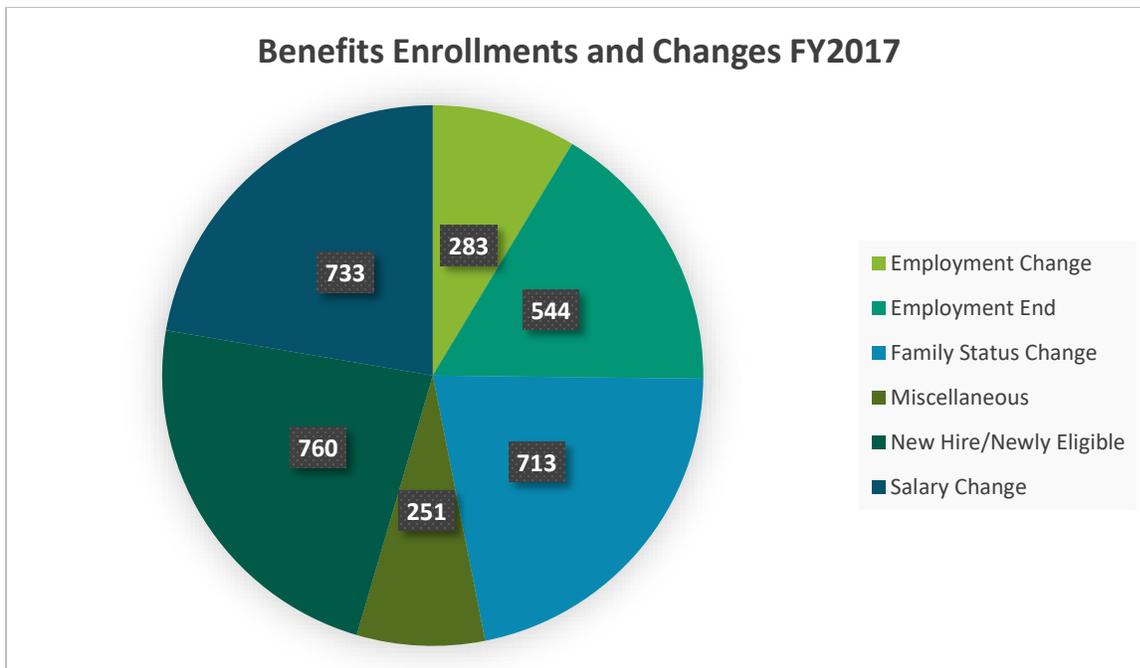


As reflected below, enrollments by health plan grew by 5.2%, 5.7%, and 1.3% respectively for FY2015 through FY2017. However, a decline of .7% is expected for FY2018.



Source: OBIE census reports. Average enrollment.

*The HMO Plan offered at the Eastern Campus only was discontinued effective 07/01/2017.



*Does not include open enrollment changes.

**This chart reflects the amount of "life events" that result in potential changes to employee benefits including new hires, terminations, etc.

Benefits Advisory Committee PPO Plan Design Recommendations

(Faculty and Staff PPO Plan)

For FY19 the Benefits Advisory Council is currently considering increases to the co-insurance maximum and premiums, contingent on any savings derived from the benefits dependent eligibility verification program scheduled to be complete by the end of February 2018.

	FY15	FY16	FY17	FY18
Deductible	\$200 / \$400	\$400 / \$800	\$450 / \$900	\$500 / \$1000
Co-Insurance Max	\$1000 / \$2000	\$1500 / \$3000	\$1750 / \$ 3500	\$2000 / \$4000
Co-Insurance %	90%	85%	80%	<i>no change</i>
Office Visit Copay	\$20	\$25	<i>no change</i>	<i>no change</i>
Rx Retail Copay	\$10/\$20/\$30	\$20/\$30/\$40	<i>no change</i>	<i>no change</i>
Rx Mail Copay	\$15/\$30/\$45	\$25/\$35/\$45	<i>no change</i>	<i>no change</i>
Single Premium %	15%	15%	15%	15%
Single+1 Premium %	15%	16%	17%	17.5%
Family Premium %	15%	17%	19%	20%

PPO Plan Benchmarking – IUC – Mercer Consulting National Data:

	OHIO FY18	IUC 2017	Mercer College and Universities (2016)	Mercer National All Industry (2016)
Employee Premium %				
Single	15%	15%	19%	31%
Single+1	18%			
Family	20%	15%*	27%	55%
Employee Premium \$				
Single	\$95 (\$66 - \$122)	\$90	\$120	\$158
Single+1	\$222 (\$160 - \$285)	\$210 - \$223	no data	no data
Family	\$382 (\$275 - \$488)	\$265	\$470	\$580
Office Visit Copay	\$25	\$20	\$25	\$25
Deductible	\$500 / \$1,000	\$340 / \$700	\$500 / \$1,000	\$1,500 / \$3,000
(single/family)				
Out of Pocket Max	\$2,500 / \$5,000	\$3,304 / \$6,607	\$2,750 / \$6,200	\$4,000 / \$7,500
(single/family)				
Co-Insurance %	80% / 20%	85% / %15%	80% / 20%	80% / 20%
Rx Retail Copay				
Generic	\$20	\$10	\$11	\$11
Brand Formulary	\$30	\$29	\$33	\$36
Rx Mail Copay				
Generic	\$25	\$22	\$22	\$25
Brand Formulary	\$40	\$58	\$69	\$79

IUC Data: Akron, BG, UC, Cleveland State, OSU, Toledo, Wright State, Youngstown State. 18 PPO plans reported

*6 of 8 schools reporting have premiums in the 20%-23% range

HR SERVICES & ORGANIZATION & TALENT DEVELOPMENT

Selection and Implementation of Preferred Vendor for Staffing Services

In FY 2017, UHR issued an RFP for Temporary Staffing Services in an effort to leverage competition and provide better central support in contracting and managing these services throughout our campuses. A team representing units from all our campuses evaluated 18 proposals. UHR anticipates a final vendor selection will be made and a contract will be awarded in spring of 2018. This competitive process should present significant savings in average spend per temporary staff procured. As UHR transitions campus to the use of a preferred vendor, we will also provide centralized support to units in negotiating market based pay rates for temporary services.

Creation, Refinement, Socialization, and Implementation of Strategic Plan for Recruitment and Retention Supportive of Diversity and Inclusion

Over the course of the last year, UHR collaborated with Diversity and Inclusion and the Office of Equity and Civil Rights compliance to develop a plan focused on incorporating best practices that are supportive of recruiting and retaining a high-performing diverse workforce. UHR will continue to collaborate with these offices and senior leadership to refine and ultimately deliver this plan that is rooted in pro-active planning, active recruitment, and combatting implicit bias during the recruitment and selection process. After this foundational plan is implemented, HR Liaisons will begin working with their units to create plans for developing talent pipelines that will yield a more diverse applicant base. In FY 2017, UHR rolled out a two-module training series that was developed in partnership with Diversity and Inclusion and Equity and Civil Rights compliance and piloted in several colleges. The training provides participants with best practices in writing job descriptions, actively recruiting candidates, and developing selection methods and criteria. The training is rooted in inclusivity and most importantly, understanding and combating implicit bias in the hiring process. As of January 2018, over 200 faculty and staff members have completed this training.

Enhanced Dual Career Network

The intent of the Dual Career Network is to assist trailing partners and spouses of new faculty and staff find suitable employment in the Athens area. Recruiting faculty and staff that are members of dual-career couples can be problematic when these couples perceive a lack of viable employment opportunities for the trailing partner in the Athens area. Previously, the network was a word-of-mouth, paper based system that didn't adequately present our candidates to local area employers. Through partnership with the Career and Leadership and Development Center, UHR now assists trailing spouses with registering on the Bobcat Career Link to establish a searchable profile and locate positions. Local employers in Athens, surrounding counties, and Parkersburg, WV, have been alerted about this new ready-to-access supply of top-talent in the area. Participants in the Dual Career Network also have the option of obtaining an OHIO ID, email account, and library privileges through the Network in an effort to make these trailing spouses feel more connected to their new OHIO community.

Update of Employment Website and Hiring Portal

UHR is working closely with the Employee Services Partner Group to refine and develop “How To” documentation on the UHR employment website. The website and materials provide more information and guidance to managers and support staff regarding UHR employment practices, policies, and procedures.

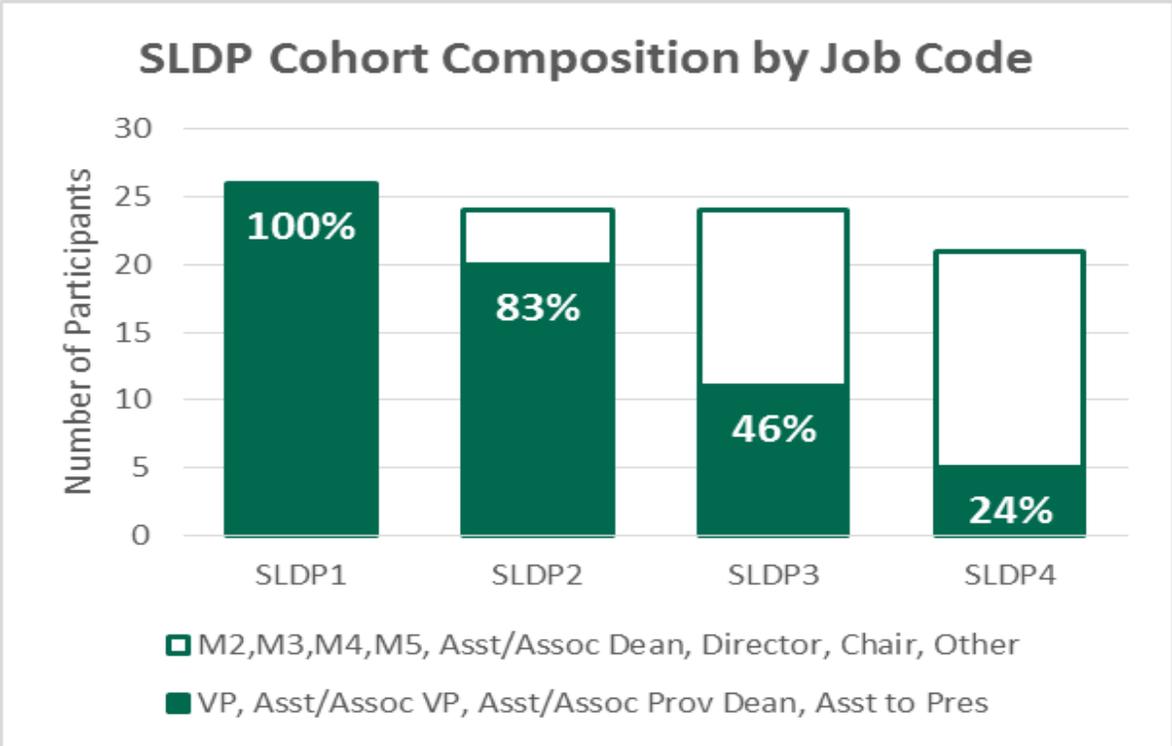
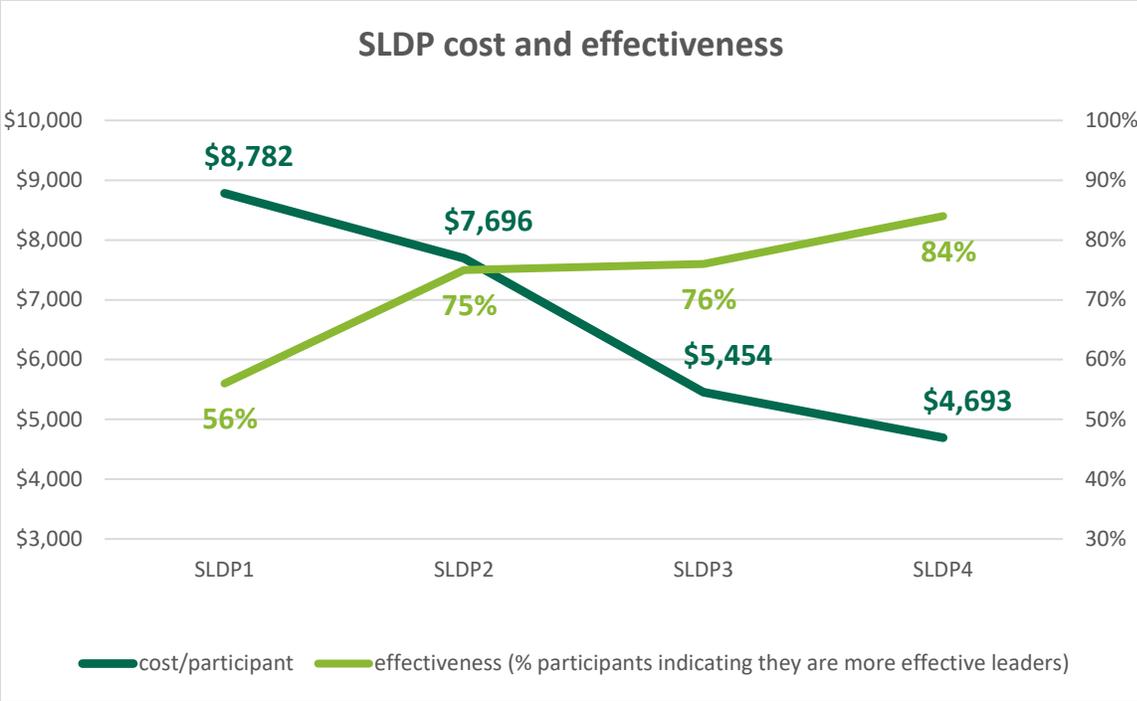
UHR also made cutting edge changes to our hiring portal. Through the creation of new, modern content and mobile-technology, OHIO is poised to better engage and recruit new faculty and staff. These changes increase our brand awareness and assist applicants with browsing and applying for jobs utilizing mobile devices, which is a growing trend for applicants nationally.

Senior Leadership Development Program (SLDP)

The Senior Leadership Development Program is in its fourth year with a current cohort of 21 leaders selected from key leadership positions in academic units, student affairs, and academic support functions. To date, 95 leaders, or 85% of current executive leadership positions with job titles of Associate or Assistant Provosts, Vice Presidents, Associate of Assistant Vice Presidents, Assistants to President, and Deans have participated in SLDP.

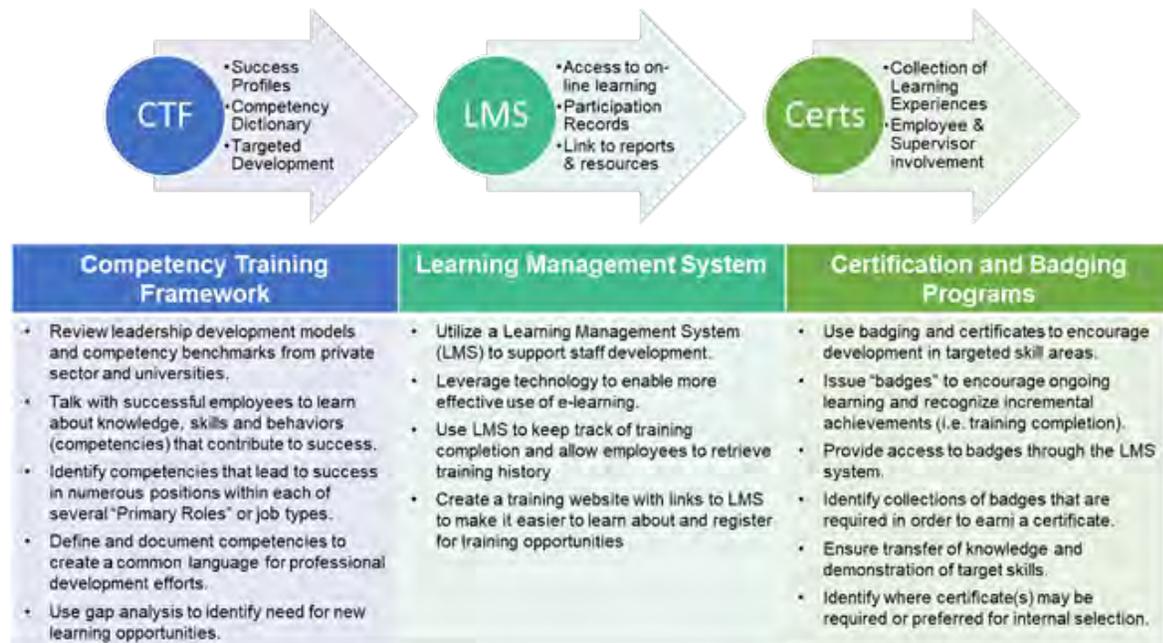
Each cohort has rated the program highly for building relationships. Even though the cost per participant has decreased by 47% in the last three years, the percentage of participants indicating they are more effective leaders as a result of SLDP has increased by 48%. Additional emphasis on skill application led to the introduction of Action Learning concepts in 2016/2017 to promote cross-functional collaboration in dealing with key challenges facing the university. This approach was modified in 2017 by introducing LEAN concepts and small group projects designed to build problem-solving skills while implementing actual improvements to significantly reduce costs and/or build capabilities in selected areas.

Although the program was designed for participants in executive leadership positions like those mentioned above, approximately 76% of the current cohort work in more operational positions such as Directors, Assistant/Associate Deans, Department Chairs, Administrative Managers, and Supervisors. Only 13% of leaders in similar positions have participated in SLDP, which means more than 350 leaders at this level have not yet benefited from a leadership development program. It would take 14 years and \$1.6 million to provide the current SLDP experience to the remaining leaders, which is both time and cost prohibitive, so University Human Resources plans to work with leadership to identify alternatives and pilot a new leadership development approach in Fall 2018 or 2019.



Professional Development Pathways

In November 2017, University Human Resources announced an exciting new initiative to significantly improve the professional development infrastructure for university staff. This new approach to professional development leverages a close partnership between University Human Resources, and the Office of Change Management and Communication to identify competencies required for success in several “primary roles”, encourage on-the-job development opportunities, create new classroom and on-line learning experiences, drive skill improvement in targeted areas through a certification and badging program, and to implement a Learning Management System (LMS) to promote e-learning and track training history. The detailed of these multi-pronged project are outlined below:



Competency Training Framework – A competency framework will be created and used as the basis for professional development efforts. The framework identifies knowledge, skills and behaviors that contribute to successful performance in six job categories or “primary roles”. Interviews and focus group discussions with 115 university employees identified as exemplars, competency research, and sample competency models were used to create success profiles for each role. Each of the behaviors listed on the success profiles will be defined and documented in a competency dictionary that will drive conversations about target behaviors and how they can be leveraged and developed. Existing learning experiences will be reviewed and new experiences created to drive skill development in priority areas.

Certification and Badging – To further promote skill development in targeted areas, badges will be issued for various learning experiences, and specified collections of badges will lead to certifications. Certifications will be structured in a way that encourages and recognizes staff for learning and demonstrating new skills effectively. A project supporting this certification program has been initiated and milestones are being developed to involve and inform campus of project progress through the winter and spring. The project team is currently working with subject matter experts from finance and

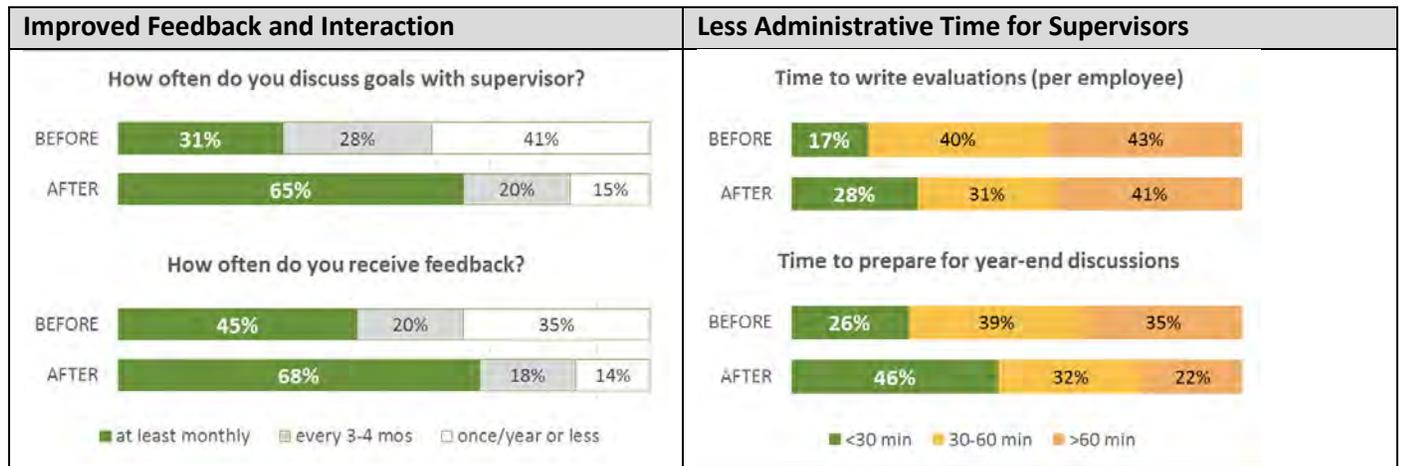
accounting, Classified and Administrative Senates, and representatives from campus planning units to design a “University Finance Certificate” that will be made available to university employees in summer, 2018.

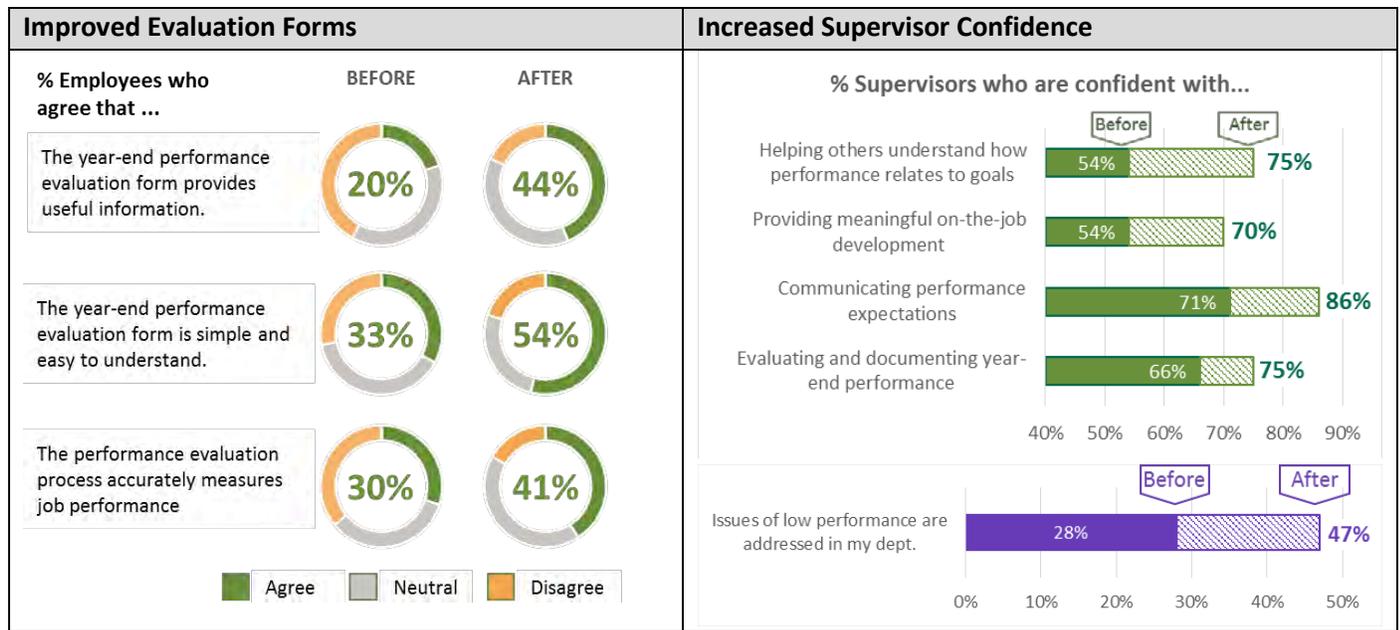
Learning Management System - To support implementation of the competency training framework and certification & badging programs, a project is underway to implement Blackboard as a learning management system (LMS) for employees. Blackboard can keep a record of employee learning experiences, both those that are instructor-led and those offered in an online interactive format. This will allow employees to track and demonstrate their learning experiences through one primary system. Blackboard is already used to support student learning, so this is not a new system.

Performance Management

Performance Management Pilot Results – In October 2016, a pilot program was launched to test new forms, processes, and training related to the performance management process. The pilot included over 300 administrative employees and supervisors from six planning units, with a goal of opening the door for a consistent campus-wide platform for performance management. Details, are shown below:

- College of Health Sciences and Professions, University College, Undergraduate Admissions, Office of Information Technology, and University Human Resources were included in the pilot.
- Three new training modules were introduced, and all were highly rated by participants with an average score of 4.5/5.0 on “eagerness to apply” and “good use of time”.
- Year-end Evaluation forms are formatted on a single sheet of paper, and “check-in discussions” were used to provide regular feedback.
- Pre and post surveys revealed encouraging results as shown below:





Performance Management Transition - The performance management pilot study concluded in June, 2017 and University Human Resources has been working with planning unit leadership, staff, and both Classified and Administrative Senates since then to integrate additional feedback from employees and introduce new performance management forms, processes, and training across campus.

During the planning process, the need for an additional training module for “non-supervisors” was recognized, and a new course was designed to help non-supervisory employees understand their role in the process, collaboratively set goals with their supervisors and to utilize feedback to improve performance.

HR Liaisons will be pivotal in ensuring that the new system is a success. The Liaisons are tailoring transition plans with each of the planning units. Over the course of the next year, the Liaisons will deliver training to all supervisors and provide one-on-one support to supervisors and employees in setting goals, giving and receiving feedback, and evaluating, rewarding, and managing employees.

TAX COMPLIANCE

Tax Compliance Activities

Impact of 2017 Tax Reform Act

Unrelated Business Income Tax (UBIT):

All UBIT activities must be listed and reported separately. A loss for one activity can no longer be used to offset a gain in a separate activity.

Qualified transportation fringe benefits provided on a pre-tax basis to employees are allowed, however, they will be subject to UBIT. This includes buses, van pools, transit passes, parking

passes and reimbursements. Payments made on an after tax basis are allowed and will not be subject to UBIT.

Employees may no longer exclude from income reimbursements received from their employer for moving expenses. (For example, a university must include in income any amount it reimburses a new professor for moving to the university's location.) All payments made to an employee for moving must be included as income to the employee. Policies and processes are currently being updated to comply with these new tax requirements. One key change is payments made directly to a moving vendor will no longer be permitted.

Employee achievement awards or length of service awards cannot include the following items on a tax free basis: cash, gift coupons, gift certificates, vacations, meals, lodging, tickets to sporting or theater events, securities and "other similar items."

Other Tax Initiatives

The University employs over 1,300 foreign nationals and administers over 140 tax treaty benefits for university employees, students, guest speakers, and independent contractors from over 100 different countries. Approximately 1000 of these employees are students and the remainder are either faculty or staff.

UHR Payroll and Taxes Metrics—Shown In Calendar Year (CY)						
Description		Year				
W2 FORMS ISSUED						
		CY13	CY14	CY15	CY16	CY17
	Ohio University Employees	17,457	17,634	16,876	16,245	15,314
	AmeriCorps	40	44	40	32	33
GROSS PAYROLL EXPENSE (in millions)						
		CY13	CY14	CY15	CY16	CY17
Expense		\$358	\$352	\$340	\$322	\$303
2017 PAYROLL TAXES PAID (in millions)						
Taxes Paid		CY13	CY14	CY15	CY16	CY17
	Federal Tax Withheld	\$32.4	\$33.6	\$35.9	\$37.4	\$37.5
	State Tax Withheld (OH, WV, KY)	\$8.0	\$7.7	\$8.1	\$8.1	\$8.4
	City Tax Withheld	\$4.8	\$5.1	\$5.5	\$5.8	\$6.3
	Medicare (ER) & Social Security	\$3.5	\$3.7	\$4.0	\$4.3	\$4.3
	School District Tax Withheld	\$1.2	\$1.3	\$1.4	\$1.4	\$1.4
VACATION AND SICK LEAVE PAYOUTS AT TERMINATION						
Vacation at Termination Payout Count		CY13	CY14	CY15	CY16	CY17
	Administrators (Hourly & Salaried)	139	167	180	216	225
	Classified Staff (NBU, FOP, & AFSCME)	54	88	79	102	106
Vacation Usage in Dollars		CY13	CY14	CY15	CY16	CY17
	Administrators (Hourly & Salaried)	\$562,585	\$829,800	\$697,336	\$831,851	\$954,702
	Classified Staff (NBU, FOP, & AFSCME)	\$107,161	\$281,235	\$328,456	\$351,575	\$405,014
SICK LEAVE PAYOUT DATA						
Sick Leave at Termination Payout Count		CY13	CY14	CY15	CY16	CY17
	Administrators (Hourly & Salaried)	15	26	20	23	20
	Classified Staff (NBU, FOP, & AFSCME)	26	50	40	39	44
	Faculty	28	30	53	15	27
Sick Leave Usage in Dollars		CY13	CY14	CY15	CY16	CY17
	Administrators (Hourly & Salaried)	\$110,649	\$134,785	\$138,115	\$159,856	\$195,764
	Classified Staff (NBU, FOP, & AFSCME)	\$69,752	\$167,747	\$260,406	\$194,961	\$252,543
	Faculty	\$358,605	\$343,571	\$650,343	\$210,446	\$322,199

UHR Services Metrics—Shown In Fiscal Year (FY)						
Description		Year				
LEAVES DATA						
PTO Hours taken						
Administrative		FY13	FY14	FY15	FY16	FY17
	Sick	66,385	72,319	76,629	86,903	94,613
	Personal	12,585	12,550	13,646	15,518	17,703
	Vacation	165,932	174,694	189,938	203,162	209,711
	Parental	7,576	6,480	6,990	2,469	8,462
Classified & Administrative Hourly						
* Unable to track Hourly Staff Parental Leave at this time		FY13	FY14	FY15	FY16	FY17
	Sick	101,523	99,724	113,461	109,002	104,642
	Personal	15,623	15,508	16,222	14,787	14,489
	Vacation	168,547	146,084	171,786	165,597	155,973
	Comp	14,125	17,587	27,715	28,203	23,400
Faculty		FY13	FY14	FY15	FY16	FY17
	Sick	12,764	14,587	18,870	13,233	12,456
	Personal	0	0	0	0	0
	Vacation	0	0	0	0	0
	Parental	1,392	3,120	5,040	504	3,816
Family Medical Leave Certifications		FY13	FY14	FY15	FY16	FY17
	Administrators (Hourly & Salaried)	130	128	145	162	175
	Classified Staff (NBU, FOP, & AFSCME)	257	246	256	277	295
	Faculty	52	60	72	64	70
NEW HIRE DATA						
New Hire Administrative		FY13	FY14	FY15	FY16	FY17
	Full Time Regular	164	208	187	155	154
	Full Time Term	0	0	9	7	3
	Part Time Regular	10	8	19	10	6
	Part Time Term	0	0	13	15	7
New Hire Classified		FY13	FY14	FY15	FY16	FY17
	Classified Staff (NBU, FOP, & AFSCME)	84	115	135	129	77
New Hire Faculty		FY13	FY14	FY15	FY16	FY17
	Tenure Track	40	43	55	59	48
	Non Tenure Track	52	59	71	45	32
	Adjunct	311	324	285	321	183
	Visiting	36	31	25	19	12
Research		FY13	FY14	FY15	FY16	FY17
	Full Time Regular	16	12	2	10	10
	Full Time Term	3	5	11	18	9
	Part Time Regular	0	1	3	1	2

	Part Time Term	0	1	0	5	2
EMPLOYEE HEADCOUNTS						
* By Fiscal Year (Data per Budget Book; Original Data from IR Annual Census Taken Nov 1 of Each Fiscal Year)						
* Temporary and Intermittent employees excluded						
Headcounts		FY13	FY14	FY15	FY16	FY17
	Administrators	1,469	1,499	1,489	1,850	1,830
	Classified	1,181	1,183	1,173	1,237	1,253
	Tenure Track Faculty	808	809	807	794	828
	Non Tenure Track Faculty	449	488	450	477	493
EMPLOYEE TURNOVER DATA						
Terminations by Employee Category		FY13	FY14	FY15	FY16	FY17
	Administrators	303	441	448	365	281
	Classified	61	30	41	33	46
	Tenure Track Faculty	34	29	45	33	31
	Non Tenure Track Faculty	43	55	56	70	54
Terminations by Reason/Code		FY13	FY14	FY15	FY16	FY17
	Expiration of Term Appointment	199	337	335	205	122
	Layoff	15	14	18	26	17
	Disability/Death	15	15	11	13	9
	For Cause/Probationary Removal/Tenure Denial	18	11	13	12	12
	Resignation/Retirement	216	231	288	331	323

March 22, 2018

University Human Resources Update

Annual Report

Tab #; pg

Compensation and Benefits

Compensation Updates

Compensation has focused its efforts on

- FY18 and FY19 Merit Pool and Reappointment
- Biennial Equity Review 2017 and 2019
- Compa Ratio Trends
- Fair Labor Standards Act Regulatory Changes
- Complete Market Study 2019

Compensation Activities

- FY18 Merit Pool –
 - No raise pool was provided for FY18
 - FY19 raise pool is anticipated at 1.5%
- Biennial Equity Review 2017
 - Investment of approximate \$450,000 across 62 administrative and classified non-bargaining unit employees
 - Compa ratio trend increased from .93 to .96 since 2015. Compa ratio of 1 is comparable to the industry standard
 - Preparations underway for the 2019 biennial equity review
- FLSA Regulatory Changes
 - New proposal is in the works suggesting new minimum will be in the range of \$30K - \$39K
- Compensation 2019
 - Preparations are underway

Benefits Updates

The Benefits Office has focused its efforts on

- Administering the University Outreach and Regional Higher Education Early Retirement Program
- Ascertaining dependent verification
- Monitoring Benefits costs
- Assisting the Benefits Advisory Council in meeting its mission including implementing and communicating benefit plan changes
- Working with the IUC in reviewing options regarding retirement plan offerings under the Alternative Retirement Plan and voluntary 403(b) retirement plan
- Continuing its focus on employee customer service and revamping the new hire orientation process

Benefits Activities

University Outreach and Regional Higher Education Early Retirement Plan

- Faculty Plan:
 - One year of salary up to \$70,000 plus \$10,000 payment to help defray health care premiums after retirement
 - Re-employment is limited to only upon University request
- Staff Plan:
 - \$10,000 incentive plus \$10,000 payment to help defray health care premiums after retirement
 - Re-employment is limited to only upon University request
- Timeline:
 - Enrollment deadline: March 30, 2018
 - Retire by deadline: June 30, 2018

Benefit Activities

Benefits Dependent Eligibility Verification Program Data

- Purpose:
 - Ensure all dependents enrolled in health plan meet eligibility guidelines
 - Ensure health plans comply with Section 125 rules regarding eligibility for pre-tax benefit plans
 - Ensure university resources are applied only to individuals eligible for benefits
- Timeline:
 - Start Date: November 13, 2017
 - Submission Deadline Date: February 13, 2018
 - Ineligible Dependents Removed From Plan: March 1, 2018

Benefits Activities

Benefits Dependent Eligibility Verification Program Data as of 2/13/2018

*Data as of 2/13/2018. Number of termination could be reduced after final review/appeals process

Total Dependents	5,502	
Verified	5,413	98.4%
Voluntary Terminations	44	0.8%
No Documents Submitted	17	0.3%
Partial Documents Submitted	28	0.5%

Voluntary Termination Reason	44 Total
Unspecified	20
Other coverage	10
Divorce	8
Ineligible	3
Death	2
Married	1

Projected program cost: \$60,000

Est cost per dependent: \$6,919

Est ROI Year 1: \$304,436 - \$615,791

Organization and Talent Development

Organization and Talent Development Updates

Organization and Talent Development has focused its efforts on

- Professional Development Roadmaps
 - Competency Training Framework
 - Leadership Management System
 - Certification and Badging Programs

Professional Development Roadmap



Competency Training Framework	Learning Management System	Certification and Badging Programs
<ul style="list-style-type: none"> • Review leadership development models and competency benchmarks from private sector and universities. • Talk with successful employees to learn about knowledge, skills and behaviors (competencies) that contribute to success. • Identify competencies that lead to success in numerous positions within each of several "Primary Roles" or job types. • Define and document competencies to create a common language for professional development efforts. • Use gap analysis to identify need for new learning opportunities. 	<ul style="list-style-type: none"> • Utilize a Learning Management System (LMS) to support staff development. • Leverage technology to enable more effective use of e-learning. • Use LMS to keep track of training completion and allow employees to retrieve training history • Create a training website with links to LMS to make it easier to learn about and register for training opportunities 	<ul style="list-style-type: none"> • Use badging and certificates to encourage development in targeted skill areas. • Issue "badges" to encourage ongoing learning and recognize incremental achievements (i.e. training completion). • Provide access to badges through the LMS system. • Identify collections of badges that are required in order to earn a certificate. • Ensure transfer of knowledge and demonstration of target skills. • Identify where certificate(s) may be required or preferred for internal selection.



Six “Primary Roles” Provide Development Focus

Strategic Leader

Includes President, Provost, Vice Presidents, Deans, and Associate/Assistant Provosts and VP’s

- Determines long-term strategy and priorities for the entire university. Creates structures, develops policies, aligns organizational priorities and allocates resources for large, complex organizations to achieve broad university goals. Decisions and actions directly influence the entire university.

Operational Leader

Includes Asst./Assoc. Deans, Assistants to President, Department Chairs, Directors, job codes IC5, M3, M4, M5

- Translates strategy into operating plans. Interacts cross-functionally to create programs, processes, and systems that enable execution of strategy. Directs complex initiatives, prioritizes resources, and manages a broad range of activities that affect an entire function or planning unit.

Department Supervisor

Typically includes job codes of M1 and M2 that supervise two or more university staff.

- Supervises daily activities and outcomes of a work group. Ensures proper execution of work processes and achievement of assigned goals and standards. Provides guidance, training, and direction using established guidelines and policies.

Professional Expert

Typically includes positions with job codes of IC3, IC4, and M1, M2 that supervise less than two university staff members.

- Uses deep technical expertise to develop and interpret guidelines, design new processes, and resolve complex issues. Provides consultation and direction on all matters related to area of expertise. Prioritizes and plans multi-phase projects.

Coordinator/Organizer

Typically includes positions with job codes of TAS4, IC1, IC2

- Coordinates processes, resources, and tasks to help improve efficiency and effectiveness of operations for a department or unit. Organizes and schedules activities and events using general guidelines. Uses technical knowledge and expertise to analyze information and solve difficult and sometimes unusual problems.

Service Provider

Typically includes positions with job codes of TAS1, TAS2, TAS3

- Interacts directly with department’s client base to provide information, services, products or materials. Uses specialized knowledge to answer questions, provide guidance, and troubleshoot problems. Performs transactional activities, often in fast-paced, high-volume situations, to carry-out the department’s work.



Development Categories Promote Balance

Well-rounded development efforts focus on People, Tasks, and Self

People Focus

Involving, inspiring, influencing, collaborating and interacting with others to accomplish goals and build team effectiveness.

Leadership

Relationships

Communication

Task Focus

Processing information, organizing tasks, and managing resources to deliver high-quality results in a timely manner.

Planning & Managing Work

Analyzing Information

Flexibility & Creativity

Self Focus

Building knowledge, awareness, and technical skills to be proficient, credible, and relevant in a field of work. Possessing characteristics that contribute to personal effectiveness

Personal Characteristics

Tools & Technology

Job-Specific Expertise



“Success Profiles” Highlight Success Drivers in Each Role

Department Supervisor - Supervises daily activities and outcomes of a work group. Ensures proper execution of work processes and achievement of assigned goals and standards. Provides guidance, training, and direction using established guidelines and policies.

People Focus

Involving, inspiring, influencing, collaborating and interacting with others to accomplish goals and build team effectiveness.

Leadership

- Inspiring and Motivating
- Empowerment
- Leading by Example
- Influencing
- Talent Development
- Accountability for Self and Team

Relationships

- Building Trust
- Customer/Client Focus
- Collaboration
- Demonstrate Empathy
- Managing Conflict

Communication

- Provide Directions & Expectations
- Active Listening
- Handling Difficult Conversations
- Persuasively Writing
- Presentation Skills

Task Focus

Processing information, organizing tasks, and managing resources to deliver high-quality results in a timely manner.

Planning & Managing Work

- Drives Results
- Planning and Organization
- Quality Orientation
- Managing Work

Analyzing Information

- Analytic Thinking
- Systems Thinking
- Strategic Awareness
- Financial Acumen
- Designing Processes

Flexibility & Creativity

- Flexibility
- Adaptability
- Innovation

Self Focus

Building knowledge, awareness, and technical skills to be proficient, credible, and relevant in a field of work. Possessing characteristics that contribute to personal effectiveness

Personal Characteristics

- Confidence
- Persistence
- Self Awareness
- Action Orientation
- Composure
- Positive Interaction

Tools & Technology

- University software packages and systems
- Bobcat Buy
- Excel, Outlook
- Payroll

Job-Specific Expertise

- Policy awareness and compliance
- Institutional knowledge
- Benchmarking / best practices / trends



“Success Profiles” Highlight Success Drivers in Each Role

Coordinator/Organizer - Coordinates processes, resources, and tasks to help improve efficiency and effectiveness of operations for a department or unit. Organizes and schedules activities and events using general guidelines. Uses technical knowledge and expertise to analyze information and solve difficult and sometimes unusual problems.

People Focus

Involving, inspiring, influencing, collaborating and interacting with others to accomplish goals and build team effectiveness.

Leadership

- Accountability for Self and Team

Relationships

- Cultural Competence
- Customer/Client focus
- Relationship Building
- Teaming
- Consulting and Advising
- Demonstrate Empathy

Communication

- Persuasive Writing
- Active Listening
- Handling Difficult Conversations
- Presentation Skills

Task Focus

Processing information, organizing tasks, and managing resources to deliver high-quality results in a timely manner.

Planning & Managing Work

- Planning and Organizing
- Self Productivity

Analyzing Information

- Analytic Thinking
- Systems Thinking
- Researching Information

Flexibility & Creativity

- Adaptability

Self Focus

Building knowledge, awareness, and technical skills to be proficient, credible, and relevant in a field of work. Possessing characteristics that contribute to personal effectiveness

Personal Characteristics

- Learning Agility
- Attention to Detail
- Advocacy
- Composure
- Positive Interaction

Tools & Technology

- University software packages and systems
- MS Office applications

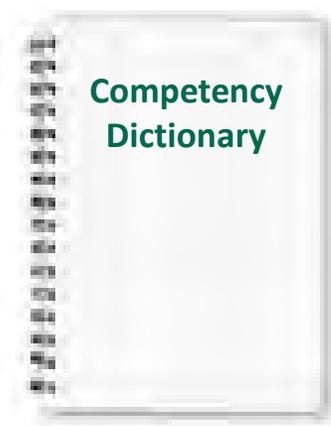
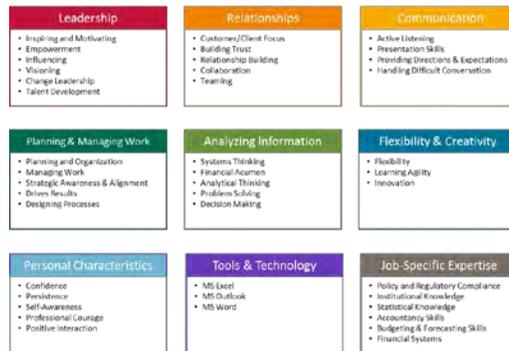
Job-Specific Expertise

- Knowing how work gets done
- Knowledge of university structure & environment
- Understanding of policies



Competency Dictionary Will Drive Conversation

Defining critical behaviors makes it easier to talk about them



- Leadership**
 - Inspiring and Motivating
 - Empowerment
 - Influencing
 - Visioning
 - Change Leadership
 - Talent Development
- Relationships**
 - Customer/Client Focus
 - Building Trust
 - Relationship Building
 - Collaboration
 - Teaming
- Communication**
 - Active Listening
 - Presentation Skills
 - Providing Directions & Expectations
 - Handling Difficult Conversation
- Planning & Managing Work**
 - Planning and Organization
 - Managing Work
 - Strategic Awareness & Alignment
 - Drives Results
 - Designing Processes
- Analyzing Information**
 - Systems Thinking
 - Financial Acumen
 - Analytical Thinking
 - Problem Solving
 - Decision Making
- Flexibility & Creativity**
 - Flexibility
 - Learning Agility
 - Innovation
- Personal Characteristics**
 - Confidence
 - Persistence
 - Self-Awareness
 - Professional Courage
 - Positive Interaction

Each competency is defined

Example: Customer/Client Focus

Establishes productive customer relationships by effectively meeting needs and taking responsibility for satisfaction.

Performance Indicators

- Gets first-hand customer information and uses it for improvements
- Acts promptly with customers in mind
- Handles upset customers by hearing the customer out, empathizing, apologizing, and taking responsibility for resolving issues

Competencies can be Integrated with key processes



OHIO
UNIVERSITY

Certificates Will Create Interest and Build Skills

A collection of knowledge, skills and behaviors can be rewarded with a certificate



Certificates can be awarded when a certain number of badges have been earned.

A badge can be issued for a training event, demonstrated skill, or other achievement.

Example: A “Finance Skills” certificate could be earned upon accumulating 15 of the following badges:

- Budget Packet & Reconciliation
- Campus Budgeting
- Fund Balance Workshop
- COA Fundamentals
- Reporting Fundamentals
- Grant Fundamentals
- Accounting with the New COA
- Manager Self-Service Costing
- Payment Dashboard
- Individual Compensation Distribution
- Reporting Analytics
- Bobcat Buy
- Workforce
- Concur
- P-Card
- Purchase Orders
- Cash Management
- Signature Authority
- Sub-certification
- Costing Budget



Payroll Services and Tax Compliance

Payroll Services/Tax Compliance Updates

Impact of 2017 Tax Reform Act

- Unrelated Business Income Tax (UBIT):
 - All UBIT activities must be listed and reported separately
 - Qualified transportation fringe benefits provided on a pre-tax basis to employees are allowed, however, they will be subject to UBIT
 - Employees may no longer exclude from income reimbursements received from their employer for moving expenses
- New Withholding Rates Tax Brackets
- Administered over 140 tax treaty benefits for over 1,300 foreign nationals
- 1,063 student and 336 employee foreign nationals worked for OHIO in 2017



Date: March 5, 2018

To: The President and Board of Trustees

From: Deborah J. Shaffer, Vice President Finance & Administration, CFO and Treasurer
Julie Allison, Assistant Vice President for Finance and Controller

Re: **Annual Report on Affiliated Entities**

In accordance with the Ohio University Board of Trustees Policy on Affiliated Entities approved as Resolution 2015-3478 at the June 26, 2015 meeting, included for your review is the annual report for Ohio University Affiliated Entities.

The policy was created to oversee the creation of future affiliated entities and establish a supporting structure for existing affiliate entities. For FY2017, there are six organizations identified as affiliated entities:

- Ohio University Foundation (OUF)
- University Medical Associates (UMA)
- TechGROWTH Ohio Fund, Inc. (TGO)
- Consortium for Health Education in Appalachia Ohio (CHEAO)
- The Interlink Alliance (TIA)
- RTT Collaborative (RTTC)

The Policy on Affiliated Entities has defined an affiliated entity as:

1. A legal entity that is separate from the University;
2. Formed or operated to support a public purpose that is consistent with the mission of the University; and
3. Created, controlled or strongly influenced by the University and/or receives significant support from the University in the form of funds, staff or other resources.

While an organization can be considered an affiliated entity of the University, it does not always meet the criteria to be considered a financial statement component unit. Sometimes certain organizations warrant inclusion as part of the financial reporting entity, the University, because of the nature and significance of their relationship, including their ongoing financial support of the financial reporting entity. The University has determined the following organizations meet this definition and therefore, includes them in the University's financial statements for FY2017:

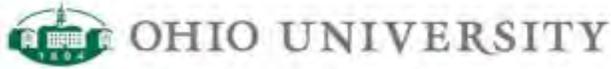
- Ohio University Foundation

- University Medical Associates
- TechGROWTH Ohio Fund, Inc.

OhioHealth Physicians Group Heritage College became the official practice plan for Ohio University clinical faculty and the UMA physicians became employees of the new practice plan. Since that date, UMA has been wrapping up operations and collecting outstanding receivables. The UMA Board met in February 2018 to amend the Code of Regulations. Under the amended Code of Regulations, the Board of Trustees will initially be comprised of Dr. Ken Johnson, D.O, Ohio University General Counsel, John Biancamano and a third Ohio University employee to be named. UMA will continue to be a going concern for the foreseeable future.

Although the new physician practice group, OhioHealth Physician Group (OPG) Heritage College, which the Board approved at their January, 2017 meeting (Resolution 2017-3601), will not be an official affiliated or consolidated entity of the University, we are working with OhioHealth to document the entity's structure and operations for inclusion with this report for future periods.

As discussed during the prior year review, this year's report includes a dashboard to provide some level of assurance to the Board of Trustees, from year to year, that the overall status of the affiliated entities comply with the monitoring requirements of the Board Policy. The dashboard includes comments about significant events that occurred during the reporting year or events that will occur in the upcoming year that are important for the Board to know about.



AFFILIATE NAME

Ohio University Foundation (Foundation)

AFFILIATE MANAGEMENT

President/CEO (or equivalent)	Thomas Davis
Treasurer/CFO (or equivalent)	Deborah Shaffer
COO (or equivalent)	Candice Casto

DESCRIPTION OF AFFILIATE

The Foundation is an institutionally related, nonprofit, tax exempt, 501(c)(3) organization, and is the repository for all private gifts to Ohio University through annual giving programs, capital and special campaigns, and planned or deferred gifts such as bequests and trusts. Gifts directly support the Ohio University mission.

GOVERNANCE

Board Information

Current vacancies on the Board?

 YES X NO

Dates of Board Meetings – FY 2017:

- November 4 & 5, 2016
- February 10 & 11, 2017
- June 9 & 10, 2017

Board Meetings Scheduled – FY 2018:

- November 3 & 4, 2017
- February 9 & 10, 2018
- June 8 & 9, 2018

of Voting University Representatives on the Board 3

of Total Voting Board of Trustees 34

University Representation

List of all current university-affiliated voting members of the Board of Directors. These positions are permanent board members and the individual term expiration extends until the end of employment with the University.

University Representative	Title	Term Expiration
Thomas Davis	Interim VP for Advancement	End of employment with University
Deborah J. Shaffer	VP for Finance and Administration	End of employment with University
M. Duane Nellis	President	End of employment with University

Board Officers

List of all Board Officers of affiliate entity:

Officer	Title	University Employee
Perry A. Sook	Chairperson	No
I. Robert Rudy	Vice Chairperson	No
Janice L. Scites	Vice Chairperson	No
Beverly E. Jones	Secretary	No
Thomas Davis	President and CEO	Yes
Deborah J. Shaffer	Treasurer and CFO	Yes

Governance Documents

A brief description of the changes made to governance documents during FY 2017 is provided below. Documents may include affiliate’s articles of incorporation, code of regulations/bylaws, board policies, Secretary of State filings, and any board resolutions relating to the governance of the affiliate.

Updates and revisions to the Foundation’s Code of Regulations were considered and approved by the Foundation Board at the end of FY2017. These changes were vetted through University legal counsel and representatives of the University Board of Trustees. The updates have not significantly impacted the manner in which the Foundation and the University interact.

AUDIT

Affiliate Fiscal Year End: June 30 (6/30)

How is the affiliate audited?

Part of University Audit	X
Not Audited or Reviewed	
Reviewed or Audited Separately from University Audit	

If you are not audited or reviewed, why not?

N/A

If you are a part of the University audit is it on a “stand alone” basis?

The Ohio University Foundation receives a separate FASB audit from the same audit firm used to perform the Ohio University audit. While the Foundation is incorporated into the Ohio University financial statements as a component unit, the Foundation issues a separate FASB financial statement.

OPERATIONAL AND FINANCIAL OVERVIEW

University Financial Investment in Affiliate (check all that apply and provide an explanation as needed)

	The University has no financial investment in the affiliate.	
	This affiliate has outstanding debt owed to the University.	
X	The University gives other monetary support to the affiliate.	

Other Sources of Funds

Description of the other primary, non-University, revenue sources of the affiliate:

Primary sources of non-University revenue to the Foundation include gifts and contributions, related entity revenue, income from investments and an immaterial amount of revenue generated from miscellaneous activities of the Foundation.

Use of University Resources

Description of the affiliate’s use of University resources that may include use of University name and other marks, employees, facilities, and services (e.g. the University serves as the fiscal agent for the affiliate).

The University serves as the paymaster for employees serving the Foundation; consequently, the Foundation has no direct employees.

During FY2017, the University paid certain payroll costs amounting to \$4,109,096 related to the Foundation’s Development Office, Alumni Relations Office and Accounting Office.

The University provides office space and the use of certain common facilities and services to the Foundation at no cost.

Contracts with the University

Describe any current contracts or memoranda of understanding that the affiliate has entered into with the University.

The intent of the affiliated entity policy was to ensure that the University had procedures in place for the ongoing monitoring of affiliate activities. The University has a long-standing relationship with the Foundation that is well documented by the articles of incorporation, Foundation board practices and policies as well as countless administrative and financial practices and agreements. As a result, a formal memoranda of understanding has not been completed for The Ohio University Foundation.

Affiliate Overview and Activities

Provide a brief review of the affiliate’s activities for the reporting year, including but not limited to significant business issues, major accomplishments, changes in governance structure, and transactions with the University.

In fiscal year 2017, the Foundation provided over \$27 million in support of University programs and initiatives. Nearly \$7 million was used to fund student financial aid and services, and more than \$15 million was contributed to the academic, research and public service mission of Ohio University.

Also during FY2017, the Foundation entered into a purchase and sale agreement with a potential buyer for one of its subsidiaries, Housing for Ohio (HFO). The sale price was \$20.4 million and the transaction closed in December 2016. The organization used the proceeds from the sale to retire the \$23.375 million in outstanding bonds on February 1, 2017. HFO distributed its remaining assets, totaling \$2.6M, to the Foundation. HFO was officially dissolved in October 2017.

Significant Issues or Activities for the Coming Year

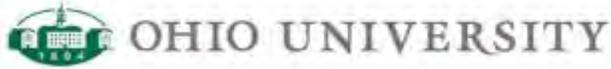
Provide a summary of the significant business issues or activities anticipated in the coming year. This section would also include any changes to amendments, additions or deletions of governing documents or other significant transactions that could materially impact the affiliate in the new year.

A comprehensive review of the Foundation’s unrestricted funding model is underway. This review is occurring in conjunction with University constituents who will consider the best way to align an expanded fundraising plan with the University’s other strategic priorities. As part of this process, staff are working to identify potential options for modifying the Foundation’s unrestricted revenue streams and expenditures.

Financial Status

For the reporting fiscal year please list the following (FY2017):

Total Assets	\$ 548,433,277
Total Liabilities	\$ 10,807,770
Total Revenues	\$ 83,018,615
Total Expenses	\$ 45,063,864
Net Assets	\$ 537,625,507



AFFILIATE NAME

University Medical Associates (UMA)

AFFILIATE MANAGEMENT

President/CEO (or equivalent)	Steven Davies
Treasurer/CFO (or equivalent)	Alicia Porter

DESCRIPTION OF AFFILIATE

UMA is a not-for-profit organization incorporated in the state of Ohio and has been recognized as a tax-exempt organization pursuant to Section 501(c)(3) of the Internal Revenue Code and applicable state statutes. The membership of the Corporation consisted of many physicians who are faculty members of the Ohio University Heritage College of Osteopathic Medicine. The Corporation provided medical services in private physician offices and clinic settings on the campus of Ohio University and surrounding locations. Until May 2017 and the merger of UMA and AMA (Athens Medical Associates) into the newly formed OhioHealth physician group, UMA was the officially recognized physician’s practice plan of the Heritage College of Osteopathic Medicine.

GOVERNANCE

Board Information

Current vacancies on the Board?

YES NO

Board Meetings Scheduled – FY 2017:

- July 13, 2016; August 10, 2016; August 31, 2016; September 14, 2016; October 12, 2016; November 9, 2016; December 14, 2016; January 11, 2017; February 8, 2017; March 8, 2017; April 12, 2017; May 10, 2017; June 14, 2017

of Voting University Representatives on the Board 9

of Total Voting Board of Trustees 11

University Representation

List of all current university-affiliated voting members of the Board of Directors:

University Representative	Title	Term Expiration
James Sammons, DO	Associate Professor	June 2019
Melinda Ford, DO	Assistant Clinical Professor	June 2018
Ken Johnson, DO	Executive Dean	N/A
Harold Thompson, DO	Assistant Professor	June 2018
Nicholas Mezitis, DO	Associate Professor	June 2019
David Eland, DO	Professor	June 2019
Karen Montgomery-Reagan, DO	Associate Professor/Chair	June 2018
Jane Balbo, DO	Assistant Clinical Professor	June 2019

Board Officers

List of all Board Officers of affiliate entity:

Officer	Title	University Employee
James Sammons, DO	President	Yes
Melinda Ford, DO	Vice President	Yes
Steven Davies	Secretary	No
Alicia Porter	Treasurer	No
Ken Johnson, DO	Ex Officio	Yes

Governance Documents

A brief description of the changes made to governance documents during FY 2017 is provided below. Documents may include affiliate's articles of incorporation, code of regulations/bylaws, board policies, Secretary of State filings, and any board resolutions relating to the governance of the affiliate.

No changes were made to the governance documents for UMA during FY2017. There are various agreements in place that govern the relationship and financial arrangements with and between the University and UMA.

AUDIT

Affiliate Fiscal Year End: June 30 (6/30)

How is the affiliate audited?

Part of University Audit	X
Not Audited or Reviewed	
Reviewed or Audited Separately from University Audit	X

If you are not audited or reviewed, why not?

N/A

If you are a part of the University audit is it on a “stand alone” basis?

UMA has historically received a separate audit from a different audit firm other than the one used to perform the Ohio University audit. In FY2017, due to the affiliation agreement with OhioHealth, the UMA Board voted to not complete an audit in the last year of the clinical practice.

In addition, because UMA is considered a component unit for financial statement purposes to Ohio University, UMA is also reviewed as part of the University external audit by the State.

OPERATIONAL AND FINANCIAL OVERVIEW

University Financial Investment in Affiliate (check all that apply and provide an explanation as needed)

	The University has no financial investment in the affiliate.	
	This affiliate has outstanding debt owed to the University.	
X	The University gives other monetary support to the affiliate.	

Other Sources of Funds

Description of the other primary, non-University, revenue sources of the affiliate:

Primary sources of revenue come from direct billings for patient care. Additional sources of revenue include payment for contract services to other healthcare entities or activities such as medical directorships.

Use of University Resources

Description of the affiliate’s use of University resources that may include use of University name and other marks, employees, facilities, and services (e.g. the University serves as the fiscal agent for the affiliate).

Physicians received an employment agreement for their clinical appointments from UMA. These employment agreements were separate from the faculty appointments for the physicians at Ohio University. Ohio University Heritage College of Medicine (HCOM) paid UMA \$992,449 in fiscal year 2017 for guarantees for provider clinic income.

UMA leased space from Ohio University for the clinical practice function and paid approximately \$166,000 during the year. In addition, UMA paid \$105,317 in fiscal year 2017 for IT services provided by HCOM. In addition, Ohio University paid UMA \$61,671 for malpractice insurance and \$48,000 for other administrative items.

UMA provided all administration and staffing of the Ohio University Student Health Center through May 1, 2017 on behalf of HCOM. With the restructuring and affiliation with OhioHealth, these funds are now directed to the newly formed OhioHealth Physician Group Heritage College.

Contracts with the University

Describe any current contracts or memoranda of understanding that the affiliate has entered into with the University.

As noted above, the relationship with UMA and the University was governed by various agreements in place related to the official practice plan for HCOM and for providing administrative and staffing support of the Ohio University Student Health Center. Additional details include:

Provider/Service Related: Contracts between UMA and HCOM for coverage of clinical salary guarantees for shared faculty physicians as well as for tail coverage for certain shared faculty physicians. Contracts also existed for the leasing of time of a nurse practitioner employed in HCOM and a lease of services for Diabetes Educators for UMA from HCOM. The provision of Student Health Services provided by UMA to Ohio University was governed by a master agreement.

Administrative-Related: Contract for administrative time and services of UMA CEO.

IT-Related: Contract for the provision of IT services to UMA provided by HCOM.

Physical Facility: Lease of space in Parks Hall for clinic space.

These contracts transitioned to the newly formed OhioHealth Physician Group Heritage College.

Affiliate Overview and Activities

Provide a brief review of the affiliate's activities for the reporting year, including but not limited to significant business issues, major accomplishments, changes in governance structure, and transactions with the University.

UMA merged with AMA, an OhioHealth practice group, effective May 1, 2017 forming the new entity OhioHealth Physicians Group (OPG) Heritage College. OPG Heritage College is now the recognized official practice plan for the Heritage College of Medicine faculty physicians. OPG Heritage College will continue to be a University affiliate but it will be controlled by OhioHealth. The University does not expect it to be consolidated into future University financial statements and reports.

Significant Issues or Activities for the Coming Year

Provide a summary of the significant business issues or activities anticipated in the coming year. This section would also include any changes to amendments, additions or deletions of governing documents or other significant transactions that could materially impact the affiliate in the new year.

As of May 1, 2017, UMA physicians became employees of the new OhioHealth practice group. Since that date, UMA has been wrapping up operations and collecting outstanding receivables. The UMA Board met to amend the Code of Regulations in February 2018. Under the amended Code of Regulations, the Board of Trustees will initially be composed of Dr. Ken Johnson, D.O., Ohio University General Counsel, John Biancamano and a third Ohio University employee to be named. UMA will continue to be a going concern for the foreseeable future.

Financial Status

For the reporting fiscal year please list the following (FY2017):

Total Assets	\$ 1,441,466
Total Liabilities	\$ 48,498
Total Revenues	\$ 9,625,873
Total Expenses	\$ 9,606,107
Net Assets	\$ 1,392,968

(Please note the financial information provided above was prepared on a modified cash basis with unaudited numbers provided by UMA)



AFFILIATE NAME

TechGROWTH Ohio Fund, Inc. (TechGROWTH)

AFFILIATE MANAGEMENT

President/CEO (or equivalent)	Lynn Gellermann
Treasurer/CFO (or equivalent)	Gregg Oakley

DESCRIPTION OF AFFILIATE

TechGROWTH Ohio Fund, Inc. (TGO) is an Ohio non-profit corporation that was established in August 2008, within the meaning of Section 501(c)(3) of the Internal Revenue Code. The exclusive purpose of the organization is for charitable, educational, and scientific endeavors in areas involving the advancement of technology, and increasing technology-based and/or other entrepreneurial commercialization ventures throughout southeast Ohio, with a focus on strategic technology-based sectors that offer economic development prospects for the region.

GOVERNANCE

Board Information

TechGROWTH Code of Regulations (Code) provides for governance by a seven-person Board of Trustees, two of whom are designated University Trustees. More than two University employees may – and do – sit on the TechGROWTH Board, and all University employees who serve must be nominated by the President of the University.

Current vacancies on the Board?

X YES NO

Dates of Board Meetings:

- The Board meets annually, usually in October or November.

Board Meetings Scheduled – FY 2017:

- The Annual meeting took place on February 1, 2017.

Board Meetings Scheduled – FY 2018:

- Annual meeting took place on October 24, 2017.

of Voting University Representatives on the Board: 5

of Total Voting Board of Trustees: 7

University Representation

List of all current university-affiliated voting members of the Board of Directors:

University Representative	Title	Term Expiration
Deborah Shaffer	Vice President for Finance and Administration	12/31/2019
Hugh Sherman	Dean, College of Business	12/31/2018
Joe Shields	Vice President for Research and Creative Activity Dean, Graduate College	12/31/2018
Mark Weinberg	Professor Founding Dean – George V. Voinovich School of Leadership and Public Affairs	12/31/2020 *
Steve Golding	Senior Advisor to the President and Voinovich School for Leadership and Public Affairs Executive-in-Residence	12/31/2019

* re-elected to three year term at Fund BOT meeting held October 24, 2017.

Board Officers

List of all Board Officers of affiliate entity:

Officer	Title	University Employee
Lynn Gellermann	President	Yes
John Glazer	Vice President	Yes
Jane New	Secretary	Yes
Gregg Oakley	Treasurer	Yes

Governance Documents

A brief description of the changes made to governance documents during FY 2017 is provided below. Documents may include affiliate’s articles of incorporation, code of regulations/bylaws, board policies, Secretary of State filings, and any board resolutions relating to the governance of the affiliate.

N/A

AUDIT

Affiliate Fiscal Year End: June 30 (6/30)

How is the affiliate audited?

Part of University Audit	X
Not Audited or Reviewed	
Reviewed or Audited Separately from University Audit	

If you are not audited or reviewed, why not?

N/A

If you are a part of the University audit is it on a “stand alone” basis?

TechGROWTH Ohio Fund, Inc. is part of the University audit and no other audits are performed on the organization. Additionally, TGO collects and reports significant client data and metrics on a quarterly and semi-annual basis to Ohio Development Services Agency (ODSA). The integrity of this data and the process by which it is collected is reviewed on-site by ODSA from time to time.

OPERATIONAL AND FINANCIAL OVERVIEW

University Financial Investment in Affiliate (check all that apply and provide an explanation as needed)

	The University has no financial investment in the affiliate.	
	This affiliate has outstanding debt owed to the University.	
X	The University gives other monetary support to the affiliate.	University Cost Share FY18 and prior: Entrepreneurial Services \$1.974M Pre-Seed Fund <u>\$2.263M</u> \$4.238M

Other Sources of Funds

Description of the other primary, non-University, revenue sources of the affiliate:

TechGROWTH participates in two major initiatives funded by the Ohio Development Services Agency: The Pre-Seed Fund Capitalization Program and the Entrepreneurial Signature Program. Both programs are designed to identify and support early-stage Ohio firms in strategic technology-based industries. Funding for these programs comes from the state’s Third Frontier Program, Ohio University and external investors.

Use of University Resources

Description of the affiliate’s use of University resources that may include use of University name and other marks, employees, facilities, and services (e.g. the University serves as the fiscal agent for the affiliate).

TechGROWTH has no employees of its own. Pursuant to its Memorandum of Agreement with the University, TechGROWTH’s day-to-day operations are staffed by University employees.

TechGROWTH operates primarily out of University-owned space at the Ridges.

The University provides many support services to TechGROWTH, including information technology support, routine financial services and administration of grant funds provided as part of the Ohio Third Frontier Entrepreneurial Services Program.

Contracts with the University

Describe any current contracts or memoranda of understanding that the affiliate has entered into with the University.

TechGROWTH has entered into a Memorandum of Agreement with Ohio University, as required by the University’s Affiliated Entity Policy.

Affiliate Overview and Activities

Provide a brief review of the affiliate’s activities for the reporting year, including but not limited to significant business issues, major accomplishments, changes in governance structure, and transactions with the University.

In the first three quarters of calendar year 2017, the combined TechGROWTH program generated over \$52.35 million in economic activity in the southeast Ohio region and attracted over \$4.53 million of new investment into early stage technology companies in the region. During this time, two investments from the TechGROWTH Ohio Fund were approved for early-stage technology companies.

Significant Issues or Activities for the Coming Year

Provide a summary of the significant business issues or activities anticipated in the coming year. This section would also include any changes to amendments, additions or deletions of governing documents or other significant transactions that could materially impact the affiliate in the new year.

The TechGROWTH Ohio Fund is not anticipating a new tranche of funding from the Third Frontier program in FY2018 but will continue to invest in early-stage opportunities, with the funds remaining from existing tranche, in accordance with their mission.

TechGROWTH has engaged a tax consultant to pursue a Federal 501(c)(3) non-profit exemption under the Internal Revenue Code. It is expected that the application for this status will be submitted during 2018. During the next year, TechGROWTH will be reviewing the bylaws and articles of incorporation as part of the application process.

In December 2017, TechGROWTH filed a lawsuit against Liberty Mobility Now, which received an investment of approximately \$342,500 from TechGROWTH in the summer of 2017. TechGROWTH alleges that Liberty Mobility Now misrepresented its financial condition and legal obligations during the due diligence period, and TechGROWTH seeks repayment of the loaned amounts. In February 2018, Liberty Mobility Now filed for bankruptcy in Nebraska, and TechGROWTH has been identified as a creditor in that case.

Financial Status

For the reporting fiscal year please list the following (FY2017):

Total Assets	\$ 2,884,227
Total Liabilities	\$ 0
Total Revenues	\$ 413,171
Total Expenses	\$ 179,178
Net Assets	\$ 2,884,227



AFFILIATE NAME

Consortium for Health Education in Appalachia Ohio (CHEAO)

AFFILIATE MANAGEMENT

President/CEO (or equivalent)	Ann Fugate-Tomsu
Treasurer/CFO (or equivalent)	Jeremy Phillips

DESCRIPTION OF AFFILIATE

CHEAO was founded in April of 1976, and is considered a non-profit organization under Section 501(c)(3) of the Internal Revenue Service code.

The CHEAO is an Area Health Education Center that has a mission to improve the health of people in Appalachian Ohio by fostering academic and community collaboration, emphasizing primary care and focusing on underserved areas. It is one of seven medical schools in the Ohio Statewide AHEC program and serves 21 Appalachian counties.

CHEAO is governed by a board representing community health agencies and practicing health care professionals. A major goal of CHEAO is to promote collaboration among students in health care professions and the community. Through this partnership, health professionals and allied health members are better prepared to meet the specific needs of those living in rural underserved areas.

We partner with primary care providers, state agencies, clinics, schools and other key stakeholders to promote and support programs that will enhance the health careers workforce and foster better health for southeast Ohio communities. CHEAO maintains the standards of accreditation established by the American Osteopathic Association and the Ohio Nurses Association.

CHEAO offers professional health education and community health programs by:

- Being an approved sponsor of continuing education programs for physicians, nurses and healthcare professionals in Southeast Ohio
- Supporting the coordination of clinical training of Heritage College medical students in community hospitals and doctors' offices
- Coordinating health fairs, school visits and campaigns to raise public awareness of health issues and other service learning activities
- Serving as an American Heart Association Training Center for health care organizations in Athens and surrounding counties

GOVERNANCE

Board Information

CHEAO consists of nine board members but the Board of Trustees can also designate additional trustees based on organizational needs.

Current vacancies on the Board?

 X YES NO

Dates of Board Meetings – FY 2017:

- September 15, 2016
- December 15, 2016
- April 13, 2017

Board Meetings Scheduled – FY 2018:

- July 20, 2017
- November 1, 2017
- January 25, 2018 (cancelled)
- April 2018 (annual meeting, date TBD)

of Voting University Representatives on the Board: 2

of Total Voting Board of Trustees: 8

University Representation

List of all current university-affiliated voting members of the Board of Directors:

University Representative	Title	Term Expiration
Wayne Carlsen, DO, FACOI, AGSF, FACP	Associate Professor; Vice Dean	
Tania Basta	Associate Professor; Chair	

Board Officers

List of all Board Officers of affiliate entity:

Officer	Title	University Employee
Ann Fugate-Tomsu	President	No
M. Sue Foster, PhD	Vice President	No
Jeremy Phillips	Treasurer	No
Wayne Carlsen, DO, FACOI, AGSF, FACP	Secretary	Yes

Governance Documents

A brief description of the changes made to governance documents during FY 2017 is provided below. Documents may include affiliate's articles of incorporation, code of regulations/bylaws, board policies, Secretary of State filings, and any board resolutions relating to the governance of the affiliate.

No changes were made to the governance documents for CHEAO during FY2017. In 1994, CHEAO and the (now) Heritage College of Osteopathic Medicine signed an agreement that appropriately documents and governs the relationship between the parties. CHEAO has adopted and adheres to its bylaws.

AUDIT

Affiliate Fiscal Year End: August 31 (8/31)

How is the affiliate audited?

Part of University Audit	
Not Audited or Reviewed	
Reviewed or Audited Separately from University Audit	X – As determined by CHEAO Board

If you are not audited or reviewed, why not?

In accordance with CHEAO By-Laws, financial audits will be performed upon request per advice from the financial advisor. Most funding for this organization is related to state and federal grant funds, which are received and spent through the fiscal agent, Ohio University.

If you are a part of the University audit is it on a “stand alone” basis?

Most funding for this organization is related to state and federal grant funds that are received and spent through the fiscal agent, Ohio University. As a result, the majority of funds received by this organization are reviewed as part of the Ohio University audit process and included in the annual financial reports.

OPERATIONAL AND FINANCIAL OVERVIEW

University Financial Investment in Affiliate (check all that apply and provide an explanation as needed)

	The University has no financial investment in the affiliate.	
	This affiliate has outstanding debt owed to the University.	
X	The University gives other monetary support to the affiliate.	FY17 University cost share - \$517K

Other Sources of Funds

Description of the other primary, non-University, revenue sources of the affiliate:

CHEAO receives support in the form of grant funds from various sources, including the national Area Health Education Center (“AHEC”) organization. The AHEC organization is a network of more than 300 AHEC program offices and centers around the country whose mission is to enhance access to quality health care, particularly primary and preventive care, by improving the supply and distribution of healthcare professionals.

Use of University Resources

Description of the affiliate’s use of University resources that may include use of University name and other marks, employees, facilities, and services (e.g. the University serves as the fiscal agent for the affiliate).

CHEAO is staffed by University employees, at the equivalent of 2.75 FTE or \$193K/year, who run CHEAO’s day-to-day activities. HCOM acts as CHEAO’s fiscal agent, and grants from outside sources are administered by the University. The University also provides space for CHEAO’s daily operations at no cost.

Contracts with the University

Describe any current contracts or memoranda of understanding that the affiliate has entered into with the University.

As noted above, the relationship between CHEAO and HCOM has been governed by an agreement executed in 1994. This agreement will be reviewed during FY2018 to ensure no updates are needed.

Affiliate Overview and Activities

Provide a brief review of the affiliate’s activities for the reporting year, including but not limited to significant business issues, major accomplishments, changes in governance structure, and transactions with the University.

CHEAO is the AHEC for the southeastern part of Ohio. As such, CHEAO’s mission is to improve the health of people in this region by fostering academic and community collaboration, emphasizing primary care and focusing on underserved areas. CHEAO supports professional health education and community health by facilitating community-based clinical training; providing continuing education programs for health-care providers; and coordinating health fairs, school visits, campaigns to raise public awareness of health issues, and other service learning activities.

In FY2017, CHEAO, provided student training and service learning opportunities for 328 Heritage College students. CHEAO also provided continuing education to 2173 health professionals. CHEAO staff and associated trainers provided American Heart Association training (CPR, First Aid, Basic Life Support, Advanced Cardiac Life Support, and Pediatric Life Support) to 2818 people. Four Health Career Days were presented at the Heritage College with four different high schools, reaching 160 high school students.

Significant Issues or Activities for the Coming Year

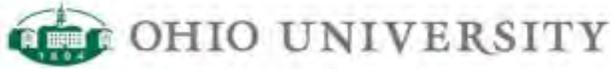
Provide a summary of the significant business issues or activities anticipated in the coming year. This section would also include any changes to amendments, additions or deletions of governing documents or other significant transactions that could materially impact the affiliate in the new year.

No significant issues or activities are expected in FY2018.

Financial Status

For the reporting fiscal year please list the following (FY2017):

Total Assets	\$ 19,671
Total Liabilities	\$ 0
Total Revenues	\$ 311
Total Expenses	\$ 2,012
Net Assets	\$ 19,671



AFFILIATE NAME

The Interlink Alliance (TIA)

AFFILIATE MANAGEMENT

President/CEO (or equivalent)	Tyrone M. Carr, Executive Director Interlink Alliance
Treasurer/CFO (or equivalent)	Tyrone M. Carr

DESCRIPTION OF AFFILIATE

The Interlink Alliance is an Ohio non-profit corporation that was established in October of 2008 and registered as an Ohio non-profit corporation in August 2012, within the meaning of Section 501(c)(3) of the Internal Revenue Code. The organization holds as its central purpose the development and preparation of African American students to learn, live and lead in the 21st Century. Drawing on a historic legacy of access and opportunity, member institutions will leverage synergistic strengths to foster student and faculty development. The alliance's mission is to recruit, retain and encourage talented individuals to achieve their full potential for the betterment of community and society.

Current member universities include Ohio University, Central State University, Charles R. Drew University of Medicine and Science, Hampton University, Morgan State University, North Carolina Central University, Spelman College, Virginia Commonwealth University and Virginia State University.

GOVERNANCE

Board Information

Current vacancies on the Board?

YES NO

The Board of Governor’s (BOG) was formally chaired by Roderick J. McDavis but is now chaired by David Wilson, Ph. D., and President of Morgan State University in Baltimore, MD. Each institution’s president, chancellor or appointed intermediary (usually the provost) is a member of the BOG. There are no current vacancies on the BOG but Central State University, Johnson C. Smith University, South Carolina State University and Wilberforce University have been inactive over the past two years.

Board Meetings Scheduled – FY 2017: January 2017; April 2017; July 2017; October 2017

Next Board Meeting Scheduled for March 15, 2018 at VCU in Richmond, Virginia. The remaining meetings for 2018 will be determined at the meeting scheduled in March 2018.

of Voting University Representatives on the Board 2
of Total Voting Board of Trustees 9

University Representation

List of all current university-affiliated voting members of the Board of Directors:

University Rep	Title	Term Expiration
Duane Nellis, Ph. D.	President	End of Employment
Tyrone M. Carr	Executive Director	End of Employment

List of all Board Officers of affiliate entity:

Officer	Title	University Employee
David Wilson, Ph. D., President, Morgan State University	Chair	No

Governance Documents

A brief description of the changes made to governance documents during FY 2017 is provided below. Documents may include affiliate's articles of incorporation, code of regulations/bylaws, board policies, Secretary of State filings, and any board resolutions relating to the governance of the affiliate.

Governance documents are up to date and no changes were made during FY2017.

AUDIT

Affiliate Fiscal Year End: June 30 (6/30)

How is the affiliate audited?

Part of University Audit	X
Not Audited or Reviewed	
Reviewed or Audited Separately from University Audit	

If you are not audited or reviewed, why not?

N/A

If you are a part of the University audit is it on a "stand alone" basis?

N/A

OPERATIONAL AND FINANCIAL OVERVIEW

University Financial Investment in Affiliate (check all that apply and provide an explanation as needed)

	The University has no financial investment in the affiliate.	
	This affiliate has outstanding debt owed to the University.	
X	The University gives other monetary support to the affiliate.	

Other Sources of Funds

Description of the other primary, non-University, and revenue sources of the affiliate:

Each membership organization contributes a pro rata share of expenses to cover the costs of the annual conference.

Use of University Resources

Description of the affiliate’s use of University resources that may include use of University name and other marks, employees, facilities, and services (e.g. the University serves as the fiscal agent for the affiliate).

The University serves as the fiscal agent for the affiliate. Interlink Alliance has no employees. The University contributes a .5 FTE (approx. \$55K/year) for the Executive Director and related office space at no cost to the affiliate. In addition, the President’s Office has an annual base budget of \$7,500 dedicated to Interlink Alliance activities. Other financial and administrative services are provided by Ohio University at no cost to the affiliate.

Contracts with the University

Describe any current contracts or memoranda of understanding that the affiliate has entered into with the University.

The affiliate has no contracts with the University. The University will complete an affiliate agreement with The Interlink Alliance during FY2018.

To date, Interlink Alliance has not formally sought a Federal non-profit exemption under Section 501(c)(3) of the Internal Revenue Source Code.

Affiliate Overview and Activities

Provide a brief review of the affiliate’s activities for the reporting year, including but not limited to significant business issues, major accomplishments, changes in governance structure, and transactions with the University.

There are three BOG meetings per year in addition to an annual conference to provide opportunities for collaboration and development.

Significant Issues or Activities for the Coming Year

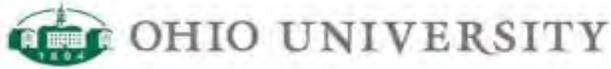
Provide a summary of the significant business issues or activities anticipated in the coming year. This section would also include any changes to amendments, additions or deletions of governing documents or other significant transactions that could materially impact the affiliate in the new year.

Only one meeting has been scheduled for 2018, with other meetings to be determined at the March 2018 annual conference.

Financial Status

For the reporting fiscal year please list the following (FY2017):

Total Assets	\$ 15,853
Total Liabilities	\$ 0
Total Revenues	\$ 7,125
Total Expenses	\$ 18,333
Net Assets	\$ 4,645



AFFILIATE NAME

The RTT Collaborative (RTTC)

AFFILIATE MANAGEMENT

President/CEO (or equivalent)	Michael Woods, President
Treasurer/CFO (or equivalent)	Kara Traxler, Secretary-Treasurer

DESCRIPTION OF AFFILIATE

RTT Collaborative is a 501(c)(3) non-profit corporation under the Internal Revenue Code. The purpose of this organization is to sustain health professions education in rural places through mutual encouragement, peer learning, practice improvement, and the delivery of technical expertise in support of a quality rural workforce. The RTT Collaborative is a board directed cooperative of participating programs and individuals committed to this mission.

GOVERNANCE

Board Information

Current vacancies on the Board?

 YES X NO

There are 9-15 members required for the Board, currently 11 members

Dates of Board Meetings – 2016-17: August 16, 2016; November 15, 2016; February 21, 2017; April 20, 2017

Board Meetings Scheduled – 2017-18: August 15, 2017; November 28, 2017; February 20, 2018; April 11, 2018

of Voting University Representatives on the Board 0

of Total Voting Board of Trustees 14

University Representation

List of all current university-affiliated voting members of the Board of Directors:

There are no voting university representatives on the board. Dr. Randall Longenecker, a university employee, serves as the Executive Director but does not have voting privileges.

Board Officers

List of all Board Officers of affiliate entity:

Officer	Title	University Employee
Michael Woods	President	No
Stuart Hannah	Vice-President	No
Kara Traxler	Secretary-Treasurer	No

Governance Documents

A brief description of the changes made to governance documents during FY 2017 is provided below. Documents may include affiliate’s articles of incorporation, code of regulations/bylaws, board policies, Secretary of State filings, and any board resolutions relating to the governance of the affiliate.

No changes were made to the Governance documents during FY2017.

The relationship between RTT Collaborative and Ohio University is defined by an annual service agreement. The current agreement is effective through June 30, 2018.

AUDIT

Affiliate Fiscal Year End: December 31 (For the purposes of this annual report, FY ending 12/31/2016)

How is the affiliate audited?

Part of University Audit	
Not Audited or Reviewed	
Reviewed or Audited Separately from University Audit	X

If you are not audited or reviewed, why not?

Audits are performed on an as needed basis.

If you are a part of the University audit is it on a “stand alone” basis?

N/A

OPERATIONAL AND FINANCIAL OVERVIEW

University Financial Investment in Affiliate (check all that apply and provide an explanation as needed)

	The University has no financial investment in the affiliate.	
	This affiliate has outstanding debt owed to the University.	
X	The University gives other monetary support to the affiliate.	The Heritage College is a participating program in the cooperative and pays the usual annual fee of \$2,500

Other Sources of Funds

Description of the other primary, non-University, revenue sources of the affiliate:

Primary non-University revenue sources are program participant fees and direct services (e.g. Annual Meeting, Paid technical assistance)

Use of University Resources

Description of the affiliate's use of University resources that may include use of University name and other marks, employees, facilities, and services (e.g. the University serves as the fiscal agent for the affiliate).

The RTT Collaborative has no employees. In accordance with the service agreement with the University, RTTC reimburses the time of two university employees:

Dr. Randall Longenecker, Assistant Dean, Rural and Underserved Programs in HCOM and Executive Director of The RTT Collaborative - .20 FTE for 2016-2017. HCOM does provide additional time as needed to support the program at no additional cost to RTT Collaborative.

Dawn Mollica, Administrative Director, Rural and Underserved Programs in HCOM - .10 FTE

Total reimbursement to OU-HCOM for 2016-2017 is \$54,909 (includes student worker)

HCOM provides office space at no cost to The RTT Collaborative in Irvine Hall within the Office of Rural and Underserved Programs.

Contracts with the University

Describe any current contracts or memoranda of understanding that the affiliate has entered into with the University.

The relationship and financial arrangement between the University and the affiliate is documented in a service agreement that is reviewed and/or renewed on an annual academic year basis.

Affiliate Overview and Activities

Provide a brief review of the affiliate's activities for the reporting year, including but not limited to significant business issues, major accomplishments, changes in governance structure, and transactions with the University.

During the reporting year, The RTT Collaborative (RTTC) implemented the business plan created in the prior year, which included a clarified structure for program participation and recognition for accumulated levels of sponsorship, and increased the number of Board members to 14.

At the end of Academic year 2016-2017, participating programs included both undergraduate and graduate programs in rural medicine, both rurally located programs and rural training tracks. (The RTTC Annual Report can be viewed in its entirety at rttcollaborative.net/)

Significant Issues or Activities for the Coming Year

Provide a summary of the significant business issues or activities anticipated in the coming year. This section would also include any changes to amendments, additions or deletions of governing documents or other significant transactions that could materially impact the affiliate in the new year.

The service agreement for 2017-2018 between RTTC and the University was modified as follows:

Dr. Randall Longenecker's FTE was revised to reimburse the University for .3 FTE (it was previously .2 FTE) and the agreement for .1 FTE for the time of Dawn Mollica remained unchanged. Total reimbursement is expected to increase to \$90,000.

Financial Status

For the reporting University fiscal year please list the following (AY2017):

Total Assets	\$ 212,630
Total Liabilities	\$ 2,226
Total Revenues	\$ 135,849
Total Expenses	\$ 96,024
Net Assets	\$ 39,825

March 22, 2018

Affiliated Entities Update

Tab #; pg

Affiliate	FY17 Status	FY16 Status	Governance Status	Operational - Financial Status	Audit Status	Significant Events
Ohio University Foundation						Housing for Ohio (HFO), Inc. sold for \$20.4M; HFO debt paid off 2/1/2017 in amount of \$23.375M; Comprehensive review of unrestricted funding model for Foundation underway in FY2018
University Medical Associates (UMA)						UMA was in operation through May 1, 2017, when the OhioHealth took over operations. As a result revenues were down due to ceasing operations two months prior to the end FY2017; The UMA Board chose to not complete the annual audit since this was the last year of operations for the clinical practice under UMA
TechGROWTH Ohio Fund, Inc.						During FY2018, TechGROWTH elected to pursue a Federal non-profit exemption under the Internal Revenue Code 501(c)(3)
Consortium for Health Education in Appalachia Ohio (CHEAO)						CHEAO elected to not complete an audit for FY2017
Interlink Alliance						New Board Chair appointed
RTT Collaborative						No audit was completed during FY2017 (consistent with FY2016)

LEGEND	
Status Rating	Trend
Meets Expectations	Performance Improving
Caution	No Significant Change
Below Expectations - Action Needed	Performance Worsening

ELECTION OF CHAIR
RESOLUTION No. 2018 –

RESOLVED, that Dave Scholl be elected Chair of the Board of Trustees for the year beginning May 13, 2018, and ending May 14, 2019.

ELECTION OF VICE CHAIR
RESOLUTION No. 2018 –

RESOLVED, that Janelle Coleman be elected Vice Chair of the Board of Trustees for the year beginning May 13, 2018, and ending May 14, 2019.